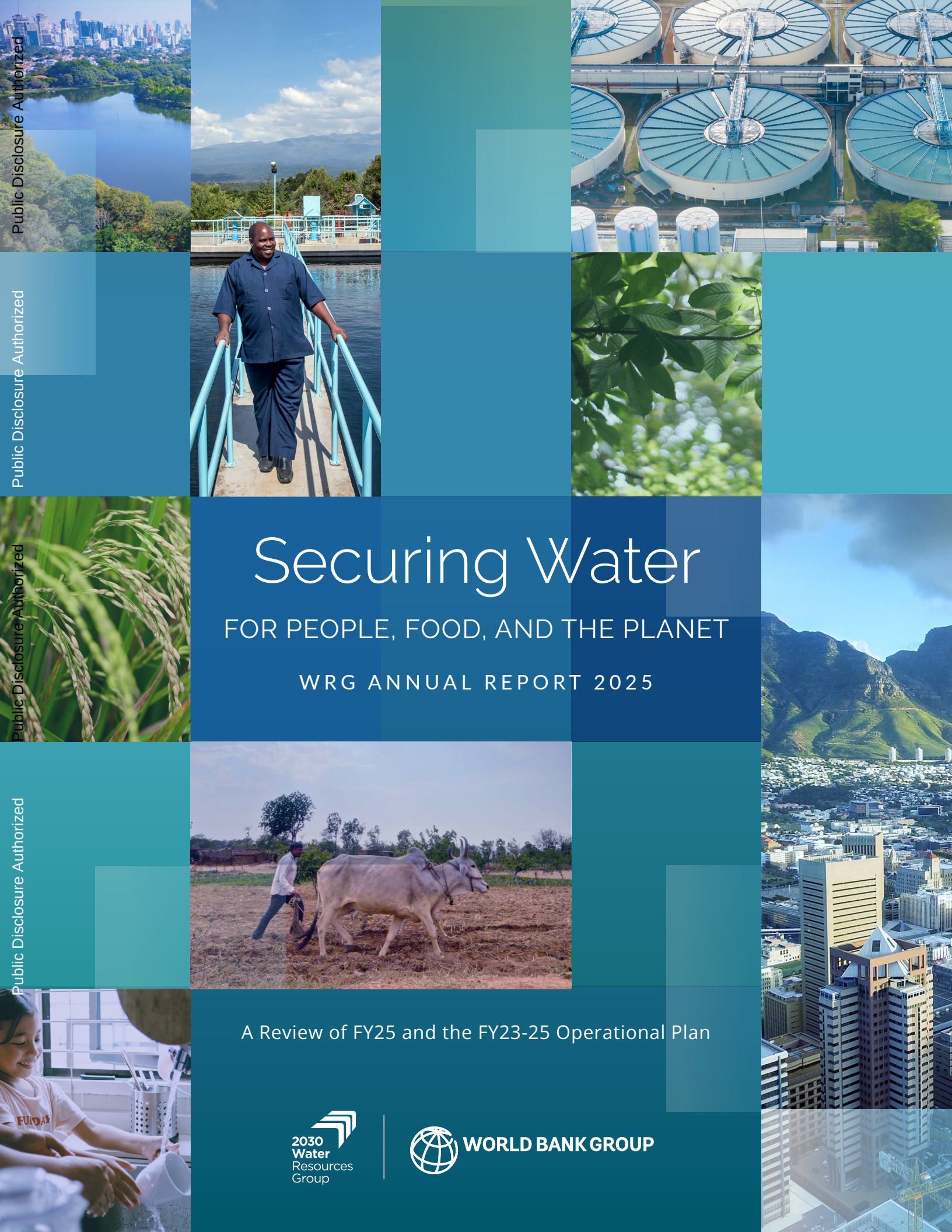




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Securing Water

FOR PEOPLE, FOOD, AND THE PLANET

WRG ANNUAL REPORT 2025

A Review of FY25 and the FY23-25 Operational Plan



WORLD BANK GROUP

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2030 Water Resources Group FY25 Annual Report

January 2026

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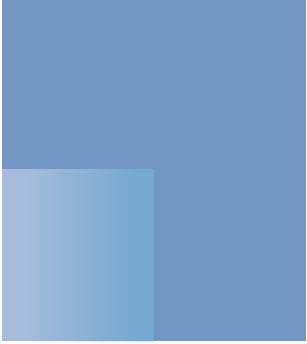
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Acronyms

A4R	Alliance for Water Reuse and Recycling
AI	Artificial intelligence
CETP	Central effluent treatment plant
EEAB-ESP	Bogotá Water and Sewerage Company
FLID	Farmer-led irrigation development
GCC	Gazipur City Corporation
IFC	International Finance Corporation
IWET	Introducing Water-Efficient Technologies
K-WASH	Kenya Water Supply, Sanitation, and Hygiene
MIGA	Multilateral Investment Guarantee Agency
MSP	Multi-stakeholder platform
NISIP	National Irrigation Sector Investment Plan
PPP	Public-private partnership
UP-AGREES	Uttar Pradesh Agriculture Growth and Rural Enterprise Ecosystem Strengthening
UP-MIP	Uttar Pradesh Micro-Irrigation Platform
UP-PRAGATI	Uttar Pradesh Program for Agricultural Transformation and Increased Incomes
WRG	2030 Water Resources Group



Advancing global water security through public-private collaboration

2030 Water Resources Group (WRG) is a multi-donor trust fund hosted by the World Bank Group within the Water Global Department. It enables the private sector to collaborate with governments and civil society to develop practical, scalable water solutions that align with policy priorities and evolving market needs. Through its convening power and technical expertise, WRG facilitates investment, improves sector governance, and drives reforms that create a more transparent, efficient, and investment-ready water sector.

Pawan Kumar on Unsplash



Paul Bulcke

*Chairman of the Board, Nestle;
Co-Chair, WRG Governing
Council*



Juergen Voegele

*Vice President, Planet, World Bank;
Co-Chair, WRG Governing Council*

A Message from Our Governing Council Co-Chairs

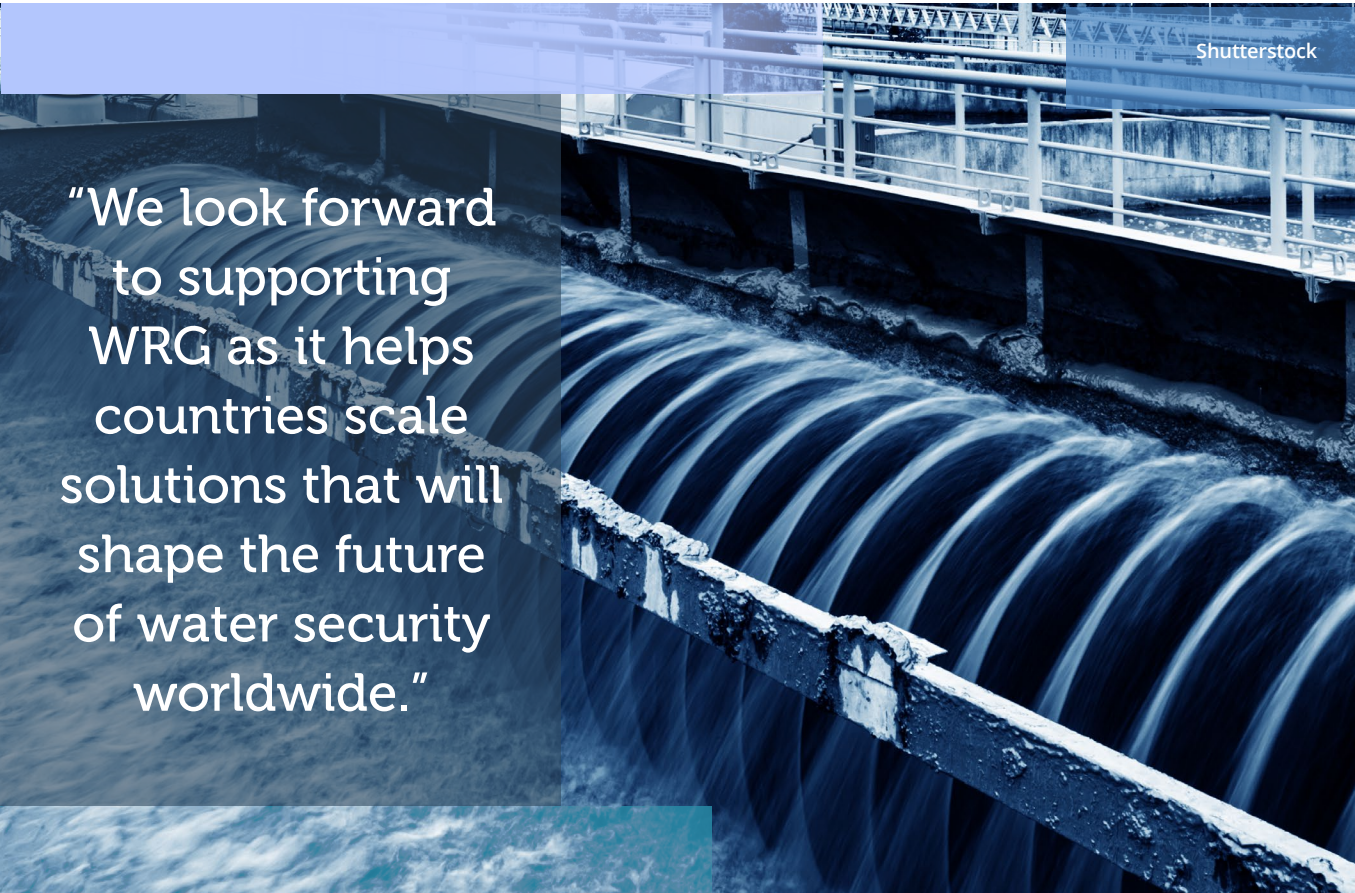
Partnering for impact: Paul Bulcke and Juergen Voegele reflect on WRG's strategic direction

Water is increasingly shaping the trajectories of economies, cities, and food systems. Governments are confronting compounding pressures—climate shocks, rapid urbanization, and rising demand from agriculture and industry—while fiscal space is tightening and investment needs are growing. These pressures affect not only water systems but also the stability of supply chains, the competitiveness of industries, and the livelihoods of millions of people whose jobs depend on reliable water.

Against this backdrop, the role of 2030 Water Resources Group (WRG) has never been more relevant. WRG was created to help public and private actors work together in ways that neither could achieve alone. Over the past decade and a half, it has provided a neutral platform for collaboration, helped clarify priorities, and built trust across institutions.

The 2023–2025 strategic plan and operational cycle marks the next stage in WRG's evolution. Building on strong country partnerships and long-standing multi-stakeholder dialogue, WRG has worked closely with governments to develop scalable models—practical solutions to challenges such as inefficient irrigation, untreated wastewater, and rising urban water insecurity.

These models are designed in ways that fit national systems, can be carried forward by government, and have a clear path to grow through public programs, World Bank operations, and blended or private finance. This approach—strengthening systems first, using public finance strategically, and crowding in private capital where viable—reflects the principles that guide the World Bank Group's ambition to deliver impact at scale.



"We look forward to supporting WRG as it helps countries scale solutions that will shape the future of water security worldwide."

The results across countries demonstrate the value of this approach. Governments have advanced new models for expanding irrigation access, improving wastewater treatment and reuse, strengthening coordination for water-secure cities, and enhancing efficiency in rapidly growing urban systems. While each country's context is different, a common theme emerged: when institutions work together around shared priorities, countries can create solutions that are both technically credible and financially viable, unlocking investment and long-term resilience.

WRG has also continued to shape the broader global agenda. The publication of *Scaling Water Reuse: A Tipping Point for Municipal and Industrial Use* (2025), building on the 2023 report *Scaling Up Finance for Water*, has offered governments and industries clear, evidence-based pathways for mobilizing resources and accelerating progress on water reuse and resilience. These contributions reflect WRG's unique role within the World Bank Group as a connector of public priorities, private capabilities, and financial solutions.

As WRG enters the 2026–2030 period, the priority will shift from developing scalable models to expanding them through investment-ready programs. Countries are looking for long-term, coordinated approaches to water security, and WRG is well positioned to help shape and deliver them—strengthening national systems, aligning more closely with World Bank operations, and creating clearer pathways for private sector participation where it is viable. Scaling these solutions will demand deeper cross-sector coordination and stronger institutional arrangements. WRG's country platforms and trusted partnerships provide a strong foundation for this next phase of work.

On behalf of the Governing Council, we thank the Steering Board, country partners, and technical teams for their commitment and collaboration. The foundations laid during the 2023–2025 strategic plan and operational cycle create a strong platform for the years ahead, and we look forward to supporting WRG as it helps countries scale solutions that will shape the future of water security worldwide.

A Message from Our Steering Board Co-Chairs

Sebastian Buckup and Saroj Kumar Jha on WRG's role in turning shared risks into investable solutions



Sebastian Buckup
*Managing Director,
World Economic Forum's
Centre for Nature and Climate
and Forum Foundations;
Co-Chair, WRG Steering Board*



Saroj Kumar Jha
*Water Global Director, World Bank
Group; Co-Chair, WRG Steering
Board*

WRG has continued to evolve as a key platform for collaboration, translating its global vision for water security into tangible, country-level action. Under the 2023–2025 strategic plan, WRG deepened its focus on mobilizing the private sector and aligning with World Bank Group initiatives that drive high-impact investment.

In FY25, WRG's country programs advanced this vision through concrete action and measurable results.

In India, the first multi-stakeholder platform for low-emission rice, established in 2023, now engages more than 30 partners, spans 300,000 acres, and has mobilized \$3.9 million in private capital. The Uttar Pradesh Micro-Irrigation Platform achieved International Organization for Standardization certification for excellence in public service delivery and expanded micro-irrigation to 133,000 farmers in FY25, while private sector participation increased from 35 to 118 companies.

In Bangladesh, WRG helped to mobilize \$40 million in public funds for a public-private partnership (PPP)-based municipal wastewater management project in Gazipur City Corporation, which will serve about 900,000 people through new sewage and fecal sludge plants. WRG also supported the country's first PPP water-reuse initiative—a 438,000 cubic-meters-per-year industrial recycling facility that will cut freshwater demand by reusing 22% of treated effluent, establishing a model to be scaled under the World Bank-financed Metro Dhaka Water Security and Resilience Program.

In East Africa, WRG continued advancing farmer-led irrigation models that expand access to water-efficient technologies, while in Kazakhstan, WRG partnered with government and industry to develop roadmaps that strengthen water and wastewater management systems.

These initiatives reflect how WRG's country platforms translate shared ambitions into results—strengthening local institutions, improving resource efficiency, and catalyzing investment in water security.

As WRG shapes its next five-year strategy, its mission is clear: to draw the private sector more deeply into global water solutions and to help countries manage the fiscal, regulatory, and reputational risks posed by water scarcity. For companies, business security increasingly depends on water security across supply chains, production systems, and long-term growth.

WRG, hosted within the World Bank Group, offers companies a unique entry point to address these challenges through access to global expertise, trusted multi-stakeholder platforms, and partnerships that turn shared risks into investable solutions. By identifying the sectors most exposed, including fast-moving consumer goods, food and beverage, textiles, and high-tech industries, WRG will help companies and governments build

resilience, enhance trust with communities, and secure long-term water sustainability. This marks the next step in WRG's evolution as it moves from designing models to supporting their expansion through national and regional programs backed by World Bank financing and private capital.

This year also marked an important transition for the Steering Board. We were pleased to welcome Sebastian Backup as Co-Chair and extend our deep appreciation to Gim Huay Neo for her leadership and commitment during her tenure. Their guidance reflects the continuity and shared purpose that underpin WRG's work.

We extend our gratitude to the Governing Council, country partners, and the WRG Secretariat for their continued collaboration. As WRG enters the 2026–2030 strategic plan and operational cycle, we look forward to supporting the next phase of this important work—helping countries scale solutions that strengthen water security and advance resilient, inclusive development.



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PREFACE

About This Report

This Annual Report brings together two perspectives on WRG's work: the full FY23–25 operational cycle and the FY25 reporting year. Because FY25 concludes the operational cycle, the document is structured to give readers both a three-year view and a clear account of progress during the final year.

Section I provides a consolidated overview of WRG's main outcomes during FY23–25. It highlights the models, reforms, and investment opportunities advanced across the period and shows where country programs demonstrated traction and potential for scale. Section II presents the underlying analysis behind these outcomes, detailing the policy shifts, partnership and project designs, digital systems, and financing pathways WRG supported.

Section III focuses solely on FY25 and summarizes the work delivered through WRG's country programs during the final year. Section IV outlines how lessons from FY23–25 will inform the next phase of work and the shift toward larger investment programs in FY26–30. Sections V and VI present WRG's governance arrangements and FY23–25 unaudited financial summary respectively.

Together, these components offer a clear view of WRG's contribution over the past three years, FY25 results, and the foundations for the next operational cycle.

A Unified Approach: WRG within the World Bank Group's Global Water Strategy

The World Bank Group's global water strategy proposes scalable, client-focused solutions across three priorities: Water for People (accelerating universal access to safe drinking water, sanitation, and hygiene), Water for Food (enhancing food production and farmer livelihoods), and Water for Planet (reducing water-related risks and sustainably managing water). The strategy aims to leverage knowledge and expertise across the World Bank Group—the World Bank, the International Finance Corporation (IFC), and the Multilateral Investment Guarantee Agency (MIGA)—to mobilize financing, deliver coordinated approaches, and strengthen client capacity to respond effectively to water risks.

WRG's mandate and strategic trajectory, as a multi-donor trust fund hosted within the Water Global Department, are aligned with this framework, positioning it as a vital delivery partner in supporting the World Bank Group to scale up and operationalize its strategic priorities.

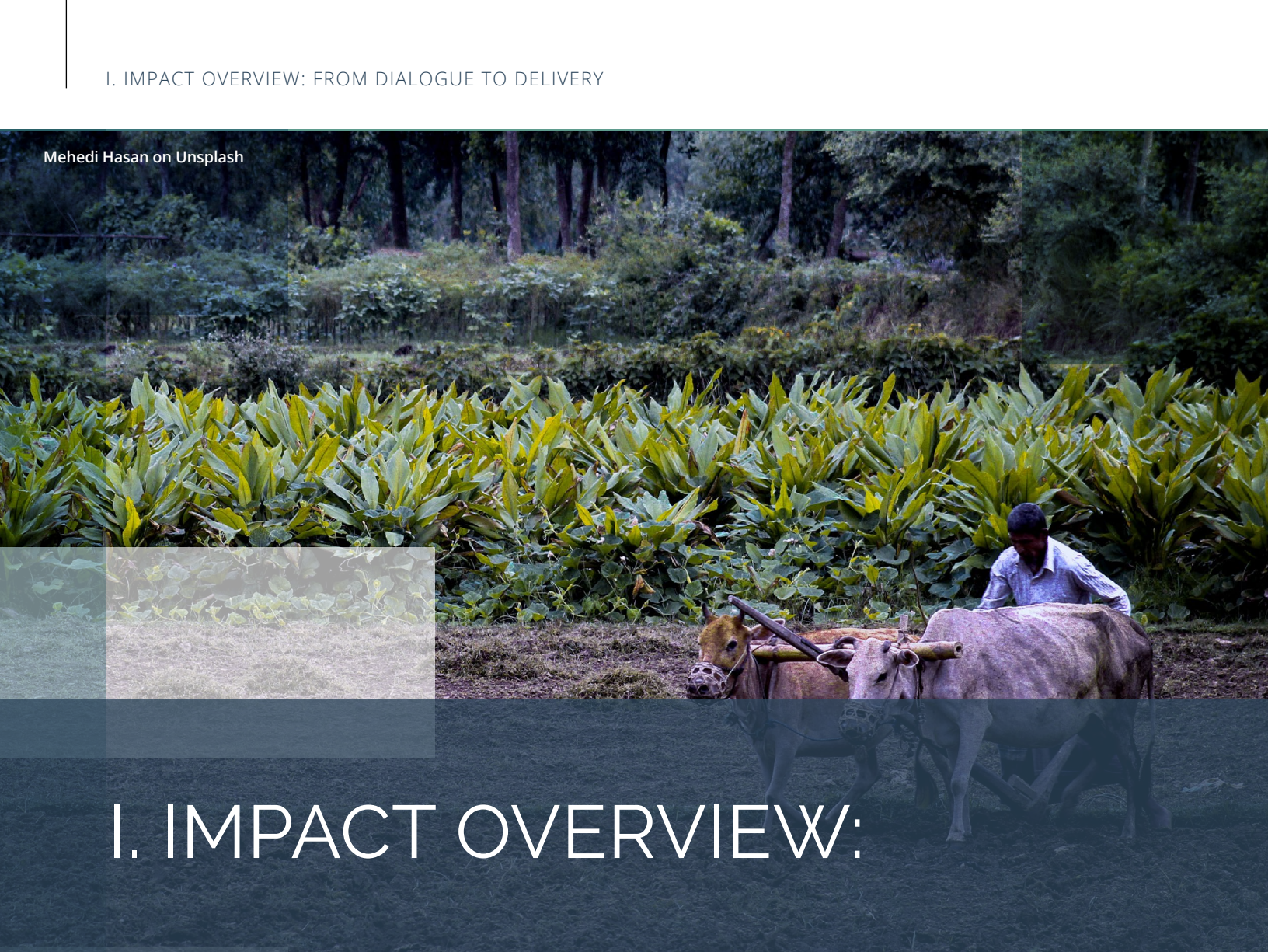
WRG enables the private sector to work with governments and civil society to co-develop scalable water solutions aligned with national priorities and evolving market needs. Through targeted analytics and facilitation, WRG translates dialogue into investable opportunities that the World Bank, IFC, and MIGA can scale. These efforts support inclusive, locally led approaches and help advance water security across sectors.

To strengthen this alignment with the Bank's broader institutional priorities, WRG has also refined how it organizes its activities across thematic pillars, ensuring continuity with past work while reflecting global priorities:

- The water reuse and industrial efficiency portfolio, previously under WRG's *Water for Planet* thematic pillar, now falls under *Water for People*.
- The agricultural water efficiency and farmer-led irrigation development (FLID) work remains under WRG's *Water for Food* thematic pillar.
- The urban water security and water-secure cities portfolio, previously under WRG's *Water for Cities* thematic pillar, is now classified under *Water for Planet*.

WRG will continue to mobilize public-private collaboration across these three areas, using its country platforms and convening power to translate the global water strategy into actionable reforms and investment-ready opportunities.

Mehedi Hasan on Unsplash

A photograph of a man in a light blue shirt plowing a field with two oxen. The field is filled with green, leafy plants. In the background, there is a dense forest of tall trees. The image is partially obscured by a dark blue overlay at the bottom.

I. IMPACT OVERVIEW:

FROM DIALOGUE TO DELIVERY

This section provides a high-level overview of WRG's impact during the FY23–25 operational cycle. A detailed analysis appears in Section II, and a focused review of FY25 follows in Section III.

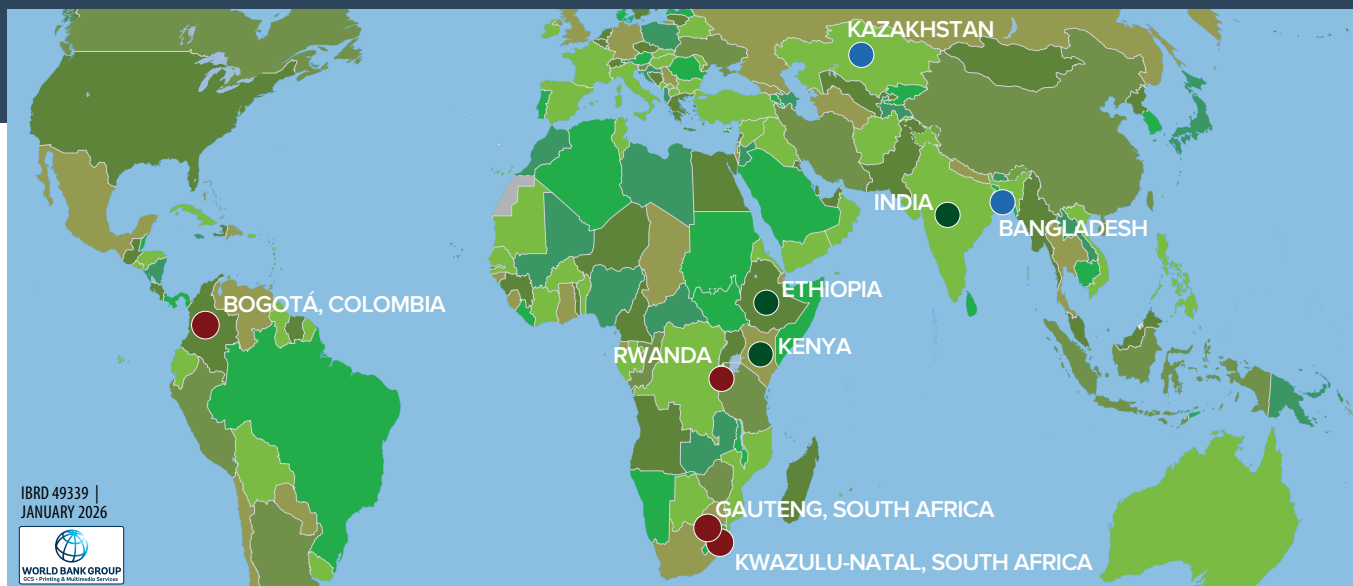
A Strategic Shift Toward Scalable Solutions

During FY23–25, WRG focused on developing scalable models—solutions jointly designed with government and private sector partners and positioned for expansion through public systems, World Bank Group operations, and private investment. This work strengthened the policies, institutions, and financing arrangements that enable countries to move from collaborative planning to investment programs that can grow over time.

WRG at a Glance

WRG is active in eight country programs—Bangladesh, Colombia, Ethiopia, India, Kazakhstan, Kenya, Rwanda, and South Africa—working with governments and the private sector to strengthen water security through collaborative, investment-ready approaches.

WRG's work is organized around three thematic programs where the need and potential for scale are greatest:



● WATER FOR PEOPLE: Scaling Water Reuse

Helping countries and companies reduce pollution and improve water-supply reliability by mobilizing public and private finance for waste-water treatment and reuse.

● WATER FOR FOOD: Farmer-Led Irrigation Development (FLID)

Supporting governments to expand access to reliable irrigation for smallholders through targeted incentives, digital solutions, and private participation.

● WATER FOR PLANET: Water-Secure Cities

Assisting city and regional governments to reduce the demand-supply gap through performance-based contracts, digital tools, and blended finance.



Across these themes, WRG integrates four complementary areas of work—policy and pricing reform, PPPs and project design, digital solutions, and innovative financing. These capabilities form the building blocks of every scalable model developed during the operational cycle.

**Disclaimer: This map was produced by the Cartography Unit of the World Bank Group. The boundaries, colors, denominations and any other information shown on this map do not imply, on the part of the World Bank Group, any judgment on the legal status of any territory, or any endorsement or acceptance of such boundaries.*

Global Partners



Impact Summary

FY23-25	CUMULATIVE (SINCE INCEPTION)
~\$370 million* supported for investment	\$1.6 billion mobilized
6 scalable models designed and embedded in government programs	1 billion m ³ of water saved or made available
3 enabling policies advanced	12 first-of-their-kind innovations developed
5 multi-stakeholder platforms established to strengthen public- private collaboration in key cities	1,000+ partners engaged

* The ~\$370 million figure aggregates financing at different readiness levels during FY23-25: prepared (\$325 million World Bank operation in Uttar Pradesh with component 1 financing—targeting climate-resilient agriculture and representing more than 50% of the total project financing), mobilized (\$40 million in public finance for land in Bangladesh), and catalytic/platform funding (\$2 million for the Gauteng platform in South Africa). It excludes private sector financing not yet committed.

Six Scalable Models Advanced During FY23–25

Scalable models are solutions WRG co-develops with government that draw on policy reform, institutional arrangements, digital systems, or financing design—using whichever combination is needed for the challenge at hand. Once embedded in public systems, these models can be expanded through national programs, World Bank operations, or blended finance. The models represent WRG's core value proposition: helping governments move from dialogue to durable, investment-ready solutions.

1

INDIA: UTTAR PRADESH MICRO-IRRIGATION PLATFORM (UP-MIP) MODEL

A digital, policy-backed system that verifies the adoption of micro-irrigation and direct-seeded rice, automates subsidies, and anchors a \$325 million World Bank operation expected to reach 1 million farmers.



KENYA AND ETHIOPIA: FARMER-LED IRRIGATION INVESTMENT MODEL

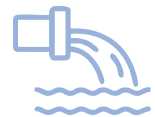
FLID is embedded as a scalable model in Kenya's National Irrigation Sector Investment Plan (NISIP) and operationalized through Ethiopia's Food Systems Resilience Program/Climate Resilient Irrigation Service Provision guidance—creating tools, roles, and market arrangements for private investment in smallholder irrigation.

2

3

BANGLADESH: GAZIPUR WASTEWATER PPP MODEL

A blended-finance PPP for municipal-industrial wastewater and fecal sludge, with \$40 million in public finance mobilized and about \$45 million in potential private investment identified in the approved transaction structure.



KENYA: PERFORMANCE-BASED NON-REVENUE WATER CONTRACTING MODEL

A performance-linked contracting approach for non-revenue water reduction in five utilities, with two moving to procurement and a pipeline of future utility engagements under the forthcoming K-WASH program.

4

5

SOUTH AFRICA AND COLOMBIA: WATER-SECURE CITIES PLATFORM MODEL

Subnational platforms in Gauteng, KwaZulu-Natal, and Bogotá that bring utilities, city governments, the private sector, and basin actors together, underpinned by hydrological modeling and coordinated demand-management and resilience planning.



SOUTH AFRICA: AGRICULTURAL IMPACT BOND MODEL

South Africa's first water-focused impact bond for invasive plant clearing lays the foundation for results-based ecosystem restoration finance, with catalytic funding already mobilized.

6

Three Enabling Policies Enacted

Grounded in WRG's work on pricing, regulation, and institutional coordination, these reforms strengthen the enabling environment for scalable water solutions.

1

BANGLADESH: INDUSTRIAL WATER MANAGEMENT POLICY

The country's first national framework for industrial water efficiency and reuse, covering pricing, groundwater, and recycling standards, and opening the door for private operators.



2

KAZAKHSTAN: WATER-UTILITY PPP ROADMAP AND TARIFF GUIDANCE

A roadmap and contract approach that improves utility creditworthiness and clarifies conditions for private investment in service delivery and reuse.



3

RWANDA: INTER-SECTORAL MULTI-STAKEHOLDER PLATFORM (MSP) FRAMEWORK FOR INTEGRATED WATER RESOURCES MANAGEMENT AND PAYMENT FOR ECOSYSTEM SERVICES

A formalized MSP with a payment for ecosystem services pilot, creating a national platform to coordinate public-private investment in watershed restoration and irrigation/non-revenue water workstreams.





II. THE 2023–2025 OPERATIONAL CYCLE:

BUILDING SCALABLE MODELS

This section presents the analysis for the full FY23–25 operational cycle. A focused review of the FY25 reporting year is provided in Section III.

From Collaboration to Models that Scale

Since 2008, WRG has worked in settings where water risks are acute and incentives to act span multiple ministries, sectors, and market actors. Over 15 years, WRG has built the capacity to bridge public priorities, private capabilities, and financing pathways, turning shared ambition into actionable, investable solutions.

During its first decade, WRG pioneered a new model of multi-stakeholder collaboration: a neutral platform where government, business, and civil society could identify shared challenges and co-design practical responses. These partnerships mapped constraints to water security and developed early proof-of-concept solutions for water-efficient agriculture, industrial reuse, and urban resilience.

As collaboration deepened, WRG shifted from identifying problems to designing solutions. By 2020, this evolution produced a distinct comparative advantage: the ability to align government reform agendas with private innovation and World Bank Group financing instruments. The FY23–25 strategic plan and operational cycle built on this foundation. WRG focused on embedding proven approaches into public systems, shaping pipelines of projects, and preparing models that could be scaled through national programs and World Bank Group operations.

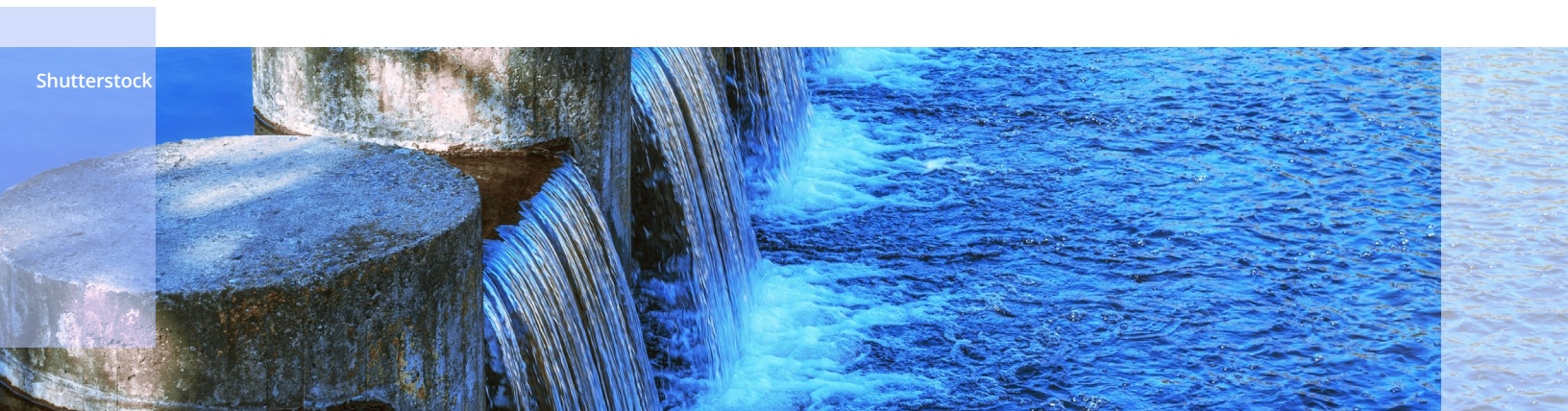
Why WRG's Role Matters More Than Ever

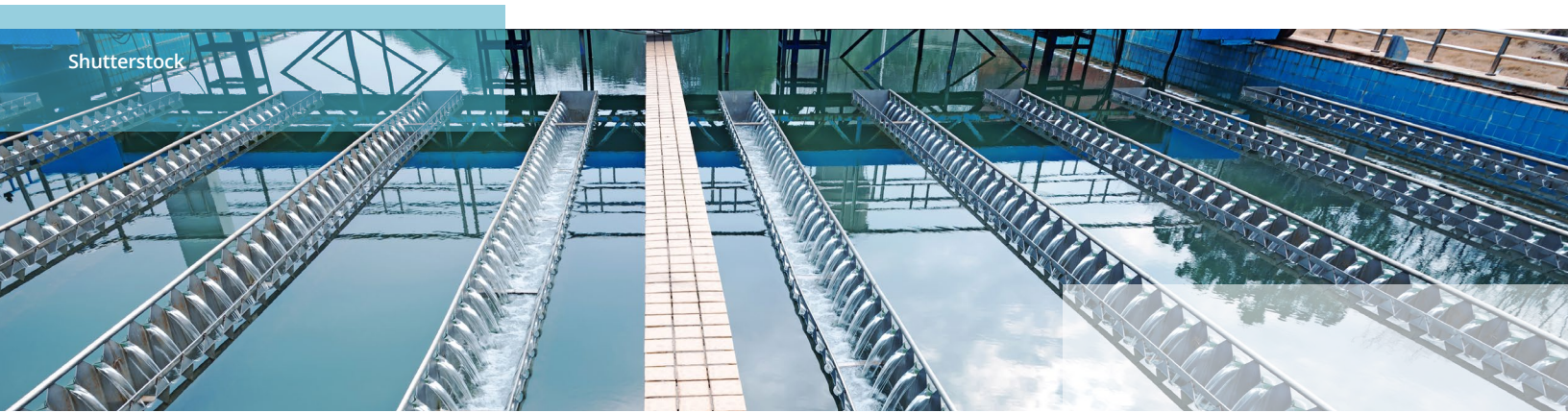
Nearly half the global population experiences water stress each year, and climate change is accelerating droughts, floods, and water variability. These shocks ripple across economies and supply chains, affecting food production, urban water supply, industrial performance, energy systems, and jobs. Water security is increasingly central to economic stability, competitiveness, and growth.

Countries are advancing ambitious plans to expand reuse, modernize irrigation, reduce losses, upgrade utilities, and strengthen regulation. Yet implementing these priorities at scale requires more than technical solutions. Water spans multiple sectors, incentives are often fragmented, investment preparation is complex, and public budgets alone cannot meet rising needs.

WRG, hosted by the World Bank, supports governments and the private sector to coordinate across institutions, align incentives, and prepare solutions that are viable, financeable, and ready to grow. By convening regulators, utilities, industries, farmers, environment agencies, and finance ministries, WRG helps translate national priorities into approaches that are technically sound, financially credible, and embedded in public systems.

As global water risks intensify, WRG provides a practical platform for co-designing solutions that support governments and businesses to navigate complexity, unlock investment, and build resilient water systems for a changing world.





The 2023–2025 Strategic Plan and Operational Cycle

During FY23–25, WRG organized its work around three thematic pillars—Water for People, Water for Food, and Water for Planet. These pillars reflect where WRG’s country-led work was most mature and where the potential for scale is greatest.



WATER FOR PEOPLE

accelerates water reuse and recycling to expand supply, improve reliability, reduce pollution, and strengthen water security for communities and industry.



WATER FOR FOOD

advances water-efficient and inclusive irrigation to support rural livelihoods and build resilient food systems.



WATER FOR PLANET

strengthens urban and regional water security by reducing losses, narrowing the demand-supply gap, and improving long-term resource management.

Across these themes, WRG applied four complementary capabilities that form the basis of the scalable models advanced during this strategic plan and operational cycle:

- **Policies and pricing** that create clear rules and incentives for efficiency and investment
- **PPPs and project design** that turn priorities into bankable proposals
- **Digital systems** that strengthen transparency, accountability, and performance
- **Financing pathways** that bring together public resources, development finance, and private capital.

Together, these capabilities enable countries to move from pilots and isolated reforms toward scalable models that can be expanded through national programs, World Bank operations, and private sector participation.

1. POLICIES, REGULATIONS, AND PRICING REFORMS

Creating the rules and incentives that make investment possible.

WRG supports governments to design policies, standards, and pricing systems that make efficient and sustainable water use financially viable. This includes generating economic evidence, facilitating dialogue across ministries and industries, and shaping incentives that enable both public and private investment. These reforms build the foundations for future investment.

FY23–25 Country Highlights

Bangladesh

- Supported the Ministry of Industries to draft the Industrial Water Management Policy (2025)—the country's first national framework for industrial efficiency and reuse, creating clear expectations for cleaner production.
- Introduced recycling targets, discharge standards, and cost-recovery principles, giving industries a predictable pathway for compliance and opening space for private operators.

Kazakhstan

- Co-developed a Utility Modernization Roadmap with the Ministry of Water Resources and Irrigation to guide long-term improvements in service delivery.
- Prepared tariff methodologies and standard contracts, enabling utilities to improve creditworthiness and helping to attract private sector participation in water services.

Rwanda

- Supported the creation of an inter-sectoral MSP connecting water, agriculture, energy, and environment agencies to coordinate planning and decision-making.
- Helped integrate water resources management into national planning and align pricing and permit regimes, strengthening catchment governance and future investment readiness.



2. DESIGN OF PPPS AND BANKABLE PROJECTS

Turning collaboration into pipelines of financeable investments.

WRG helps governments translate policy goals into viable project designs that can be financed and implemented through public programs, World Bank operations, and private capital. This includes identifying risk-sharing arrangements, coordinating across ministries, and preparing feasibility work that shapes investment pipelines.

FY23–25 Country Highlights

Bangladesh

- Designed a blended-finance PPP for wastewater treatment in Gazipur, securing \$40 million in public funding and identifying about \$45 million in potential private investment for a facility serving fast-growing industrial zones.
- Completed a PPP feasibility assessment for water and wastewater services in Cumilla City, laying the groundwork for improved services for 1 million people.
- Conducted rapid assessments for integrated effluent treatment in emerging economic zones, helping regulators prepare for industrial expansion.

Kenya

- Advanced performance-based contracts to reduce non-revenue water under the national utility modernization program, with two utilities moving to procurement—a key step toward performance-linked financing.
- Delivered the country's first market assessment for non-sewered sanitation across 25 counties, identifying financially viable entry points for private providers.



3. DIGITAL SOLUTIONS FOR EFFICIENCY AND SCALE

Harnessing data and technology to strengthen performance, transparency, and investment confidence.

Digital systems strengthen governance, improve accountability, and enable performance-based decision-making. WRG helps governments design and deploy digital tools that improve monitoring, verification, and accountability. These systems allow agencies and utilities to track outcomes, automate payments, generate reliable data for investors, and scale programs based on verified performance.

FY23–25 Country Highlights

India (Uttar Pradesh)

- The UP-MIP verified adoption across 180,000 hectares of micro-irrigation systems for 145,000 farmers and 122,000 hectares of direct-seeded rice, enabling the state to target subsidies accurately and track real water savings.
- Used integrated satellite imagery and IoT sensors to validate irrigation practices and digitize subsidy payments—strengthening trust between farmers and government.
- Provided the foundation for the \$325 million Uttar Pradesh Agriculture Growth and Rural Enterprise Ecosystem Strengthening (UP-AGREES) World Bank operation, which aims to reach 1 million farmers with climate-smart practices.
- Piloted AI4Rice and AI4Sugar, demonstrating predictive irrigation tools that reduce costs for farmers and support emerging ag-tech markets.
- Launched a digital measurement, reporting, and verification system for low-methane rice with the International Rice Research Institute, enabling verified emissions reductions.

South Africa and Bangladesh

- Developed digital monitoring frameworks for wastewater and utility performance, giving regulators and utilities transparent data to guide investment decisions.
- Introduced performance-linked benchmarking, allowing governments to compare service providers and design more accountable procurement processes.



4. EXPANDING FINANCING OPTIONS AND INSTRUMENTS

Mobilizing capital at speed and scale through blended and performance-based finance.

WRG works with governments, financiers, and private actors to design financing instruments that share risk appropriately and reward verified outcomes. This includes blended-finance structures, guarantees, impact bonds, and mechanisms that allow utilities, industries, and farmers to access credit based on measurable performance.

FY23–25 Country Highlights

South Africa

- Advanced the Alien Invasive Species Impact Bond, the region's first water-focused results-based financing instrument for invasive plant clearing.
- Secured catalytic funding and moved toward issuance with partners, including First Rand Bank and The Nature Conservancy.

Bangladesh

- Developed a PPP structure that unlocked \$40 million in public finance for the Gazipur City Corporation wastewater and fecal sludge management project.
- Developed a transaction model blending concessional loans, guarantees, and commercial finance—creating a blueprint for a scalable reuse market.
- Convened the National Alliance for Water Reuse and Recycling, strengthening coordination among policy, industry, and finance actors.

Kenya

- Demonstrated that verified non-revenue water reductions can serve as a basis for commercial lending, strengthening utilities' ability to access finance.
- Supported discussions with domestic banks to create a performance-credit market for utilities pursuing efficiency gains.



Positioning for Scale

The FY23–25 period established the policy, institutional, digital, and financing foundations needed for scale. The next phase of WRG’s work—spanning 2026 to 2030—will focus on turning these foundations into investment-ready programs and deepening engagement in priority themes.

This shift represents the next step in WRG’s evolution: moving from model design toward expansion through national and regional programs, supported by World Bank financing and private capital. WRG’s role will continue to center on helping governments build the institutions, policies, and partnerships needed to achieve water security at scale.

Advancing Global Knowledge: Financing and Reuse at Scale



WRG’s work bridges global knowledge with country-led implementation.

During FY23–25, WRG contributed to two flagship World Bank publications that advance the understanding of how policy, finance, and innovation can unlock investment in water security.

SCALING WATER REUSE: A TIPPING POINT FOR MUNICIPAL AND INDUSTRIAL USE

Developed by WRG as a joint output from the World Bank, IFC, and MIGA, [this 2025 report](#) provides the first global evidence base on the economic and institutional conditions that make wastewater treatment and reuse investable. Drawing on WRG’s country experience in Bangladesh, India, and South Africa, it identifies the policy, regulatory, and financial factors that must align to deliver reuse at scale.

Its practical guidance on tariff frameworks, risk allocation, and delivery models has informed the design of national reuse strategies and project pipelines now under preparation through World Bank and partner programs.

SCALING UP FINANCE FOR WATER: A WORLD BANK STRATEGIC FRAMEWORK AND ROADMAP FOR ACTION

[This joint effort](#) across the World Bank Group (World Bank, IFC, MIGA, and WRG) outlines how countries can attract additional investment for water through stronger policies, improved creditworthiness, and diversified financial instruments. The framework sets a common direction for public-private collaboration, emphasizing reform, operational efficiency, and blended-finance solutions suited to different market contexts.

It also provides a practical reference for governments and financiers seeking to align domestic finance with climate and water goals.

Together, these publications show how WRG connects global insight with country implementation—turning evidence into investment and helping partners translate knowledge into impact.

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III. PARTNERSHIPS IN ACTION:

FY25

This section focuses exclusively on outcomes delivered in FY25. Multi-year achievements from the 2023–2025 strategic plan and operational cycle are covered earlier in the report. Here, the emphasis is on the progress made during the 2025 fiscal year.

Water for People



YEAR AT A GLANCE: FY25

Supporting industries and utilities to use water more efficiently, recycle and reuse freshwater, and protect water sources.

- Bangladesh's Industrial Water Management Policy (2025) adopted as the country's first national framework for industrial efficiency and reuse.
- About \$45 million in potential private investment identified for Bangladesh's Gazipur wastewater PPP and other wastewater reuse opportunities. A total of \$40 million in public finance mobilized for land acquisition under the Gazipur PPP.
- Continued development of reuse and modernization reforms in Kazakhstan, including a strengthened MSP and PPP groundwork.



Turning Used Water into a Resource

Eighty percent of the world's used water is released back into the environment untreated, even as water scarcity threatens economic growth, ecosystems, and human health. Reuse is one of the most cost-effective and climate-smart strategies for increasing water security, yet it remains underutilized due to fragmented policy, limited financing, and weak market incentives.

Through its Water for People program, WRG helps countries make reuse a central part of their water and climate strategies. Working with governments, utilities, and the private sector, WRG supports the policies, financing mechanisms, and technical frameworks that make reuse viable and investable. This includes designing public-private projects that attract blended finance, developing market mechanisms that value reuse, and advancing digital tools that improve monitoring and verification of water and emissions data.

In FY25, WRG's work helped shape Bangladesh's national reuse agenda, build investment pipelines for industrial and municipal wastewater treatment, and expand digital monitoring systems that increase transparency and unlock performance-linked financing.

Scaling Water Reuse Accelerator: Building the Market for Circular Water

The Scaling Water Reuse Accelerator connects governments, industry leaders, and financial institutions to advance investment and policy reforms that make wastewater treatment and reuse viable at scale.

In FY25, this work generated strong traction for developing bankable reuse projects through public-private collaboration as a practical pathway to alleviate municipal and industrial water stress. These conversations gained visibility at the Scaling Water Reuse Roundtable during the World Economic Forum in Davos, where leaders emphasized the need to expand financing, strengthen market

mechanisms, and coordinate action across national, city, and corporate levels.

That same year, WRG supported Bangladesh in establishing the National Alliance for Water Reuse and Recycling—the first country-level platform focused on aligning policy, investment, and innovation for reuse. Momentum is now building in other parts of South Asia, East Asia, Africa, and Latin America, where WRG, IFC, and the World Bank are exploring financing mechanisms and regulatory frameworks that enable market-based reuse solutions.

Together, these efforts are creating the conditions for water reuse to evolve from isolated initiatives into a core component of national water-security and climate strategies.

Advancing Global Action: Strengthening the Evidence Base for Reuse



WRG is helping to shape the global evidence base for reuse through technical exchanges and knowledge partnerships. In March 2025, WRG co-hosted a high-level

session at the IWA International Conference on Water Reclamation and Reuse in Cape Town, highlighting how policy, pricing, and partnerships can accelerate water reuse at scale. Insights from work in Bangladesh and Kazakhstan are informing new tools for measuring reuse performance, benchmarking policy readiness, and designing incentive frameworks that attract private capital.

These lessons are now informing broader collaborations with the World Bank, IFC, and partners across regions to strengthen operational guidance for scaling reuse worldwide.

IN-COUNTRY PROGRAM: Managing Water Pollution in Bangladesh

WRG in Bangladesh plays an important convening role in building partnerships, working to mainstream water pollution management by mobilizing both private capital and expertise. Its efforts align closely with the World Bank's strategy to scale up financing for water through PPPs to tackle water pollution and promote wastewater treatment, while building institutional alliances to sustain private sector participation. A major milestone came in May 2025 with the government's launch of the Bangladesh national Alliance for Water Reuse and Recycling (A4R)—an initiative facilitated by WRG and a strong example of alliance building.

WRG in Bangladesh has also been working since 2015 to create an enabling environment through policy and pricing reform. In FY25, WRG helped facilitate the drafting of the Industrial Water Management Policy, which established the regulatory framework for water pricing, groundwater management, and water reuse. WRG conducted this work at the invitation of the Water Resources Planning Division in the Ministry of Water Resources. To support consensus building, WRG also facilitated a national workshop in 2024 to incorporate private sector perspectives into the policy.

Bangladesh's Water MSP supports the implementation of the Bangladesh Delta Plan 2100, a long-term strategic plan for the largest delta in the world. The National Steering Board has endorsed measures to tackle groundwater depletion, river degradation, and industrial pollution, and has backed new institutional mechanisms—most notably, the Alliance for Water Reuse and Recycling (A4R)—as part of broader efforts to support investments in the management of water pollution.

With surface water heavily polluted by municipal and industrial effluent, and groundwater levels falling 2–4 meters annually due to over-abstraction, water reuse offers a practical solution in Bangladesh. It eases pressure on freshwater sources and encourages better effluent treatment, especially when supported by effective pricing incentives.

Managing Municipal and Industrial Wastewater with Innovative PPPs

Through WRG's transaction advisory and policy groundwork, Bangladesh is translating reuse policies into bankable PPPs.

The World Bank's Water Global Department has helped mobilize \$40 million in public finance to acquire land for the Gazipur City Corporation (GCC) integrated wastewater and fecal sludge management project—the final step toward establishing a central effluent treatment plant (CETP) in the city. The GCC in Dhaka is the largest city corporation in Bangladesh and, once completed, the plant will provide access to wastewater treatment for 2.5 million people. Two separate treatment plants will treat 70 million liters per day and 120 million liters per day respectively.

WRG has facilitated a supportive environment and transaction structures that make the project more bankable for private investors, reducing their risk and encouraging participation. The financing model blends public and private capital, aiming to mobilize \$45 million in private sector financing in addition to the financing raised from the public sector.

Building on the proposal that was developed for Gazipur, the Ministry of Local Government, with support from

WRG, has initiated a PPP-based municipal wastewater management project for the Cumilla City Corporation. This project will target improved wastewater treatment for 1 million people. Early progress has been made, with the completion of the pre-feasibility study in FY25.

An important aspect of the pre-feasibility study was scoping the possibility for private sector investments to supplement public expenditure. The assessment looked at three components: municipal wastewater (domestic and stormwater management); solid waste (domestic, municipal, and industrial solid waste, and plastic pollution); and domestic water supply.

In FY25, at the request of the Bangladesh Economic Zones Authority, WRG completed the inception phase of a rapid assessment for the Jamalpur and Srihatta economic zones, focusing on two CETPs and solid waste systems with combined treatment and reuse technologies. WRG also facilitated a memorandum of understanding between the Embassy of the Kingdom of the Netherlands in Bangladesh and the Bangladesh Economic Zones Authority to mobilize financial and technical assistance for these two new PPPs, in support of the Bangladesh Delta Plan 2100. A total of \$400,000 has been mobilized through this partnership to support the preparatory studies for the PPP-based CETPs in the Jamalpur and Srihatta economic zones.

In support of this industrial and municipal work toward water reuse, WRG held a series of consultation workshops in FY25 to assess Bangladesh's fiscal, institutional, and regulatory readiness to attract private capital in the water sector. With 5% of commercial banks' and financial institutions' investment portfolios now allocated to green financing, industries will have increased access to capital for adopting green technologies, including effluent treatment plants, and water reuse and recycling systems. The discussions facilitated by WRG led to a consensus to work together on more accommodating terms and conditions for using these funds.

Launch of the Alliance for Water Reuse and Recycling

To further advance the PPP process and mobilize private capital, WRG helped establish the A4R in Bangladesh in FY25. The Ministry of Water Resources, the Ministry of Environment, the Bangladesh Economic Zones Authority, and civil society partners have joined 20 industries and three leading textile brands in this alliance to scale water reuse, reduce freshwater reliance, and promote sustainable industrial practices—particularly within the textile and apparel sector, the most water-intensive manufacturing sector in the country.

The alliance is committed to advancing regulatory alignment, mobilizing resources, and developing scalable solutions for industrial water reuse and recycling. The partnership has already delivered a pilot project for a water reuse plant (with a daily capacity of 1,200 liters) in Narayanganj. The financing for this was innovative, combining private sector direct investment with an industry-led grant support model. The \$1.7 million project, which will recycle 438,000 cubic liters of water annually and reduce water usage by about 22%, is primarily funded by Fakir Knitweaves. A grant from the UK-based Sustainable Manufacturing and Environment Pollution program through UN Trade and Development provided 35% of the total project cost, while WRG provided strategic and technical guidance. A4R is the first national chapter of the global Water Reuse accelerator, established by WRG.

In the lead-up to the launch of the A4R, WRG actively engaged with leaders in the textiles sector to identify potential partners for championing water efficiency and minimizing industrial methane emissions. WRG convened consultations on water reuse, bringing together key players from the textile and leather sectors, including 300 leading textile factories, fashion brands, and major business associations. With wet processing industries in Greater Dhaka generating about 2.3 million cubic meters of wastewater daily, discussions highlighted the vast potential for reuse and recycling.

At a second round of high-level consultations with Dhaka's leather sector, industry leaders joined technology providers and policy experts to review a draft reuse framework and identify sector-specific needs and incentives. Discussions emphasized the importance of global competitiveness, operational efficiency, and long-term sustainability. Technology providers showcased scalable solutions such as AI-powered monitoring and IoT-enabled sensors, supporting feasibility assessments within the sector.

the Bangladesh MSP to clean up 1.5 kilometers of canal in November 2024, leading to country-wide voluntary participation in clean-up drives for 64 more canals. During this community-based drive, the Ministry of Water Resources provided support and machinery, while the local community mobilized volunteers and corporate social responsibility programs covered additional costs. A community-based management committee has been formed for the long-term maintenance of the pilot canals. The committee collects maintenance fees from local residents to cover regular cleaning and the safe disposal of debris.

An Innovative Partnership for Canal Clean-up

The public and private sectors came together under

IN-COUNTRY PROGRAM: Laying the Foundation for Water Sector Modernization Reform in Kazakhstan

Kazakhstan is working to transform water utilities to deliver high-quality and affordable services while enhancing long-term resilience and financial stability. A key part of the government's water sector agenda is the Modernization of Energy and Utilities Sectors Project, approved in December 2024. Running from 2025 to 2029 with an estimated investment of \$26.3 billion, the initiative aims to introduce advanced water treatment technologies, automation, and innovative materials to reduce leakages and improve system efficiency.

In FY25, the Ministry of Industry and Construction formally expressed interest in partnering with WRG and the World Bank Group to develop a roadmap for improving infrastructure and service delivery in water supply and sanitation. The roadmap aims to address improved water service delivery, digitalization, the secondary use of treated wastewater, and residual sludge management.

In early 2025, a joint World Bank-WRG mission engaged with local industry partners and public authorities on

the roadmap's investment priorities and implementation pathways. Following technical analysis and consultations, a draft roadmap was submitted by the World Bank and WRG for government review in April 2025. In May 2025, the World Bank and WRG presented the water sector roadmap for scaling up finance to the Kazakhstan MSP.

As part of the preparatory work for the roadmap, an expert group conducted an analysis of key water utility activities in Astana, Shymkent, Oral, Ekibastuz, and Shakhtinsk. The assessment focused on operational and

policy reforms needed at both the local and national levels to enhance infrastructure performance and explore water reuse options. WRG also conducted financial analysis, assessed investment needs, and developed a corresponding financing plan for these utilities.

The roadmap complements the government's implementation plans for the modernization project and highlights the critical role of private innovation and investment in achieving its objectives. It identifies opportunities to mobilize private capital through performance-based contracts and co-investment models

in utility modernization. IFC and private partners will support the structuring of PPPs and blended-finance mechanisms to strengthen the sector's financial base.

At the subnational level, a working group for the Turkistan region was established in June 2025 to support the implementation of the modernization project. The group has since organized workshops and consultations to define its own roadmap for improving regional water supply and wastewater services, including identifying models for private sector engagement and investment in utility modernization.



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Water for Food



YEAR AT A GLANCE: FY25

Strengthening water-smart agriculture through digital systems, climate-smart practices, and investment-ready irrigation models.

- 89,791 hectares of new micro-irrigation installed for 73,103 farmers in Uttar Pradesh through the UP-MIP digital platform, which now verifies adoption and automates subsidy payments.
- 72,722 hectares of direct-seeded rice adopted in FY25 through the new Samriddh Dhaan Network MSP in Uttar Pradesh.
- AI4Rice and AI4Sugar pilots funded (\$40,000) to test digital irrigation and input optimization tools in Uttar Pradesh.
- Kenya's National Irrigation Sector Investment Plan launched (\$2.7 billion program), positioning FLID as a model for expanding irrigation by 1 million acres.
- Ethiopia's FLID Implementation Guidelines completed and adopted for the multi-country Food Systems Resilience Program, including pilot-phase tools and private-sector-readiness workshops.



World Bank Group

Advancing Water-Smart Agriculture

Feeding a growing population while managing shrinking freshwater resources is one of the defining challenges of our time. Agriculture already accounts for nearly 70% of global water withdrawals and a quarter of greenhouse gas emissions, while climate variability continues to undermine yields and rural livelihoods.

WRG's Water for Food work supports governments and the private sector to address this challenge through practical, investment-ready solutions that use water more efficiently and build resilience across food systems. Its focus is on creating the conditions that allow sustainable water use to become a driver of productivity, rather than a constraint on growth.

Farmer-Led Irrigation Development: Scaling What Works

The Farmer-Led Irrigation Development (FLID) Accelerator provides a framework for countries to expand access to reliable irrigation while conserving water and reducing emissions. It brings together the key elements that enable scale: supportive policies, viable business models, and financing instruments that crowd in private participation.

FLID represents a new generation of agricultural water programs—anchored in government leadership, supported by World Bank Group tools, and open to innovation from local and private partners. Through this accelerator, WRG helps governments design reform pathways, structure PPPs, and integrate digital solutions that make irrigation more efficient and inclusive.

In FY25, WRG continued to help governments integrate FLID principles into national plans and investment frameworks, linking public funding with private capital and service delivery. These models are now being prepared for replication across regions, offering a practical approach to expand irrigation while enhancing climate resilience.

Advancing Global Action: Integrating Water and Methane Data



In March 2025, WRG convened experts from the International Rice Research Institute, Microsoft, Amazon Sustainability, Mitti Labs, Texas A&M, and IFC to

discuss integrating water and methane data from rice systems. The session emphasized the need for a unified framework for measuring emissions and optimizing water use, highlighting open-source data networks as a cost-effective path to scale. Such dialogues reflect WRG's role in turning global insight into practical, country-led solutions for sustainable food systems.



IN-COUNTRY PROGRAM: Scaling Micro-Irrigation and Direct-Seeded Rice Systems in India

In Uttar Pradesh, India, WRG is accelerating the shift to sustainable rice production, including alignment with a World Bank operation of \$325 million, to scale up climate-smart agriculture. WRG is supporting low-methane rice initiatives and digital solutions for smallholder farmers by building partnerships among the government, the private sector, and farming communities.

Uttar Pradesh, India's second largest rice-producing state, faces critical agricultural challenges related to water inefficiency and greenhouse gas emissions. In response, WRG collaborated with the government of Uttar Pradesh and private sector partners to establish the Uttar Pradesh Program for Agricultural Transformation and Increased Incomes (UP-PRAGATI) Accelerator in 2022.

The strategic priorities of the UP Accelerator include advancing the adoption of water-efficient, climate-resilient irrigation practices among smallholder and marginalized farmers while aligning with World Bank operations to scale micro-irrigation, promote direct-seeded rice, and support diversification into low-methane and high-value horticulture crops such as spices.

WRG's approach in Uttar Pradesh integrates the use of technology (including digital technology), a focus on leveraging partnerships, and a commitment to building innovative agribusiness systems into one coherent model that seamlessly enables farmers to access financing, technology, and support.

The partnerships that WRG is piloting in the state focus on technology and digital infrastructure, and all have clear potential for scale up.

Expanding the Uttar Pradesh Micro-Irrigation Platform

PRAGATI has a dedicated micro-irrigation platform, UP-MIP, designed to increase the area under micro-irrigation in Uttar Pradesh to 1 million hectares over five years.

"Pragati" means "progress" in Hindi, and this initiative aims to support 1 million smallholder farmers over five years, improving water-use efficiency, increasing productivity, and reducing emissions across key agricultural value chains such as rice, sugarcane, fruits and vegetables, spices, and mangoes.

WRG supported the government of Uttar Pradesh in launching UP-MIP in FY24, with the private sector (Irrigation Association of India) as a significant partner. The program has piloted innovative partnerships, enabling the private sector to play an intensive role in advancing micro-irrigation development, fostering new technologies, and driving innovation for greater efficiency. UP-MIP has completely digitized procurement for irrigation systems, making it more efficient, transparent, accountable, and traceable. A significant benefit of digitization is that it has enabled partners to accurately measure the program's impact and reduce their transaction costs. Farmers benefit from significant cost savings (30% to 40% reduction) and faster delivery timelines (50% reduction).

By the end of FY25, more than 130 companies were working under UP-MIP, many of them organizing knowledge-sharing workshops, training, and capacity-building programs while also working on automation and next-generation technologies to improve water efficiency. WRG facilitates and supports these discussions

The UP Accelerator has become a model for partnerships for scaling up water-use efficiency, reducing emissions, and increasing farmer productivity in new programs.

- The UP Accelerator is supported through the Uttar Pradesh Agriculture Growth and Rural Enterprise Ecosystem Strengthening (UP-AGREES) project, a government program with World Bank funding of \$325 million.
- The UP Accelerator's capacity to maximize possibilities for using digital technology was enhanced by the establishment of a technical support unit with the support of the Gates Foundation.
- The UP Accelerator is feeding into global partnerships to promote micro-irrigation and direct-seeded rice.
- Approaches and lessons for micro-irrigation from the UP Accelerator can be applied to farmer-led irrigation elsewhere. The India-Kenya Irrigation Partnership, facilitated by WRG, supports the South-South transfer of knowledge and technology in farmer-led irrigation development.
- WRG has contributed to the design and development of a \$500 million World Bank-financed operation in Bihar state, replicating elements of the UP Accelerator to support smallholder farmers in transitioning to climate-smart practices while increasing their productivity, profitability, and sustainability.



by convening meetings, workshops, and MSPs that bring together government, private sector, and farmer representatives.

The government of Uttar Pradesh released a \$56 million subsidy through the platform in FY25.

By the end of FY25:

- Micro-irrigation installation covered 89,791 hectares for 73,103 farmers.
- More than 200,000 additional farmers covering around 279,000 hectares had registered for micro-irrigation adoption.
- Farmer contributions for UP-MIP totaled around \$14 million.

UP-MIP is the first government-led micro-irrigation initiative in India to receive an International Organization for Standardization certificate for excellence in environmental management and public service delivery.

Scaling Direct-Seeded Rice and Low-Carbon Practices

In March 2025, the government of Uttar Pradesh launched the Samriddh Dhaan Network, a pioneering MSP to drive sustainable rice cultivation through direct-seeded rice. It targets an expansion to 250,000 hectares by 2030. In the first half of 2025, it achieved coverage of 72,722 hectares under direct-seeded rice.

Supported by WRG, the initiative brings together over 110 partners across government, farmer organizations, the private sector, research institutions, and civil society to advance low-emission, water-efficient practices. With strong endorsements from institutions including the National Bank for Agriculture and Rural Development, The Coca-Cola Foundation, and the Gates Foundation, the Samriddh Dhaan Network aims to align efforts around the validation of data measuring the impacts of direct-seeded rice (cluster validation), suitability mapping, and evidence generation.

WRG will serve as secretariat, coordinating working groups to foster innovation and scale climate-smart agriculture.

By the end of FY25, the Samriddh Dhaan Network had secured funding from a range of partners:

- A \$250,000 World Bank grant
- \$3.89 million in farmer contributions
- \$500,000 from the government of Uttar Pradesh
- \$51,021 from the private sector.

Advancing Digital Technologies for Water-Efficient Farming

In alignment with activities to advance digital technologies for water-efficient farming—discussed above—WRG mobilized \$40,000 for the use of AI on pilot sugarcane and rice farms under the UP Accelerator in FY25. The two initiatives, AI4Sugar and AI4Rice, are a collaboration between the government of Uttar Pradesh, Microsoft, and WRG. Like rice, sugar faces serious sustainability pressures. Uttar Pradesh is India's top sugar and rice producer.

The pilot farms use precision agriculture approaches, which means they explore how to better leverage AI technologies for water savings, improved yields and productivity, and reduced chemical usage. These tools integrate satellite imagery, soil health metrics, and real-time weather forecasts to provide farmers with tailored guidance on irrigation, fertilizer application, and pest management. This enables the farmers to improve yields, cut input costs, and reduce greenhouse gas emissions. The model farm project will also look at the potential for scaling at a community level, with WRG supporting government efforts through discussions with technology companies.

Water-efficient farming is also key to sustainable spice production. In FY25, WRG mobilized funding of \$450,430



WRG's promotion of new partnerships for technological advancement was demonstrated when the government of Uttar Pradesh

launched a community-owned and operated central pivot irrigation system in Ragauli, Jalaun, under the UP-PRAGATI Accelerator in the water-stressed Bundelkhand region in FY25. This is a first for India.

With dedicated government funding—\$97,037 allocated by the government of Uttar Pradesh for installing central pivot systems for community-based irrigation across the state—the initiative reflects the value of partnerships to advance scalable water solutions. Pivot systems provide durable and cost-efficient infrastructure that boosts water-use efficiency, enhances soil health, and supports productivity for smallholder farmers. This type of system delivers precise, uniform irrigation that minimizes evaporation, runoff, and overwatering.

from The Coca-Cola Foundation for a partnership (under PRAGATI) to strengthen the paddy and spices value chain in Uttar Pradesh. Launched in 2023, Project Kisan Unnati promotes sustainable irrigation and soil conservation to ensure resilient livelihoods, efficient water use, and long-term sustainability in rice and spice value chains in five districts in Eastern Uttar Pradesh.

In FY25, farmers in Rajgarh, Mirzapur district, were trained and provided with agronomic and input support to enable them to improve chili crop yields while optimizing water use. Led by Swami Vivekanand Shiksha

Samiti, in collaboration with WRG, the training program covered high-tech nurseries, precision irrigation, crop nutrition, and pest management, equipping farmers with skills to enhance productivity, reduce water stress, and increase their resilience.

WRG has been working with the government of Uttar Pradesh across the state to develop a comprehensive strategy to enhance access, availability, and affordability of farm equipment for small-scale and marginalized farmers through rental opportunities. In FY25, a mechanization assessment study was carried out with financial support of \$49,015, extended through the Korea – World Bank Group Partnership Facility (KWPF) working with the World Bank under the UP-AGREES agreement. WRG reviewed farm equipment rental models such as custom hiring centers, farm machinery banks, and technology hubs to evaluate their systemic efficiencies, challenges, and opportunities for enhancement. In FY25, based on the study, the UP Accelerator provided recommendations to support the accessibility, affordability, and availability of farm equipment to improve agricultural productivity in Uttar Pradesh.

Building Carbon and Climate Systems for Sustainable Agriculture

The UP Accelerator aims to reduce carbon emissions across agriculture by advancing low-carbon rice cultivation, expanding micro-irrigation, supporting sustainable mechanization, integrating renewable energy into farming, and promoting climate-smart practices across key crop value chains.

WRG, in partnership with the International Rice Research Institute, is supporting the government of India with digital measurement, reporting, and verification solutions. WRG is also supporting the water and agriculture operations of the World Bank in developing a business case for durable carbon removal technologies, including across projects in Bihar and within Uttar Pradesh under the accelerator.



The World Bank Group's AgriConnect initiative aims to transform agriculture into a driver of jobs, income, and sustainable growth by connecting farmers to markets, finance, and technology. Since resilient food systems rely on reliable water, the initiative bridges the World Bank's Agriculture and Water Global Departments and IFC, tapping private sector expertise to scale impact. Within this effort, WRG's

ongoing collaboration with the government of Uttar Pradesh in India through the UP-AGREES program embody AgriConnect's vision—mobilizing investment and advancing water-smart, transformative farming practices that sustain livelihoods.

IN-COUNTRY PROGRAM: Transforming Irrigation through Public-Private Investment in Kenya

In March 2025, an ambitious plan for climate-resilient agriculture in Kenya was launched, developed with support from the World Bank and WRG. The National Irrigation Sector Investment Plan (NISIP) is a \$2.7 billion initiative by Kenya's State Department of Irrigation. Aimed at reshaping Kenya's agricultural landscape, the 10-year plan aims to expand irrigation in arid areas by 1 million acres, unlocking opportunities for smallholder farmers and corporate agribusiness, boosting food production, and creating jobs across the agricultural value chain. Smallholder farmers currently account for 24% of Kenya's GDP and 60% of water withdrawals.

The proposed financing mechanism is a blend of public funds, private capital, and innovative mechanisms such as climate finance, payment for ecosystem services, and irrigation-as-a-service to diversify risk and ensure scalability. It will position Kenya as a leader in climate-resilient irrigation. About 67% (\$1.8 billion) of the funding is private.

Drawing on a decade of experience advancing farmer-led irrigation in the country, WRG contributed technical expertise and convened stakeholders to ensure robust private sector participation in the NISIP's development. At an event facilitated by WRG, the World Bank, and IFC, 60 business leaders convened to provide feedback on the plan and identify key sector needs. Looking ahead, WRG has an opportunity to support results-based financing initiatives with potential partners, de-risking mechanisms with financial institutions, and knowledge exchange and management.

The NISIP aligns with the World Bank's Africa RISE program, which aims to modernize irrigation and enhance economic stability, sustainability, and climate adaptation in Sub-Saharan Africa. Kenya's plan underscores the need to increase investments in clean energy supply chains—a priority highlighted by the RISE initiative. In FY25, WRG supported the development of the concept note for the Africa RISE program.



Building on India's UP-AGREES program, WRG is supporting Kenya's FLID initiative under Africa RISE, applying proven approaches to farmer-led irrigation development and market linkages that align with AgriConnect's vision for scaled, climate-resilient agricultural transformation.

WRG also began exploring possibilities to transfer experience in FLID technology—from its PRAGATI project in Uttar Pradesh, India, where digital platforms for micro-irrigation service delivery have been developed with government help—to Kenya. WRG is engaging with Kenyan stakeholders to promote knowledge exchanges with India and other regional successes to inform the NISIP.

IN-COUNTRY PROGRAM: Scaling up Water-Efficient Technologies in Bangladesh

Bangladesh's Introducing Water-Efficient Technologies (IWET) program is now in its seventh year: the original IWET has advanced across the drought-prone Barind districts, supporting the adoption of innovative water-saving technologies and improved production methods for rice and fruits.

Between 2019 and 2024, the project achieved around 7.27 million cubic meters of irrigation savings. During this time, it also trained 19,500 farmers and provided services to 63,362 Farmer Hub customers, directly improving the livelihoods of farmers and their communities. In FY25, 1,885 hectares of land was covered with cluster-based alternate wetting and drying irrigation, enhancing the capacity of an additional 20,000 farmers. A memorandum of understanding with the Department of Agricultural Extension within the Ministry of Agriculture was signed in September 2024, ensuring that the mainstreaming of alternate wetting and drying practices is one of Bangladesh's national agricultural priorities. Using key results and lessons learned, IWET will collaborate with the Department of Agricultural Extension on expanding the program from district level to national level.

In an ongoing collaboration, IWET will work with the Barind Multipurpose Development Authority to expand rainwater storage-based micro-irrigation catchments using IWET's success cases on drip irrigation technology. Similarly, IWET will team up with the Department of Agricultural Marketing to strengthen and expand the agricultural service solution centers—a network of farmer hubs that link micro-entrepreneurs in the supply chain with the country's agribusiness leaders and the global market.

In July 2024, WRG's work on a feasibility study for groundwater conservation and efficient irrigation was highlighted at a National Results Dissemination Workshop, led by the Bangladesh Agricultural Research Institute and the Ministry of Agriculture. The study shows that using smart cards and alternate wetting and drying irrigation management can reduce irrigation needs and labor costs and improve yields.

Developing a National Framework on Access to Climate Finance for Agriculture

Alternate wetting and drying irrigation technology—when combined with improved fertilizer management, diversified cultivars, and organic composting—has strong potential to reduce greenhouse gas emissions. To scale up such interventions and enable access to climate finance through carbon markets, clear guidelines are needed, along with robust protocols for measurement, reporting, and verification. In Bangladesh, the World Bank and the Asian Development Bank are already conducting field trials and assessments, and WRG has been tasked with facilitating the development of a national guideline.



IN-COUNTRY PROGRAM: Laying Foundations for Water Security through Small-Scale Irrigation in Ethiopia

In Ethiopia, where farmer-led irrigation projects are critical for water security, WRG is focusing on building the institutional and technical foundations that will enable scale and private partner participation in future projects. About 90% of Ethiopia's food production is through smallholder farmers, who operate at subsistence levels on rainfed farms.

WRG is supporting the Ministry of Irrigation and the Lowlands and the Ministry of Agriculture on a program to develop 40,000 hectares of small-scale irrigated farmland, of which 15,000 hectares will be rehabilitated, 10,000 hectares will be new, and 15,000 hectares will involve micro-irrigation technology including FLID. WRG supported the program in FY25 by developing a handbook for FLID implementation in the pilot phase, and providing survey data on irrigation technologies and potential suppliers.

The FLID initiative falls under the World Bank's Food Systems Resilience Program for Eastern and Southern Africa. Led by the Agriculture and Water Global Departments at the World Bank, the Food Systems Resilience Program envisages implementing the project across the areas of Ethiopia with the highest FLID potential. The first Food Systems Resilience Program pilot project was launched in 2024, aiming to test the efficacy of the

processes and the readiness of implementing partners, including private sector equipment suppliers, microfinance institutions, and government implementing bodies.

In February 2025, WRG and the Water and Agriculture Global Departments, together with a team from the Ethiopian Ministry of Agriculture, reviewed progress during the pilot phase of implementation. WRG facilitated technical discussions at a stakeholder workshop attended by 28 irrigation equipment suppliers and 14 microfinance institutions. WRG also supported the development of workshop recommendations on the role of the private sector in driving FLID. The workshop highlighted the importance of collaboration in addressing irrigation access barriers, boosting agricultural productivity, and promoting sustainable water management. The outcomes provide a roadmap for leveraging innovative financing models and private sector expertise to enhance FLID.

IN-COUNTRY PROGRAM: Supporting the Water Reform Agenda for Agricultural Growth in Kazakhstan

In FY25, the Ministry of Water Resources and Irrigation of Kazakhstan formally expressed interest in expanding cooperation with WRG on sustainable water resources management. The request reflects the government's reform agenda, which aims to enhance the efficiency of irrigated land use, promote modern water-saving technologies, and strengthen local governance mechanisms informed by global best practices. Building on the MSP established in FY24—initially focused on wastewater services—the ministry and WRG are exploring opportunities to broaden the scope of the platform.

This intent was endorsed at a high-level meeting co-hosted by the ministry and the United Nations Development Programme in May 2025, which reflects Kazakhstan's

commitment to integrated, multi-sectoral collaboration as a driver of water reforms.

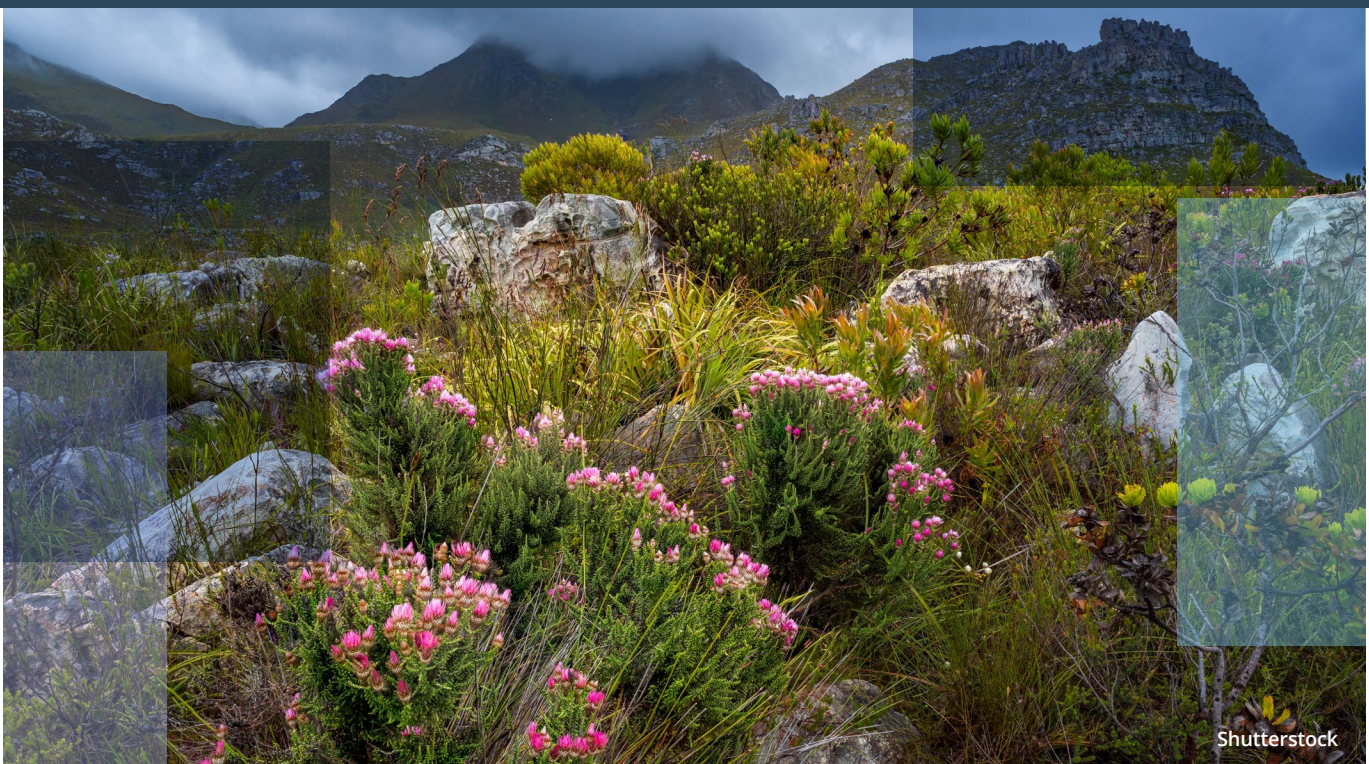
Water for Planet



YEAR AT A GLANCE: FY25

Strengthening city-regional water security and resilience through platforms, performance-based models, and catchment-restoration finance.

- Water-secure city-regional platforms launched in Gauteng, KwaZulu-Natal, and Bogotá, supported by \$2 million in catalytic financing to support the Gauteng platform's design.
- Five performance-based non-revenue water contracts developed under Kenya's national utility modernization program, with two utilities moving to procurement and three in the pipeline.
- Bogotá Water Security Strategy endorsed by more than 100 key stakeholders.
- Payment for ecosystem services pilot and catchment-restoration model operationalized in Rwanda through the inter-sectoral MSP, linking private investment to watershed restoration.
- Foundations laid for the Alien Invasive Clearing Impact Bond in South Africa, to be issued with First Rand Bank and The Nature Conservancy.



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Securing Water for Growing Cities

Urban areas are on the frontlines of water stress. By 2050, the number of large cities facing scarcity is expected to double, placing over 2 billion people at risk of water crises. Growing demand, aging infrastructure, and climate shocks are converging faster than traditional systems can adapt.

WRG's Water for Planet program helps governments and businesses strengthen city-level water management and financing. Through targeted support on policy, pricing, and investment design, WRG enables cities to reduce losses, diversify supply, and mobilize private participation in service delivery.

Each engagement is government-led and locally tailored, with the World Bank Group providing technical, financial, and analytical backing to turn collaboration into investment-ready solutions. In FY25, WRG strengthened subnational platforms that bring together city governments, utilities, regulators, and private operators to coordinate resilience planning and prepare investment pipelines with high potential for scale.

Water Secure Cities Accelerator: Building Platforms for Urban Resilience

The Water Secure Cities Accelerator brings together government agencies, utilities, and businesses in

structured MSPs to prevent, respond to, and recover from water crises. These MSPs are practical coordination mechanisms that align public and private priorities, identify investment opportunities, and advance shared action plans for resilience.

In South Africa, Colombia, and Kenya, WRG has helped establish and operationalize such platforms, linking them directly with financing instruments and performance-based contracting models. By connecting local leadership with World Bank Group tools and private sector innovation, the accelerator helps translate fragmented efforts into coherent programs capable of operating at scale.

Advancing Global Action: Preventing Urban Water Crises

At Climate Week NYC 2024, WRG convened governments, businesses, and financial institutions for a Roundtable on Water-Secure Cities

to advance strategies for preventing urban water crises. These dialogues are shaping a shared global agenda for resilient urban water systems.



IN-COUNTRY PROGRAM:

Building Subnational Platforms for City-Regional Water Security in South Africa

In the provinces of Gauteng and KwaZulu-Natal in South Africa, WRG is championing its public-private approach to building resilient city-regional water systems. WRG has established two platforms to support urban water security—the Platform for a Water-Secure Gauteng (June 2024) and the Platform for a Water-Secure KwaZulu-Natal (October 2024)—with a primary focus on reducing the gap between water demand and supply. The two platforms not only act as multi-stakeholder forums but also function as institutional anchors, convening public, private, and civil society actors to drive coordinated demand reduction and resilience planning. They align with broader World Bank operations (such as the \$925 million Program for Results for metro trading services reform). WRG is responsible for convening the platforms and facilitating collaboration between different South African stakeholders to improve water security. WRG also supports the compilation of water security-related information dashboards, interpreting implications, and advising stakeholders on how they could respond.

Another FY25 achievement highlighting WRG's role in structuring mechanisms that mobilize private capital for ecosystem restoration was its support for designing an Alien Invasive Plant Clearing Performance-Based Bond—the first of its kind in South Africa. The instrument is moving toward issuance with one of South Africa's leading commercial banks and international partners, with catalytic funding already mobilized. The bond builds on work done in FY23 and FY24, when the City of Cape Town requested WRG's technical support to secure long-term financing for catchment restoration, particularly linked to the removal of alien invasive species. This initiative reflects WRG's ability to move from national dialogue to tailored subnational action.

The core activities of the platforms for Gauteng and KwaZulu-Natal include demand management, behavioral-change campaigns, public awareness initiatives, and the development of operational and communication tools that promote shared responsibility and equitable water use. The platforms foster coordinated action by tracking critical indicators. WRG supports this effort by synthesizing data into actionable insights and facilitating rapid, collaborative responses. The information is made available on a water transparency dashboard to facilitate data collection, aggregation, and sharing across stakeholders.

As water stress intensifies, the platforms aim to ensure smarter, faster decision-making and mobilize collective

The main objective of the Platform for a Water-Secure Gauteng is to achieve sustainable levels of water demand, which are currently about 30% to 40% higher than global benchmarks. Areas in KwaZulu-Natal have also consistently used more than the licensed allocation, requiring a reduction in demand.

accountability for long-term water resilience. Key successes in FY25 were the mobilization of \$2 million from The Coca-Cola Foundation and the completion of the strategic plan for the Gauteng platform.

Efforts to accelerate smarter, evidence-based decision-making across the two metropolitan regions include planning and facilitating high-level masterclasses. The first masterclass, focusing on reducing water demand and managing losses—critical priorities as South Africa faces growing water stress—was held in June 2025. Bringing together more than 70 stakeholders from government, utilities, and the private sector, the session fostered peer learning on scalable solutions, operational efficiencies, and regulatory levers to reduce non-revenue water and optimize resource use.

IN-COUNTRY PROGRAM: Shaping a Multi-Stakeholder Platform for Water Resilience in Colombia

In Colombia, WRG is supporting the city of Bogotá in developing the Bogotá Water Security Strategy, bolstered by an MSP. WRG's technical support and convening power are helping to shift water security planning in Bogotá from fragmented efforts toward an integrated, multi-stakeholder governance model. The importance of the work was underscored in 2024, when the city almost ran out of water, with dam levels dropping to below 16%.

WRG is playing a facilitative role in building a coordinated and data-driven planning framework for the Water Security Strategy—supported by a formalized MSP that will promote an all-of-city approach to addressing future water challenges. The initiative supports WRG's broader Water for Planet agenda, aligning key stakeholders around resilient urban water management and effective public-private coordination. The MSP will model many of the pathways presented in the World Bank's new *Scaling Water Reuse* report.

An important piece of work for the strategy was completed in February 2025: the adoption of a hydrological supply model by the Bogotá Water and Sewerage Company (EAAB-ESP). WRG helped develop and validate the model in consultation with the EAAB-ESP and the Regional Autonomous Corporation of Cundinamarca. In addition, terms of reference for modeling future water sourcing alternatives using Decision Making under Deep Uncertainty methodologies were finalized and approved, and the procurement process started in FY25. This will guide

investment decisions and a roadmap with defined plans for key interventions, including groundwater modeling and wastewater reuse, providing a valuable basis for the formal strategy, which is planned for FY26.

In March 2025, the proposed strategy was endorsed at a workshop to address water security that brought together more than 100 key stakeholders across several sectors. The workshop was co-hosted by the EAAB-ESP, WRG, the World Bank Group, and the Inter-American Development Bank. The stakeholders unanimously endorsed the platform's development. The workshop also provided opportunities to share lessons from other cities that have faced acute droughts, such as São Paulo and Cape Town, offering Bogotá valuable insights as it works to tackle growing urban water scarcity.

In partnership with the Organization of American States, the interim MSP launched the Water Governance and Tariff Reform working group and started the collection of information.

IN-COUNTRY PROGRAM: Strengthening Water Utilities in Kenya

In Kenya, WRG works with the government and private sector to develop urban water and sanitation solutions. This work is crucial given that 34 million Kenyans have no access to basic sanitation, 20 million lack access to basic drinking water, and 33 million lack access to basic hygiene services.

In FY25, the program supported performance-based contracts for utilities—the first of their kind in Kenya—while in rural areas WRG has been developing partnerships to unlock capital for improving operational efficiencies

in water supply and increasing access to rural sanitation under the World Bank's Kenya Water Supply, Sanitation, and Hygiene (K-WASH) program.

High levels of non-revenue water in Kenya undermine the financial and operational performance of water utilities and exacerbate climate change vulnerabilities. Addressing this challenge is critical for improving operational efficiency, creditworthiness, and climate resilience within the sector. In response, WRG, the Public-Private Infrastructure Advisory Facility, and the World Bank's Water and Sanitation Development Program have been supporting Kenya's five urban water utilities in exploring a performance-based contract model to reduce non-revenue water.

WRG in Kenya aims to support these five water service providers in achieving a 20% cumulative reduction in municipal water losses, and to facilitate \$10 million in private sector investments to improve their operational efficiency and service delivery.

In FY25, procurement processes began for performance-based contracts for two water utilities in Naivasha and Nanyuki, with support from WRG and the Water Sector Trust Fund. The cumulative target is on track, with the two water service providers going to market together seeking a 20% reduction in their water losses. Earlier in FY25, WRG provided technical assistance to bring the projects to market, including market-sounding workshops and support in structuring the performance-based contracts. The sounding workshops gave utilities an opportunity to evaluate contractors' interest and capacity to fulfill performance-based contracts and gain insights into contractors' expectations for non-revenue water contracts.

With funding from The Coca-Cola Foundation, WRG will support these water and sanitation service providers in financially closing and implementing their performance-

based contracts. By June 2025, the Naivasha and Nanyuki water utilities were positioned to demonstrate how an innovative model of engaging the local private sector under performance-based contracts could drive renewable energy and water efficiency in water utilities in Kenya. The Naivasha Water, Sewerage and Sanitation Company intends to raise \$1.16 million in private capital for reducing non-revenue water through a performance-based contract and save an estimated 143,906 cubic meters of water annually. This will improve water supply reliability for about 100,000 people living in low-income areas.

By the end of FY25, in collaboration with the Ministry of Water, Sanitation, and Irrigation, WRG and the United Nations Sanitation and Hygiene Fund were preparing to explore a partnership to mobilize \$8 million in private capital for rural sanitation under K-WASH. In support of this, WRG assessed the market size for decentralized sanitation services in 25 counties across Kenya during the financial year. The report provides recommendations on action areas for non-sewered sanitation operations at county level, as well as private sector engagement and policy incentives needed for advancing access to non-sewered sanitation.

The initiative aims to develop business cases selected from 19 rural counties, convene market actors, provide public-private transaction support, and mobilize resources including viability gap funding to improve economic feasibility—advancing sustainable sanitation access and ending open defecation. WRG's assessment underscored the role of market development in enabling private capital flows. The targets will be achieved through collaborations with K-WASH and aligned initiatives that will be carried out between 2026 and 2030.



IN-COUNTRY PROGRAM: Piloting Payment for Ecosystem Services through Rwanda's Multi-Stakeholder Platform

WRG's Rwanda inter-sectoral MSP on water resources management was officially launched in December 2024. The platform will prioritize river pollution management, wastewater treatment, ecosystem and landscape restoration, and strengthening water security through flood resilience and climate finance for water storage. During FY25, WRG successfully mobilized a partnership for private investment to pilot payment for ecosystem services in support of catchment restoration in Giciye and Rusumo. A memorandum of understanding was signed between the Rwanda Water Resources Board, the International Union for Conservation of Nature in Rwanda and the East Africa region, the Arcos Network (civil society), and Rwanda Mountain Tea (private sector). This is a new model for structured public-private collaboration in Rwanda, with the payment for ecosystem services pilot demonstrating how private investment can contribute to national watershed restoration goals.

The Rwanda Water Resources Board serves as the platform's secretariat, with capacity-building support from WRG. Rwanda's National Water Consultative Committee oversees the MSP, which includes representatives from public sector organizations, private sector entities, and civil society organizations.

The inter-sectoral MSP will also play an important role in underpinning possible collaborations involving WRG, the World Bank's Water Global Department and Agriculture Global Department, and IFC. By the end of FY25, these partners had started identifying opportunities for further meaningful collaboration in support of the Rwandan government's ambitions in irrigation, non-revenue water, and agriculture. At the request of the Ministry of Agriculture, this will include providing support to the government's Irrigation Investment Plan, with a focus on enhancing small-scale irrigation technologies with private sector engagement.

In July 2024, the Rwanda Water Resources Board, with the support of WRG, hosted a learning event focused on sharing global experiences from South Asia, East Asia, East Africa, and Latin America and the Caribbean, and translating platform priorities into actionable results linked to private sector delivery models.

Key issues identified included raising private capital in the absence of cost-reflective tariffs for the Water and

Payments for ecosystem services incentivize farmers or landowners to manage their land or watersheds in a sustainable manner in order to conserve natural resources. This forms part of Rwanda's broader efforts to reduce water-related risks. The country is Africa's third most vulnerable to hazards such as droughts and floods.

Sanitation Corporation, improving smallholder access to financing for irrigation technology, and promoting landscape management approaches for greater climate resilience. The event set the stage for enhanced collaboration and strategic action in water resources management in Rwanda, highlighting the crucial role of multi-stakeholder engagement and innovative financing models.

Building on this focus on irrigation, in June 2025 WRG engaged private sector leaders and philanthropic organizations to explore the scaling of innovative irrigation solutions at the African Conference on Agricultural Technology, hosted by the government of Rwanda. These discussions underscored the need for blended capital and stronger collaboration to unlock innovation at scale.

Fatima Yusuf on Unsplash

IV. LOOKING AHEAD

As WRG's 2023–2025 strategic plan draws to a close, the next phase of work builds on a clear trajectory: translating proven models into scalable investment programs that deliver measurable impact on water security, aligning with World Bank Group operations. Over the past decade, WRG has evolved from convening public-private dialogues to driving implementation—helping governments design solutions that align policies, financing, and innovation to achieve results at scale.

The coming period, from 2026 to 2030, will focus on deepening this impact. WRG will continue to strengthen its role as a platform that connects government priorities with private sector innovation and finance. Country programs will remain at the core of this work—anchored in national leadership and designed to unlock investment opportunities that extend the reach of public funds and accelerate progress toward water security for people, food, and the planet.

Building on the experience of the past three years, WRG will expand its support in four key areas that have proven central to enabling scale:

- Policy and regulatory reform to create the conditions for sustainable investment and efficient water use.
- Project design and PPP structuring to prepare bankable investments that can attract blended and private capital.
- Digital tools and data systems that improve water management and accountability across sectors.
- Innovative financing mechanisms that crowd in private resources and align incentives for sustainable outcomes.

These areas of focus are shaping WRG's next phase of collaboration with governments, development partners, and the World Bank Group. By combining policy reform, financial innovation, and technology, WRG will help countries turn water challenges into investment opportunities that support economic growth and resilience.

The years ahead will see WRG's country partnerships increasingly embedded within larger investment programs, linking proven approaches in reuse, irrigation efficiency, and urban water resilience with financing instruments capable of delivering results at scale. This evolution reflects a deliberate shift—from enabling dialogue to enabling delivery—while maintaining the principles that define WRG's work: local ownership, multi-stakeholder collaboration, and results that can be measured on the ground.

Through this approach, WRG will continue to demonstrate how public and private sectors can work together to make water security an achievable goal for all. With these initiatives and others, WRG's partnering strategy will remain critical, particularly in building a “coalition of the willing” ahead of the UN Water Summit in December 2026 in the United Arab Emirates to accelerate global efforts on water reuse.

The years ahead offer an opportunity to transform what works into what scales. With governments, the private sector, and the World Bank Group, WRG will help deliver the solutions—reuse, efficient irrigation, resilient cities—that can secure water for people, economies, and ecosystems.

Advancing Global Knowledge: Water Sessions for Leaders

Knowledge-sharing events including webinars and roundtables provide a critical opportunity to reach key partners and pursue strategies.

In addition to the global meetings detailed under the program reporting, in FY25, WRG hosted two webinars on the role of the private sector in water, with eight more planned for FY26. They will cover private sector innovations, introducing participants to cutting-edge trends in water innovation technology and financing. Themes include AI in agriculture, water reuse in industry, and private sector mobilization for water-secure cities.

These virtual sessions, featuring private sector leaders, government officials, and WRG and World Bank representatives, aim to foster rich dialogue and offer insights into public-private collaboration.

Mirva Tuulia Moilanen / World Bank

V. GOVERNANCE

WRG is a public-private collaboration platform. It is funded by partner contributions and operates as a multi-donor trust fund managed by the World Bank's Water Global Department.

WRG's governance structure comprises a Governing Council, Steering Board, and Secretariat.

Members of the Governing Council FY25

The Governing Council consists of senior executives of development partners, who provide guidance on WRG's strategic direction. They also help promote WRG and its activities within their extensive networks.

- Paul Bulcke, Chairman, Board of Directors, Nestlé/Co-Chair, WRG Governing Council
- Juergen Voegelé, Vice President for Planet, World Bank/Co-Chair, WRG Governing Council
- Akinwumi Adesina, President, African Development Bank
- Asif Saleh, Executive Director, Bangladesh Rural Advancement Committee International
- Grethel Aguilar, Director-General, International Union for Conservation of Nature
- Frank Rijsberman, Director-General, Global Green Growth Institute
- Sebastian Buckup, Managing Director and Head, Centre for Nature and Climate, World Economic Forum
- Jai Shroff, Group CEO, UPL Limited
- James Quincey, President and CEO, The Coca-Cola Company
- James Scriven, CEO, Inter-American Development Bank Invest
- Márton Bókay, Deputy State Secretary for International Financial Relations and Outward Direct Investment Policy, Government of Hungary
- Pablo Bereciartua, Chair, Global Water Partnership
- Pemmy Majodina, Minister of Water and Sanitation, Government of South Africa
- Achim Steiner, Administrator, United Nations Development Programme
- Tim Wainwright, Chief Executive, WaterAid UK



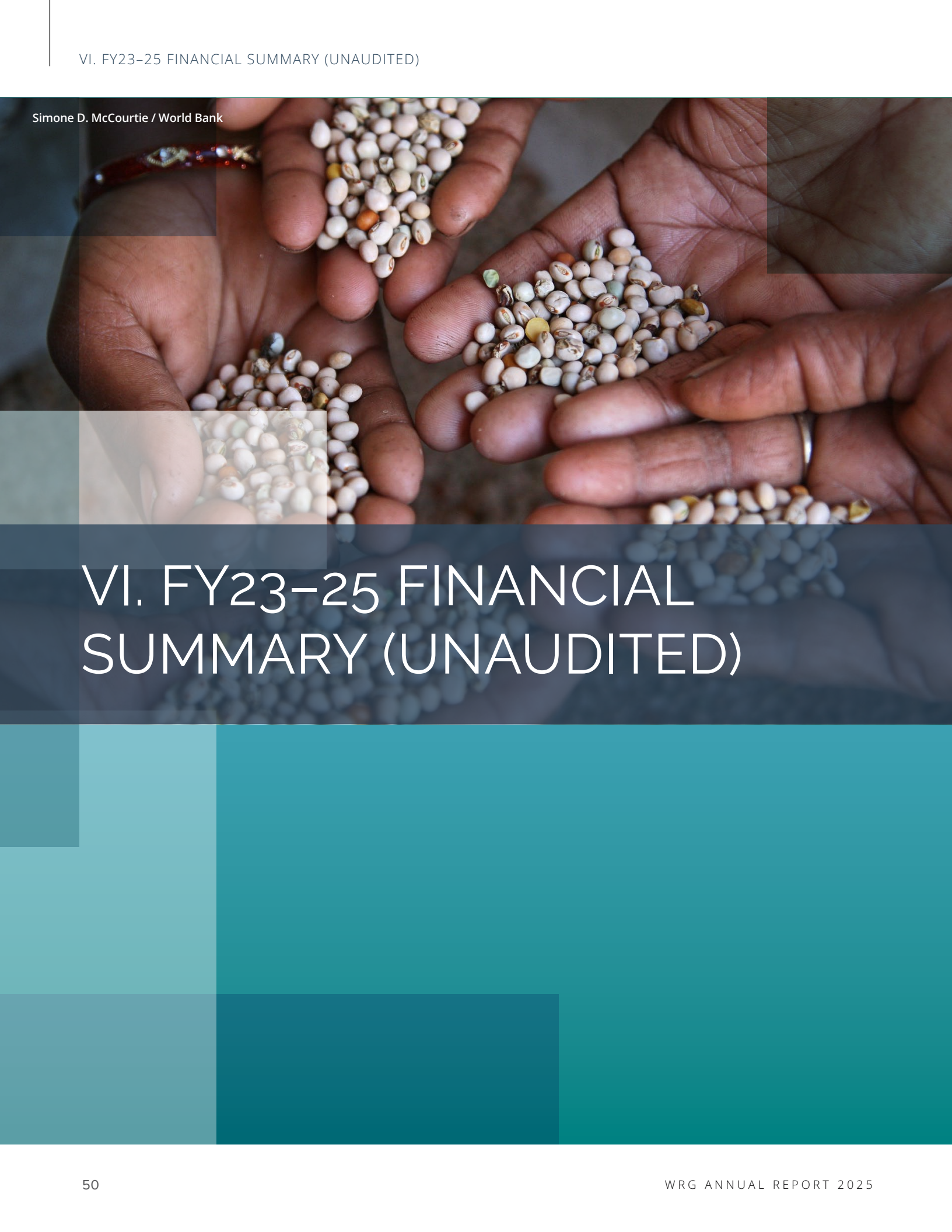
Jai Prakash / 2030 Water Resources Group

Members of the Steering Board FY25

The Governing Council appoints the members of the Steering Board, which oversees the management of WRG. The Board supervises the Secretariat; approves its plan, budget, and proposed country programs; supervises funding and resource development within countries; and comments on WRG's work program.

- Saroj Kumar Jha, Water Global Director, World Bank/Co-Chair, WRG Steering Board
- Sebastian Buckup, Managing Director, Centre for Nature and Climate and Forum Foundations, World Economic Forum/Co-Chair, WRG Steering Board
- Sumeet Thakur, Global Head, Water, Waste, and Cities, International Finance Corporation
- Ferhat Soygenis, Global Head of Communications Operations and Deployment, Assistant Vice President, Nestlé
- Krisztina Dóra Koletár, Head, Department for Water Diplomacy and Tied Aid Credits, Deputy State Secretariat for External Economic Relations, Ministry of Foreign Affairs and Trade of Hungary
- James Dalton, Director, Global Water Programme, International Union for Conservation of Nature
- Michael Goltzman, Vice-President, Global Public Policy and Sustainability, The Coca-Cola Company
- Mai-Lan Ha, Director of Private Sector Policy and Advocacy, WaterAid
- Michael John Webster, Program Manager, WRG
- Harshal Sonawane, Head of Sustainability, UPL Limited
- Pablo Bereciartua, Chair, Global Water Partnership

Simone D. McCourtie / World Bank



VI. FY23–25 FINANCIAL SUMMARY (UNAUDITED)

DONATIONS TO THE WORLD BANK TRUST FUNDS UNTIL 6/30/2025

Donor	Total contributions (\$)	FY25 contributions (\$)	FY24 contributions (\$)	FY23 contributions (\$)
Germany – Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	\$3,127,490	\$1,052,210	\$656,520	
Israel – Ministry of Economy & Industry	\$3,000,000			
Netherlands – Ministry of Foreign Affairs	\$400,000		\$400,000	
Swedish International Development Cooperation Agency (Sida) ¹	\$1,912,830			
Swiss Agency for Development and Cooperation (SDC) ²	\$2,967,816			
South Africa – Department of Water and Sanitation	\$542,446	\$542,446		
Total contributions from public sector through trust funds & EFO	\$11,950,582	\$1,594,656	\$1,056,520	\$-
Anheuser-Busch InBev International GmbH	\$2,650,000		\$500,000	\$500,000
Gates Foundation	\$2,000,000	\$500,000	\$666,667	\$833,333
Credit Suisse Foundation	\$1,500,000			
Grundfos Holding A/S ³	\$224,760			
Nestlé SA	\$4,500,000	\$500,000	\$1,000,000	\$500,000
PepsiCo Foundation	\$1,500,000			
The Coca-Cola Company	\$4,500,000		\$500,000	\$1,000,000
The Coca-Cola Foundation	\$4,418,930	\$1,950,340	\$390,000	\$563,590
Unilever U.K. Central Resources Limited	\$1,500,000			\$250,000
UPL Europe Limited	\$1,500,000	\$1,000,000		\$500,000
Total contributions from private sector through trust funds	\$24,293,690	\$3,950,340	\$3,056,667	\$4,146,923
Grand total⁴	\$36,244,272	\$5,544,996	\$4,113,187	\$4,146,923
Hungarian Export-Import Bank – contributions from International Finance Corporation (IFC)	\$3,000,000			\$1,000,000
Contributions from Global Water Security and Sanitation Partnership (GWSP)	\$2,754,767	\$418,963		\$550,000
Contributions from Public-Private Infrastructure Advisory Facility (PPIAF)	\$600,000			\$300,003
Contributions from Korea Green Growth Trust Fund (KGGTF)	\$489,000			
Contributions from Global Methane Reduction Platform for Development (CH4D)	\$125,000	\$125,000		
Total funding from the World Bank Group	\$6,968,767	\$543,963	\$-	\$1,850,003

Note 1: Sida net contributions received in US\$ equivalent after deducting refunds and unpaid contributions due to Sida exit from WRG.

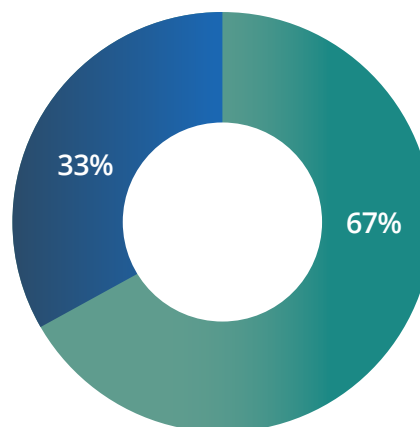
Note 2: SDC net contributions received in US\$ equivalent after deducting refunds and unpaid contributions due to SDC exit from WRG.

Note 3: Grundfos net contributions received in US\$ equivalent after deducting refunds and unpaid contributions due to Grundfos exit from WRG.

Note 4: Total contributions from private and public sectors relate to the contributions signed under the 2030 WRG Trustee TF072950. Donors under IFC Trustee TF071915 are not included in this financial summary after its legal closure in April 2019.

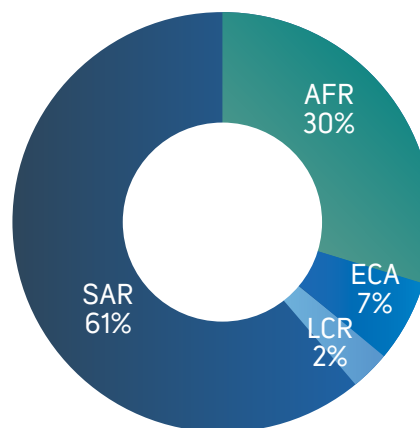
FY25 DISBURSEMENTS BY TYPE OF ACTIVITIES (\$)

Regional	2,830,424
Global	1,392,650
TOTAL	4,223,074

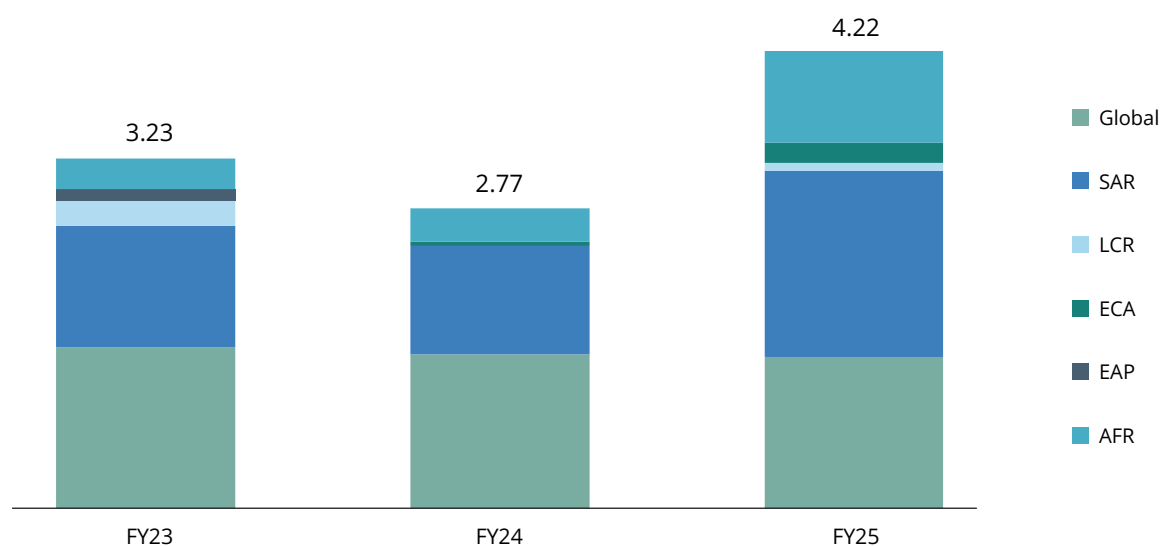


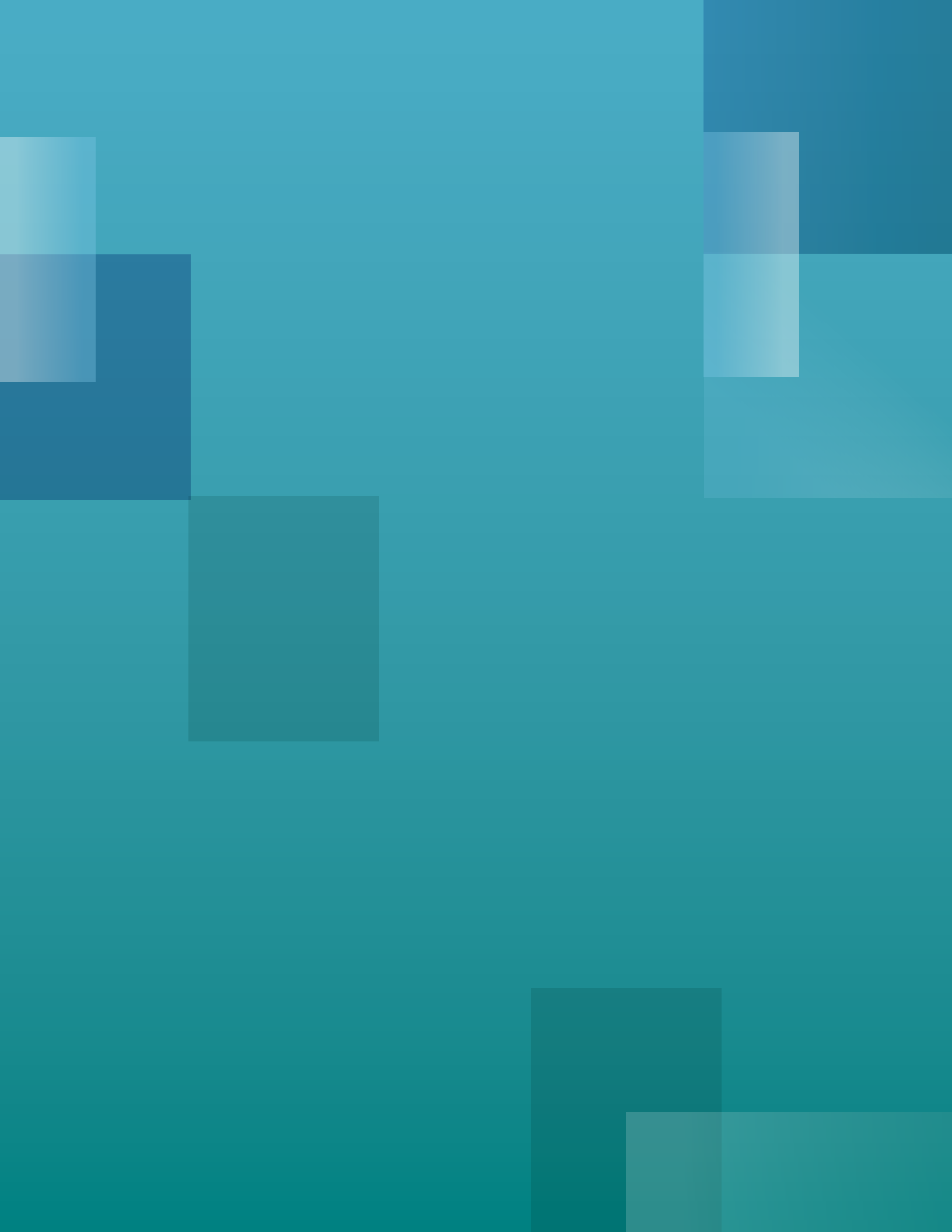
FY25 DISBURSEMENTS BY REGION (\$)

REGION	AMOUNT
AFR	847,161.34
ECA	187,109.24
LCR	69,904.59
SAR	1,726,248.56
TOTAL	2,830,424



FY23-25 DISBURSEMENT (\$ MILLIONS)







WORLD BANK GROUP