



water for 10 million people

Annual report 2019

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Ministerie van Buitenlandse Zaken

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INTRODUCTION

WaterWorX (WWX) is built on a solid foundation of expertise, reach, and tried -and trusted- partnership. The WWX strategy and Theory of Change are ambitious: for ourselves and for the partner utilities in the districts and countries where we work. They revolve around WWX strengthening change, triggering and supporting long-term sustainable turnaround - leading to access to safe water and sanitation available for 10 million people, for good by 2030. This work is hard to do and it's equally hard to make it clear and visible. In a world that seeks simple, clear and compelling narratives, the reality of WASH system strengthening in developing countries confounds easy storytelling. To look beyond that curtain, this annual report will not only share stories that celebrate the progress we have made in the 2019 fiscal year, it also highlights the remarkable things we have learned this year on our journey of continuous improvement.

The previous years, WWX mainly focused on 'getting the basics right' in order to strengthen the financial, technical and social sustainability of local partner water companies. The individual project reports are presented in Annex 2. The financial report is a separate document. This report summarises all activities, following the work packages (WP) and activities that were presented in the WWX proposal:

- WP1: People and organisation
- WP2: Water
- WP3: Finance
- WP4: Enabling environment
- WP5: Program coordination

A large share of activities undertaken are attributed in work package 1: people and organisation. The second year of our strategy, with a mid-term review of 20 Water Operating Partnerships (WOPs) it a fitting year to underline the commitment to organization-change, where plans that have been developed (work package 1) and are being implemented under work package 2 (water). The particular highlight of 2019 was the development, review and launch of master plans for service provision, capability assessments and optimization (maintenance and/or business) plans by 25 of our 26 WOPs (see Table 1.1 for a full overview)¹. Each plan represents the commitment to the aim of reaching 10 million people by 2030. They are the result of a process of constructive dialogue and collective action. The plans, processes and partnerships aligned behind this work represent the end of a critical first step in our Theory of Change. They are the end of the beginning. They also highlight the challenges to come, not least mobilising the necessary finance to meet each WOPs ambitious goals and scaling up their efforts.

We have also undertaken steps to digitize the monitoring, evaluation and reporting system, which is likely to go live in 2021. At the moment we have developed a dashboard and digital reporting in the CoP of Project Management in line with the recommendations of the Mid-Term Review (MTR) that took place between June and November 2019. The MTR assessed the workings and progress of the WWX programme for Phase I. The MTR was executed by the consultancies IRC and Agua Consult. Over the course of five months, stakeholders at all levels, provided their insights on a selection of 20 WOP partnerships², sustainability, monitoring, data collection, project management and the reporting process. Based on the assessment, WWX invited stakeholders to an evaluation round aimed at extracting lessons learned and best practices. As of November 2019 the WWX programme and all WOPs have set out to operationalize certain recommendations for change by the MTR, in order to move forward to ensure the efficient achievement of WWX objectives by 2030.

¹ The Palestinian WOP is included in the overview, but is not part of the reporting cycle of 2019 as the start of the WOP took place in January of 2020.

² The WOPs that were not included in the MTR had a later starting point in the programme and therefore were not assessed.

Our financial situation was stable in 2019, with a budget of €11,1 million. This was supported by the contributions of Dutch water utilities and the Dutch Ministry of Foreign Affairs for which we gratefully acknowledge their generous support. During this year the total number of project members grew to over 300 people, including 16 Resident Project Managers and 25 Young Experts (22 local / 3 Dutch). We also worked with more than 200 local associates, in line with our vision of a flexible and decentralized workforce. We could not do any of this without all our partners. Local and national government leaders and staff are crucial too, as are local organisations and nongovernmental organisations (NGOs). We also are working with IHE Delft Institute for Water Education and the Global Water Operators' Partnerships Alliance (GWOPA) to continue investing in research and knowledge sharing. The online Communities of Practice offer capacity building training sessions as well as lessons learned to peers in the sector, which also contributes to our impact.

In 2019 alone, we helped provide access to clean water for 630.000³ people and improve sanitation facilities for 30.000 people. This is vital considering the protracted crisis and droughts in some countries where we operate. Our current forecast is that by the end of phase I, WaterWorX WOPs will have reached one million people in our programme areas.

³ This number is the sum of all WOPs, including organic growth. The discussion about WWX contribution is now ongoing and might have consequences for the way this number is portrayed in the future.

Table 1.1 Overview Water Operating Partnerships 2019

	Country	Dutch partner	Local partner
1	Kenya	Dunea	Homa Bay County Water & Sanitation Company (HOMAWASCO)
2	Indonesia	Oasen	Tirto Negoro PDAM Sragen
3	Rwanda	PWN	Aquavirunga LTD and District of Rubavu
4	Senegal	PWN	Société d'Exploration d'Ouvrages Hydrauliques (SEOH SA) and Office des Fourages Ruraux (OFOR)
5	Colombia	VEI	Acuavalle, Aguas del Huila, Las Ceibas and Aguas del Magdalena
6	Ethiopia	VEI	Oromia Water Mines and Energy Bureau, Ambo Urban Water Supply and Sewerage Service Enterprise, Nekemte Town Water Supply and Sewerage Service Enterprise, Dukem Town Water Supply and Sewerage Service Enterprise and Modjo Town Water Supply and Sewerage Service Enterprise
7	Malawi	VEI	Lilongwe Water Board
8	Malawi	VEI	Southern Region Water Board (Zomba)
9	Myanmar	VEI	Mandalay City Development Committee (MCDC)
10	Philippines	VEI	Bayawan Water District (BAWAD), Bogo Water District (BWD), Carcar Water District (CWD), Toledo City Water District (TCWD) and Philippine Association of Water Districts, PAWD
11	Tanzania	VEI	Mwanza Urban Water Supply and Sanitation Authority (MWAUWASA)
12	Tanzania	VEI	Arusha Urban Water and Sanitation Authority (AUWSA)
13	Uganda	VEI	National Water and Sewerage Corporation (NWSC)
14	Zambia	VEI	Southern Water and Sewerage Company (SWSC) and Nkana Water and Sewerage Company (NWSC)
15	Zimbabwe	VEI	Engineering department of the City of Bulawayo (CoB) and Water & Sanitation Department of the City of Harare (HWD)
16	Kenya	World Waternet	Nairobi City Water and Sewerage Company Ltd (NCWSC)
17	Laos	World Waternet	Luang Namtha provincial public water utility (Luang Namtha Nam Papa)
18	Mali	World Waternet	La Société Malienne de Gestion de l'Eau Potable (SOMAGEP-SA) and Société Anonyme d'Etat
19	Tanzania	World Waternet	Morogoro Urban Water Supply and Sanitation Authority (MORUWASA)
20	Tanzania	VEI	Arusha Urban Water and Sanitation Authority (AUWSA)
21	Ethiopia	VEI	Addis Ababa Water and Sewerage Authority (AAWSA) and Waterforum
22	Ghana	VEI	Greater Accra Region. Three districts: Amasaman, Adenta & Santor
23	Kenya	VEI	Nakuru: NAWASSCO, NAIVAWASS and NARUWASCO
24	Vietnam	VEI	Soc Trang, SOCTRANGWACO Can Tho, CANTHOWASSCO Can Tho, CANTHO2WASUCO Hau Giang, HAWASUCO Can Tho University – Dragon Institute
25	Indonesia	VEI	PDAM Tirta Moedal Kota Semarang
26*	Palestinian Territories (Westbank)	World Waternet	Palestine Water Authority (officially started January 1 st 2020)

WATERWORX AT A GLANCE 2019

Who's involved	What did we produce?	How many people did we reach?
<p>25 WOPs⁴</p> <p>10 Dutch water utilities and the Dutch Ministry of Foreign Affairs</p> <p>Over 50 utilities and 20+ districts</p> <p>3 coordinating staff in the Netherlands</p> <p>18 project management staff in country and 15 local project coordinators</p> <p>200+ in country associates 300+ Short term experts 25 Young Expert Professionals</p>	<p>60+ plans supported > 78 capacity-building events worldwide co-organised by WWX</p> <p>8 working groups and learning platforms supported by our CoPs</p> <p>> 12 webinars and 126 news items posted in partner newsletters and blogs various websites</p> <p>2 WWX master students enrolled at IHE-Delft, 15 WWX pupils participated in short-courses provided by IHE-Delft.</p>	<p>In 2019 alone, WWX ensured access to clean water for 630.000⁵ people.</p> <p>Of these, 157.589 people are provided with improved access to drinking water directly financed by the WaterWorX programme.</p> <p>Sanitation facilities were improved by WWX in 2019 for 30.000 people of which 5400 are direct recipients.</p>



⁴ The WOP in the Palestinian Territories started as per January 1st 2020

⁵ This number is the sum of all WOPs, including organic growth to which the WOP indirectly contributed for example by reducing NRW. The discussion about WWX contribution is now ongoing and might have consequences for the way this number is portrayed in the future.

WORK PACKAGE 1: PEOPLE AND ORGANISATION

A short narrative of the activities is provided below. The narrative is a summary of the progress reports of 2019 of the individual WOPs. The table below includes the number of WOPs that have included this output in their annual plan. The target as mentioned in the annual plan 2019, the number of WOPs that are on track, and the average output progress (2018-2021) of all WOPs that have included this output in their project is also summarized in this table. Since the programme is currently halfway, the average output progress should be around 50%. Most outputs show a progress of around 40%. More specific information about the activities per WOP can be found in Annex 2.

WP1.1 Leadership, accountability & benchmarking

WP1.1 Leadership, accountability & benchmarking					
Output	Description	Unit	Target 2019	On track 2019	Average progress (%)
1.1.1	Leadership development programme prepared and implemented	# utilities	18	13	48%
1.1.2	Business plan developed/ improved	# utilities	9	6	30%
1.1.3	Management information system introduced/ improved	# utilities	12	6	33%
1.1.4	Improvement plan drawn up based on internal audit on transparency and integrity	# utilities	6	3	26%
1.1.5	Yearly benchmark report prepared	# utilities	all	all	

Activity 1.1.1 Leadership development programme

Most of the WOPs that included a leadership development programme in the project, facilitated leadership and change management workshops this year. Some of these trainings were facilitated by CEOs of Dutch water utilities, some were facilitated by local Human Resources experts, and some by Short Term Experts (STEs). A one-week leadership training was given in four water districts in the Philippines, the WOP in Vietnam hosted four workshops for higher management and a leadership capacity development assessment was held in the WOP in Sragen, Indonesia. Regional exposure visits were prepared between WOPs in Ghana and Uganda with workshops focusing on governance, organizational culture and change approach. These will take place in February 2020. The activity is sometimes combined with activity 1.2.1, organization improvement. In 2019, 18 projects included this activity in their project. Of these 18, 13 are on track.

Activity 1.1.2 Business plans developed or improved

This activity shows a large variety per WOP. Sometimes this is a comprehensive activity, developing a 10-year business plan, and training staff in managing an extensive projection model. Other projects provide input to a draft business plan or provide support in improving a business plan. Many more projects included the development or improvement of business plans in their project compared to the original plan of 2019. Of all WOPs that included this activity, 6 are on track and the others are not on track (mainly caused by other priorities of the partner WSC). In order to harmonize and further improve quality of this and other outputs, WWX is currently (June 2020) organizing webinars to exchange experience and examples of business plans between the WWX WOPs.

Activity 1.1.3 Management information system (MIS) introduced or improved

First versions of a new MIS system have been introduced and are being filled with data. Some systems have been improved, for example by automating the system. Users of the system were provided with trainings.

Activity 1.1.4 Internal audit for transparency and integrity

Little activity took place related to this output in 2019. Only in Harare, significant progress was made, see the box below. Other WOPs have scheduled this activity in 2020 or 2021.



In 2019 two VEI Process/SOP specialists visited Harare Water Department to further work on the elaboration of Standard Operating Procedures (SOPs) for all work processes in water & sewer (now roughly 120 compared to the 73 identified processes in 2018). 16 SOPs were elaborated in highly interactive workshops and ready for approval. Also, SOP-coordinators were trained to further continue the process of SOP development in 2020.

– *Toine Rademaker Resident Project Manager WOP Harare*

Activity 1.1.5 Annual benchmark report

Various ways of sharing best practices are in place. NRW trainings were given via skype, and there was also an NRW workshop in Uganda in 2019. The COP's are used to share knowledge. The programme coordination will prepare a benchmark report including the KPIs of 2017, 2018 and 2019. Based on this report online meetings will be organised between different groups of utilities, (based on size, maturity level and region) to exchange best practices.

WP1.2 Organization and Human Resources

WP1.2 Organization and Human Resources					
Output	Description	Unit	Target 2019	On track 2019	Average progress (%)
1.2.1	Organization improvement plan developed and implemented	# utilities	14	9	33%
1.2.2	Capacity development programme prepared and implemented	# utilities	17	12	37%
0.1a	Number of students following a MSc /short term course at IHE-Delft	# students	27	17	-
0.1b	Number of female students following a MSc / short term course at IHE-Delft	# students	6	4	-
1.2.3	Result-based planning and development introduced/ improved	# utilities	2	1	60%

Activity 1.2.1 Organization improvement plan developed and implemented

In some projects, the organizational structure has been reviewed, which resulted in an updated organizational chart, and job descriptions. In one project, the HR department of the partner Water

Supply Company (WSC) was supported by drafting a new HR manual. In total 9 out of 14 projects are on track with this activity.

"In 2019 PDAM Sragen started with a company-wide assessment to test the capabilities of its employees, together with Solo University. The assessments consist of a IQ test, personal capability tests and personal coaching based on the result of the assessment. The reason for this assessment is that the coming 5 years more than 50% medio and senior managers will retire and PDAM would like to promote current employees to management positions if they are qualified. The Assessment result will help determine which employees would be qualified for promotions. It also helps offer the employees trainings needed for their specific development. Employees are very satisfied with the assessment as this not only provides opportunities for promotion, but also gives them an opportunity to work on blind spots".

- Pieter Cusell, Project Manager WOP Sragen

Based on the findings and developments of 2019 a HR expert Coach from Oasen has been appointed to support the PDAM from 2020 with setting up (and implementation) of the organization and capacity development plan.

Activity 1.2.2 Capacity development plan developed and implemented

According to the annual plan 2019, 17 WOPs were planning to work on this activity in 2019, of which 12 reached all milestones they had planned. As part of this activity, some projects conducted a capacity gap assessment. Other projects started providing trainings based on specific requests from the WSCs, such as GIS, hydraulics, and water quality. Also, many new YEppers were hired this year. In 2019, 17 students were either attended a short term course at IHE-Delft, or were enrolled in a MSc programme. The WOP in Kampala agreed with IHE-Delft to provide a specific training for a the new Borehole team of NWSC. This is a training of 6 different modules which will be given in Kampala to a group of 5-15 staff.

Activity 1.2.3 Result-based planning and development introduced/ improved

This activity is related to other activities such as leadership, organizational development and MIS. Result based planning had been included in job descriptions. Little specific progress on this activity was made in 2019. In Zambia, both partner utilities are evaluating their own performance management system.

WP1.3 NRW reduction

WP1.3	NRW reduction				
Output	Description	Unit	Target 2019	On track 2019	Average progress (%)
1.3.1/2.2.1	NRW reduction (DMA)	# utilities	22	14	48%
1.3.2	Number of people trained in NRW reduction approach	# people	567	691	36%

1.4.3 / 2.3.2	Improvement plan for sanitation, sewage and waste water treatment	# utilities	4	3	73%
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Activity 1.4.1 Preventive maintenance and/ or asset management plan(s) developed

This activity includes a variety of topics related to operation, maintenance, and asset management. Water Treatment Plans (WTPs), for example Kendu Bay in Homa Bay have been rehabilitated in order to ensure and enhance water supply. Maintenance plans were developed, Standard Operating Procedures drafted, and Maintenance Management Software is being used. Harare and Kampala are the only Utilities who are implementing a new Maintenance management system.



In 2019, 18 projects included this activity in their annual plan for 2019. In total, 12 of these projects are on track, 7 are not on track, and 1 (Zomba) project reports that this output is no longer achievable.

For Zomba, the mentioned reason for this is that the financial resources are not available within the utility. Therefore, the focus will be on debt collection and NRW reduction (and purchasing the materials required for this) before continuing with a preventive maintenance or asset management plan. Some WOPs had difficulties to find the right short-termers, and others find it a difficult topic because of the broad scope of this output in combination with asset management. To support the WOPs, the programme coordination is facilitating exchange between WOPs.

A Dunea engineer with HOMA WASCO partners focusing on maintenance and development in the field.

Activity 1.4.2a People trained in preventive maintenance and / or asset management

In 2019, 288 people were trained on preventive maintenance and / or asset management, much more than the original plan of 133. In Rwanda, however, the training had to be cancelled due to an Ebola outbreak in the country.

Activity 1.4.3 Development of an improvement plan for sanitation, sewage and waste water treatment

In 2019, 3 projects were on track with this activity. A proposal has been drafted to address faecal sludge management in Kampala, and in Homa Bay an improvement plan for sanitation was approved and a rehabilitation plan has been made. Also, some quick wins are achieved in the operation of the WWT in Homa Bay. In the Philippines, this activity is not on track, because the construction of a waste water treatment plant has been postponed because the local government has not prioritised it and because of the threat of privatisation.

WP1.5 Pro poor services

WP1.5 Pro-poor					
Output	Description	Unit	Target 2019	On track 2019	Average progress (%)
1.5.1	Pro-poor coordinators appointed and trained	# coordinators	17	24	50%
1.5.2	Pro-poor vision, strategy and objectives developed	# utilities	16	4	31%
1.5.3 / 1.5.4	Proposals developed for providing people with direct access to improved water and/ or sanitation facilities	# proposals	17	16	59%

Activity 1.5.1 Pro-poor coordinator(s) appointed and trained

Most pro-poor coordinators were already appointed in 2018, but some new pro poor coordinators were appointed. Therefore, the actual number of coordinators working for the projects in 2019 is higher than the original plan. In 2019, little training took place.

Activity 1.5.2 Pro-poor vision, strategy and objectives developed

Most of the WOPs that included this activity are not on track, in most WOPs the development of the pro-poor vision, strategy and objectives is postponed. Some WOPs finalised a draft version of the vision and strategy document. To enhance the progress of this output, the programme coordination will take an active role to facilitate knowledge exchange in 2020.

Activity 1.5.3 Proposals developed for providing people with inclusive access to improved water and/ or sanitation facilities / Activity 1.5.4 Implementation of access to water and / or sanitation for poor & vulnerable groups

Much progress was made in 2019, most projects are on track. Many proposals for providing people with inclusive access to improved water and / or sanitation facilities have been developed, and many are currently being implemented under work package 2 as well.

WP1.6. Climate adaptation and mitigation

WP1.6 Climate adaptation and mitigation					
Output	Description	Unit	Target 2019	On track 2019	Average progress (%)
1.6.1	Climate resilient water supply programme 2050 developed	# utilities	15	11	37%
1.6.2/2.5.2	Energy saving programme developed and implemented	# utilities	8	5	40%

Activity 1.6.1 Climate resistant water supply program 2050 developed

Quite some WOPS are delayed with this activity, 5 in total. One of the reasons is that this is a relatively new topic within WOPs. Other WOPs have facilitated workshops, cooperate with other projects in the area, or hired an external party to provide assistance with this topic. In 2019, WaterWorX organized training support by Acacia to accelerate this activity.

The WOP in Vietnam organized two workshops related to Climate Resilient Water Supply 2050. In June 2019 together with Can Tho University, the first workshop included various researchers presenting their latest findings related to the hydrology of the Mekong Delta, land subsidence, salinization and forecasting water demand.

At the end of November a second workshop on 'The Impacts on Water Supply Regimes' was organized. A third workshop on 'Adaptation Strategies' will follow in 2020.



Workshop Vietnam (June 2019)

Activity 1.6.2 Energy saving programme developed.

Energy saving programmes have been set up, focusing on pump efficiency and hydraulics. Most projects, 5 are on track with this activity, 2 projects are not on track, and 1 project is seriously delated, because no STE could be found. The WOP in Nakuru added this activity new to the project.

1.7 Gender

WP1.7 Gender					
Output	Description	Unit	Target 2019	On track 2019	Average progress (%)
1.7.1	Inclusion analysis and approach developed	# utilities	22	16	53%
1.7.2	Inclusion approach incorporated in other project activities	# utilities	16	12	59%

Activity 1.7.1 Inclusion analysis and approach developed

Many projects conducted an inclusion analysis, often making use of the inclusion tool. Some projects developed an approach, sometimes included in the HR strategy. In Mwanza and Arusha workshops with all women from the company, in which >75% participated, were held. In total 16 projects are on track with this activity and 4 are not on track.

Activity 1.7.2 Inclusion approach incorporated in other project activities

Projects incorporated inclusion in activities such as HR and pro poor activities.

International Women's Day is celebrated on the 8th of March every year around the world. In Mali this is one of the most important days of the year. The women's organization of the national water utility the Société Malienne de Gestion de l'Eau Potable (SOMAGEP), invited WaterWorX to celebrate this day with them. A Female Leadership Masterclass was organized by the African Water Association (AWA), in partnership with SOMAGEP and its WaterWorX partner World Waternet. This Masterclass focused on the role and responsibility of women and their ability to assert themselves as leaders within water utilities through their efficiency and proactivity.

Supported by the WaterWorX programme, women from all across Africa were able to participate. For five days (29 April- May 3rd 2019), 37 women from Mali, Benin, Burkina Faso, Guinea, Cameroon, Malawi, Kenya, Togo, and Tanzania exchanged experience and built their capacity through the training "Personal Development and Female Leadership". Working on their self-confidence, the training taught them the basics to become strong leaders and drivers of change by strengthening their organizational and communication skills. A strong bond was formed between the WaterWorX participants, many were inspired and expressed their desire to implement similar actions in their own utilities:

"Cultural differences and language issues were set aside because the commonality was stronger: the drive to enhance all talents and work towards sustainable water services in an inclusive way."



Lucy Ajambi, Technical Director at Nairobi City Water and Sewerage Company (NCWSC) taking her pitch in a boat across Cite du Niger, Benaka.

Beyond the direct impact on the participants, the training allowed to establish a network between women in the African WaterWorX projects.

The Malian Network for professional women in water and sanitation (REMAPFEA) won the Award for Best Network for Professional Women in Water and Sanitation during the 20th AFWA congress and exhibition (February 2020 Kampala).

WORK PACKAGE 2: WATER

Without clean water, people are denied opportunities that should be open to all and whole communities are held back. Drinking dirty water exposes people to traces of faeces and harmful bacteria, putting them at risk of deadly diarrheal diseases like cholera and typhoid. Dirty water makes children too ill to attend school, depriving them of their education. Everyone, everywhere has the human right to safely managed water, but there are still billions of people around the world who go without. What does the WaterWorX water work package look like around the world and is it making progress? The following chapter aims to shed light on these questions.

WP2.1 Access to water and/or sanitation

WP2.1 1 million people with direct access to improved water and/or sanitation facilities, of which at least 50% are poor.				
Output	Description	Unit	Target 2019	Realization 2019
2.1.1a	Number of water kiosks build	#	160	567
2.1.1b	Number of shared yard taps build	#	610	100
2.1.1c	Number of pre-paid stand pipes build	#	2	7
2.1.1d	Number of social household connections build (water)	#	11.091	8.769
2.1.2a	Number of toilets build (public sanitation excluding schools)	#	1	1
2.1.2b	Number of toilets build (school sanitation)	#	6	9
2.1.2c	Number of toilets build (shared sanitation)	#	4	0
2.1.3a	Number of household connections build (water)	#	38.997	68.879
2.1.4a	Number of toilets build (household sanitation)	#	1050	0
2.1.4b	Number of sewerage connections	#	10	0
2.1.5b	Number of toilets build at the utility	#	9	3
2.1.5c	Handwashing facility build at the utility	#	6	3
2.2.1	Number of DMA's developed	#	158	40
2.4.2	Assets digitized in GIS	#wops	17	16

As shown above, a lot has been built in 2019. There was a switch from shared yard taps to water kiosks. In Addis Abeba and Nakuru the customers stated that they preferred water kiosks or household connections above shared yard taps. Also in Ghana, the plans were cancelled because yard taps are classified under 'domestic' connections, leaving people with a higher pay bill for their water. The number of household connections built is higher than the target. This is mainly because of existing Utility initiatives (organic growth) in which WWX assisted. The target number of toilets that were supposed to be build is from the WOP in Zambia. This is delayed, but expected is that these toilets will be built in 2020. The toilet and handwashing facilities that were build were in Homabay (1), Oromia (2). In Mali, this investment was delayed and now planned for 2020. The construction of DMA's was delayed in a lot of WOPs. In some cases the plans were changed and DMA's are combined in larger DMAs.

WP2.2 NRW reduction

WP2.2 Level of NRW reduced with 40% compared to the baseline for at least 10 utilities					
Output	Description	Unit	Target 2019	On track 2019	Progress
1.3.1/2.2.1	NRW reduction (DMA)	#DMAs	158	40	-
2.2.2	Experience in DMAs scaled up to utility level	# utilities	13	8	37%

Activity 2.2.1 Level of NRW reduced in one or several DMAs

Based on NRW reduction plans DMA's will be isolated and measured to gain experience. This experience can be upscaled to Utility level. There were 40 DMAs developed in 2019 in the WWX programme on top of the 17 DMA's from 2018. The phase in which every WOP is working differs a lot. Some WOPs are looking for the best DMAs, others are already measuring NRW within the DMA.

Activity 2.2.2 Experience in DMAs scaled up to utility level

When there are good experiences in measuring NRW within DMA's it can be upscaled to Utility level. As stated above, there is a lot of activities on NRW understanding, but only a few utilities are on track to reach the programme target of 40% reduction compared to the baseline on NRW. This target however was beforehand too ambitious for most Utilities. In de Philippines three of the four utilities (BAWAD, BWD and TCWD) are on track to achieve their reduction target. In Vietnam, CANTHOWASSCO and CANTHO2WASUCO have reduced NRW in 2019 and are on track to reach their target as well. For some Utilities we actually see an increase in NRW because this KPI is now measured more accurate. We can conclude that for most utilities it is too soon to expect large reductions on utility level by the end of phase I. This means that the programmatic goal of reaching a 40% reduction compared to the baseline on NRW will not be met. Many WOPs are using their experience in the DMAs to draft a NRW reduction strategy at utility level.

WP2.3 Improved maintenance & management of water treatment plants

WP2.3 Improved maintenance and management for at least 15 utilities					
Output	Description	Unit	Target 2019	On track 2019	Progress
1.4.1/2.3.1	Preventive maintenance and/ or asset management plan(s) implemented	# utilities	18	12	49%
1.4.3/2.3.2	Implementation of an improvement plan for sanitation, sewage and waste water treatment	# utilities	4	2	73%

Activity 2.3.1 Maintenance and management programme implemented

This activity is included under output 1.4.1.

Activity 2.3.2 Implementation of an improvement plan for sanitation, sewage and waste water treatment

This activity is included under output 1.4.1.

WP2.4 Increased supply assurance

WP2.4 Increased security of supply (measured in hours of supply) for at least 8 utilities					
Output	Description	Unit	Target 2019	On track 2019	Progress

2.4.1	Water distribution programme developed and implemented	# utilities	16	10	20%
2.4.2	At least 75% of the assets digitized in GIS	# utilities	17	9	48%

Activity 2.4.1 Water distribution programme developed and implemented.

All WOPs who have included this topic work on a hydraulic model from which they expect a better water distribution.

Activity 2.4.2 At least 75% of the assets digitized in GIS

The WWX target is that at least 8 Utilities have 75% of their assets digitized in GIS. Already 9 WOPs have reached the goal of 75% of the assets digitized in GIS. A few more expect to reach this target by the end of phase I.

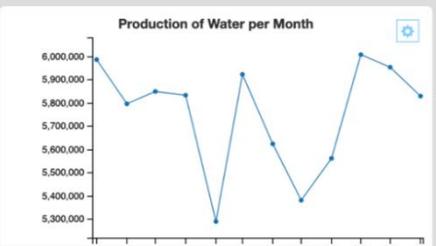
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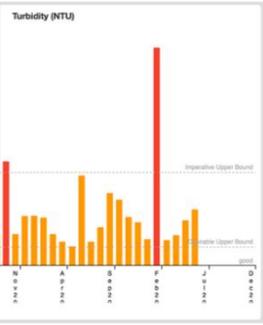
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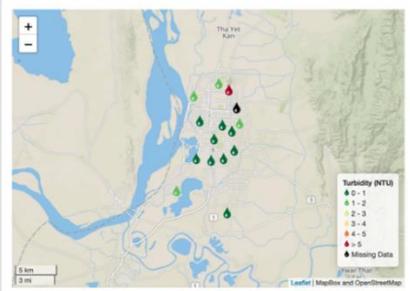
“In beginning of 2019 in Myanmar, there were three local trainees that developed sensors as part of their traineeship. The partners were very impressed by their technical skills, but even more so with the way they developed themselves during the traineeship. As time progressed one trainee was moved on to a job and learned how to work with **Mwater**.

In this job, a former trainee contacted us to say that MCDC would benefit from using this software. During his project’s break, the former trainee returned to the WOP and offered to explain the software to MCDC. He ended up working together with our Dutch STE for a month, making a very nice dashboard in **Mwater**. Later he told us he felt it was sharing was his way of showing the WWX WOP appreciation for the opportunities.”

- Vera Lagendijk, project manager WOP Mandalay Bay







A selection of water production and distribution models for MCDC

WP2.5 Implementation of climate mitigation plans

WP2.5 Climate mitigation plans implemented for at least 8 utilities					
Output	Description	Unit	Target 2019	On track 2019	Progress
2.5.1	Energy saving programme implemented	# utilities	8	5	40%

Activity 2.5.1 Energy saving programme implemented

Majority of the WOPs have started monitoring the energy consumption. Two WOPs have decided not to continue because of limited savings (Arusha) or because these activities are part of another project within the Utility with no required action of WWX (Bulawayo). In Nairobi an investment proposal to rehabilitate a hydro power installation is set up.

WP2.6 Improved water quality

WP2.6 Improved water quality for at least 8 utilities					
Output	Description	Unit	Target 2019	On track 2019	Progress
2.6.1	Water quality monitoring programme developed/ improved	# utilities	13	12	25%
2.6.2	Water safety plans introduced	# utilities	8	6	29%

Activity 2.6.1 Water quality monitoring programme developed/ improved

There are 13 WOPs working on this topic. Most WOP's are focussing on training of the employees. Sragen has planned to build a new laboratory to be able to test the quality themselves and not being dependent on the governmental laboratory and in Bulawayo it is decided that WWX will support in obtaining an ISO certification within 5 years.

Activity 2.6.2 Water safety plans introduced

In most Utilities this topic is in the start-up phase. Some WOPs had difficulties in finding short termers for support. Employees in WOP Mandalay received a training from the RIVM, but because they don't have the means to give follow-up, they decided not to prioritize this topic. In Zambia the water safety plans will be combined with a crisis management training.

WP2.7 Increased client satisfaction

WP2.7 Increased customer satisfaction (+20%) for at least 10 utilities					
Output	Description	Unit	Target 2019	On track 2019	Progress
2.7.1	Customer processes analysed and improved	# utilities	12	6	33%
2.7.2	Yearly monitoring of customer satisfaction	# utilities	8	7	20%

Activity 2.7.1 Customer processes analysed and improved

We see many activities that are focused on the internal processes of the utilities. Analyzing customer processes asks for a more external view of employees. Most WOPs are just starting with improvements on these processes, and assistance is very welcome.

PDAM has taken a **big** leap with improving the customers experiences. In November the technical director and a customer staff member visited Oasen. The focus of the visit was Customer Service including the customer complaint system. PDAM Sragen succeeded to take out the **Best Practices** out of the visit and has currently refurbished the customer service department and office entrance to give the customer of PDAM Sragen a better/relaxing 'customer experience'.

To give the PDAM **more support in improving the customers processes** a Billing & Customer Service expert Coach has been appointed. Extensive Support will start from 2020 onwards.

Taken from M&E Annual Progress Report Narrative WOP Sragen

Activity 2.7.2 Yearly monitoring of customer satisfaction

Four WOPs conducted a customer survey. Results of this survey should be evaluated and used to make improvements in the coming years. However some utilities are hesitating to take this step in asking customers about their experience. 6 out of the 8 WOPs report 'on track', 1 is not on track, and 1 WOP is seriously delayed.

WORK PACKAGE 3 FINANCE

Traditionally, international support for WASH has come through official development assistance (ODA) – grants or loans provided to developing countries with the aim of promoting economic development and welfare. The Public-Private Partnership of WWX shows that it is vital that other sources complement ODA-resources. Work package three focuses on the supply of as well as the demand for, finance: improving financial management of individual service providers (decreasing their perceived risk to lenders); or, on facilitating financing deals between suppliers of finance and financial intermediaries (providers of loans to utilities). The progress made in this work package is shown below. However, it should be noted that addressing the well-known financing gap will require more than developing financial mechanisms alone. Without addressing the foundational systemic issues financial solutions will continue to be short-term and project driven - prolonging an unattractive (regulation) environment for both (blended) public and private sources of finance.

WP3.1 Improved financial position.

WP3.1 Improved financial position (cost coverage ratio > 1.2) for at least 15 utilities					
Output	Description	Unit	Target 2019	On track 2019	Progress
3.1.1	Administrative (customer) processes improved	# utilities	11	8	22%
3.1.2	Billing & collection efficiency monitored	# utilities	10	5	36%

Activity 3.1.1 Administrative (customer) processes improved

Here we see a lot of activity on training and understanding the systems. There is only one WOP that has replaced its system for customer administration. This topic is strongly related to 1.1.3: Management information system. 8 WOPs report on track and 3 WOPs are not on track.

Activity 3.1.2 Billing & collection efficiency monitored

Some WOPs see these activities also as part of output 1.1.3 a Management information system. In Homabay, Kenya the WOP has worked on development of invoices, improvement of payments and software. However, 4 WOPs report 'not on track' and 1 WOP (Lilongwe) reports that this topic is not achievable in phase 1.

WP3.2 Development of (climate-robust) investment proposals for at least 15 water companies with a total investment value of 200 to 500 million euros.

WP3.2 Climate robust investment proposals developed with a total investment value of 200 to 500 million euro for providing at least 9 million people (of which 2.25 million vulnerable/ poor) with direct access to improved water and/ or sanitation facilities				
Output	Description	Unit	Target 2019	On track 2019
3.2.1a	Number of climate robust investment proposals developed for providing new people (expanding the network) with direct access to improved water and/ or sanitation facilities in the period 2022-2030.	# utilities	11	11
3.2.1b	Total value of the investment proposals	€	0	0
3.2.1c	Total number of new people that will gain direct access to improved drinking water and/ or sanitation facilities through the investments in 2021-2030	# people	Calculation ongoing	Calculation ongoing
3.2.1d	Total number of new people from vulnerable/ poor groups that will gain direct access to improved drinking water and/ or sanitation facilities through the investments in 2021-2030	# people	Calculation ongoing	Calculation ongoing

Activity 3.2.1 (Climate-robust) investment proposals for at least 15 water companies with a total investment value of 200 to 500 million euros.

These activities overlap with Work package 4 (activity 4.2.3). In 2019 pre-feasibility studies were carried out in Accra, Laos, Lilongwe, Mali, Mandalay, Morogoro, Mwanza, Nairobi Nakuru and Zomba. This resulted in investment project ideas focusing on i.e. asset development to expand the network, operational improvements and pro-poor infrastructure. Once the investment ideas were identified, these were presented to WWX's existing network among local office and head office of investment financiers. Several investment financiers (including FMO, RVO, WB, EIB, A4A) consulted the WWX pre-feasibilities outcomes for investment purposes. We recognize that attribution to the investment project is not solely due to the pre-feasibility studies.

WORK PACKAGE 4: ENABLING ENVIRONMENT

The goal and targets of the WASH Sustainable Development Goals (SDG 6) call for access to sustainable WASH for everyone by 2030. These are more ambitious and comprehensive than those of the Millennium Development Goals (MDGs). WaterWorX partners and the wider WASH sector recognize that facilitating the acceleration, universality, scalability, sustainability and equity of WASH service delivery inherent in the SDGs, requires a paradigm shift in thinking and implementation. Without this, neither governments nor development partners will be successful in achieving the WASH-related SDG targets. Achieving these targets will require that services are presented as a comprehensive, long-term, cross-sectoral partnerships across the public, private and nongovernmental organization (NGO) spheres. The enabling environment in the WASH sector is a set of interrelated functions that allows governments and public and private partners to engage in efficient and sustainable service delivery. In the context of WaterWorX an enabling environment is one that creates the conditions for a utility to be able to provide sustainable, at-scale services that will facilitate achieving SDG 6.

Affecting positive change in water sector performance requires a system-wide approach that tackles several dimensions – including policy, financing and institutions – and other key functions of the sector as a whole. The Dutch Ministry of Foreign Affairs⁶ has engaged in upstream work, petitioned for sector capacity development at IFI's, tackling policy reform, regulation and institutional arrangements in the water supply subsector, and more recently in the sanitation and hygiene subsectors. The nature of work in enabling environment means that it is a challenge to show quantitative evidence of the impact or worth of the efforts, since the results are often indirect and cannot be attributed to any one factor or institution. Nevertheless, four countries have been identified where the Dutch Ministry of Foreign Affairs (and other development partners) are actively engaging to improving the enabling environment for access to sustainable WASH services. These countries and the specific interventions have been identified by a scoping study conducted in 2017-18, which looked at several factors including the presence of capacity at the Netherlands Embassy and specific gaps in the enabling environment for Water Utilities that can be addressed through the programme.

WP4.1 Sector dialogue in 3-4 countries focused on political support for change, improved conditions for water companies for (autonomous) business policies and sector influence

WP4.1 Sector dialogue in 3-4 countries focused on political support for change, improved conditions for water companies for (autonomous) business policies and sector influence	
Output	Description
4.1.1	Active participation of the Netherlands Ministry of Foreign Affairs and/or consortium members in policy dialogues concerning the local water sector in at least 3 countries

Activity 4.1.1 Active participation of the Netherlands Ministry of Foreign Affairs and/or consortium members in policy dialogues concerning the local water sector in at least 3 countries

The following activities were planned in 2019:

- Raise awareness, mobilize support and political will and develop a work plan for engagement in enabling environment with key stakeholders (Government, NGO, Embassy of the Kingdom of the Netherlands (EKN), support agencies) at country level, particularly Vietnam and Ethiopia.
- Contract (if required) TA or implementing partners for WP4.1

⁶ Because the Ministry of Foreign Affairs is partly responsible for this work package, the role division per activity is included. For this work package much collaboration with external partners has taken place, and therefore the external partners are listed per work package as well.

- Mobilize co funding from local and international stakeholders.
- Organize kick off meetings in each country.
- Start implementing activities defined under bullet 1.

Vietnam:

- During 2019 sector developments in Vietnam required renegotiation of the terms of reference for the costed action plan as the existing costed action plan was overtaken by sector events. This process has been started in collaboration with the Embassy and sector partners but progressed slowly. A revised ToR is ready for contracting.

Ethiopia:

- Due to sector developments and turn over in Government and at the Embassy implementation of the costed action plan was delayed.
- Partnership has now been found with WB and UNICEF under the umbrella of the One-WASH programme. WWX will contribute to the development of a regulatory framework at National and State level (Oromia). In Oromia the majority of WOPs is implemented.

Colombia:

- Witteveen & Bos have implemented their contract and have been providing strategic advise to the government of Colombia on regionalisation of the water sector. Two WWX WOPs participate directly in this work.
- The following activities have been completed:
 - Development of a conceptual framework that forms the basis for explaining the models of regionalization that could be applied in Colombia.
 - Analysis of Colombian cases of regionalisation. 5 very different cases to be evaluated (public, private, larger and smaller communities) as to prepare examples that cover the range of the various situations in Colombia.
 - Development of a list of the model of regionalization that can be implemented in Colombia. A list of models from the Case Studies is used to develop a list of the most viable models for Colombia.
 - Support input in dialogues between staff from the vice-ministry and the technical cooperation staff pertaining to regionalization and short written reflection on documents prepared by the vice ministry or others, pertaining to regionalization. Workshops and socialization have been used as a forum for discussing barriers, bottlenecks and possible improvements in regulation and institutions associated with possible regionalization schemes. (Almost completed)
 - Preparation of an overview of the existing modalities in Colombia that may facilitate the regionalization of the sector, as well as finding solutions how to align these facilities with the objective to create more impact in the regionalization processes themselves.

Kenya:

- The assignment for a feasibility study into a 'Water Academy' was Completed. Follow up on this study is being prepared.
- The assignment for development of a Governance Assessment Tool was by CEWAS-Switzerland was completed and tested by the main client (WSTF). The study highlighted the need to further follow up with a second phase to better institutionalise the tool within the sector. This requires a new tender which is being prepared
- For both assignments implementation has started and kick off meetings and sector consultations have been held seeking ownership of the initiatives and approval of the implementation from the most important sector stakeholders.
- A special arrangement was agreed with UNICEF Kenya for the implementation of County level coordination platforms which aim to improve the relationship between water service providers and the County level government. UNICEF is building on its convening power as a neutral partner and on its initiative of County level WASH coordination. UNICEF Kenya has committed USD150.000 in co-funding for this initiative. The Inception phase has started.

WP4.2 Improved access to (blended) finance for investments

WP4.2 Improved access to (blended) finance for investments	
Output	Description
4.2.1	Active role for the Netherlands Ministry of Foreign Affairs in mobilising (blended) finance for investments in the local water sector in at least 2 countries
4.2.2	Active role for (representatives of) the consortium in mobilising funding from IFIs or bilateral donors;
4.2.3	At least 12 of the 15 investment proposals are funded.

Activity 4.2.1 Active role for the Netherlands Ministry of Foreign Affairs in mobilising (blended) finance for investments in the local water sector in at least 2 countries

The main responsibility of this output lies with IGG. The main partners are FMO, World Bank (WB), Cardano, Kenya Pooled Water Fund (KPWF), Asian Development Bank (ADB), African Development Bank (AfDB) and Netherlands Partnership programme (NWP). These partners are informally engaged through the network of MoFA.

The efforts in mobilising (blended) finance have largely taken place at Global/European level and not at country level. Involvement of Embassies therefore has been limited so far.

- An Investment Working Group/taskforce was established and a part time facilitator was contracted (via VEI) to ensure momentum of the taskforce and facilitate contacts between VEI/WWX, finance institutions and Government. A pipeline of potential investments has been established and this has been brought to the attention of various finance institutions (e.g. AFD, RVO, FMO, EIB, KFW). Good progress has been made for investments in Myanmar (Mandalay) and Malawi (Lilongwe).
- The taskforce agreed to establish guiding principles/checklist for deploying sovereign loans as finance option. This to ensure the sustainability of this type of financing.
- VEI has taken up the partnership with WB. Collaboration will be concretised in 2019 on selected WOPs from the WWX portfolio.
- Finance partners have been kept updated via Stockholm Water Week, Meetings on the OECD-round table on finance and one on one briefings.
- A meeting with AFD is scheduled for early 2019.

In 2019 WOP managers and Investment working group members had meetings with country officers and/or headquarters of Development Financing Institutions (DFI's). Depending on the WOP the opportunities for investment finance were assessed, or the alignment of Technical Assistance was assessed, or investment projects were pitched to acquire investment finance. Table 4.1, the Dashboard of the Investment Working Group provides the overview of contacts and results of the follow-up meetings with these contacts. In 2019 at least 6 meetings were organized between RVO, FMO, DGIS and WWX to get to know each other and explore cooperation. WWX presented the overview (pipeline) of investment projects. Other Dutch government entities including RVO, FMO, DGIS took part in the investment day of the WWX gathering in Amsterdam in November 2019 and our colleague utilities pitched their investment projects.

Activity 4.2.2 Active role for (representatives of) the consortium in mobilising funding from IFIs or bilateral donors.

This output will be a joined effort of IGG and the Dutch water companies on behest of an Investment Working Group. During 2019, the Working group met 5 times in person and twice over Skype. In 2019 WOP managers and Investment working group members had meetings with country officers and/or headquarters of Development Financing Institutions (DFI's). Depending on the WOP the opportunities for investment finance were assessed, or the alignment of Technical Assistance was assessed, or investment projects were pitched to acquire investment finance.

WWX maintains close contacts with WB, EIB, AfDB, IADB, ADB, AFD, KfW (Urban Catalyst Fund), DFCD, A4A, RVO, FMO, Responsibility, Finish, KPWF/WFF to highlight its pipeline of investment projects.

In 2019, a formal programme cooperation was prepared between WWX with the WB, Finish, A4A and WFF. The expectation is that these will formally commence in Q1 of 2020. There is considerable overlap between work packages 4.2.1 and 4.2.2, in terms of the partners and the approach. The investment objective of WWX is to secure 250 – 500 M EUR investments by 2021. This leads up to 9 million people with access to water and sanitation by 2030 (of which 25% is poor). To achieve this end result by 2030 the following table sets out some activities planned and carried out in 2019.

Activities 2019 (Annual Plan)	Results 2019
<ul style="list-style-type: none"> Organise meeting with EIB: SDG 6 Trust fund manager to discuss potential pipeline and submit at least one proposal for support from trust fund 	<ul style="list-style-type: none"> SDG 6 Trust Fund manager and WWX were in weekly contact and the WWX pipeline have been presented to the Fund manager in several skype meetings for SDG 6 Trust Fund support; Potential Investment projects have been selected, and WOP manager and loan officer EIB exchanged on cooperation. F.e. in the case of the WOP in Zambia, Malawi, Tanzania this resulted in close cooperation; EIB and WWX exchanged and agreed on joint project proposals for the EU WOP Programme (preparation in 2019)
<ul style="list-style-type: none"> Link up with European Commission (EC) on European External Investment Plan (EEIP) (sustainable cities window) submission with involvement of DDE and DIE 	<ul style="list-style-type: none"> The potential of the EEIP (sustainable cities window) for WWX have been assessed with the Commission and DDE. The conclusion is that EEIP is not feasible, the Netherlands lacks an 'accredited entity' to acquire finance from the EEIP, and the European Commission decided to work on a 'water investment facility managed by FMO'; Investment finance from EIB is made part of the EU WOP Programme of the European Commission (see later)
<ul style="list-style-type: none"> Micro Finance Investment approach for Utilities is worked out and ready to be implemented in WaterWorX WOPs with last mile investments in poorer/rural area's 	<ul style="list-style-type: none"> The preparation of MoU between Finish Mondial and WWX has been taken up in 2019.
<ul style="list-style-type: none"> Lessons learned and critical success factors on the link between and comparative advantages of WOPs and Investment leverage have been documented and shared with WaterWorX staff and its partners. 	<ul style="list-style-type: none"> In 2019 lessons learned and success factors have been documented, and the comparative advantage of WOP have been assessed and documented. The outcomes of this resulted in a adjusted Theory of Change for Investment Finance and WOP attribution. The ToC was approved by the investment working group and implemented. See attachment; Implementation of the ToC resulted in individual WOP objectives, 4 different types of WOP investment activities, an adjusted dashboard to monitor the investment activities at the WOP level and more direct operational support and tools of HQ to WOP managers; The adjusted ToC and implementation of the ToC was made part of the preparation of phase 2 of WWX and the 10 M People Roadmap.

Activity 4.2.3 At least 12 of the 15 investment proposals are funded.

Until 2019 11 pre-feasibility studies were carried out and resulted in investment project ideas. In 2019 investment projects have been pitched to WWX's existing network among local office and head office of investment financiers. Several investment financiers (f.e. FMO, RVO, WB, EIB, A4A) are preparing investment projects and made use of the WWX pre feasibility outcomes, or took over de outcomes of the pre feasibilities. However, the pre-feasibility cannot claim all attribution to the investment project. Five other feasibility studies were prepared in 2019 to be carried out in 2020. Pre- feasibilities are carried out by WOP project managers, Utility staff, short termers, local consultants, and/or Dutch consultants. It differs per context, and a 'pool of experts' is yet to be established. Table 4.1 provides more details of the outcomes of the pre-feasibility studies.

In 2019 the Investment Working Group explored the possibility of a 'WWX operational investment fund' together with investment financiers and other fund managers. While there is cooperation with Finish, WFF and A4A at individual WOP levels, an overall WWX operational investment fund is considered likely unfeasible - although research will continue in 2020.

WP4.3 Support of Water Associations and establishing or strengthening national or regional benchmark programmes.

WP4.3 Support of Water Associations and establishing or strengthening national or regional benchmark programmes.	
Output	Description
4.3.1	Supporting/establishing Water Associations in at least 2 countries;
4.3.2	Establishing/strengthening at least 4 national or regional benchmark programmes

This work package has not be taken into account since these are also outputs of work package 4.1.

WP4.4 Global lobby for WOPs and 1% regulation concerning SDG6.

WP4.4 Global lobby for WOPs and 1% regulation concerning SDG6.	
Output	Description
4.4.1	Development of a strategy to promote WOPs and 1% regulation
4.4.2	WOPs and 1% regulation are included in agendas globally (e.g. via HLPW and SWA High Level Meetings).

Activity 4.4.1 Development of a strategy to promote WOPs and 1% regulation

This output will be a joined effort of IGG and the Dutch water companies. WWX will actively use the lobby & advocacy strategy that was developed during the inception phase (and aligned with the communication strategy) while implementing activity 4.2.1, 4.2.2 and 4.4.2. The lobby & advocacy strategy will be reviewed and updated.

Activity 4.4.2 WOPs and 1% regulation are included in agendas globally (e.g. via HLPW and SWA High Level Meetings).

WWX maintains close contacts with various partners including the WB, EIB, AfDB, IADB, ADB, AFD, KfW (Urban Catalyst Fund), DFCD, A4A, RVO, FMO, Responsibility, Finish, KPWF/WFF to assess and lobby the financing facilities of these financiers and make them conducive for financing of public utilities. As a lead partner in lobbying the European Commission, WWX played a key role in formulating the EU WOP Programme description, building a European Utility coalition to promote the WOP model, and engaging DFIs.

In her facilitating role, WWX organized 3 meetings in Brussels and took part in 3 European Commission consultation meetings. WWX closely worked with GWOPA, DGIS and BMZ/GIZ towards the European Commission. Together with the EIB SDG 6 Trust Fund Manager – WWX engaged with the European Investment Bank in the EU WOP Programme. This programme is set to start in Q4 of 2020.

Diagnosis of 1% initiatives

The data collection process was initiated in 2018. A focus group discussion with different country representations from Europe was conducted in June 2018 resulting in an excel file with valuable insights for the final diagnosis and also for shaping the online survey to be disseminated to a broader sample of countries and stakeholders. The WWX approach was shared during high level events in 2019: Sanitation and Water for All (SWA) – High Level Meeting (HLM), High Level Political Forum (HLPF) side event (July 2019).

Lobby and Advocacy

Efforts to establish enabling frameworks for WOPs (the programs, legal frameworks and funding mechanisms) aim to tackle fundamental sustainability questions. WWX's advocacy efforts seek to create and anchor reliable, long-term supporting frameworks for the practice so that support between water utilities can be carried out more often, with greater backing and more impact. They aim to build national and regional ownership for this kind of partnership and anchor it within law or funding mechanisms for lasting benefit. Various initiatives in Europe have been established this year in part as a result of lobbying efforts. GWOPA is in the final review and design phases of two planned advocacy products this year prepared for the purposes of informing generally on the status, challenges and opportunities of WOPs policy and financing in Europe in order to craft more tailored efforts going forward:

- Mapping of the enabling environment for WOPs in Europe. The brief is destined for policy makers and financiers and describes the why and how of establishing supportive frameworks for Water Operators' Partnerships. Featuring many European examples at country and local level, it aims to inspire solutions that can be adopted in other countries
- The advocacy guide is a backgrounder for WOP advocacy activities. It lays out the facts, arguments and requests to be made to different stakeholder groups whose backing is needed for WOPs.

The EUWOP Initiative

The Dutch Ministry of Foreign Affairs participated in the Expert Group Meeting with European Utilities organised in Brussels the 5th of October 2018 with the objective of identifying priorities and developing an initial plan for joint advocacy work toward European institutions to support European Water Operators to augment their international development activities in support of the SDGs. The willingness was reassured from the many participants and EU DEVCO, participated and announce some recently-availed funds (5-7M) they would like to delegate to a coordinating entity to manage European-led WOPs from 2020 "so that we can run when new funds come in." This was envisaged as a small version of the ACP Water Facility Twinning window from 2011, but with outsourced management, given the small number of Devco water staff available currently to manage such a fund. GWOPA, due to its neutrality and experience as well as administrative capacity, was identified clearly by the Devco representative (with strong support by most present) as the ideal entity for this purpose. Based on that, a concept note was developed and sent to the EU.

Together with a consortium of European Utilities including members from WWX, GWOPA led the participatory process for elaborating the programme - various writing workshops and online meetings, presenting the proposal for wider feedback in meeting of utilities, financiers, governments and NGOs in Brussels throughout 2019, and the Agreement documents with the European Union DEVCO. The agreement documents are drafted and undergoing final iterations prior to its expected signing in 2020. In addition to financing a suite of new WOPs, the programme will also contribute to wider advocacy objectives of increasing European capacity for effective WOPs and maximizing linkages to investment.

German and Finnish WOPs Programmes

Other results to which the BEWOP 3 advocacy efforts contributed are the establishment this year of a German Sustainable Utility Partnership (WOP) Programme and, in Finland a Finnish WOPs initiative and well advanced efforts to introduce 1% legislation. GWOPA contributed to these results by making presentations and providing documentation about WOPs to some of the stakeholders involved.

Key Advocacy Events

WWX partners (including GWOPA) also took part in key global and regional advocacy events this year to support the adoption of enabling conditions for WOPs, such as the 1% law:

- 29 May 2019 A session focused on Climate-focused WOPs in the context of the annual [UN High Level Political Forum](#) in New York in July, this year focused on Climate Change. The session was chaired by UN-Habitat Executive Director and attended by Ministers from several countries.
- 12 July 2019 City Stage session on WOPs and the SDGs during the 1st [UN-Habitat General Assembly in Nairobi](#), Kenya on 28th May, in which line ministries involved in water, urbanization and climate change were present from Spain, Germany, Kenya and the Netherlands
- 28 August 2019 Water Operators' partnerships Europe: Leveraging utilities, governments and investments for SDGs Showcase Session at [Stockholm World Water Week](#) on August 28th
- 12 September 2019 EU-WOP Programme Consultative Meeting, Brussels, Belgium



Table 4.1 Monitoring overview of the investment preparatory actions for the selected priority WOPs.

	Kampala	Accra	Lilongwe	Zomba	Mekong Delta	Mandalay	Cebu	Nakuru	Addis Abeba	Arusha	Mwanza	Mali	Luang Namtha	Nairobi
Risk management														
Opportunity	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Risks	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Preparation														
Skype call to kick-start RPM-led process	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> (Folkert only)	<input checked="" type="checkbox"/> (Folkert only)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Filled in Template			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>					
Prospects (incl. potential impact) assessed														
Written Teaser														
Mobilise support and ownership														
Intro meeting with Management Team	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Consultations with IFIs locally (Project Manager)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> (WB)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> WB	<input checked="" type="checkbox"/> EIB, AfDB	<input checked="" type="checkbox"/> EIB	<input checked="" type="checkbox"/> (WB,RVO)	<input checked="" type="checkbox"/> ADB	
Consultations with IFIs HQ	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> (EIB)	<input checked="" type="checkbox"/> (EIB)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> (FMO)	<input checked="" type="checkbox"/> (FMO)	<input checked="" type="checkbox"/> (FMO)	<input checked="" type="checkbox"/> (WB)	<input checked="" type="checkbox"/> EIB, AfDB	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> (WB,RVO)	<input checked="" type="checkbox"/>	
Buy-in WOP partner secured						<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
National/local government endorsement letter						<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/> (local)					<input checked="" type="checkbox"/>	
Pre-Feasibility Study scope														
Production-Distribution-Last mile (incl. geographic focus) is clear								<input checked="" type="checkbox"/>						
Capital investment sum	USD 250M (WB-IWDB) USD 50M (AfDB-STWSSP) EUR ?M (AFD/EIB)	USD 50M (AfDB)	EUR 24M (EIB) USD ?M (WB) USD 6M (JICA)	EUR 20M EUR ?M EUR 24M			USD 80M?	EUR 58.9						
Impact (no. of people served)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	226.986	393.000	<input checked="" type="checkbox"/>		150.000	<input checked="" type="checkbox"/>	800.000	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Pre-feasibility funding secured			WB under prep.	EIB completed	WB completed	already existing	(already existing)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	WB completed			ADB under prep.	ADB under prep.
Government/IFI commitment (letter and co-financing) for FS								<input checked="" type="checkbox"/>						
Pre-Feasibility Study team formation														
(No. of) STERs identified								<input checked="" type="checkbox"/>	1 (JB Hartman)				1 (Timon Knippe)	
Request for Quotations floated to consultants								<input checked="" type="checkbox"/>						
Contract awarded to consultant (X, Y, Z)								<input checked="" type="checkbox"/>						
Contract completed								<input checked="" type="checkbox"/>						
Pre-Feasibility Study implementation														
Team mobilised (on the ground)								<input checked="" type="checkbox"/>						
Draft Pre-FS Report finalized by Consultant								<input checked="" type="checkbox"/>						
Preliminary conclusions/recommendations presented to local stakeholders								<input checked="" type="checkbox"/>						
WOP partner, RPM + VEI HO input and/or approval Draft Pre-FS Report								<input checked="" type="checkbox"/>						
Final Pre-FS Report approved								<input checked="" type="checkbox"/>						
IFI(s) initiating project appraisal								<input checked="" type="checkbox"/>						

WORK PACKAGE 5: PROGRAM COORDINATION

A significant part of work packages 5.1 and 5.2 is comprised of coordination activities including monitoring, evaluation and reporting, communication and visibility and knowledge management. Programme coordination of WWX follows the established partnership between Dutch utilities and MFA. The coordination is ensured by the consortium members, VEI being appointed to the role of secretariat of the programme. This is done by the WWX coordination office: one controller and one programme coordinator. IHE-Delft and the Global Water Operator Partnership (GWOPA) are in charge of organising the knowledge management component.

Coordination activities entail, first and foremost, harmonising/aligning implementation approaches. In order to achieve this, the programme has set-up regular consortium meetings and has produced common reporting formats for the WOPs to track implementation progress. Reporting templates include a matrix of WOPs outputs and intermediary outcomes to capture expected results from the WOPs and progress. In addition, WOP leads are expected to fill a matrix of utility KPIs to track the outcomes of the WOP on the performance of the mentee utility. These matrixes allow the programme coordination to track progress and report annually in a uniform manner.

The coordination also provided templates to plan activities: a project plan template at the start of the WOP to set the objectives, planned activities and related budgets. Each WOP sets out activities for the upcoming year with annual plans submitted to the WWX programme coordination members. According to the MTR that took place between June and November 2019, the Programme Coordination has effectively put adequate processes in place to coordinate activities and outputs. In reviewing the programme's results framework, it was concluded that reporting has always been timely and that the reporting formats ensure alignment between WOPs. However, the quality of those reports, and the way they are used for planning and monitoring WOPs activities, were found less adequate. Going forward with the observation of the MTR and its recommendations, the programme coordination has provided stronger quality assurance over the reporting process of 2019. Plans, reports and formats are reviewed by consortium members and regional Managers to ensure that some narrative on the choice of activities is provided, keeping in mind that common objectives must be set with the partner utility. Regular consultations between partner utilities have also been incentivised to ensure that a common vision, narrative and shared responsibilities are developed and numbers consider the timeframe and resources, reflecting realistic intentions.

In strengthening its promotion of qualitatively strong coordination, from December 2019 onwards WWX consortium meetings moved from solely setting out procedures and reporting to include more active steering of the programme towards the achievement of anticipated results (utility turnaround and access to water and sanitation).

WP5.1 Quality protection, monitoring & evaluation

WP5.1 Quality protection, monitoring & evaluation	
Output	Description
5.1.1	Bundled annual reports for all WOPs with an overarching summary
5.1.2	MTRs for all WOPs
5.1.3	Final reports for all WOPs, including overarching summary
5.1.4	FTRs for all WOPs

Activity 5.1.1 Bundled annual reports for all WOPs with an overarching summary

The process for the annual report started at the end of 2019. The current read version is also delivered to DGIS on 1 July 2020. The annual reports of every WOP are bundled in Annex 2 of this report.

Activity 5.1.2 and 5.1.4 Mid Term and end Term reviews for all WOPs

The WWX programme held a Mid-Term Review (MTR) of Phase 1 of the programme (2017-2021) between June and November of 2019. It is based on the assessment of 20⁷ WOP's, the review of WWX's enabling environment activities, global-level advocacy, knowledge management and programme coordination. It also included elements of the review of the Theory of Change (ToC) and the monitoring framework of the programme. The assessments are done against the OECD-DAC evaluation criteria of relevance, effectiveness, efficiency and sustainability.

The MTR found that most WOPs perform moderately well to very good across the four evaluation criteria, indicating that the WOP component of the programme is, overall, performing well. Specifically, it found that all WOPs are highly relevant to the needs of the mentee utilities, with planned activities and outputs – including operational investments - overall relevant to addressing those needs. However, there is no clear link between utilities' improved financial performance with the potential to attract investment. At least 3 utilities that perform poorly have access to large-scale investment funds whilst some of the better performing ones, struggle to access finance. This premise has been taken up in the Investment Working Group. Smaller WOPs tend to be dominated by support for the preparation of plans and strategies. While commendable, those efforts do not always appear relevant to the most pressing needs of partner utilities. Many such plans are viewed as worthwhile only as a step towards further international funding, little of which has materialized. The MTR also found that WOPs are effective in rolling-out activities and delivering expected outputs (e.g. training on asset management) – but that outcomes related to procedures are facing more difficulties. To track these better, the programme coordination helped WOPs define these more adequately.

WP5.2 Financial management

WP5.2	Financial management
Output	Description
5.2.1	Annual plans and annual budget plans per WOP
5.2.2	Annual financial reports per WOP
5.2.3	Annual financial audit per WOP

5.2.1 Annual plans and annual budget plans per WOP

In terms of execution of funds against budget some WOPs are slightly behind planning, but overall the WWX costs are in line with the original budget.

⁷ The remaining 5 WOPs will be assessed in 2020.

Table 5.1 Annual financial report 2019

budgetline	Actuals P&O	Budget P&O	Actuals Water	Budget Water	Actuals Finance	Budget Finance	Actuals Enabling Environment	Budget Enabling Environment	Actuals Programme Coordination	Budget Programme Coordination	Actuals total	Budget total	% difference
110 Salary costs Dutch Personnel	910	1.250	1.552	1.209	123	226	8	38	2.006	1.532	4.600	4.255	108%
120 Salary costs local project leader	88	24	274	8	13	1	-	-	172	257	547	290	189%
130 Salary costs local pro poor coordinator	9	181	-	-	-	-	-	-	11	66	20	247	8%
140 Local young experts	32	103	3	26	0	-	-	-	13	159	48	288	17%
150 DSA	332	586	716	626	60	102	2	8	75	5	1.185	1.327	89%
155 DSA longterm	8	3	14	3	-	-	-	-	582	535	604	542	111%
160 Flights	185	270	215	229	20	45	2	5	209	52	630	600	105%
Total personell costs	1.564	2.416	2.774	2.101	217	374	12	51	3.067	2.607	7.634	7.550	101%
210 Operational investments in NRW reduction, maintenance, etc.	31	164	989	1.564	18	5	-	5	130	5	1.168	1.742	67%
220 Investments in pro poor services	52	20	2.346	2.931	0	-	-	-	24	-	2.422	2.905	83%
230 Development investment proposals and support Financial lobby	19	25	16	92	34	48	-	10	39	-	108	174	62%
240 Overall activities (benchmarking, support water associations, conferentions, e.d.)	58	49	82	81	37	15	1	37	69	16	246	197	125%
250 Support by NGOs for gender en pro poor	-1	76	59	90	-	-	-	3	0	-	58	169	34%
260 External financial audits	-	-	11	-	18	10	-	3	11	95	39	107	36%
Total Goods & Services	159	333	3.502	4.758	106	78	1	57	273	115	4.042	5.295	76%
310 Exposure visits (21)	41	44	53	10	1	-	2	170	117	-	213	223	96%
320 MSc scholarships at Unesco-IHE (12)	81	214	18	-	-	-	-	-	26	30	125	244	51%
Total Training & Courses	122	257	70	10	1	-	2	170	143	30	338	467	72%
410 Operational costs	172	64	352	129	15	10	0	4	612	505	1.152	712	162%
Total operational Costs	172	64	352	129	15	10	0	4	612	505	1.152	712	162%
510 7% administrative fee over 100, 200, 300, 400	142	215	508	454	24	30	1	20	287	228	918	983	93%
520 2% M&E over 100, 200, 300, 400	40	61	146	130	7	9	0	6	82	65	262	281	93%
Total Administration and M&E	182	276	653	584	31	39	1	25	369	293	1.180	1.264	93%
600 1% over 100, 200, 300, 400	20	31	73	65	3	4	0	3	41	33	131	140	93%
Total Secretary shelf	20	31	73	65	3	4	0	3	41	33	131	140	93%
Grand Total	2.220	3.378	7.424	7.646	373	505	17	310	4.505	3.583	14.477	15.429	94%

The deviations with respect to the budget in the WWX proposal are explained as follows

Budget line 100: Personnel costs **+€ 84K**

- The budget line that shows a big overspend is the local project leader costs. 6 projects have hired a local project leader to assist while this was not budgeted. This is in line with the recommendation from the MTR to strengthen the local management. +€ 257K
- WWX organized a pro poor meeting in 2018 which was attended by 25 pro poor coordinators. Most local Utilities however have not yet charged these costs to WWX which leads to an underspend. -€ 227K
- This is the same for the young expert costs. These costs are not claimed by the local Utility yet. -€ 240K

Budget line 200: Goods & Services **-€ 1.299K**

- The investments in Rwanda and Senegal were delayed because it took very long to get the investment contracts signed. Senegal is still not signed. -€ 1.000K
- The investment proposals and financial lobby is executed by own employees instead of external consultant. This is also the case for assistance on Gender And pro poor topics. -€ 150K

Budget line 300: Training & Courses **- € 129K**

- The MSc scholarships are in many cases replaced by budget for short courses. This is less expensive than a full time MSc scholarship. - €120K

Budget line 400: Operational Costs **+ € 439K**

- There is a wide variety of costs that cannot be placed under one of the existing budget lines. Examples are: driver salaries, administrative support, interpreter, domestic flights and hotel costs to travel between WOP partners. These costs are all placed under operational costs. + € 439K

Activity 5.2.2 Annual financial reports per WOP

The annual financial reports have been prepared and will be summarized in a financial report 2019 and delivered to DGIS in July 2020.

Activity 5.2.3 Annual financial audit per Consortium partner

The financial audits 2019 are performed in the first half of 2020. Every consortium partner has organized this audit. These audit documents are part of the annual financial report and will be delivered to DGIS in July 2020

WP5.3 Communication and visibility

WP5.3 Communication and visibility	
Output	Description
5.3.1	Overall communication plan (inception phase);
5.3.2	Annual communication plans

Activity 5.3.1 Overall communication plan (inception phase)

The overall communication plan has been included in the inception report. The strategy was reviewed for updating at the end of 2019. The review informed a brainstorm session held in March 2020 with communication strategists and advisors of the Dutch utilities, MFA and GWOPA. This brainstorm gave way to further developing a communication guideline/action plan for the WWX programme

(2020 – 2021). This relatively modest progress over a one year plan period is due in part to the fact that institutionalizing communication strategies is a multi-year endeavour, requiring continuous engagement with partners.

Activity 5.3.2 Annual communication plans

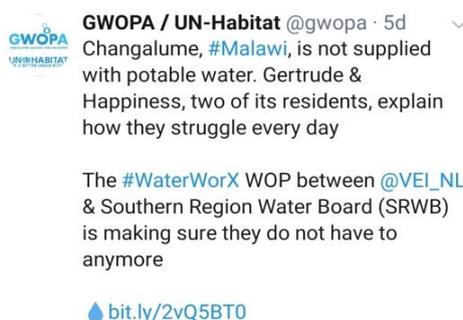
Given the results of the WWX programme that have been achieved over the past three years, the time has come to propagate the WWX story more actively. The options for a coherent communication approach consist of two parallel flows, in which increased visibility is the foundation. This can be boosted and reinforced with targeted (internal/external) campaigns. The channels that WWX can use are from the ten drinking water companies on the one hand and the GWOPA programme on the other. All existing canals of communication will be used and partners/WWX participants will also communicate about their own partnerships in relation to the WWX programme.

The main objective is to create and strengthen exposure for the WWX Programme by:

- A) Enhancing internal communication and Communities of Practice (CoP)
- B) Developing and communicating case studies
- C) Disseminating and communicating lessons learnt
- D) Producing articles and pieces on the ongoing WaterWorX WOPs
- E) Sharing mentor and mentees' communications actions through GWOPA and WaterWorX channels

In Q4 of 2019, the process started to redesign the website of GWOPA with a development of specific, focused and culturally appropriate information on WOPs and a separate page for the WWX programme to deliver messages. The WWX hashtag and promotional messages via the GWOPA website, project Facebook pages and LinkedIn posting reached more than 700.000 people throughout 2019 - with additional communications disseminated on World Toilet Day, World Water Day and country-specific events. WWX transmits messages through mass media, social media and mobile phones (there are multiple active WhatsApp groups, of project managers, Young Experts, and Pro Poor Coordinators) as well as public events featuring political and opinion leaders in countries and at regional/global levels (GWOPA, SIWI). The following is an example and the table in Annex 1 provides a complete overview of posts:

[WaterWorX WOP to Supply with Potable Drinking Water Low-Income Area in Malawi](#)




Moreover, after 20 WOPs were reviewed, each WOP was provided with a two-pager leaflet. The partners can use these to disseminate in country and the two-pagers are also available online

in the CoP for Project Management. Additional WOP profiles were created for partnerships that started in 2019.

WP5.4 Development of a mutual strategy, exchange of experiences and documentation of best practices	
Output	Description
5.4.1	BEWOP Workshops during the inception phase
5.4.2	Developed improvement plans for the partner water companies, taking into account the experiences of the consortium and BEWOP
5.4.3	Periodical workshops for partner water companies (regionally) and knowledge sharing
5.4.4	Bundled best practices document with educational experiences from all WOP programmes
5.4.5	Participation in GWOPA conferences

The above outputs are defined in the initial WWX programme. Some modifications based on the discussions about knowledge sharing and the running BEWOP program.

Activity 5.4.1 BEWOP Workshops during the inception phase

This has been reported in the inception report.

Activity 5.4.2 Developed improvement plans for the partner water companies, taking into account the experiences of the consortium and BEWOP

The notion is that increased forms of support and capacity building will result in better quality, sustained services, sustainable outcomes and efficiency in service delivery. Throughout 2019, all 25 WOPs supported a clearer definition of roles and responsibilities between different stakeholders and levels in utilities, which is a prerequisite for clear and improved service delivery in an improvement framework. Once clear roles and responsibilities are in place, there is a need to make information available and ensure that sufficient justification and explanation on the use of resources is available. Some WOPs are in this phase, whilst others are considering improvement frameworks for planning decision-making.

Activity 5.4.3 Periodical workshops for partner water companies (regionally) and knowledge sharing

The purpose of the knowledge-sharing component is two-fold: support knowledge exchange between partners involved in the programme and demonstrate the value-add of the WOP approach to the wider water sector. Knowledge management activities are implemented with support from IHE-Delft and GWOPA via BEWOP3. The programme, also funded by MFA, includes activities to support WWX, with the specific objectives to:

- set-up communities of practice for knowledge management;
- promote global prominence of the WOP concept through global visibility of the WWX programme; and
- and promote of the 1% arrangement (i.e. the 1% contribution from water companies' profits towards technical assistance to developing countries' utilities) (IHE-Delft and GWOPA, 2018-2019).

Eight Communities of Practice (CoPs) have been set-up on key themes of the WWX programme. The purpose of the approach is to document findings and share knowledge and experiences from WOP projects. CoPs were identified in discussion with consortium members and are organised along the grouping of themes. The following overview highlights the periodical workshops held for partner water companies in a regional and digital context.

1) Leadership and organisational improvement

Development of management and leadership skills / Human Resources development / Integrity / Transparency audit

The CoP grew from 16 to 27 members, including 1 IHE moderator. The kick-off meeting was held on January 10, 2019. Afterwards there were many online meetups and training sessions including four meetings on CoP management as well as two 1-day trainings with Mushaisa (Mu) in Colombia, one day at Aquavalle and one day at Las Ceibas. Another four day leadership training was given as part of the COMPASS program by Doeke Schippers. A "don'ts" workshop was organized for the WOP in Zomba, Malawi focusing on change management. The three-day retreat organized for middle-management of the WOP in Lilongwe, Malawi also focused on change management and leadership. Other WOPs, including the one in Mandalay Bay and Zambia, hosted introductory leadership training workshops in 2019.



The CoP also launched pass-the-pen: formulating a two-pager to collect lessons learned from short-termers on the ground. To date there is one shared amongst CoP members. Herman Wittockx hosted a two day leadership training sharing insights on the Appreciative Inquiry as a method for shared development of values and vision. This approach is now successfully applied in WWX WOPs (i.e. with PEWUP in the Philippines).

On the 16th of July 2019 WWX WOPs in Ethiopia implemented an innovative utility change management and leadership development approach together with the World Bank (WB): the Field-level Leadership (FLL) approach. The workshop held in Addis Abeba aimed at identifying and supporting field-level utility staff. Other WOPs, including in Ghana, have learned from this initiative and agreed to undertake a series of supporting activities in the future.

2) Long term water supply and investment plans

Business planning / Climate resilient investment planning

The CoP has 30 members, including 1 IHE moderator. Two CoP management meetings were held. There is lots of interaction on Yammer and the members enrolled in a group workshop on financial modelling for water projects in Developing Countries at IHE between 29 July -2 August 2019. Other members participated in a free open online course on water and climate change held by the African Alliance. In 2019, Acacia also provided WOPs with an introduction to Climate Resilient Water Supply. These (digital) training sessions' included a water supply to system analysis, the analysis of external influences and developments as well as adaptation measures and planning towards implementation.

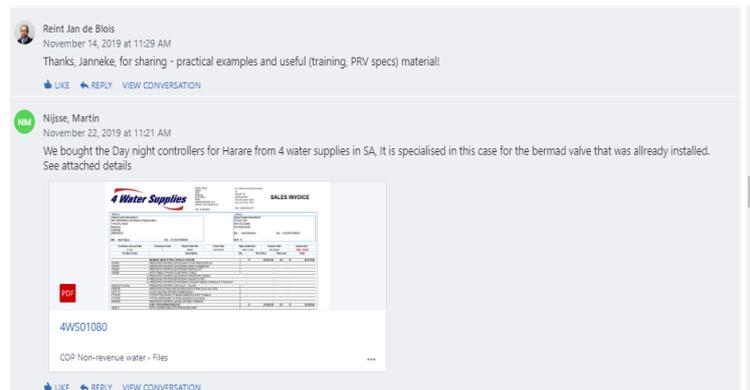
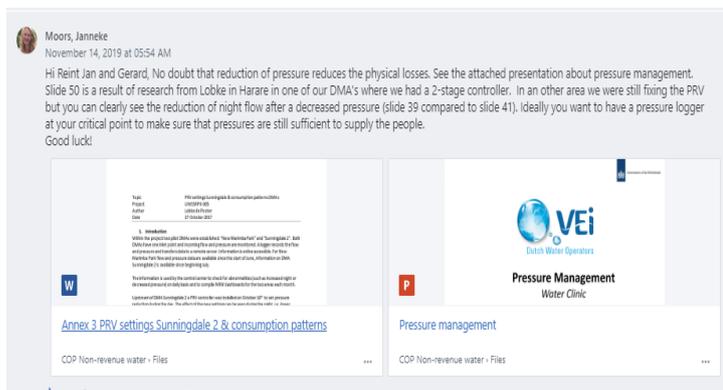
3) NRW Reduction

Methods/Hydraulic Modelling/GIS activities

The membership of this CoP took off last year, moving from 18 members to 71 members which also include local staff, local young expert professionals in the field as well as independent NRW experts. Throughout the year, the NRW Reduction CoP hosted 4 workshops:

- 1) assessing commercial losses and NRW organisational assessment (April 18 2019);
- 2) bottom-up assessment of physical losses (May 15 2019);
- 3) the reduction of commercial losses in-depth (May 22 2019); and
- 4) developing NRW reduction strategy/plans (May 29 2019)

These workshops were followed up with additional training material provided by young expert professionals in the field. Write-ups and follow-up chat sessions were also organized in the Yammer feeds and web page of the CoP, where project members supported GIS based data collection activities by showcasing their experiences in shared presentations as well:



4) Asset management

Operation/Maintenance/Energy Saving Programme

Asset management is a topic that is often mentioned, but not always understood properly. To illustrate what the comprehensive asset management approach means in practical terms, an introduction and risk analysis exercise was set up and shared with project participants of the CoP. A general training on Asset management was held on June 14, 2019. A follow-up session was organized in October 2019. The membership of this CoP remains unchanged at 21 participants, including an IHE moderator.

The CoP was also used to share how to use MapKit for field level assessments/performance mapping with other WOPs. MapKit is software used by several Dutch Water companies to manage the workflow and improve asset management information on the distribution system. An English version has been made available in 2019 and tailored to the situation for the WOP in Uganda. Building on this experience, the WOP Uganda shared practical tips and exchange during a digital meet-up. During short-term missions, two workshops were organized with the board of the utility partner of the WOP in Homabay, Kenya: one on the daily operations of a drinking water company and another workshop served as a kick off of the new strategic plan.

PLAN – DO – CHECK – ACT: THE ASSET MANAGEMENT

STRATEGY



Featuring Homa Bay County Water & Sanitation Company (HOMAWASCO) and Dunea

5) Low-income customers

Pro-poor access to water and (on-site) sanitation

The CoP has 29 members, including 1 IHE moderator. The interaction within this group takes place predominantly by WhatsApp. In 2019, no physical meetings or webinars took place.

Workshops focusing on evidence generation for low-income customers remains challenging and ad-hoc. A more systematic approach is needed to understand how to bridge the development divide from both the water and social outcome perspective. This is done by several WOPs by monitoring the payment rate of low-income customers. During 2019, 8 WOPs developed (draft) strategies to strengthen the capacity of the utility to improve WASH services to the (urban) poor.

These strategies are currently pending approval of the managing directors of the several utilities. Two additional pro-poor liaisons were contracted in 2019, supported through coaching and mentoring from regional and Dutch advisors. Five WOPs rescheduled their pro-poor activities to 2020-2021. While these efforts have yielded improvements, the target to reach low-income customers remains largely compartmentalized amongst WOPs. The WWX programme is committed to strengthening the resilience of WOPs to facilitate a pro-poor strategy while protecting gains made towards achievement of the SDGs by developing an action plan that can serve as inspiration.



6) Water quality and safety

The kick-off was in September 2019 and on March 29, 2019 the CoP had its first meeting of 2019. During this meeting inspiring testimonies from colleagues that are working hard to improve the water quality conditions across the globe were shared. A series of micro-blogs was developed for everyone to read and see. There are 29 members of this CoP, excluding one IHE moderator. Various short-term missions focused on improving water quality monitoring throughout 2019. The second meeting was held on October 28, 2019 which focused on gaining insight into the production process, lab procedures as well as microbiological and chemical analysis. In addition, experts were added to the water quality teams to assist in making a shift towards collecting quality-related data.

Despite these measures taken and practical recommendations for sampling plans, developing drawings, chemical dosing levels - water quality remains an element that requires more investments that are currently not available in the WWX programme: even with new equipment WOPs report that they are often facing operational issues (i.e. broken ball valves and polluted storage tanks) that interject with the progress on this aspect.

A positive memory

The camera enables us to capture the moments but the feelings and emotions in that moment can be only caught in our memory. The charming side of memory is that returning and reliving the feelings of that moment. Among all the stored memories, let me refresh my days at the lab at MCDC

I assisted the Dutch experts in microbiology and chemistry of water quality trainings at MCDC water laboratory. The trainings were captivating my interests, but I could not fully understand the synergy within Lab team. They showed great enthusiasm and hard work in the training but the efficient team work lacked. The application of trained skills would be impacted due to this ineffective team work, and he discontent was in me and I pushed them to work harder. All the attention was on the lab success but I forgot to focus on the underlying issues at the lab. After the trainings, they informed the first attempt of the microbiology tests by themselves would be done.

As it was holiday, I decided to work together with them and gave a try "to put on their shoes". The standard procedures of testing included collecting water samples from the various places and testing in the lab. It took a whole day, completing all the work around 8 p.m. We have worked, talked and shared our stress throughout this day. I might never have known about the difficulties of asking permission for transportation, arranging the required things, dividing tasks and working all the necessary steps on the tests if I were not with them. Moreover, the sharing and listening uncovered the perspective differences of each person. I witnessed how much effort they put in to receive the test result. It might be easier when it becomes routine but requires long hours for the beginners.

After this day, my opinions about their work changed, and I realized their stress and challenges better.

"Putting on their shoes" made me understand clearly of how it is to be a lab staff. Additionally, I am more aware of the issues and ready to seek the alternative approaches to assist. We are still on the journey of team building and face challenges now and then, but I always remind myself this day which revitalizes the importance of empathy and accepting the different perspectives which can bring new outlook on finding ways.

**- Su Lat Phyu, local project Assistant
Mandalay Bay**



7) Billing and customer care

Customer satisfaction/Collection processes

The membership of the CoP grew to 16, excluding one IHE coordinator. A regional meeting was held in the Netherlands in March 2019 and another open session was held for CoP-members and short-term experts in the fall of 2019. Throughout the year and with field visits (to the Netherlands as well), WOPs focused on improving the flow of information about services quality, tariffs, and to strengthen consumer voices through monitoring systems and consumer feedback mechanisms. In one case, the customer service department initiated a refurbishment of the office entrance to ensure that customers had a more pleasant customer experience when engaging with the utility.

From fear of complaints to a welcoming customer area

A tapestry on the wall and comfortable chairs create a homely atmosphere in the newly opened customer room. With some seemingly small changes in a business space, our Indonesian colleagues take a big step.

This is a big change at Perumda Sragen, where the customer with a complaint has not really been the focus of attention until now. After a few (online) presentations by Han Dijkhuizen (Customer & Market Oasen) about complaint handling, customer satisfaction and database building, the Indonesian colleagues came up with the idea of setting up a customer room where they can receive customers who have questions and complaints. Receiving complaints is a hard thing to do, but now value is taken and seen in the collection of customer feedback.

With tips from Oasen, Sigit, customer service team leader, wants to give the customer more concrete form in the water company in Sragen.

With the motto: 'Dealing with customers is fun'! It's new, but Sragen employees are full of enthusiastic energy to put this motto to work. Customers have been visiting the customer room since May and the first reactions have been positive. WOP Sragen will analyse and prioritise the received complaints in a subarea. In another area, customer satisfaction will be measured. The trick is not to get scared, but to get to work with it!



In the newly furnished customer room, employees of water company Perumda Sragen receive their customers who have questions for the first time.

8) Project Management

The CoP grew from 34 members in Q3 of 2019 to 100 members in December 2019 including local project coordinators and the GWOPA moderator. Throughout 2019 several webinars took place: on enabling environment, strategic planning and the mid-term review. The main challenge faced so far is the time zone difference. To have all members participate sometimes means that it will take time out of office in the evening.

The decision has been made to keep rotating time of the webinar to allow for everyone to be able to participate in some webinars. With the local project managers, there is not as much response as with the Dutch project managers so far, and there have been occasions where technical challenges related to internet connection has prevented the key presenters to participate. Each time a webinar is organised notes are shared with all project managers so that those that could not be present can also access the discussion. The possibilities to record all the webinars and have them accessible are currently being tested and explored.

GWOPA organized a session on the topic of 'partnering practice' in November 2019 with the physical presence of project managers from both partners of all the WWX WOPs as part of the International Amsterdam Water Week. A total of 90 participants from the 24 WOP

projects joined. A short presentation was given to guide reflection, followed by short interviews to participants from mentee partners. A group exercise was then facilitated for all participants to jointly discuss on the 'soft' aspects on how to best work as partners. Another comeback session was held in Amsterdam for WOPs to reflect on the preliminary findings of the Mid-Term Review and explore what the supported partners value in the WWX collaboration. The session gave room to questions and insights whether WOP partners see WOPs as the type of partnerships that is an effective mean to improve the drinking water and sanitation situation. The gains and challenges in the willingness to share know-how with other utilities in the region were also explored.

Activity 5.4.4 Best Practices Document

CoPs function as online-based platforms (with document sharing and presentation facilities) and require the active participation of utilities involved in WWX to lead on the technical content (whilst coordination and planning is supported by IHE). Thematic experts are expected to input 15 days a year towards the functioning of the CoP (IHE-Delft and GWOPA, 2019) and are consulted on the topics to be covered and events to be organised. CoPs provide an online platform for documents sharing as well as webinars and face-to-face meetings. In addition to initiatives led by CoP coordinators, CoPs are expected to be demand-led with input from short-term experts or local project coordinators (asking questions or inquiring on a topic) and other CoP-members being able to provide an answer. The document that bundles the best practices from all WOP Programmes has not been produced. We expect that the documentation of best practices is likely to become more relevant towards Q4 of 2020.

Under BEWOP and in addition to coordination CoPs, IHE-Delft and are tasked to produce case studies on WOP projects to increase the visibility of the WWX programme. A study on the use of pre-paid dispensers in three Kenyan Cities jointly with the PEWAK project has been published (IHE and VEI) , as well as a report on approaches to asset management (IHE and World Waternet). Other case studies, including a report on low-income area units in Ghana are currently being developed and drafted.

Activity 5.4.5 Participation in GWOPA Conferences

GWOPA's Congress has not taken place in 2019. There has been no Call for ideas on innovative practices or an organized session on this topic yet.

CHALLENGES 2019

The challenge facing WWX to date, is that the rate, frequency, intensity, nature and geographical spread of threats and subsequent risks is changing. Human systems are more connected than ever before, with unprecedented impacts upon and interactions with the natural world. Previous socioeconomic development trends are interacting with existing and new development dynamics and emerging global threats, giving rise to risks that transcend borders. New and emerging threats – climate change, economic and financial instability, antibiotic resistance, terrorism, cyber fragility, geopolitical volatility and conflict – simultaneously interact with development policies and actions to undermine gains. These threats share a number of distinct characteristics: they are interconnected, they cross national borders, they have both transitional and transformative impacts and they are occurring simultaneously. This is creating complex risks.

Geopolitical volatility and conflict in partner countries

Armed conflict takes many forms, including inter-state and intra-state conflict and violence. Like geopolitical volatility, the nature of conflict is changing in its nature and complexity including the proliferation of non-state actors, the growing prominence of transnational organised groups as well as the increasing countering/ preventing violent extremism polices. Instability in a WWX partner country Mali, particularly in the north of the country, is being fueled by a war economy underpinned by arms-trafficking, smuggling and migration networks where the proliferation of non-state actors such as Islamic State (IS) and Al-Shabaab continue to evolve, spread their influence and recruit to their cause. These risks acts as a driver of uncertainty, not only in the financial markets and across global supply chains, but also in the political appetite for responding to water challenges or meeting existing commitments for assistance in the water sector. The immediate impacts of volatility on markets and investor confidence might in many cases be short term, but the consequences, such as a decline in risk tolerance for investment in long-term water-related initiatives, can be substantially longer-term. The impact of such conflicts upon water development, and particularly WOPs, can be a major factor in programme implementation⁸ and sustainability. The WWX programme recognizes that building capacity will also require the commitment to address water and sanitation needs in increasingly complex and hard-to-reach areas. Strengthened risk-analysis with Dutch MFA will better prioritize this matter without foregoing on the needs of partner utilities.

Monitoring and learning

Programme monitoring has been an important part of the implementation. According to the Mid-Term Review, the programme monitoring was mainly output focused (of limited use for monitoring behaviour change). As of Q4 2019 steps were undertaken to improve the coordination over time. Much data had been gathered by WOPs but the coordination office is still facing challenges such as timely availability of monitoring data and the effective use of the data by the different stakeholders. The coordination also seeks to align with other (national) monitoring processes or information systems, but there is limited capacity to autonomously monitor data at WOP level in certain countries. A clear strategy for strengthening locally owned monitoring systems is part of WOP activities for the next years to come.

The programme introduces new concepts and alternative ways of working. Innovation implies continuous learning and adaption as core elements in the programme. The programme's innovative nature was insufficiently acknowledged both in the programme's design and in its implementation. In practice, different levels of expertise at the various utility partners leads to differences in approaches knowledge transfer levels. This exacerbates a dilemma felt by partners to achieve the numeric targets whilst also making active efforts to develop/share knowledge and document this evidence. Project implementation tends to absorb most of the attention of country offices and teams.

⁸ Some cases of conflict or geographical volatility can result in extensive absenteeism amongst staff which impacts the volume of services and quality of services provided. Studies have pointed out that it can be understood as a means of survival or a 'coping mechanism' associated with the risk of working in an unsafe place, low salaries and the need for more than one source of employment for livelihood.

Overstretched staff and the limitations of project management capacities mean that enthusiasm for and effectiveness in knowledge-sharing work appear to vary significantly. WWX is currently undertaking steps to change the stand-alone aspect of knowledge-sharing to a cross-sectoral approach that informs each WOP's work across the different work packages and focus areas. In a meeting with IHE and GWOPA in December 2019 the improvement of the knowledge management was discussed. The parties have agreed to revise knowledge sharing activities and the management thereof. In 2020 a knowledge plan will be established to make goals and monitoring methods more explicit.

Broader leverage and support

Though there have been constructive and interesting contributions made to policy reform in the four focus countries of the enabling environment work package, much still needs to be done to ensure sustained reform across the board and improved coordination between the various line ministries relevant for WASH at national and decentralised levels. Notwithstanding the efforts of the WWX programme and its partners, the activities of 2019 were primarily focused on finding local solutions at utility levels for ensuring sustainability of services. Stronger leadership and allocation of dedicated financial resources for WASH are needed and are essential for mobilizing investments to reach 9 million people in Phase II. WWX attempts to mitigate this risk by facilitating the set-up of an inclusive process of discussion and decisions around the utilities' needs and the implications, benefits and costs of those needs. However, this process should (also) be firmly rooted in a multi-stakeholder process.



Economic and financial instability in partner countries

There have also been dramatic changes in the operation of financial markets, notably the unprecedented speed at which money is moved around the global financial system. This change has massive repercussions for national and local economies in WWX partner countries. As demonstrated by the 2007–2008 financial crash, a crisis in one financial market (i.e. trade war between China and the USA) impacts the price of materials being bought for operational investments as well as the budget allocated to the water sector in partner countries. This volatility emphasises the need for early warning systems in the financial commitments of utilities, in order to be better prepared.

Data collection, quality and use

To address challenges and make decisions, we need data. Information on who's missing out on access to water - and why - is critical for building stronger and more equitable water and sanitation services. With reliable data, the WOPs, the WWX programme, policymakers, and communities can identify problems, pose solutions and direct resources where they are most needed. The programme is collecting large amounts of data. Too often, though, the data are used to produce long reports. After the Mid-term review assessed the manner of data collection, highlighting room for improvement, the quality of the data has shown improvement. Yet the capacity for data collection and assessment in utilities are areas that require continuous attention.

To ensure that relevant data is collected and used well, WWX will continue exploring the use of new or non-traditional data sources and methods including digital data derived from social media, web content, transaction data, GPS devices (i.e. GIS and MapKit) to gain a more nuanced understanding of the issues at hand. Because combining data sources can provide more complete, more timely, and/or more granular information about an issue, data innovation can open opportunities for more cost-effective interventions, as well as provide entirely new insights that may have been overlooked through traditional approaches.

Climate change

Climate change impacts the world's water in complex ways: it is altering nearly every stage of water systems. These changes will put pressure on drinking water supplies, food production, property values, and more - all around the world. These changes in water supply, demand, and quality will exacerbate the issues that most utilities face at the moment: aging water infrastructure that is not up to par, and lacking capacity to deal not only with historical variation but future projections as well. Climate change will make water shortages more likely in WWX partner countries. In addition to changing the water cycle, climate change could change how we use water and how much we need. Higher temperatures and evaporation rates could increase the demand for water in many areas. The climate resilience training given by WWX provides WOPs with the opportunity to investigate and explore different scenarios for water supply and demand in their own watershed. These trainings also help develop tools and plans to identify which crops would grow best under certain water regimes, or how adding renewable energy will affect the water supply.

INTERMEDIATE AND FINAL OUTCOMES

In launching the WWX programme to contribute to the realization of the human rights to water and sanitation and the achievement of the SDG 6, transformational programmatic targets were defined. To understand what is required to achieve ambitions in specific contexts, each WOP integrated community goals, utility action plans and local government planning processes into WOP-defined targets. Then, the WWX programme developed a monitoring system where reaching WOP-targeted outcomes became entrenched in overall programming and plans.

Notwithstanding that each WOP sets targets guided by the overarching level of ambition and taking national circumstances into account, the overarching programmatic target outcomes are aspirational. There is a wide margin in the achieved progress of the overarching programmatic targets. The WWX programme recognizes the need to integrating the WOP-related targets with the overarching programmatic outcomes in a coherent vision and strategic framework for Phase II and will undertake action to do so in the coming two years.

Intermediate Outcomes

WWX has defined three types of intermediate outcomes: Behaviour, intervention in service area and investments. The behaviour outcomes are:

1. (Financial) planning & working routines
2. Transparency & integrity
3. Top & middle management practices
4. Organizational structure
5. Inclusion (gender)

These elements are crucial for the sustainability of the activities within the WOP. Utilities are asked to classify their working culture and structure in their Utility on a scale from 1 to 5. In 2018 there was resistance and hesitation to discuss and classify these sensible topics. In 2019 we see an increase in WOPs who are able to classify this because utility managers have gained a better trust bond with their Dutch colleagues. More important than high scores are the conversations and discussions that arise because of these questions.

Intervention in service area is mainly related to the SDG goals. In underlying table you can see the results on SDG6.

WP2.1 1 million people with direct access to improved water and/or sanitation facilities, of which at least 50% are poor.				
Output	Description	Unit	Target 2019	Realization 2019
2.1.1a	# of new poor people reached financed by WWX directly (drinking water)	# people	100.000	157.589
2.1.2a	# of new poor people reached financed by WWX directly (sanitation)	# people	15.000	5.400
2.1.3a	# of new people reached financed by others but verifiably linked to WWX. (drinking water)	# people	150.000	473.857 ⁹
2.1.4a	# of new people reached financed by others but verifiably linked to WWX (sanitation)	# people	0	27.810

The other intermediate outcomes relate to NRW (↓ 40%), hours of supply (↑ 25%) and water quality (compliant with national standard) in the intervention area/DMA. Notwithstanding the efforts of each WOP, it is too soon to measure the larger scale process improvements related to intermediate outcomes.

⁹ This number is the sum of all WOPs, including organic growth. The discussion about WWX contribution is currently ongoing, which might have consequences for the projections of this number in the future.

Intermediate outcomes	Programme target	Remarks
NRW reduction (DMA)	40% voor minimaal 10 utilities	NRW baseline in DMA often unknown
Hours of supply per day (intervention area)	25% ↑ voor minimaal 8 utilities	Little investments / activities to increase hours of supply
Water quality	8 new utilities compliant with national standards	Little progress, also on output level
# investment proposals financed	12	Many activities, but little investments plans definitely financed, progress expected in 2020 and 2021
Investment value in €	200 – 500 mln	

Final Outcomes

While certain WOPs are on track in achieving set objectives, it seems like overall programmatic objectives for 2021 have to change. The remaining timeframe of Phase I will be used to set more realistic overarching objectives. The programme continues to face several challenges that affect implementation according to the planning.

The programmatic targets, particularly progress in reducing NRW on utility level, increasing the average hours of supply, customer satisfaction and collection efficiency are too ambitious for the first phase of the programme. Insufficient up-to-date monitoring data at hand to define the progress of certain WOPs, impacts the assessment of the quality of services, continuous availability of (drinking) water and the promotion of efficient use of water. The impact of water quality on sustainability and consumer demand cannot be underestimated, and the quality of water at service points should be tested and reported on a frequent basis to promote customer confidence in and satisfaction with water services. These activities are taken up in the annual plans of 2020.

On the other hand, significant steps have been made towards creating the conditions for a more gender inclusive workplace, with the number of females employed (in management positions) has increased, compared to 2017.

Final outcomes	Programme target	Remarks
NRW reduction at utility level	- 40% as compared to the baseline for > 10 utilities	This target seems unrealistic to achieve in 2021
Hours of supply per day	25% ↑ compared to the baseline for > 8 utilities	Little activities and investments to increase hours of supply
Collection efficiency	>90% for >15 utilities	28 utilities report a collection efficiency >90%
Customer satisfaction	20% ↑ for > 10 utilities	Baseline often unknown, therefore 20% increase difficult to assess (also little progress on output level)
Energy consumption	decreased for >8 utilities	This data is often not available
Cost-coverage ratio	> 1.2 for > 15 utilities	13 utilities

THE WAY FORWARD

This report provided an overview of latest information, status and trends regarding the WWX programme and its challenges. In a world with so many competing priorities, WWX remains resolutely focused on tackling three essentials: building capacity to create sustainable utilities, increasing access to water and sanitation and channeling investments in water. These are essential first steps to making sure that 'no one is left behind' in reaching SDG 6 – as well as when it comes to enjoying the multiple benefits and opportunities that water provides. The burden of inadequate access to water and sanitation is greatest in Sub-Saharan Africa and South Asia, where a majority of the WOPs are active. WWX has also focused its efforts to date in Colombia and expanded to include the Palestinian Territories in January 2020.

Installing taps and toilets is essential, but WWX does so much more. To make lasting change happen – we work with our partners to create sustainable utilities and practices, actively encouraging collaboration so that all voices can be heard and ideas spread. The WWX strategy provides an ambitious framework for enabling enhanced attention to internal and external knowledge sharing. However, in its design it did not sufficiently take into account the specific learning needs of an innovative programme that requires a reiterative process of continuous short and interactive learning loops. Notwithstanding, WWX has made progress in capitalising its experiences and its documented knowledge base to support further promotion and replication of the innovative approaches.

In our work, national and international policy makers are connected to people on the ground, getting ahead to changing laws, attitudes and behaviours, creating a pool of knowledge and resources that rallies support from people and organisations around the world. Ownership and partnership are embedded in the WWX programme as key elements and important (pre-)conditions for sustainability of the WWX results. Various supportive tools are in place that are instrumental in assuring partnership and commitment by each partner for the WWX approach. The programme acknowledges that significant steps have been made towards enhanced institutionalization of the WOP approach and will continue in its efforts to further consolidate the WOP-potential.

What this report makes clear is that the time to keep moving is now. At current rates, taking the status of individual WOP indicators in to account, the targets are well on their way for Phase I. Still, trends in financing, capacity building and political commitment - present challenges for the programme. In line with the recommendations of the Mid-Term Review, continuing with business as usual will not suffice. Data and smart technologies will be embraced so interventions can be as effective as possible and progress tracked over time. We must tackle weak funding and the enabling environment issues as top priorities. New partnerships will be explored, involving stakeholders within and beyond the water and sanitation sectors, to address these fundamental issues, balance competing needs, and act to ensure the achievement of Phase I targets.

ANNEX 1. OVERVIEW VISIBILITY AND PROMOTION OF THE WWX PROGRAMME BY GWOPA

The emphasis in 2019 was placed on providing visibility to the WOP projects being implemented on the ground through frequent posts in GWOPA social media channels and webpage. This table summarizes the latest posts.

Date 2019	Project	Tweet / Post	Article
3 & 18 DEC	BEWOP Operational Tools for Better WOPs	GWOPA, IHE Delft and VIE develop a set of tools to boost the effectiveness of WOPs	
4 & 10 DEC	VEI - Mandalay City Development Committee (MCDC)	WOP between VEI and MCDC has made access to clean water and sanitation easier to people of Mandalay, Myanmar	https://bit.ly/2HfTmSp
4 DEC	Presentation Green Utility Toolkit	Andres Cabrera from IHE Delft presents at Development Congress The Green Utility Toolkit	
26 NOV	VEI - Aquavalle	Project leader Robbert van der Bij in an interview with Diario del Huila about WWX WOP in Colombia	
19 & 22 NOV	VEI - City of Harare	World Bank concludes Harare cholera hotspot study supported by WWX	https://bit.ly/2vrOuGX
15, 18 & 11 NOV	BEWOP Tools Workshop Uganda	Members of AfWA take part in a workshop on BEWOP tools and guidance material	https://bit.ly/2OLU7Xz
14 NOV	VEI - Nakuru County	WWX being strategic in Kenya by supporting Nakuru County in mapping potential water resources	
7 NOV	WaterWorX meeting	Partners of the 24 WOPs of the WWX programme meet after 2 years of the beginning of the projects	
11 SEPT	VEI - Southern Water and Sewerage Company (SWSC) and Nkana Water and Sewerage Company (NWSC)	WWX in Zambia	
9 SEPT	BEWOP launches the Green Utility Toolkit	Launching BEWOP's Green Utility Toolkit for utilities who wish to embark in the path of sustainability	https://bit.ly/2HeIc04
26 AUG	Niamakoro, Sokorodji and Fitiribougouni (WaterWorx, SOMAGEP-SA, SOMAPEP-SA)	Campaign to raise awareness about the WWX project in Niamakoro, Sokorodji and Fitiribougouni, in Bamako, Mali	

ANNEX 2. WOP ANNUAL REPORTS

	Country	Dutch partner	Local partner
1	Kenya	Dunea	Homa Bay County Water & Sanitation Company (HOMAWASCO)
2	Indonesia	Oasen	Tirto Negoro PDAM Sragen
3	Rwanda	PWN	Aquavirunga LTD and District of Rubavu
4	Senegal	PWN	Société d'Exploration d'Ouvrages Hydrauliques (SEOH SA) and Office des Fourrages Ruraux (OFOR)
5	Colombia	VEI	Acuavalle, Aguas del Huila, Las Ceibas and Aguas del Magdalena
6	Ethiopia	VEI	Oromia Water Mines and Energy Bureau, Ambo Urban Water Supply and Sewerage Service Enterprise, Nekemte Town Water Supply and Sewerage Service Enterprise, Dukem Town Water Supply and Sewerage Service Enterprise and Modjo Town Water Supply and Sewerage Service Enterprise
7	Malawi	VEI	Lilongwe Water Board
8	Malawi	VEI	Southern Region Water Board (Zomba)
9	Myanmar	VEI	Mandalay City Development Committee (MCDC)
10	Philippines	VEI	Bayawan Water District (BAWAD), Bogo Water District (BWD), Carcar Water District (CWD), Toledo City Water District (TCWD) and Philippine Association of Water Districts, PAWD
11	Tanzania	VEI	Mwanza Urban Water Supply and Sanitation Authority (MWAUWASA)
12	Tanzania	VEI	Arusha Urban Water and Sanitation Authority (AUWSA)
13	Uganda	VEI	National Water and Sewerage Corporation (NWSC)
14	Zambia	VEI	Southern Water and Sewerage Company (SWSC) and Nkana Water and Sewerage Company (NWSC)
15	Zimbabwe	VEI	Engineering department of the City of Bulawayo (CoB) and Water & Sanitation Department of the City of Harare (HWD)
16	Kenya	World Waternet	Nairobi City Water and Sewerage Company Ltd (NCWSC)
17	Laos	World Waternet	Luang Namtha provincial public water utility (Luang Namtha Nam Papa)
18	Mali	World Waternet	La Société Malienne de Gestion de l'Eau Potable (SOMAGEP-SA) and Société Anonyme d'Etat
19	Tanzania	World Waternet	Morogoro Urban Water Supply and Sanitation Authority (MORUWASA)
20	Tanzania	VEI	Arusha Urban Water and Sanitation Authority (AUWSA)
21	Ethiopia	VEI	Addis Ababa Water and Sewerage Authority (AAWSA) and Waterforum
22	Ghana	VEI	Greater Accra Region. Three districts: Amasaman, Adenta & Santor
23	Kenya	VEI	Nakuru: NAWASSCO, NAIVAWASS and NARUWASCO
24	Vietnam	VEI	Soc Trang, SOCTRANGWACO Can Tho, CANTHOWASSCO Can Tho, CANTHO2WASUCO Hau Giang, HAWASUCO Can Tho University – Dragon Institute
25	Indonesia	VEI	PDAM Tirta Moedal Kota Semarang