



GLOBAL WATER OPERATORS' PARTNERSHIPS ALLIANCE

HIGHLIGHTS OF OUR JOINT ACHIEVEMENTS IN 2019



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THREE HIGHLIGHTS

A growing Alliance with fresh commitment from new and long-standing partners

1. The next chapter of the GWOPA movement will be led from Bonn, Germany

As of 2020, the GWOPA Secretariat will join 20 other UN programmes operating in the UN Campus in the city of Bonn in the State of North Rhine Westphalia, Germany. The move is part of a five-year agreement through which the Government of the Federal Republic of Germany will support the programme. The move also facilitates further mobilization of German expertise in the WOPs practice, from water utilities to networks of WASH actors. The support for hosting was the result of an open and transparent call launched by UN-Habitat, and sees Spain pass the baton to Germany after more than five years of fruitful hosting in Barcelona.... [more on this](#)

2. A wave of new engagement in WOPs

A handful of commitments were made to the WOPs practice around the world in 2019, including the announcement of new programmes, platforms and phases.

A significant boost for WOPs was the EU commitment to a 9 million Euro WOP programme that will fund 25 new WOPs starting in 2020. This new programme, to be managed by GWOPA, is seeing the light of day after years of encouragement from CSOs, associations, governments and public utilities towards the European Union to create new opportunities for WOPs, with several European utilities being instrumental in its design.

Two European countries, Finland and Germany, introduced comprehensive WOP programmes for the first time this year, enabling their countries' utilities to help their peers in developing countries work towards global targets like SDG6 and the Human Rights to Water and Sanitation. The multi-year WOP initiatives, committing over 10 million Euros, will enable utilities to help strengthen the performance of approximately 30 peer utilities over the coming four years. GWOPA will continue to support this trend and track the impact of such initiatives.... [more about WOPs in Finland](#) / [WOPs in Germany](#).

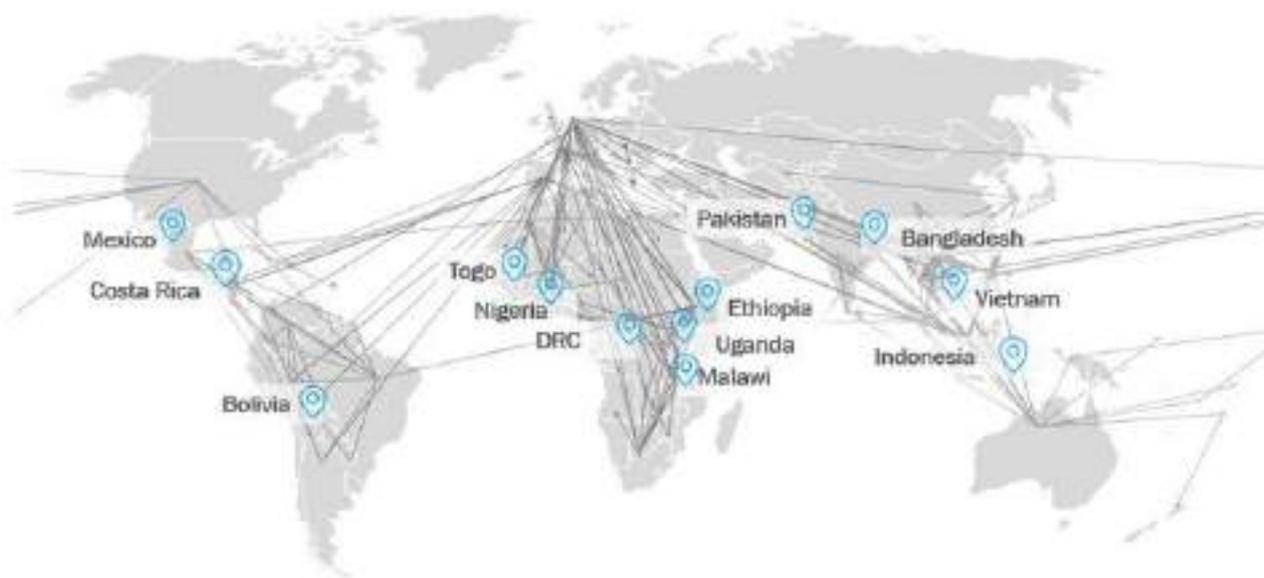
The Dutch government committed to further back the EU WOP programme (above) with a new phase of BEWOP, the collaboration between IHE and GWOPA. The collaboration aims to develop WOP knowledge, and financial and political support for WOPs, especially among mentor countries in Europe. Although nothing concrete has yet emerged, several global institutions, including UNICEF, the Global Water Partnership, UNESCO and the World Bank, have reached out to GWOPA this year for the first time with interest in collaborating on WOPs initiatives. Development finance institutions like the European Investment Bank and Agence Française de Développement are also demonstrating progressive willingness to introduce WOPs as part of their lending and granting activity.

3. Solidarity in response to COVID

As the COVID-19 emergency took hold in early 2020, water utilities once again came together and demonstrated that solidarity and partnership are sound mechanisms for effective response. The message voiced from across the Alliance was that utilities play a critical role in slowing the spread of the virus - from ensuring their own customers are able to maintain basic hygiene to sharing approaches to staff protection - and peer support is a reliable way to ensure utilities are capacitated to fulfil this role. Through a series of webinars (jointly organized with GIZ on behalf of BMZ and other Alliance partners), online campaigns and exchanges, the response coordinated by GWOPA has engaged many Alliance members, both utilities and partners. These efforts are helping utilities fast-track solutions learned from peers and avoid repeating errors, and are set to continue over 2020.



29 new WOPs in 2019 - GWOPA records a total of 374 WOPs in its global practice database. During this reporting year, 75 WOPs were charted as ongoing, each tackling a range of operational and capacity development themes. In 2019, Non-Revenue Water and Water Loss, Water Quality Management and the provision of services to the poor were leading focus areas... [more about this](#)



In blue, WOPs initiated in 2019



PROGRESS ON: ENABLING WOPS

Making WOPs known, supported, adopted and adequately funded

Strengthening Frameworks and Support for WOPs in Europe - GWOPA, in collaboration with partners including DGIS, WWX and BMZ, has been working to build the interest and capacity of governments and financial partners to put in place policies and mechanisms that will make it easier for utilities to engage more effectively in WOPs. Significant results in 2019:

In addition to establishing new WOP programs, both Germany and Finland are looking into potential financing mechanisms (1% laws) that could provide a perennial source of funds for utilities' WOP activities in their countries.

The go-ahead for the proposed EU WOP programme, both the result of ongoing efforts to build the support of European institutions for the practice, and a major opportunity to enhance further dialogue and coordination between European utilities, governments and financial actors for longer term and more systematic backing of utility-led decentralized development cooperation. The DGIS-funded BEWOP 4 project, also initiated in 2019, will frame these ongoing efforts.

Better Outreach – The strengthened secretariat has been able to reengage dedicated communications personnel and reinforce its online presence, greatly increasing the visibility and reach of GWOPA’s work. The GWOPA website is being updated and migrated to a more robust and modern platform, GWOPA web articles and newsletters are now more regular and engaging, and a strong social media presence is boosting activity in online events and webinars. GWOPA’s strengthened outreach capacity lays the foundation for upcoming efforts to expand GWOPA membership and online interaction between members.

Growing profile for WOPs results on the ground – Since it was launched in 2017, GWOPA has been supporting the WaterWorX project, which aims to increase sustainable access for 10 million people by 2030, by providing communication and knowledge guidance and support. Among the developments in 2019, the WOP with Nakuru water utility in Kenya, which seeks to service the city’s 360,000 inhabitants, is indicative of the project’s approach... [more on this](#)

Higher visibility within the UN and its member states - GWOPA showcased WOPs at the first UN-Habitat Assembly in May, the UN High level High Level Political Forum in June, and prepared to feature within the UN-Habitat Executive Board Meeting (postponed to June 2020) in ongoing efforts to build UN Member state support for utilities and engagements for WOPs. GWOPA also advocated for utilities and peer partnerships within the talking points, briefs and reports of the UN Secretary General and UN Habitat Executive Director presentations at high level fora.

Example of South-South cooperation to mitigate climate change - For the second year in a row, GWOPA joined forces with UNOSSC (UN Office for South South and triangular Cooperation) and UNDESA to organise an event, hosted by Tajikistan, during the High-level Political Forum in New York - Delivering Safe Drinking Water and Sanitation under the Current Climate Change Scenario (12 July 2019). As the central platform for follow-up and review of the 2030 Agenda, this collaborative event was a space for participants to share knowledge and experience on integrated approaches for water and sanitation in support of climate change mitigation and adaptation. This event contributed to the growing recognition that structured exchange between peer utilities on a not-for-profit basis is an increasingly important form of South-South Cooperation (SSC)... [more on this](#)

PROGRESS ON: GUIDING WITH KNOWLEDGE

Helping WOP actors make use of the knowledge products and services produced or co-produced by GWOPA

Guidance for Good WOPs - More guidance for WOPs was launched this year, as the second phase of Boosting the Effectiveness of WOPs (BEWOP II) project, a Dutch-funded collaboration between GWOPA and IHE since 2013, came to a close. The project saw an increase in engagement with the entire BEWOP toolset and other BEWOP products. Across GWOPA's social networks, an estimated 11,300 users actively accessed BEWOP material since the project initiated. Approximately 16,000 users have downloaded BEWOP products from the GWOPA website to date... [more on this](#)

Knowledge Exchange - Seven face-to-face training sessions reaching over 220 WOP practitioners and ten online training sessions reaching over 140 sector practitioners were held in 2019. The increased number of online training events convened and/or co-organised by the GWOPA secretariat, partners and platforms were appreciated by member utilities. A small sample satisfaction survey at the end of training session in Kampala in November revealed that average level of satisfaction was 4 on a scale of 1 (not satisfied) to 5 (extremely satisfied)... [more on this](#)

Capacity Monitoring - One example of a process tool released during 2019 is the WOP Partnership Management Platform (PMP), a collaborative web-based software for monitoring and reporting on WOPs. The PMP, which will be used immediately to monitor progress in GWOPA programmes, will boost the visibility and understanding of capacity as it is developed through WOPs, besides other indicators of progress... [more on this](#)

MENA region - With the support of the Department of Energy of Abu Dhabi (DoE), GWOPA led a regional consultation process on utilities and capacity needs in water scarce cities in the MENA region following an Expert Group including main regional actors (ACWUA and ESCWA) to generate recommendation - [outcome note](#). The survey identified challenges in the context of water scarcity and climate change and proposed a first WOP programme with a view to promoting increased WOP culture and practice in the region. The findings were presented during the World Urban Forum 2020 – the world’s premier gathering of urban practitioners – in Abu Dhabi... [more on this](#)



PROGRESS ON: MOBILIZING THE ALLIANCE

Making GWOPA a strong and fruitful water solidarity network

Tighter collaboration with the regions - A key component of GWOPA's new 2019-2023 Strategy is to strengthen its relationships with regional and national platforms as the implementing arms of WOPs in regions. In 2019, GWOPA formalised some of the key partnerships and began to collaborate more closely with these platforms on project implementation and monitoring, development, on dissemination and application of tools in WOPs, on communications and advocacy, and on the co/organisation of events. The GWOPA secretariat also initiated more regular exchange events among these regional platforms - a fruitful initiative to be committed to habit in the new year... [more on this](#)

EU WOP project - Together with a consortium of European utilities, GWOPA led the preparation of the new four-year, 9 million Euro European WOP programme that will begin in 2020. The participatory process for elaborating the programme entailed various writing workshops and online meetings, presenting the proposal for wider feedback in meeting of utilities, financiers, governments and NGOs in Brussels in September 2019. The European WOPs programme was confirmed by the EU in November after several years of lobbying by European utilities for the European Commission DEVCO to support the WOPs movement. The project will be managed by GWOPA from 2020-2024 and support 25 WOPs... [more on this](#)

Sustainability Improvement Plans through WOPs in Africa and Asia - Building on the success of an earlier WOP collaboration with the OPEC Fund for International Development, a second phase kicked off in 2019 to support improvements in five operators in Africa and Asia. The initiative is jointly implemented by GWOPA and the regional platforms in Africa - AfWA - and Asia - Waterlinks - and aims to help utilities reach SDG targets at local level. Numerous online sessions were held to train the utilities on the new guidance tools developed by GWOPA. Diagnosis visits and benchmarking visits also took place in the last quarter of 2019 which allowed the utilities to narrow down their action plans and work areas. The WOPs will continue over 2020 with results expected in 2021... [more on this](#)

WaterWorX - The project is moving forward with the planning of a new phase following an encouraging first phase (2017-2019) evaluation. WWX is discussing with GWOPA and IHE how to strengthen the knowledge and advocacy components in the next period of this ambitious Dutch-led WOP initiative striving to increase access for 10 million people by 2030.

New National Platforms - The Inter-American Development Bank (IDB) together with WOP-LAC and GWOPA are working to support the formal establishment of a Colombian national WOP platform within the Colombian Association of Sanitary and Environmental Engineering (ACODAL). The main activities foreseen by ACODAL are : (i) to coordinate WOPs between water services in Colombia, (ii) to propose knowledge exchange workshops in the country based on which new potential WOPs can be identified and (iii) to promote WOP-related activities through ACODAL webpage and via their participation in National and International events.



PROGRESS ON: GOVERNANCE & MANAGEMENT

New Strategy launched - drawn from the inputs of its wide network of member organizations, evaluations of its previous strategy, the concurrent UN-Habitat strategy development process, and its many years of experience, GWOPA's 2019-2023 strategy was launched in June 2020. It situates WOPs squarely as a tool for localising the SDGs, and positions UN-Habitat's GWOPA secretariat as the global convener, catalyser, advocate and knowledge broker for WOPs within its growing global alliance. The GWOPA Strategy contributes to all four domains of change of the new UN-Habitat Strategic Plan for 2020-2023, also launched this year, from reducing spatial inequities and poverty an enhanced shared prosperity to strengthened climate action and effective crisis prevention and response in cities and communities... [more on this](#)

Better Monitoring - 2019 was the first year tracking GWOPA progress following the new logical framework of the 2019-2023 Strategic plan, strengthened in response to a recommendation on the previous Strategy. While many of the monitoring indicators already had baselines, others did not and 2019 was the year to establish them. Efforts have been made in the monitoring process to ensure complete/robust and disaggregated data as much as possible to ensure that trends are fully captured and the information provided to the International Steering Committee and Alliance is complete... [more on this](#)

Reinforcing GWOPA's Governance - A recommendation from the GWOPA 2013-2017 Strategy Evaluation suggested that the secretariat initiate a review of the GWOPA Charter and Governance framework. A Task Force was established, composed of four Steering Committee members, and UN-Habitat's Urban Basic Services Branch and Legal Unit, to address gaps and remedy any weaknesses of the previous framework. The governance review has proposed a more robust membership criteria and clarified processes for election to the Steering Committee, among other improvements, to establish a stronger foundation for joint ownership by UN-Habitat and utilities. The draft was prepared over 2019 and presented to the International Steering Committee in June 2020.



LESSONS MOVING FORWARD

Going virtual - The travel and distancing restrictions put in place to reduce the spread of COVID-19 pushed WOP practitioners to explore new and innovative ways to engage in WOPs, and for many, the discovery of the practicality, efficiency and even joy of exchanging and partnering online. While online communication has always played an important role in WOPs, tele-WOPs are likely to increase as COVID-19 continues to impede easy travel, and as the heavy carbon footprint of air travel is better accounted for. WOP practitioners will need to re-think new forms of remote partnerships with new mechanisms and tools to be added to the peer support practice. The GWOPA secretariat, together with WaterWorX and other partners, will convene a webinar to identify the challenges and various opportunities of partnering remotely... [more on this](#)

Reinforcing bonds and Alliance-wide initiatives – GWOPA is embarking on a new chapter with a revised strategy, growing support from new and longstanding partners and greater financial capacity. This chapter is an opportunity to strengthen the collaboration between regional platforms and the secretariat both to better track WOPs and to increase their effectiveness by disseminating the numerous tools and guidance material available. 2019 revealed the power of Alliance-wide advocacy that supported the EU WOP project, and these efforts should be doubled over the coming year, especially in light of the 2021 Global WOPs Congress. Events in late 2019 and early 2020 revealed that there are many new challenges for utilities and business as usual will not suffice. GWOPA therefore has the opportunity to innovate and support utilities become more collectively innovative and resilient.



THE STORY INCHANGALUME MALAWI

WOPs are about improving the skills, capacity and knowledge of the people that work in utilities. Utility staff in some countries do not have easy access to peers with whom they can exchange, learn and share practices. WOPs therefore offer a space and structure for this peer-learning to take place and the results are felt not only by the utility staff but by the communities and people they serve.

As an Alliance of actors committed to the WOPs practice, part of the role of GWOPA is to highlight and celebrate the achievements of our members and partners as contributing to our shared goals. The WOP being conducted under the WaterWorX project with Southern Region Water Board and VEI of the Netherlands is a reminder of the need and potential of WOPs, and of our Alliance.

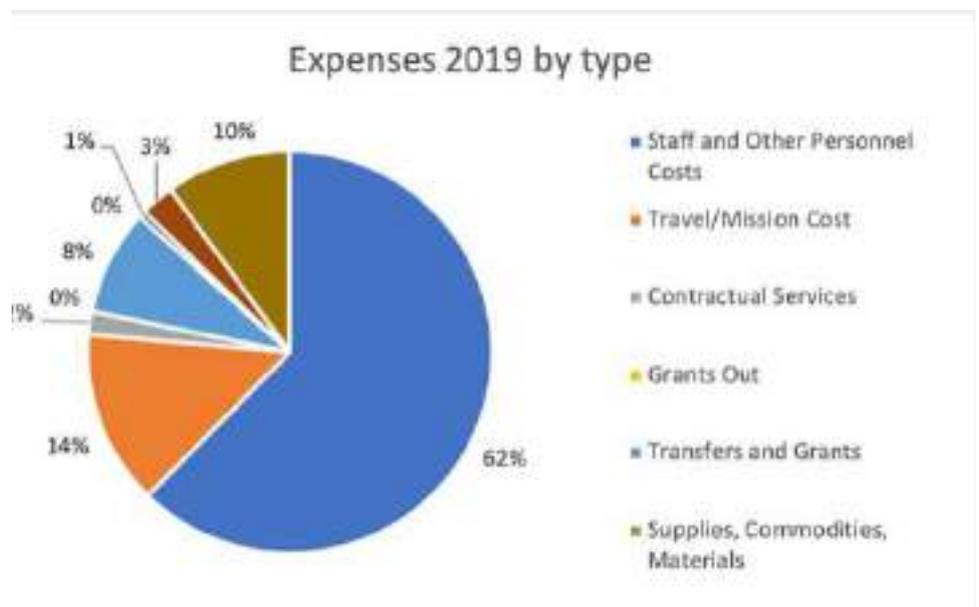
36-year-old Gertrude Majunga wakes up before sunrise to collect water at the nearest borehole from her village. The water source is shared with other four neighboring villages and she explains, “When the borehole breaks down, the community collects water from a well that is located further away from the village. The water at that well is dirty.” Happiness, a 17-year-old orphan from the same village, also spends a lot of her time fetching potable water, which affects both her studies and the time to look for piecework.

The Southern Region Water Board, which serves the villages, initiated a number of activities after acknowledging the need for improved services. The WOP with the Dutch utility VEI is one of those activities, and is supporting SRWB train several employees on pro-poor services. According to both Gertrude and Happiness, having potable water easily accessible to their community will improve their sanitation and health, simplify their life, and give them time and energy to attend other productive chores. Although the WOP will not solve all challenges to access for Gertrude and Happiness, it will contribute to meaningful change within this vital service provider... [more on this](#)

THE SMALL PRINT

Result Statements	Key Performance Indicators	Baseline (2018)	Annual Targets	2019 Results	Notes	
GWOPA Objectives (2019-2024)	<p>1. To increase the quantity and quality of Water Operators' Partnerships being carried out worldwide in support of the SDGs.</p> <p>2. To improve Water and sanitation service providers' capacity and performance and realize the SDG 6 targets at local level.</p>					
EXPECTED ACCOMPLISHMENTS	EA 1. WOPs are scaled up	1.a. No. of new Water Operators' Partnerships initiated per year	10	25 per year	29	Annual inputs from Regional/National WOP Platforms and global WOPs database. Note: 93 WOPs on the global WOPs database are logged as ongoing in 2019.
	EA 2. WOPs are contributing to water and sanitation service providers' improved capacity and performance, and local realization of the SDGs, to the benefit of all, particularly the poor.	2.a. No. of service utility staff having improved their capacity through a WOP per year	800	1040	1,597	Informed estimations based on annual inputs from Regional/National Platforms and the estimated no. of utility staff participating in active WOPs during 2019.
		2.b. No. of WOP member utilities attributing their operational performance improvement to a WOP, per year	10	13	24	Based on Annual inputs from Regional/National Platforms and reports linked to WOPs registered on the Global WOPs database.
		2.c. Percentage of active WOPs generating results that measurably contribute to SDG targets, per year	N/A	50%	37%	Based on registered data collected about ongoing WOPs logged on the WOPs Database. The sale of ODF WOPs and newly established WOPs are unable to report on contributions to SDG targets at an early stage the project lifespan, post results.
2.d. Number of people, disaggregated by gender and age where possible, benefiting from water and sanitation service improvements generated through WOPs, per year	5,000,000	1,900,000 people per year		16,241,697	Based on Annual inputs from Regional/National Platforms and estimate value for ongoing WOPs. Figure to be recalculated post wider baseline survey.	
518. EXPECTED ACCOMPLISHMENTS	SUB SA 1. WOPs are well known, supported, allocated and adequately funded	1.1. Reach of GWOPA (co-) organized events dedicated to lobby, advocacy and research/mobilisation per year	458	480 people per year	890 (from 12 events)	All events under tracking WOPs pillar
		1.2. No. of GWOPA (co-) authored advocacy documents used for the promotion of WOPs per year	1	3	2	Complete - GWOPA 2019-2022 Strategy - Floating Call Finalized but unused - Drafting WOPs in Europe - GWOPA advocacy background document - Generic GWOPA presentation in Progress - SOUTH-SOUTH UNWCLD special issue
		1.3. No. of new international, national or local frameworks, policies, laws, or mechanisms that supports WOPs-type work (non-for-profit law partnerships for capacity development in the water sector) per year	N/A	1	3	- German Sustainable Utilities Programme - Italian's IS efforts - Italian WOP programme
		1.4. Total funds dedicated to the WOPs practice per year in USD	N/A	5 - 10,000,000	7 - 14,384,054	The value refers to all Direct (WOP activities) and indirect (WOP knowledge, advocacy and facilitation) programmes/project cost during the year of monitoring. The amount is an informed estimation based on data within GWOPA results.
		1.5. Reach of the Global WOPs Congress (by type of audience) per Congress	360	400	N/A	No data to report. Global WOPs Congress was not held this reporting year.
		1.6. Web and social networking engagement per year	14,150	+10 % per year	62,342 (€-12M)	- Website unique page views (not cumulative) - Web users - Facebook likes and followers - Twitter followers - Newsletter subscribers - LinkedIn connections - Workplace users
SUB SA 2. WOP actors make use of the knowledge products and services produced or co-produced by GWOPA.	2.1. Reach of knowledge products per year	5,137 views	+ 5% per year	5,759 views (+12%)	Target not met on account of the GWOPA website re-launching.	
	2.2. Reach of knowledge services per year	63 people	+ 5% per year	160 (+154%)	ODF webinars - 85 PMP training - 17 WaterWerk training sessions - 42 EWOP - 18	
	2.3. Degree of satisfaction with knowledge products (average per year)	N/A	Higher than 3 out of 5	N/A	Finalizing completion of website developments. Additional mass survey to be distributed post ISCM.	
	2.4. Degree of satisfaction with knowledge services (average per year)	N/A	Higher than 3 out of 5	4 out of 5	Based on surveys conducted at two training events.	
SUB SA 3. GWOPA is a strong and fruitful water solidarity network.	3.1. No of GWOPA institutional members	N/A	1st year: 100 +10% per following year	N/A	To be added post governance restructuring.	
	3.2. No of active GWOPA partners	N/A	+0 per year	28	MUAs signed, co-organized events.	
SUB SA 4. GWOPA is efficiently and effectively operated and governed	4.1. Funds managed by GWOPA per year	N/A	+20% after 5 years	1,058,00 USD	GWOPA's administrative records based on UN Habitat financial statements	
	4.2. % of workplan achieved	75%	80%	75%	Completion of outputs based on 2019 Workplan (N)	
	4.3. Degree of satisfaction with the GWOPA governance structure and functioning for the effective stewardship of the Alliance	N/A	Higher than 3 (on a scale of 5 to 10)	N/A	Baseline to be established after new governance structure is in place.	

THE NUMBERS SECTION



Approximate figures. Actual figures may vary to account for committed, disbursed and partially disbursed funds.



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