

GWOPA

Annual Report


GWOPA
Global Water Operators Partnership Alliance


UN-HABITAT
FOR A BETTER URBAN FUTURE

2020



Global Water Operators' Partnerships Alliance
Annual Report 2020

INTRODUCTION

2020 was not as anyone expected, water and sanitation operators included. The COVID pandemic brought a new set of challenges to operators and efforts to extend universal access to basic services. While in some places, WASH access increased temporarily under COVID, progress towards SDG 6 seems to have taken a step back on the whole, as many utilities find themselves unable to maintain the levels of service they were providing before the crisis.

At the same time, COVID, has been what the UN Secretary General called an ‘unprecedented wake-up call’ that has brought renewed focus to the fundamental need for universal water and sanitation services as basic public goods, and to the far-reaching benefits of well-functioning utilities, including community health and environmental wellbeing. Frontline workers, water and wastewater workers among them, finally received some of their due recognition, and often undervalued local public service providers were also appreciated as pillars of community resilience in times of crisis.

As the pandemic is slowly being overcome, calls to make strong utilities a core feature of a green recovery are multiplying¹. The unviability of unsafe, inequitable and wasteful local water systems is being seen clearly and helping build support for more equitable, participatory and environmentally sound services. As an alliance, GWOPA is pushing to see that not-for-profit support between utilities plays a bigger role in this vision.

Peer support between utilities has also been affected by COVID. As physical visits to partner countries - usually a key feature of WOPs - became impossible in many zones, utilities maintained their instinct for peer support and shifted over to virtual means. As utilities’ priorities were often reshuffled by the crisis, all but emergency WOP themes were moved to the back burner. Many WOPs shifted their focus so that partners could support one another with emergency response. Yet even as WOPs, focus and modalities shifted, the inherent value of the approach to utilities in need was being confirmed. The success of GWOPA’s various online exchanges was further testament to the usefulness of pooling knowledge and experience to overcome challenges.

In the longer term view, the pandemic year saw important gains in support for WOPs overall, with the EU-WOP programme marking a big advance for effective and coordinated WOPs practice linked to investments for SDG 6. Various WOP projects are currently being established or extended into new phases this year, and the new Bill and Melinda Gates Foundation funded project is set to help GWOPA finally really boost sanitation service providers’ capacity.

GWOPA has already been bolstered by the broad-based support from the German government, partners and Bonn based organizations. As an alliance, the pandemic brought many new partners in to the GWOPA fold, and a revised Charter and Global WOPs Congress on the horizon are setting up GWOPA for new strides in 2021.

¹ <https://www.un.org/press/en/2020/sgsm20189.doc.htm>;
<https://www.un.org/en/coronavirus/UN-response>

OUTCOME 1:

WOPs are well-known, supported, adopted and adequately funded

GWOPA's work towards this outcome involves communicating with a wide audience about water utilities, WOPs and GWOPA; advocating for WOP- and public utility- friendly policies and programmes among decision makers; and working to increase the funds available for the WOPs practice and associated utility improvements.

Showcasing water and sanitation operators' key role in confronting COVID-19

When the pandemic began to hit hard in early March 2020, GWOPA aimed to raise the visibility of service providers in the crisis, to help ensure that their valuable work during the pandemic was properly seen and supported. GWOPA first issued a set of messages for operators confronting the campaign, then launched a #UtilitiesFightCovid Campaign calling for operators to share their actions in responding to the crisis.

Notable outputs in this area included: [Managing the Unexpected – European Utilities facing the Coronavirus Emergency](#); [Public Water and COVID-19: Dark Clouds and Silver Linings](#); and [Global Water Partnership's #WaterChangeMakers campaign](#), among others.

At the global level, GWOPA advocated for greater support to utilities and WOPs to support global development targets during high-level UN fora and other global and regional events. Participation in the [World Urban Forum](#) in February, the [High-Level Event on Accelerating Implementation of the 2030 Agenda through Water, Sanitation and Climate Action](#) on 29 May 2020 and the [High-Level Political Forum Special Event on the Launch of the SDG6 Global Acceleration Framework](#) on 9 July, were a few highlights in this regard. In November, GWOPA was showcased in a UN-Habitat Executive Bureau gathering 34 UN member states.

Reaching out to New Audiences

The GWOPA Secretariat introduced WOPs to many new audiences in 2020, in part thanks to new contacts in Germany, wider outreach efforts in anticipation of the EU WOP programme opportunity, combined with the proliferation of online events that were organized during this first pandemic experience. Some of the audiences that were reached to a greater extent were local governments via GWOPA's participation in the UNOSD/UNDESA Mayor's Forum and ICLEI Daring Cities' events in October, German utilities and local authorities, and LAC local authorities.

WOPs were presented in 30 local, regional or global events with a collective participation of almost 1,500 participants. Almost all events in 2020 were virtual.

In 2020, a bolstered communications team in the Secretariat drafted a fresh Outreach Plan to support delivery on the 2020-2024 [GWOPA Strategy](#). The plan proposes messaging on three levels: the critical need for capacitated utilities, the usefulness of the WOPs practice, and about GWOPA's work as an alliance.

One of the key end goals of the Outreach Plan is to provide GWOPA members and partners with action-orientated communication resources that they can use in their local or regional context.

Outreach improvements and progress

- **GWOPA Website:** A better looking, more user-friendly and content rich site with over 35 news items and press releases published
- **Social Media:** more frequent posts and strengthened engagement (+32% in followers across social media channels)
- **Newsletters:** +11% new subscribers (2,600) with 18 bulletins sent over 2020
- **New partners:** outreach was boosted through engagement with high-visibility partners (UN Bonn, City of Bonn, UN-Water, African Water Association, World Water Council, Water and Sanitation Hub, AfriAlliance, among others) and publishing content on their platforms.

Sharing stories of partnership and progress

In step with the growing WOP activity around the world, the Secretariat is showcasing more WOP stories from the field. Working in collaboration with partner WOP platforms and programmes, the Secretariat has been able to bring to a wider audience regular and colourful features on WOP partnerships, innovations and their results.

WaterWorX - At least once a month, [articles](#) published on GWOPA's website are highlighting the process, challenges and successes of the project's WOPs. The 21 articles reached almost 30,000 views in 2020 and were heavily shared on social media. GWOPA also produced internal and external WWX [newsletters](#) and a [call to engage in the Utilities Fight COVID-19 Campaign](#).

OFID Sustainability Improvement Plan WOPs - GWOPA established a Community of Practice for the WOP teams involved in the program, which facilitated exchange more easy and frequent exchange between mentor and mentee on technical and logistical aspects of the projects. GWOPA's articles on the OPEC-funded WOPs in Africa and Asia feature innovative [project developments](#) like how the WOPs partners were adapting to the global pandemic, and the diversity of topics selected by the Asian and African operators (5000 reads).

EU-WOP Programme - GWOPA has been leading a massive campaign of dissemination and promotion for the EU-WOP Programme which it is also managing. In the lead up to its launch in January 2021, the programme was promoted at ten global and/or regional events, the GWOPA Steering Committee, and bilateral meetings with network members and partners, with an estimated reach of 600 people. The programme was also promoted via GWOPA's [newsletters](#), [press releases](#) and social media campaigns (+2000 hits).

Coordinating Advocacy Efforts for Policy Engagement on WOPs

Taking GWOPA's communications work up a notch, advocacy efforts aim to go beyond awareness-building to secure concrete support for the WOP practice in the form of policy and financial commitments. Heightened advocacy efforts in 2020 are a reflection of the priority placed on advocacy in the GWOPA 2020-2024 Strategy. GWOPA worked with partners to secure more financial resources and support for utility peer exchanges, utilities and the bodies and organisations that facilitate them.

COVID heightened both the need, and opportunity, to advocate for WASH service providers and solidarity-based support for them. GWOPA prepared or contributed to various UN policy briefs and documents aimed at boosting support for utilities' response to the pandemic, most notably.

Key Advocacy Resources

- [EU-WOP Programme Press Release](#)
- [UN-Habitat and UNICEF Interim Technical Note on WASH for COVID-19 response in slums and informal settlements](#)
- [The SDG 6 Global Acceleration Framework](#)
- UN Secretary General's Policy [Brief on Cities and COVID](#)

WOP Advocacy Forum

GWOPA joined forces with WaterWorX, DGIS (Dutch Ministry of Foreign Affairs), BMZ (Federal Ministry for Economic Cooperation and Development) and GIZ to coordinate efforts to support WOPs by European actors. The Forum is identifying synergies and organization events and actions for advocacy and scale up within European programmes, funding mechanisms and policy frameworks to bolster effective WOPs in Europe. To strengthen collaboration in this area, GIS has partially seconded one staff member to GWOPA to work on global advocacy over 2021.

The “Taskforce of WOP Enablers”

A critical objective of the EU WOP programme and its parallel BEWOP IV initiative, is to strengthen frameworks for WOPs in Europe. The question is ‘how can governments, donors, financial institutions and civil society contribute to making WOPs more doable and successful?’ The Taskforce looks beyond utilities themselves at the ‘enabling’ actors that give utilities the means to help their peers through WOPs by introducing policies and programmes or funding and legal mechanisms. The task force, to be launched in 2021, will allow these actors to learn from and with each other. The dialogue will be fueled by documented cases, insights and lessons learned from the EU WOP Programme and beyond. During the EU WOP Programme the Taskforce will meet 3 times a year around a specific issue brought forward by the Taskforce members.

Financial Linking through EU WOPs

An important ambition of the EU WOP programme is to maximize connections between WOPs capacity and performance improvements, and the needed investments to make sustainable operational and infrastructural improvements for water and sanitation services for all. The programme also aims to foster engagement in WOPs by key supporting partners such as donors and financial institutions that stand to use WOPs in supporting their technical assistance activities, as well as the preparation and implementation of projects funded by lending operations. WOP proposals that demonstrate these linkages will have a better chance of being selected. Strong engagement of international financial institutions and governments in this initiative is critical and there are several ways IFIs and donors can take part in the EU WOP initiative, notably by co-funding projects, linking or extending ongoing projects for impact, or by joining the ‘Task Force of WOP Enablers’ highlighted above.

OUTCOME 2:

WOP actors make use of GWOPA (co)produced knowledge products and services

GWOPA supports this outcome by monitoring and studying utilities and the WOPs practice, facilitating knowledge exchange, and by offering guidance, tools and training to support effective operators and WOPs between them.

Pandemic Know-How

As the COVID 19 virus spread from one country to the next in early 2020, utilities instinctively turned to one another for knowledge and help. To facilitate this exchange, GWOPA, together with GIZ, and in collaboration with regional WOP platforms and expert partners like UNICEF and World Bank, ran a series of webinars to facilitate the sharing of emerging practice and knowledge in relation to utilities in and COVID-19. GWOPA also initiated a global [community of practice](#) (CoP) around the response.

[Outcome notes](#) from the webinars and CoP discussions highlight the experience and lessons from various utilities across different regions on a specific theme or challenge resulting from the crisis. All webinars featured interpretation in three languages and were [recorded and published](#) to maximize access. The webinar and the online exchange findings were also collated in a Queen's University publication - [Public Water and COVID-19: Dark Clouds and Silver Linings](#) - and informed various advocacy briefs (see Advocacy above).

The experience of organizing these webinars has highlighted their potential and usefulness for complementing the one-on-one peer support typical of WOPs with wider knowledge exchange activities between GWOPA network members. The webinar and community of practice exchange facilitated in an ad-hoc way in 2020 in response to the crisis, is being analyzed in order to plan a better and more systematic use of these exchange modalities beginning in 2021.

Key facts on knowledge sharing

Recordings of COVID-19 webinars and outcome briefs:

- Tracking COVID (with GIZ) – 120 participants ([Outcome Note](#))
- COVID and Wastewater – 248 participants ([Recording](#) / [Outcome Note](#))
- Crisis Management – 152 participants ([Recording](#) / [Outcome Note](#))
- Slowing the Spread in Slums – 162 participants ([Recording](#) / [Outcome Note](#))
- Liquidity Challenges – 150 participants ([Recording](#) / [Outcome Note](#))
- WOPs and COVID-19 – 80 participants ([Recording](#) / [Outcome Note](#))

Highlights of external training events:

- [WOPs at the Dubai Expo 2020 Development Week](#)
- Daring Cities by ICLEI. Session: [Water & Sanitation: What Is a 'WOP' and How Does It Help to Tackle Climate Crisis?](#)

Adapting WOPs to Pandemic Conditions

WOPs usually rely on person-to-person interaction. While technology has played a growing role in peer exchange over the past decade, the events in 2020 saw many utilities fully embrace the opportunity of online exchange, either exclusively or in combination with whatever face-to-face meetings were possible. Overall, operator staff and WOPs facilitators demonstrated a willingness and interest in continuing to make the WOPs a success. This year of being 'forced' online has offered at a minimum an opportunity for everyone to get accustomed to online interactions, and in many cases to expand the range of useful possibilities for operators to exchange effectively through virtual means. As travel restrictions relax, the experience and innovation in online exchange will undoubtedly continue to be useful for environmental or economic reasons.

WOPs during COVID Webinar - Main take away messages

- + In many projects support from the mentor would be mostly limited to on-site visits, with increased online exchange, partners have maintained momentum between visits.
- + For many WOP practitioners, navigating these difficult times with peers has strengthened relations and brought partners closer together.
- + Many WOPs were able to adapt planned activities to the COVID-19 context and shift priorities with agility to address urgent matters.
- Virtual communication is not available or suitable for all, most notably those who are less familiar with technology and those working on topics that require onsite direct support and training.

Impact of the pandemic on WOPs tracking

- Number of new WOPs registered is down and ongoing WOPs have extended timeframes (monitoring data).

Case Studies focus on WOP diversity

WOPs can help utilities with pretty much anything utilities face. As long as the peer partners have been up against the same challenge, the WOP model has potential to help. This makes the approach extremely versatile. This year, GWOPA's case studies aimed to capture some of the diversity in WOPs – in themes, set-ups and processes – in order to explore how this peer to peer support approach can be applied to address a wider array of utility improvements and partnership constellations.

In 2020, a case study from the WaterWorX programme was researched and drafted to highlight a less frequent WOP formation: one mentor supporting many mentees. The WOP is between VEI of the Netherlands and 4 water utilities in the Philippines - Bayawan Water District, Bogo Water District, Carcar Water District, and Toledo City Water District.

Another case studied under the WaterWorX project focused on the critical theme of sanitation. The WOPs, which features Mwanza Urban Water Supply and Sanitation Authority (MWAUWASA) as mentee and VEI as mentor, investigates how peer support can be useful in advancing sanitation services.

Cases of South-South and triangular WOPs are also being summarized for a special issue with the Un Office for South-South cooperation to showcase the big potential for WOPs among peers from neighbouring developing countries.

Tracking Global WOPs with trends with more robust data

Tracking and monitoring WOPs is critical to showing their value, impact and scope. WOPs are taking place in many countries and under many different names. Starting in 2011, GWOPA has been maintaining a global database that aims to pull this heterogeneous practice into a single database. As technology advances, GWOPA is seeking to increase the ease of the submission process and capture the impact of WOPs as they develop in real time and allowing for flexibility of WOP formats to be recorded.

Two tools are coming together for this purpose in a 'WOPs Observatory':

1. The revised WOPs Database, which in 2020 sought to improve data extraction and visualization. A consultation this year identified further improvements to be implemented in 2021.
2. The WOPs Partnership Management Platform (PMP), the web-based platform that helps project managers plan, monitor, visualise and report on results of the WOP.

The resulting "Observatory" planned for 2021, will provide more complete, up-to-date, performance-based information on WOPs in a visually satisfying format.

Currently a stand-alone tool, the PMP platform continues to advance, with training sessions delivered to the Regional WOP Platforms during the year in anticipation of the tool's official launch and wide use in the EU-WOP programme.

The WOPs "How-To" Manual is a key learning product that was further developed over 2020. This WOP support material is being introduced within the EU-WOP Programme to support partners formulate and, later, implement their WOPs. The 'How to' lessons also strongly informed the design of the EU WOP Call for proposals and its selection criteria.

OUTCOME 3:

GWOPA is a strong and fruitful water solidarity network

GWOPA's work towards this outcome involves growing GWOPA's active memberships and partnerships and collaborating with WOP programmes and platforms towards the Alliance's goals.

EU-WOP Programme sets stage to boost WOP practice

The EU-WOP Programme, which GWOPA will run over the next 4 years with European backing, presents a major opportunity to boost the WOPs practice just as utilities will be emerging from the COVID-19 pandemic. The 9 million Euro EU-WOP Programme was signed with the European Commission in September and its call for WOP proposals launched in January 2021. The programme will support approximately 30 utilities in European 'DCI' countries to increase capacity and performance improvements towards the targets of Sustainable Development Goal 6. The call invites proposals from new utilities and actors, and welcomes North-South, South-South as well as triangular WOPs.

The EU WOP programme consolidates much of GWOPA's long work in mobilizing support and funding for the practice, building a global community of implementers, and guiding effective partnerships. It also offers a prime opportunity to welcome new WOP implementers and strategic partners, to pilot and study innovations and results, and to further link WOP improvements with finance for SDG 6.

A fourth phase of the BEWOP Initiative funded by the Government of the Netherlands, will run in parallel with the EU WOP programme, enabling knowledge exchange between the various projects' partners and also creating a 'WOP Enablers' Task Force' to advance governments', donors', civil society and development financiers' understanding and support to WOPs.

EU-WOP Programme – Key Facts

- 9 Million Euros over 4 years
- Up to 30 projects of 200 – 400,000 USD eligible for funding
- Decentralized collaboration between peer water and sanitation service providers
- Helping improve capacity, performance and finance to meet the SDGs
- North-South, South-South and Triangular partnerships
- BEWOP IV Knowledge Management and Advocacy running in parallel

www.gwopa.org/eu-wops

Ongoing and new WOP activity in 2021

Other significant project activities taking place under the WOPs umbrella include:

GWOPA continues to oversee the management of OFID-funded Sustainability Improvement Plan WOPs projects in African and Asia, in collaboration with Waterlinks and AFWA. GWOPA established a CoP for the WOP teams involved in the SIP program and has allowed operators and facilitators from Asia and Africa to connect and share their progress with their peers.

The Dutch-funded and mentored WaterWorX programme is closely evaluating its first phase of implementation in order to design an improved Phase II that will begin in 2022. GWOPA, together with IHE, are in discussion with WWX on improved phase II knowledge management and communications components that join forces with the EU WOP and other GWOPA communities of practice.

Operationally, a GIZ-led German WOP programme, run in collaboration with the German Water Partnership and Engagement Global, a BMZ-funded pilot initiative, is enabling German utilities to mentor WOPs in 4 countries. German partners are also joining forces in the preparation of proposals in response to the EU WOP funding opportunity to increase German mentorship experience.

GWOPA helped prepare a new WOP involving the city of Liege and the operator of Beirut, Lebanon. The WOP will seek to support the Lebanese operator recover following the explosion which devastated its port.

New Bill and Melinda Gates Foundation Collaboration to Strengthen Sanitation capacity and SWOPs in GWOPA's network

The Scaling City-wide Inclusive Sanitation (CWIS) Project, a 3-year long collaboration between UN-Habitat and the Bill and Melinda Gates Foundation, was confirmed and initiated in December. The project will expand UN-Habitat's work on urban sanitation and wastewater in support of SDG 6.2 and 6.3, with a focus on integrating low-income communities into public service delivery mandates and systems. Leveraging the GWOPA network and the WOPs practice, it aims to strengthen utilities and local authorities capacities to tackle the largely neglected challenges of sanitation, in an inclusive and holistic, 'city-wide' manner. A dedicated sanitation expert is being added to the GWOPA team to oversee this programme. Already, synergies are being identified in other projects, for example in the EU WOP programme where projects with prominent sanitation and wastewater components will be evaluated favourably.

Strengthening Partnerships

Germans support WOPs from all angles

GWOPA is benefitting from Germany's concerted and strategic approach to supporting WOPs. In addition to funding the core work of the GWOPA Secretariat, Germany is reinforcing its investment in the WOPs practice with programmatic and advocacy support, with the help of a range of partners. Collaboration with GIZ has been very fruitful. They have been leading the German WOP programme, collaborating with GWOPA on its COVID19 Webinar series and collaborating, together with WWX and DGIS on WOPs advocacy to create more opportunities for WOPs within German and European policy frameworks. The German Water Partnership, Engagement Global, City of Bonn and the state of North Rhine Westphalia also contributed to asserting the importance of supporting utilities and their frontline workers' efforts in COVID and highlighting their need for financial support, in various UN briefs and publications on COVID including UN Secretary General's Policy Brief on Cities and COVID.

In addition to German organizations, GWOPA has been linking up with multiple Bonn-based international organizations focused on intersecting issues around water, cities, climate and sustainable development. GWOPA has joined the UN Bonn Water Network which connects thematically aligned institutions to exchange and collaborate, for instance on the joint development of proposals. Within its first year in Bonn, GWOPA also took full advantage of the visibility around the new hosting arrangement to connect (and reconnect) with UN organizations and international partners connected to Bonn, such as ICLEI and UNV.

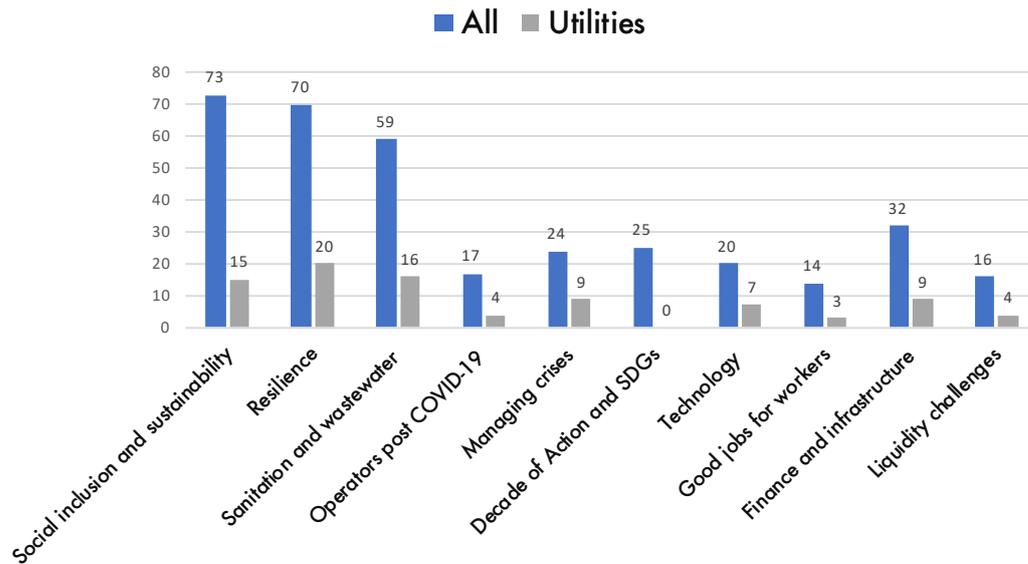
Bonn-based partner institutions shared public welcome messages to the GWOPA Secretariat

- Birgit Pickel, BMZ – [video message](#)
- Ashok Sridharan (then Mayor), City of Bonn – [video message](#)
- Toily Kurbanov, UN Volunteers – [video message](#)
- Julia Braune, German Water Partnerships – [video message](#)
- Gino Van Begin, ICLEI – [video message](#)

Preparing for the 4th Global WOPs Congress

A Congress Taskforce, comprised of GWOPA ISC members and other partner organizations was formed and got off to work guiding the thematic preparations for the [4th Global WOPs Congress](#) that will take place in October 2021. At the recommendation of the ISC, the dates for the Congress were postponed from early 2021 to October 2021 and is now being planned as a fully virtual forum. An initial online space was launched providing basic information on the Congress and to begin to raise awareness. As preparations move forward, this space will become the main source of information on the event. One of the first activities to prepare for the Congress was to launch a survey on the priority themes that should be addresss.

Congress Thematic Priorities for the Congress as identified through survey



Regional WOP Platforms are active eyes on the ground to identify utility needs and share good practice

The Alliance has seen renewed momentum and energy from partners since the confirmation of the German hosting agreement. The result is increased interaction between the Secretariat and the Regional WOP Platforms and other key Alliance partners including members of the Steering Committee and Taskforces. The various online exchanges and workshops detailed above were organized in close collaboration with the platforms, allowing for a clear understanding of how WOPs were advancing in each region, measure engagement in the network, and assess the COVID response and the challenges faced, with a focus on promoting solidarity and exchange. In addition, regional platforms also organised workshops and peer exchange activities for utilities in their regions.

To facilitate more interaction with the platforms, a dedicated platform exchange session was organised in addition to the annual workshop held as part of the Steering Committee meeting. The October workshop sought to build stronger ties and synergies between the platforms. The online session allowed for Platform Coordinators to explain their challenges (particularly in the context of the pandemic) and share lessons learned with their peers. For the Secretariat, such exchanges provide useful insights into the WOPs activities in the regions and the needs of the network. A new national WOP Platform was launched in Colombia in 2020, building on the strong presence of WOPs in the region and galvanizing the support of the main donor, Inter-American Development Bank, for the approach in Latin America.

SUPPORTING OUTCOME 1:

GWOPA is efficiently and effectively managed and governed

Governance

The GWOPA Governance Review

The GWOPA Governance Review Task Force, comprised of a subset of Steering committee members, UN-Habitat Headquarters and GWOPA Secretariat staff, completed its preparation of the new GWOPA Charter. The charter is being passed for review by the GWOPA International Steering Committee and the UN-Habitat administration in early 2021 for clearance before being presented to the General Assembly at the end of the year. The revised Charter, following recommendations in GWOPA's previous strategy evaluation, maintains GWOPA principles and key features, while clarifying weak elements around membership, decision making and conflict resolution.

GWOPA General Assembly

While the GWOPA Charter and its rules and procedures are expected to be adopted only in late 2021, the Secretariat has begun preparing a new GWOPA **membership campaign** to expand and formalize the General Assembly membership, in line with the newly-proposed structure. The campaign will be launched in the lead-up to the 4th Global WOPs Congress and General Assembly event, held virtually. The membership campaign, drafted in consultation with current members and partners, will centre first on water and sanitation service providers which make up the bulk of the GWOPA constituency. Partner categories have been further defined and a new category of operators – community and cooperation service providers – has been added.

International Steering Committee

With hopes of being able to organize a real physical event in GWOPA's new hometown, the 12th annual ISC meeting was delayed last year until a decision was finally made to proceed virtually in late June 2020. GWOPA's first ever entirely virtually ISC meeting was somewhat shorter and less interactive than usual but proved that online events can serve their main purpose of bringing together far-flung participants to discuss, in lieu of physical travel. The event was Chaired by UN-Habitat Executive Director and for the first time featured its new host country, Germany, represented by the Federal Ministry for Economic Cooperation and Development (BMZ).

In late 2020, the ISC gained two new members as the European Commission (IntPa) and the Bill and Melinda Gates Foundation became new financial contributors to the work of the Alliance, giving them each seats as non-voting members within the committee. On the other hand, half of the current ISC members will be participating in the meeting for the last time in 2021 as their seats come up for re-election at the General Assembly at the end of the year.

Secretariat

With core funding from BMZ, ongoing initiatives supported by OFID, the Abu Dhabi Department of Energy IHE and the Government of Spain, now bolstered by strong new initiatives of EU-WOP Programme and CWIS, GWOPA is in its best position ever to deliver on its ambitions to take effective WOPs to scale.

While efforts are focused on effectively managing the new and ongoing projects under its portfolio, discussions are well underway with UNICEF, the African Development Bank for projects to further expand WOP practice in Africa, as well as with the UNOHCHR on the Human Rights to Water and Sanitation.

During 2020, [the GWOPA Secretariat officially moved to its new home in Bonn](#). Although the move was conducted in various stages due to shifting travel restrictions, and current restrictions on physical presence and meetings in the office, the official headquarters of GWOPA is now the UN Campus in Bonn.

The Secretariat is now recruiting staff and consultants to grow the team in step with its expanding workload. A German Junior Programme Officer has just joined the team, thanks to the support of the host country and four additional staff positions and several consultancies to support the work of new EU WOP, BEWOP and Sanitation programmes are currently under recruitment.

GWOPA Progress Monitoring

Result Statements	Key Performance Indicators	Baseline (2018)	Annual Targets	2019 Results	2020 Results	Notes	
GWOPAs Objectives (2019-2024)	1. To increase the quantity and quality of Water Operators' Partnerships being carried out worldwide in support of the SDGs. 2. To Improve Water and sanitation service providers' capacity and performance and realize the SDG 6 targets at local level.						
EXPECTED ACCOMPLISHMENTS	EA 1. WOPs are scaled up	1.a. No. of new Water Operators' Partnerships initiated per year	20	26 per year	29	10	Annual inputs not received from all Regional/National WOP Platforms to global WOPs database. Pandemic impacted number of new partnerships established.
	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 mentee utility staff having improved their capacity through a WOP per year	800	1040	3,597	3,280	Informed estimations based on annual inputs from Regional/National Platforms and the estimated no. of utility staff participating in active WOPs during 2020. Slow increase owing to few new WOPs initiated and few WOPs expanded in terms of mentee utility scope.
		2.b. No. of WOP mentee utilities attributing their operational performance improvement to a WOP, per year	10	13	24	34	Same as previous year as all WOPs ongoing.
		2.c. Percentage of active WOPs generating results that measurably contribute to SDG targets, per year	N/A	50%	27%	66%	Twelve out of eighteen WOPs updated in 2020 recorded a contribution to SDG targets.
		2.d. Number of people, disaggregated by gender and age where possible, benefitting from water and sanitation service improvements generated through WOPs, per year.	5,000,000	3,900,000 people per year	16,241,630	12,300,000	Estimation from number of operators engaged in WOPs and the number of customers they serve. Information collection ongoing.
SUB. EXPECTED ACCOMPLISHMENTS	SUB EA 1. WOPs are well-known, supported, adopted and adequately funded	1.1. Reach of GWOPA (co-) organized events dedicated to lobby, advocacy and resource mobilization per year	458	460 people per year	860 (from 12 events)	2,477	All events under Enabling WOPs pillar. Increase owing to online events with wider reach.
		1.2. No. of GWOPA (co-) authored advocacy documents used for the promotion of WOPs per year	1	3	2	5	Complete - EU-WOP Package - GWOPA Key Messages for COVID-19 - GWOPA UNICEF paper - How European Public Water Utilities Face the COVID Emergency (Aqua Publica Europea) - Dark Clouds and Silver Lining (Queens University)
		1.3. No. of new international, national or local frameworks, policies, laws, or mechanisms that supports WOPs-type work (non-for-profit peer partnerships for capacity development in the water sector) per year	N/A	1	3	1	EU-WOP Programme
		1.4. Total funds dedicated to the WOPs practice per year in USD	N/A	\$ 10,000,000	\$ 14,364,654	N/A	0
		1.5. Reach of the Global WOPs Congress (by type of audience) per Congress	390	400	N/A	N/A	0
		1.6. Web and social network engagement per year	74,151	+ 10 % per year	↑ 11% website	↓ 40% website ↑ 30% social media	The website was shifted to a new server and data was not recorded for 3 months. Social media engagement increased suggesting there was not a fall in engagement.

Result Statements	Key Performance Indicators	Baseline (2018)	Annual Targets	2019 Results	2020 Results	Notes
SUB EA 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	8,137 views	+ 5% per year	5,759 views (↓29%)	N/A	New Library being rolled-out, information not available. Revised baseline to be established.
	2.2. Reach of knowledge services per year	63 people	+ 5% per year	160 (↑ 154%)	1,112 ↑ 695%	COVID webinar series - 832 Other events - 280
	2.3. Degree of satisfaction with knowledge products (average per year)	N/A	Higher than 3 out of 5	3.5	4.5	New solution being implemented, information not available. Substitute indicator from training event satisfaction based on knowledge products.
	2.4. Degree of satisfaction with knowledge services (average per year)	N/A	Higher than 3 out of 5	4.5	4.5	From five events (webinar), all respondents scored satisfied (4) or very satisfied (5)
SUB EA 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	N/A	To be added post governance restructuring
	3.2. No of active GWOPA partners	N/A	+3 per year	57	63 (+6)	Additions UNICEF Bill and Melinda Gates Foundation ICLEI UNV City of Bonn UNV
SUB EA 4. GWOPA is efficiently and effectively operated and governed	4.1. Funds managed by GWOPA per year	N/A	+20% after 5 years	1,038,00 USD	6,252,000	See financial report
	4.2. % of workplan achieved	75%	80%	75%	77%	Completion of outputs based on 2020 Workplan (%)
	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 0 to 5)	N/A	N/A	Survey to be conducted. Presentation of the Governance Review at the 12th ISC was received favourably.

Financial reporting

Income Percentages and Figures 2020 (USD)

OFID	9%	550,000 \$
BEWOP 2	1%	55,000 \$
BEWOP 3	1%	69,000 \$
BMZ	21%	1,283,000 \$
German Foreign Office	4%	255,000 \$
EU	55%	3,411,000 \$
Carry Over	10%	629,000 \$
Total		6,252,000 \$

Expenditure Percentages 2020 (USD)

Staff, Consultants & Other Personnel Costs	58%	931,994 \$
Travel/ Mission Cost	2%	36,058 \$
Contractual Services	7%	107,330 \$
Transfers and Grant	16%	248,486 \$
Equipment, Vehicles and Furniture	1%	20,138 \$
Supplies, Commodities, Materials	0%	2,700 \$
General Operating and other direct costs	5%	84,467 \$
Overheads	11%	171,891 \$
Total		1,603,065 \$

Approximate figures.

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

