



# Contents



<a href="#">Executive summary</a>	3
<a href="#">Challenges and opportunities</a>	5
<a href="#">Mission and vision</a>	6
<a href="#">Objective 2024</a>	7
<a href="#">Journey I: Impact</a>	9
<a href="#">Journey II: WOP Partners</a>	10
<a href="#">Journey III: Alliance Partners</a>	11
<a href="#">Journey IV: Knowledge and Innovation</a>	12
<a href="#">Journey V: Human Resources</a>	13
<a href="#">Organisation and management</a>	14
<a href="#">Finance</a>	17
<a href="#">Annexes</a>	20

I. World Waternet strategic priorities for 2021

II. World Waternet country focus and portfolio 2021

III. Future water challenges



## Executive summary



World Waternet was founded in 2007 to **support public water organisations** all over the world through **peer-to-peer** knowledge exchange in **water cycle management**.

In recent years World Waternet's portfolio (see Annex II) and turnover have grown significantly. This business plan is a guideline for the coming years 2021 to 2024, in which World Waternet aims to increase the **impact of our actions** by enabling our partners to realise the Sustainable Development Goals (SDGs).

In the next strategic period, World Waternet will embark on five journeys;

Our first journey will give substance to the way in which we increase our **impact**. The second journey will **strengthen the support** we provide to our Water Operator's

Partnership (WOP) partners. For the third journey, we will collaborate more closely with our **alliance partners** in order to further strengthen our support leveraging expertise and resources of others.

The fourth journey is to **improve our knowledge and innovative capacity**, largely through e-learning, and online knowledge and data sharing. For the final journey, we will improve our **human resourcing** in line with development opportunities for our water experts and the specific project needs. At the same time, we will strengthen our **internal organisation and financial sustainability**.

With the above focus, the World Waternet team is confident in contributing in an optimal way to the major water challenges ahead.



Lebanon, 2018



# Challenges and opportunities



In recent years, World Waternet has focused on increasing its impact and financial leverage through partnerships and co-funding. After years of expansion, with a significant increase of annual turnover and number of partnerships, we now want to **'strengthen' these partnerships**, i.e. create more impact and more sustainability. This ambition needs to be placed in the perspective of the challenges like climate change and rapidly growing cities where many countries do not avail of the expertise and resources to cope with it. Compared to the enormous challenges (see Annex III), our interventions are small but will contribute to **sustainable, integrated and inclusive water management worldwide.**

The impact of climate change will become increasingly important for the design, construction, and maintenance of water

sector infrastructure and the management of water resources. Water operators and authorities will play a crucial role in efforts to achieve sustainable and equitable water and sanitation services. It has been shown that the **peer-to-peer knowledge exchange** approach through WOPs effectively contributes to the achievement of the SDGs and is increasingly supported.

At the same time, the digital revolution towards more **online cooperation** and the establishment of **communities for knowledge exchange** is progressing. The COVID-19 pandemic is accelerating this development. This development fits with the need to reduce the carbon footprint of international travel.

World Waternet is eager to address these challenges in its peer-to-peer knowledge exchange in the next four years.



## Vision

Sustainable access to **clean, sufficient and safe water for all**, through performance improvement in water cycle management.



## Mission

World Waternet works with Waternet experts to **support public water organisations all over the world**.

World Waternet is a not-for-profit organisation with an independent Supervisory Board. World Waternet was founded on the initiative of Waternet, the public water company of Amsterdam and surroundings that works for the Regional Public Water Authority Amstel, Gooi and Vecht and for the municipality of Amsterdam. Waternet operates at the heart of society and provides water services to 1.3 million people. It is the only water company in the Netherlands that covers the entire water cycle.

World Waternet uses Waternet's expertise to help improve the performance of public water organisations. At the same time, these activities contribute to Waternet's aims of Corporate Social Responsibility. Via World Waternet, Waternet employees can **develop their skills and knowledge** for the benefit of Waternet, while contributing to the achievement of SDGs in international projects. This latter is at the core of World Waternet's vision and mission.

To fulfill our mission in the coming years, we have defined **five strategic journeys** in which we focus on creating more impact and making optimal use of digital resources. Our objectives for the next four years are elaborated in the following chapters.



# OBJECTIVE 2024



In order to increase our impact in the next four years, World Waternet has formulated the following objective to guide our actions:

World Waternet partners with public water organisations to improve their performance and resilience through an innovative peer-to-peer knowledge exchange platform driven by our community of water cycle experts.

To reach this objective World Waternet has developed the following five journeys, leading to the following key results:

### I. More impact:

Spin-offs and measured impact on SDGs.

### II. WOP partners:

Intensified long-term partnerships.

### III. Alliance partners:

Effective collaboration with alliance partners.

### IV. Knowledge & innovation:

A knowledge platform, including an E-cademy of Excellence.

### V. Human resources:

A strong community of water cycle experts.



IMPACT JOURNEY



WOPs JOURNEY



ALLIANCE PARTNER JOURNEY



KNOWLEDGE & INNOVATION JOURNEY



HUMAN RESOURCE JOURNEY



Suriname, 2007



## I. Impact Journey

Sustainable and future-proof capacity building lies at the core of our work. The impact journey focuses on sustainable results, driven by empowerment of our WOP partners towards increased leverage on capacity building and funding.

**World Waternet increases the sustainable impact of long-term WOPs by focusing on measurable SDG contribution and the creation of spin-offs\*.**

Our long-term WOPs are in Burkina Faso, Ethiopia, Ghana, Jordan, Kenya, Laos, Mali, Palestinian Territories and Tanzania. World Waternet will further increase its impact on the SDGs by focusing on the creation of spin-offs around our long-term WOPs. In addition, we will link our WOPs with International Financial Institutions to generate infrastructure investments\*\* for our partners.

To measure impact, we will align WOPs and knowledge outputs through solid baseline assessments based on the SDGs and a framework for Monitoring, Evaluation and Learning.

World Waternet will invest in local young professionals and train-the-trainer programmes. We will offer tailor-made solutions that fit the local context and that include operation & management, knowledge development and support for local partner independence.



## Results in 2024

- 15 spin-offs around our core WOPs
- Baseline assessment and Monitoring, Evaluation and Learning framework developed
- Facilitate development opportunities for future-water leaders
- Investment strategy for each WOP

\*Spin-off: additional funding/capacity for World Waternet or WOP partners, which enables us to increase knowledge exchange or realise small investments.

\*\*Mobilising investments: World Waternet helps to attract additional funding for our partners to initiate and realize infrastructural investments.



## II. WOP Partner Journey



Long-term collaborations, based on trust and mutual benefit, enable us to ensure that our WOPs deliver tangible results across the water cycle by 2024, while at the same time ensuring optimal use of our limited resources.

**World Waternet builds inclusive relationships and develops integrated water cycle projects with a selected number of existing long-term partners.**

World Waternet creates a sustainable and inclusive collaborative culture. We will apply a set of shared values, which we call the “Guiding Principles for Water Operators’ Partnerships”.

Sustainable solutions to water challenges require integrated and strategic management of water resources and associated ecosystems. World Waternet and its current WOP partners will reach out to local actors to ensure an integrated, water cycle approach, for example through the IWRM-WASH, Agriculture-Water or other

integrations.

To intensifying collaboration, we will increase our local presence. In recent years, we have built a strong local presence of our staff in West Africa. Contact on a day-today basis resulted in higher sustainability of our water solutions and more spin-offs for our projects.

Where we focus on intensifying our current WOPs, World Waternet remains open for new opportunities. A decision-making framework for starting new (small) partnerships or project-based activities will be developed to guide us in consolidating resources.

## Results in 2024

- Full application of Guiding Principles for Water Operators’ Partnerships
- Four programmes that link different local actors in the water cycle (e.g. IWRM-WASH)
- Local presence in five countries
- A limited amount of smaller partnerships in selected countries



### III. Alliance Partner Journey



World Waternet prefers to work with strategic alliances to help achieve our ambitions. We believe that a mutually beneficial collaboration is sustainable. In the coming years we want to deepen the relationship with our alliance partners and select new partners who can provide our WOPs with additional knowledge, expertise and finance.

**World Waternet partners in strategic alliances\* to increase its value by broadening the collaboration with prioritised alliance partners**

We strongly believe in the power of cooperation between parties in the Dutch water sector and we are uniquely positioned to participate in both the WaterWorX\*\* and Blue Deal programme\*\*\*. In the coming years we will stimulate cooperation and alignment of these programmes with the

Netherlands International Water Ambition, the Ministry of Foreign Affairs and the Ministry of Infrastructure and Water Management. In addition, we will align our activities with the future strategies of our founders and other (international) funders, through continuous dialogue.

To continue to support Dutch private sector parties in creating export opportunities, we are interested to join qualified Dutch consortia, where our role is to provide capacity development in the field of operation and maintenance, with a low-risk profile.

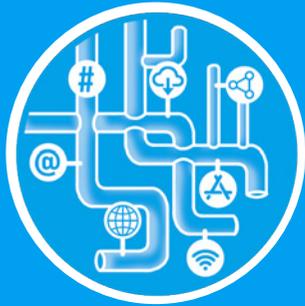
### Results in 2024

- Strong strategic alliances that significantly increase our value
- Alignment with future strategies of our founders and funders
- Partner in three consortia with private sector parties

\*Strategic alliance: a strategic cooperation between two or more organisations, with the aim to achieve a result one of the parties can not (easily) achieve alone.

\*\* WaterWorX: partnership of public water operators to increase access to sustainable water services for 10 million people between 2017-2030. It is co-funded and jointly implemented by the Dutch Ministry of Foreign Affairs, the 10 Dutch water operators and local water operators in Africa, Asia and South America (<https://www.vei.nl/projects/waterworx>)

\*\*\* Blue Deal: international programme of the Dutch Ministry of Foreign Affairs, the Ministry of Infrastructure and Water Management, and the Dutch water authorities with the ambition to increase access to clean, sufficient and safe water for 20 million people around the world (<https://dutchwaterauthorities.com/#anchor-blue-deal>).



## IV. Knowledge & Innovation Journey



In recent years, the digital tools for knowledge exchange with local partners have improved considerably. Online cooperation has been further boosted by the COVID-19 pandemic. Further digitalisation will enable us to intensify online knowledge exchange, leading to a greater impact and at the same time a reduction in carbon emissions by limiting air travel. In this journey we also focus on intensifying our partnerships with frontrunners in the water sector.

**World Waternet facilitates knowledge exchange between partners by developing a digital platform that includes best practices and applied operational knowledge.**

World Waternet will expand its digital environment, whereby water cycle knowledge, experiences from our partnerships and the latest innovations will be made available to our WOP partners and others in the wider water community. An E-cademy of Excellence will be part of this

environment, providing lifelong learning for our WOP partners.

In addition, World Waternet will showcase Waternet's innovations to stimulate worldwide application and to facilitate international interaction around the development of Waternet's Research & Innovation programme.

Furthermore, World Waternet will actively contribute to international events, such as organising the Sarphati Sanitation Challenge in partnership with Aqua for All and facilitating alignment between the AIWW and other events, e.g. Stockholm and Singapore Water Weeks and IWA events.

### Results in 2024

- A digital environment, including an E-cademy of Excellence
- Waternet's Research & Innovation programme is internationally known and applied
- Clear and effective role in relevant international events



## V. Human Resources Journey



Our water cycle experts are the driving force behind our impact.

**World Waternet ensures optimal availability of sufficiently skilled staff by selecting and training of excellent water cycle experts.**

World Waternet will provide training to its experts to ensure that they are optimally equipped to contribute to our WOPs. Training topics are focused on technical skills, project management skills and soft skills, and where possible, we will use the E-cademy of Excellence .

In addition, we will investigate how we can use our experts to provide online training and in terms of recruiting, we will expand opportunities for local presence in the countries where we work. Young Experts will continue to be a valuable asset in ensuring this local presence.

Furthermore, as described in the Alliance partner journey, we will look for synergies to work with experts from alliance partners who have complementary expertise to contribute to our integrated approach (e.g. finance, energy, agriculture, etc.).

### Results in 2024

- Well-trained, sufficiently skilled community of water cycle experts
- Effective involvement of experts from alliance partners
- Adequate local presence



## Organisation and management



In order to realise journeys I-V, World Waternet will focus on improving and optimising its' internal processes.

**World Waternet is managed by a passionate and continuously learning team that delivers excellent services for local partners and water cycle experts.**

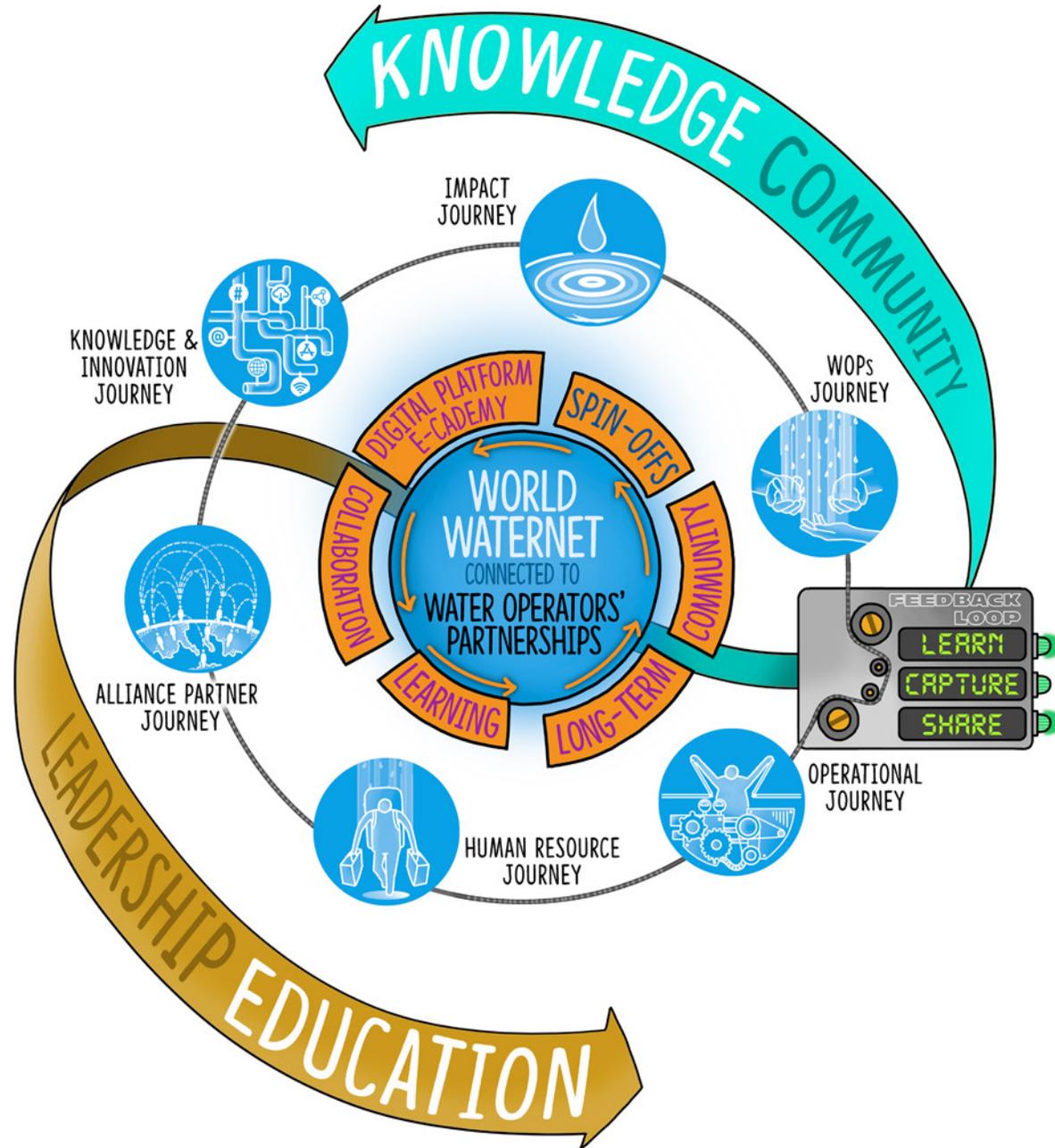
Since its foundation in 2007, World Waternet has grown significantly. The number of project staff has increased and diversified from just Waternet employees to a mix of Waternet employees, employees of alliance partners, trainees from the Young Expert Programme and local staff. In addition, the organisation and management of World Waternet grew to a workforce of 11 FTEs in 2021.

World Waternet will update and implement a policy framework, including risk

management. We will further digitalise all project management processes, and we will regularly review the progress of the implementation of this Business Plan by using the OGSM methodology\*. Annually, a more detailed plan and budget will be presented to detail the necessary activities and to allow adequate internal Monitoring, Evaluation and Learning. The summary of the Annual Plan 2021 is enclosed ([Annex I](#)).

In addition, we will organise employee engagement activities to engage and motivate the team.

\* Methodology based on Lazarus, Amy; Peele, Stephen (2014-03-10). "Strategic planning that works: the ArchPoint OGSM model". ArchPoint. Retrieved 28 May 2015.





Jordan, 2019



## Finance



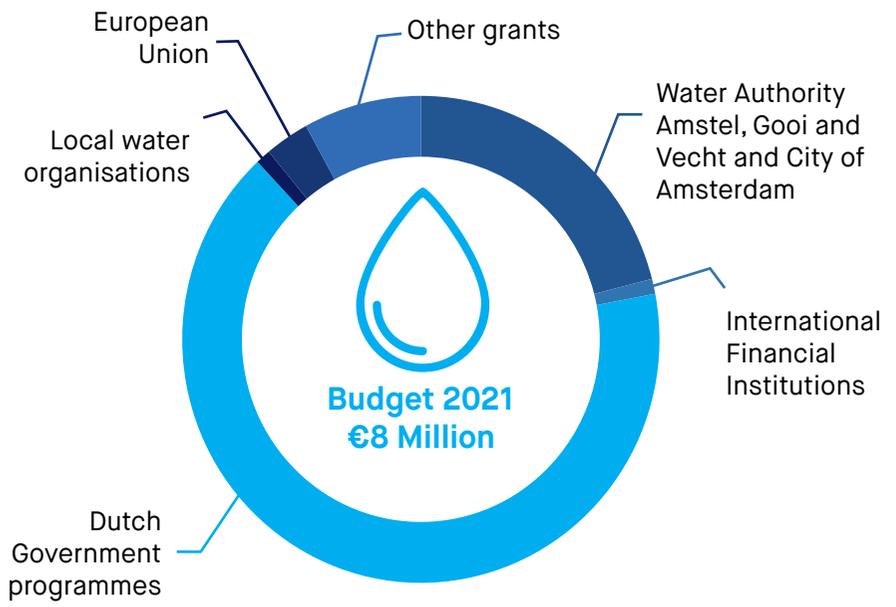
World Waternet builds its activities upon the contribution of the founding organisations of Waternet, i.e. the Municipality of Amsterdam and Water Authority Amstel, Gooi and Vecht. These contributions allow World Waternet to participate in programmes with co-funding requirements, like Blue Deal and WaterWorX. In addition, project funding from external financiers is attracted. The figure on page 18 shows the contribution per financier per type.

The annual budgets in the period 2021-2024 are expected to be considerably higher than the budgets in the period 2018-2020. This is largely due to new projects in Jordan and Burkina Faso. The largest part of the budget is spent on our WOPs, project development, and knowledge & innovation. Management and overhead costs amount for less than 10% of the annual budget. Our largest project, the WOP in Jordan, will end

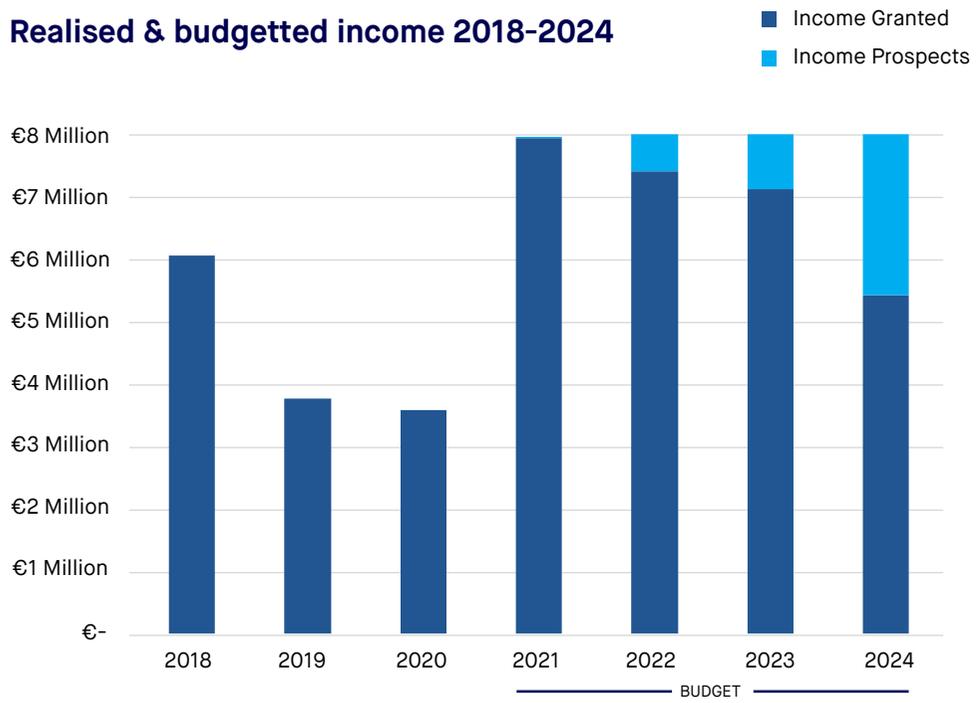
in 2024. Timely acquisition of new projects will be needed to maintain the overall level of the project portfolio.

The main financial risks for the coming four years include changes in Dutch foreign policy, leading to possible changes in funding programmes, negative changes of the security situation in the countries in which we operate, travel restrictions due to COVID-19 or other causes, and changes in the tax situation.

In 2020, World Waternet installed an Audit and Risk Committee to support the management and mitigation of these risks following our risk policy.



**Realised & budgetted income 2018-2024**





Burkina Faso, 2020



**ANNEXES**

# Annex I. Summary of priorities in 2021

After establishing our journeys for the period 2021-2024, World Waternet has identified the first steps for 2021. Below are the most important activities that we will carry out in 2021. In addition to the long-term Blue Deal and WaterWorX WOPs, two new long-term WOPs will start, one in Jordan with Yarmouk Water Company and one in Burkina Faso in partnership with SNV. These WOPs are important opportunities to implement our strategy and related activities.



- Intensified WOPs (5 Blue Deal, 5 WaterWorX, WOP in Jordan)
- Baseline assessment of measurable impact aligned with SDG definitions
- Detailed proposition on WOP support on investment finance



- Development of "Guiding Principles for Water Operators' Partnerships"
- Development of criteria for IWRM-WASH programmes



- New strategic alliance formed with Waterschap Limburg
- Successful reviews and preparation for phase two of Blue Deal and WaterWorX
- Toolbox development for strategic alliance management and an account management database



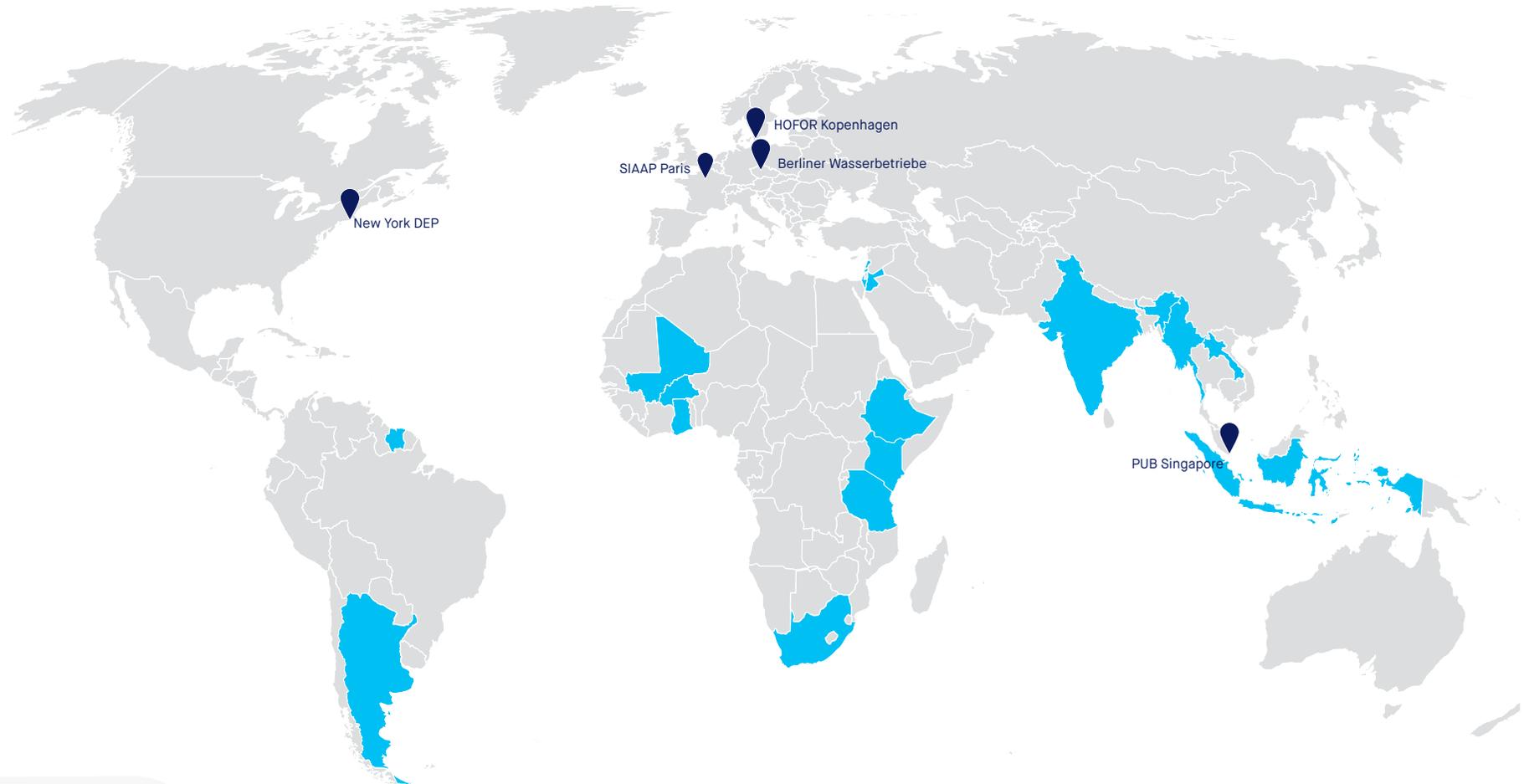
- Three e-learning modules developed for E-cademy of Excellence (water safety, drinking water production, water cycle)
- Sarphati Sanitation Challenge organised



- Advanced training for water cycle experts developed
- Possibilities for local staffing explored

# Annex II.

## World Waternet project portfolio 2021



● Water Operators' Partnerships

● Knowledge Partners

# Annex II. World Waternet project portfolio 2021

## Asia

WaterWorX (Laos)\*  
Partners for Water Yangon (Myanmar)  
Waste and Waste Water Maharashtra (India)  
Sanitation Bekasi (Indonesia)

## Middle East

WOP Yarmouk Water (Jordan)\*  
Blue Deal (Palestinian Territories)\*  
WaterWorX (Palestinian Territories)\*  
Nuffic (Palestinian Territories)  
LebRelief (Lebanon)

## Western Africa

WaterWorX SOMAGEP (Mali)\*  
Blue Deal ANSAGEM (Mali)\*  
Nakanbe (Burkina Faso)  
Blue Deal (Burkina Faso)\*

## East and Southern Africa

Blue Deal Abbay (Ethiopia)\*  
FDW Ziway Shalla (Ethiopia)

Blue Deal Tana (Kenya)\*  
WaterWorX Nairobi (Kenya)\*  
E-Pivot Nuffic (Kenya)  
COVID-19 surveillance Nairobi (Kenya)  
WaterWorX (Tanzania)\*  
Nuffic Cape Town (South-Africa)

## Latin America

Platform AMS-BUE (Argentina)  
SWM (Suriname)

## Knowledge partnerships

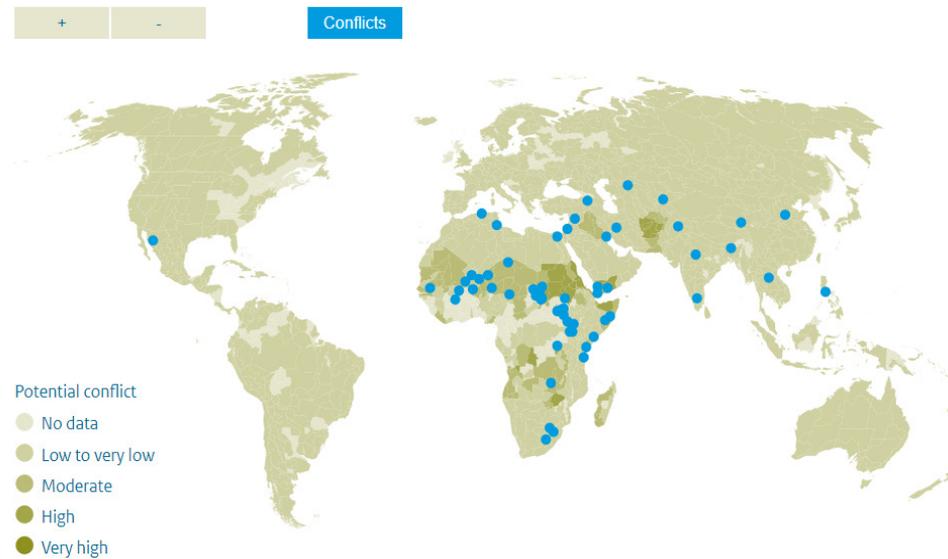
NYC Department (USA)  
PUB (Singapore)  
Berlin Wasserbetriebe (Germany)  
HOFOR Copenhagen (Denmark)  
SIAAP Paris (France)

\*Long-term WOPs

# Annex III. Future water challenges

## Hotspots of potential conflict risks associated with water stress

Potential levels of conflict risk related to water stress in 2050

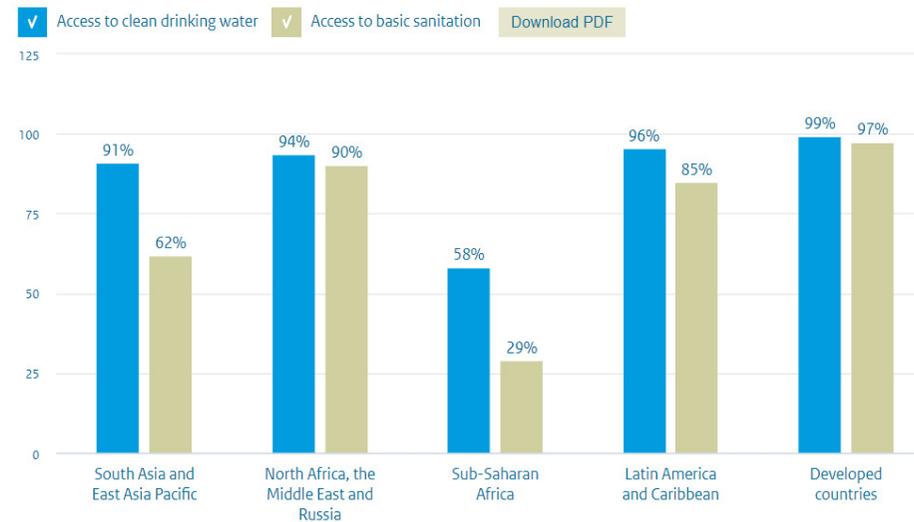


Source: ECC Platform, PBL

The high likelihood of conflict related to water-stress are associated with population growth, low income per capita, and region with historical water conflicts.

## Present situation, safe drinking water and basic sanitation

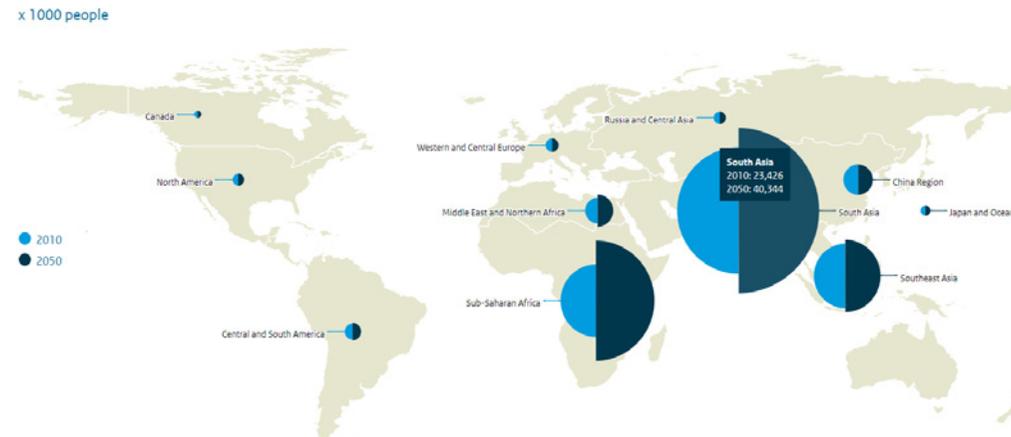
Percentage of population



Source: WHO, Unicef

Since 1990, 2.6 billion people have gained access to clean drinking water, yet 660 million people are still without.

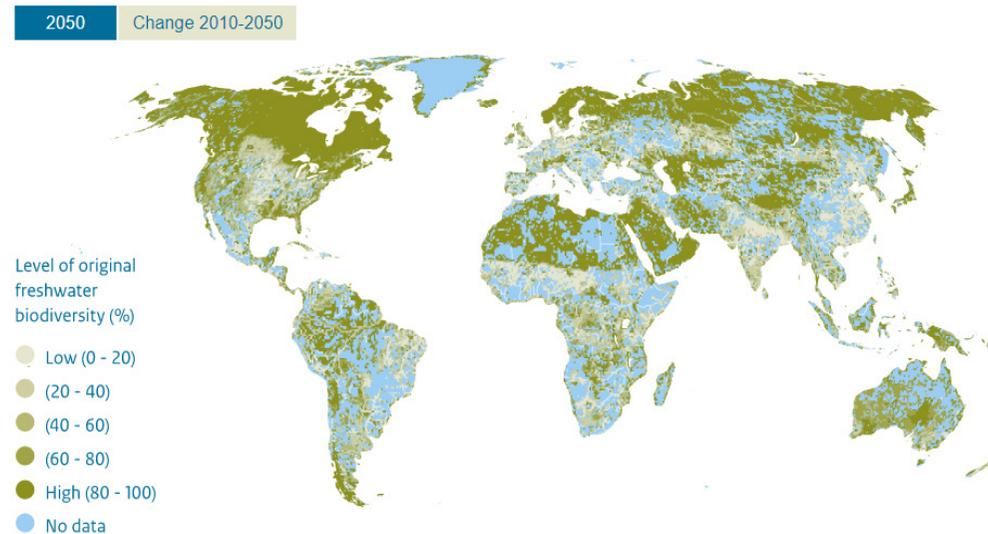
# Annex III. Future water challenges



Share of the population annually exposed to river flooding (Source: Source: Deltares, IVM)

Projected extreme precipitation and population growth of the main drivers of the increase in exposure. Most people exposed are in South East Asia, East Asia Pacific region and Sub-Saharan Africa

Projected quality of freshwater ecosystems: further decline by 2050 except for northern regions



Source: PBL

Projected biodiversity loss is due to population growth, unsustainable economic development, and reinforced by climate change. Unstainable development includes poor wastewater treatment and inadequate dams in river.

# Colophon

## Title

Business plan 2021 - 2024

## Date

18 December 2020

## Contributions

Martin van Beelen, Laurette van Halen, Ronald Hilarius, Colette Hillebrandt, Mart Kamphuis, Judith Kolen, Denise Kristel, Kees van der Lugt, Koen Maathuis, Willemijn van Mossevelde, Vivian van Nassou, Marieke van Nood, Vincent Oostenbrink, Frodo van Oostveen, Sam Robroek, Edith Tea, Eleanor Treadwell, Ruth Wijland, Janette Worm, Timon Knigge

## Cover image

Jordan, 2019

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## Abbreviation List

### AIWW

Amsterdam International Water Week

### FTE

Full-time equivalent

### IWA

International Water Association

### IWRM

Integrated water resources management

### SDG

Sustainable Development Goal

### WASH

Water, Sanitation and Hygiene

### WOP

Water Operators' Partnership



[www.worldwaternet.com](http://www.worldwaternet.com)