

THE GLOBAL WATER PARTNERSHIP 2023–2025 BUSINESS PLAN

Mobilising for a water secure world

November 2023



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Executive summary

The Global Water Partnership's (GWP's) 2023-2025 Business Plan is the organisation's operational roadmap, guiding efforts to contribute to a water secure world. It focuses our efforts to deliver on the targets of our [2020-2025 Strategy](#), as approved in 2019 by the GWP Steering Committee. Implementation of the Strategy is delivered through two Business Plans: the first one covering the 2020-2022 period; and the one you are reading now, for 2023-2025¹. Globally, in the first three years of the Strategy period, GWP delivered on the objectives as outlined in the [2020-2022 Business Plan](#), achieving significant results, influencing for example [an estimated €1 billion worth of water- and climate-related investments](#) from public and private sources. Building on the significant learning and achievement from the implementation of the first three-year Business Plan, factoring in the 2023-2025 work programmes produced by the thirteen GWP regions and one produced globally, we expect to influence €1.5 billion in additional investments over the coming three-year period, with a 1:25 leveraging ratio.

Achieving these ambitious targets will be no easy task. However, our track record, allied to our unique added value, give us high expectations of reaching our targets. Yet it would be remiss not to recognise how the world has changed since our 2020-2025 Strategy targets were first defined. Indeed, in recent years, global challenges such as the COVID-19 pandemic, armed conflicts like the war in Ukraine, economic instability and extreme weather events exacerbated by the growing impacts of climate change, have all hindered progress towards sustainable development, or even led to retrogression in some cases. Another consequence of these circumstances has been the re-evaluation of development priorities by international donors, resulting in a changing funding landscape for water-related initiatives, which therefore implies adjustments in the availability of financial resources to reach our Strategy targets.

At the same time, these adverse circumstances serve to emphasise the critical role of water in every aspect of sustainable development, from water management reducing flood and drought risk, to water, sanitation and hygiene as vectors of human health. The relevance of GWP's work to support the increased implementation of Integrated Water Resources Management (IWRM) and increase climate resilience has never been greater than at this moment. To achieve water security and climate resilience for all countries, communities and companies, IWRM is our foundational approach, promoting coordinated development and management of water, land, and related resources to maximise economic and social welfare in an equitable manner, without compromising the sustainability of vital ecosystems.

In the first years of the current strategy period, GWP's global advocacy efforts yielded substantial results in raising the level of commitment for water and climate challenges. Recent global political events and processes have acknowledged water as an explicit priority for a sustainable future. At the end of 2022, for the first time, the Conference of the

¹ It is to be noted that this 2023-2025 Business Plan is published at the end of 2023. The drafting process for this Plan initiated in 2022, but due to GWP's leadership transitions and the need to rethink our strategic positioning to face evolving circumstances, the process continued into 2023, resulting in a delay in the publication of the Plan.

Parties (COP) on climate change explicitly recognised the role of water in adapting to and mitigating the impacts of climate change. In March 2023, the first United Nations (UN) conference on water in almost five decades yielded over 800 voluntary commitments in the Water Action Agenda from stakeholders around the world. In that conference, the [Global Commission on the Economics of Water](#) emphasised the importance of re-thinking the way water is valued and managed.

This reinforced global water architecture provides a unique opportunity for GWP and its network to add value to efforts aiming to achieve a water secure world. Our network, one of the organisation’s biggest assets, comprising 3,500 partners in over 180 countries, is unique in its ability to assess, support and identify solutions from and for the countries that most need them. In the period of this Business Plan, we will further mobilise that network to identify tipping points in sustainable development and climate action. Two such examples are our support in convening the [Continental Africa Water Investment Programme](#) (AIP), which has aligned commitment from Heads of State to mobilise US\$30 billion annually in investments towards water security in Africa. Secondly, the engagement of public and private financial partners, local governments and communities for the technical solutions agenda [in the Mediterranean](#), with joint water-carbon offsetting benefits, is a successful and innovative approach.

During this coming period, we will replicate these two successful regional approaches among others, taking them to new regions, while also developing new thematic programmes that will bolster the delivery capacity to achieve our targets, thus translating global frameworks into meaningful local action. We will do so building on the progress and momentum generated through our three thematic anchor areas: Water Solutions for the Sustainable Development Goals (SDGs), Climate Resilience through Water, and Transboundary Water Cooperation. Given the alignment of these anchor areas with existing multilateral frameworks, increasing our direct impact will in turn influence progress towards the 2030 Agenda for Sustainable Development, the Paris Agreement, and commitments made towards transboundary water cooperation. We will continue our laser-like focus on channelling support from multiple stakeholders towards the implementation of these frameworks. Moreover, we will mobilise key agents of change across the three anchor areas through three approaches, namely engaging the private sector; contributing to gender equality; and mobilising youth for water resources management.

This Business Plan lays out our plans to further adapt to the changing external circumstances and enhance our internal organisation to take into account fluctuations in the availability of financial resources, which should lead to a more sustainable and effective GWP network at global, regional and local levels. We will revise our operating model to increase efficiency across levels of the organisation, decentralising action based on the principle of subsidiarity. We will enhance our collective impact by joining the dots between our delivery mechanisms and across frameworks. We will be deliberate about resource mobilisation opportunities that leverage our strengths as a multi-scale network organisation, diversifying our funding sources by strengthening alignment with core donors, while also engaging non-traditional donors, including foundations, emerging public donors and the private sector. We will document and communicate our impact in a way that allows success stories to be built upon throughout the GWP network and beyond, demonstrating more visibly the value for money that we embody. We will streamline our

presence in key global water events and processes that give us strategic water intelligence, using it to guide collective action towards solving shared water challenges, highlighting the value of IWRM as an impact-multiplier. We will do so building on the evaluations and audits conducted in recent years.

We will only be successful in achieving this ambitious roadmap if we do so in effective, carefully curated and mutually beneficial collaborations with other key organisations, both within the water community and in those sectors that interact with water resources. To achieve this Business Plan, we foresee an operating budget of €58.8 million within the three-year period, between globally sourced and locally raised funds. We realise that this is a deliberate balancing act between realism and optimism; realism because we know that it will be challenging to achieve our targets without an increase in the allocation of financial resources from diverse sources, at a time of increasing resource scarcity; but also optimism, because we are convinced that the solutions to development challenges are known within and achievable from across our network, and that by working together through our multi-stakeholder partnership model, we can achieve our vision of a water secure world. We hope that you will see multiple opportunities within this Business Plan to accompany us on this journey. *Please join our regional and country water partnerships and our institutional partners across the world, to help make this roadmap a reality.*

Background

GWP in a nutshell

- 1 **GWP is a multi-stakeholder action network and an intergovernmental organisation that works with countries to manage water resources sustainably, putting water at the centre of development.** We have over 3,500 partner organisations in over 180 countries. As can be seen in figure 1, our network currently includes 77 accredited Country Water Partnerships (CWPs) and 13 Regional Water Partnerships (RWPs). Our mission is to advance the governance and management of water resources for sustainable and equitable development. We bring together government and non-government actors to develop good water policies, institutions and management tools, aiming to achieve a water secure world. We advocate for IWRM and use our local experience to support global development agendas, while mobilising financing and funding for implementation.

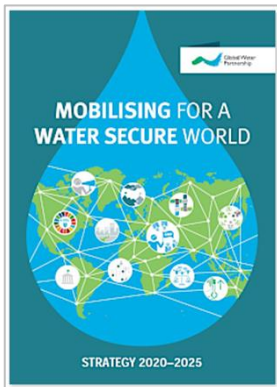
Figure 1. GWP's network of Regional and Country Water Partnerships



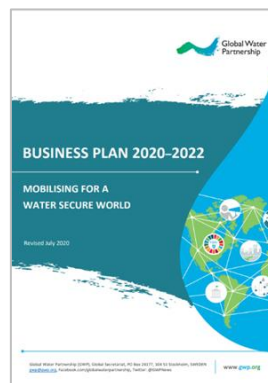
- 2 **Our key value proposition can be summarised through three unique characteristics:** 1). We are a neutral convener for multi-stakeholder dialogue on water and climate leading to collective action; 2). We are cross-sectoral, dealing with water as it relates to sectors that depend upon water resources, such as food, energy, industry, urban and rural services, etc.; 3). We are multi-level, working seamlessly from the global to the local scales, implementing global frameworks at the local level, and bringing local level concerns to the global policy sphere. This unparalleled structure, allied to our position as the only intergovernmental organisation exclusively dedicated to water, places us in a distinctive position to drive water-related solutions to the greatest development challenges facing humanity.
- 3 **Each of our RWPs and CWPs has its own governance body that complies with our Conditions of Accreditation thanks to the decentralised governance system through which we function.** According to the requirements and directives of the partners at the regional and national levels, this structure provides each level of

network with direct lines of accountability. While the GWP Organisation (GWPO, the intergovernmental body) is ultimately responsible for the use of globally raised funds and mobilises the network, RWP and CWP are accountable for mobilisation and implementation of locally raised funds, with checks and balances in place to ensure compliance and governance alignment across the network.

Planning framework



[2020-2025 Strategy](#)



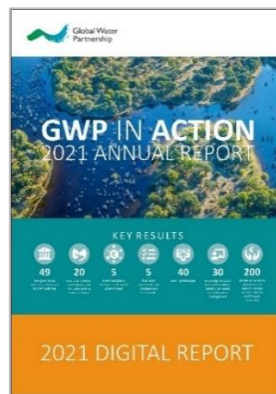
[Business Plan 2022-2022](#)



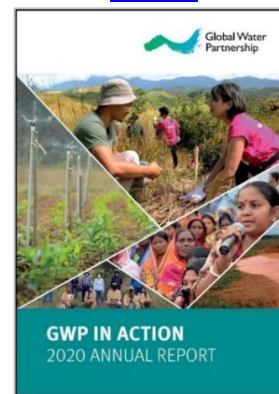
[2022 Annual Progress Review](#)



[GWP in Action 2022](#)



[GWP in Action 2021](#)



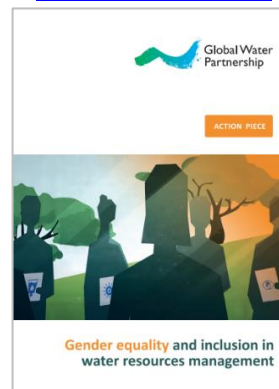
[GWP in Action 2020](#)



[Youth Engagement Strategy](#)



[Gender Strategy](#)



[Gender Action Piece](#)

- This 2023-2025 Business Plan is presented to support implementation of the 2020-2025 GWP Strategy “Mobilising for a Water Secure World”, and is informed by our programme management and corporate documents (see above). According to the Strategy, the Network will support four billion people living in 60 countries and 20 transboundary basins to find solutions to advance the water-related SDGs, promoting

€10 billion in new investments. In its 2021 assessment of progress made toward achieving access to sustainable and safe water, the UN emphasised the crucial importance of making investments in good water management and governance, noting that institutions, laws, financing and policies must be open, inclusive and integrated across sectors in order to address water-related challenges. It also highlighted that current rates of progress towards the achievement of the various targets under SDG 6 on clean water and sanitation should be increased by anywhere between two and ten times to reach the goals of the 2030 Agenda. Given water’s role as a cornerstone of sustainable development, increasing such progress on SDG 6 would have a significant impact on the achievement of many other SDGs.

It is expected that the following illustrative examples may be achieved through the regional work programmes for 2023-2025 (please refer to [Annex A – GWP 3-Year Work Programme 2023-2025 – Logframe targets](#) for further details):

- Supporting 25 mandated national institutions in developing national investment plans or strategies.
- Influencing 53 formally adopted national policies, plans, strategies and laws which integrate water security and 35 at other levels.
- Supporting over 50 mandated institutions in integrating gender inclusive water components into development planning and decision-making processes.
- Undertaking 69 demonstration projects for which innovation has been demonstrated.

- 5 **The 2023-2025 Business Plan² provides a summary of our approaches over the period, at the multiple levels of activity across the GWP Network.** The material in each of the thirteen regional three-year work programmes supplied by the RWPs and one global work programme from GWPO has been combined and analysed as the foundation for this Business Plan. An overview of these fourteen work programmes can be found in [Annex B – Global and regional synoptics](#), and illustrative strategies, projects and approaches extracted from these work programmes are presented throughout this Business Plan. Work Programme 2023-2025 Volumes 2 (Global) and 3 (Regions), which are included with this Business Plan, contain the complete suite of multi-annual planning materials. These documents, which outline goals and strategies for the 2023–2025 programme of operations, constitute a living body of work that is subject to annual discussion and modifications, giving an updated overview of the top priorities that will be handled by GWP in accordance with the overarching Strategy, contingent on the availability of financial resources for their achievement.
- 6 **In this Business Plan we take stock of the internal and external circumstances in the first three years of the Strategy period.** Based on this input, we outline how we will continue to develop and adjust our approach towards accelerating progress towards the 2020-2025 Strategy targets, taking account of the changing circumstances, to boost poverty reduction, increase food security, enhance energy security and

² Despite being published at the end of 2023, the Business Plan considers the 2023-2025 period, to cover the whole of the 2020-2025 Strategy period, following the previous 2020-2023 Business Plan. For that reason, it refers to 2023 actions mainly in the past tense.

gender equality, through the power of water. We demonstrate how we anchor our work programmes in the three approaches outlined in the Strategy (we act, we learn, and we mobilise – see figure 2), which provide a common means of contributing to systems change. While those three dimensions are inter-related, and our activities often relate to all three, for the purpose of presenting a simplified approach in this document, we will divide our activities as follows. Under We Act, we present our three anchor areas: Water Solutions for the SDGs, Climate Resilience through Water and Transboundary Water Cooperation, which are implemented across the global Secretariat, regional and country teams, allowing for alignment and learning on a portfolio basis, with a common results tracking.

Figure 2. GWP's shared global framework for planning, monitoring and evaluation



- 7 **Each of the three anchor areas includes programmes that serve global positioning and mobilisation, as well as demonstrating how we learn by creating, surfacing, curating and sharing relevant experiences across the network.** These global programmes all include efforts to leverage network effects, and synergies between them are fostered to ensure integrated approaches. Implementation of these programmes is guided by the thirteen regional work programmes, which include: a) Regional strategic results framework, b) Regional and country-specific programme

components and c) Resources needed for implementation. We explain how we learn across the network, including through the [IWRM Action Hub](#), the new name for the GWP Toolbox, re-launched in 2022, and how we strengthen capacity development efforts through our collaboration with Cap-Net. Finally, we go over how resources will be mobilised to deliver on the Strategy targets.

- 8 **This Business Plan highlights how we mobilise stakeholders at all levels by continuing the strengthening of our network, through the foundational work on Strengthening Regional Operations and Network Growth (StRONG).** All regional and global work programmes, and the work under our three anchor areas, are held to the Strategy’s commitment to mobilise key stakeholders, including poor and marginalised groups, as well as new actors and approaches, deliberately giving space for innovation and entrepreneurship in solving water challenges. Another successful approach we employ to mobilising innovative new approaches is through the Water Changemakers 2.0 (see paragraph 78). Finally, we also demonstrate how we are integrating three approaches towards mobilisation across the anchor areas: engaging the private sector, contributing to gender equality and mobilising youth for water resources management.

During the 2020-2022 period, building on the mandate given by the Strategy, we undertook an action-oriented through process through an **innovation working group**, bringing together members of the Steering Committee, Technical Committee, Regional Coordinators and GWPO. This process led to the definition of opportunities to develop innovative approaches across the organisation, coming up with six priority areas for future attention, focusing on the dual goals of water security and net zero. This approach, which has also positioned us as thought leaders in terms of water innovation, is embedded in diverse elements cutting across this 2023-2025 Business Plan.

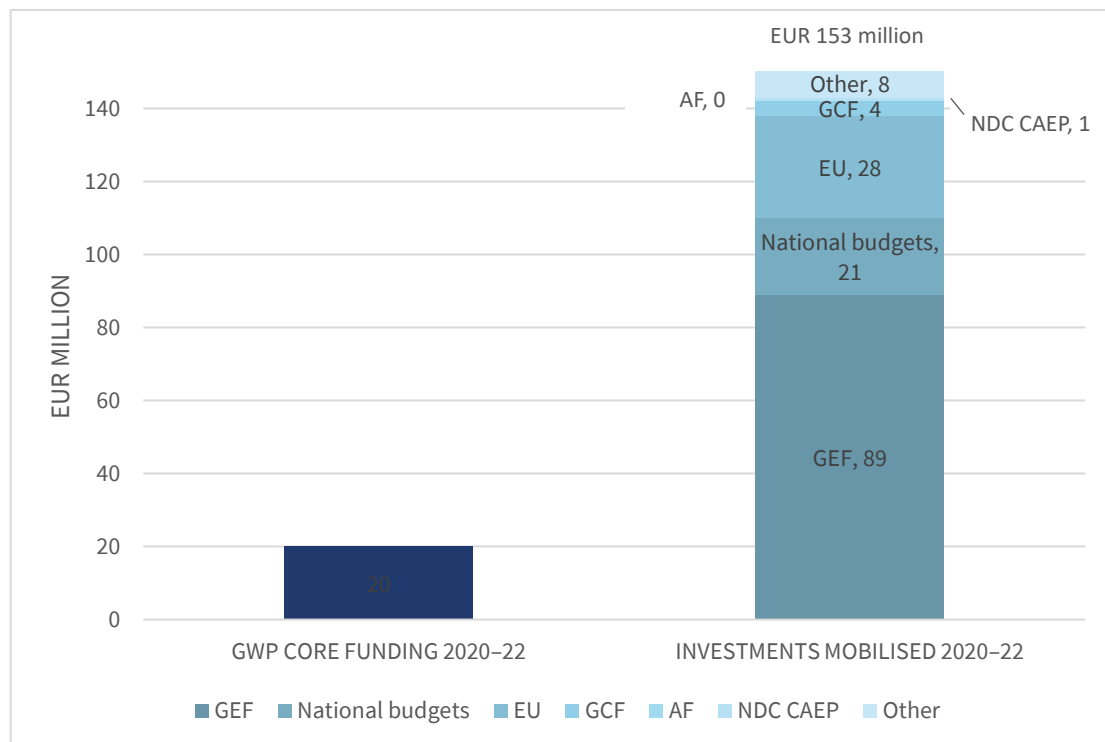
Taking stock of the first three years of the 2020-2025 Strategy

- 9 **During the first three years of the 2020-2025 Strategy period, significant progress was made towards the achievement of our targets, with most indicators considered on track for the midway point of the Strategy.** At the outcome level, all indicators were between 40% and 60% achievement by the end of 2022, considered on track. At the impact level – i.e., the investment targets – progress towards overall target achievement lags behind, being at 15% of the ambitious Strategy target. The latter is not unexpected, as GWP’s work on investment planning and access to climate finance has only started to materialise at scale during the current Strategy period, likely leading to water investments being committed later in this Strategy period. It remains too early to say whether this growth will be sufficient to achieve the strategy targets.
- 10 **In the 2020-2023 period, the following aggregate highlights, taken from the 2022 Progress Review, are particularly noteworthy:**
- a) **Investment planning and mobilisation:** Recognising that the translation of good governance into impact is often constrained by a lack of investment, in the first half of the Strategy period, our support to countries increasingly focused on improved

investment planning and access to finance. More than 30 government investment plans and programmes were supported from 2020 to 2022, with an estimated €1 billion worth of investments influenced.

- b) **Tangible water governance improvements:** From 2020 to 2022, more than 150 key water governance outcomes were recorded that were influenced by GWP’s work. These outcomes materialised throughout the water governance spectrum and are evenly spread across the four dimensions of IWRM as captured in the SDG indicator 6.5.1 (enabling environment, institutional arrangements, management instruments and financing).
- c) **Mobilising investments:** Within the period, €158 million in direct investments were mobilised through the provision of GWP support to national governments and river basin organisations to access and commit funding from a mix of global climate finance mechanisms, national budgets and other sources of development funding (see figure 3). This included 88 million from the Global Environment Facility (GEF), 21 million from national budgets, 6 million from the Green Climate Fund (GCF), 2 million from the Adaptation Fund (AF) and 1.2 million from the NDC Partnership. With a further €300 million of GEF, GCF and AF projects in the pipeline, it is anticipated that this trend will continue in the second half of the Strategy period.

Figure 3. Investments mobilised 2020-2022 against GWP core funding



11 **Similarly, 17 of the 25 specific targets defined in the 2020-2022 Business Plan were also achieved, with many over-achieving.** For example, of the target of supporting ten countries to access climate finance to implement water-informed National Adaptation Plans and integrated flood and drought management policies and

measures, 28 countries were supported in the period. Similarly, of the target of €10 million being made in direct investment to implement activities defined through SDG 6.5.1 self-assessments, 21 million were leveraged. Towards the target of there being two transboundary basin specific water agreements, nine were reported as being achieved. It is worth noting that, while most of these Business Plan-specific targets were fully aligned with the GWP Strategy targets (and therefore the GWP logframe), some of them required other means of evaluation and verification, as highlighted in [Annex C – Analysis of results from the 2020–2022 Business Plan](#).

- 12 **Beyond these numbers, we concluded this period with some significant progress in partnerships, global processes and multi-level positioning, which allow us to build on these bases for the next three years, auguring well towards the achievement of the Strategy targets.** These numbers are even more remarkable given the constraints experienced globally during the first three years of the 2020-2025 Strategy period. Some areas in which progress was made are presented throughout this Business Plan, especially those that we will scale up and/or replicate across the network over the 2023-2025 period.
- 13 **In 2022, GWP carried out a mid-Strategy external review which looked at the current global social, economic, geopolitical, technological and environmental trends and their implications for GWP.** The recommendations emanating from this review have provided valuable inputs to the development of new programmes and initiatives, as well as new operational approaches, as encapsulated in different parts of this Business Plan. The main findings of the external review include the following:
- GWP has unfulfilled potential to take the lead in the water sector and deliver meaningful impact.
 - The current supply-driven funding model could be challenged further to fulfil GWP’s higher ambition, mission and mandate.
 - GWP has a key role to play in making the climate crisis water wise by providing strategic guidance to set and pursue an integrated global Water and Climate Agenda.
 - There is a need for greater consistency in the relationship between global and regional levels as a better integration of regional best practices into GWP’s global platform would enhance efforts to advance the global agenda.
 - Strategy breadth prevents external stakeholders from fully appreciating the specific core offering, role and mandate of GWP.
 - GWP is caught up in the siloed and fragmented ways of working of the water sector.
 - IWRM needs a new impetus aligning it with today’s global integrated agenda and GWP is in a position to expand, revitalise and build on the strengths of IWRM as a comprehensive framework.
 - There are opportunities for GWP to further leverage alignment with UN Global Framework Accelerators.
 - There is a need to sharpen GWP’s brand positioning to lead the water sector and reinforce its potential to connect with key sectors.”

External context

- 14 **Marked by the first UN Water Conference in 46 years, 2023 was a pivotal and potentially transformative year for water.** In addition to the higher level of priority expected in the follow up to the UN Water Conference and its Water Action Agenda, in 2022 water was also explicitly included for the first time in the outcome text of a COP under the United Nations Framework Convention on Climate Change (UNFCCC), as well as being explicitly referenced in three of the 23 targets of the Kunming-Montreal Global Biodiversity Framework, and implicitly in others. The 2022 UN Ocean Conference highlighted the importance of the integrated management of fresh and marine water, through approaches such as source-to-sea, in the global policy framework on plastic pollution and ocean protection. These achievements therefore herald unparalleled significance for water resources and their contribution to sustainable development during the period of this Business Plan.
- 15 **At the UN Water Conference, the Global Commission on the Economics of Water issued an initial seven-point call to collective action to achieve a sustainable and just water future, re-thinking the way we value and manage water, referencing several principles of IWRM.** Among the items that made up this call to action (see below), those related to reshaping multilateral governance of water, and to advancing on tangible opportunities that can move the needle, are particularly relevant for the purpose of this Business Plan, while the concept of Just Water Partnerships is one that requires careful analysis to understand if our multi-stakeholder partnership model may be beneficial to its implementation. The Commission’s final findings, to be delivered in 2024, will aim to complete the trilogy of economic-environmental reviews that began with the Stern Review on the economics of climate change (2006) and continued with the Dasgupta Review on the economics of biodiversity (2021).

Seven-point call to collective action of the Global Commission on the Economics of Water

1. Manage the global water cycle as a global common good, to be protected collectively and in the interests of all.
2. Adopt an outcomes-focused, mission-driven approach to water encompassing all the key roles it plays in human well-being.
3. Cease underpricing water.
4. Phase out some USD 700 billion of subsidies in agriculture and water each year, which tend to generate excessive water consumption and other environmentally damaging practices.
5. Establish Just Water Partnerships to enable investments in water access, resilience and sustainability in low- and middle-income countries, using approaches that contribute to both national development goals and the global common good.
6. Move ahead on the opportunities that can move the needle significantly in the current decade.
7. Reshape multilateral governance of water, which is currently fragmented and not fit for purpose.

- 16 **Despite this renewed high-level political support, the global water community faces multiple challenges posed by an increasingly uncertain geopolitical, socio-environmental and economic playing field, with knock-on effects at the regional and national levels.** In order to achieve our Strategy targets and our longer-term vision of a water secure world, we must navigate an increasingly complex and fragmented landscape of investment shortfalls, growing inequality and all types of poverty, rising populism, mounting polarisation and demographic shifts, in which the sustainable development agenda runs the risk of lagging further behind.
- 17 **The social, environmental and economic impacts of the COVID-19 pandemic on sustainable development continue to be both profound and complex.** The immediate negative consequences are evident across various sectors and in all regions and countries. From heightened poverty and food insecurity to disruptions in education, gender disparities and environmental shifts, the pandemic's repercussions reverberate across nearly every SDG, decreasing the availability of funding which is being focused on the deliberate delivery of building back better, and therefore creating uncertainty around the global commitment to the 2030 Agenda. Having a clear understanding of the nuanced interactions between these negative consequences and the achievement of the SDGs is imperative to advance towards the achievement of our Strategy targets.
- 18 **The repercussions of the war in Ukraine and the conflict in the Middle East extend far beyond those two regions, casting a further shadow over global development assistance.** The multiple challenges caused by surging power prices, European currency devaluation and an impending economic downturn are collectively reshaping aid narratives which jeopardise development assistance in the Global South, thus threatening the sustainability of many established programmes and projects. Even pre-dating the Ukrainian conflict, the discourse on development assistance was undergoing transformation, focusing on increased effectiveness and value for money. The war triggered Development Assistance Committee (DAC) members to realign aid budgets, diverting ODA from long-term projects to address the immediate Ukraine crisis, placing funding size and quality under increasing uncertainty.
- 19 **In addition, the looming recession in Europe presents a dual challenge for GWP: core and designated funding will likely continue to contract as priorities shift within donor governments, intensifying competition for resources from DAC and other global donors.** While the priority focus areas of major donors play a vital role in shaping global agendas, non-state actors, including the private sector and foundations, are also emerging as crucial partners. Yet challenges persist, with the spectre of a "non-profit recession" looming. To successfully face these inter-related realities, we must develop new products and services, aligned with both these shifting global priorities and with our core competencies and available resources, while fortifying existing programmes to deliver ever higher value and impact, in alignment with our Strategy.

Influencing the global agenda

- 20 **The final three years of the 2020-2025 Strategy period offer a window of opportunity to further leverage global policy frameworks to build momentum, to benefit the most vulnerable segments of society and contribute to improving the lives and livelihoods of the neediest, reducing poverty while empowering overall sustainable development.** We employ and support adoption of IWRM to generate integrated progress towards multiple development targets, including those established under the 2030 Agenda for Sustainable Development and the Water Action Agenda, the Paris Agreement, the Sendai Framework, the UN Convention to Combat Desertification, and the two Global Conventions which foster transboundary water cooperation (the 1992 Water Convention and the 1997 UN Watercourses Convention). Despite progress being made within each of those frameworks, the large-scale adoption of integrated cross-framework strategies has been hampered by bureaucratic inertia, short-term thinking and compartmentalised approaches. Water resources are at the heart of these frameworks, and IWRM offers an effective response mechanism, as an enabler of their integrated achievement. By employing systems thinking in joining the dots across these frameworks, we will put water at the centre of development, as a crosscutting resource that goes beyond any narrow “sector”. Anchoring our work in these global frameworks, we will influence the global debate and promote streamlined responses that strengthen progress towards multiple objectives.

SDG indicator 6.5.1 evaluates progress towards implementation of IWRM at all levels. Between 2017 and 2020, **status progressed from 49% to 54%**. To reach the objective of very high implementation by 2030, the **current rate of global progress will need to at least double**. Higher implementation of IWRM generally correlates with a higher national scoring in the Human Development Index, meaning that, as countries improve their performance under SDG 6.5.1, they will enhance their overall sustainable development.




- 21 **Our unique position – having a seat at the global table through our status as an intergovernmental organisation, where we can lead the push for meaningful change called for by our network of 3,500 partner organisations around the world – provides added value to the water, sustainable development and climate change communities.** GWPO is able to articulate and shape the water community’s key contributions to the outcomes of multiple UN processes, by providing open means of contributing to such global platforms. At the same time, SDG 17 on Partnerships for the Goals creates an explicit space for our multi-stakeholder approach to flourish. Through a feedback loop from the global to the regional to the national and sub-national and vice versa, we maintain coordination and information-sharing between the various levels in a structured multi-level governance framework, which allows us to position ourselves uniquely as neutral conveners of inclusive work on water-related issues.
- 22 **In the 2024-2025 period, we will shape the transition between the 2023 UN Water Conference and the next edition, to be held in 2026, through active engagement with the UN system, UN Member States and our diverse partners.** We will use a limited number of other targeted global processes and events to advance our agenda.

Our participation in such global processes and events will be highly targeted and resource-efficient, including GWP participants only taking part through project funding, streamlined delegations with multiple purposes, virtual participation and/or local representation when an event takes place in a country where GWP has a local presence. In all cases, GWP representatives will be expected to represent the broader interests of the organisation, for which greater pre-coordination may be required. For example, our participation in the 10th World Water Forum (Bali, Indonesia, May 2024) will be led by GWP South-East Asia, headquartered in Indonesia, although various GWP regions (Central America, South Asia, South-East Asia) will be involved in leading regional and subregional preparatory processes towards the Forum, either with external funding and/or through electronic means of consultation.

- 23 **This global positioning enhances the recognition of our reputation as the leading global authority on the responsible and sustainable management of water resources.** Key to this objective is ensuring that, through new analysis, product development and thought leadership grounded in responses to the greatest water challenges facing humanity, we become synonymous with ‘water intelligence’, promoting GWP as the go-to source for media and organisations both within the water community and outside it who are looking for insight on how to face those water challenges. Streamlining the GWP branding across the network to create an association with it as an expert organisation on water, with quality control measures and standards for the production of our assets, will contribute to revitalising our network, delivering actionable information to network partners. A new Communications Strategy will be developed to meet these objectives, building on a refreshed communications infrastructure (common website, branding, social media, coordinated campaigns), ensuring unified and high-impact messaging.
- 24 **Given the diminishing level of priority for water as a stand-alone donor priority, we will also strive to create and consolidate stronger demand for our services and products among key donors (existing and potential) through strategic positioning of water at the centre of development.** Our Global Engagement Plan will be the forcing mechanism to drive engagement and opportunities forward, in turn generating water intelligence, strengthening our positioning of relevance across the global GWP network, building institutional partnerships and mobilising funding and financial commitments in a way that reduces transaction costs. This approach will deliberately identify further entry points in relevant frameworks, in collaboration with new and innovative partners, with complementary expertise in other domains to GWP’s. This will enable the network to speak with one voice using consistent messages and ensure that our legitimacy and credibility is front and centre in the most strategic and structured dialogues and overall engagement opportunities. In this way, we will highlight the transferability of our unique value proposition (see paragraph 2) to diverse thematic areas.
- 25 **Additionally, there are specific targeted opportunities to positively influence the global agenda towards more integrated and impactful solutions through the three thematic anchor areas.** Within these areas and the corresponding multilateral frameworks which they support, we have already established successful collaborations, strategic entry points and a proven track record of delivery which will

allow us to build further demand for our services, mapping such demand with available funding mechanisms that facilitate transformative action in the mandated public and private institutions. Some illustrative examples of global processes are included in table 1, with the intervention rationales shown in greater depth in the [Operational focus areas 2023–2025](#) below. It is to be noted that our participation in such processes will be cost-effective and streamlined, including online involvement and/or through careful local representation of the network wherever possible, showcasing our broader set of activities, with common communication tools.

Table 1. Key global processes and events for the three thematic anchor areas

Anchor theme	2023	2024	2025
Water Solutions for the SDGs 	<ul style="list-style-type: none"> • (July) High-Level Political Forum (HLPF) (New York) • (September) SDG Summit (New York) • (All year) SDG 6 National Data Drive 	<ul style="list-style-type: none"> • (June) 3rd Dushanbe Water Decade Conference • (September) Summit of the Future 	<ul style="list-style-type: none"> • Preparatory meetings for the 2026 UN Water Conference
Transboundary Water Cooperation 	<ul style="list-style-type: none"> • Agreement workshop (UNECE) • Finance workshop (UNECE) • Nexus working group (UNECE) 	<ul style="list-style-type: none"> • The Water Convention MOP and Working Groups/Workshops • International Waters Conference (GEF) • UN Ocean Decade Conference (Barcelona) 	<ul style="list-style-type: none"> • Water Convention working groups/workshops • UN Oceans Conference (France)
Climate Resilience through Water 	<ul style="list-style-type: none"> • (Nov-Dec) UNFCCC COP 28 (Dubai) • Regional Climate Weeks 	<ul style="list-style-type: none"> • (June) SB59 (Bonn) • (timing tbd) UNFCCC COP 29 • (timing tbd) Regional Climate Weeks • (December) United Nations Convention to Combat Desertification 	<ul style="list-style-type: none"> • (June) SB60 (Bonn) • (tbd) UNFCCC COP 30 • (timing tbd) Regional Climate Weeks

		(UNCCD) COP16, Riyadh <ul style="list-style-type: none"> (timing and place tbc) High-Level Meeting on National Drought Policy 	
Others	<ul style="list-style-type: none"> (March) UN Water Conference (New York) (August) Stockholm World Water Week (September) IWRA XVIII World Water Congress (Beijing) 	<ul style="list-style-type: none"> (August) Stockholm World Water Week (May) 10th World Water Forum (Bali) 	<ul style="list-style-type: none"> Stockholm World Water Week

26 **To give voice to vulnerable communities and underrepresented nations in global processes, we will also provide support through the Global Water Security Dialogues (GLOWS-D).** In September 2023, GWPO signed a new agreement with the US Department of State worth US\$1.25 million. This three-year programme, starting in November 2023, focuses on strengthening global water security through improved international communication, collaboration and coordination with a focus on the inclusion of underrepresented voices in policy fora, such as representatives from the most vulnerable countries, and inclusion of vulnerable and marginalised groups from those countries. The programme has a major global dialogue component coordinated by GWPO, and will be implemented in three regions (Med, SAF, SAS). This programme is both an illustrative example of how such a global approach may be successful, having been the result of two years of donor cultivation, but also in turn provides a practical entry point at the global level to influence other water-related policy agendas.

Operational focus areas 2023–2025

We act

27 **Within each of our three anchor areas, our Theory of Change injects motivation, opportunity and capacity into processes that will lead to better water management.** We engage in these anchor areas through programmes and projects using globally sourced funding, as well as at the regional and country levels using locally raised funds. The decision to engage in a particular thematic area is a response to local needs and opportunities as determined by the priorities identified by the RWP and/or CWP in question. The total range of these priorities is broad due to the diversity of our network. The allocation of globally sourced resources to the different anchor areas is determined by a range of factors, including opportunities to leverage partnerships and external funding, donor priorities and the scope to build new initiatives that will strengthen achievement of our strategic goals.



Water Solutions for the SDGs

28 **Under this anchor area, we will continue the focus from the previous Business Plan on supporting countries to accelerate the implementation of IWRM, as a means of achieving their water-related SDG targets and goals. We will anchor our approach in countries’ self-assessments of the maturity of IWRM, as evaluated through SDG indicator 6.5.1, to support countries to address their water-related challenges and opportunities through the design of specific multi-stakeholder action plans.** Furthermore, during the period of this Business Plan, we will scale up efforts aiming to assist countries in accessing funding to achieve implementation of those action plans. The 2020 global evaluation of that SDG indicator showed that the world needed to at least double its current rate of progress. To do so, our main delivery vehicle to support countries is the SDG 6 IWRM Support Programme, which has been in operation since 2017. The Support Programme, coordinated by GWP in collaboration with UNEP-DHI Centre and United Nations Development Programme (UNDP) Cap-Net, under the guidance of the UN Environment Programme (UNEP), gives us a legitimacy that enhances our institutional positioning and brand reputation with all UN Member States. GWP will actively seek further partners and will raise additional resources for the activities of the Support Programme, particularly focused on implementation of relevant actions, to enhance the scope and tangible impact of this collective action for mutual benefit, as quantified through SDG 6.5.1 monitoring. See table 2 for the logframe of expected results under the Support Programme for the 2023-2026 period.

Table 2. Logframe results of the SDG 6 IWRM Support Programme, 2023-2026

Stage 1 (monitoring) – 2023	Stage 2 (action planning) – 2024–2026	Stage 3 (implementation support) – 2024–2026
Financial and technical support to at least 60 countries ³ for monitoring on SDG 6.5.1	Financial and technical support to 20-25 countries ⁴ to define national Action Plans	Financial and technical support to at least ten countries to implement solutions

³ As of the time of writing, this target had been over-achieved, with support being provided to 65 countries, across all RWPs: Armenia, Azerbaijan, Belize, Benin, Botswana, Burkina Faso, Burundi, Cambodia, Cameroon, Central African Republic, Chad, Chile, China, Colombia, Comoro Island, Congo, Costa Rica, Democratic Republic of the Congo, Djibouti, Ecuador, Egypt, El Salvador, Gabon, Gambia, Georgia, Ghana, Grenada, Guatemala, Guinea-Bissau, Honduras, India, Indonesia, Jordan, Kazakhstan, Kenya, Laos, Lebanon, Lesotho, Liberia, Malaysia, Mali, Mauritania, Mozambique, Nepal, Nicaragua, Niger, Nigeria, Pakistan, Panama, Paraguay, Philippines, Rwanda, Saint Lucia, São Tomé and Príncipe, Sierra Leone, Slovakia, Sri Lanka, Tajikistan, Togo, Trinidad and Tobago, Tunisia, Uganda, Uzbekistan, Vietnam and Zambia

⁴ Countries for Stages 2 and 3 are still to be defined at the time of writing. Previous Stage 2 and 3 results can be seen on <https://www.gwp.org/en/sdg6support/sdgmap/>.

- 29 **Six years of operating the SDG 6 IWRM Support Programme have given us a clearer understanding of country demand, making it possible to sculpt new global programmatic opportunities that bring together support needs across multiple geographies, in six thematic areas.** Through this approach, we will essentially be “matchmaking” between the supply and demand for technical and financial assistance for SDG-related implementation. These six areas are: climate change (drawing closer interconnections between GWP’s climate resilience and WS4SDGs programmes and between the Paris Agreement and the 2030 Agenda); biodiversity; pollution; food security; disaster risk reduction (also establishing a strong connection to GWP and the World Meteorological Organisation’s (WMO) joint drought and flood management programmes); and gender (building on our prior work on gender and SDG 6.5.1, as well as our flagship WACDEP-G programme). Doing so will allow us to continue to take transformational approaches in mobilising non-traditional water partners and investments from multiple sources (be they domestic, from the private sector and/or external development aid) towards water-related goals across the entire development and climate response spectrum, in a way that is increasingly aligned with donor demand and potential funding sources, highlighting water’s role in nexus approaches.

Over 2020-2022, through the SDG 6 IWRM Support Programme, GWP assisted [Panama](#) to monitor its implementation of IWRM, through SDG 6.5.1, to design an IWRM Action Plan, containing 35 concrete actions for better water management and an overall budget of US\$14 million, and to implement initial actions from that action plan. Through this process, the Support Programme invested €40K in seed funding, leveraging an investment of US\$3.36 million from the government of Panama. In 2024-2025, we will assist the government to attract further funding to support full implementation of the plan, as part of efforts to help the country achieve the water-related SDGs. development.

- 30 **This increasing programmatic focus will continue with a programme aiming to strengthen the conservation and preservation of water-related ecosystems, in line with SDG indicator SDG 6.6.1.** Building on a successful [three-country pilot project](#) implemented over 2020-2022, this programme will engage diverse water and non-water stakeholders, from the public and private sectors, civil society and academia, to understand the drivers for the loss of freshwater ecosystems, devise and implement integral solutions that counter these drivers and thus contribute to conserving water-related ecosystem functionality, as well as actively driving efforts to restore and/or conserve biodiversity, with the corresponding benefits for water quality and quantity. This programme, supported by UNEP and UNEP-DHI Centre, will leverage new partnership opportunities and funding schemes at the national and sub-national level, with transferrable lessons drawn from the SDG 6 IWRM Support Programme.
- 31 **We are well positioned to accelerate progress towards SDG 6, using the SDG 6 Global Acceleration Framework to that end, and its five accelerators (data, governance, finance, capacity development and innovation).** Those five accelerators will be embedded as operating principles in everything undertaken under the WS4SDGs theme, and will translate into tangible opportunities to support

countries along their respective journeys, attracting new financial and technical partners. Some examples include:

- a. On **data**, with WMO, we will actively seek partners to set up a new initiative, the Water Information and Data Exchange, which will bring together public and private stakeholders with civil society and academia to democratise water and climate data. This will involve identifying countries' greatest needs for actionable water and climate data and information, assessing the related gaps, and overcoming them in a multi-stakeholder environment, thus contributing to inter-operable data platforms that support more informed decision making in water management.
- b. On **finance**, we will bridge the gaps that separate the water and finance communities, both at the thought leadership level, by producing operational guidance to implement the findings of the [Learning Journey on Financing for Water Security](#); and also by assisting further practical examples at the country level, building on the two-country pilot exercise of the [funding matchmaking initiative](#). Our WS4SDGs and Climate Resilience anchor areas will seek further alignment between the identification of SDG-related priorities and opportunities for accessing climate financing for implementation of relevant resilience-building activities, through a coherent GWP-wide response to countries' multiple needs.

In Kenya, the **funding matchmaking initiative**, operated through the SDG 6 IWRM Support Programme, provided a deeper focus on implementation of priority actions taken from the Kenya IWRM Action Plan. It allowed the Ministry of Water, Sanitation and Irrigation to prioritise a watershed, the Upper Athi, where strategic actions for watershed conservation were mapped out, as were private sector stakeholders, to whom a pitch was prepared to invite their participation in such actions, through two private sector fora. Through this initiative, the Kenyan authorities committed US\$15.45 million aiming to attract a private sector match of the same amount. Efforts to engage the private sector towards this target are currently ongoing.

- c. On **innovation**, building on our own efforts to define an innovation agenda, we will provide thought leadership to UN-Water, its Members and Partners, aiming to shape the operationalisation of the SDG 6 innovation accelerator. This will allow the identification of innovative ways of delivering on SDG 6, both by doing things differently and doing different things, for greater impact. Recognising the significant progress we have made, GWP has been invited by UN-Water to serve as co-coordinator of its innovation task force.
32. **In partnership with the Valuing Water Initiative, and through the SDG 6 IWRM Support Programme, using a series of carefully curated tools, we will aim to unearth the underlying root causes of many of the areas in which progress towards SDG 6 is lagging behind.** This will imply supporting the recognition of and embracing the diverse and multiple values that water-related stakeholders bring to the table, pushing for systems thinking and building trust across stakeholders to reconcile these values and potential trade-offs, in a deliberate manner that leads to the resolving of these root causes. This will be done in a way that leads to the formulation of

collective investments in innovative out-of-the-box approaches towards improving shared water governance which go beyond the water space. This will foster the adoption and implementation of the [Valuing Water Principles](#), while also building upon the draft recommendations of the Global Commission on the Economics of Water.

At the request of the Ministry of Water of Tanzania, and through Stage 3 of the SDG 6 IWRM Support Programme, GWP undertook an analysis of the **value of water's contribution to Tanzania's economy**, reaching the conservative conclusion that water accounts for at least 3.21% of Tanzania's economy, or 2.25 billion USD, just in three sectors (agriculture, manufacturing and mining). The results of this study will be used to argue for a greater national budgetary allocation for water in Tanzania.

33. **The WS4SDGs programme will also grow to incorporate a global technical solutions agenda, allowing specific local water challenges to be overcome through a suite of high-impact nexus approaches towards innovative water, energy, food and environment (WEFE) solutions, designed to mobilise both private and public funding sources.** Examples of such solutions include innovative technological actions, such as treated wastewater refill stations or solar powered constructed wetlands for tertiary wastewater treatment; and governance solutions, such as the distribution of water saving appliances and cultural and capacity development efforts aiming to improve water culture and nurture innovation in young people. We will build upon the successful implementation of this approach by GWP Mediterranean, which will act as a hub for scaling this approach throughout the network, pooling shared human and intellectual resources and best practices, and fostering partnership opportunities. Furthermore, the technical solutions will be grounded in countries' SDG-related challenges, ensuring tangible progress in that respect. This approach will also allow the related water and carbon-related benefits to be quantified, aligning with corporate offsetting programmes, joining the water and mitigation agendas, thus increasing resource efficiency.
34. **Finally, we will strengthen our collaboration with and presence in international platforms that are supportive to the activities stated above.** We will actively engage with UN-Water, as the UN coordination mechanism on water- and sanitation-related efforts, which guides collective action towards global water-related objectives. We will play a key role in its SDG 6 Integrated Monitoring Initiative, supporting the operationalisation of its SDG 6 Global Acceleration Framework and in efforts aiming to build upon the March 2023 UN Water Conference up to the next Conference to be held in 2026, in particular focusing on operationalising the Water Action Agenda. Similarly, we will use our role as members of the International Advisory Committee to the Dushanbe Conference to contribute to implementation of the 2018-2028 International Decade for Action "Water for Sustainable Development". We will also provide input to, network and synergise with other stakeholders in the UN HLPF process on the status of the water-related SDGs, aiming to increase the recognition of the importance of water in the international development arena. Finally, we will continue to play an active role in the OECD's Water Governance Initiative, highlighting examples of improved water governance through IWRM from the GWP network.



Climate resilience through water

35. **Building on the achievements and lessons learned in this anchor area in the previous three-year period, in the 2023-2025 period we will scale up efforts to mobilise resilience-building investments in water management infrastructure and institutions, including for flood and drought management.** This will involve continuing to provide support to countries in translating their expressed priorities into action on the ground. As specified in the Strategy, our approach depends on three entry points:
- o Including water-informed insights in developing and implementing National Adaptation Plans (NAPs);
 - o Facilitating access to climate finance for resilience-building water projects; and
 - o Supporting integrated resilience planning, including in water infrastructure.
36. **During the 2020-2022 period, we supported 42 countries to access €153 million in international climate finance – from the GCF, the AF, the GEF and the NDC Partnership – to implement water-informed NAPs, NDCs and integrated flood and drought management policies and procedures.** This surpassed our 2025 Strategy target of enabling 30 countries to access climate finance and directly supporting water, and was an important first step towards the second target - directly supporting climate resilient investments of over €1 billion by 2025. Our progress towards the 2025 Strategy targets demonstrates that our business model works by enabling the most vulnerable countries to access international climate finance. Importantly, the [Continental Africa Water Investment Programme \(AIP\)](#) has provided a valuable umbrella under which we supported multi-country initiatives to access available climate finance for integrated approaches to building resilience, progressing on SDG 6 and strengthening transboundary water cooperation. Moreover, implementation of [AIP's Gender Transformative Water, Climate, Development Programme \(AIP WACDEP-G\)](#) reached a mid-point at the end of 2022, influencing gender transformation through key water and climate processes in five countries, and equipping the GWP network and our partners to integrate gender transformative approaches in water and climate programming.
37. **Over the period of this Business Plan, we will hone our support to countries to utilise secured climate finance in a catalytic manner to enable preparation and implementation of transformative, paradigm-shifting water and climate resilience programmes and investments.** Through these investments, countries will realise the water-related adaptation and mitigation actions prioritised in their nationally determined contributions (NDCs), NAPs and disaster risk reduction (DRR) action plans. Over 2010-2020, we mobilised €45 million in water and climate programming, through which we supported countries to strengthen and deliver integrated water resources and climate resilience investments of over €1.5 billion. In the remainder of this Strategy period, we will seek to match or improve this 1:33 leverage ratio.

38. To hit our target of directly supporting water and climate resilience investments of over €1 billion by 2025, in the coming period we will be guided by the lessons learnt from the first half of this Strategy period:

- **Work in partnership.** Supporting countries to access climate finance and implement integrated investments at scale requires us to mobilise the full potential the partnership, to build on the unique added value of each partner – at global, regional, and national levels.
- **Focus our efforts, and avoid spreading ourselves too thinly.** All our activities through this anchor area will boost progress towards our two climate targets in the 2025 Strategy – to enable 30 countries to access climate finance and to directly support water and climate resilience investments of over €1 billion. We were able to make progress in 2020-2022 towards leveraging climate finance to influence the large, paradigm-shifting water and climate investments because we maintained razor-sharp focus on these targets.
- **Leverage our comparative advantage of being a connector to support readiness for climate finance.** We are connectors among different partners that have a stake in promoting water security, horizontally across the gamut of water-related sectors including those responsible for planning and finance, and vertically from local to global levels. This role as a multi-dimensional connector gives us a comparative advantage in strengthening the upstream capabilities necessary in-country for pipeline generation and advancement – by ensuring that countries build the necessary institutional, technical and informational foundations. We will continue to leverage this comparative advantage to support countries to strengthen their climate finance readiness, including importantly to develop their pipeline of bankable water and climate investments, while working with appropriate partners to implement the resulting investments.
- **Collaborate with other champions of gender transformation.** Gender transformation requires a change process that takes a long period of time, involving change at structural, relational and agency levels. This necessitates long-term investment, monitoring and iterative learning and updating of intervention design. Leveraging our current core partners base supporting gender equality, we will identify and collaborate with institutions and funders that are committed to invest their time, technical abilities, network and resources in gender transformative efforts over the medium-long-term period.

39. Building on our achievements and lessons, we will capitalise on the following opportunities to deliver on the remainder of our Strategy climate targets through seven inter-linked work packages:

GWP Climate Resilience through Water			
Work Package	Modes of implementation	Key achievements in 2020-2022	Opportunities for 2023-2025
<p>WP 1: Global and regional partnerships mobilised for project preparation for water security and inclusive, climate resilient development</p>	<ul style="list-style-type: none"> • GWP-WMO Help Desks on Integrated Flood and Drought Management with >75 expert institutions comprising support base partners. • Water & Climate Resilience Project Preparation Partnerships in Africa, Asia, LAC, the Mediterranean, comprising of GWP, GCF, DAEs, Governments (NDAs, Water Ministries), Partners. 	<ul style="list-style-type: none"> • Partnerships with continental and regional institutions have supported 77 countries across Africa, Asia, Latin America and the Mediterranean in strengthening project preparation capabilities. • Examples of Partnerships leading to financing include: <ul style="list-style-type: none"> ○ AIP launched – high-level political support for the mobilisation of up to US\$30 billion annually by 2030 to close the water infrastructure investment gap. Under AIP, national water investment programmes worth USD 6 billion and USD 650 million in Zambia and Zanzibar respectively were developed. ○ USD 1.5M GCF Project Preparation Facility grant endorsed – to develop a Regional Climate Resilient Water Investment Programme, in partnership with Southern African Development Community (SADC) (13 countries). ○ Partnership with WMO lead to several projects incl. Volta (7.9 million). 	<ul style="list-style-type: none"> • Mobilise continental and regional Project Preparation Partnerships to keep countries abreast of evolving opportunities, modalities and requirements for accessing GCF, AF, GEF along with related capacity development on project preparation at scale with south-south learning as a central component, employing the IWRM Action Hub. • Strengthen partnerships and delivery via Direct Access Entities (DAEs), which aligns well with GCF’s priorities. • Explore multi-country opportunities for Readiness through existing regional institutions. <ul style="list-style-type: none"> ○ African Union Commission multi-country GCF Readiness initiative (11 countries). ○ SADC multi-country GCF Readiness initiative (3 countries). • In partnership with technical organisations like WMO, provide broader and more attractive portfolio of support for countries and other stakeholders, such as on Early Warning. • Continue to mobilise partners championing gender in the implementation of the AIP.

GWP Climate Resilience through Water			
Work Package	Modes of implementation	Key achievements in 2020-2022	Opportunities for 2023-2025
		<ul style="list-style-type: none"> Partnerships with the AUC, regional and national institutions on WACDEP-G implementation have enabled concrete steps to be made in gender transformation, developing our capacity to integrate gender transformation into our work in climate resilience and water. 	<ul style="list-style-type: none"> Scale-out the AIP model beyond Africa, to promote gender transformative water and climate resilience investments globally, including with GCF Readiness funding.
WP 2: GCF country readiness enabled	As a GCF Delivery Partner, GWPO supports countries to implement GCF Readiness initiatives that will build capacity for enhanced climate resilient water management and improved access to finance, in alignment with SDG 6.	<ul style="list-style-type: none"> 5 GCF Readiness proposals approved and under implementation: With GCF Readiness financing, GWP supported Somalia, Central African Republic, Eswatini and Sri Lanka to prepare transformational, inclusive resilience-building water investments. 6 proposals in pipeline to access GCF Readiness support for 17 countries – new focus on multi-country and multi-year proposals. 	<ul style="list-style-type: none"> Increase targeted efforts to communicate GWP’s value proposition as GCF Delivery Partner, leveraging opportunities provided by GWP’s wider work, in order to receive clear requests for GWP support. Use multi-country and multi-year approaches where possible, to maximise impact and efficiency, reduce transaction costs and ensure robust delivery capacity that benefits from economies of scale. Invest in partnership with the GCF to ensure GWP remains fit-for-purpose as a Delivery Partner to the Fund and countries. With GCF Readiness support, deliver regional and national water and climate resilience investment programmes to generate concrete pipelines of integrated paradigm-shifting investments that target international climate

GWP Climate Resilience through Water			
Work Package	Modes of implementation	Key achievements in 2020-2022	Opportunities for 2023-2025
			funds, domestic finance, private sector and other sources of financing.
WP 3: NDC, NAP, drought and flood planning implementation accelerated	Enhance cooperation across sectors, raise profile of water in NDC implementation in collaboration with the NDC Partnership, and in flood and drought management planning and implementation in partnership with WMO.	<ul style="list-style-type: none"> 9 countries supported on NDCs: With financing from the NDC Partnership’s Climate Action Enhancement Package and Partnership Action Fund, GWP supported Sudan, Somalia, the Dominican Republic, El Salvador, Ecuador, Paraguay, Peru and Chile in water-informed NDC enhancement and implementation. With financing from the Global Water Leadership Programme, and responding to government request via the NDC Partnership, GWP is leading cross-sectoral coordination in Nepal’s NDC implementation process. Zambia NAP and financing strategy developed with GCF funding; water sectoral NAP proposal submitted to GCF as follow up. Countries provided on-demand support on NAP development through technical review and guidance via the UNFCCC NAP Technical Working Group and UN4NAPs. The WMO-GWP joint programmes on flood and drought supported over 15 countries to combat extreme events in 2022: Pakistan, Honduras, Armenia, Uzbekistan, Kosovo, 	<ul style="list-style-type: none"> Continue leveraging catalytic opportunities to support countries on water-related NDC enhancement and implementation as facilitated and funded by the NDC Partnership Action Fund and other emerging windows. Engage countries as more GCF funding becomes available for NAP support as part of updates to the GCF Readiness Programme.

GWP Climate Resilience through Water			
Work Package	Modes of implementation	Key achievements in 2020-2022	Opportunities for 2023-2025
		North Macedonia, Albania, several countries in Eastern Africa and the Volta Basin in Western African.	
WP 4: Climate resilience knowledge, analytical tools developed and shared	Develop, consolidate and enhance access to technical knowledge, tools on climate resilience, risk management (flood and drought), resilience frontiers – connecting SDGs 6 & 13	<ul style="list-style-type: none"> • 2022 Edition of the Strategic Framework for WASH Climate Resilience, and associated technical tools and learning modules developed. • IDMP Community of Practice launched. • Armenia Drought Management Community of Practice launched. • Online trainings for flood and drought in partnership with WMO launched. • Knowledge, tools, and guidance on gender transformative approaches to water and climate resilience investments developed through the WACDEP-G programme funded primarily by ADA. 	<ul style="list-style-type: none"> • Address request of IDMP and APFM partners to provide guidance on: impact monitoring; climate justice and social inclusion in flood and drought management; managing compounding climate events like floods, droughts and heatwaves; mainstreaming flood and drought policies into NAPs, NDCs. • Implement the 2022 Strategic Framework for WASH Climate Resilience at the country level. • Enhance partner interaction through APFM Community of Practice. • Upscale IDMP Community of Practice and integrate onto UNCCD platform. • Develop modular online courses on drought by IDMP, in partnership with UNCCD. • Further mainstream uptake of tools on gender transformative approaches. • Develop NAP Gender Transformation supplement in collaboration with UNFCCC LDC Expert Working Group.

GWP Climate Resilience through Water			
Work Package	Modes of implementation	Key achievements in 2020-2022	Opportunities for 2023-2025
WP 5: Climate resilience programmes developed	Develop internal systems and tools for programme development and management, templates for development of concepts and proposals and capacity for concept pitches.	<ul style="list-style-type: none"> • GWP internal guidelines for GCF Readiness proposal development, review and submission developed and utilised. • Monthly cross-regional exchanges on lessons for programme development from projects under implementation, curated knowledge briefs. • Several projects in regions launched or contributed through APFM and IDMP. • Fundable concept for WACDEP-G Central & South America developed. 	<ul style="list-style-type: none"> • Contribute on social inclusion, gender and climate justice in flood and drought related projects within the EW4All initiative and beyond. • Partner with environmental organisations like TNC and IUCN, develop projects on NBS for flood and drought resilience as well as agricultural organisations on food security. • Fundraise to enable kick-off of WACDEP-G Central & South America.
WP 6: Water security and climate resilience investments catalysed; finance mobilised and leveraged – linked to regional and national processes	GCF, AF, GEF vertical funds, MDBs, CIF, bilateral climate funds from OECD countries, private sector and others.	<ul style="list-style-type: none"> • AIP established to mobilise up to US\$30 billion annually by 2030 for water investments. • AF project for Volta basin (flood and drought). • AF proposal submitted for Lake Chad Basin (flood and drought). • GEF IW BUPUSA Basin Management Project approved and under implementation. • Pipeline of AF concepts, pre-concepts developing: Botswana, Limpopo River Basin and Drin Basin. 	<ul style="list-style-type: none"> • AIP has unleashed high-level support of African countries for gender-responsive climate resilient water investments. This approach will be scaled out to other regions. • Support national DAEs in accessing finance – through <i>inter alia</i> Readiness funds targeted at strengthening DAEs. • Enable countries to leverage NDC Partnership Action Fund grants to develop AF, GCF and other investment concept notes.

GWP Climate Resilience through Water			
Work Package	Modes of implementation	Key achievements in 2020-2022	Opportunities for 2023-2025
<p>WP 7: Water security & climate resilience integrated in high-level UNFCCC global processes and frameworks, including in SDG implementation – linked to regional and national processes</p>	<p>Contribute to building coherence and synergies on processes related to water, climate resilience, DRR, and development at global, regional, national, and sub-national levels</p>	<ul style="list-style-type: none"> • Influenced global climate discourse by engaging with global water and climate-related processes building on partnerships with UNFCCC, WMO on droughts and floods, UNDP/UNEP on NAP support and UNICEF on climate resilient WASH. • At the 9th World Water Forum, the International High-Level Panel on Water Investments for Africa was launched by the President of Senegal. • At COP27 in Egypt. <ul style="list-style-type: none"> ○ GWP and UNICEF launched the 2022 edition of the UNICEF GWP Strategic Framework for WASH Climate Resilient Development. ○ GWP - WRI partnership on urban water resilience established. ○ International Drought Resilience Alliance launched. • At the 2023 UN Water Conference, the Water Changemaker Climate Resilience Innovation Awards were launched in partnership with World Bank and K-Water. See paragraph 78 for further reference. 	<ul style="list-style-type: none"> • Scale up the AIP and International High-Level Panel on Water Investments globally. The Panel could enhance political commitment for other global initiatives on floods, droughts, SDGs and climate resilient WASH. • Scale up support to enhance coherence on NAPs, NDCs, SDGs by leveraging GCF Readiness and other global sources of climate finance. • Leverage the current global momentum on integration of water in global climate processes at the annual UNFCCC COPs by forging closer strategic collaborations with the COP Presidency, the International High-Level Panel, and key global partners working closely with UNFCCC on ongoing initiatives such as Nairobi Work Programme and Resilience Frontiers. • Contribute to the 2023 Global Stocktake and follow up, and the Global Goal on Adaptation to influence water as a key part of adaptation, using ongoing NAP support and national water investment programmes. • Set the agenda on water and climate finance, by curating the Climate Finance Day at the Water Pavilion at COP28.



Transboundary water cooperation

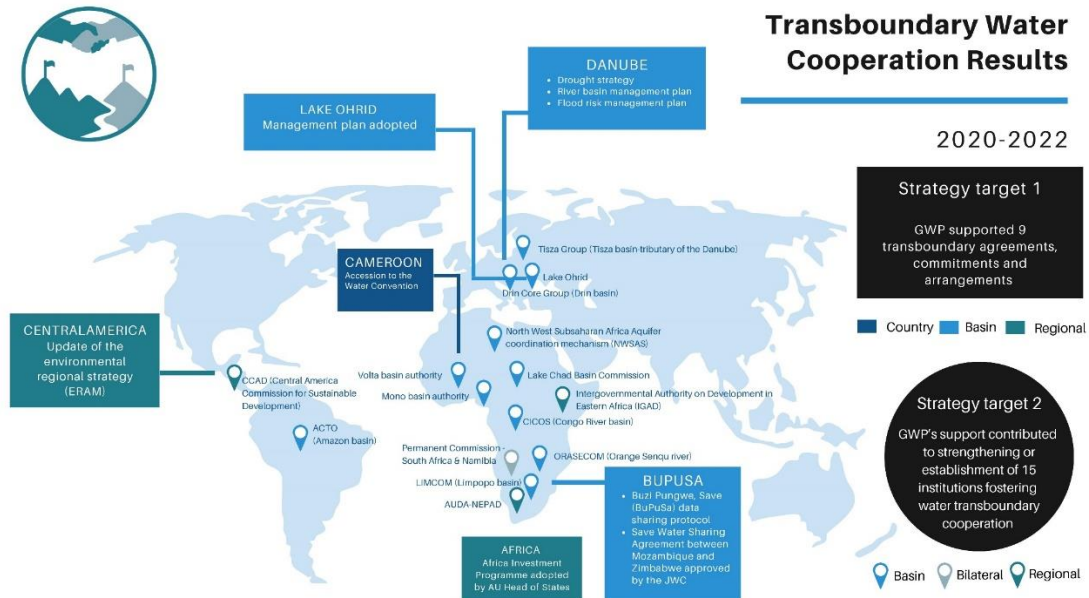
40. **Transboundary waters are shared among 153 states, covering 43% of the global surface, accounting for approximately 60% of global freshwater flow. They are a significant resource, crucial for sustainable development, yet their management is still far from ideal.** The 2020 monitoring of SDG indicator 6.5.2 on transboundary waters indicates that only 24 states have all their cross-border water resources covered by operational management practices. Mismanagement of transboundary water not only affects people directly utilising this resource, but also impacts upon ocean ecosystems that water flows into. Six out of ten rivers which contribute to 90% of the plastic waste that ends up in oceans are transboundary rivers.
41. **Our on-the-ground action culminated in the achievement of 60% of our 2020-2025 Strategy targets in the first half of the strategy period alone (see figure 4). Moving forward, we will continue the effort from the previous Business Plan period by responding to the needs coming from countries and mobilising partners and finances to address them.** Enhanced cooperation for sustainable management of transboundary water bodies can have a positive knock-on effect in addressing several key issues of global importance such as peace and security, climate change, the nexus of water, food and energy security and ocean health. Coordinated action to address these issues can -in turn- constitute entry points to enhanced transboundary cooperation. As a neutral multi-stakeholder platform, we are well positioned to contribute to coordinated action in these areas. Our approach builds on three intertwined programmatic areas, explained below.

Transboundary water cooperation can provide an opportunity to collaborate towards overcoming human security threats that are shared among countries sharing water bodies. Climate security is such an example where we have been working closely with basin organizations to develop **climate-water related adaptation plans**, including in the Orange-Senqu basin in Southern Africa and the Danube basin in Central and Eastern Europe. Through the Adaptation Fund, we are working closely with the Volta River Basin authority in Western Africa to integrate flood and drought management and early warning for climate change adaptation. Further climate-related transboundary basin-level project development is ongoing in the Drin basin in the Mediterranean region, as well as in the Mekong region in South-East Asia, and will be accelerated in many others.

42. **Through our first programmatic area, we will establish or enhance operational transboundary water management arrangements in shared water bodies.** During the first half of the current Strategy period (2020-2022), we supported the establishment and/or developed the capacity of fifteen institutions promoting transboundary water cooperation (in addition to trainings mentioned below), including the Volta basin, Mono basin, Limpopo basin, Lake Chad basin, Amazon basin and Drin basin, to name but a few. We also supported nine arrangements and agreements promoting transboundary water cooperation, such as the Save water

sharing agreement between Mozambique and Zimbabwe, the adoption of the Lake Ohrid management plan, inputs to the river basin management plan and flood risk management plan of the Danube River, as well as supporting Cameroon’s accession to the Water Convention.

Figure 4. GWP Transboundary Water Cooperation Results, 2020–2022



43. **In the 2023-2025 period, we will continue working with stakeholders in different transboundary basins to create initiatives that lead to greater consensus among riparians on the actions needed to address management issues, while establishing legal and institutional cooperation arrangements among riparian states.** To this end, we will pursue scaled action in cooperation with other international organisations and UN agencies. The 1992 Water Convention and the 1997 UN Watercourses Convention provide the legal framework for our work. The GEF, the AF and the GCF are the financing and programmatic mechanisms we will continue to work with, among other bilateral and multilateral donors, to obtain incremental financial support to enable this cooperation.

In the period of this Business Plan, in South Asia, in collaboration with the International Water Management Institute (IWMI), we will engage with a cohort of water sector representatives in Bangladesh, Bhutan, India and Nepal through a series of consultations focused on [the role of water storage](#) and **sharing the benefits of water storage in a transboundary context**, including a WEF Nexus approach.

44. **The second programme area aims to foster systemic and transformative action on international waters is the source-to-sea continuum, in response to the need to develop and implement approaches that consider the interdependencies between freshwater and marine/ocean systems.** This approach will facilitate progress towards the achievement of the freshwater- and ocean-related SDGs (6 and 14 respectively). The central global programme to achieve this will be known as Healthy Rivers Healthy Oceans, developed in partnership with UNESCO Intergovernmental Oceanographic

Commission and the Stockholm International Water Institute (SIWI), and endorsed under the UN Decade of Ocean Science and the Water Action Agenda. This programme will operate at all levels through three interconnected components:

- a) brokering innovation to bridge the science-policy-management interface, aiming to test Artificial Intelligence/Machine Learning environmental monitoring solutions in source-to-sea systems;
- b) improving awareness and capacity of key stakeholders leading to commitments at regional, national and sub-national levels to enable source-to-sea action; and
- c) improving policy, management actions and governance of international waters through source-to-sea systems.

Our continued engagement in the Action Platform on Source-to-Sea Management will foster collaboration with key partners in this area. We will also feed our insights into global policy agendas on the topic, in collaboration with our partners. Key finances will be mobilised through the GEF, ODA donors, development banks, as well as through philanthropy.

The China Water Partnership, in partnership with the Shenzhen Dapeng New Area Administration and the China University of Geosciences (Wuhan), have established [the Marine Professional Committee](#) in Shenzhen, Guangdong Province, China. The Professional Committee gathers a multi-stakeholder platform composed of experts, scholars and outstanding talents around helping the economic and social development of the Dapeng using a Source-to-Sea approach. Going forward, the aim is to assist Dapeng New Area in building a strategic platform for managing the South China Sea and creating a globally influential marine technology and industrial innovation highland, including the cultivation of talents related to the sea and the integration of marine industry, academia, research and application.

45. **Fostering multi-stakeholder ‘Partnership for Action’ is the third overarching programmatic area, which will organise GWP’s action in this area.** This programme expands upon our successful work in fostering transboundary cooperation through Regional Dialogues, which have been used to pave the way for basin level dialogues and actions, as well as knowledge management tools (IWRM Action Hub and the [Transboundary water knowledge exchange hub](#), a global Community of Practice on transboundary water cooperation), capacity development tools (the [Massive Open Online Course \(MOOC\) on Governance for Transboundary Freshwater Security](#), which has benefited over 3800 learners from 176 countries and available in English, French, Russian, Chinese, Spanish and Portuguese), and trainings. Our recent alumni survey of the Pan-Africa international training highlights that 90% of alumni (primarily professionals from basin institutions or government focal points of transboundary waters) utilised the skills gained through our training in specific basin and country level transboundary water negotiations, including: facilitating negotiation meetings for the Nile basin, Buzi and Save bilateral agreement, providing legal advice to the Volta Water Charter, development of the OKACOM data sharing protocol and notification

guidelines, as well as the development of mechanisms for a proposed water transfer system to Lake Chad, to name but a few examples.

46. **‘Partnership for Action’ will be operationalised through the other two programmatic areas, as well as through stand-alone projects and initiatives which respond to the needs from basins, regions and global partners.** The Diplomatic Academy for Water and Peace is one example where interests have been expressed by key partners and targeted interventions are being developed. Where there is a demand and resources, we will foster dialogues with key regional and global convenors, utilising common interests and initiatives as a starting point (such as SDG 6.5 monitoring) aiming to foster concrete transboundary collaboration.

GWP MED has successfully fostered **regional dialogues** that have resulted in advancing cooperation within five transboundary water bodies in the region. This approach has been replicated in Central America, where GWP Central America and the Central American Commission for Sustainable Development (CCAD) initiated a Multi-stakeholder Regional Dialogue to catalyse cooperation among countries on transboundary water management. This annual dialogue, which has taken place since 2019, culminated in the development of regional guidelines on transboundary water, validated by the CCAD Council of Ministers. The dialogue played a catalytic role in Panama’s accession to the Water Convention, the first Latin America country to do so. This approach will continue in Central America with the fifth Dialogue in 2024, while also being replicated in other regions. One such region is Southeast Asia, where a first workshop initiated a regional conversation on transboundary water, while Western Africa started fostering regional exchange workshops in collaboration with key partners. Key lessons from these regional dialogues are also shared through the publication “[Multi-stakeholder Regional Dialogues: Pathways for advancing transboundary water cooperation](#)”.

47. **We will work closely with key global partners who aim to enhance transboundary cooperation towards collective global action to promote sustainable transboundary water management.** We work with a wide range of partners, some of the key ones being the Water Convention hosted by UNECE through its work programme, and GEF IW:LEARN. We will also work closely with members of the Transboundary Water Coalition, which aims to advocate for the importance of transboundary water cooperation in global fora. As a multi-stakeholder global partnership, we are best positioned to bring voices from the field to such global fora, then translating the outcomes of such fora to actionable approaches at the most relevant local level. Working with the expertise and resources of key global organisations, we aim to enhance our collective impact on the ground. These collaborations will include joint programming and fundraising, global knowledge sharing and capacity development with key partners.

Other global and continental programmes

48. **Within the 2023-2025 period, we will ramp up ongoing efforts aiming to implement large global and/or continental programmes that can benefit several regions with a standardised approach and global coordination and quality control, translating the objectives of one or more of our thematic anchor areas into tangible approaches.** Understanding that the landscape of donor funding is generally consolidating around deliverable- and outcome-based projects, we will streamline our approach, making strategic use of our existing human resources and structures. As a trusted multi-stakeholder platform with excellent connections at the global, regional and national levels, we are well placed to respond to donor needs on water-centric or water-related programmes which require boots-on the ground with a local implementation model overseen by a global organisation. Serious acceleration and augmentation of this delivery model will require careful examination of the interplay between our three levels of implementation, with revised roles and responsibilities that are universally understood and followed.

Continental Africa Water Investment Programme (AIP)

Delivery of water investments across Africa is significantly below target in meeting the continent's growing needs. It is estimated that at least US\$30 billion per year needs to be invested to meet the continent's water-related SDGs, against the current annual investment of only US\$10-US\$19 billion. The [AIP](#) aims to close the water investments gap by mobilising at least an additional US\$30 billion per year by 2030. Adopted by the Assembly of the African Union Heads of State and Government during the 34th ordinary session of the African Union Summit on February 7th, 2021, the AIP will achieve this goal through the following interventions:

1. **Mobilise high-level political commitment and leadership on water investments.**

The International High-Level Panel on Water Investments for Africa was established in 2022, comprising current and former Heads of State and global leaders. The [Panel](#) is convened by the African Ministers' Council on Water (AMCOW), African Union Development Agency (AUDA-NEPAD), United Nations Development Programme (UNDP), United Nations Children's Fund (UNICEF), African Development Bank (AfDB), GWP and Global Centre on Adaptation (GCA). GWP Southern Africa and the Africa Coordination Unit host a joint secretariat for convenors. The four co-chairs of the Panel are H.E. Macky Sall, President of the Republic of Senegal, H.E. Hage Geingob, President of Namibia, H.E. Mark Rutte, Prime Minister of the Netherlands, and H.E. Jakaya Kikwete, Former President of the Republic of Tanzania.

At the UN 2023 Water Conference, the Panel released [a report](#) outlining actionable pathways for countries to mobilise at least an additional US\$30bn annually by 2030 for implementing the AIP. An investment action plan will be released at COP28 to implement the panel recommendations.

2. **Develop and implement the [AIP-PIDA Water Investment Scorecard](#) to enhance mutual accountability, transparency and efficiency of water finance and investments.** The Scorecard supports countries to track progress, set benchmarks,
3. **Develop capacity to formulate regional and national water investment**

identify bottlenecks and take action to meet their water investment needs. The Scorecard was adopted by the African Union Heads of States in February 2022, and has been piloted in 10 countries, to be rolled out across Africa in 2024.

3. **Develop capacity to formulate regional and national water investment programmes to close the water investment gap.** Many African countries are extremely vulnerable to climate variability and change, in part because of weak institutional capacities, water infrastructure and information systems to support water management. In 2020-2022, AIP water investment programmes were launched in [Zambia](#) for \$5.7 billion, and [Zanzibar](#) for \$650 million. Botswana, Tanzania and Malawi are in the process of developing their programmes, to be rolled out in 2023-2024. The AUC has initiated a process for the AIP to support countries across Africa to develop their programmes with funding from the GCF.
4. **Assess the need for the AIP International Blended Investment Mechanism to leverage public-private finance.** In partnership with UNDP, UNICEF and the Development Bank of Southern Africa (DBSA), the AIP will assess the need for an International Blended Investment Mechanism as a facility to support countries to leverage ODA and grant finance to de-risk priority water investments, using a variety of innovative financial instruments and sources. These include sovereign wealth funds, guarantees, commercial finance, institutional investors and private equity investors, foundations, value-based impact investment and climate finance.
5. **Promote gender equality and empowerment of women and girls in water investments. Implemented through the AIP Water Climate Development Programme (AIP-WACDEP G),** the initiative assists governments to address systemic inequalities in decision-making, planning and implementation of investments, by fostering a gender transformative approach in agencies, structures, and social relations.

In 2024-2025, we will scale out implementation of the AIP model to regions beyond Africa.

49. **One further such example is the Global Water Leadership in a Changing Climate (GWL) Programme, which encourages climate resilient water management by bringing together policymakers from water resources management (WRM) and water, sanitation and hygiene (WASH).** GWL focuses on seven countries (Central African Republic, Malawi, Nepal, Palestine, Rwanda, Tanzania and Uganda), across five GWP regions, and with an overall budget of £3.25 million. Through stakeholder consultations, it has facilitated the identification of the top two-to-four most critical barriers to water management in each country, and the subsequent formation of one working group per barrier. These working groups met regularly over a 12-month period to develop a dedicated Response Strategy for their respective barrier. Response Strategies comprised of an Action Plan for addressing the barrier, and a Finance Plan for ensuring that the Action Plans can be undertaken and not fall victim to collecting dust on a “shelf of good ideas”.
50. **Concluding in March 2024 after a soft start in April 2021, the seven GWL countries will focus on understanding domestic and government funding sources (rather than exclusive expectation of external donor funding), thus developing the finance capacity of the working group participants (predominantly from different**

areas of the water community). This will equip countries with knowledge as well as the comfort to engage in finance conversations and planning in their future work, extending beyond GWL. The working group process will culminate in the approval and adoption of the Response Strategies in the final quarter of the programme. Steps have been taken along the way to ensure that the assorted ministries or agencies with budgetary and/or influencing power have been included at all steps and the Launch events will feature different government leads highlighting the respective components of the Response Strategy that they will lead, creating a stronger component of ownership and accountability. GWL is technically co-implemented by GWP and UNICEF, as well as Sanitation and Water for All Partnership (SWA), WHO and JMP.

We learn

51. **In response to the increase of projects executed at regional and country levels, we will offer on-demand project implementation capacity development using the knowledge and experience available in the Network.** This will be achieved by providing practical skills for project implementation, including financial management, and through peer-to-peer learning, across regions and countries facing similar challenges. These project implementer Communities of Practice (COPs) will be the focus of the StRONG programme, looking at the continuous development of skills and leveraging of our network effects. Similarly, through the SDG 6 IWRM Support Programme, we will offer capacity development to GWP regions and countries, among other interested stakeholders, to scale up action planning and support for investment preparation to enable measurable progress towards multiple SDG targets. Across all three anchor areas, we will also foster peer-to-peer learning across RWPs and CWPs to surface innovative approaches and solutions that maximise the organisation’s network effects around these common causes. For this purpose, we will employ the IWRM Action Hub, Cap-Net UNDP and the GWP Technical Committee, as described in this section.

IWRM Action Hub

52. **We will continue to invest in the IWRM Action Hub and leverage it in our efforts to support and connect water-related professionals and policy makers in taking more informed decisions towards IWRM action.** Containing 88 tools, 250+ case studies, and 3,500+ resources, the IWRM Action Hub is the world’s leading online repository of IWRM knowledge. We will continue to curate this multi-lingual and multi-sectoral knowledge by drawing from the vast expertise of our network of partners. The platform offers a diagnostic tool called the “IWRM Survey”, which allows users to assess the water governance challenges in their country using the SDG 6.5.1 monitoring methodology. We will continue mainstreaming the use of this online survey feature as part of the SDG 6 IWRM Support Programme. The IWRM Action Hub also offers connection services via its IWRM Action Network which has over 2,000 registered users who can freely exchange with each other on water-related issues. We will continue expanding our engagement efforts and continue growing the pool of users of the platform, which in turn, will help us develop more content.

Figure 5. Data on the status of the IWRM Action Hub, 2023



53. **The CoPs hosted on the IWRM Action Hub serve as vehicles to advance social learning towards IWRM.** These communities will provide a transmission belt connecting knowledge and practice and offer professionals an engaging way to learn, exchange and develop their skills in different areas of WRM. The platform currently holds over 20 communities on a variety of topics such as nature-based solutions, integrated drought management, gender inclusion, youth engagement, water solutions for the SDGs and transboundary water cooperation (see figure 5 for some relevant data). We will further strengthen our financial and technical collaboration with global partners by developing joint CoPs, which will constitute a new business model with rapid growth potential. Additionally, we aim, through the A Stake in Water 2.0 project, and with the support of GWP regions, to launch pilot CoPs that will support local governments and stakeholders to overcome specific water governance challenges, including the following:

- a) **The [WEFE4MED Community](#), financed by the PRIMA programme supported by the European Union,** aims to foster the adoption of a Water-Energy-Food-Ecosystems Nexus approach in the Mediterranean to confront the climatic and environmental challenges facing societies and agro-ecological systems. Bringing together practitioners, scientists, policymakers, civil society, media, entrepreneurs, innovators and investors, the Community will convene, share knowledge and develop capacities by deploying best practices, science-based policies and innovative solutions inspired by demonstration sites, showcasing the benefits of integrated natural resource management for sustainable, climate resilient development in the Mediterranean.
- b) **The [Community of Learning and Practice on Drought Management](#),** developed together with and funded by the UNCCD, has as a main objective to facilitate knowledge and experience sharing among professionals working on drought, including UNCCD country focal points, academia, NGO practitioners and other

officials. By sharing best practices from the ground, employing tools from the Drought Toolbox and facilitated co-learning and collaboration, this Community of Learning and Practice will aim to develop capacity for drought risk and land degradation reduction.

- c) **The Volta River Basin Community** will pilot a CoP that will promote the use of nature-based solutions for flood and drought management, with a focus on transboundary cooperation and economic systems. This will directly support the priorities stated under the Volta Basin Water Charter, which was endorsed by the six riparian countries as the guiding framework agreement for the equitable, coordinated and sustainable use of shared water resources in the Volta Basin.
 - d) **The River Basins in Albania Community** will aim to promote inter-basin knowledge transfer to enhance technical and scientific expertise and promote vertical and horizontal coordination towards achieving good ecological status of water bodies across selected catchments in Albania. Ensuring the protection of water resources from pollution is one of the main ambitions of the National Water Law and is also part of the European Union (EU) Water Framework Directive, which Albania aspires to achieve as a pre-accession country.
 - e) **Local Communities in Bhutan** will empower local stakeholders to address water scarcity in the agriculture sector through low-cost technologies. This enhanced capacity and coordination at local level will contribute to achieving the Bhutan Water Vision and the Bhutan Water Policy as well as the national climate change policy.
54. **The [IWRM Helpdesk](#) will continue providing knowledge, capacity development and technical assistance to advance sustainable and inclusive WRM.** The IWRM Helpdesk services pertain primarily to governmental bodies and institutions at river basin, national and provincial/state levels. The main areas of guidance offered through the Helpdesk include rapid guidance on tools or resources; developing a water-related strategy, plan or policy; capacity development, trainings, and workshops; project development, implementation or evaluation; finding and connecting with relevant experts and organisations. The IWRM Helpdesk is coordinated in cooperation with WMO and benefits from the technical support of the GWP network and partners. We aim to expand the services of the IWRM Helpdesk through the A Stake in Water 2.0 project.

GWP Technical Committee (TEC)

As the knowledge engine of our network, the TEC has served the network and the global water community through influential and pioneering [reports](#) on all aspects of IWRM. In the coming period, the TEC will continue to position GWP as the thought leader on water resources management and global environmental issues, as well as on partnerships between public and private sectors and fostering innovation, through in-country support to CWPs and RWPs, to support implementation of this Business Plan.

The TEC will actively advocate for a fresh vision that further integrates IWRM into international water-related agendas, policies and initiatives. The members of the multi-disciplinary and diverse committee will encourage and support research in the field of water resources management, seeking new technologies and approaches to improve water resource sustainability. This will be done through the development of targeted knowledge products that have been cultivated from global and regional discussions and research. The TEC will bridge global solutions with regional contexts, ensuring emerging innovations on water resources management are effectively incorporated into practice. The TEC Online Dialogues series will be an important contribution in this respect, starting with a provocative discussion on the Just Water Partnerships concept being formulated by the Global Commission on the Economics of Water.

Supporting GWP’s direction in embracing innovation, the TEC will challenge conventional norms and encourage “out-of-the-box” thinking in water resources management by identifying, promoting and supporting implementation of innovative solutions, technologies and approaches to address water challenges globally. The TEC will facilitate effective partnerships between public and private sectors, promoting collaboration and investment in sustainable water resource management projects and initiatives, such as the Water Changemakers Awards 2.0. As part of the Awards Jury, the TEC will support the identification and showcasing of the most promising climate resilient innovations with the greatest potential for scale up, replication and further investment to support a water-secure world.



Cap-Net UNDP

55. **For over two decades, [Cap-Net UNDP](#) has served as the global network for capacity development in sustainable water management.** Cap-Net is a UNDP delivery mechanism within the [SIDA Global Water and Oceans Governance Programme](#). The expectation is for Cap-Net UNDP to be integrated under the greater UNDP-SIDA Environment Programme framework from 2025 onwards, with aspirations to work more closely with other components, provide services to UNDP country offices, and address the siloed approach and work across thematic areas such as climate, energy and agriculture. Since 2019, Cap-Net has been managed administratively by GWP, while the two networks have also aimed to achieve strategic integration of efforts and stronger programmatic synergies going forward.
56. **Cap-Net will continue to use its strategic positioning to leverage local expertise and foster local authority partnerships towards universal access to basic services.** Through our [23 networks](#), reaching over 1,000 member institutions, with a footprint across 120 countries, SDG integration and cross-scale approaches, can link local/community – national – transboundary water governance. Cap-Net UNDP will continue to develop capacity to improve WASH services and universal access to safe water and sanitation, including through a human rights-based approach. With IWRM at its core (from catchment-to-coast / source-to-sea / ridge-to-reef), holistic and inclusive

approaches will be placed at the forefront of activities, by integrating gender considerations into planning, decision making and implementation processes, building on two decades of successful implementation.

57. **The next years will provide a key opportunity to fulfil commitments to the [Water Action Agenda](#), where Cap-Net UNDP joined 10 [voluntary commitments](#) will the aim to enhance regional approaches to education and partnerships, IWRM, water financing for the African content and women in water leadership roles.** These commitments will be anchored in the development of a Cap-Net 2025-2030 Strategy. The aim is to explore how to make the most effective and long-lasting impact on global trends and major gaps in water knowledge. Cap-Net will take on a more programmatic approach in line with donor priorities and trends, seeking longer-term investments in capacity development, facilitating a more in-depth approach to monitoring behavioural change at the individual and institutional levels.
58. **To catalyse action, Cap-Net joined forces with UNESCO, IHE Delft and SIWI in developing the [Global Water Education Network \(GWEN\)](#),** which is one of these commitments to the Water Action Agenda that will drive stronger collaboration by acting as a knowledge broker between all organisations delivering water-related education and capacity development services globally.
59. **Over the coming years, Cap-Net intends to continue its stance as a global hub for online learning.** The trend is growing globally, with annual increase in demand from partners, taking on different approaches to meet the needs on the ground, while enhancing outreach and upscaling capacity, with minimal environmental impact and being less resource intensive vis-à-vis the impact.
60. **Taking a more programmatic approach, Cap-Net aims to secure longer-term initiatives to contribute to transformative change on gender mainstreaming in IWRM.** This can only be achieved by moving beyond mere participation, where water management practices and policies are designed by and include all members of society. The aim over the coming years is to invest more in gender-specific trainings and tools, adapt gender-specific indicators ranging from the number of learning and knowledge exchanges that promote gender equality and women's empowerment, to the number of initiatives that address social inclusion issues in their design.

We mobilise

Strengthening Regional Operations and Network Growth (StRONG)

61. **The StRONG programme aims to enhance the capacity of Regional (RWPs) and CWPs to deliver the targets set by the Strategy 2020-2025 in a consistent, reliable, and agile way.** Acknowledging that most of our water governance results around the world are delivered by RWPs and CWPs, GWPO has always been committed to supporting the efforts of the network to contribute to a water secure world. In 2018 the StRONG programme was created in response to the challenges encountered at both levels in growing programmatic portfolios and securing the resources needed at both levels to influence change at scale. The StRONG programme was designed with three main elements: leadership and skills, the institutional set up, and the ability to build,

leverage, and benefit from GWP’s network effects – a term used to describe the phenomenon through which “an additional user of a benefit or service would increase the value of this benefit or service to other users simply by using it”.

62. **During the first three years of the current Strategy, we maintained our operational focus despite the challenges related to the COVID-19 pandemic and the resulting restrictions and economic crisis.** During that time, as a network we adapted quickly to working in a virtual environment, to continue honouring our commitments. In the 2023-2025 period, we will continue to explore optimal institutional set-ups and increasingly support the decentralisation of functions to the most appropriate level of operation. While exploring potential arrangements, we will continue to monitor and support regional operational capacity through the completion of Annual Regional Assessment Grids (ARAG), including with regards to target achievement, financial management, programmatic reporting, resource mobilisation and governance. Performance agreements to address the recommendations arising from these assessments will continue to be part of the accountability between the RWPs and GWPO.
63. **The country level is vital for us due to the multiple entry points to advance IWRM within national policy making, development planning and investment.** CWPs, as national multi-stakeholder platforms within the GWP network, are an essential component to support governments and other national institutions to advance development aims through sustainable water management. The importance of this level is emphasised in the context of the commitments to the SDGs and the Paris Climate Agreement. We will continue devoting attention to CWPs’ operational capacity by carrying out the assessment processes established during the previous Business Plan period. These include Financial Management Capacity Assessments (FINCAP) as a prerequisite to manage funds directly at country level, as well as CWP Accreditation rechecks, leading to the preparation of action plans for the strengthening of CWPs. Additionally, we will continue to promote and accompany the accreditation of new CWPs (see table 3 for more details).

Table 1 Three-year targets for StRONG

	2020-2022	2023-2025
Annual Regional Assessment Scores	<ul style="list-style-type: none"> • 10 RWPs score good • 3 RWPs score fair 	<ul style="list-style-type: none"> • 10 RWPs score good • 3 RWPs score fair
Number of CWPs newly accredited / accreditation re-checked	<ul style="list-style-type: none"> • 8 CWPs newly accredited • 7 accreditation rechecks 	<ul style="list-style-type: none"> • 1-2 CWPs accredited per year per RWP (tentative)
CWP FINCAP Status	<ul style="list-style-type: none"> • 43 CWPs ready to manage funds above €10k • 11 CWPs ready to manage funds below 10k 	<ul style="list-style-type: none"> • 49 CWPs ready to manage funds above €10k • 11 CWPs ready to manage funds below 10k

Across the anchor areas

64. **In the three years of this Business Plan, we will continue to mobilise key agents of change as identified in the Strategy, across the three thematic anchor areas.** In particular, we will mainstream the focus on engaging the private sector, contributing to gender equality and mobilising youth for WRM, in multiple approaches across our diverse portfolio and at all levels.



Engaging the private sector

65. **Our vision of a water secure world can only be achieved if all water users are engaged in efforts undertaken to that end.** Indeed, that is the indivisible spirit of the 2030 Agenda for Sustainable Development, to which we are fully committed. The private sector, however, is not just a water user with a direct water footprint and a potential impact on water quality and quantity in the sites in which they operate, but it is a powerful agent of change with the ability to mobilise significant partnerships that contribute positively to the SDGs, the Paris Agreement and transboundary water management. To do so, however, engagement schemes must be devised that meet both the public and private sectors parties' objectives in a safe space, convened by neutral, trusted partners. It is our belief that GWP, with our unique added value, can serve as that neutral, trusted partner who curates those safe spaces. Over the years, we have built up a body of evidence of our added value in working with the private sector, especially at the regional and country levels, yet clearly much more must be done at the system level, to fully enable transformative change at a scale that matters, working hand-in-hand with the private sector.

GWP South America and the Uruguayan Chamber of Industries have together developed a pilot project called the "[Blue Good Practices Programme](#)". This project aims to promote the circular economy in Uruguay's industrial sector, by developing capacities in small and medium-sized industrial enterprises, to achieve the efficient use of water in their production processes. In 2024-2025, we will expand the approach not only in Uruguay but also to other countries in the region.

66. **Within the 2023-2025 period, we will continue to design such attractive engagement schemes and actively mobilise the private sector across our three thematic anchor areas – both at the level of individual companies, and of collective groups that represent their interests – in ongoing efforts to invest our financial and political capital towards the achievement of water security.** This will be done in collaboration with other bodies working to mobilise the private sector, including through innovative groupings aiming to rethink collective action for water security, and to bring together the NGO community working on water stewardship around a common vision and strategy. We are also signatories to the CEO Water Mandate's [Water Resilience Coalition](#) and [Forward Faster initiative](#), and the [Glasgow Partnership for Fair Water Footprints](#), which aim to mobilise actors including the

private sector towards water security. We cannot do this alone, nor should we aim to duplicate what other stakeholders are doing in this space – instead our partnership model will be employed to join forces in a manner that adds value across the full range of public and private stakeholders.

67. **The technical solutions agenda mentioned in paragraph 33 will be a key mechanism for engaging the private sector in priority actions at the watershed scale, in line with public priorities, including those identified through SDG 6 monitoring.** The integrated focus on water and carbon offsets will aim to unlock greater investment opportunities while also delivering a more cost-effective value proposition to the private sector, which often has to deal with separate water and carbon-related strategies, as well as generating new partnership opportunities with leading organisations within the carbon space. The Healthy Rivers, Healthy Oceans programme and its focus on innovative technological approaches to bridge the science-policy-management interface will provide strong entry points for private sector engagement. The Climate Resilience anchor area will aim to catalyse co-investments from the private sector that contribute to improving water security and climate resilience, linked to regional and national processes, and supported by public climate finance.

The ["Zero Drop" programme](#), implemented by GWP-Med in collaboration with the Municipality of Heraklion, with funding from The Coca-Cola Foundation and Coca-Cola Hellenic Bottling Company in Heraklion, Crete, is saving 12 million litres of water annually and 64 tonnes of CO₂ by improving irrigation water supply systems at two locations. Among other benefits, irrigation costs are reduced for 2,500 farmers, the operating costs of two pumping stations are reduced, and 105 schoolchildren from the two local communities have been involved in a specialised water game to raise awareness about the topic.



Contributing to gender equality

68. **Achieving water security means adopting inclusive and participatory approaches. Through our Gender Strategy, we employ a ‘never without them when about them’ approach to achieving a water secure world that leaves no-one behind.** Addressing gender disparities in water management is essential for ensuring that marginalised groups, especially women, have equal access to water services, benefits and decision making processes. Empowering women and marginalised genders in water management fosters economic and social development. It allows them to actively participate in the planning and water-related decision making processes, promoting sustainable practices and resilience at all levels.
69. **As part of all programmes developed under our anchor areas, our work to promote gender equality focuses on four areas: Institutional leadership and commitment; Gender inclusion and analysis that drives change; Meaningful and**

inclusive participation in decision making and partnerships; and Equal access to and control of resources, as identified in the GWP Gender Action Piece. The full potential of these four areas is unlocked when they are implemented as policy at the international, country and local levels, by government actors and grassroots community groups alike. We will continue to promote and champion gender equality in WRM through our various projects and programmes and support gender mainstreaming (gender transformation) at all levels.

The **AIP WACDEP-G programme**, which has been piloted in five African countries (Tunisia, Cameroon, Benin, Uganda and Zambia), aims to promote gender equality by strategically integrating gender-transformative planning and decision-making into climate resilient water infrastructure projects. It seeks to address the link between gender inequalities and limited access to productive resources, particularly water, which disproportionately affects women and girls in the face of climate change. The programme is implemented by African governments, the Africa Union Development Agency-NEPAD and the African Ministers' Council on Water (AMCOW), Regional Economic Communities, River Basin Organisations, women organisations, International Water Management Institute (IWMI), UN WOMEN, GWP and others. In 2024, we will commence implementation of the AIP WACDEP-G programme in 5 new countries in Africa.

70. **Furthermore, under the WS4SDGs anchor area, we will use the monitoring survey on SDG 6.5.1 and its gender-specific question to support countries in advancing towards their gender mainstreaming objectives.** In particular, we will build on the 2021 study on "[Advancing towards gender mainstreaming in water resources management](#)" which identified seven key enablers. These enablers are actionable pathways for the public sector at all levels, and assistance will be provided through the SDG 6 IWRM Support Programme to design and implement country-specific or even regional plans that should translate into tangible progress, not just through the gender-specific question in the SDG 6.5.1 survey, but also more generally towards multiple targets of the 2030 Agenda, including under SDG 5 on gender equality.
71. **Gender inclusion in transboundary water management will follow a positive example from GWP Med, which, with its partners, has fostered the Women in Water Diplomacy network for the MENA region.** This network has identified key bottlenecks and barriers surrounding female water diplomats, providing capacity development and peer-to-peer support to members of the network. We intend to replicate this example to institutionalise gender aspects in future transboundary water governance arrangements. Similarly, in 2024 we will support the preparation of a Gender Action Plan for the IncoMaputo basin, between Mozambique, Eswatini and South Africa.
72. **For the rest of the Strategy period, we will further advocate for the development and enforcement of gender inclusive water policies at local, national, and international levels.** We will encourage governments to integrate gender considerations into their water management strategies and mobilise resources and funding for water projects that prioritise gender equality, ensuring that they benefit both men and women equitably.

73. **Finally, we will continue to invest in developing the capacity of the Network on gender transformation through various knowledge products (tools, guides and online courses), as well as through a dedicated Community of Practice.** Using these products, we will continue to promote awareness about the critical role of gender in water management through social media and community events and will use stories and data to highlight the impact of gender disparities.



Mobilising youth for WRM

74. **Recognising the vital role and immense potential of young people as both beneficiaries and active partners towards a water secure world, we will continue to create formal spaces for young women and men to actively contribute to the conversations around our anchor themes.** Thus, we will strive to enable young people to actively engage in efforts aiming to enhance water management, present evidence, shape decisions and influence the allocation of resources in the realm of development priorities and budgets.
75. **Our commitment to youth involvement, as agents of change serves a dual purpose:** firstly, they are crucial in driving progress towards SDG 6, the climate agenda and transboundary water cooperation, and secondly, their active participation enhances stronger and more sustainable regional partnerships, fosters cross-collaboration, builds organisational capacities, and attracts funding opportunities, such as the Erasmus+ Grant in Central and Eastern Europe and anticipated funds in the Mediterranean to support the [Youth for Water and Climate \(YWC\)](#) Programme's second cohort.

Over the past decade, we have invested in emerging talent through our **global internship programme**, as well as various young professional schemes in the regions. This has generated a continuous influx of new talent, innovative ideas and diverse perspectives while developing the next generation of leaders. In 2023, for the first time we offered paid internships at GWPO for outstanding candidates from the global south. Understanding the evolving environment, in 2024-2025 we will seek further avenues to support the funding for these programmes with greater visibility and connection to the regions.

76. **To this end, we will scale up the Water Academy for Youth (WAY) and the YWC programmes, leveraging their success to gain funding for implementation in additional regions.** The [W.A.Y Programme](#), inspired by the [CEE Summer Schools](#), is a capacity development initiative aiming to bridge generational gaps, strengthen youth engagement, and contribute to SDG 6, has fortified private sector partnerships in the SAS Region with the signing of a [5-year MoU with Brandix](#) and further strengthened our regional partnerships through mentorship opportunities in South-East Asia and the Caribbean. We aim to further build upon this foundation to seek support from private sector entities and through our vast partnership base for further youth engagement opportunities.

GWP Caribbean (GWP-C) has for many years recognised the critical importance of creating avenues for young people to become involved in water governance and management ventures. GWP-C's commitment has materialised through initiatives like the [Young Caribbean Water Entrepreneurs Shark Tank Competition](#), fostering innovative water project ideas from young individuals, with prizes of 4,000 Euros in seed funding to advance their projects. The fourth iteration in 2024 aims to strengthen partnerships, continue to attract private sector investment and support the next generation of leaders.

Furthermore, the **GWP-C W.A.Y** introduced In-country Youth IWRM Focal Points, which allows GWP-C to access information, disseminate essential updates and engage with key stakeholders more effectively. It also facilitates representation at events where the Secretariat cannot attend in person, integrating young Caribbean professionals into the organisation's network. With support from its partners, GWP-C will continue this programme into the coming years.

- 77. Young people are the vanguards of innovative solutions to water and sanitation challenges. By involving them in our initiatives, we will tap into their wellspring of creativity and enthusiasm, accelerating our progress.** This will be increasingly evident through various youth competitions to be hosted by our RWPs, underscoring the importance of integrating youth within our work, to further bolster partnerships and diverse funding sources. We will continue to work with GWP regions and partners, such as the WMO, cewas and the International Secretariat for Water (ISW), to further support opportunities for youth-led innovations to be surfaced and shared across the global network.

Water Changemakers 2.0

- 78. Building on the first successful edition of the Water Changemakers Awards in 2020, convened with more than 30 partners in 80 countries around the world, in 2023 GWP and partners launched the second edition of the [Water Changemakers Awards](#) under the theme “Innovative Climate Finance”.** This second edition is a global initiative chaired by H.E Mokgweetsi Masisi, the President of Botswana. This edition aims to recognise high-level commitment and leadership for climate resilient water investments and showcase the most promising climate resilient innovations with the greatest potential for scale, replication, and further investment to support a water secure world. The Water Changemaker 2023 Awards have three categories:
- a) The Presidential Changemaker Awards – for demonstrated leadership and commitment towards water;
 - b) The Innovation Changemaker Awards- for the most promising climate innovations, which will receive investment and technical support for acceleration of innovative business models and preparation for successful scaling up and replication;
 - c) Youth Water Changemaker Awards - for young professionals who have made an impact in the water sector.

79. **In March 2023, the winners of the Presidential Changemakers Awards were awarded to six current and former heads of states for their contribution to the International High-Level Panel on Water Investments for Africa and for launching their respective country's water investment programmes.** Winners of the Innovation Changemaker Award and the Youth Changemaker Award will be announced during UNFCCC COP 28 in November-December 2023. Over 300 applications from over 80 countries were received for the [Top 30 Innovation Changemaker Award](#), announced in September 2023. The innovations varied from water quality monitoring tools, water supply using solar power, improving water quality, innovative supply for agricultural production and many more approaches.

Financing the Business Plan

80. **It is estimated that, to implement this 2023-2025 Business Plan, a total amount of €58.8 million will be needed, which can be broken down to €28.0 million at the global level, and €30.8 million in locally raised funds (LRF).** It is important to note that, as of November 2023, of this global funding target, €23.9 million over the three years is either secure or very well advanced, and the additional fundraising target is €4.1 million. Regarding the target for LRF, €22.1 million is secured or expected at the time of writing, leaving €8.7 million still to be raised. To put this into context, the 13 regional work programmes have a total expectation of influencing €787 million, directly and indirectly, showing a very high mobilisation rate between globally sourced funding and the financial impact at the regional and country level. If additional funds are raised during this period, all of the approaches outlined in this Business Plan are scalable across the GWP network. New developments since the regional 2023-2025 work programmes were defined at the end of 2022 lead us to expect a total global influencing of up to €1.5 billion through the implementation of this Business Plan, a 1:25 leveraging ratio.
81. **In 2024-2025, changes are predicted in our global funding allocation, which require us to adapt our operating model.** In particular, support from our core donors has decreased in recent years, both in number and in overall quantity. Furthermore, it is expected that some of the current core donors may transform their core contributions to a more programmatic logic during the period of the Business Plan. This will entail the corresponding reduction in core and increase in programmatic (earmarked and designated) funding, with a drop in overall funding foreseen for 2024, before an expected increase in 2025. At the same time, it is expected that regions and countries will ramp up their efforts to mobilise LRF. Much of the approach presented in this Business Plan is scalable, to match the availability of funding. It is important to note that the annual budgeting and work planning process will only take into account funds in-hand at the time of planning, at each level. A Financial Sustainability Plan is being produced to ensure that expenses are reduced and available funding is allocated in the most effective manner, to account for the fluctuations in the availability of resources. This should ensure that we finish the current Strategy period in 2025 on the best possible financial footing.
82. **Achieving the ambitious targets of our Strategy will therefore require an increase in our programmatic resource mobilisation efforts, at all levels, and from diverse**

funding sources, to be leveraged by the most appropriate GWP unit. The potentially available funding sources related to the period of this Business Plan are presented below.

- **Global core funding.** Every effort will be made to maintain the current GWPO core donors, by listening to and adapting to their needs. In that sense, this Business Plan is presented in a way that can align with both core and programmatic funding opportunities at the global level. Indeed, this Business Plan as a whole could be considered a coherent programme to be fully funded by core donors.
- **Global designated and programmatic funding.** Whereas in the 2020-2025 Business Plan, a number of potential “core” thematic functions were outlined, with the intention of those leading to greater positioning of GWP and of our approach, a major focus of this new Business Plan is on using that enhanced positioning for the purpose of deliberately developing, externally resourcing and implementing programmatic opportunities, including the upscaling and replication of successful GWP programmes and projects in new geographies. As outlined in the Operational focus areas 2023–2025**Error! Reference source not found.** section, in this period we will develop a set of broader global programmatic activities related to our anchor areas, focused on leveraging external resources to support our regional activities, to be implemented through our multi-stakeholder network, including fundraising alone or with partners. This globally coordinated resource mobilisation will focus first and foremost on programmes that may touch down in multiple geographies, complementing the resource mobilisation efforts being undertaken directly by RWPs and CWPs. The funding sources considered under this heading include the following, presented with illustrative examples, advancing on which will be a major focus of the 2023-2025 period:
 - Multilateral funding sources to support countries in readiness for **climate finance projects** in the context of their commitments to the Paris Climate Agreement;
 - Bilateral and multilateral funding support for specific thematic programmes that boost implementation of actions to progress towards **water-related SDGs** (e.g. in line with the six previously mentioned priority action areas);
 - Multilateral support for programmes that address water-related challenges that require **transboundary responses** (e.g. source-to-sea solutions for river and marine pollution, etc.);
 - Programmes to mobilise private sector engagement towards tangible water solutions in line with the common good, for example contributing to water replenishment through the **technical solutions agenda, global dialogues, improving water data**, etc.;
 - Bilateral support for programmes to **mobilise knowledge and capacity development** and enhance **learning alliances** (e.g. Communities of Practice, the IWRM Action Hub, etc.).
- **Locally raised funding.** Our country and regional teams will also continue to strengthen their own resource mobilisation efforts by developing larger regional or

multi-country, national or watershed-level programmes, typically in partnership with other organisations. This will involve enhancing the collaboration, cooperation and use of the strategic intelligence available across the Network. Peer-to-peer learning on resource mobilisation will be key, as will developing project implementation skills to ensure timely delivery. Consequently, we expect to see an increase in locally raised funding over the 2023-2025 period. The funding sources which can potentially be mobilised through this approach include regional or national banks and development cooperation agencies, subregional development agencies, regional offices of global entities including the UN system, embassies, the private sector, foundations and line ministries.

83. **Given the external context in terms of a complex and rapidly changing donor landscape, the need for a central, cost efficient and strategic approach to new emerging and non-traditional donors (foundations, the private sector, non-OECD bilateral partners, etc.) will be increasingly critical.** We will implement strategic engagement actions that build demand for our business globally, regionally and in-country, to attract new donors with the aim of diversifying our financial menu options. Part of this strategic approach will involve the implementation of a global Partnership and Resource Mobilisation engagement, where efforts will be made to also develop global products that can offer a steady cash-flow, in addition to regional and in-country offerings. Such efforts will include the development of new programmes and projects that can meet the needs of emerging donors, including through new delivery mechanisms.
84. **Our insights, analyses and recommendations on development finance trends, gleaned from interactions with major donors, partners and analytical assessments, will continue to guide us through the transformative currents of 2023 and beyond.** Consequently, we stand well positioned to meet the multiple global challenges head-on during the coming period, by developing innovative products aligned with these shifting global priorities and with our competencies and available resources, while strengthening existing programme delivering and impact, in line with the twelve main donor trends outlined in figure 6.

Figure 6. Twelve trends in donor funding

Trend 1: Shifts from thematic framing to economic framing of funding	Trend 2: Core funding is shrinking	Trend 3: Increasing competition for programmatic funding
Trend 4: Rising expectations for efficiency, transparency, and value for money	Trend 5: Growing role of private sector and emerging donors in development finance	Trend 6: More humanitarian funding
Trend 7: Multilateral funding will grow	Trend 8: Big philanthropies will struggle	Trend 9: Water no longer a priority

Trend 10: From grants to loans

Trend 11: PPPS and intermediaries will grow in importance

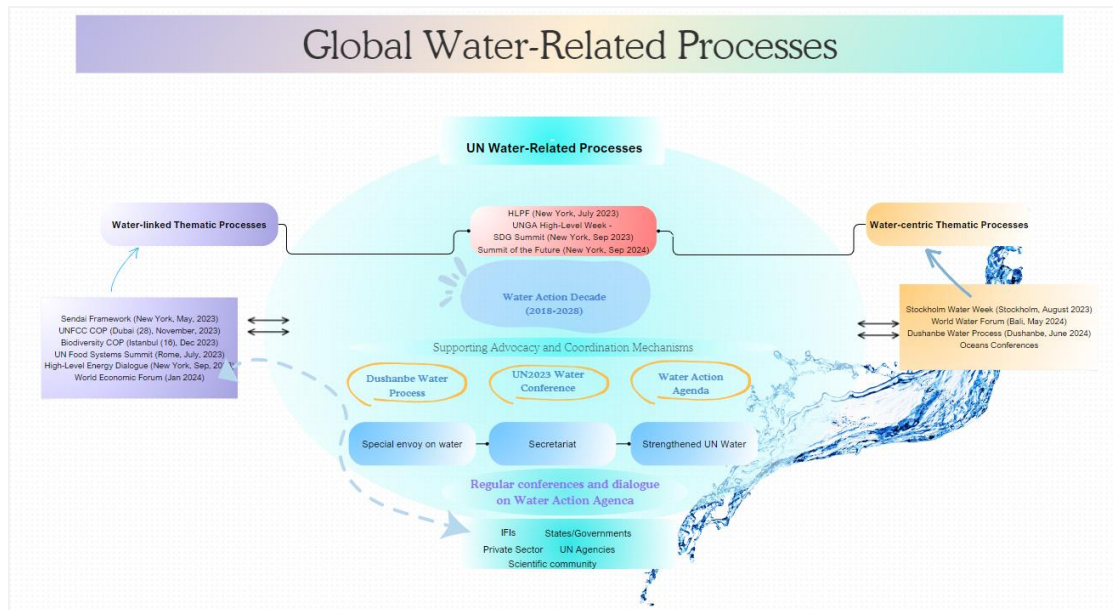
Trend 12: Fundraising will get harder

How we will adapt

Responding to change

85. **Our significant body of work over almost 30 years, our solid reputation as a neutral convener of multi-stakeholder partnerships, our network of local organisations and our vast institutional experience in IWRM and water security more broadly, are unparalleled among water-related organisations.** Our value proposition is more relevant than ever, and we are well positioned to adapt to the external challenges mentioned in this Business Plan. We must therefore continue to advance efforts to deliver the best value for money in the most efficient and effective way possible across the organisation, with an increased sense of urgency. Our integrated approach gives us the flexibility to connect with the themes that are most relevant for funding organisations, while maintaining a lean and adaptive delivery model.
86. **We must rethink our positioning both within and outside the water community, as well as our operational model, to respond effectively to both water-related and water-centric opportunities.** This means building on recent progress in the global architecture for water, as outlined in paragraph 14. Figure 7, taken from the conceptual framing of the Dushanbe Water Process, encapsulates the need to continue our traditional involvement in water-centric thematic processes, but also to appropriately embed our work in water-related thematic processes such as those described above, which may lead to greater opportunities outside of what may be termed “the water box”. The integration of water across such frameworks will be key to the success of their achievement, and will be a guiding principle of our participation in global processes.

Figure 7. Framing of major water-related vs. water-centric processes, from the Dushanbe Water Process



87. **As part of our efforts to adapt, there are low-hanging fruits that would improve the organisation’s ability to adapt to these changing circumstances.** Some adjustments were doubtless needed irrespective of the changing external circumstances. These include tightening the multi-level coordination functions (global, regional, and country), consolidating strategy development and execution, enhancing the skill sets necessary to fully enable our core strengths to be maximised across the network, aligning the collective mindset with the new realities and enhancing synergies and institutional agility across programmes, human resources and strategic relationships. Multi-functional teams and flexible working arrangements with clearer operating models, deliberately leaving space for innovation and adaptation, will be pre-requisites for the future change process. We will also continue to ramp up our efforts to reach a more diversified core-programmatic and project funding model, with an increase in LRF. The increasingly decentralised nature of our network and our distinctive business model allow us to leverage both global and local funding opportunities.
88. **During this period, GWP regions will be expected to take on increasing autonomy and self-management, exploring different ways of organising themselves, both individually and between themselves, building on the work of three regional task forces over 2021-2022.** Regions may explore different arrangements regarding their hosting institutions, including self-hosting, while they may share human resources across regions, as GWP South America and Central America have successfully done in previous years. Regions are piloting different approaches towards mobilisation of CWP and of individual partners at the national level, as well as different resource mobilisation efforts that are relevant to their capacities and opportunities, including the possibility of regional donor mobilisation groups. Regions will be encouraged to also share experiences between them, both successes and failures, to foster peer-to-peer learning.

Since 2021, GWP South-East Asia has been organising a webinar series on Innovative Solutions for Sustainable Development, as a space for GWP partners in the region to share their innovations with other stakeholders. Through this approach which seeks to engage more GWP partners while also unearthing innovative solutions, in 2024-2025 GWP South-East Asia will continue to present these solutions to potential financial partners, acting as a matchmaker for innovative solutions.

Global human resources

89. **The global team at the GWPO Secretariat is structured to provide effective support and facilitation for the growth, health and impact of the Network of Partners, CWPs and RWPs**, within the limits of the financial means available and of the bottom-up network structure that gives us our legitimacy and longevity. The starting point for the Secretariat’s actions are the six-year Strategy, three-year Business Plans and work programmes and annual work plans. To allow their implementation, services include supporting the governance structure, coordinating regional and global presence and activities, sustaining and facilitating our communications and learning architecture, and ensuring that financial management and monitoring and evaluation are based on robust policies and processes and conducted efficiently. The global team also coordinates strategy development, thematic engagements, capacity development, learning and knowledge, global fundraising, communications and global programme management, while positioning water-related themes in global fora, amplifying the voices of our partners and arguing the case for improved WRM.
90. **The need to adapt to the changing funding landscape with a predicted reduction in globally sourced “core” funding will necessitate changes in the setup of the global Secretariat, which will go through an expected 50% reduction in staffing in the period from January 2023 to April 2024.** This will require a re-thinking regarding human resources within the global Secretariat and across the organisation, aiming to reduce operational costs while increasing efficiency through a streamlined use of resources, right-sizing the support functions of the Secretariat to realise the potential of the network. This will involve more integrated interfaces being established which maximise the effect of synergies between the different levels of the organisation, allowing us to deliver high-impact results in an effective manner. Some of the adjustments that will be needed in this area include the following:
- o The global coordination of some of the thematic anchor areas will be decentralised to regions, with clear guidance and human resources in place.
 - o For the three crosscutting focus areas, rather than having a single global focal point, regions will be encouraged to fully embed this mobilisation into their activities, with regional pioneers sharing their experiences with others, to empower network effects.
 - o Cross-network flexibility will allow some staff to be employed with both a regional and global mandate.

- o Cross-regional staff may conduct similar activities in support of several regions. This has been experimented within the first three years of the Strategy period, with regional SDG officers for Africa, Latin America and the Caribbean and Pan-Asia, with very positive initial results.
- o The global office and running costs will be reviewed to ensure optimal efficiency in the global support structure, transitioning to a more cost-effective headquarters setup.

91. **During the period of this Business Plan, we will strive to enhance the effectiveness of these important support and facilitation functions to the network, acting as “one GWP”.** This will be achieved while simultaneously maintaining a highly motivated, lean, diverse, multi-cultural, multi-lingual and gender balanced team, with diverse skill sets, able to respond in a dynamic manner to the changing needs of the organisation.

Updating our global governance

92. **An organisational reform process will be conducted during the period of this Business Plan, to shed further light on opportunities to ensure we continue to be fully fit-for-purpose.** This Business Plan, given the time of writing, is not the venue for pre-empting the results of the ongoing governance reform, but may be updated at a later stage as required as a result of said governance reform. However, this reform will feed into the process of thinking ahead to the 2026-2031 Strategy period, the last one before the 2030 timeline for achieving many of our global water and climate goals, and will aim to maximise the impact that our work can have on the ability of key stakeholders to achieve those goals.
93. **It is clear that we will need to embark on a meaningful and well-structured change journey during the 2023-2025 period and beyond, informed by a governance reform to be undertaken at the end of 2023.** This will require further reflection and analysis at all levels, to define the future direction of the organisation. Success factors will include strong leadership to ensure alignment, a change in mindset and appropriate resourcing of the prioritised directions, as well as the facilitation of dedicated cross-regional peer-to-peer information exchanges and learning opportunities that maximise the network efforts. New programmes, projects and approaches may also need to be developed in areas which may not previously have been prioritised, with innovative partnerships informed by donor intelligence, building on our considerable existing assets. This will be an exciting time of great learning and experimentation across all levels of the organisation, enhancing both horizontal (across regions) and vertical (local to global and vice versa) learning and cooperation opportunities.

Changes between the 2020-2022 and the 2023-2025 Business Plans

The two Business Plans that together guide implementation of the overall 2020-2025 GWP Strategy both take as their starting point the same basic structure defined in that Strategy, with the three anchor areas (Water Solutions for the Sustainable Development Goals, Climate Resilience through Water and Transboundary Water Cooperation) and three focus areas across the anchors (engaging the private sector; contributing to gender equality; and mobilising youth for water resources management), as well as the three approaches (“We mobilise, we act, we learn”). What has changed above all else in this Business Plan is not therefore the “what” (the Strategy), but the “how” we will implement it.

Indeed, in the current 2023-2025 Business Plan, taking into account the changing parameters outlined in this Plan, there is a conscious and deliberate rationalisation of human and financial resources across the GWP network, aiming to achieve the Strategy targets in the most cost-effective manner. This will be achieved for example through an increase in the decentralisation of key functions from GWPO to regions, as well as shared positions across regions and between global and regional teams, accompanying a reduction in global-level staff (see paragraph 90). At the same time, regions will be expected to gradually become more autonomous in their resource mobilisation and professionalisation efforts (paragraph 88).

Another big difference between the two Business Plans lies in the maturity of programmatic thinking under the three anchor areas, as reflected in paragraph 82. In particular, the scaling out of the Continental Africa Water Investment Programme (AIP) to other GWP regions will allow the three anchor areas to be translated into more

to other GWP regions will allow the three anchor areas to be translated into more readily fundable programmatic opportunities for more GWP regions to support countries in increasing their water security for sustainable development and reduced poverty. This is in line with a deliberate push towards increasing programmatic and earmarked funding, to maximise the impact of core funding, which in turn is expected to decrease during the coming period. Efforts aiming to use core funding to develop, upscale and replicate programmes will be in line with a Financial Sustainability Plan currently under production (see paragraph 81).

Furthermore, the previous Business Plan had a more pronounced global engagement component, implying a significant focus on several key global processes and events that were relevant to advance either GWP’s overall Strategy and/or some of the anchor areas. While taking part in a targeted number of such global processes is still part of the approach under this new Business Plan (see paragraph 21), it will be done in a deliberate way that rationalises human and financial resources to achieve specific progress towards our Strategy targets.

Challenges and risks

94. **Based on external and internal evaluations and audits, the GWP risk register presents the detailed list of risks that we face during the implementation of our**

activities. These risks are categorised into four main groups:

- | | |
|--------------------------|--|
| a. Risks to the strategy | b. Risks to operations |
| c. Fiduciary risk | d. Compliance, reputational and legitimacy risks |

95. **All risks identified are classified according to the likelihood of occurrence and potential consequences.** They are also assigned appropriate potential mitigation actions. Following recommendations from donors, the risk register is now reviewed twice a year, and is submitted to the GWP SC for approval.

96. **The latest risk review, conducted in spring 2023, identified 44 potential risks distributed across the four categories.** Of these 44 risks, after considering their likelihood of occurrence and potential consequences, the following five were considered high risks for the current strategic planning period (see table 4), highlighting that the other 39 potential risks are considered either medium or low in terms of impact, and/or stable in terms of trend. Follow up on the mitigation efforts for all five high risks is assigned to different entities within the organisation, and will be undertaken accordingly. Progress in mitigating these risks will be regularly reviewed, and reported to the SC, to ensure that the risks are maintained under control. It is to be further noted that the response to three of these five risks, namely 1.3 a), 1.3 b) and 1.3c), is also explicitly embedded in different sections of the present Business Plan. The other two risks, 1.2 a) and 2.1 a), are further integrated into strategies and approaches mentioned in this Business Plan.

Table 4. High risks identified and mitigation efforts, May 2023

Risk	Mitigation Efforts
1.2.a) Emergence of new networks attract partners and funders away from GWP	<ul style="list-style-type: none"> • Pro-actively engage, solidify our network attractiveness. • Take a leadership role in proposing a global agenda for water alignment in which GWP becomes a convener of networks and maintains its relevance.
1.3.a) Donors provide less funding than required to achieve strategic growth projections	<ul style="list-style-type: none"> • Invest time and resources in resource mobilisation at all levels in the Network.
1.3.b) Donors provide less funding than required for core activities	<ul style="list-style-type: none"> • Invest time and resources in resource mobilisation at all levels in the Network
1.3.c) GWP cannot respond to suitable calls for proposals	<ul style="list-style-type: none"> • Need for additional support to develop proposals. • Prioritisation of NOPs staff time for proposals development (workplan 2023). • Resolving bottlenecks, increasing our capacity to handle programmatic funding at scale and incorporating this as a priority in the 2023-25 Business Plan.

<p>2.1.a) GWP does not deliver on its results framework (strategy and work programme)</p>	<ul style="list-style-type: none"> • Annual review of results vs. targets, and quarterly assessments of programme implementation, incl. identification of areas in need of adjustment. Mid-term review. • Assessing the results of the 2020-22 Business Plan vs strategy targets, identifying gaps, lessons learned and incorporating this to the 2023-25 Business Plan. • Although being largely on track with most programmes (according to our initial assessments of 2020-22) this risk mitigation requires a continuous stability in core funding.
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Monitoring for success

Results framework

97. **We have a comprehensive monitoring and evaluation (M&E) system in place that consists of a hybrid of two methodologies: outcome mapping and traditional results-based management.** This combined approach enables the organisation to analyse progress based on observed changes in the behaviour of boundary actors and water governance mechanisms, while at the same time being able to set quantified targets against a set of common indicators. It is designed to capture all of our work, across the network, maintaining a level of consistency between planning and reporting frameworks to ensure that all activities and results are presented and evaluated in the context of the overall GWP strategic anchor areas, mission, and vision. As a result, GWP acts as a global programme, and is in a strong position to document the influence that our activities and outputs at all levels have had and to what extent these can be attributed to water governance outcomes and, ultimately, water security impacts. This is done to demonstrate tangible progress in water security, climate resilience, and overall sustainable development through the application of an IWRM approach. The results have been shown to not only justify continued promotion of IWRM, but also serve as a learning exercise to better understand the role of governance in achieving water security and our role within it.
98. **The top level of the results chain relates to GWP’s impact, i.e., the assumption that water governance reform at the outcome level will lead to sustainable socio-economic benefits among the target populations through increased investment in appropriate infrastructure, empowerment of vulnerable groups, and more sustainable use of resources.** All water governance outcomes to which we have contributed are assumed in one way or another to result in increased water security. This is reflected in our approach to the SDGs (and within the conceptual framework for SDG 6 more generally) whereby the implementation of IWRM (SDG target 6.5) is viewed not as a goal in itself, but as a prerequisite for advancing on the other SDG 6 targets and broader water-related SDGs, including those related to poverty reduction, food security, gender equality, energy, climate action and so on. The achievement of this impact drives all of our work. The M&E system has been developed to enable a robust analysis to be made of the links between the organisation’s operations and the subsequent socio-economic-environmental improvements on the ground.

99. **According to our Theory of Change (see figure 8), sustainable impact is best achieved through improvements in governance structures, planning frameworks and institutional capacity.** By embedding the notion of water security into governance processes such as development planning, institutional reform, legislation, etc., an enabling environment is created through which water sensitive investments can be made. GWP work programmes are designed to influence governance processes by working with actors at all levels to instigate improvements in identified “change areas” which cover the wide array of the water governance spectrum. Such influence includes key water governance outcomes such as a revised water policy, a new national climate change adaptation plan, a restructured institution, etc. From 2020 to 2022, we influenced more than 150 such key water governance outcomes.

Figure 8. GWP's simplified Theory of Change



As examples of the broad range of **expected improvements in governance structures**, in 2024-2025, we will support the preparation of new Water Codes for Kyrgyzstan and Uzbekistan, support the revision of the Environment Law in the Central African Republic, multi-stakeholder engagement for the revision of the Water Law in Viet Nam, support the development of a Gender Action Plan and Policy Brief in Somalia, support the Strategic Action Programme of the Buze, Pungwe, Save tri-basin, contribute to the implementation of the Water Charter in Lake Chad, initiate the Data Sharing Protocol in the Limpopo basin and support the development process of a national Green Growth Strategy in Sri Lanka.

100. **We carry out an internal review of achievements and shortfalls on an annual basis through our Progress Reviews, which summarise the monitoring, learning and reporting within our Work Programme Cycle.** [These reports](#) are a tool for GWPO and the 13 RWP's to identify challenges to be addressed in order to refine the delivery of the targets of the six-year Strategy and to prepare their future work programmes and workplans.
101. **With the aim of documenting and better understanding such processes, as well as highlighting the added value of the organisation, we will increase our efforts in this**

Business Plan period to develop impact stories and stories of change which showcase tangible change, demonstrating how it is linked to our work. These stories serve the purpose of illustrating the GWP 'Theory of Change' in practice by reflecting the long-term planning horizon and complex governance frameworks within which we operate through mandated institutions at the regional, national or sub-national level.

The GWP Information System – a learning tool

102. **Since 2014, we have maintained a stable M&E system which has met widespread donor approval. The continuity of the system allows us to track the evolution of results and water governance changes over time.** Recognising the value of this information, in the last three years we have increased our efforts to use the data for organisational learning. Initial efforts focused on the strengthening of the GWP Information System by increasing the integration, accessibility and user-friendliness of data. This was done by migrating the reporting system to an online relational database, and by using new tools for data visualisation, including Power BI. During the second half of the current Strategy period, we will continue developing our Information System with an increased focus on products for the organisation to maintain its systems in place and contribute to programme planning and design, including in the context of region-to-region and country-to-country collaboration. Such products will include Country and Regional factsheets that gather our corporate data together with water management needs in the country, accessible to all RWP and CWPs.

Annexes

Annex A – GWP 3-Year Work Programme 2023-2025 – Logframe targets

This section presents the targets for the 2020-2022 and 2023-2025 periods based on the thirteen regional three-year work programmes. Progress towards the achievement of these targets will be captured through GWP's M&E system. The table below includes examples of results planned under each target across the RWPs, which highlight the range of approaches that the network is adopting.

NB	IND	Targets 2020– 2022	Targets 2023– 2025	Examples of targeted results 2023–2025
Impact level: <i>Water secure, sustainable, inclusive and resilient development</i>				
I1	Number of people benefiting from improved water resources governance and management	480m	377m	<ul style="list-style-type: none"> 900,000 pastoralists benefit from Early Warning systems for drought management in the IGAD region
I2	Total value of water-related investments from government and private sources influenced	880m	787m	<ul style="list-style-type: none"> Financing of IWRM Plans implementation in Panama and Nicaragua Investment in water projects by the Programme for Infrastructure Development in Africa (PIDA)
Outcome level: <i>Effective and inclusive water governance and management systems and investments</i>				
O1	No. of formally adopted national level policies, plans, strategies and laws influenced which integrate water security	36	53	<ul style="list-style-type: none"> National Adaptation Plan in Zambia WEFE Nexus Strategy/ Roadmap in Albania, Law on Environment in Togo
O2	No. of formally adopted policies, plans, strategies and laws influenced which integrate water security at other levels	33	35	<ul style="list-style-type: none"> Volta Basin Flood and Drought Management Strategy Limpopo Strategic Action Plan

NB	IND	Targets 2020– 2022	Targets 2023– 2025	Examples of targeted results 2023–2025
03	No. of arrangements / commitments / agreements on enhanced water security influenced at transboundary / regional level	21	23	<ul style="list-style-type: none"> • Integrative Restoration Action Plan for the Danube River Basin • Regional Transboundary Guidelines for Central America
04	No. of capacity building and knowledge development initiatives that can be directly associated with tangible governance change	71	85	<ul style="list-style-type: none"> • Training on transboundary water laws in the Fujian Province • IWRM Training for basin councils in Cusco, Peru
05	No. of processes / frameworks / institutions established or strengthened to improve cross-sectoral / transboundary coordination	25	29	<ul style="list-style-type: none"> • Operationalisation of BUPUSA Data Sharing Protocol
06	No. of formal multi-stakeholder participation processes facilitated on behalf of a mandated institution	47	100+	<ul style="list-style-type: none"> • 60 multi-stakeholder workshops to complete national SDG indicator 6.5.1 monitoring questionnaires • Nexus assessment and action plan stakeholder engagement in Lebanon • 3 working groups formed in Nepal to formulate strategic water and climate actions with a financial plan
07	No. of policies, plans, strategies and laws influenced that integrate gender inclusion	29	42	<ul style="list-style-type: none"> • Gender and Climate Change Action Plan in Benin • WASH Policy in Honduras
08	No. of management instruments formally being used by water managers and decision-makers	28	19	<ul style="list-style-type: none"> • AIP-PIDA Water Investment Scorecard reports for SADC Member States • Lake Ohrid Management Plan

NB	IND	Targets 2020– 2022	Targets 2023– 2025	Examples of targeted results 2023–2025
O9	No. of formal data sharing arrangements established	21	15	<ul style="list-style-type: none"> • BUPUSA Data Sharing Protocol • Lake Chad Basin Commission water charter implementation
O10	No. of approved investment plans and budget commitments associated with policies, plans and strategies that integrate water security	20	31	<ul style="list-style-type: none"> • Investment Plan for the Athi Catchment, Kenya • Mono Basin Climate Investment Plan
O11	No. of funding agreements influenced to implement water-informed National Adaptation Plan and integrated flood and drought management policies and measures	35	27	<ul style="list-style-type: none"> • Water NAP for Zambia funded by the GCF • Funding secured for early warning system in the Lake Chad Basin
O12	No. of processes in place to raise local revenues from dedicated levies on water users at basin, aquifer or sub-national levels	10	3	<ul style="list-style-type: none"> • Nepal Water Resource Bill
O13	No. of budget commitments from riparian countries to support agreed transboundary cooperation arrangements	15	7	<ul style="list-style-type: none"> • Commitments from riparian countries for the Tisza River management plan implementation • BUPUSA country budget commitments to sustain the secretariat
O14	No. of water-related infrastructure interventions founded on robust, inclusive, and effective water governance systems influenced	18	10	<ul style="list-style-type: none"> • Noubiel and Fomi dams • Implementation of Orange-Senqu River Commission (ORASECOM) Climate Resilience Investment Plan
Output level: <i>Services and products delivered by the GWP network which foster sustainable governance improvements of the water systems (via influenced mandated actors)</i>				
OT1.1	No. of mandated institutions supported in developing and implementing arrangements for transboundary water management	40+	50+	<ul style="list-style-type: none"> • Lancang-Mekong Water Cooperation Center • International Commission for the Protection of the Danube River

NB	IND	Targets 2020– 2022	Targets 2023– 2025	Examples of targeted results 2023–2025
OT1.2	No. of mandated national institutions supported in developing and implementing policies, legal frameworks and/or plans based on IWRM	100+	100+	<ul style="list-style-type: none"> • Tunisian Ministry of Agriculture, Water Resources and Fisheries • Ministry of Environment of Paraguay
OT1.3	No. of mandated sub-national institutions supported in developing and implementing policies, by-laws and/or plans based on IWRM	50+	100+	<ul style="list-style-type: none"> • Catchment Councils in Zimbabwe and Mozambique • Municipalities in Nicaragua monitoring SDG 6.5.1 at local level
OT1.4	No. of mandated institutions supported in integrating gender inclusive water components into development planning and decision making processes	40+	50+	<ul style="list-style-type: none"> • 3 municipal authorities supported in Nepal to develop GESI plans • BUPUSA Joint Water Commission supported in developing and implementing the Gender Action Plan
OT1.5	No. of mandated national institutions supported in developing national investment plans or strategies	40+	25	<ul style="list-style-type: none"> • Ministry of Water of Botswana • Ministry of Environment of Panama
OT1.6	No. of mandated institutions supported in the development of capacity and projects to access finance	60+	40+	<ul style="list-style-type: none"> • Eswatini Ministry of Tourism and Environment • SADC Water and Climate Services
OT1.7	No. of mandated national institutions supported in monitoring SDG 6	50+	60+	<ul style="list-style-type: none"> • 60 countries supported in updating their SDG indicator 6.5.1 reporting • Ministry of Environment & Physical Planning of North Macedonia
OT1.8	No. of demonstration projects undertaken for which innovation has been demonstrated	35	69	<ul style="list-style-type: none"> • Nature-based solutions in ten floodplains along the Danube • Water efficiency project for households and public facilities in Mediterranean islands

NB	IND	Targets 2020– 2022	Targets 2023– 2025	Examples of targeted results 2023–2025
OT1.9	No. of initiatives / demonstration projects specifically targeting gender issues	18	35	<ul style="list-style-type: none"> • Empowering Women in Water Diplomacy in the MENA region • Demonstration projects implemented under the WACDEP-G programme
OT1.10	No. of documents produced outlining the lessons from GWP demonstration projects and a plan for replicating solutions	36	33	<ul style="list-style-type: none"> • Documentation of the water efficiency management system in Hebei, China • IWRM demonstration project documented in Tanzania
OT1.11	No. of beneficiaries supported in demonstration projects on water security and climate resilience undertaken	4.7 m	6.7 m	<ul style="list-style-type: none"> • Non-conventional water resources solutions for 10,000 residents in Greece and Malta • 150,000 beneficiaries of improved climate resiliency in Caribbean islands
OT2.1	No. of mandated institutions at national, basin and regional levels with demonstrably enhanced capacity to design and implement policies, legal frameworks and/or plans based on shared learning on IWRM processes	500+	100+	<ul style="list-style-type: none"> • Ministries of Environment of Central American countries • River basin organisations in West Africa
OT2.2	No. of capacity building and professional development workshops/initiatives with a significant focus on women, youth, and/or other marginalised groups initiated and implemented	70+	100+	<ul style="list-style-type: none"> • Summer Schools in Eastern Europe • Training of young water professionals focused on entrepreneurship in India • Water Academy for Youth (WAY) in Caribbean, South Asia and South-East Asia
OT2.3	No. of publications, knowledge products (including strategic messages) and tools for water security and climate resilience developed and disseminated	100+	100+	<ul style="list-style-type: none"> • Environmental flows assessment for the Limpopo basin • Multi-stakeholder position paper on water governance improvement in Southeast Asia

NB	IND	Targets 2020– 2022	Targets 2023– 2025	Examples of targeted results 2023–2025
OT2.4	No. of publications and knowledge products that have a prominent gender perspective incorporated	35	40+	<ul style="list-style-type: none"> • SDG 6 and disaster risk reduction in the Caribbean with a gender perspective • Policy Briefs for applying gender transformative approaches under the WACDEP-G programme
OT2.5	User satisfaction across knowledge products and services produced, managed and disseminated	75%	75%	<ul style="list-style-type: none"> • Results of a user satisfaction survey of GWP IWRM training in Peru • Satisfaction survey on the Caribbean Science Symposium on Water
OT2.6	No. of knowledge exchange and cross-regional learning initiatives with commitments for concrete follow up	70+	50+	<ul style="list-style-type: none"> • Drought management knowledge exchange in Kosovo and Armenia • Inter-River basin organisation knowledge platform in Southern Africa
OT3.1	RWP health check score (composite indicator measuring financial, governance and programmatic reporting parameters recorded in the ARAG)	-	26	<ul style="list-style-type: none"> • 6 RWPs score high • 7 RWPs score medium
OT3.2	No. of initiatives that mobilise underrepresented groups (incl. gender and youth) to engage with water management and governance processes and to participate in decision making	32	50+	<ul style="list-style-type: none"> • SADC Gender Focal Points and Gender Machinery Community of Practice • Mobilisation of women in the development of municipal GESI plans in Nepal
OT3.3	No. of initiatives with private sector actors to mobilise investment, reduce impacts on water by key industries, and promote innovation and entrepreneurship	38	31	<ul style="list-style-type: none"> • Private sector engagement under the GCF Readiness project in Central African Republic • South America Blue Good Practices programme

Annex B – Global and regional synoptics

The following section provides a more detailed summary of the contents of the individual global and regional three-year 2023-2025 work programmes. The full documents are available at www.gwp.org.

Global agenda

Anticipated portfolio of projects and initiatives to be implemented by GWP entities	Targeted boundary actors	Global processes which GWP aims to influence
<p>Water Solutions for the SDGs:</p> <ul style="list-style-type: none"> • SDG 6 IWRM Support Programme • Valuing Water Initiative • Programme for improved coordination of agriculture and WRM • Programme on private sector investment for water management • Water Academy for Youth <p>Climate resilience:</p> <ul style="list-style-type: none"> • Water, Climate, Gender and Development Programme (AIP-WACDEP-G) • NDC Partnership PAF • Joint WMO-GWP Floods (APFM) and Droughts (IDMP) Management Programmes • GCF Readiness Programme <p>Transboundary:</p> <ul style="list-style-type: none"> • Source-to-sea programme with a focus on pollution reduction • Transboundary WRM capacity building 	<p>Water Solutions for the SDGs:</p> <ul style="list-style-type: none"> • UNEP; UNEP-DHI; UN High-Level Political Forum on Sustainable Development; Dushanbe Water Action Decade; UN-Water; WWAP; OECD; WIN; IWRA; Government of the Netherlands; World Water Council; Partners of the Valuing Water Initiative; ECLAC; CFS; FAO; IWMI; IFPRI; World Bank; Coca-Cola; PepsiCo; Xylem; CEO Water Mandate; ISW; Young Water Solutions (YSW); UNESCO; Swiss Water Partnership; Aquafed; Water Youth Network; World Youth Parliament for Water; Swiss Development Cooperation; IHE Delft <p>Climate resilience:</p> <ul style="list-style-type: none"> • UNFCCC; UNCCD; UN-Water; GCA; GCF; AF; GEF; CIF; NDC Partnership; FAO; WMO; World Bank, MDBs (incl. AfDB, ADB, IADB, etc.) 	<p>Water Solutions for the SDGs:</p> <ul style="list-style-type: none"> • Post-2015 Development Framework and SDGs • UN High-Level Political Forum on SDGs • 10th World Water Forum • Valuing Water Initiative • OECD Water Governance Initiative • Dushanbe Water Action Decade • Water Resilience Coalition <p>Climate resilience:</p> <ul style="list-style-type: none"> • COP to the UNFCCC • UNDP Supporting LDCs to advance NAPs process • GCF Readiness and Preparatory Support • UNCCD Drought Initiative <p>Transboundary:</p> <ul style="list-style-type: none"> • UNECE Water Convention

<p>StRONG:</p> <ul style="list-style-type: none"> • A Stake in Water: Advancing Knowledge and Learning for taking action towards Inclusive IWRM • Water, Gender and Inclusion programme: Build partnerships with gender focused organisations 	<p>Transboundary:</p> <ul style="list-style-type: none"> • UN-Water; UNECE; UNESCO-IHP; UNESCO-IHE; UNESCO-IOC; GEF; AF; FAO; UNDP; UNEP; UNEP-DHI; WB; IW:LEARN; EC; JRC; ANBO; AWC; SIWI; INBO; Source-to-Sea platform; IUCN; Transboundary Water Coalition; SADC; Central American Commission for Environment and Development (CCAD); Union for Mediterranean (UfM); Barcelona Convention; Blue Peace Awareness Campaign <p>StRONG:</p> <ul style="list-style-type: none"> • GWP partner organisations; Financing institutions; ODA funders; RWPs; CWPs; AWP; Cap-Net networks; Regional and national youth organisations 	
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Regional agendas

Africa

Central Africa

Anticipated portfolio of projects and initiatives to be implemented by GWP entities	Targeted boundary actors	National and regional processes which GWP aims to influence
<p>Water Solutions for the SDGs:</p> <ul style="list-style-type: none"> Continental AIP* SDG 6 IWRM Support Programme SDG 6.5 regional programme Community Led Total Sanitation in Sao Tome Global Water Leadership in a Changing Climate Programme <p>Climate resilience:</p> <ul style="list-style-type: none"> GCF Readiness Programme* GCF Readiness Central African Republic (CAR) AIP-WACDEP-G* Partnership for climate resilient water investments* Strengthening resilience of populations in Lake Chad Basin through the establishment of an Early Warning System Dental fluorosis project prevention Phase III 	<p>Water Solutions for the SDGs:</p> <ul style="list-style-type: none"> Economic Community of Central Africa States (ECCAS) National ministries and institutions in charge of water National ministries in charge of environment National Meteorological and Hydrological Services La Commission Internationale du Bassin Congo-Oubangui-Sangha (CICOS), Lake Chad Basin Commission (LCBC) UNESCO, UNICEF AUDA-NEPAD*, AMCOW*, UMA*, AWF*, AfDB* <p>Climate resilience:</p> <ul style="list-style-type: none"> Ministries in charge of water, environment, adaptation planning in Central African Republic LCBC GCF, AF 	<p>Water Solutions for the SDGs:</p> <ul style="list-style-type: none"> Monitoring of implementation of SDG 6.5 targets at national and transboundary levels, WASSMO, AIP-PIDA Scorecard Evaluation of ECCAS IWRM regional plan and response's strategy National Plans to improve investment and finance in water Dialogues on Water-Food-Energy Nexus and Nature based Solutions Water policy of Cameroon and Congo Water law of Cameroon Revised IWRM plan of Cameroon <p>Climate resilience:</p> <ul style="list-style-type: none"> Lake Chad Basin Early Warning System NWP action plan for CAR NAPs of Cameroon and CAR Cameroon national GCF Readiness projects for Central African Republic

<p>Transboundary:</p> <ul style="list-style-type: none"> • AIP (PIDA Water and Nexus Regional project)* <p>Gender:</p> <ul style="list-style-type: none"> • Implementation of strategy for the participation of women and girls in water activities across Central Africa <p>Youth:</p> <ul style="list-style-type: none"> • Young Professionals “Water and Youth” Programme <p>StRONG:</p> <ul style="list-style-type: none"> • Institutions strengthening of CWPs (technical and management, partner engagement) • Project preparation with other RWPs • Community of Practice on water security in the region • IWRM training programme • Coordinated learning among the five Africa regions* 	<p>Transboundary:</p> <ul style="list-style-type: none"> • LCBC, CICOS Member States • ECCAS Member States • UNESCO, UNECE <p>Youth:</p> <ul style="list-style-type: none"> • ECCAS • The Water and Climate Network of Central African Youth Organisations (RECOJAC) • Universities, training institutions <p>StRONG:</p> <ul style="list-style-type: none"> • RWP SC, General Assembly, CWPs, GWPO, RWPs, CAF Technical & Scientific Committee • National water-related institutions, LCBC, CICOS, ECCAS • UNESCO, UNICEF, GCF, IUCN • Universities, academic and scientific research institutions 	<ul style="list-style-type: none"> • Project Preparation for Climate Finance Partnership for water projects* • Climate finance tracker in CAR (GCF) • GCF Climate resilient project pipeline in CAR • Monitoring of implementation of SDG 13.1 <p>Transboundary:</p> <ul style="list-style-type: none"> • Adhesion of ECCAS member states to the regional convention on prevention and peaceful resolution of conflicts related to the management of transboundary water resources in Central Africa • Water charter of LCBC • Addendum of CICOS • Adhesion of Congo to the UNECE Water Convention • Cameroon implementation plan of water convention • Establishment of action plans to improve transboundary cooperation between countries sharing water resources <p>Gender:</p> <ul style="list-style-type: none"> • Gender policy of Cameroon • Gender strategy of LCBC <p>Youth:</p> <ul style="list-style-type: none"> • Integration of youths into water jobs
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*In the framework of the GWP Pan-Africa agenda implementation coordinated by the Coordination Unit in the GWP Southern Africa secretariat.

East Africa

Anticipated portfolio of projects and initiatives to be implemented by GWP entities	Targeted boundary actors	National and regional processes which GWP aims to influence
<p>Water Solutions for the SDGs:</p> <ul style="list-style-type: none"> • SDG 6 IWRM Support Programme (Kenya) • Global Water Leadership in a Changing Climate Programme • Water management capacity development programmes • IGAD Groundwater Programme • Continental AIP* <p>Climate resilience:</p> <ul style="list-style-type: none"> • Enhancing Drought Resilience of small-holder farmers and pastoralists in the IGAD region (DRESS-EA) (Djibouti, Kenya, Sudan, Uganda) • Partnership for climate resilient water investments* • GCF Readiness Programme* • GCF Readiness Somalia 	<p>Water Solutions for the SDGs:</p> <ul style="list-style-type: none"> • Ministries of Water, Environment, Finance, Agriculture, Energy • National Planning Authorities • Ministry of Water, sanitation & Irrigation in Kenya • SDG Focal Points • AUDA-NEPAD*, AMCOW*, UMA*, AWF*, AfDB* <p>Climate resilience:</p> <ul style="list-style-type: none"> • GCF NDAs • Ministries of Finance and Treasury of the Eastern Africa Countries • Ministries of Water and Environment of Uganda • Ministry Environment in Rwanda and Rwanda Water Board • GCF, GEF, AF, Austrian Development Agency, 	<p>Water Solutions for the SDGs:</p> <ul style="list-style-type: none"> • Investment programmes and financing plans for the water sector • Integration of IWRM, WASH, water governance and management actions into sectoral plans • Introduction of IWRM in formal planning related to SDG 6 and other SDGs (Kenya, Somalia, Uganda, Rwanda) • Monitoring of SDG 6.5.1 • Development of national SDG IWRM Action Plans • AIP-PIDA Scorecard completed by Eastern Africa countries • Uganda Water Policy • Uganda Natural Resources Policy • Investment Plan for the Athi Catchment, Kenya • Somalia Finance Policy • Protocol on stock routes <p>Climate resilience:</p> <ul style="list-style-type: none"> • Regional Drought Early Warning System • Establishment of inter-ministerial data sharing frameworks at national level • Small infrastructure for climate resilient irrigation • Enhance institutional capacity to access GCF funds in Burundi, Somalia, Kenya • Investments for drought management interventions • Integration of water and climate investments by national-private sector institutions

<ul style="list-style-type: none"> • Integrated Drought Management Programme – Horn of Africa • AIP WACDEP-G* • National Designated Authority (NDA) Strengthening and pipeline development <p>Transboundary:</p> <ul style="list-style-type: none"> • International Water Law Training Programme <p>Youth:</p> <ul style="list-style-type: none"> • Young Water Fellowship in East Africa <p>StRONG:</p> <ul style="list-style-type: none"> • Coordinated learning among the five Africa regions* 	<p>Sahara and Sahel Observatory (OSS)</p> <ul style="list-style-type: none"> • IGAD Climate Prediction and Application Centre (ICPAC) <p>Transboundary:</p> <ul style="list-style-type: none"> • IGAD, ICPAC, Nile Basin Initiative (NBI), Lake Victoria Basin Commission (LVBC), East African Community (EAC) • IGAD Climate Prediction and Application Centre (ICPAC) • GEF <p>Gender:</p> <ul style="list-style-type: none"> • Ministries of Water, Climate Finance, Gender <p>Private sector:</p> <ul style="list-style-type: none"> • Beverage companies, water sewerage companies <p>StRONG:</p> <ul style="list-style-type: none"> • IGAD, NBI, LVBC • Ministries of Water, Disaster Management, Agriculture, Energy, Environment • Beverage companies, Water sewerage companies 	<ul style="list-style-type: none"> • Investment for the implementation of the IGAD ground water program • Development of National Drought Plans • Climate bill in Samburu county, Kenya • Establishment of frameworks for drought management at transboundary level • Somalia Climate Finance Policy • Somalia GCF Country Programme • Implementation of NAPs • Implementation of NDCs • Implementation of National Flood and Drought Management Policies • Integration of climate actions in IWRM and WASH interventions in Rwanda and Uganda • Project Preparation for Climate Finance Partnership for water projects* <p>Transboundary:</p> <ul style="list-style-type: none"> • Joint programs between IGAD Member States for drought management interventions • Commitments on transboundary water management by Eastern African countries <p>Gender:</p> <ul style="list-style-type: none"> • Review of Uganda Water and Sanitation Sector Gender Strategy • Review of Maziba Catchment management plan for integration of GTA • National Investment plans and budget commitments for gender inclusive water management • Gender transformative policies, programs and strategies for water security and climate resilience <p>Private sector:</p> <ul style="list-style-type: none"> • Utilisation of new technologies for water management in production processes
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*In the framework of the GWP Pan-Africa agenda implementation coordinated by the Coordination Unit in the GWP Southern Africa secretariat.

Southern Africa

Anticipated portfolio of projects and initiatives to be implemented by GWP entities	Targeted boundary actors	National and regional processes which GWP aims to influence
<p>Water Solutions for the SDGs:</p> <ul style="list-style-type: none"> Continental AIP* SDG 6 IWRM Support Programme SADC WEF Nexus Dialogues Global Water Leadership in a Changing Climate Programme South Africa Land Degradation Neutrality Transformative Project/Programme <p>Climate resilience:</p> <ul style="list-style-type: none"> AIP-WACDEP G* Partnership for climate resilient water investments* GCF Readiness Programme* Intra-ACP GCCA+ programme in the SADC region SADC GCCA+ Integrated Flood Management Programme Integrated Drought Management Programme WASH Climate Resilient Development Eswatini GCF Readiness 	<p>Water Solutions for the SDGs:</p> <ul style="list-style-type: none"> SADC SADC Food, Agriculture and Natural Resources Directorate SADC Water Departments Ministries of Water, Energy, Planning, Agriculture UNDP, UNICEF WB, AfDB, AUDA-PIDA, DBSA, AWF, ACCF GCF NDAs, DAEs <p>Climate resilience:</p> <ul style="list-style-type: none"> NDAs, DAEs Climate Change Focal Points Ministries of Water Ministries of Finance, Planning Water-related Institutions SADC, SADC GMI and Water and Climate Services GCF SWSC Ministries of Green Economy, Finance/Planning, Water, Gender in Zambia 	<p>Water Solutions for the SDGs:</p> <ul style="list-style-type: none"> SADC RSAP V implementation Water-Food-Energy (WEF): Multi-stakeholder Dialogues Establishment of national WEF Nexus Technical Working Groups Institutional strengthening on WEF Nexus Security AIP Water Investment Programmes in Botswana, Tanzania, Malawi Assessment leading to the establishment of an International Blended Investment Mechanism SADC HYCOS-AIP Regional Investment Framework National Action Plans in Zimbabwe, Mozambique, Botswana, South Africa AIP-PIDA Water Investment Scorecard reports for SADC Member States Livingstone Water Supply Climate Proofing <p>Climate resilience:</p> <ul style="list-style-type: none"> Zambia NAP Zambia Water NAP Zambia resource mobilisation strategy for NDC/NAP implementation Strengthening of climate coordination mechanisms for climate finance Project Preparation for Climate Finance Partnership for water projects*

<ul style="list-style-type: none"> • GCF NAP Zambia • GCF Water NAP Zambia • GCF Climate Resilient Systems for SADC Water Sector: SADC Hydrological Cycle Observation System • GCF Readiness Tanzania • A WEF Nexus approach to climate resilience in Lesotho • Ruvuma • Global Water Climate Resilience Coordination <p>Transboundary:</p> <ul style="list-style-type: none"> • AIP-PIDA Water* • SADC RBOs Learning and exchange Programme • SADC shared watercourse cooperation • International Water Law Training Programme • Limpopo Watercourse Commission (LIMCOM) AF on water-related disasters • Integrated Transboundary River Basin Management Project in the Limpopo Basin • Management of Pungwe, Buzi and Save Basin • INCOMAPUTO 	<ul style="list-style-type: none"> • Zambia Department of Climate Change NAP • Local institutions developing sub-national NAPs in Zambia • Ministry of Tourism and Environment, Ministry of Water in Eswatini • Department of Environment Eswatini <p>Transboundary:</p> <ul style="list-style-type: none"> • SADC • Permanent Okavango River Basin Authority (OKACOM), LIMCOM, Zambezi Watercourse Commission (ZAMCOM), ORASECOM, Cuvelai Watercourse Commission (CUVECOM), Buzi, Pungwe, Save (BUPUSA) Tri-Basin, RUVUMA, INMACOM • Riparian countries of targeted river basins • Catchment Councils and ARAs in Zimbabwe and Mozambique • GEF • AUDA-NEPAD*, AMCOW*, UMA*, AWF*, AfDB* <p>Strong:</p> <ul style="list-style-type: none"> • Cap-Net WaterNet <p>Gender:</p>	<p>Transboundary:</p> <ul style="list-style-type: none"> • BUPUSA Strategic Action Programme (SAP) • BUPUSA Environmental Flow Management Plan; Climate Risk Analysis for WASH; Transboundary Diagnostic Analysis • BUPUSA Resource Mobilisation Strategy • BUPUSA country budget commitments to sustain the Secretariat in the implementation of the BUPUSA Financing Strategy • Limpopo Strategic Action Plan and Investment Plan, Joint Basin Survey • AU Water Strategy and Action Plan • Limpopo Policy and Governance Review • Limpopo SAP Investment Plan • LIMCOM Environmental Monitoring Framework • LIMCOM Capacity Development Plans • LIMCOM country budget to support institutional development • BUPUSA: Save Water Sharing Agreement (Mozambique and Zimbabwe); Tri-basin Agreement and Host Agreement; Hydromet monitoring system; Flood and Drought Forecasting and Early Warning; Data Sharing Protocol Operationalisation • ZAMCOM PIDACC Investment Programme • Implementation of ORASECOM Climate Resilience Investment Plan • PIDA PAP II Water Projects catalysation • Strengthening of transboundary institutional mechanisms of SADC countries • RBOs Capacity Development Plans • RBOs long-term IWRM Plans • Resources mobilisation for RBOs • Climate resilience investment planning for RBOs
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<p>Youth:</p> <ul style="list-style-type: none"> Youth innovation initiative (incubation) <p>Private sector:</p> <ul style="list-style-type: none"> International Blended Investment Mechanism <p>StRONG:</p> <ul style="list-style-type: none"> Increased participation of women in CWPs Coordinated learning among the five Africa regions* 	<ul style="list-style-type: none"> SADC Departments of WASH, Health UNICEF Country Offices NDA, DAEs Climate Change Focal Points River Basin Organisations (RBOs) Water Departments SADC Gender Focal Points, Gender Machinery <p>Youth:</p> <ul style="list-style-type: none"> Southern Africa Youth WEF Innovation Network (SAYWIN) 	<p>Gender:</p> <ul style="list-style-type: none"> SADC Gender Action Plan implementation LIMCOM Gender Mainstreaming Strategy and Plan BUPUSA Gender Mainstreaming Action Plan Implementation of country Gender Action Plans and Basin Gender Action Plans Integrate of climate resilience, gender equality and social inclusion into SADC country WASH programmes <p>Private sector:</p> <ul style="list-style-type: none"> Zambia NAP Eswatini NDA’s strengthening International Blended Investment Mechanism
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*In the framework of the GWP Pan-Africa agenda implementation coordinated by the Coordination Unit in the GWP Southern Africa secretariat.

West Africa

Anticipated portfolio of projects and initiatives to be implemented by GWP entities	Targeted boundary actors	National and regional processes which GWP aims to influence
<p>Water Solutions for the SDGs:</p> <ul style="list-style-type: none"> • SDG 6 IWRM Support Programme • West African Economic and Monetary Union (WAEMU) Regional IWRM Action Plan 2019-2030 • Project Regional Partnership for the Governance of Water and Environment in West and Central Africa (PREE) • Mekrou Phase 2 Niger Project • REward- Volta Basin <p>Climate resilience:</p> <ul style="list-style-type: none"> • Integrating drought and flood management and early warning system for climate change adaptation in the Volta Basin • AIP WACDEP-G* • Partnership for climate resilient water investments* • GCF Readiness Programme* • GCF investment project Togo • BOUCLIER CLIMAT – Mono River Basin • Water development and management scheme (SAGE) for the Mekrou sub-basin in Niger 	<p>Water Solutions for the SDGs:</p> <ul style="list-style-type: none"> • ECOWAS, WAEMU, Permanent Interstate Committee for Drought Control in the Sahel (CILSS), Water Resources Management Center (WRMC) • Ministry of Water and Sanitation (MHA) of Niger • Ministries of Water, Planning • IWRM units • Water agencies, water user association, local water committees • Municipalities • Donors, development partners (ADA, SIDA, African Development Bank (AfDB)) • Media <p>Climate resilience:</p> <ul style="list-style-type: none"> • Volta Basin Authority (VBA) • AF, GCF • GCF NDAs, DAEs • Climate Change Focal Points • National Meteorological and Hydrological Services in riparian countries in Volta Basin <p>Transboundary:</p> <ul style="list-style-type: none"> • ECOWAS, WAEMU, CILSS, African Network of Basin Organisations 	<p>Water Solutions for the SDGs:</p> <ul style="list-style-type: none"> • Implementation of ECOWAS regional policies • Operationalisation of WAEMU action plan • Environmental Law in Togo and Benin • Niger's National Action Plan for Integrated Water Resources Management (PANGIRE 2) • PANGIRE three Benin • Noumbiel dam between Burkina Faso, Ghana and Côte d'Ivoire • Fomi dam, Guinea • Financial mechanisms for IWRM in Mali, Niger, Guinea, Benin • National IWRM Action Plans • Monitoring of the status of the SDG 6.5.1 target in West Africa • National Investment Programmes • Municipal and sub-national planning in the Volta Basin • Financial mechanisms for IWRM • Enhancement of country M&E mechanisms for SDG 6.5.1 and SDG 6.5.2 <p>Climate resilience:</p> <ul style="list-style-type: none"> • Volta Basin Flood and Drought Management Strategy

<p>Transboundary:</p> <ul style="list-style-type: none"> • AIP-PIDA Water* • RIWE – Mono River Basin <p>Youth:</p> <ul style="list-style-type: none"> • Ton Futur, Ton Climat phase 2 <p>Private sector:</p> <ul style="list-style-type: none"> • Investment initiative with Economic Community of West African States (ECOWAS) <p>StRONG:</p> <ul style="list-style-type: none"> • Increase number of registered partners in the data base working on joint projects and initiatives contributing to achieve development goals • Accreditation of CWPs • Strengthening of CWP capacity to mobilise resources • Initiatives influenced connecting research institutions with decision-makers and development makers to address issues related to sustainable water management and development • Accreditation of CWPs • Coordinated learning among the five Africa regions* 	<ul style="list-style-type: none"> • VBA, Mono Basin Authority, Comoé-Bia-Tanoé Basin Authority (CBTBA), Senegal River Basin Development Authority (OMVS), Gambia River Basin Development Organisation (OMVG) • WRMC • Ministries of Foreign Affairs, Environment and Water • AUDA-NEPAD*, AMCOW*, UMA*, AWF*, AfDB* <p>Youth:</p> <ul style="list-style-type: none"> • Students, young professionals, youth associations • Youth Parliaments • ISW <p>StRONG:</p> <ul style="list-style-type: none"> • CWPs • Technical and Scientific partners: 2IE, WSA (EX CREPA) • CILSS • FAO • RBOs, Ministries in charge of water, Members of Parliament, local communities, donors, Students, academia • Research and training institutions • All partners 	<ul style="list-style-type: none"> • Early Warning System for drought management in the Volta Basin • GCF investment in Togo • GCF Readiness project preparation* <p>Transboundary:</p> <ul style="list-style-type: none"> • Operationalisation of Mono River Basin Authority (Benin and Togo) and CBTBA (Burkina Faso, Ivory Coast, Ghana, Mali) • Climate Investment Plan Volta • Climate Investment Plan Mono • Early Warning System for flood management in the Volta Basin • Data sharing agreements in the Volta and Mono Basins • Budget commitments from riparian countries in the Volta and Mono Basins • Country ratification of international convention on transboundary waters • Regional Observatory on the Fouta Djallon Highland <p>Gender:</p> <ul style="list-style-type: none"> • Gender and Climate Change Action Plan in Benin
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*In the framework of the GWP Pan-Africa agenda implementation coordinated by the Coordination Unit in the GWP Southern Africa secretariat.

Asia

Caucasus and Central Asia

Anticipated portfolio of projects and initiatives to be implemented by GWP entities	Targeted boundary actors	National and regional processes which GWP aims to influence
<p>Water Solutions for the SDGs:</p> <ul style="list-style-type: none"> • SDG 6 IWRM Support Programme • Regional Water and Vulnerable Environment Activity programme • Municipal basin planning programme <p>Climate:</p> <ul style="list-style-type: none"> • Integrated Drought Management Programme • Knowledge transfer on drought issues due to climate change project <p>Youth:</p> <ul style="list-style-type: none"> • Multi-component youth programme in Armenia, Azerbaijan, Georgia, Kyrgyzstan, Kazakhstan, Uzbekistan <p>StRONG:</p> <ul style="list-style-type: none"> • Strengthening financial management • Strengthen decentralised resources mobilisation capacity • Increased involvement of GWP CACENA Partners in regional and global processes 	<p>Water Solutions for the SDGs:</p> <ul style="list-style-type: none"> • International Fund for saving the Aral Sea (IFAS) • Central Asia Regional Economic Cooperation (CAREC) • Scientific-Information Center of the Interstate Commission for Water Coordination of Central Asia (SIC ICWC) • Interstate Commission on Sustainable Development (ICSD) • National Water Authorities • Water management organisations, water users and local authorities • Higher education institutions (specialized in hydraulic engineering, agriculture, hydrology, etc.) • Meteorological, hydrometric, hydrogeological and land reclamation services • Water-related research institutions • National authorities responsible for Emergency Situations • National and regional energy organisations 	<p>Water Solutions for the SDGs:</p> <ul style="list-style-type: none"> • Aral Sea Basin Programme implementation • Water Laws in Mongolia, Georgia, Kazakhstan • Monitoring of SDG 6.5.1 • National Action Programme to combat drought and land degradation in Uzbekistan • IWRM Policy Dialogues • Water security risk responses • Capacity strengthening for national policy making and access to finance • Investment planning in Uzbekistan and Armenia • Municipal basin plans in Georgia <p>Climate:</p> <ul style="list-style-type: none"> • Funding agreements for integrated flood and drought management in Uzbekistan, Georgia and Armenia <p>Transboundary:</p> <ul style="list-style-type: none"> • Strengthening of transboundary cooperation in the Aral Sea basin and the Amu Darya River, Black Sea Basin and Kura River Basin

	<ul style="list-style-type: none"> • Non-governmental, private organisations • Water-related businesses • Energy production enterprises • International organisations and donors • Municipal authorities in Georgia • Media <p>Transboundary:</p> <ul style="list-style-type: none"> • IFAS • CAREC <p>StRONG:</p> <ul style="list-style-type: none"> • CWPs • Host Institution • International organisations and donors 	<ul style="list-style-type: none"> • Budget commitments from riparian countries of the Black Sea, Amu Darya, Syr Darya • Institutional capacity strengthening for transboundary coordination
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China

Anticipated portfolio of projects and initiatives to be implemented by GWP entities	Targeted boundary actors	National and regional processes which GWP aims to influence
<p>Water Solutions for the SDGs:</p> <ul style="list-style-type: none"> • IWRM training programme <p>Transboundary:</p> <ul style="list-style-type: none"> • International Water Law Programme <p>Youth:</p> <ul style="list-style-type: none"> • Capacity building for youth programme 	<p>Water Solutions for the SDGs:</p> <ul style="list-style-type: none"> • Ministry of Water Resources • National Development and Reform Commission • Ministry of Ecology and Environment, Housing and Urban-Rural Development, Natural Resources • Ministry of Education • China Academy of Sciences • National Women’s Federation • Centre for Water Communication and Education of Ministry of Water Resources • China Waterpower Press • China Water Press • Yellow River Water Resources Commission • Changjiang Water Resources Commission • China Institute of Water Resources and Hydropower Research • Big Data Center 	<p>Water Solutions for the SDGs:</p> <ul style="list-style-type: none"> • Implementation of the National development strategy—14th Five Year (2021-2025) • Wei River Strategy, Shaanxi Province • Yellow River Ecological Protection System in the context of inter-basin water transfer • National coordination and mechanisms for monitoring SDGs • Monitoring of IWRM implementation at provincial level • Incorporation of IWRM in water management-related laws, regulations and rules and evaluation of their implementation • Enhance water use efficiency for irrigation in the Yellow River Basin • Optimization of water saving agricultural infrastructure Bashang area of Hebei Province • Water efficiency management system in Hebei and in the Yellow River Basin • Yellow River Ecological Protection system, ecological compensation mechanism • Mapping, tracking and reporting of emerging water crises • Ecological protection measures in the Fengning Manchu Autonomous County at the source of Luanhe River in Hebei Province • Water consumption and water saving in Northwest China • Ecological effect of greening in Northern Shaanxi

	<p>Climate resilience:</p> <ul style="list-style-type: none"> • Ministry of Ecology and Environment, Science and Technology • China Meteorological Administration • Water Resources Commission • Aerospace Information Research Institute • Changjiang River Scientific Research Institute • Academy of Science <p>Transboundary:</p> <ul style="list-style-type: none"> • Lancang-Mekong Water Resources Cooperation Centre • Changjiang Water Resources Commission • Institute of Water Resources and Hydropower Research 	<ul style="list-style-type: none"> • Management of water-related risks of the diversion project from Han to Wei River in Shaanxi Province <p>Climate resilience:</p> <ul style="list-style-type: none"> • Implementation of ASEAN flood management tools for flood monitoring and forecasting in the Yangtze River • Capacity strengthening of ASEAN countries on mountain flood disaster prevention and control • Coastal disaster assessment systems for the Yangtze River • Integrated drought management system in Shaanxi • Drought management standard • Flood management guide • Development of cross-sectoral emergency mechanism for climate change adaptation • National coordination and mechanisms for monitoring climate change adaptation • Disaster preparedness with a focus on poverty • Resources mobilisation for the development of a composite disaster emergency avoidance standard <p>Transboundary:</p> <ul style="list-style-type: none"> • Multi-stakeholder cooperation mechanism • Capacity strengthening on transboundary water laws and system research, Fujian Province • National coordination and mechanisms for monitoring transboundary cooperation • Strengthening of China water resources bodies' role in international exchanges <p>Private sector:</p> <ul style="list-style-type: none"> • Enhancement of water use efficiency from enterprises in the Hunan Province
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South Asia

Anticipated portfolio of projects and initiatives to be implemented by GWP entities	Targeted boundary actors	National and regional processes which GWP aims to influence
<ul style="list-style-type: none"> • Water Solutions for the SDGs: • SDG 6 IWRM Support Programme • Global Water Leadership in a Changing Climate Programme • H2O Water Wheels Project in Pakistan • Climate resilience: • GCF Readiness Programme • GCF Readiness Sri Lanka • NDC Partnership Nepal • Resilient community-based water resource management in Bhutan • Participatory groundwater management to address water scarcity at village level • Gender: • Gender Empowerment Programme • Transboundary: • Community of Practice • Youth: • Youth Empowerment Programme • Gender: • Programme on women and climate change in Sri Lanka • Private sector: 	<ul style="list-style-type: none"> • Water Solutions for the SDGs: • Pan-Asia Networks • UN Agencies, Intergovernmental Organisations (INGOs), NGOs • Regional Bodies • Local/ provincial authorities • Gram Panchayat officials, India • Farmers, India • Water Supply & Sanitation Committees • Water User Associations • Ministry of Water Resources, Agriculture Departments, Planning and Development Department, Water and Power Development Authority in Pakistan • Water and Energy Commission, National Planning Commission in Nepal • Climate resilience: • NDAs of Sri Lanka • Local Governments • Transboundary: • UN Agencies • Civil Society Organisations • INGOs • National & Local Governments 	<ul style="list-style-type: none"> • Water Solutions for the SDGs: • Water Resources Act and Electricity Act in Nepal • Revision of Dam Safety Regulations in Pakistan • Operational Strategy and Framework for implementation of Pakistan’s National Water Policy • Capacity strengthening for IWRM implementation by local authorities in Bhutan • Rainwater harvesting in Bhutan • Capacity strengthening of water messengers (Jal Doots) for implementation of new water management technologies at village level • IWRM planning at national, provincial and local levels • SDG 6 monitoring frameworks implemented • NAPs and LAPAs monitoring, evaluation and learning • Comprehensive Water Management Plans, water augmentation and groundwater recharge at village level in India • Climate resilience:

<ul style="list-style-type: none"> • Safe water enterprises for grassroots youth and women in Delhi, India • StRONG: • Strengthening Area Water Partnerships 	<ul style="list-style-type: none"> • Universities • Youth: • Young water professionals and students • Universities • INGOs, NGOs • Gram Sabha • Watershed Development Committees • Youth groups • Water Supply & Sanitation Committees • Government line departments • Jal Doots • Private sector: • Private companies • Banks • Federation of Industries and Commerce 	<ul style="list-style-type: none"> • Green Growth Strategy development for the low country in Sri Lanka • Finance plan for strategic water and climate actions in Nepal • Access to climate finance for countries in Sri Lanka • Accreditation of GCF DAEs in Sri Lanka • Climate adaptation technologies implemented in Sri Lanka • Climate smart water management plans in India • Formulation of rules and regulations for groundwater abstractions in India • Climate smart water management plans at village level in India • Management of water-related impacts on agriculture, environment and drinking water in Pakistan • Gender: • Establishment of institutional gender & social inclusive policies by GCF DAEs • Municipal GESI Plans in Nepal • Private sector: • Private sector engagement in GCF projects
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Southeast Asia

Anticipated portfolio of projects and initiatives to be implemented by GWP entities	Targeted boundary actors	National and regional processes which GWP aims to influence
<p>Water Solutions for the SDGs:</p> <ul style="list-style-type: none"> • SDG 6 IWRM Support Programme • Integrated Water Security Open Programme • Pan-Asia water governance improvement program <p>Climate resilience:</p> <ul style="list-style-type: none"> • GCF Readiness Programme • GCF Readiness Indonesia • Building Climate Resilience Deltas in Asia <p>StRONG:</p> <ul style="list-style-type: none"> • Strengthening of RWP and CWPs (financial management capacity, governance compliance, partner engagement) <p>Youth:</p> <ul style="list-style-type: none"> • Cross-Generation for Resilient Rivers • Water Academy for Youth 	<p>Water Solutions for the SDGs:</p> <ul style="list-style-type: none"> • House of Parliaments • Ministries of Planning, Finance • Local governments • River Basin Organisations • Civil Society Organisations • Private companies • Asia Pacific Water Forum • Asian Development Bank • UNESCAP • Lancang-Mekong Water Resources Cooperation Center • Mekong River Commission • Alliance for Water Stewardship, TNC Indonesia • Yayasan Bambu Lestari • Yayasan Rumah Energi • Heineken Indonesia • Danone, Unilever, Nestle, Loreal, H&M, Coca-Cola Indonesia • Ministry of Planning, Ministry of Public Works, Ministry of Environment and Forestry in Indonesia 	<p>Water Solutions for the SDGs:</p> <ul style="list-style-type: none"> • Multi-stakeholder position/perspective papers on IWRM priority issues for strategic and priority issues identification in Indonesia • Monitoring of SDG 6.5.1 • Coordination and alignment mechanism between government and non-government actions • Water security dialogues at regional and country levels • Water security risks assessment conducted in priority catchments • Catchment improvement plan • Increased accessibility of catchment data and information <p>Climate resilience:</p> <ul style="list-style-type: none"> • Urban Flood Dialogue <p>Transboundary:</p> <ul style="list-style-type: none"> • Agreement and creation of mechanisms for cooperation over shared water bodies to address urban flood management

	<ul style="list-style-type: none"> • MOWRAM, Ton Lesap Fisheries communities in Cambodia • MONRE Lao • DID, GEC Malaysia • NWRB, League of LGs Philippines • Universities Thailand • Ministry of Health Thailand • MARD Vietnam <p>Climate resilience and transboundary:</p> <ul style="list-style-type: none"> • MONRE Lao • MOWRAM Cambodia • MARD Vietnam • Ministry of Public Works, Bappenas Indonesia • Maesod Municipality Thailand 	<p>Gender:</p> <ul style="list-style-type: none"> • Gender sensitive indicator for water-related projects <p>Private sector:</p> <ul style="list-style-type: none"> • Catchment knowledge Hub
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Latin America and the Caribbean

Caribbean

Anticipated portfolio of projects and initiatives to be implemented by GWP entities	Targeted boundary actors	National and regional processes which GWP aims to influence
<p>Water Solutions for the SDGs:</p> <ul style="list-style-type: none"> • SDG 6 IWRM Support Programme • Caribbean Science Symposium on Water • Multilateral Environmental Agreements (MEAs) III • Inter-American Development Bank (IDB)/UNEP GEF funded CReW+ • CFLI Programme <p>Climate resilience:</p> <ul style="list-style-type: none"> • GCF Readiness Programme <p>Youth:</p> <ul style="list-style-type: none"> • Shark Tank for Youth Entrepreneurs • WAY 	<p>Water Solutions for the SDGs and Climate Resilience:</p> <ul style="list-style-type: none"> • Caribbean Community Climate Change Centre (CCCCC) • Caribbean Community (CARICOM) • Organisation of Eastern Caribbean States (OECS) • Caribbean Institute for Meteorology and Hydrology (CIMH) • Caribbean Water and Sewage Association (CAWASA) • Caribbean Youth Environment Network (CYEN) • Sector specific agencies (tourism, agriculture) • NGOs, CBOs • Caribbean Tourism Organisation • Hotel associations • Academic institutions • Governments / Ministries responsible for water 	<p>Water Solutions for the SDGs:</p> <ul style="list-style-type: none"> • High-Level Ministerial Forum • Resource mobilisation plan for the Regional Strategy and Action Plan (RSAP) • Development of the Action Framework for IWRM in the CARICOM Region • National IWRM Plans • Communication plan for IWRM policy • Investment strategy or plan for the water sector • Monitoring of SDG 6.5.1 • Revision of IWRM plans or water policies • Investment and financing for the water sector in the Caribbean region • National IWRM communication strategy • Resources mobilisation institutional strengthening • Capacity strengthening to implement evidence-based groundwater management interventions • Implementation of rainwater harvesting systems

	<ul style="list-style-type: none"> • Water agencies and agencies, meteorology, disaster management agencies • Development partners (NDC partnership, IDB, Caribbean Development Bank) • GEF Small Grants Programme • Caribbean Water and Wastewater Association (CWWA) • Academia • Youth-led organisations • CYEN <p>Youth:</p> <ul style="list-style-type: none"> • GEF Small Grants Programme • CYEN • Young entrepreneurs <p>Private sector:</p> <ul style="list-style-type: none"> • Bottling companies • Breweries • Hotel associations • Tourism associations 	<p>Climate resilience:</p> <ul style="list-style-type: none"> • Revision of existing water-related policies and plans to identify gaps for climate change adaptation and mitigation • Development of NAPs for the water sector • Access to climate funds by Caribbean countries • National flood or drought management plans • Capacity strengthening for implementation of climate smart agriculture techniques and water use efficiency • Inclusion of climate resilience in national level and institutional frameworks <p>Transboundary:</p> <ul style="list-style-type: none"> • Platform for dialogue to address transboundary issues <p>Private sector:</p> <ul style="list-style-type: none"> • Increase of water use efficiency by the private sector • Water safety planning
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Central America

Anticipated portfolio of projects and initiatives to be implemented by GWP entities	Targeted boundary actors	National and regional processes which GWP aims to influence
<p>Water Solutions for the SDGs:</p> <ul style="list-style-type: none"> • SDG 6 IWRM Support Programme • Water Policy in Honduras • Reform of Climate Change Law in Honduras <p>Climate resilience:</p> <ul style="list-style-type: none"> • GCF Readiness Programme • Improvement of the integrated management of droughts and floods at the regional level in Central America • NDC Partnership PAF <p>Transboundary:</p> <ul style="list-style-type: none"> • Transboundary Water Dialogue • Management of Rio Negro river basin <p>StRONG:</p> <ul style="list-style-type: none"> • GWP CAM becomes a legal entity to strengthen its fundraising capacities • CWP strengthening action plans • Increase in-kind and annual budget through additional contributions from partners and allies • Communication strategy with GWP SAM • Youth and Women Organisations become partners of GWP 	<p>Water Solutions for the SDGs:</p> <ul style="list-style-type: none"> • Ministries of Environment, Planning, Finance • Disaster risk reduction entities • Parliamentarians • Municipalities • CCAD and other Central American Integration System (SICA) agencies • Development Banks, UNDP, Cooperation Agencies • Water Utilities <p>Climate resilience:</p> <ul style="list-style-type: none"> • Ministries of Environment, Planning, Finance • CCAD and other SICA entities • Development Banks, Cooperation Agencies • Climate finance mechanisms • Meteorological services • Water utilities • GCF NDAs, DAEs <p>Transboundary:</p> <ul style="list-style-type: none"> • Ministries of Environment, Foreign Affairs • Transboundary entities • CCAD 	<p>Water Solutions for the SDGs:</p> <ul style="list-style-type: none"> • Implementation of the CCAD Water Agenda and ERAM’s IWRM guideline • Regulation of Water Law Reform in Nicaragua • Water Policy for Honduras • Climate Change Law Reform in Honduras • Monitoring System Regulation in Honduras • WASH Policy in Honduras • Water policy and regulation in El Salvador • IWRM Strategic Actions Guatemala • Municipal Code Guatemala • Local level IWRM monitoring and associated investment and action plans in Nicaragua, Honduras, Guatemala • Policy instruments in place that consider IWRM and climate change • Reporting on the SDG 6.5.1 implementation by Central American countries • National IWRM Action Plans and related Investment Plans in Panama, Nicaragua, Guatemala • Improvement of mechanisms for integrated monitoring of SDG 6 and other related goals

<ul style="list-style-type: none"> • Increase GWP’s private sector partners in the region • Alliances for learning and knowledge generation 	<ul style="list-style-type: none"> • Organisation of American States (OAS) • Development Banks, GEF and Cooperation Agencies <p>StRONG:</p> <ul style="list-style-type: none"> • GWP CAM SC, GWP Partners • Host Institution • CCAD, SICA • Cooperation agencies, Development Banks <p>Gender:</p> <ul style="list-style-type: none"> • CCAD • Women Associations • Ministries of Environment <p>Youth:</p> <ul style="list-style-type: none"> • Water and Youth Network • Youth organisations • Ministries of Environment <p>Private sector:</p> <ul style="list-style-type: none"> • Corporate Social Responsibility Foundations • Ministries of Environment • Private sector associations • Universities • Development Banks and Cooperation Agencies 	<ul style="list-style-type: none"> • Project preparation to access funds for water security <p>Climate resilience:</p> <ul style="list-style-type: none"> • NDCs in Guatemala • Project preparation for flood and drought management • Project preparation to access climate funds <p>Transboundary:</p> <ul style="list-style-type: none"> • Institutionalisation of a dialogue process around transboundary basins • Common guidelines for the management of transboundary basins • Transboundary water management in the Rio Negro Basin • Coordination mechanisms such as COMISASH/Nicaragua, ATOC/Trifinio, Panama <p>Gender:</p> <ul style="list-style-type: none"> • Management instruments for basin management and gender • Gender consideration in planning or policy instruments for water management and climate change consider <p>Private sector:</p> <ul style="list-style-type: none"> • Models for the implementation of water funds and other financial mechanisms at national, regional or local level
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South America

Anticipated portfolio of projects and initiatives to be implemented by GWP entities	Targeted boundary actors	National and regional processes which GWP aims to influence
<p>Water Solutions for the SDGs:</p> <ul style="list-style-type: none"> • SDG 6 IWRM Support Programme <p>Climate resilience:</p> <ul style="list-style-type: none"> • GCF Readiness Programme • NDC Partnership PAF • NDC Partnership Peru • NDC Partnership Paraguay • Drought management programme <p>Gender:</p> <ul style="list-style-type: none"> • Gender and IWRM training programme <p>Youth:</p> <ul style="list-style-type: none"> • Youth training programme <p>Private sector:</p> <ul style="list-style-type: none"> • Blue Good Practices Programme <p>StRONG:</p> <ul style="list-style-type: none"> • Active CWP partner engagement • Mobilisation of partners in countries without CWPs • Communication strategy with GWP CAM • Strengthening of Regional Technical Committee 	<p>Water Solutions for the SDGs, climate resilience and transboundary:</p> <ul style="list-style-type: none"> • GCF NDAs, DAEs • IDB, Development Bank of Latin America (CAF) • GCF • Governments • Environmental funds <p>StRONG:</p> <ul style="list-style-type: none"> • SC and General Assembly • GWP Partners • Ministry of Environment and Water, NGOs, Academia in Ecuador • Ministry of Environment, Academia in Paraguay <p>Private sector:</p> <ul style="list-style-type: none"> • Chambers of Industry 	<p>Water Solutions for the SDGs:</p> <ul style="list-style-type: none"> • National IWRM Plan in Paraguay • IWRM monitoring at basin level in Santa Lucia, Uruguay • Basin councils capacity strengthening for IWRM implementation in Peru • Monitoring of SDG 6.5.1 country level <p>Climate resilience:</p> <ul style="list-style-type: none"> • Institutional strengthening for achieving the goals of the National Strategy on Climate Change • NAP implementation in Peru • Incorporation of climate adaptation measures in national sectoral budget identified in Peru's NDCs • GCF project preparation • Institutional capacity strengthening to access GCF Readiness funds <p>Gender:</p> <ul style="list-style-type: none"> • Capacity strengthening for gender integration in IWRM implementation <p>Private sector:</p> <ul style="list-style-type: none"> • Development of capacities in small and medium enterprises to increase water use efficiency in industrial production processes

Europe

Central and Eastern Europe

Anticipated portfolio of projects and initiatives to be implemented by GWP entities	Targeted boundary actors	National and regional processes which GWP aims to influence
<p>Water Solutions for the SDGs:</p> <ul style="list-style-type: none"> • SDG 6 IWRM Support Programme • Community of Practice on Nature-Based Solutions • OPTimal strategies to retAIN and re-use water and nutrients in small agricultural catchments across different soil-climatic regions in Europe (OPTAIN) • Green approaches for biodiversity protection and sustainable multi-use management of eutrophic lakes and reservoirs • Potential for restoring Danube wetlands and others in the context of a changing climate, biodiversity and sustainable development (WETNUBE) <p>Climate resilience:</p> <ul style="list-style-type: none"> • Integrated Drought Management Programme • The Human-Tech Nexus - Building a Safe Haven to cope with Climate Extremes (HuT) • Technical support for the development of an integrated management system for drought management and measures to minimize its effects on the availability of water resources in Kosovo • Regional cooperation in combat against drought and knowledge transfer to Armenia • Spatial Planning Integration of Climate Change and related Weather hazards (SPICC) 	<p>Water Solutions for the SDGs and climate resilience:</p> <ul style="list-style-type: none"> • National water authorities • Emergency authorities • UNECE • WMO • International Commission for the Protection of the Danube River (ICPDR), International Sava River Basin Commission (ISRBC) • GCF <p>Transboundary:</p> <ul style="list-style-type: none"> • UN system • ICPDR, ISRBC • International Association of Water Supply Companies in The Danube River Catchment Area (IAWD) • Danube Strategy Priority Area 4 and 5 • HELCOM (Baltic Commission) • Water Supply and Sanitation Technology Platforms • National committees and councils 	<p>Water Solutions for the SDGs:</p> <ul style="list-style-type: none"> • Monitoring of SDG 6.5.1 • Integrative Restoration Action Plan for the whole Danube River Basin • Danube Sub-basin Plan outlining nature-based solutions for restoration • Replication roadmaps for the Danube River restoration • Tisza River Basin Management Plan update • MARGs for application of Natural/Small Water Retention Measures • Strategies for nature-based solutions • Cost-effectiveness analyses of local investment and regulatory strategies in flood and drought vulnerable areas <p>Climate resilience:</p> <ul style="list-style-type: none"> • Investment plans for drought management

<ul style="list-style-type: none"> • Lakes Reservoirs in the Danube River basin role for decreasing potential flood risk with flood retention (LAREDAR) • Development and Extension of a Multi-purpose Drought Monitoring Network Based on Satellite Data and Geophysical Measurements (DROMONET) • Transformation of wastewater management for climate neutral rural areas (EUKI) <p>Transboundary:</p> <ul style="list-style-type: none"> • Restoration Of the Danube River Basin Waters For Ecosystems And People From Mountains To Coast (Danube4All) • Strengthening cooperation between river basin management planning and flood risk prevention to enhance the status of waters of the Tisza River Basin (JoinTisza 2.0) <p>STRONG:</p> <ul style="list-style-type: none"> • Number of active partners to GWP CEE increased • Taskforces on sustainable sanitation. circular economy on water and youth • Fundraising capacity of the region and countries improved • Reserve fund established at the regional level <p>Youth:</p> <ul style="list-style-type: none"> • Summer schools 	<p>STRONG:</p> <ul style="list-style-type: none"> • GWP Partners, project partners • GCF, AF • EU, European Commission (EC) • Development aid funding <p>Youth:</p> <ul style="list-style-type: none"> • Water management national authorities • Regional bodies • Schools and youth organisations • Cap-Net • ICPDR 	<ul style="list-style-type: none"> • Integrated drought management systems • National Committees capacity strengthening on climate resilience • Recovery and reconstruction of the water infrastructure and management in Ukraine post-war • Cross-country transfer of tools for drought management and nature-based solutions • Extreme events adaptation plans at local level • GCF Readiness resources for Moldova <p>Transboundary:</p> <ul style="list-style-type: none"> • Resources mobilisation for strengthening the Tisza Group and implementation of measures for transboundary water management • Budget commitments from Tisza riparian countries for implementation of the RBMP • Danube Strategy Priority Area 4 and 5 <p>Youth:</p> <ul style="list-style-type: none"> • Integration of youths into water jobs
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Mediterranean (also to be considered in Africa)

Anticipated portfolio of projects and initiatives to be implemented by GWP entities	Targeted boundary actors	National and regional processes which GWP aims to influence
<p>Water Solutions for the SDGs:</p> <ul style="list-style-type: none"> • SDG 6 IWRM Support Programme • Mediterranean Nexus Community of Practice • GEF UNEP Med Programme Nexus Project in MENA and SEE • Coca-Cola & 3E Zero Drop Heraklion, Greece • Coca-Cola & 3E Zero Drop Schimatari, Greece • Coca-Cola Mission Water Cyprus • Coca-Cola & Malta Energy and Water Energy Non-Conventional WRM in Malta • Reckitt Benckiser "Water is in our Hands" • H2020 Univ of Castilla-La Mancha Managing Resilient Nexus Systems Through Participatory Systems Dynamics Modelling (REXUS) • PRIMA WEFE Nexus Community of Practice 	<p>Water Solutions for the SDGs:</p> <ul style="list-style-type: none"> • UfM • UNEP Mediterranean Action Plan (MAP) • Regional Cooperation Council (RCC) • 5+5 Western Med initiative • League of Arab States (LAS) • Arab Maghreb Union (UMA) • Ministry of Agriculture of Tunisia, Palestinian Water Authority, Lebanese Ministry of Energy and Water, Libya General Water Authority, Jordanian Ministry of Water and Irrigation, Mauritanian Ministry of Hydraulics, Ministry of Agriculture, Fisheries, Rural Development, Water and Forests of Morocco, Ministry of Tourism and Sustainable Development of Montenegro, Ministry of Environment & Tourism of Albania, Ministry of Environment & Physical Planning of North Macedonia, Malta Ministry of Energy and WRM • Water, Energy, Agriculture and Environment Ministries of Albania, Bosnia & Herzegovina, Montenegro, Kosovo**, North Macedonia, Jordan, Lebanon, Libya, Palestine, Morocco • Local communities in Greece and Malta 	<p>Water Solutions for the SDGs:</p> <ul style="list-style-type: none"> • UfM Water Agenda Work programmes for the four thematic priorities and the Financial Strategy • UNEP/MAP policies related to WEFE Nexus • WEFE Nexus Strategy, assessment and Roadmap in Albania, Lebanon, Tangiers/Tetouan, Morocco • Nexus Action Plan in Albania and Lebanon • Nexus Roadmap in South-East Europe • Investments in Nexus approach implementation in Lebanon, Tangiers-Tetouan, Albania • Environment and water sectoral policies in Tunisia • National IWRM planning and monitoring • MENA dialogue on water integrity, transparency and accountability • Investment portfolios and implementation of demonstration application of the water-energy-food-ecosystems nexus approach • Non-Conventional WRM (NCWR) and nature-based solutions practices in water scarce islands and coastal areas in Greece, Cyprus and Malta • Pilot IUWM planning, technical applications at city level in Greece and Cyprus

<ul style="list-style-type: none"> • Global Water Leadership in a Changing Climate <p>Climate resilience:</p> <ul style="list-style-type: none"> • AIP-WACDEP-G* • GCF Readiness Programme** • GCF Montenegro • GCF Mauritania • GEF UNEP Med SCCF Project on Climate Change Adaptation in the Coastal Areas • GEF UNDP Floods in SEE • PRIMA CMCC Adapting to Climate change by quantifying optimal allocation of resources and socio-economic interlinkages (ACQUAOUNT) <p>Transboundary:</p> <ul style="list-style-type: none"> • Healthy Rivers/Healthy Oceans • GEF UNEP Med Programme Source-to-Sea Project in MENA and SEE • GEF Drin II <p>StRONG:</p> <ul style="list-style-type: none"> • Country and local stakeholders networked in functioning partnerships • Further operational links are established with African key institutions and stakeholders and 	<ul style="list-style-type: none"> • Circle of Mediterranean Parliamentarians for Sustainable Development (COMPSUD) • Circle of Mediterranean Journalists for Sustainable Development (COMJSD) <p>Climate resilience:</p> <ul style="list-style-type: none"> • GCF NDAs, DAEs • Albania, Kosovo**, Jordan, Lebanon, Libya, Mauritania, Montenegro, Morocco, North Macedonia, Palestine, Tunisia • UfM <p>Transboundary:</p> <ul style="list-style-type: none"> • Drin Core Group • Lake Ohrid Cooperation Committee • Water, Energy, Agriculture and Environment Ministries of Albania, Bosnia and Herzegovina, Montenegro, Kosovo**, North Macedonia, Algeria, Lebanon, Morocco, Serbia <p>StRONG:</p> <ul style="list-style-type: none"> • Country and local water and wider sustainable development stakeholders • AUDA-NEPAD*, AMCOW*, UMA*, AWF*, AfDB*, EU-Africa cooperation* • GCC, UNEP ROWA, Gulf IFIs Group, EU-Gulf cooperation <p>Gender:</p> <ul style="list-style-type: none"> • UfM • UNEP MAP • RCC 	<ul style="list-style-type: none"> • Development of multi-activity UfM framework programme on water-employment-migration in Jordan, Lebanon and Tunisia <p>Climate resilience:</p> <ul style="list-style-type: none"> • Water governance and climate resilience policies in Palestine • Funding agreements to implement water-informed National Adaptation Plan and integrated flood and drought management policies in Montenegro, Palestine, Libya and Mauritania • Regional partnership for mobilisation of international climate financing • Project prioritisation and preparation; elaboration of investment portfolios • NAPs • NDC setting and implementation • Disaster Risk Reduction dialogue in Western Balkans • Access to GCF funding for Mauritania <p>Transboundary:</p> <ul style="list-style-type: none"> • Drin SAP • WEF Nexus Strategy/ Roadmap for the Drin and Drina basins • Drin MoU implementation • Nexus agenda in the Drin and Drina Basins • Drin Basin information management system • Investments secured for transboundary management in the Drin Basin
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<p>contribution to the Pan-African agenda is made*</p> <ul style="list-style-type: none"> Options for collaboration and action are explored with Gulf countries <p>Gender:</p> <ul style="list-style-type: none"> Empowering Women in Water Diplomacy in MENA 	<ul style="list-style-type: none"> Tunisian Ministry of Agriculture, Water Resources and Fisheries Ministry of Environment, Ministry of Women Affairs, Family and Children in Tunisia <p>Youth:</p> <ul style="list-style-type: none"> Youth organisations UfM <p>Private sector:</p> <ul style="list-style-type: none"> Agriculture of Tunisia, Palestinian Water Authority, Lebanese Ministry of Energy and Water, Libya General Water Authority, Jordanian Ministry of Water and Irrigation, Mauritanian Ministry of Hydraulics, Ministry of Agriculture, Fisheries, Rural Development, Water and Forests of Morocco, Ministry of Tourism and Sustainable Development of Montenegro, Ministry of Environment & Tourism of Albania, Ministry of Environment & Physical Planning of North Macedonia 	<ul style="list-style-type: none"> Budget commitments from riparian countries in the Drin and Drina Basins Lake Ohrid Management Plan Local management planning tools for Integrated Coastal Zone Management with a Source-to-Sea approach UNECE Water Convention in Mediterranean countries (potentially Lebanon, Jordan) <p>Gender:</p> <ul style="list-style-type: none"> Capacity strengthening on gender considerations in transboundary water management in the Drin Basin Capacity strengthening on gender considerations in climate resilient water management in North Africa Gender participation action plan with emphasis on employment objectives <p>Youth:</p> <ul style="list-style-type: none"> Youth participation action plan with emphasis on employment objectives <p>Private sector:</p> <ul style="list-style-type: none"> Private sector participation action plan in regional and national dialogue fora Policy recommendations by regulating authorities and private sector
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*In the framework of the GWP Pan-Africa agenda implementation coordinated by the Coordination Unit in the GWP Southern Africa secretariat.

Annex C – Analysis of results from the 2020–2022 Business Plan

Target 2020-2022	Result 2020-2022	Remarks
Water Solutions for the SDGs		
30 countries have approved sustainable investment plans and budget commitments with IWRM at their core	14	Reflects slower progress than anticipated in getting approved Action Plans through Stage 2 of the SDG 6 IWRM Support Programme
125 water-related policies, laws, institutional arrangements and management instruments are adopted at multiple levels, which incorporate IWRM principles	148	Result refers to the number of outcomes recorded in the GWP Annual Progress Reviews 2020, 2021, and 2022
5 initiatives set up that mobilise the private sector towards participation in water management and governance	5	Achieved although not necessarily a good reflection of private sector engagement progress
3 countries implement development plans, strategies, and formal commitments that contribute to gender inclusion and/or equality through water secure development	6	Results refer to plans/strategies/ commitments that have been approved and are currently at various stages of implementation
3 initiatives set up that mobilise youth to engage with water management and governance	4	Results refer to new initiatives set up during the strategy period
10 million Euros is made in direct investment to implement activities defined through SDG 6.5.1 self-assessment processes	21m	Committed investments associated with the SDG 6 SP stage 2 action plans
Approximately 200 million Euros is leveraged in new investments to implement activities defined through SDG 6.5.1 self-assessment processes	-	Calculation pending - This requires an analysis of investments of IWRM solutions in response to the 6.5.1 survey in countries where GWP facilitated the monitoring process but not subsequent support
Climate resilience		

Target 2020-2022	Result 2020-2022	Remarks
10 countries (of 30 till 2025) access climate finance to implement water-informed NAPs and integrated flood and drought management policies and measures	28	Countries that GWP has supported to access GCF, AF, NDC, etc.
Investments of more than € 200 million (of 1 billion till 2025) directly supported in climate resilient water management and infrastructure founded on robust, inclusive, and effective water governance systems	153m	Amount mobilised in association with projects and programmes that GWP has been involved in acquiring (e.g. GCF, GEF, NDC, AF, EU, national budgets). Short of the target but progress is exponential suggesting that there is a good chance of meeting the 2025 target (estimate by end of 2023 is 600m+)
3 (of 10 till 2025) countries implement development plans, strategies, and formal commitments that aim to contribute to gender inclusion and/or equality through water secure development	6	Mostly related to the countries involved in WACDEP-G
> 2 (of 5 till 2025) youth-centric initiatives that mobilise youth to engage with water management and governance processes and systems and to participate in decision making	10	Reflects several youth initiatives ongoing across the network
Transboundary water management		
GWP support at least ten countries in its in-country deliberation towards accession to Global Conventions on transboundary water	3	Accession to global conventions (i.e. the UNECE water convention) has not been prioritised outside of select regions (CAF and WAF)
At least one source-to-sea programme developed, with a Development Goal orientation (e.g. addressing pollution)	1	Healthy Rivers, Healthy Ocean, GWP's partnership program with UNESCO-IOC and SIWI in implementing source-to-sea practice on the ground, was endorsed as UN Decade of Ocean Science

Target 2020-2022	Result 2020-2022	Remarks
Regional dialogues on transboundary WRM initiated in four regions	4	Conducted in CAM (regional), WAF (Volta), SAF (Limpopo), and Med (Drin)
3 basin specific strategy/development plans	3	Achieved
2 basin specific investments	9	Over-achieved largely through budget commitments related to GEF projects in transboundary basins
2 basin specific water agreements	2	Achieved
3 transboundary climate initiatives supported by GWP	4	Achieved via the acquisition of GEF projects
Transboundary Freshwater Security MOOC promoted and taken by 6,000 users	3 500	Registered MOOC participants
10 country level action plans (including through SDG 6.5.1 related action plans) supported by GWP, contributing to SDG 6.5.2 results as well	-	Result pending. The Stage 2 action plans and other national level action plans will need to be reviewed to assess the extent to which they cover actions related to 6.5.2
StRONG programme		
Leadership and Skills: 1/3 of Regions have shown leadership in unlocking larger funding opportunities	6	Threshold considered 1:1 match of core funding (580k per region for 2020-2022) with funding raised (LRF & DL)
1/3 have more than five staff to implement multi-stakeholder processes and support Country Water Partnerships.	10	All regions except for SAM, CAC, and CAR
Institutional set-ups: All Regional Secretariats are in 100% supportive institutional settings		Subjective target that requires a qualitative response. Issues remain around institutional set-ups with various degrees of urgency in 3-4 regions

Target 2020-2022	Result 2020-2022	Remarks
Network effects: Re-Invigorated ToolBox has unlocked fresh experiences on IWRM implementation used in other countries and regions		Subjective target but largely achieved as evidenced by ToolBox statistics
GWP Partner Survey 2021 indicates shift in perceived usefulness of being a GWP member		Difficult to compare surveys? Comms to follow up based on the results of the 2022 survey



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