

Volume 1 – Summary

Work Programme 2017-2019

Implementing the Strategy

November 2016



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GWP 3-year Work Programme – 2017-2019 - Summary

1 Introduction

1.1 GWP

Global Water Partnership is a worldwide action Network of Partner organisations. Founded in 1996, by 2014 its global Network comprised 13 Regional Water Partnerships and 85 Country Water Partnerships, involving more than 3,000 Partner organisations in 178 countries.

GWP's vision is a **water secure world**¹. To realise this vision GWP supports countries to advance governance and management of water resources for sustainable and equitable development. This is pursued by promoting **Integrated Water Resources Management**², a cross-sectoral policy approach, designed to replace the traditional, fragmented sectoral approach that has led to poor services and unsustainable resource use. As a means to achieving long-term impact towards water security, GWP seeks to influence **water governance processes** through the promotion of Integrated Water Resources Management principles. **Policy development, strategic planning, legislative change, investment planning and transboundary agreements** are examples of such processes and it is here that GWP actively contributes both '*inside*' and '*outside the water box*' at the global, regional, national and subnational levels.

In order to do so, GWP works with relevant stakeholders according to a well-established framework and around three strategic goals as outlined in the GWP Strategy 2014-2019³, Goal 1: **Catalyse change in policies and practice**; Goal 2: **Generate and communicate knowledge**; Goal 3: **Strengthen partnerships**. Simply put, the establishment of a network (Goal 3) enables reinforced knowledge sharing and communications (Goal 2) which in turn support the promotion of water as a key part of sustainable national development and critical development challenges being addressed (Goal 1).

The concrete work is diverse, varying in nature depending on the local circumstances within which each GWP entity is operating. Typically the activities carried out and outputs produced fall under the following categories:

- **Process facilitation** – e.g. contribution to significant planning processes through the facilitation of dialogue, organisation of stakeholder consultations, drafting of documents, etc.
- **Capacity building** – e.g. demand driven training provided to a targeted audience on priority topics
- **Awareness raising** – e.g. increasing visibility and understanding of critical issues
- **Product development** – e.g. strategic guidance, background material and evidence-based information targeted at key stakeholders
- **Advocacy** – e.g. lobbying for the recognition of Integrated Water Resources Management principles within development reform processes
- **Organisational** – e.g. development and implementation of specific projects and strengthening of the network

¹ Water security is the capacity of a population to safeguard sustainable access to adequate quantities of acceptable quality water for sustaining livelihoods, human wellbeing, and socio-economic development, for ensuring protection against waterborne pollution and water related disasters, and for preserving ecosystems in a climate of peace and political stability (UN-Water, 2013)

² Integrated Water Resources Management is a process which promotes the coordinated development and management of water, land and related resources in order to maximise economic and social welfare in an equitable manner without compromising the sustainability of vital ecosystems.

³ GWP Strategy: Towards 2020 – A Water Secure World

1.2 Background

The present GWP strategy covers 6 years (2014-2019). The whole organisation (namely the 13 Regional Water Partnerships and the GWPO including the Technical Committee) is guided by 3 main planning documents:

1. The GWP Strategy (the 6 year period 2014-2019)
2. The 3 year Work Programmes (the 3 year period 2017-2019)
3. The 2017 Annual Workplan - a 12 month period

This document provides an executive summary of the 3 year GWP Work Programme. The basis for this summary is the consolidation and analysis of the information contained in each of the individual 3 year Work Programmes submitted by the Regional Water Partnerships for the 13 regional agendas and by GWPO for the Global agenda (see *Work Programme 2017-2019 Volumes 2 & 3 - GWP: Global and Regions*).

It should be noted that the Work Programmes are living documents and the information in this document is therefore subject to annual discussions and updates. The documents provide an overview of the priority areas that will be addressed across GWP in line with the overarching Strategy, setting targets and estimating the cost of implementing the 3 year programme of activities. The Work Programmes are the basis for GWP’s Monitoring and Evaluation system.

The context for this Work Programme is summarised in the following figure:

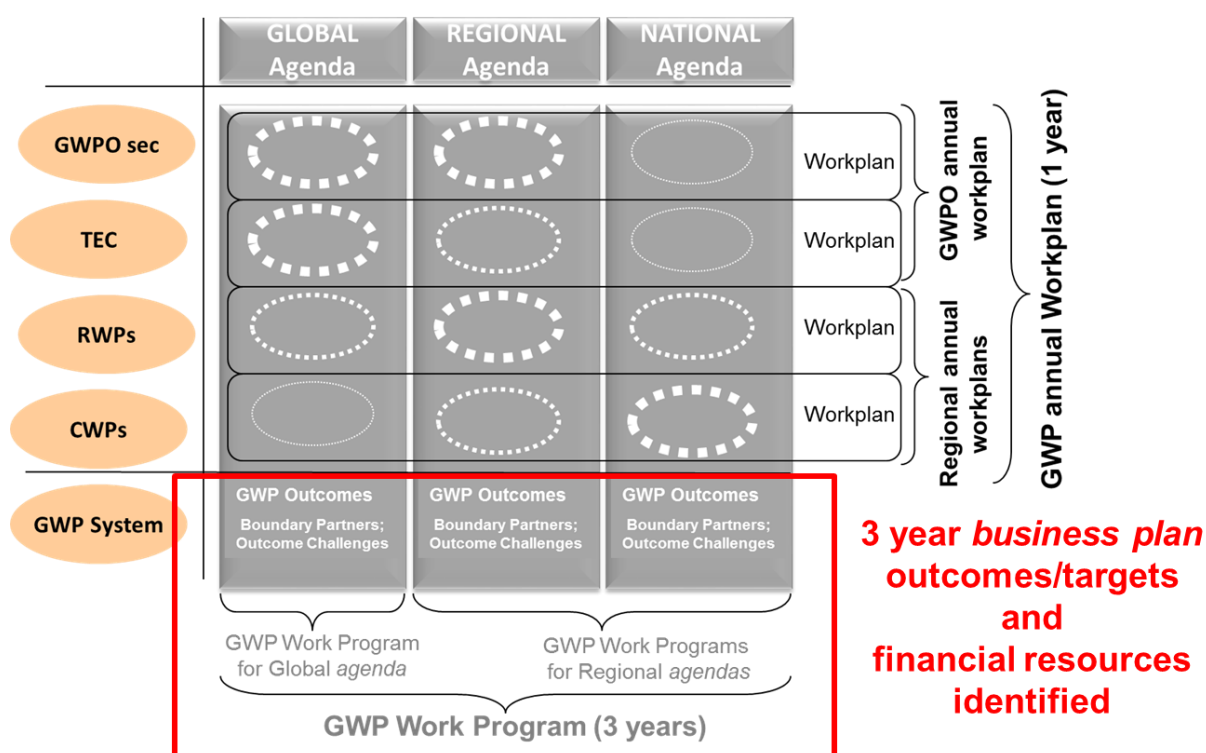


Figure: The 3 year GWP Work Programme in the context of the overarching framework of the GWP Strategy, the various entities within the GWP System and the global, regional and national agendas

The 3 year GWP Work Programme is intended as a high level planning document in order to identify key results at the level of outcome challenges, results-based management indicators and targets, and a broad estimate of financial resources required for implementation. The 3 year Work Programmes are the main reference for:

1. Our Financing Partners - to support their multi-year core commitments to GWP and to provide detail on planned activities and expected outcomes across the whole GWP Network
2. Our multi-year results framework - in order to monitor what we do (outcome challenges, progress markers, etc.) as well as identifying regional thematic priority areas across climate, food, energy, ecosystems, urbanisation and transboundary water management
3. It is also expected that the individual Regional Work Programmes will be used by each region as a basis for regional and local fundraising and may therefore also be referred to and considered as a "business plan".
4. The 3-year Work Programmes are used to identify and implement enhanced opportunities for women and youth in GWP activities and structures

Detailed workplanning and budgeting remains at the level of the Annual Workplans.

1.3 Taking stock of the first 3 years of the current Strategy

Work addressing the Global Agenda during the implementation of the 2014-2016 Work Programme has resulted in significant progress in certain key areas as well as exposing a lack of strategic direction in approaches adopted elsewhere. Some of the main success factors and lessons learned are presented below:

- **GWP's success in promoting a Sustainable Development Goal dedicated to water** through national dialogues, a digital campaign and country level advocacy, demonstrated the potential of a coordinated approach across the network to contribute to global level processes. Under such circumstances, the value of mobilising the diverse partnership and making use of the close ties that exist with key stakeholders, particularly at the country level, was substantial. Opportunities to further utilise such mechanisms and platforms in a global context should continue to be sought.
- In light of the above opportunities, GWP should also seek to further enhance its approach to global level engagement in the upcoming three-year period. This includes the development of a more clearly defined strategy on how, and for what purpose, the organisation will seek to influence pre-identified global processes, including the roles of key positions (e.g. GWP Chair, Executive Secretary, TEC Chair, Senior Advisors, etc.). Increased coordination across the network on such matters will in addition lead to more coherent efforts to **gain the maximum leverage from GWP's investment in global events, initiatives and partnerships**.
- In accordance with their prominent position in the 2014-2019 Strategy, the six thematic areas have been extensively addressed during the first three years of the strategy period. The Climate theme remained particularly strong. However, variations in the allocation of resources has led to unequal progress on each of the themes, which have consequently developed unevenly. Merging three of the themes into a 'water-food-energy-ecosystems Nexus' group has not only helped to make more of the resources available but also provided a logical approach to the three themes in the context of the emerging nexus concept. The **association of the thematic approaches with global processes** (such as the UNFCCC COP meetings, the Committee for Food Security (CFS) agenda, the Habitat III New Urban Agenda and the UNECE Water Convention) should be further enhanced to mobilise resources and establish larger scale programmes.
- The development of the GWP **gender and youth strategies** has provided the necessary impetus to prioritise two areas that are crucial to the achievement of GWP's vision. In the case of empowering youth involvement in water management, the previous three years has seen substantial progress in the mobilisation of youth networks around the world, facilitating engagement and contribution to national, regional and global processes. However, in the case of gender, achievements have been less pronounced. Work on this area has typically sought to

exploit opportunities to embed the topic into ongoing activities and plans rather than planning initiatives with the intention of directly targeting the strategic ambitions. This is now being addressed by building up internal capacity on the subject and creating meaningful partnerships through which to not only further mainstream the issue of gender into GWP's day-to-day work, but also seek to tackle the totality of gender and water issues in a way that places the organisation as a global leader in the field.

- The publication of the GWP/OECD task force **report on water security and sustainable development** highlighted the enhanced global positioning and profiling that is to be gained from collaborating with high-level organisations on work that seeks to advance the global debate on the topic of water security. These kinds of publications provide a springboard for further engagement within global sustainable development frameworks and decision-making processes, which will need to be further exploited during the second half of the strategy period.
- The GWP Technical Committee (TEC) has remained a key feature of GWP's global agenda during the current strategy period with the aim of **generating information and providing insights on emerging issues** through the expert knowledge and experience of its members. Ensuring that the TEC's work is cutting edge, relevant and genuinely contributes to the achievement of the GWP strategy requires ongoing effort that needs to be maintained over the course of the next three years. This includes current endeavours to improve mechanisms for identifying and demonstrating demand, better alignment between the work of TEC and the needs of the GWP network, and the establishment of a system to consistently evaluate TEC products according to a robust methodology.
- The **programme management structure has been systematised and strengthened** during 2014-2016. It concerns both key planning and M&E functions as well as administrative and financial management. This has been acknowledged by renewed commitments of key donors following strict due diligence assessment (most recently the successful pass of the EU 3 pillars assessment by GWPO).

Box 1: The GWP Change Agenda

The GWP Change Agenda was adopted in 2016 with the overall objective of ensuring that GWP as an organisation is *fit for future* by the end of 2019. The Change Agenda is a response to the emerging development environment, a changing donor landscape and a series of recommendations arising from two major reviews of GWP⁴, and has become the main vehicle through which to maintain GWP's relevance, and best position the organisation to address the new set of challenges and opportunities it faces in the coming years.

The Change Agenda is structured according to the following four issues:

1. Strengthening the country level
2. Improving sustainability of financing
3. Improving corporate knowledge management
4. Increasing institutional performance

At the highest level, the Change Agenda is about making GWP more responsive at country level to the all-of-society, globally agreed water-related SDGs. Although not new, the identified key issues listed above will be targeted through a more structured and dedicated approach than has previously been the case. The Change Agenda is embedded into the GWP 3-year Work Programme 2017-2019 and will be directly implemented through the annual workplans.

⁴ The Dalberg Governance Review (2014) and the PEM Knowledge Management Review (2015)

2 GWP 3-year Work Programme 2017-2019 - Overview

Within a rapidly evolving global development landscape, the need for stronger institutions, coordinated approaches and increased horizontal and vertical stakeholder engagement is being prominently promoted as essential to address changing contexts and emerging challenges, including:

- The transition from the MDG era, and associated global institutional framework, to the *2030 development agenda* and its burgeoning institutional roles and responsibilities, and linkages with the *Paris Agreement* and *Sendai Framework for Disaster Risk Reduction*
- Ongoing debate and reflection on the role of IWRM in the achievement of water security and sustainable development, which has received renewed attention following the inclusion of an IWRM specific target under SDG 6
- Increased focus on the interlinkages between different aspects of development (e.g. hunger, poverty, education, gender, etc.) and the need for institutions to increase collaboration when targeting the SDGs (as reflected in the Means of Implementation outlined under SDG 17) and other development goals
- Increased prioritisation of the social and political pressures surrounding the current migration crisis emerging from fragile states⁵ where water insecurity and weak institutions often exacerbate the problems

The GWP is a multi-stakeholder platform of over 3,000 Partner organisations, diverse in scope and proactivity, and united by a joint vision of water security – managing water sustainably for people, economies and for the environment. The unique position of GWP of having a seat at the table at the global level, yet with the means to reach down to national level provides an added value to the water and sustainable development communities that does not exist elsewhere. Through a constant feedback loop from the global to the national and vice versa, GWP helps keep the various levels (global, regional, transboundary, national) informed of the other in a structured multi-level governance framework. This is one of the added values that the organisation offers, and an element that allows it to position itself strategically amidst on-going multi-stakeholder work at the highest levels in issues related to water.

2.1 Global positioning and Strategic Goals

The following section sets out the means and mechanisms through which GWP will seek to engage with the global agenda in the three remaining years of the current strategy period (2017-2019).

As with GWP's work at all levels, global engagement is fully aligned with the means of implementation (MoI) outlined within the 19 targets of SDG 17: *Strengthen the means of implementation and revitalise the global partnership for sustainable development*⁶. These targets provide a cohesive framework so that actions are better organised and can be up scaled and applied more effectively.

The three GWP Strategic Goals – *Goal 1: Catalyse change in policies and practice; Goal 2: Generate and communicate knowledge; & Goal 3: Strengthen partnerships* – and associated delivery mechanisms are directly related to the MoI set out under SDG 17 with *financing, policy and institutions, monitoring, knowledge and capacity, and strengthening of partnerships* all elements that are entirely consistent with GWP's strategic approach and 20-year experience in supporting countries in better water management.

⁵ <http://www.global-migration.info/>

⁶ <http://www.un.org/sustainabledevelopment/globalpartnerships/>

This section provides an overview of GWP's global agenda in the context of the 3 Strategic Goals. A reference to the SDG 17 target categories is also provided.

Box 2: GWP's role in the Sustainable Development Goals

GWP aims to play an active, if not critical role, in supporting the implementation of the water-related SDGs at the country level through its Country Water Partnerships (CWPs). GWP's capability to translate global initiatives, goals and targets down to the national level places it in a unique position to facilitate the engagement on the implementation of the SDGs. This not only comes from its technical capacity, but also because the CWPs in reality take on the form of multi-stakeholder partnerships. At the country level, GWP utilises a platform existing of a variety of different actors to implement a broad strategy wholly aligned with the SDGs related to water⁷.

GWP's additional added value for SDG implementation is that it is extremely coherent on the targets under SDG 17, which is meant to *'Strengthen the means of implementation and revitalise the global partnership for sustainable development'*. SDG 17 focuses on financing, policy and institutions, monitoring, knowledge and capacity and strengthening partnerships, all of which must be enacted in order to implement all the SDGs, including the water-related targets. GWP's three Strategic Goals line up directly with the means of implementation laid out under SDG 17.

The SDG Preparedness Facility

To utilise GWP's strengths and Regional and Country Water Partnerships to help with the implementation of the SDGs, GWP launched in 2015, the SDG Preparedness Facility (SDG-PF). The SDG-PF aims to help countries prepare for the implementation of the water-related SDGs. With a first cohort of 16 countries spread throughout 10 out of GWP's 13 regions, the CWPs are in an initial Design Phase that will map out how they will facilitate the engagement of their partnerships to help national governments implement the water-related SDGs over the next three years.

This first cohort of countries is an important one and, if done well, can place GWP at the heart of assisting with the implementation of the water-related SDGs. The SDG-PF brings the full range of GWP's human resources and partnerships to the table, from global to national. While the UN system and indeed the countries themselves are all at the early stages of setting up the implementation of the SDGs, this will prove to be a valuable moment for GWP to be activating its various networks and partnerships to meet with national governments and implicated stakeholders to help them navigate the first steps towards meeting the SDG targets.

1.1.1 GOAL 1 – Catalyse Change in Policies and Practise

The implementation of GWP Strategic Goal 1 at the global level is closely aligned with the SDG 17 targets under the following categories:

- **Systemic issues – Policy and institutional coherence:** GWP will seek to strengthen the enabling environment by identifying and overcoming institutional challenges and bottlenecks.
- **Systemic issues – Data, monitoring and accountability:** GWP will collaborate with UN-Water on monitoring of selected SDGs including regular country surveys following the Rio+20 IWRM Status Report method as well as working with key partners on how the data revolution can benefit developing countries

⁷ See the [Global Water Partnership: a key global asset](#) briefing note for further details of how GWP supports countries to achieve sustainable human, environmental and economic development

- **Finance:** GWP will act as an arm of the donor countries to deliver their development commitments

In the context of the above, GWP's approach at the global level has the overall objective to *promote, at the international level, the implementation of the water-related goals of the 2030 Agenda and related global agreements*. This will be achieved through three strategic areas of engagement, namely:

- 1) direct engagement with global processes by GWPO
- 2) indirect and direct engagement with countries through the network, and
- 3) influencing the agendas of strategic partner organisations

These three areas are outlined in more detail below.

1) Direct engagement with global processes by GWPO

- **Proactively contribute to the SDG landscape** – Present a coherent voice and messages on water related SDG implementation in the context of the Means of Implementation outlined in SDG 17 at the High Level Panel on Water (HLPW), the High Level Political Forum on Sustainable Development (HLPF) and other similar events, as well as explore relations with non-water SDG groups to ensure water is on their agenda, e.g. with Energy for All (E4A) on SDG7
Purpose: To position GWP as a leading player for SDG implementation (rather than continued lobbying for political awareness) through, amongst others, roll-out of the SDG-Water Preparedness Facility (see Box 2 above)
- **Increase collaboration with UN agencies** – Maintain our strong position with UN-Water and compliment this collaboration with other mechanisms (e.g. the UNDESA partnership programme) as well as exploring ways for GWP to exert influence through the UN Major Groups
Purpose: To support UN-Water as an active member of the Task Force on the 2030 Agenda, support activities of GEMI and, as needed, assist in the monitoring of SDG target 6.5.1 on IWRM (see Box 4 below)
- **Consolidate the global promotion of IWRM** – Exploit the newfound attention, focus and resources on IWRM that are materialising following the inclusion of the subject as a target under SDG 6. This includes raising the profile of IWRM in general through the promotion of best practice as well as coordinated involvement in key global processes such as the World Water Council Task Force on IWRM and associated implementation roadmap, and the monitoring of IWRM progress in the context of SDG target 6.5
Purpose: To promote IWRM and contribute to the implementation of SDG 6.5 as well as to strengthen GWP's position as the leading organisation on all matters related to the subject (see Box 3 below)
- **Utilise key entry points to greater effect** – Involvement of GWP in a few carefully selected global processes where added value can be clearly identified such as the 8th World Water Forum process, OECD Water Governance Initiative, etc., rather than adopting a broader, more reactive, approach to global level engagement
Purpose: To make the most effective and efficient use of GWP's resources when ensuring that water resources management (as opposed to just WASH) receives attention within the global agenda and across relevant SDGs

Box 3: The IWRM Global Track

IWRM has been thrust in the spotlight again due to the fact that under the SDG on water (SDG 6), there is a target specific to IWRM, namely 6.5 'By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate'. This will place newfound attention, focus and resources on the subject that places GWP in a unique position to be able to play a key role in its implementation.

Initiatives involving IWRM have been around for well over a decade after IWRM was included in the Johannesburg Plan of Implementation in 2002, but few of these have had a global focus and GWP has been the only actor to be there throughout. Building on this experience, GWP will use its extensive records gathered over the course of the last 20 years to document in a structured and coherent way the best cases where GWP has contributed to successful IWRM implementation. This will include increasing the portfolio of **GWP Impact Stories**, which seek to demonstrate how GWP's work on the ground in supporting IWRM has led to quantifiable socio-economic benefits among target populations, with the aim of raising the profile of IWRM and GWP's contribution to its implementation.

GWP will also promote IWRM in the context of the **8th World Water Forum** scheduled to take place in Brazil in 2018. This will occur in close collaboration with the World Water Council who launched a process by which the commitments that were made during the 7th World Water Forum are followed through within the context of Implementation Roadmaps thereby providing continuity between the World Water Fora. GWP, along with UNESCO, is the caretaker of Implementation Roadmap 3.4 'Smart Implementation of IWRM', with the expectation to promote and monitor the progress of the commitments in the lead up to the 8th World Water Forum. The sole objective of the IWRM roadmap is to 'ensure the IWRM approach is applied at all levels as a means to achieve water security'. Yearly updates on progress are expected leading up to the Forum in 2018.

The development of best practice examples and GWP's contribution to the 8th World Water Forum are both part of the same work stream aimed at **promoting IWRM to help with SDG 6.5 implementation**.

2) Indirect and direct engagement through the network:

- **Promote regional and national level contributions to global processes** – Support region and country representatives to enable network representation and contribution at international fora, such as high-level panels related to water in which countries where GWP is strong are participating and involvement in the Regional Process of the 8th World Water Forum
Purpose: To exert political influence in global processes via GWP's CWP/RWPs who equip governments to better contribute to such processes (the elevator effect) thereby bringing additional voices of stakeholders from the network to a global level setting
- **Engage directly at country and regional level**, as described in the 13 3-Year Regional Work Programmes (ref. Volume 3).

3) Influencing the agendas of strategic partner organisations

- **Seek greater influence among global allies** – Strengthen ties with strategic partner organisations where GWP has a formal governance role by going beyond basic attendance of members' meetings and establishing a more influential role through which to collaborate
Purpose: To promote the alignment of water security messages among key allies and increase tangible collaboration

Box 4: Collaboration with UN-Water

GWP has played an active role in UN-Water for the past decade as a Partner to the coordinating mechanism. In recent years, GWP's role has increased on several fronts, most notably through its involvement in the advocacy for a standalone water goal in the 2030 Agenda for Sustainable Development through several dozen national consultations via GWP's Country Water Partnerships, and its participation in the monitoring of progress on the advancement of internationally agreed-upon targets of nations completing Integrated Water Resources Management plans.

GWP's value to UN-Water in these areas, as well as others, will continue and GWP should see this as an opportunity to be visibly engaged at the global level, adding value to the sustainable development agenda and the global water community. GWP will continue to be involved with UN-Water in the following three ways:

- 1. Task Force on the 2030 Agenda:** At the 24th UN-Water meeting in February 2016, what had been formerly called the Working Group on SDGs was renamed as the Task Force on the 2030 Agenda with the purpose of continuing to support the SDG process. The Task Force solicits input from UN-Water Members and Partners to ensure coherent and consolidated technical input from the UN system.

GWP has been an integral member of the Task Force since its inception as a Working Group and continues to be the organisation that is the caretaker of SDG target 6.5 (IWRM) within the Task Force. This gives GWP considerable influence on shaping technical input that emerges from UN-Water on the SDG process.

- 2. Integrated Monitoring of Water and Sanitation related SDG targets (GEMI):** While JMP and GLAAS have existed for some time to monitor the WASH-related targets under the MDGs and now the SDGs, GEMI has only existed since 2015 to start monitoring the non-WASH-related targets that are found under the new SDG framework. GWP has the capacity to reach the country level to support GEMI-related activities where other Partners in the UN system do not. Given that GWP is already closely involved with some of the GEMI pilot countries for testing the methodology of indicators for SDG targets 6.3 to 6.6, GWPO will continue to try to facilitate this support to UN-Water/GEMI where appropriate. While only 5 countries are being piloted in 2016, 50 countries are planned to in 2017. The likelihood that GWP is active in a significant number of those countries is high. GWP will engage where it is feasible and it can be expected with moderate confidence that UN-Water will call upon GWP for assistance in some cases.

- 3. Collaboration in assessing global progress in IWRM planning and implementation:** Separate, but linked to the note above, GWP was integral in the 2012 update on the monitoring of IWRM progress, because of its ability to reach down to the country level to gather information related to IWRM. In 2017 there is potentially the need for GWP to again be involved in such a monitoring exercise. This could very well link to SDG monitoring of target 6.5.

1.1.2 GOAL 2 – Generate and Communicate Knowledge

The implementation of GWP Strategic Goal 2 at the global level is closely aligned with the SDG 17 targets under the following categories:

- **Technology (knowledge products):** GWP will generate objective analysis, evidence based arguments and innovative ideas to influence policy debates to achieve the SDGs as well as facilitate new ways of producing, customising, and communicating useful knowledge to a wide range of stakeholders
- **Capacity building:** GWP will develop capacities that provide objective economic analysis and evidence based arguments for action

With the above objectives in mind, 2014-2016 saw major reviews of GWP's knowledge practice. The overarching finding of these reviews was that the communication and integration among GWP entities (Technical Committee, Secretariat, RWPs, CWPs, network, and knowledge partners) was sub-optimal. GWP's global technical agenda in particular was found to be *ad hoc*.

Just as the "global engagement strategy" outlined under Goal 1 above puts the implementation of the water-related goals of the 2030 Agenda and related global agreements at its centre, the same must be done with GWP's global knowledge platform (and its related capacity building component). GWP needs to demonstrate that it delivers *timely* knowledge *relevant* to the 2030 Agenda and its 17 Sustainable Development Goals.

Improving knowledge management is one of the target areas of GWP's Change Agenda. Whereas this applies equally to knowledge management at regional and country levels (see Volume 3), clear improvement areas have been identified at the global level to strengthen the function in the final three years of the current strategy period and to increase its relevance to support programme implementation at all levels. These are as follows:

- **Planning** – The identification of *knowledge needs* as well as *target audiences* (defining what and who we want to influence or change) needs to be strengthened and presented transparently when taking the decision to invest resources to develop knowledge products at the global level. A robust process to facilitate such improved planning needs to be developed and applied.
Purpose: To ensure that GWP produced knowledge is demand driven and relevant for key stakeholders.
- **Implementation** – Improved mechanisms to facilitate knowledge creation (content quality) and delivery (on time and on budget) are needed.
Purpose: To help ensure that the end products are successfully addressing the knowledge needs and target audiences for which they were planned.
- **Dissemination and use** – Widespread communication across the network through multiple dissemination channels is required to ensure that products are used in relevant projects and programmes and reach the attention of strategic partners. With the creation of the LEARN section of GWP's website, increased accessibility to GWP's knowledge resources is in one place, including: ToolBox, Capacity Building and global and regional publications – making GWP's knowledge resources more accessible and searchable from one place.
Purpose: To exploit generated knowledge and related messaging to its full potential.
- **Evaluation and learning** – The establishment of mechanisms for qualitative and/or quantitative measures of knowledge impact and extent of use satisfaction among target audiences is a priority.
Purpose: To increase understanding of GWP's knowledge outreach and achievement of aims, as well as to learn from successes and failures with the aim of strengthening the planning, implementation and dissemination and use the steps described above. Evaluation and learning methodologies are required to facilitate this process.
- **Collaboration** – Increased engagement with other organisations that have capacity to identify key challenges, broaden GWP's knowledge base, and support dissemination and uptake of products.

Purpose: To strengthen knowledge outputs, the GWP Network, and avoid duplication of work

In the context of the above improvement areas, the performance of the GWP Technical Committee and Knowledge Management Function at GWPO need to address the proposed changes. Tangible approaches to do so include:

- Make use of global Technical Committee expertise alongside regional experts and GWPO thereby **reducing duplication of effort, reinforcing global and inter-regional knowledge sharing and learning, and gaining a broader ownership of water resources management as it relates to the development agenda.**
- Organisation of the annual Technical Committee meeting within the context of the Regional Days meeting and/or major regional events to **increase information flow and cooperation** and re-position TEC along the lines of a task force deploying its expertise to support influencing strategies (global, regional, national) that target identified change areas rather than being almost exclusively publications driven
- Identification of, and embarkation on, clearly defined collaboration with, **organisations which can make strategic contributions to GWP's work programme** based on a distinct understanding of need

1.1.3 GOAL 3 – Strengthen Partnerships

The implementation of GWP Strategic Goal 3 at the global level is closely aligned with the SDG 17 targets under the following category:

- **Systemic issues – Multi-stakeholder partnerships:** GWP will make use of the network's experience with global, regional and national coordination platforms and ensure linkages, including the reinforcement of linkages to non-water organisations and participation of multi-sectoral partners

The focus will be on enhancing the viability and effectiveness of GWP's Network by strengthening partnerships and Partner organisations to catalyse change, enhance learning, and improve financial sustainability. At the global level this involves two main approaches, namely:

- the management and further development of the various partnership arrangements currently in place between GWPO and a range of strategic international allies (see Volume 2), and;
- the provision of global support for strengthening of the network itself (as reflected in the GWP Change Agenda).

These approaches are outlined in more detail below.

GWPO-led partnerships

GWPO maintains and nurtures a catalogue of agreements and relationships with a host of strategic international allies (see Volume 2). These arrangements are varied in nature ranging from signed Memoranda of Understandings (MoU) to less formal collaboration based on common interests and mutual benefits. Over the course of the next three years there is a recognised need to manage and develop these partnerships more strategically and maximise their potential to exploit emerging opportunities. More specifically this includes:

- **Defining the global level partnerships** – Collaboration with other organisations is a fundamental means through which GWP works towards the achievement of its Strategy.

However, the scope and ambition of the partnership needs to be clearly defined in order to a) maximise the potential of the collaboration and b) ensure that the costs do not outweigh the benefits.

- **Maintaining a dynamic relationship** – In the context of the above, current agreements should be reassessed with the aim of identifying partnerships that are dormant/could be strengthened strategically (e.g. formal relationships (such as signed MoUs) where the intention to collaborate exists but a practical way forward in order to do so is lacking).
- **Expansion of partnership base** – New strategic partnerships with organisations that GWP has not previously collaborated with should be sought, e.g. in the context of the 2030 development agenda within which new relationships across sectors are likely to become apparent, particularly in the context of SDG 17.
- **Exploiting the partnership base for resource mobilisation** – Cooperation through consortia with complementary organisations increases the likelihood of successful fund raising, particularly through grant applications. Going further than a vague aspiration to collaborate on fund raising by actively mobilising the partnership in response to tangible funding opportunities is therefore required. Equally, positioning GWP as an attractive partner to include in project consortia being set up by other organisations is also a resource mobilisation priority.

Box 5: Strengthening Multi-Stakeholder Partnerships

Multi-Stakeholder Partnerships (MSP) are an important tool for integrating across the SDGs, and to realise the all-of-society engagement that is deemed necessary to achieve the 2030 Development Agenda. SDG17 – *Means of Implementation* calls for revitalisation of the global partnership for sustainable development and contains two specific targets on multi-stakeholder partnerships.

Built as a MSP, GWP is using its social capital and knowledge built over the past 20 years to contribute to the 2030 Agenda for Sustainable Development. This will predominantly occur through the SDG Preparedness Facility that primarily targets the Country Water Partnerships to equip them to contribute effectively to the implementation of SDG#6 in their respective countries and to tap into all nexi where water plays an important role.

A practical way forward to build, strengthen and coordinate MSPs for Water and Sustainable Development includes the following key components:

- **Seed Fund mechanism to stimulate the development of new MSPs for Water and Sustainable Development, in particular at local level:** MSPs unite different stakeholder groups that work jointly to achieve their partnership objectives. Agreeing on those objectives and an analysis of key functions of the partnership and which stakeholders are needed to perform those functions is an absolute prerequisite to create functional and effective MSPs. Adequate means to pre-invest in this process are often lacking.
- **Plan of action/programme for Strengthening of stakeholder groups that are often and easily left behind:** A functional MSP required that all relevant stakeholder groups are included and that they are in a position to participate on an equal footing. The reality is that some partners are more equal than others. Serious pre-investment in strengthening those stakeholder groups that are often and easily left behind is an absolute prerequisite to make the all-of-society engagement and partnership a reality on the ground.
- **Peer review and peer learning mechanisms at regional and national levels:** A practical way to enhance performance, achieve cross-fertilisation and strengthen (South-South) cooperation is through peer assessment. The proposal is to build on existing mechanisms already in place, in particular in the GWP network and Regional and Country Water Partnerships.

- **Annual global meeting/forum of the partnership initiative “MSPs for Water and Sustainable Development”:** With the objective of creating a space for meeting of different MSPs and link the local to the global processes, the proposal is to build on the experience and mechanisms developed by the UN *Water for Life Decade* office in Zaragoza to further water cooperation by bringing together different stakeholders; and to revive the annual Zaragoza conference to brand MSPs for Water and Sustainable Development as a key mechanism to implement SDG6 and targets.

Strengthening the network

Of the four improvement areas identified within the GWP Change Agenda (see Box 1 above), three of them relate to strengthening the network⁸, namely:

- Strengthening the country level
- Improving sustainability of financing
- Increasing institutional performance

Whereas the implementation of the Change Agenda is the responsibility of GWP entities at all levels, the global function has a clear role in supporting regional and country level efforts to achieve its aims. This role includes:

- **In the context of strengthening the country level** – The 2030 Agenda for Sustainable Development provides an opportunity to strengthen GWP country level capacities and activities, particularly through the mobilisation of the Partners base. GWPO can provide direct support to performing RWPs and CWPs to take advantage of these opportunities such as through the allocation of seed funding for project development and the tailoring of globally developed resources (e.g. knowledge products) to country level needs.
- **In the context of improving sustainability of financing** – The lack of capacity, particularly at country level, to raise funds locally is a clear stumbling block to achieve financial sustainability within the network and reduce the reliance on globally sourced funding. GWPO needs to strengthen decentralised resource mobilisation (and financial management) capacity through the allocation of time and resources to directly support RWP and CWP staff to locate potential funding opportunities, mobilise partners and develop and submit high quality proposals. The introduction of an incentive system based on conditional allocation of globally raised core funding to foster the transition is an additional means of improving performance.
- **In the context of increasing institutional performance** – While there is considerable flexibility in responding to regional needs and realities, there are key institutional commitments connecting GWP entities in *Conditions for Accreditation* and *Policy on Partners*. GWPO should gradually build up its mechanisms for annual assessment of compliance to trigger actions for improvement.

2.2 Implementing Thematic Approaches

In its 2014-2019 strategy, GWP commits to address issues related to **6 particular themes** through its programme: (i) Climate resilience and water security, (ii) Transboundary water security, (iii) Food and water security, (iv) Energy and water security, (v) Urbanisation and water security, (vi)

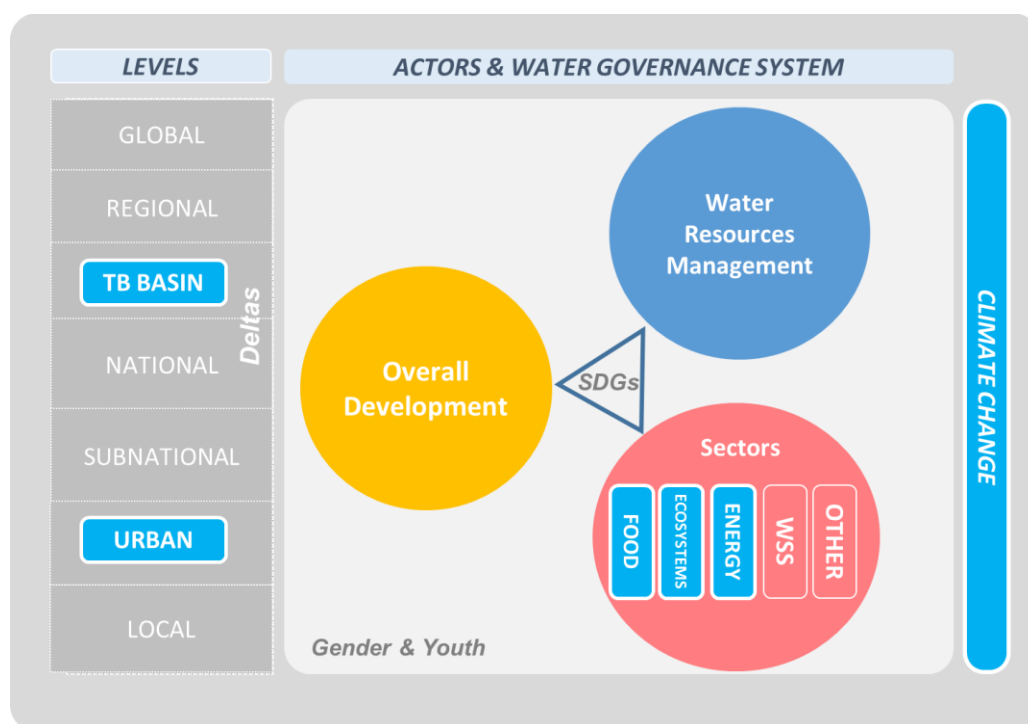
⁸ The fourth improvement area, *improving corporate knowledge management and learning*, is most closely associated with Goal 2 and dealt with in the above section accordingly

Ecosystems and water security. These themes provide specific entry points for the GWP broader agenda of IWRM for water security.

Linkages between the various thematic dimensions of the GWP Programme are illustrated below: The 6 themes⁹ of GWP Strategy are emphasized and structured around the various geographical scales and the different perspectives impacting water governance (Overall Development, Water Resources, Water Uses Sectors).

Two important elements are added:

1. A strong cross-cutting focus on **Gender and Youth**
2. A key structuring framework for water governance & development represented by the **SDGs**



Each of the 13 Regional Work Programmes addresses, to a varying extent, three or more of the six thematic areas targeted within the GWP Strategy for 2014-2019.

As may be expected, the successful programmes on climate resilience and transboundary cooperation continue into the new Work Programme with an established range of activities in the regions, while the newer thematic focus areas (e.g. Urban, Nexus) are moving from a programme development stage to implementation. The GWP Network Operations team together with the regions covers all the six thematic focus areas, in partnership with key organisations operating in the relevant sectors.

For each thematic focus area, programmatic approaches are maintained, identifying the strengths of the GWP network in addressing the related challenges, and the opportunities for the Network to attract funding and develop and implement relevant programmes and projects. The main issues addressed under each of the six themes are summarised below including some examples taken from the 14 GWP Work Programmes.

⁹ Food, Energy and Ecosystems are addressed together via a Nexus approach in the GWP Workplans.

2.2.1 *Overarching: Climate*

GWP is gearing up for its continued support to countries on climate change adaptation, leading towards the implementation of the Paris Agreement. GWP activities under the Global Water, Climate and Development Programme aim to strengthen the resilience of countries to climate change, and more specifically support countries to implement adaptation related commitments in the Paris Agreement. Focus areas will include support to the implementation of Nationally Determined Contributions, National Adaptation Plans processes, South-South Cooperation, and climate financing. WACDEP will support countries across the 13 GWP regions to integrate water security and climate resilience in development planning and decision making processes, through enhanced technical and institutional capacity, predictable financing and investments in water security, better drought/flood management and overall climate change adaptation. The WACDEP Coordination Unit (CU) in Africa will be strengthened through relevant strategic alliances and partnerships with Multilateral Development Banks, UN agencies, and others. The CU will provide global/regional thematic leadership as part of the GWP change agenda on strengthening regions and countries. Cross-regional technical support functions will also be established for GWP Asian regions in collaboration with established relevant strategic allies such as UNEP, UNDP, ADB, IWMI, ASEAN and others.

Global level programmes include:

WACDEP Global

The global level work of WACDEP involves close collaboration with global partners active in the field of climate change adaptation. This includes continued work with UNFCCC particularly in the context of the National Adaptation Plan (NAP) Global Support Programme which will be used by GWP as a framework to support a number of countries to develop NAPs, as well as support to the Adaptation Committee, the Nairobi Work Programme and other bodies related to water and adaptation. Globally, GWP will also continue to focus on multilateral climate financing programmes, such as the Green Climate Fund and the Global Environment Facility, on the one hand with the purpose of advocating for the financing of water projects and on the other through support to countries to submit project proposals in partnership with accredited agencies such as AfDB, ADA, IADB, UNDP, UNEP and others.

Key activities to be implemented at all levels between 2017-2019 include:

- Support to formulation of NDC implementation roadmaps for water at the national and subsector level. This builds on existing and planned adaptation activities, NAPs and water related strategies
- Support to formulation of NDC investment plans and policies. This includes estimating the finance and investment requirements, sources of finance-linking national budget planning processes medium expenditure frameworks, absorption and financial management capacity and potential to mobilise private investments.
- Support to project preparation and development of funding proposals to implement NDC investment plans. Countries will be assisted to prepare proposals for submission to international climate funds such as the Green Climate Fund (GCF), innovative finance insurance mechanisms and others.
- Capacity development for planning, implementation and monitoring of water related activities in NDCs and NAPs as part of the NAP-GSP
- Promote coordination, south-south cooperation in implementation of water related actions in NDCs, NAPs and SDGs

Integrated Drought Management Programme (IDMP)

The IDMP is a joint initiative of the World Meteorological Organisation (WMO) and GWP focusing on enhancing drought resilience and aiming to promote better scientific understanding and inputs for

drought management, drought risk assessment, monitoring, prediction and early warning, policy and planning for drought preparedness, and mitigation across sectors. Regional IDMPs have been developed in Central and Eastern Europe, the Horn of Africa and West Africa. Regional initiatives are being developed in South Asia, Central America and South America. A support function exists through a joint WMO-GWP Technical Support Unit in Geneva, which is working to establish a HelpDesk on Integrated Drought Management, which also acts as a facility for demand-driven support for GWP Regional and Country Water Partnerships and is supporting the other GWP themes. A number of knowledge products have been developed or are in the production phase to provide support to the implementation of integrated drought management. 31 international organisations have designated focal points to collaborate with the IDMP and are actively engaged.

Associated Programme on Flood Management (APFM)

The APFM is a joint initiative of the WMO and GWP. Its objective is to support countries in the implementation of Integrated Flood Management within the framework of Integrated Water Resources Management to maximise net benefits from the use of their floodplains and minimise loss of life. The HelpDesk on Integrated Flood Management has been operational for 6 years providing guidance on flood management policy, strategy and institutional development, as a demand driven facility, managed by a joint WMO-GWP Technical Support Unit. It draws on the expertise of over 30 organisations in supporting practical implementation of integrated flood management through tailor made advice in well over one hundred cases and the provision of technical guidance in thousands of instances, including to GWP Regional and Country Water Partnerships and to the development of other GWP thematic areas.

Pointers for 2017-2019

- GWP will continue supporting governments to develop bankable project preparation, and no/low regret investment options for water security and climate resilience and leverage funding from new and emerging climate funds
- GWP will follow the adoption of the Paris Agreement and focus activities on supporting its implementation through continued support on NAPs, input into the INDCs, project preparation and climate finance, loss and damage, and south-south cooperation
- GWP will scope potential to link loss and damage discussions and risk management activities with insurance
- GWP will continue to provide expert input on water and climate change adaptation under the global climate change policy agenda
- GWP will seek and expand potential collaboration and funding partnerships for supporting GWP regions/countries adaptation needs and priorities
- GWP/WACDEP will continue to strengthen capacity development and knowledge generation aimed at developing institutional capacities to integrate water security and climate resilience, and WASH
- GWP in collaboration with WMO will continue to focus on prevention and preparedness to droughts and floods, where these extremes are viewed as a stress test to how water resources are managed, through actions at national and regional level in partnership and through knowledge products

Examples of SDG targets that GWP is contributing to through continued implementation of Water and Climate projects in all GWP regions:

- SDG 13: *Take urgent action to combat climate change and its impacts;*
 - Target 13.1: *Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.*

- Target 13.2: *Integrate climate change measures into national policies, strategies and planning*
- SDG 1: *End poverty in all its forms everywhere;*
 - Target 1.5: *By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters.*

2.2.2 Special Focus: Transboundary

Through support to River Basin Organisations, Regional Economic Communities, International Legal Instruments (e.g. 1997 UN Water Convention, 1992 UNECE Water Convention) and other cross-border institutions, GWP promotes transboundary cooperation in river basins and beyond, across the globe.

This support includes:

- Direct promotion and facilitation of multinational dialogues amongst riparian countries in shared river basins
- Capacity building of key institutions through programmes such as the International Water Law Capacity Building Programme implemented in Latin America, Africa and Asia, as well as support on the transboundary dimension of the SDG 6.5 on IWRM in a Transboundary Context
- Build on GWP's close partnership with the African Network of Basin Organisations and the individual River Basin Organisations that it represents through, e.g. the *Strengthening Institutions for Transboundary Water Management in Africa* and *Water for growth and poverty reduction in the Mekrou transboundary river basin* projects, as well as multi-partner GEF-funded projects such as the *Drin Dialogue* project in Southeastern Europe and the *IW-Learn Project*
- Development of/support to workstreams that respond to critical challenges in matters of transboundary cooperation and water security in specific geographic or geopolitical contexts, such as Migration and Water-related conflicts/insecurity, and management of transboundary deltas

Pointers for 2017-2019

It is proposed for this thematic area to combine a top-down with a bottom up approach and “loop” them through the GWP network to stimulate the development of transboundary waters and river basin management activities – bringing down to all partners’ global policies and best practices, generating local tailor-made solutions, bringing up and sharing with other basins/regions and accumulating this knowledge on the global level.

It is also proposed to build on inter-regional, inter-basin and intra-basin exchanges on best practices and solutions as the network has already a lot of initiatives and cases to offer, notably to incrementally enhance the knowledge within GWP as a whole to inform future planning and implementation. However, this does not prevent reaching out to external partners and locations and developing new initiatives and frameworks depending on the possibilities and expressed interests.

Finally, GWP will engage in less conventional topics, e.g. migration and water insecurity, as well as transboundary deltas, to promote out-of-the box solutions and foster dialogue amongst transboundary actors in technical, perhaps less politicised, areas.

More specific focus areas include:

- Transboundary waters/river basin management promotion in the context of the 2030 Agenda: showcasing and replicating successful practices and good examples of cooperation or joint activities on the basin/transboundary level (for example in cooperation with UN-WATER TPA), including the promotion of/support to relevant transboundary/international water law (IWL) instruments (e.g. 1997 and 1992 Water Conventions) and showcasing the "Benefits of Cooperation" and implementation of SDG 6.5 on IWRM in a transboundary context.
- Transboundary water management (TWM) and influencing the international/regional/transboundary debate. GWP's presence in key international fora is crucial as it will allow not only to support and promote TWM, but also to partner with key other organisations in the promotion and implementation of TWM/RBM.
- TWM Knowledge/Capacity-building. It is proposed to enrich the offer in capacity building on IWL and TB Agreements, including the inter-linkages of these with the implementation of the related SDGs under the 2030 Agenda, across Latin America, Africa and Asia. To that purpose adapted knowledge/pedagogic material will be developed/updated in cooperation with key partners, including UNDP-CapNet.
- Partners in TWM: in order to benefit from GWP's Regional and Country's presence and also to better respond to local demand and socio economic context, it is proposed to promote practices/Toolbox inputs on TWM at Regional and Country levels. This will allow to better identify the potential demand for further development at country or city level. Once partners and needs have been identified, a specific project proposal can be developed for that specific basin, covering priority issues and potentially leading to the creation of Basin Water Partnership/or support to already existing transboundary entities.
- "Out-of-the-box" initiatives responding to emerging critical challenges, such as:
 - **The Learning Deltas Initiative**: The initiative builds on the collaborative "Enabling Delta Life" initiative developed between GWP and the Delta Alliance, supported by the Netherlands Ministry of Development Cooperation, and aims to stimulate increased knowledge exchange between delta experts/those involved in the governance of deltas in Asia, to enhance the climate resilience of communities, including in transboundary areas, in deltaic, low-lying coastal areas in this region, and potentially beyond
 - **Migration and Water Insecurity and conflicts**: This work stream is currently explored/developed in regions where migration has emerged to be a critical challenge, notably the Mediterranean/Middle East-North Africa/Southeast Europe, and is of significant interest to Western and Eastern Africa as well as South Asia.

Examples of SDG targets that GWP is contributing to through promotion and facilitation of increased transboundary cooperation in all GWP regions:

- SDG 6: *Ensure availability and sustainable management of water and sanitation for all;*
 - Target 6.5: *By 2030 implement integrated water resources management at all levels, including through transboundary cooperation as appropriate*
- SDG 16: *Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels;*
 - Target 16.3: *Promote the rule of law at the national and international levels and ensure equal access to justice for all*

2.2.3 Special Focus: Urbanisation

GWP promotes and supports an integrated approach to water management at the urban level and is active in many countries where rapid urbanisation is resulting in increasingly unsustainable use of water resources. With a strong focus on building capacity among local decision-makers and practitioners, over the last 2-3 years GWP has established strong foundations from which to target specific urban development policy and planning frameworks. This is most clearly reflected in the ongoing development of a Pan-African programme on municipal urban master plans in collaboration with the African Development Bank although the topic of urban water management is also highlighted as a priority in Asia and Latin America.

Pointers for 2017-2019

- An IUWM Program for Africa is being developed in partnership with the African Water Facility of the African Development Bank in the context of securing funding for programme implementation
- GWP is collaborating with GWOPA UN-Habitat to develop an Urban Water Hub in order to:
 - advocate for sustainable development and promote key messages on innovative urban water management approaches at all levels;
 - be a leverage for action, notably by the use of the existing networks and multiply their effectiveness;
 - allow an increased accessibility to information and knowledge exchange on innovative urban water management solutions using the diversity of experiences available in the Hub;
 - lobby and leverage financing for innovative programs and projects, using the strategic positioning of the Hub.

Examples of SDG targets that GWP is contributing to by addressing urbanization issues in all GWP regions:

- SDG 11: *Make cities and human settlements inclusive, safe, resilient and sustainable;*
 - Target 11.5: *By 2030, significantly reduce the number of deaths and the number of people affected and decrease by [x] per cent the economic losses relative to gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations*
- SDG 6: *Ensure availability and sustainable management of water and sanitation for all;*
 - Target 6.1: *By 2030, achieve universal and equitable access to safe and affordable drinking water for all*
 - Target 6.2: *By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations*
 - Target 6.3: *By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and increasing recycling and safe reuse by [x] per cent globally*

2.2.4 Key nexus perspectives: Ecosystems, Food and Energy

Due to the close linkages with water resources management, GWP reaches out to a range of agricultural, environmental and energy partners through a number of cross-sectoral projects and

initiatives. With an increasing emphasis on addressing the three areas, together with water, through a nexus approach, GWP will be further exploring and understanding the linkages and conflicts between the three themes. Inevitably many of the stakeholders addressed and processes contributed to by GWP will be associated predominantly with either food, energy, or ecosystems. In all cases however, GWP will aim to highlight and better understand the interconnectivity between the three areas.

The involvement of GWP will focus on the country level for this thematic entry point. Indeed, all or almost all countries are equipped with food security policies, energy policies and ecosystems policies. Hence, there is a need and a niche for Country Water Partnerships to go out of the water box and to reach out to stakeholders of the other sectors in order to promote an integrated water-energy-food-ecosystems approach to sectoral challenges. In this context, a first initiative has started on the issue of water and food security in Sub Saharan African countries, building on the work done at global level by the Committee on World Food Security. It is expected to materialize in particular in a programme for the 2017-2019 period that will lead to learning processes across the network and to upscaling. In parallel and based on the results of this initiative, a specific support will be brought to the organisation through collecting and coordinating the management and the valuing of the knowledge produced across the network.

Pointers for 2017-2019

- GWP will support the food security and water initiative in Sub Saharan Africa as a flagship project and value the results and findings on strategic, operational and knowledge dimensions
- GWP will further develop partnerships with sectoral agencies/bodies at global level in order to bring from talk to walk sectoral strategies like CFS work on water, SE4All, etc.
- GWP will support countries and regional (e.g. RBOs) entities in developing nexus integrated approaches and investment plans
- GWP will support countries, regional and global entities in accessing funding to implement Water-Food-Energy-Ecosystems (WFEE) nexus development plans
- GWP will strengthen WFEE nexus-related knowledge management, including developing/contributing to partnerships and platforms allowing for enhanced exchanges between scientific and practitioner communities

Examples of SDG targets that GWP is contributing to by addressing ecosystems issues across the network:

- SDG 15: *Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss;*
 - Target 15.3: *By 2020, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land-degradation-neutral world*
- SDG 6: *Ensure availability and sustainable management of water and sanitation for all;*
 - Target 6.6: *By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes*

Examples of SDG targets that GWP is contributing to by addressing food security issues across the network:

- SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture
 - Target 2.4: *By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality*
- SDG 6: *Ensure availability and sustainable management of water and sanitation for all;*
 - Target 6.4: *By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity*

Examples of SDG targets that GWP is contributing to by addressing energy issues across the network:

- SDG 8: *Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all;*
 - Target 8.4: *Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead*
- SDG 6: *Ensure availability and sustainable management of water and sanitation for all;*
 - Target 6.4: *By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity*

2.2.5 Cross-cutting: water and gender

GWP's dedicated gender strategy, aligned with the GWP 2014–2019 Strategy Towards 2020: A Water Secure World, addresses diversity, inclusion, social equity, and women's role in the integrated and sustainable management of water resources. Achieving water security means adopting inclusive and participatory approaches. In treating gender equality as a global priority, GWP has taken a comprehensive approach that addresses the structural drivers as well as the complexity of gender inequalities. GWP recognises the need for a balanced representation of women and men in processes at all levels, and in the importance of empowerment of women to be part of such processes. The organisation also aims to promote and facilitate the mainstreaming of gender into water governance as a key aspect of achieving water security. In achieving these aims, GWP encourages and supports women's organisations to actively engage in GWP partnerships and processes at all levels.

Whereas regional and national level engagement with the gender and water agenda has been ongoing, to varying degrees, throughout GWP's existence, at the global level GWP has only recently started to identify and exploit opportunities to promote the issue. To start to substantiate GWP's commitment to this area of work, an indicative work plan for gender activities to be implemented by GWPO has been developed.

Pointers for 2017-2019

GWPO in collaboration with RWPs and regional Gender Focal Points (GFPs) will develop operational guidelines for mainstreaming gender in GWP thematic programming. GWPO can provide additional support through mobilisation of international partners and provision of seed funding to carry out activities. GWPO can facilitate partnerships with international organisations and RWPs/CWPs and support to leverage global technical expertise. These experts together with GFPs can support RWP and CWP with gender mainstreaming and planning, although the implementation responsibility will primarily remain with regional coordinators and programme managers. GWPO will support the regions to organize regular capacity building and awareness raising activities for RWPs and CWPs. GWP partners are expected to be involved in the process as much as possible.

Additional action points include:

- Identify processes in the context of gender that GWP will seek to influence during the second half of the Strategy period within the framework of the gender programmatic approach
- Increase clarity over what it is that GWP can realistically achieve in the promotion of gender and water at the global levels

Examples of SDG targets that GWP is contributing to by addressing Gender and Youth issues across the network:

- SDG 5: *Achieve gender equality and empower all women and girls;*
 - Target 5.5: *Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life*
- SDG 6: *Ensure availability and sustainable management of water and sanitation for all;*
 - Target 6.2: *By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations*

2.2.6 Cross-cutting: youth engagement

As stated in 2015 within the presentation of the “Water and Youth for Climate Initiative” by GWP Chair and l'Office franco-québécois pour la jeunesse (OFQJ) SG, Youth have a huge potential for innovation and their voice has to be taken into account. Following up on this conviction, GWP, OFQJ, World Youth Parliament for Water (WYPW), AgroParisTech, Water Youth Network (WYN) and other youth networks supported the issuing of a White Paper containing more than 50 recommendations based on field consultations in more than 20 countries from all continents and on an open workshop during the 11th Conference of Youth. The Spanish, English and French versions of the White Paper were presented to Government Officials in several countries, included to the Presidency of COP 21 represented by the French Minister of Ecology, Sustainable Development and Energy.

Lessons learnt from this hardly 2 years of work is that 1/ youth indeed have a lot to contribute to the global effort towards a more climate resilient planet and 2/ youth can do much on their own and would certainly move mountains if better empowered.

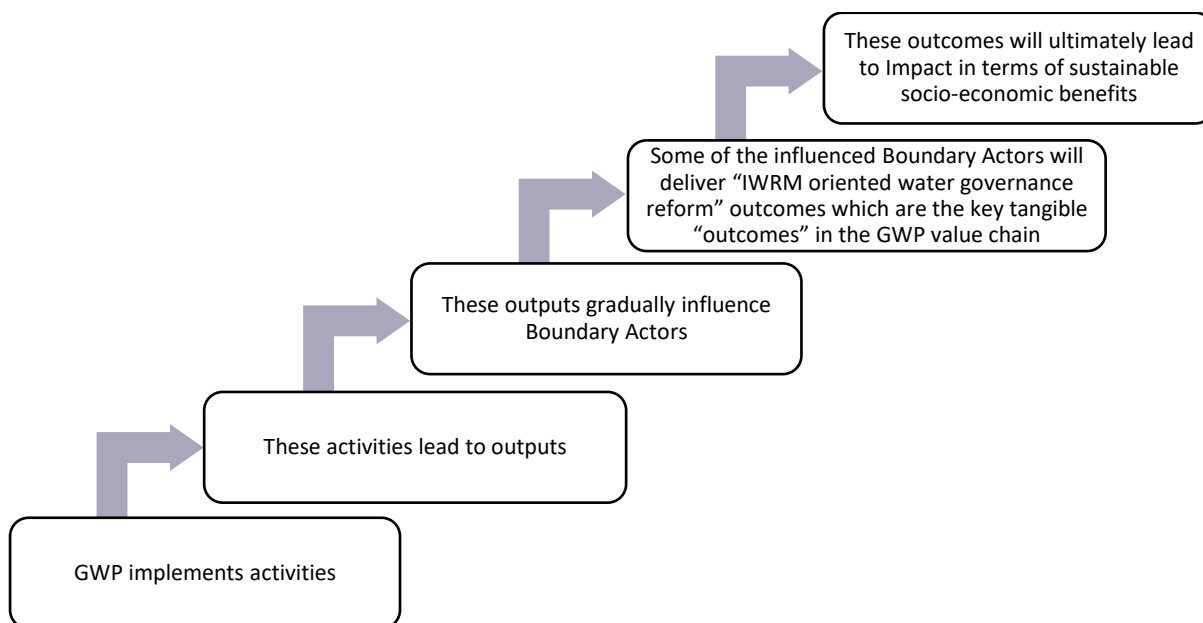
Pointers for 2017-2019

Youth Networks have decided to take the above process one step further and to start implementing actions, and this will be further supported in 2017-2019. The strong will has been translated into a commitment made within the “Paris Pact” on water. Most importantly, many youths from many countries started immediately after COP 21 to implement actions at their level. These were captured through this new so to speak “community” and is made available on a dedicated web portal.

2.3 Results delivered

2.3.1 Impact: Investments for SDGs

Work Programme design and implementation is embedded within the GWP Results Framework. Activities and outputs carried out lead to governance changes which result in increased investments and subsequent socio-economic improvements in people’s lives (impact). Ultimately, it is the achievement of such impact that drives all of GWP’s work. A clear understanding of the tangible change that is sought, such as increased climate change resilience among vulnerable communities, reduced incidences of water borne disease, protection of fragile ecosystems, etc., is a fundamental necessity and natural starting point when work programme components are developed.



The GWP Results Chain

The extent to which GWP can be directly or indirectly linked to overall impact varies according to the type of work implemented. In certain cases, for example the implementation of demonstration projects, direct and, to a lesser extent, indirect beneficiaries can be readily quantified. In others the observed improvements in quality of life occur at the end of a sequence of events to which GWP has contributed; for example, GWP support provided in drafting climate policy leads to reduced community vulnerability following policy implementation. In the latter case, the link between GWP’s work and the subsequent impact observed, whilst valid, is part of a much larger process involving multiple actors and influences over an extended time period.

The GWP 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 improvements on the ground. Quantified impact influenced by GWP is measured through the following indicators:

Indicators / Targets	2016	2019
I1 – Number of people benefiting from improved water resources planning and management	675M	570M
I2 – Total value of investment influenced which contributes to water security and climate resilience through improved WRM & water services	428M	688M

Illustrations of impact level results influenced by GWP

IWRM planning in Zambia

*Facilitation by GWP of the development of the National Integrated Water Resources Management and Water Efficiency Plan (IWRM/WE) in Zambia resulting in the funding of IWRM programmes within the Sixth National Development Plan and a **44% increase in the water development sector budget allocation between 2013 and 2016**. Additionally, the IWRM/WE plan has been used to mobilise more than **USD 50 million of overseas development funding** for the Zambian Government in support of plan implementation.*

Decentralised wastewater management in Parakar, Armenia

*Support provided by GWP for the identification and initiation of non-conventional decentralised wastewater treatment technology to overcome severe health and environmental issues related to the discharge of untreated sewage in the town of Parakar, Armenia. The town's **10,000 inhabitants have benefitted directly** from improved, low-cost wastewater management as well as the reuse of treated wastewater for agricultural production in a water scarce environment.*

2.3.2 Outcomes: Better Water Governance

According to the GWP ‘theory of change’, the achievement of sustainable impact as described above 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 are made.

The GWP project framework is set up 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 typically manifests itself through key water governance outcomes such as a revised water policy, a new national climate change adaptation plan, a restructured institution, etc. The identification of the governance processes that will be targeted is a crucial part of project development as the instigation of this change is exactly what the activities and outputs planned under the work packages are designed to do.

Water Governance Changes

The number of key water governance outcomes influenced by GWP is measured through the following indicators:

Indicators / Targets	2016	2019
O1 – Number of policies, plans and strategies which integrate water security for climate resilience	78	71
O1g – Number of policies/plans/strategies that have gender mainstreamed in water resource management	4	20
O2 – Number of approved investment plans associated with policies, plans and strategies which integrate water security for climate resilience	31	30
O3 – Number of agreements/commitments on enhanced water security at transboundary/regional level influenced.	14	29
O4 – Number of investment strategies supporting policies and plans which integrate water security for climate resilience	17	33
O5 – Number of enhanced legal frameworks/policies/strategies integrating water security and climate change facilitated by GWP	17	28

O6 – Gender - Percentage of women and girls benefiting from interventions to improve water security (min %).	50%	50%
O7 – Youth - Number of youth organizations involved in water resources decision making bodies.	4	34

Illustrations of *outcome* level results influenced by GWP

- **Cameroon National Biodiversity Strategy and Action Plan** – Technical support provided by GWP to the Ministry of Environment, Nature Protection and Sustainable Development in plan development
- **Annual Investment Plan of Shaanxi province (China)** – Support provided to the Shaanxi Provincial Water Resources Department in the development of their 2015 budget to incorporate allocated investments for climate resilience measures
- **Establishment of the Mono River Basin Authority (Benin/Togo)** – GWP facilitated stakeholder mobilisation for input to the formal agreement by the governments of Benin and Togo to establish the transboundary Mono River Basin Authority
- **Local Adaptation and Investment Plan of Lamatar (Nepal)** – GWP facilitated plan development and costing under the national Framework on Local Adaptation Plan for Action (LAPA) on behalf of the Lamatar Village Development Committee
- **Law on Water Resources in Vietnam** – Contribution by GWP to the revised Law on Water Resources including aspects of integrated management

Behavioural changes of Boundary Actors

The comprehensive list of changes GWP aims to catalyse at global and regional level during the Strategy period is shown in the GWP Work Programme in the form of “Outcome Challenges”. These Outcome Challenges also appear for the global and regional agendas as smaller goal posts to be reached along the way: the GWP Progress Markers. These Progress Markers are monitored every year and reviewed at the annual planning stage.

The Table below summarises Outcome Challenges and Progress Markers for the global and regional agendas, as well as giving an overall indication of the kind of changes foreseen under the three GWP Strategic goals. It should be noted that each region has a range of priorities and activities which are not all reflected in the high level summary presented here. See Annex C for a more detailed summary of the planned activities and outcomes in the global and regional 3-year Work Programmes. The complete Work Programmes are compiled in Volumes 2&3 of the GWP Work Programme.

Strategic Goal	Recorded in GWP Work Programmes	Generic Outcome Challenges
Goal 1: Catalyse Change in Policy and Practice	76 Outcome Challenges 152 Progress Markers	<ul style="list-style-type: none"> • Global boundary actors promote water security as an essential component of major global policy processes leading to clear global governance improvements • Regional Economic Communities, River Basin Organisations and governments commit to addressing critical transboundary water cooperation for regional and economic development. • Countries integrate water security into national planning and decision-making processes. • Stakeholders at all levels develop gender sensitive ‘no/low regrets’ investment plans and financing strategies

		<ul style="list-style-type: none"> • Governments enhance efficiency in Project preparation to leverage funding from traditional and emergent sources of financing for water security • Stakeholders develop and implement innovative pro-poor and gender sensitive ‘green’ solutions for addressing critical water security challenges.
<p>Goal 2:</p> <p>Generate and Communicate Knowledge</p>	<p>44 Outcome Challenges</p> <p>96 Progress Markers</p>	<ul style="list-style-type: none"> • Institutions and stakeholders have enhanced capacity to make more informed decisions about the management of water resources • Institutions and stakeholders have access to and use information and knowledge on how to enhance water security
<p>Goal 3:</p> <p>Strengthen Partnerships</p>	<p>36 Outcome Challenges</p> <p>71 Progress Markers</p>	<ul style="list-style-type: none"> • Global/regional/country level partnerships’ have enhanced competencies in fund raising, project coordination, financial management, stakeholder engagement, monitoring and evaluation.

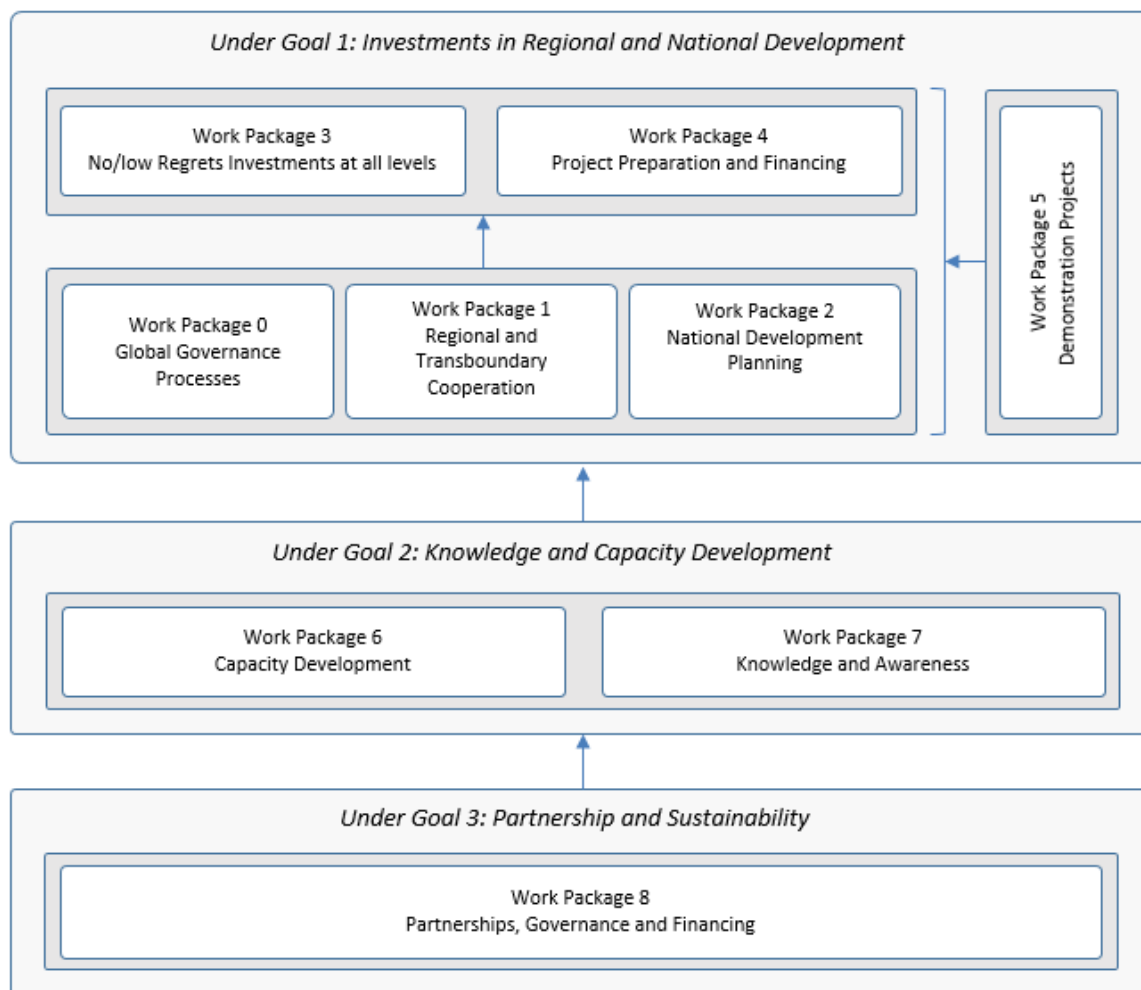
2.3.3 Outputs: via Work Packages

With the aim of influencing the pre-identified water governance outcomes and achieving tangible impact (see above), programme development and implementation is structured according to nine work packages under which activities and outputs are outlined. Whereas the detailed work package content is naturally specific to the individual project aims, the work package structure remains consistent for all globally-funded projects.

The nine work packages are each designed to address a generic outcome challenge through the implementation of activities and outputs. As illustrated in the project implementation framework diagram above, the achievement of an outcome challenge is inter-connected to one or more outcome challenges under different work packages. For example, the achievement of the outcome challenges under work packages 6, 7 and 8 will provide the necessary support to implement work packages 0-5.

There is also an element of sequencing built into the work package structure, particularly from work packages 0-2 through work packages 3 and 4. This reflects typical planning processes at the national and regional levels whereby a sequence of *development planning (WPs 0, 1 & 2) → investment (WP 3) → financing (WP 4)* often applies. It should however be noted that the sequencing of work packages is fully determined by the individual governance frameworks and planning processes which projects aim to influence and consequently there is ample flexibility in the practical use of the structure.

Each work package is also linked to one or more logframe indicators for which numerical targets are set and reported on in order to monitor progress towards the achievement of planned outputs. The indicators are fully consistent with the overall GWP logframe (see GWP Programme Management Manual for details).

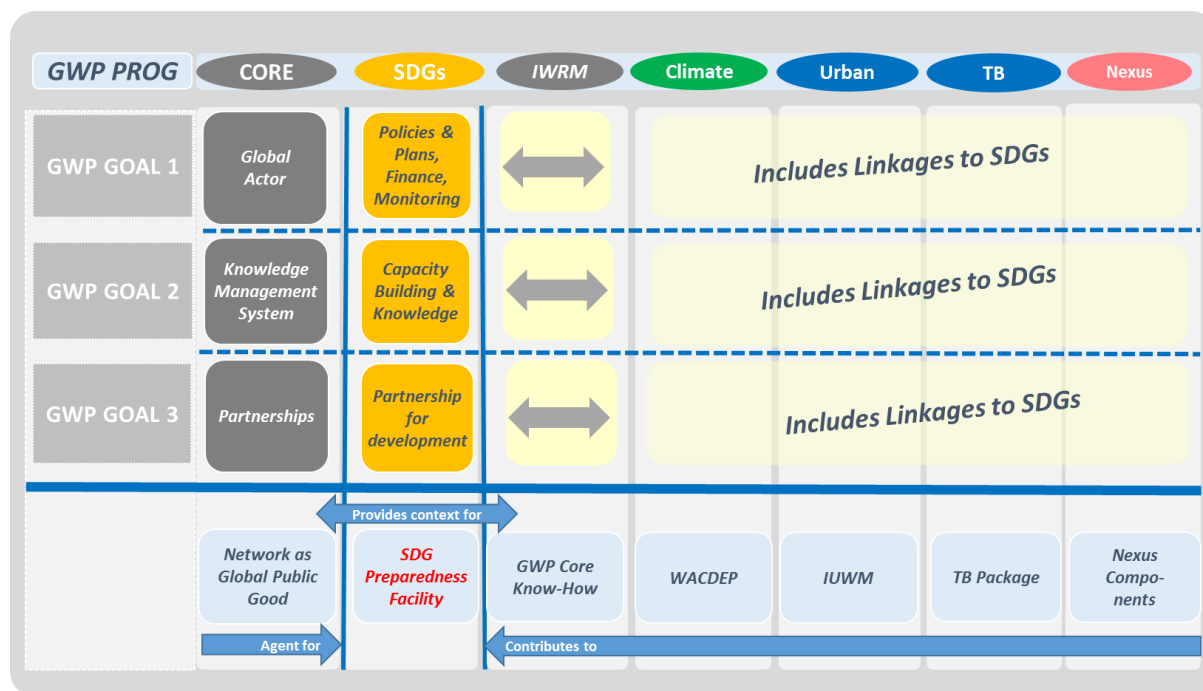


A detailed description of the various Outputs delivered under each Work Package, as well as GWP's approach to produce these outputs are provided in Annex B.

2.4 Programme and projects portfolio

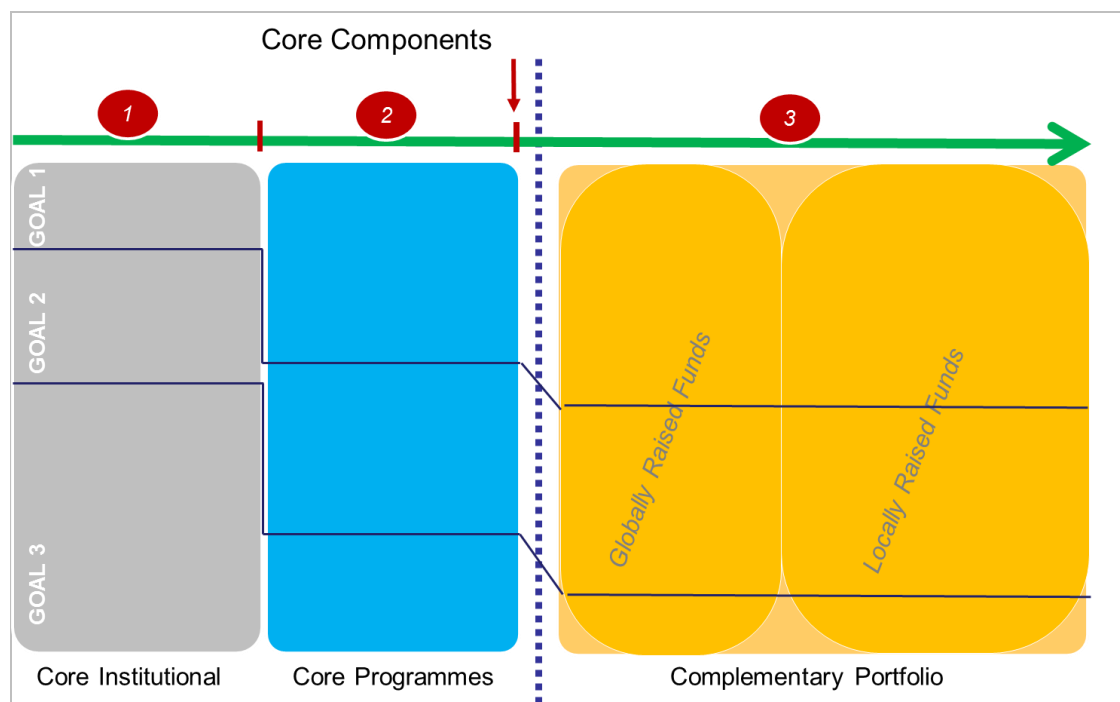
2.4.1 Programme Structure

The GWP network as a global public good develops and implement a programme that contribute from various thematic perspectives to achieving the SDGs. The programmatic platform is built around a strong backbone cutting across 3 goals and 9 work packages at both Global and Regional levels: via GWP Goal 3 (WKP 8); via GWP Goal 2 (WKP 6,7); via GWP Goal 1 (WKP 0-5). The matrix below illustrates the connections between the various content blocks of the GWP Programme.



2.4.2 Operational Components:

The programmatic platform is operationally financed and implemented through 3 main components:



Component 1: Core institutional

Aims at delivering the GWP Network as a global public good: (i) the GWP reinforced Network -RWPs, CWPs; (ii) the GWP Global & decentralised knowledge Mgt System;

Component 2: Core Programme - consolidation

The core Programme is meant to be catalytic and strategic:

- *Catalytic (System-wide or continental, aiming mainly at fostering leverage):* This is pursued across GWP mission area, incl. for all GWP thematic areas; it can be considered as pre-investment

GWP 3-year Work Programme – 2017-2019 - Summary

- *Strategic (System-wide, aiming both at delivering and leveraging)*: This is limited to initiatives that have potential for structuring GWP Programme at large. At the end of the 2014-2016 3 Year work Programme, in 2016, two workstreams qualify under this category, namely (i) the SDG readiness initiative; (ii) WACDEP (global component and programmes in the 13 regions)

The present “pipeline” of projects building up **components 2** is summarised in the following table, with indications of the start period of the projects. Many of the projects, particularly in regions outside of Africa, have only entered into implementation early 2014 or later. GWP considers these programmes as "core" and finance them via: (i) basket funding (core & soft earmarking); (ii) selected designated funding (proposals prepared by GWPO).

A major challenge for the GWP is obviously to plan and manage the “pipeline” of projects developed and/or under development in the context of the variety of funding sources and funding period.

Thematic	Core Programmes	Start	Scope
Overall	SDG Preparedness Facility	2016	<i>CWPs, global</i>
Climate	WACDEP	2014	<i>Global, strong Africa focus</i>
	WMO/GWP Programme on Floods	2014	<i>Global</i>
	WMO/GWP Programme on Droughts	2014	<i>Global</i>
Urban	Integrated Urban Water Mgt programme: Global hub, Africa	2016	<i>Africa (2016) Global (2017)</i>
Transboundary	Capacity building on International Water law	2013	<i>Latin America (2013), Africa (2015), Asia (2017)</i>
	RBOs Strengthening	2013	<i>SITWA facilitation & follow-up; IWLEARN</i>
Nexus	Food security / Nexus Programme	2017	<i>Initial focus on Sub-Saharan Africa</i>
	Delta initiative	-	<i>Global, selected deltas</i>
Cross-cutting	Youth initiatives	2015	<i>Pilot</i>
	Gender initiatives	2015	<i>Pilot</i>

Component 3: Complementary Portfolio -development

Beyond and building on the core components, the GWP Network is leveraging a mosaic of projects. These designated projects are funded at the various levels of the organization. The size of this portfolio varies but can be considered as an indicator of success of the core components.

The present “pipeline” of projects building up **components 3** is relatively large, comprising a number of regional projects. A typical example of designated projects developed via GWPO is the Mekrou project started in 2014 aiming improving the management of the Mekrou basin in West africa (restricted funding from EU).

3 Financing the Work Programme

3.1 Overview

3.1.1 Budget structure

The main budget lines are provided in the table below, using the split in 3 operational components presented above and some concrete illustrations with the corresponding potential categories of funding:

GWP 3-year Work Programme – 2017-2019 - Summary

	BASKET FUNDING GWPO (ESSENTIALS)	EARMARKED / DESIGNATED GWPO	DESIGNATED RWPs/CWPs
Core Institutional			
Knowledge Mgt/ToolBox/Comms Technical Committee Regional Core Programme Regional & Thematic Support Governing Bodies GWPO Secretariat Services <i>Designated funding rent and taxes</i>	(All)	(Possibility of %)	(None)
Core Programme			
SDGs_ Water Security	<ul style="list-style-type: none"> SDG-PF catalytic 	<ul style="list-style-type: none"> SDG-PF implementation 	<ul style="list-style-type: none"> SDG-PF implementation
Water and Climate	<ul style="list-style-type: none"> Global, WACDEP/ IDMP Platforms 	<ul style="list-style-type: none"> Risks, other 	
Transboundary Cooperation	<ul style="list-style-type: none"> Global, IWL catalytic 	<ul style="list-style-type: none"> IWLEARN, other 	
Integrated Urban Water Mgt	<ul style="list-style-type: none"> Global Hub, IUWM catalytic 	<ul style="list-style-type: none"> IUWM Africa Programme 	
Food, Energy, Ecosystems- nexus	<ul style="list-style-type: none"> Global, Nexus catalytic 	<ul style="list-style-type: none"> Nexus Africa Programme, Deltas 	
Complementary Programme			
SDGs_ Water Security Water and Climate Transboundary Cooperation	(None)	<ul style="list-style-type: none"> Various Portfolio UNICEF, other EU, GEF funded regional programmes 	<ul style="list-style-type: none"> Various Portfolio Various Portfolio EU, GEF funded regional programmes
Integrated Urban Water Mgt		<ul style="list-style-type: none"> EU, GEF funded regional programmes 	<ul style="list-style-type: none"> Various Portfolio
Food, Energy, Ecosystems- nexus		<ul style="list-style-type: none"> EU, GEF funded regional programmes 	<ul style="list-style-type: none"> Various Portfolio

3.1.2 Financial requirements

Indicative financial requirements for the 3-year GWP Work Programme are summarised in the following table and figure.

The dimensioning of the programme (around 20M/year) is based on a combination of basic facts and assumptions:

- The known revenues for the GWPO basket funding are decreasing -> less anticipated resources available for core institutional and core programme.
- There are opportunities for increasing the designated funding raised by GWPO -> this may compensate for a) in terms of core programme funding but not for core institutional. The scenario thus includes **a decrease of the core institutional budget**. A careful study is required in 2017 (via the Change Agenda “forms and functions” exercise) to validate the proposed decrease and guaranty that the proposed core institutional budget is sufficient to service the network satisfactorily.
- The GWP regions are on an upward curve in terms of fund raising (mostly on complementary programme) -> the **overall dimensioning of the GWP programme is projected as stable**.

Table: Annual Financial Requirements in 2017

	BASKET FUNDING GWPO	DESIGNATED GWPO	DESIGNATED RWP/CWPs	TOTAL
Core Institutional	7.5			7.5
Core Programme	4.2	1.9	0.5	6.6
Complementary Programme		2.9	3.0	5.9
TOTAL (Annual)	11.7	4.8	3.5	20.0

Table: Overview by components for the 3 year period

Financial requirements for the component "Core Institutional" (to be financed entirely via basket funding):

BASKET FUNDING GWPO	2016	2017	2018	2019	3 year total
Knowledge Mgt/ToolBox/Comms	0.50	0.60	0.60	0.60	1.80
Technical Committee	0.30	0.31	0.30	0.30	0.91
Regional Core Programme	2.70	2.62	2.47	2.34	7.43
Regional & Thematic Support	1.45	1.57	1.30	1.20	4.07
Sub-total Programme (CI)	4.95	5.10	4.67	4.44	14.21
Governing Bodies	0.30	0.26	0.20	0.20	0.66
GWPO Secretariat Services	1.20	1.36	1.20	1.10	3.66
<i>Designated funding rent and taxes</i>	0.80	0.80	0.80	0.80	2.40
Sub-total Gov & Mgt	2.30	2.42	2.20	2.10	6.72
Total Core Institutional	7.3	7.5	6.9	6.5	20.9

Summary of financial requirements for the 3 Components (to be financed via both Basket Funding and Designated funding):

Core Institutional	2016	2017	2018	2019	3 Year
BASKET FUNDING GWPO					
Total Core Institutional	7.3	7.5	6.9	6.5	20.9
Core Programme	2016	2017	2018	2019	3 Year
BASKET FUNDING GWPO	4.6	4.2	3.2	2.3	9.6
DESIGNATED GWPO	0.0	1.9	3.3	4.0	9.2
DESIGNATED RWPs/CWPs	0.0	0.5	0.5	0.4	1.4
Total Core Programme	4.6	6.6	6.9	6.7	20.2
Complementary Programme	2016	2017	2018	2019	3 Year
DESIGNATED GWPO	1.5	2.9	2.5	2.6	8.0
DESIGNATED RWPs/CWPs	4.0	3.0	4.0	5.0	12.0
Total Complementary Programme	5.5	5.9	6.5	7.6	20.0

Summary of financial requirements by financing sources:

OVERALL PROGRAMME FINANCING	2016	2017	2018	2019	3 Year
Grand Total via Basket Funding GWPO	11.9	11.7	10.0	8.8	30.5
Grand Total via Designated GWPO	1.5	4.8	5.8	6.6	17.2
Grand Total via GWPO	13.4	16.5	15.8	15.4	47.7
Grand Total via RWPs/CWPs	4.0	3.5	4.5	5.4	13.4
GRAND TOTAL	17.4	20.0	20.3	20.8	61.1

3.2 Revenues

3.2.1 Anticipated Revenues

The table below provides an overview of anticipated “basket funding” revenues through GWPO as well as locally raised funds (LRF) already signed or anticipated, being at contract stage. A comparison with the financial requirements above shows that the overall financing ambitions of the GWP programme is not yet fully secured.

Revenues	2017	2018	2019	3-year total
<i>Unrestricted</i>	10.4	8.7	5.3	23.7
Denmark	1.6	1.6		3.2
Germany	0.4	0.4	0.4	1.2
Netherlands	1.5	1.5	1.5	4.5
Norway	0.5	0.3		
Sweden	2.1	2.1	2.1	6.3
Switzerland	0.3	0.3	0.3	0.9
UK	3.9	2.5	0.9	7.2
Other	0.2	0.1	0.1	0.4
<i>Earmarked</i>	1.3	1.3	1.3	3.9
Austria (WACDEP Africa)	0.5	0.5	0.5	1.5
Sweden (Office Rent & Taxes)	0.8	0.8	0.8	2.4
TOTAL BASKET FUNDING GWPO	11.7	10.0	6.6	28.4
TOTAL DESIGNATED FUNDING GWPO	2.8	1.3	0.2	4.3
TOTAL LOCALLY RAISED FUNDS	3.1	4.3	3.3	10.7
Grand Total	17.6	15.6	10.1	43.4

(Anticipated revenues 11/16; not fully confirmed revenues in red-; in kind contribution from France to be added)

Resource Mobilization pointers to close the financing gap are provided in sections below. They aim at improving GWPO and GWP’s financial sustainability, a key area of the Change Agenda. Underpinning this objective is a focused funding diversification strategy, articulated around internal capacity development efforts, to strengthen GWPO’s and the network’s capacity to develop strategic partnerships and raise funds, as well as measures to their raise our profile as a partner of choice for key allies and financing boundary actors.

3.2.2 Additional revenues forecasted (11/17)

GWP maintains a record of the set of projects being developed by GWPO or RWPs (“the pipeline”). A conservative proportion of project proposals whose ‘likelihood to be funded’ status is rated as HIGH in the pipeline is recorded on the first line (i) of the table below, totalling funds (globally raised as well as locally raised, across regions and themes) not yet secured but expected. The pipeline is by nature dynamic and the figures below will continue to be monitored/updated during the period of the WorkProgramme as projects proposals mature.

In addition, over and above this current pipeline of proposals, it is our belief that a network-wide effort and interventions to strengthen its capacity and elevate its profile (described in section 3.3) will also bear additional fruits, although not yet earmarked against a specific theme nor identified against an individual financing partner. The table below accounts for this income not yet secured nor earmarked but expected as a direct result of this focused funding diversification strategy and related

measures, in the coming three years (ii). It assumes that critical success factors will be gradually in place to realistically expect:

- *additional support from 2 (by 2018) to 3 (by 2019) additional bilateral agencies* – keeping in mind that among the top 30 ODA donors, 60% are not (or no longer) GWP financial partners - as well as potential organic growth within existing bilateral donors through a more structured and pro-active approach of their embassies in regions/in countries and/or through a focused support of SDG-PF.
- *the awarding of 2 (in 2017) to 4 (in 2018, 2019) foundations grants a year led by GWPO*, through a more systematic, coordinated process, strengthened capacity in proposal writing and increased attractiveness as a consortium partner.
- *additional revenue from International Financial Institutions (IFIs) and other multilateral funds*, building on GWP's track records of leveraging Adaptation Funds through its 'project preparation and financing' focus and GWP's ability to create a stronger enabling environment for water related investments through institutions strengthening or capacity building.
- *additional revenue from national, local government and/or private sector organizations*, jointly driven by GWPO and regions' strengthened profiles and capacity to develop strategic partnerships connecting effectively with countries' national development processes, further boosted by the progressive roll out of SDG-PF across the network.

Revenue non-secured yet (M Euros)	2017	2018	2019	3-year total
(i) Portion of Existing Pipeline proposals rated HIGH ¹⁰	1.5	1.5	1.0	4.0
(ii) Revenue non-secured, nor earmarked but expected	0.7	1.7	2.8	5.2
Total Non-Secured but expected	2.2	3.2	3.8	9.2

Remark: One additional element should be noted, with regards to the projections of 'Non-Secured Income': GWPO has applied for becoming a Green Climate Fund accredited organization. The effect of a potential successful outcome of this application – expected to be known by March 2017 – is not reflected in the present projections. Should this eventuate, the projections regarding income not yet secured would need to be reviewed significantly upward.

3.3 Strengthening the Resources Mobilization function

3.3.1 Financial Challenge

The figures above reflect a GAP between the ambitions of the GWP Work Programme and the expected revenues. While conservative assumptions have been used on the pipeline, a **funding challenge remains identified in 2019** due to the present projection of drastic decrease in basket funding.

Comparing Requirements and Revenues (M Euros)	2017	2018	2019	3-year total
Anticipated Revenues	17.6	15.6	10.1	43.4
Additional Revenues forecasted	2.2	3.2	3.8	9.2
Total Revenues Expected	19.8	18.8	13.9	52.6
Total Financial Requirements	20.0	20.3	20.8	61.1
GAP	0.2	1.5	6.9	8.5
	1%	7%	33%	14%

3.3.2 Pointers for closing the gap

If the strengthening of RWPs & CWPs is an essential mechanism through which GWP facilitates the generation and sharing of knowledge, and provides the means to catalyse a change in policies and

¹⁰ Conservative for 2019 and possibly 2018. The pipeline is dynamic and growing.

practice, in support for our vision of a water secure world, it is also a key purpose of GWPO and network's Resource Mobilization function, in support of one of GWP Change Agenda's key area, "Improving Financial Sustainability".

This purpose is underpinned by a main Resource Mobilization Objective ("*to secure new, diversified funding while maintaining long term funding from traditional sources*") articulated around 2 interconnected implementation paths, or strategies:

- One more *inward looking*: strengthen the network's and GWPO's **capacity** to develop strategic partnerships and raise funds. This includes a series of *normative* interventions, from strengthening and further consolidating partners and donors related information management tools to the development of a global- and country- level donors mapping and a power mapping tool, to be more coordinated and strategic in our engagement with key allies, partners and donors. It also covers increasing focus and support to facilitate the further integration of the Resource Mobilization function across regions, raise accountability levels as well as strengthen the network's capacity around key fundraising activities, from planning to proposal development.
- One more *outward looking*: elevate the network's and GWPO's **profile** to be a partner of choice, adding value to strategic agendas and initiatives of key allies and financing boundary actors. A stronger focus on Partnerships and donors driven communications forms part of this strategy, which also includes an analysis of GWP's *External Partnerships* (beyond the traditional meaning of 'GWP partners').

The mainstreaming of IWRM and the increasing understanding of the water risk among investors and private sector organizations, gave rise to a multiplication of dedicated expert platforms, alliances or initiatives. To take full advantage of this trend, new collaboration opportunities, but also an overall increased focus and attractiveness of water governance and integrated water resources management towards a fora of new actors, it is critical to actualize and revisit how GWP adds value and relevance to both existing and hitherto untapped clusters of partners and initiatives.

In addition to closing the financing gap, some of the other outcomes expected, via an *External Partnerships* analysis and this new focused approach to Resource Mobilization, is to

- Help GWP **prioritize the most relevant partnerships options** against defined criteria. For example: partnerships which are the most in affinity with our vision and mission, consistent with our role and existing capacities (or matching identified plans for capacity development), for which there are clear entry points, track records or a credible rationale for GWP programs and activities, sizeable revenue prospects and a reasonable time lag from first contact to closure, to ensure a good return on this partnership investment.
- **Increase the relevance of** our pitches and engagement, around relevant **partnerships contents and themes**.
- **Redefine and prioritize relevant partnerships models** needed to successfully engage with the identified partners: for example, a catalytic model of partnership (ie the majority of our existing partnerships), a knowledge-communications-based model, a pre- post investment facility approach for IFIs, a service-based model for engaging with national or local government, private sector organizations).
- Achieve funding diversification while meeting our ambition to maintain existing levels of **Institutional Core Funding** – this ambition will guide our efforts across all the different categories of partnerships and partners, keeping in mind some partnerships categories or models will have a more or less high chance of having a strong Core Funding component.
- Empower the network to realize its pipeline of projects portfolio and significantly increase locally raised funds (move up the Low funding probability to Medium, Medium to High and High to ON)
- Actualize and demonstrate our relevance and **attractiveness as a partner**, while strengthening our readiness and capacity to build stronger partnerships in pursuit of a water secure world.

4 M&E and reporting¹¹

4.1 Framework

A key challenge for policy and advocacy organisations like GWP is demonstrating direct attribution between the work that is done on the ground and the outcomes and impact that this work was designed to influence. With the aim of filling this attribution gap, GWP has put in place a comprehensive M&E system which enables a robust analysis to be made of the links between the organisation's operations and improvements in the quality of life among target populations. This system consists of a hybrid of two methodologies, namely:

- 1) Qualitative outcome mapping (used by the organisation since 2008)
- 2) Quantitative results-based management using a set of logframe indicators measuring progress against numerical targets (introduced for the first time in 2013 - see Section 3.3)

The system enables a comprehensive and categorised record of GWP's work (activities and outputs) and its assumed influence (outcomes and impact). This information is used to carry out a robust analysis on the extent to which the former has resulted in the latter and the reasons behind the observed change.

The GWP M&E system is made up of the following components:

- **Reporting process** – Used to collect updates from the regions on progress (or lack thereof) against planned achievements. Reports are submitted by all GWP entities according to the following schedule: (i) *Monthly reports*: Captures GWP major activities, outputs and outcomes that have occurred during the previous month; (ii) *Quarterly reports*: Financial account of regional expenditures against budget accompanied by a critical narrative assessment of progress; (iii) *Annual report*: Critical regional assessment of achievements as compared to plans for the year and updated Results Framework scores (progress markers and logframe indicators)
- **Documentation** – Categorisation of all reported activities, outputs and outcomes in M&E databases according to defined criteria
- **Monthly/Quarterly M&E brief** – Monthly review of processed reported information according to GWP entity, strategic theme and partnerships, as well as progress against logframe indicators
- **Annual Progress Review** – Results, main findings and conclusions presented for the organisation as a whole and by individual region, including progress towards outcome challenges and logframe indicator targets

Having strengthened the existing data collection process and incorporated an additional layer of review and analysis, during the 2014-2016 3-year Work Programme period GWP is in a strong position to document in detail the influence that its activities and outputs have had and to what extent these can be attributed to water governance outcomes and, ultimately, water security impacts.

4.2 The Challenge of monitoring impact

The extent to which GWP can be directly or indirectly linked to overall impact varies according to the type of work implemented. In certain cases, for example the implementation of demonstration projects, direct beneficiaries can be readily quantified. In others the observed improvements in quality of life occur at the end of a sequence of events to which GWP has contributed; for example, GWP support provided in drafting climate policy leads to reduced community vulnerability following policy implementation. In the latter case, the link between GWP's work and the subsequent impact

¹¹ A full-time M&E Officer has a mandate to continue the process of developing and applying useful planning, implementation, monitoring, evaluating and reporting systems across the network.

observed, whilst valid, is part of a much larger process involving multiple actors and influences over an extended time period.

With the aim of documenting and better understanding such processes, as well as highlighting the added value of GWP, *impact stories* are being developed which quantify tangible change (e.g. value of investment and number of beneficiaries) and demonstrate how this is linked to GWP's work. These stories, typically around two pages in length, 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 GWP operates.

In addition to the development of *impact stories*, GWP also applies a monitoring methodology in order to calculate a proxy result for the number of people benefitting from improved water resources planning and management as influenced by its work. Further details of the methodology can be found in Annex B of the GWP Work Programme Management Manual¹².

4.3 Summary of indicators and targets¹³

In 2013 GWP introduced a results-based M&E component to complement the outcome mapping approach in use since 2008. This addition of a set of logframe indicators measuring progress against numerical targets enables the organisation to set, and measure progress towards, quantified targets whilst continuing to analyse progress based on observed changes in the behaviour of boundary actors and water governance through the outcome mapping methodology.

The logical framework consists of a series of impact, outcome and output indicators derived according to the overall ambitions of the organisation along with its strategic goals. More specifically the results framework contains the following:

- **2 Impact indicators** based upon the GWP vision that measure the socio-economic and environmental benefits derived from better water resources governance & management in the countries and regions where GWP is active.
- **8 Outcome indicators** based upon the GWP mission and associated outcomes that measure the governance improvements introduced by actors at all levels where GWP is active. These governance improvements occur in “change areas” which cover the wide array of the water governance spectrum.
- **21 Output indicators** that measure the services and products delivered by the GWP network which foster sustainable governance improvements of the water systems (via influenced boundary actors). There is a great diversity of services and products: facilitation packages for global, regional, transboundary, national or local processes; knowledge products and capacity building materials; guidelines and procedures; networking and partnerships tools etc.

The two tables presented below show the GWP logframe indicators and accompanying targets that have been set by GWP for the two 3-year Work Programme period (2014-16 & 2017-2019). The table shows the targets for the organisation as a whole. It should be noted that the targets included in the two tables are subject to documented revisions in line with ongoing updates to the 3-year work programmes of the GWP entities.

¹² GWP Work Programme Management Manual, Draft January 2015

¹³ Factsheets describing each of the indicators in more detail are provided in the GWP Work Programme Management Manual as revised from time to time.

Table: GWP Results Framework - LFA indicators and total targets 2017 to 2019 (indicative pending further regional analysis)

	Indicators followed at GWP level / targets	2014-16	2017-19
Impact	I1: No. of people benefiting from improved water resources planning and management	675M	570M
	I2: Total value of investment influenced which contributes to water security and climate resilience through improved WRM & water services	428M	688M
Outcome	O1: No. of policies, plans and strategies which integrate water security for climate resilience <i>and other key issues</i>	78	71
	O1g: No. of policies/plans/strategies that have gender mainstreamed in water resource management	4	20
	O2: No. of approved investment plans associated with policies, plans and strategies which integrate water security for climate resilience	31	30
	O3: No. of agreements/commitments on enhanced water security at transboundary/ regional level influenced.	14	29
	O4: No. of investment strategies supporting policies and plans which integrate water security for climate resilience <i>and other key issues</i>	17	33
	O5: No. of enhanced legal frameworks / policies / strategies integrating water security for climate change <i>and other key issues</i> facilitated by GWP	17	28
	O6: Gender: Percentage of women and girls benefiting from interventions to improve water security (min %).	50%	50%
	O7: Youth: No. of youth organizations involved in partnerships and decision-making bodies	4	34
Output	OT1.1: Recognition of GWP contribution to the post-2015 development agenda measured by number of acknowledgments in official documents	18	39
	OT1.2: No. of regional organisations supported in developing agreements/commitments /investment options and tools that integrate water security and climate resilience <i>and other key issues</i>	37	51
	OT1.3: No. of national organisations supported in developing legal frameworks / policies / strategies, sectoral and development plans- integrating water security and climate resilience <i>and other key issues</i>	85	150+
	OT1.3g: No. of national/subnational organisations supported in integrating gender perspectives into water resource management policies/plans/legal frameworks	5	23
	OT1.4: No. of organisations (all levels) supported in the development of investment strategies supporting policies and plans which integrate water security for climate resilience <i>and other key issues</i>	57	71
	OT1.5: No. of countries supported in the development of capacity and projects to access climate and climate-related finance to improve water security.	57	59
	OT1.6: No. of demonstration projects undertaken for which innovation has been demonstrated	53	74
	OT1.6g: No. of initiatives/demo projects specifically targeting gender issues	5	48
	OT1.7: No. of documents produced outlining the lessons from GWP demonstration projects and a plan for replicating solutions	60	66
	OT1.8: No. of beneficiaries supported in demonstration projects on water security and climate resilience undertaken	386,000	300,000
	OT2.1: No. of government institutions/other stakeholders with demonstrably enhanced capacity to integrate water security and climate change <i>and other key issues</i> in the design and implementation of policies, plans & projects	309	600+
	OT2.1g: No. of capacity building and professional development workshops/initiatives with a significant focus on women and youth	TBC	38
	OT2.2: No. of south-south lesson learning & knowledge transfer initiatives with commitments for step-wise follow up	12	31
	OT2.3: No. of media features on water security for climate change <i>and other key issues</i> . All media including radio, television, print, internet.	350+	600+
	OT2.4: Number of publications, knowledge products (including strategic messages) and tools for water security for climate resilience <i>and other key issues</i> developed and disseminated	247	135
	OT2.4g: No. of publications and knowledge products that have a prominent gender perspective incorporated	TBC	29
	OT2.5: User satisfaction across knowledge products and services produced, managed and disseminated by GWP	75%	75%
	OT2.6: No. of joint global/regional activities by GWP, development banks and other multilateral agencies integrating water security with climate <i>and other key issues</i> , leading to demonstrable follow-up actions.	7	27
	OT3.2a: Increased financial performance across all Regional and Country Water Partnerships – Locally raised funds.	1/1	1/1
	OT3.2b: Increased financial performance across all Regional and Country Water Partnerships – In kind contributions.	TBC	TBC

ANNEX A GWP programme framework and SDGs

The proposed post 2015 Development Agenda covers a wide range of development issues currently covering 17 Sustainable Development Goals (SDG). SDG 6 is a dedicated goal for water and includes 6 specific targets. Governments have to decide which goals/targets are most important for them. An early GWP Action (started at the end of 2015) is to identify countries that are keen to put water high on their SDGs domestic agenda and determine how to help them to get ready for implementation. This forms GWP “SDG Preparedness Facility”.

There is complete synergy between the GWP Strategy Towards 2020 and the proposed SDGs. This has two aspects: (i) the link between the GWP mode of operation through its three GWP Strategic Goals and SDG 17 "Strengthen the means of implementation and revitalize the global partnership for sustainable development"; and (ii) the link between the GWP main Thematic Areas and the other 16 SDGs. The GWP work programme is largely designed to support countries in achieving the targets listed under the SDGs from a water perspective. Water is central and the post-2015 development agenda is not just about SDGoal 6. Of the 16 SDGs and related 107 targets (not including Goal 17) many are linked to water as summarised below. This provides an opportunity to forge partnerships with non-water institutions, i.e. get out of the water box and facilitate new partnerships.

To achieve the post 2015 Development Agenda will require a more complex approach to take into account the relationships between water and a wide range of decisions and developments proposed by other sectoral interests. Complexity does not mean inaction but smart decisions made with best knowledge available and working partnership with other key actors.

GWP IWRM focus and 6 Thematic areas	Related SD Goal	Related SDG target
Implement IWRM approach	6, 5, 11, 16	5 (gender) All 6 11.5 (Cities/disasters) 16.3 (international law)
Climate and water security	1, 6, 13	1 6.4 13.1, 13.2, 13.3 (climate change) Also link to COP21
Trans-boundary water security	6, 16	6.5 (IWRM) 16.3 (international law)
Food and water security	1, 2, 6, 8	1 (poverty) 2.3 and 2.4 (food security) 6.4, 6.5 8.4 (growth and resource efficiency)
Energy and water security	6, 7, 8, 9	6.4, 6.5 7.3 (energy efficiency) 8.4 (growth and resource efficiency) 9.4 (resource efficiency)
Urbanisation and water security	1, 6, 11, 12	6.1, 6.2, 6.3 11.1, 11.3, 11.5 (cities and settlements) 12.2, 12.4, 12.5 (consumption and water pollution)
Eco-systems and water security	3, 6, 15	3.3 and 3.9 (health) 6.3, 6.4, 6.5 and 6.6 15.1, 15.2, 15.3

GWP Business Model	Related SD Goal	Related SDG target
Change theory underpinned by 3 Goals: Catalysing Change, Knowledge, Partnerships	17	All under 17

Countries are keen that the SDGs lead to implementation. This has been a key part of the negotiations. Having on the ground partnerships means GWP is well placed to link different means of implementation (Mol) with different country situations. The Mol are not new. It is doing what we normally do but upscaling, being smarter, more effective, more innovative and developing better skills within the Network. In effect achieving SDG 6 (targets 6.1 to 6.6) will depend on carrying out SDG 17:

"Strengthen the means of implementation and revitalise the global partnership for sustainable development"

This is of primary importance to the post-2015 development agenda. It comprises 19 targets that set out mechanisms to achieve the other 16 SDGs. The three GWP Strategic Goals and the delivery mechanisms are all directly related to the 19 targets of SDG 17 as shown below. The targets 6.a and 6.b also relate to these targets. The boxes below set out a framework for supporting countries in SDG Implementation.

GWP programme contributes to the partnership for development through i.a.:

Relating to GWP Goal 1: **Catalysing change in policy and practice**

SDG17	Policies	Examples of GWP Action:
17.13	Enhance global macroeconomic stability, including through policy coordination and policy coherence	<ul style="list-style-type: none"> Strengthen the enabling environment. Identify and overcome institutional challenges and bottlenecks. facilitate integration across sector-based ministries and tiers of authority. Help to fit SDGs into existing national priorities, policy and strategies. advance effective governance, based on comprehensive and mutually supportive policies, institutions, partnerships, processes, and information. Support countries to develop and apply a wide range of management instruments to better manage water and related resources.
17.14	Enhance policy coherence for sustainable development	
17.15	Respect each country's policy space and leadership to establish and implement policies for poverty eradication and sustainable development	

SDG17	Financing	Examples of GWP Action:
17.1	Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection	<ul style="list-style-type: none"> This is presently a weakness in many countries in the network. Going forward GWP will help countries to understand better how water is and can be financed in the different countries and introduce new means of financing water.
17.2	Developed countries to implement fully their official development assistance commitments, including to provide 0.7 per cent of gross	

	national income in official development assistance to developing countries, of which 0.15 to 0.20 per cent should be provided to least developed countries	<ul style="list-style-type: none"> • GWP will act as an arm of the donor countries to deliver their commitments to meet the Target 17.2. • Support countries for investments in infrastructure, institutions and information (building on WACDEP). Make links between water SDGs and climate funding through WACDEP work. • Share knowledge with countries on aspects of the multiple sources of financing available (national/international, public/private, new entrants such as Sovereign Wealth Funds, philanthropy, micro-finance etc). • Study trade issues in relation to meeting the SDGs (e.g. food trade; insurance industry concerns about water risks); climate change affects on water resources etc). Identify funding and new partners.
17.3	Mobilize additional financial resources for developing countries from multiple sources	
17.4	Assist developing countries in attaining long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt relief and debt restructuring, as appropriate, and address the external debt of highly indebted poor countries to reduce debt distress.	
17.5	Adopt and implement investment promotion regimes for least developed countries.	

SDG 17	Monitoring and Evaluation	Examples of GWP Action:
17.18	By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts	<ul style="list-style-type: none"> • Partnership with UN-Water on monitoring of Selected SDGs including country surveys every 3 to 4 years developing further the process we developed for the Rio+20 Status Report in 2012. • Help countries to address the demands imposed by the SDG monitoring and Statistics Division. and help them improve their monitoring frameworks. • Work with IUCN and WRI on how the data revolution can benefit developing countries (following DANIDA interest).
17.19	By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries	

Relating to GWP Goal 2: **Generate and communicate Knowledge**

SDG17	Knowledge Management	Examples of GWP Action:
17.6	Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism when agreed upon	<ul style="list-style-type: none"> • Identify skills gaps in the country through the regional and country partnerships. • Identify and develop new opportunities and apply known innovative ideas. • Tools/science – applying what we know now and promote new solutions through TEC. • Build on the TF report ‘Securing Water, Sustaining Growth’ for risk management etc.

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17.7	Promote the development, transfer, dissemination and diffusion of environmentally sound technologies to developing countries on favourable terms, including on concessional and preferential terms, as mutually agreed	<ul style="list-style-type: none"> • Develop the knowledge chain in a more structured way and scale up. Target specific issues matching country needs to the SDG. • Build on existing initiatives such as with WACDEP/CDKN and with CapNet and Water Governance Facility and others. • Generate objective analysis, evidence based arguments, and innovative ideas to influence policy debates to achieve SDGs. • Use the partnership Network to generate, access, and share water knowledge, and explore new ways of producing, customising, and communicating useful knowledge to a wide range of stakeholders.
17.8	Fully operationalize the technology bank and science, technology and innovation capacity-building mechanism for least developed countries by 2017 and enhance the use of enabling technology, in particular information and communications technology	
17.9	Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South and triangular cooperation	

Relating to GWP Goal 3: **Strengthen partnerships**

SDG17	Partnerships	Examples of GWP Action:
17.16	Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries	<ul style="list-style-type: none"> • Make use of our experience with global, regional and national coordination platforms and ensure linkages. • Widen the net of different partners: national governments and regional bodies (already good), development partners (could be better), CSOs (varies from RWP to RWP), private sector and academia. • Revise existing institutional architecture in some countries to facilitate implementation of the SDGs and GWP Strategy.
17.17	Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships	

ANNEX B Work Packages

A.a Work Package 0: Global Processes

GWP overall output: Facilitation packages for Global processes implemented

Indicators / Targets	2016	2019
OT1.1 – Recognition of GWP contribution to the global debate measured by number of acknowledgments in official documents	18	39

GWP Approach:

On the global stage, GWP works with partners on **macro-level policy processes** that shape and inform worldwide governance frameworks for water security and development more generally.

On the one hand GWP does this by **influencing the global debate** on water security and development through contributions to high-level documents and producing its own position papers and research. On the other, GWP acts as an **implementing agent** for monitoring progress on global processes, such as the uptake of IWRM, and contributing to globally-led initiatives such as national adaptation planning

Examples of *output* level results achieved under work package 0

- **Monitoring the implementation of IWRM** in partnership with UN-Water
- **Participation in the UNDP-UNEP-led Global Support Programme for National Adaptation Plans**
- **Contribution to the UN-Water publication 'Coordination of Water Actions at the Country Level: A Report of the UN-Water Task Force on Country Level Coordination'**
- **Bringing the country stakeholder voice into the Open Working Group negotiations through country consultations and partnership with UN-Water**

A.b Work Package 1: Regional and Transboundary cooperation

GWP overall output: Support packages to Regional Organisations and governments in developing agreements/commitments that recognise transboundary water cooperation and joint operations as a key part of national and regional development processes

Indicators / Targets	2016	2019
OT1.2 – Number of regional organisations supported in developing agreements/commitments/ investment options and tools that integrate water security for climate resilience and other key issues (food, energy, ecosystems, urbanization and transboundary basins)	37	51

GWP Approach:

As a nonaligned organisation, GWP **provides a neutral platform for cross-border dialogue and negotiation** for the management of shared water resources between governments in parts of the world where a lack of collaboration in transboundary basin management is de facto.

GWP also **assists regional institutions, such as river basin organisations and regional economic bodies, to better perform their mandated roles**; support that ranges from technical assistance in

the collection and management of data to facilitation of stakeholder input to regional planning processes.

Examples of *output* level results achieved under work package 1

- Assistance provided to the **Limpopo Watercourse Commission (LIMCOM)** through the implementation of in-country consultations to determine how countries are carrying out water related disaster risk reduction, highlight gaps and discuss the most relevant role for LIMCOM as input to the development of a river basin Disaster Risk Reduction Action Plan
- Assessment of the current state of water management and climate change in the Volta Basin as input to the Volta Basin Master Plan being developed by the **Volta Basin Authority (VBA)**

A.c Work Package 2: National level planning & governance

GWP overall output: Support packages to national organisations in developing legal frameworks/policies/strategies, sectoral and development plans – integrating water security for climate resilience and other key issues (food, energy, ecosystems, urbanization and transboundary basins)

Indicators / Targets	2016	2019
OT1.3 – Number of national organisations supported in developing legal frameworks/policies/ strategies, sectoral and development plans – integrating water security for climate resilience and other key issues (food, energy, ecosystems, urbanization and transboundary basins)	85	150+
OT1.3g – Number of organisations supported in integrating gender perspectives into water resource management policies/plans/legal frameworks	5	23

GWP Approach:

- GWP supports a range of national level governance processes including policy formulation, action planning, legislative change and institutional reform. The nature of such assistance varies but is typically based around the **mobilisation of stakeholders, the provision of guidance and technical support, and the application of strategic planning mechanisms.**
- Specific global development frameworks, such as IWRM planning, MDG/SDG implementation and national adaptation planning, are consistently supported through **facilitation packages targeted at national governments** and containing generic support material, region-specific expertise and south-south knowledge exchange.

Examples of *output* level results achieved under work package 2

- Support to the **Sri Lanka Department of Agriculture** in the establishment of a departmental Climate Change Adaptation Unit
- Organisation of Stakeholder Forums for incorporating climate resilience in the Malaysian National Water Resources Policy Action Plans on behalf of the **Department of Irrigation and Drainage**
- Technical support to the **Guatemala Ministry of Environment and Natural Resources** for the revision of guidelines for micro-basin management as part of the national regulation framework of Guatemala
- Support to the **Zimbabwe Ministry of Environment, Water and Climate** through development of the water section of the National Climate Change Response Strategy

A.d Work Package 3: No/low regret investments in regional and national development

GWP overall output: Support packages to organisations in the development of investment plans and strategies supporting policies and plans which integrate water security

Indicators / Targets	2016	2019
OT1.4 – Number of organisations (all levels) supported in the development of investment strategies supporting policies and plans which integrate water security for climate resilience and other key issues (food, energy, ecosystems, urbanization and transboundary basins)	57	71

GWP Approach:

Acknowledging that water secure policies and plans do not in themselves lead to tangible impact on the ground, GWP continues to **support processes at the investment planning stage** through which financing for implementation will be mobilised. Typically this support is provided to the regional, national and local authorities responsible for the funding and implementation of development processes.

The support provided by GWP tends to focus on the identification of investment options through the **facilitation of multi-sectoral input and the application of no/low regret selection criteria**. Technical input to the **costing of options and preparation of financing scenarios** may also be provided.

Illustrations of output level results achieved under work package 3

- Support to the **Volta Basin Authority** to enhance project preparation and financing for climate resilience and water security projects
- Organisation of a National Dialogue on Financing Mechanisms for the Bangladesh Delta Plan 2100 on behalf of the **Bangladesh General Economics Division**
- Support to the **Southern African Development Community (SADC)** in developing investment options for water security and climate resilience through the commissioning of national studies

A.e Work Package 4: Project Preparation and Financing

GWP overall output: Support packages to countries in the development of projects to access funds

Indicators / Targets	2016	2019
OT1.5 – Number of countries supported in the development of capacity and projects to access climate and climate-related finance to improve water security.	57	59

GWP Approach:

A key feature of GWP's work is the mainstreaming of water security into existing governance processes. In many cases such processes are subsequently implemented through financing from national budgets or other pre-identified revenue streams. However, there are also cases where funding is not yet secured and implementation is therefore on hold. Under such circumstances, GWP aims to assist countries to identify and mobilise funding from alternative sources.

This support may take different forms. **Acting as a broker between the responsible institution and potential funders** through the arrangement of fund raising dialogues and establishment of key

contacts is one approach. Another is more direct assistance in the identification of existing financing frameworks and the **preparation of robust project proposals**. In both cases the aim is to on the one hand raise funding for the implementation of existing plans and projects and on the other to build the capacity of responsible institutions to produce robust project proposals for presentation to funding partners.

Examples of output level results achieved under work package 4

- Support to Municipality of Maputo in the submission of an application for financing to the African Water Facility for a **project on urban flood management in Maputo** in the context of climate change in Mozambique
- Assistance to the Cameroon Ministry of Environment, Nature Protection and Sustainable Development in the development of a Global Environment Facility application for funding for a project **supporting the implementation of the National Biodiversity Strategy and Action Plan**

A.f Work Package 5: Demonstration Projects

GWP overall output: Green interventions in place that demonstrate the potential of innovative solutions for critical water security challenges of countries and communities.

Indicators / Targets	2016	2019
OT1.6 – Number of demonstration projects undertaken for which innovation has been demonstrated	53	74
OT1.6g – Number of initiatives/demo projects with a significant focus on gender-sensitivity/women’s empowerment	5	48
OT1.7 – Number of documents produced outlining the lessons from GWP demonstration projects and a plan for replicating solutions.	60	66
OT1.8 – Number of beneficiaries supported in demonstration projects on water security and climate resilience undertaken	386,000	300,000

GWP Approach:

The implementation of demonstration projects is the only aspect of GWP’s work that supports direct interventions on the ground. The **direct benefits** derived from putting in place alternative solutions such as biogas generation from wastewater, solar powered groundwater abstraction and small scale water retention measures are, however, only partly the aim of Work Package 5. Equally important is the use of the projects to **showcase good practices to decision makers at different levels for uptake and upscaling**.

The selection, design and, if relevant, construction of the demonstration projects follows a standard approach involving **comprehensive participation and ownership** from the benefitting communities. **Extensive documentation** of the entire process is a crucial element, providing the necessary evidence base to promote uptake of the solution on a wider scale.

Examples of output level results achieved under work package 5

- Demonstration of **alternative farm energy technologies**, such as solar pumps and bio gas water pumping, at pilot sites in northern Pakistan for the provision of water for irrigation

- *Development of an **integrated drought risk mapping framework** to support drought risk management decision making in Lithuania, Poland and Romania*
- *Installation of **rain water harvesting systems in schools** located in a poor neighbourhood, with no access to water in Guatemala City*
- *Demonstration of **non-conventional water resources management solutions** such as rainwater harvesting and greywater reuse on water scarce islands in the Mediterranean (Greece, Malta, Cyprus)*

A.g Work Package 6: Capacity Development

GWP overall output: Capacity building packages for institutions and other stakeholders to integrate water security in the design and implementation of policies, plans & projects

Indicators / Targets	2016	2019
OT2.1 – Number of government institutions/other stakeholders with demonstrably enhanced capacity to integrate water security for climate change and other key issues (food, energy, ecosystems, urbanization and transboundary basins) in the design and implementation of policies, plans & projects	309	600+
OT2.1g – Number of capacity building and professional development workshops/initiatives with a significant focus on women and youth	TBD	38

GWP Approach:

GWP’s capacity development work makes use of different approaches to raise awareness and enhance knowledge among government institutions and other stakeholders on water security.

One example is the organisation of large scale capacity building initiatives targeted at national planners and decision makers from a range of sectors each of whom has a **training plan tailored to their occupational responsibilities and day-to-day tasks**. Alternatively, training workshops may be organised according to a **specific topic and target group**, such as international water law workshops for legislators from a number of countries sharing a river basin. Capacity building activities may also be on a much **smaller scale**, targeting, for example, more efficient irrigation practices among farming communities in a single catchment or rainwater harvesting in urban districts.

Examples of output level results achieved under work package 6

- **Capacity Development Initiative on Economics of Adaptation, Water Security and Climate Resilient Development** targeted at government planners across line ministries such as Economic Planning, Finance, Water Resources, Agriculture, Environment, Energy, Health and Infrastructure in eight African countries participating in the GWP Water, Climate and Development Programme (WACDEP)
- **Collaboration with UNDP-GEF and other partners in the organisation of the National Adaptation Plan-Global Support Programme (NAP-GSP) for the development of NAPs** in which GWP provides institutional, financial and technical support to least developed countries (LDCs) in the development of NAPs

- **Latin American Training Programme on International Water Law** targeted at decision-makers involved in the management of international watercourses in Central and South America
- **Malawi National Adaptation Plan (NAP) training workshop** organised to assist the Malawi Government to identify the next steps in launching its NAP process through multi-stakeholder engagement
- In India 500 farmers, 30% of whom were female, **trained on efficient farming and water conservation**

A.h Work Package 7: Knowledge and Awareness

GWP overall output: Knowledge for water security developed and disseminated at all levels

Indicators / Targets	2016	2019
OT2.2 – Number of south-south lesson learning & knowledge transfers initiatives with commitments for concrete follow up.	12	31
OT2.3 – Number of media features on water security for climate change and other key issues (food, energy, ecosystems, urbanization and transboundary basins). All media including radio, television, print, internet.	350+	600+
OT2.4 – Number of publications, knowledge products (including strategic messages) and tools for water security for climate resilience and other key issues (food, energy, ecosystems, urbanization and transboundary basins) developed and disseminated	247	135
OT2.4g – Number of publications and knowledge products that have a prominent gender perspective incorporated	TBD	29
OT2.5 – User satisfaction across knowledge products and services produced, managed and disseminated by GWP.	75%	75%
OT2.6 – Number of joint global/regional activities by GWP, development banks and other multilateral agencies integrating water security with climate and other key issues (food, energy, ecosystems, urbanization and transboundary basins), leading to demonstrable follow-up actions.	7	27

GWP Approach:

The development of strategic guidance, background material and evidence-based information related to water security provides the knowledge and justification to manage water more sustainably. Knowledge products produced by GWP are a mix of global level debate on **cutting edge water management policy**, such as the Technical Committee publications, **generic guidance on prominent issues**, such as IWRM in municipalities, and **location-specific data generation** such as vulnerability assessments and hydrological modelling results.

Of equal importance is GWP’s work on awareness raising and facilitating better information access for water security. To this end **publicity campaigns targeted at the general public** on topics such as water efficiency and sanitary health are initiated and **media training workshops for journalists** are organised.

Examples of output level results achieved under work package 7

- **Joint GWP and CDKN South-South Learning Event “Caribbean and African Learning Exchange Session on Water Security and Climate Resilience”**

- **Guidebook “Natural Technologies of Wastewater Treatment”** providing a broad overview of available natural technologies for treatment of wastewater from small settlements
- **National Report “Water Governance in Jordan: Overcoming the Challenges to Private Sector Participation”**
- **Global Dialogue report: Securing Water, Sustaining Growth** prepared in collaboration with OECD
- **Collaboration between GWPO and the World Bank Water Partnership Program on Integrated Urban Water Management (IUWM) training modules and the production of an IUWM video**

A.i Work Package 8: Partnership, Network governance and Fundraising

GWP overall output: An effective Action Network of partners sustained

Indicators / Targets	2016	2019
OT3.2a – Increased financial performance across all Regional and Country Water Partnerships – Locally raised funds.	1/1	1/1
OT3.2b – Increased financial performance across all Regional and Country Water Partnerships – In kind contributions.	TBD	TBD

GWP Approach:

The foundation for much of GWP’s work is embedded in strategic partnerships between the GWP network and organisations at different levels. **Work with partners takes place according to need and is cross-cutting across all other work packages**, for example, working with governments, NGO’s, academia, etc., to provide optimal support to national and regional actors, build capacity and develop knowledge products.

Work Package 8 also focuses on **strengthening the GWP network** through strong governance systems, enhanced project management skills, fundraising capacities and adoption and use of a robust M&E system. Strengthening the capacity of country level partnerships (**CWPs**) requires particular attention.

Examples of output level results achieved under work package 8

- **Strategic partnership with UN-Water** to, among others, promote a dedicated Sustainable Development Goal (SDG) on water
- **Establishment of new Country Water Partnerships**
- **Collaboration with GIZ, the SADC Secretariat and SADC member states** on a Transboundary Water Management programme which, amongst others, aims to harmonise policy
- **Locally raised funding secured from the Coca-Cola Foundation** for the implementation of the Non-Conventional Water Resource Programme in the Mediterranean

ANNEX C Global and regional activities – Draft Summary

The following section provides a more detailed summary of the contents of the individual global and regional 3-year Work Programmes. The complete Work Programmes are compiled in Volume 2&3.

Note: The tables provided below have been compiled through an initial screening of the individual global and regional 3-year Work Programmes and are not complete. A more thorough analysis of the work programmes themselves, as well as associated planning documents, is currently ongoing following which the tables will be updated, including detailed activities related to the SDG initiative.

A.a GLOBAL AGENDA

Selected high level sets of activities to be implemented by GWP entities	Targeted boundary actors	Global processes which GWP aims to influence
<p><i>Goal 1:</i></p> <ul style="list-style-type: none"> Support the implementation of the water-related SDGs at the country level through its Country Water Partnerships (CWPs). Contribution to the United Nations Framework Convention on Climate Change (UNFCCC) Contribution to the UN Water Task Force on SDG Implementation <p><i>Goal 2:</i></p> <ul style="list-style-type: none"> Generate objective analysis, evidence based arguments and innovative ideas to influence policy debates to achieve the SDGs as well as facilitate new ways of producing, customising, and communicating useful knowledge to a wide range of stakeholders <p><i>Goal 3:</i></p> <ul style="list-style-type: none"> GWP will make use of the network’s experience with global, regional and national coordination platforms and ensure linkages, including the reinforcement of linkages to non-water organizations and participation of multi-sectoral partners <p><i>Projects:</i></p>	<ul style="list-style-type: none"> UN Water; UN agencies; Donor agencies; Regional development banks; African Ministerial Council for Water; WWC; OECD; ASEAN; IWMI; EU FWG; GCF; GEF; CFS Chairs; CGIAR; IW Learn; JRC 	<ul style="list-style-type: none"> Post-2015 Development Framework and Sustainable Development Goals (SDGs) Conference of the Parties (COP) to the UNFCCC UNDP Supporting LDCs to advance National Adaptation Plans (NAPs) process 8th World Water Forum OECD Water Governance Initiative Global High Level Panel on Water and Peace UN High Level Political Forum on SDGs

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<ul style="list-style-type: none"> • Support the SDGs implementation through SDG Preparedness Facility (SDG-PF) • GWP will collaborate with UN-Water on monitoring of selected SDGs including regular country surveys following the Rio+20 IWRM Status Report • Promote and monitor the commitments of Implementation Roadmap 3.4 of 7th World Water Forum on “Smart Implementation of IWRM” with UNESCO • Implement the WACDEP Phase II and Paris Climate Agreement • Collaboration with WMO on the joint Integrated Drought Management Programme (IDMP) and Associated Programme on Flood Management (APFM) • Support the food security and water initiative in Sub Saharan Africa as a flagship project • IUWM Programme for Africa with AfDB and creation of Urban Hub • Support implementation of Youth White Paper Recommendation to Paris agreement through Youth for Water and Climate Initiative 		
<p>Thematic priorities: <i>Climate:</i> United Nations Framework Convention on Climate Change (UNFCCC); Paris Climate Agreement; National Adaptation Plan Global Support Programme (NAP-GSP); Delta management; Integrated drought management; Integrated flood management <i>Transboundary:</i> International Water Law <i>Nexus:</i> Food Security and Water Initiative <i>Urbanisation:</i> IUWM Africa Programme, Urban Hub <i>Youth:</i> Youth for Water and Climate Initiative <i>Gender:</i> Implementation of the GWP Gender Strategy</p>		

A.b AFRICA

Pan African Agenda

Selected high level sets of activities to be implemented by GWP entities	Targeted boundary actors	Pan African processes which GWP aims to influence
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<p>Goal 1:</p> <ul style="list-style-type: none"> • Support to The African Ministers' Council on Water (AMCOW), Regional Economic Commissions and River Basin Organisations to advance regional cooperation in climate change adaptation in shared water courses for regional and economic development • Support the implementation of AMCOW Water Resource Management Priority Action Plan <p>Goal 2:</p> <ul style="list-style-type: none"> • Development of pan African training material to drive capacity development on water security and climate resilience in the region <p>Goal 3:</p> <ul style="list-style-type: none"> • Set up and support regional and country structures to effectively implement projects across Africa <p>Projects:</p> <ul style="list-style-type: none"> • Implementation of the SITWA (Strengthening Institutions for Transboundary Water Management in Africa) project 	<ul style="list-style-type: none"> • African Union (AU), African Ministers' Council on Water (AMCOW), African Development Bank (AfDB), UN Economic Commission for Africa (UNECA); ANBO; INBO 	<ul style="list-style-type: none"> • AMCOW Agenda
<p>Thematic priorities:</p> <p><i>Climate:</i> Capacity building for climate resilient development in Africa</p> <p><i>Transboundary:</i> Institutional framework for transboundary water management in Africa</p>		

Central Africa

Selected high level sets of activities to be implemented by RWP/CWPs	Targeted boundary actors	National and regional processes which the RWP/CWPs aim to influence
<p>Goal 1:</p> <ul style="list-style-type: none"> • Direct involvement in the implementation of the Sustainable Development Goals (SDGs) and Climate Change agenda especially the Intended Nationally Determined Contributions (INDCs). • Support to States of Central Africa for SDG implementation and its inclusion in national water policies, national plans for adaptation to climate change 	<ul style="list-style-type: none"> • Region: Economic Community of Central African States (ECCAS); Banque de Développement d'Etats d'Afrique Central (BDEAC) • National: Ministries of water and environment in Cameroon, CAR and Sao Tome and Principe 	<p><i>National:</i></p> <ul style="list-style-type: none"> • Cameroon: National Water Policy • Sao Tome Principe: National Water Policy • Central African Republic: National Water Policy • Cameroon: Investment Plan for the Cameroon National Adaptation Plan • Gabon: Establishment of the Ogoue–Ntem River Basin Organisation and developing its water development and management master plan

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<p>and national development plans and ECCAS Water Policy</p> <p><i>Goal 2:</i></p> <ul style="list-style-type: none"> • A system for monitoring and reporting on water security and water resources agreed between the States, Regional and the Transboundary River Basin Organizations is operational <p><i>Goal 3:</i></p> <ul style="list-style-type: none"> • Implementation of a mentoring program for youth through the establishment of a framework for dialogue with youth platforms in the region • A fundraising strategy is developed and operationalised by GWP-CAf <p><i>Projects:</i></p> <ul style="list-style-type: none"> • Implementation of the Water, Climate and Development Programme (WACDEP) in Cameroon, Sao Tome Principe, the Central African Republic and the Lake Chad River Basin. 		<p><i>Regional:</i></p> <ul style="list-style-type: none"> • Economic Community of Central African States (ECCAS) regional water policy • ECCAS Hydrometeorological Strategy • Lake Chad Basin Early Warning System • Lake Chad basin IWRM Plan
<p>Thematic priorities:</p> <p><i>Climate:</i> Management of floods and drought</p> <p><i>Transboundary:</i> Development of an Early Warning System in the Lake Chad Basin; Development of a hydrometeorological strategy for Central Africa</p> <p><i>Urbanisation:</i> Promotion of an integrated approach to urban water management in collaboration with water utilities and municipalities</p>		

East Africa

Selected high level sets of activities to be implemented by RWP/CWPs	Targeted boundary actors	National and regional processes which the RWP/CWPs aim to influence
<p><i>Goal 1:</i></p> <ul style="list-style-type: none"> • GWP EA to support IGAD and NELSAP/LVBC in developing investment program for joint implementation • IGAD adopted integrated drought management approach to build drought resilience, and facilitate regional integration and economic development. • Ministries of Water and Finance in the countries of the region improved efficiency in project preparation for 	<ul style="list-style-type: none"> • National: Ministries of Water, Agriculture, Finance, Energy and Infrastructure in countries in the region • Region: East African Community (EAC); Nile Basin Initiative (NBI); Lake Victoria Basin Commission (LVBC); Intergovernmental Authority on Development (IGAD), IWMI, FAO 	<p><i>National:</i></p> <ul style="list-style-type: none"> • Uganda: Catchment Management Planning <p><i>Regional:</i></p> <ul style="list-style-type: none"> • Nile Equatorial Lakes Subsidiary Action Program (NELSAP) • IGAD, EAC/LVBC and NELSAP/NBI work programmes

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<p>leveraging funding from traditional sources and climate funds</p> <ul style="list-style-type: none"> • Collaboration with African water facility (AWF) to provide financial support for IUWM implementation. <p><i>Goal 2:</i></p> <ul style="list-style-type: none"> • Cases from the programs/activities of GWPEA partner organizations on climate resilience and water security documented, and work expanded to include innovative approaches to facilitate learning and influence policy/practice <p><i>Goal 3:</i></p> <ul style="list-style-type: none"> • Support establishment of new CWPs in the Region (S. Sudan, Djibouti, Seychelles, Comoros) • Strengthen existing CWPs to obtain sustained financing and networking <p><i>Projects:</i></p> <ul style="list-style-type: none"> • Implement the Water, Climate and Development Programme (WACDEP) • Implement Integrated Drought Management Programme (IDMP) in the greater horn of Africa • Develop and implement IUWM projects together with Urban Centres in the region • Implementing SDG PF in Uganda and Kenya 		
<p>Thematic priorities: <i>Climate:</i> Strengthened regional cooperation in climate change adaptation in shared water resources; Integration of climate resilience into sectoral development planning in Uganda and Kenya; Facilitate the implementation strategy developed between GWPEA and IGAD within the IDDRSI framework <i>Urbanisation:</i> Development of IUWM projects</p>		

Southern Africa

Selected high level sets of activities to be implemented by RWP/CWPs	Targeted boundary actors	National and regional processes which the RWP/CWPs aim to influence
<p><i>Goal 1:</i></p>	<ul style="list-style-type: none"> • National: National water, environment, meteorology, disaster management units, 	<p><i>National:</i></p> <ul style="list-style-type: none"> • NAP-GSP in Zambia and Lesotho

<ul style="list-style-type: none"> Supporting the development and implementation of programmes and projects to implement basin plans for ORASECOM, LIMCOM & ZAMCOM Supporting the integration of water security and climate change resilience into national development planning and decision making processes <p><i>Goal 2:</i></p> <ul style="list-style-type: none"> Capacity building and the provision of knowledge to influence development planning processes and investments Institutionalization of knowledge sharing as a key crosscutting dimension of the GWPSA network Develop Monitoring and Evaluation tools that ensure systematic knowledge sharing activities Conducting needs/gaps analyses on what specific knowledge is needed in the region across priority thematic areas <p><i>Goal 3:</i></p> <ul style="list-style-type: none"> Support select GWP-SA CWPs to establish fully functional country level secretariats Develop capacity among CWPs for fundraising <p><i>Projects:</i></p> <ul style="list-style-type: none"> Implementation of the Water, Climate and Development Programme (WACDEP) in Tanzania and Zambia Support implementation of SADC RSAP IV with the EU Nexus dialogue initiative SDG PF implementation in Tanzania and Zambia WACDEP Africa CU will raise funds to pursue the implementation of the Africa Urban Water Security Programme targeting 12 countries and 12 cities in Africa including Kinshasa-DRC, Seychelles, Mozambique, Zimbabwe 	<p>economic planning & finance, agriculture & land ministries, MMEWD (Zambia) and MWID (Tanzania),</p> <ul style="list-style-type: none"> Region: Orange-Senqu River Commission (ORASECOM); Zambezi Watercourse Commission (ZAMCOM); Limpopo River Basin Commission (LIMCOM); The Southern African Development Community (SADC); GCF; UNDP; AWF/AFDB 	<p><i>Regional:</i></p> <ul style="list-style-type: none"> The Orange-Senqu River Commission (ORASECOM) IWRM Plan Limpopo River Basin IWRM Plan The Southern African Development Community (SADC) Climate Change Adaptation strategy for the Water sector (CCWAS) The SADC Regional Strategic Action Plan on IWRM (RSAP IV) LIMCOM Disaster Risk Reduction Plan
<p>Thematic priorities:</p> <p><i>Climate:</i> Advancement of regional (SADC) and river basin organisation (LIMCOM, ZAMCOM and ORASECOM) cooperation in climate change adaptation; Integration of climate change resilience into national development planning</p> <p><i>Food/energy:</i> The water-energy-food nexus through EU SADC Nexus dialogues</p>		

Urbanisation: Water pollution control in urban settings; Funding for water and sanitation infrastructure; Equitable access to water and sanitation

i West Africa

Selected high level sets of activities to be implemented by RWP/CWPs	Targeted boundary actors	National and regional processes which the RWP/CWPs aim to influence
<p><i>Goal 1:</i></p> <ul style="list-style-type: none"> Support to countries in their National Adaptation Planning and implementation processes so that CWPs’ involvement will help enhancing water security issues in the development of National Adaption Plans and the implementation of INDCs dialogue to engage or support the development process of IWRM plans in the countries where they do not exist when required: Guinea, Sierra Leone, Guinea Bissau, Gambia, and Liberia Supporting the implementation of existing IWRM plans- Mali, Senegal, Benin, Cape Verde, Togo and Côte d’Ivoire <p><i>Goal 2:</i></p> <ul style="list-style-type: none"> GWP/WA network brings appropriate knowledge to specific regional audiences to help in decision making and behavior change on emerging issues <p><i>Goal 3:</i></p> <ul style="list-style-type: none"> Implement the fundraising strategy so that GWP/WA and the CWP in West Africa are able to mobilize funds for IWRM’s operationalization <p><i>Projects:</i></p> <ul style="list-style-type: none"> Implementation of the programme Water for growth and poverty reduction in the Mekrou transboundary river basin (Burkina Faso, Benin and Niger) Implementation of the Integrated Drought Management Programme (IDMP) Implementation of the Water, Climate and Development Programme (WACDEP) Phase II – Mali and Benin 	<ul style="list-style-type: none"> National: Ministries in charge of water resources, energy, agriculture Region: Volta Basin Authority (VBA); Niger Basin Authority (NBA); ECOWAS/WRCC; ZIE; West African Economic and Monetary union (WAEMU); Regional Center of the Permanent Interstate Committee for Drought Control in the Sahel (CILSS/AGRHYMET); African Center of Meteorological Application for Development (ACMAD-Niger); Liptako-Gourma Authority (ALG), AMCOW, WSA (EX CREPA), CILSS, FAO, Association of water Utilities, the Regional Association for Irrigation and drainage (RAID), Water Users Associations including the regional and National Coordination of the water Users in Niger basin, national water companies and the African Water Association, and Industrialists; 	<p><i>National:</i></p> <ul style="list-style-type: none"> <i>IWRM Plans to be developed as required</i> <p><i>Regional:</i></p> <ul style="list-style-type: none"> Action Plan of West Africa Regional Policy on Water Resources of the ECOWAS implementation of the Strategic Action Plan of VBA Action Plan of AMCOW in West Africa Basin development plan for Mekrou river

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Thematic priorities:

Climate: Drought management; Strengthening resilience to climate change through the development of water sector; Development of National Adaptation Plans

Transboundary: Poverty reduction in the Mekrou transboundary river basin;

Food: Drought resilient agriculture

Urbanisation: Incorporation of water security into Municipal Development Plans

A.c ASIA

i Pan Asia Agenda

Selected high level sets of activities to be implemented by GWP entities	Targeted boundary actors	Pan Asian processes which GWP aims to influence
<p>Goal 1:</p> <ul style="list-style-type: none"> (...) <p>Goal 2:</p> <ul style="list-style-type: none"> (...) <p>Goal 3:</p> <ul style="list-style-type: none"> (...) <p>Projects:</p> <ul style="list-style-type: none"> (...) 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
<p>Thematic priorities:</p> <p><i>Climate:</i> Capacity building for climate resilient development in Africa</p> <p><i>Transboundary:</i> Institutional framework for transboundary water management in Africa</p>		

ii Caucasus and Central Asia

Selected high level sets of activities to be implemented by RWP/CWPs	Targeted boundary actors	National and regional processes which the RWP/CWPs aim to influence
<p>Goal 1:</p> <ul style="list-style-type: none"> Assist regional countries to formulate their National Water Development Strategies aiming to create water security and facilitate wider IWRM implementation as a part of those strategies Support countries in implementation of National Adaptation Plans (NAPs), coordinated with other related initiatives such as the NAP Global Support Programme led by UNDP and UNEP in collaboration with FAO, IFAD, WHO, UNITAR, GiZ and others. <p>Goal 2:</p> <ul style="list-style-type: none"> Organisation of awareness raising campaign for water management planning and its application in all CACENA countries <p>Goal 3:</p>	<ul style="list-style-type: none"> National: CACENA Governments and National Water Authorities, Water-management organizations, water users and local authorities, National authorities responsible for Emergency Situations in countries, International organizations and donors, CWPs, Region: Regional organizations and Universities 	<p><i>National:</i></p> <p><i>Regional:</i></p> <ul style="list-style-type: none"> INDC's through WACDEP and SDG-PF

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<ul style="list-style-type: none"> Strengthening partnerships for SDG 6 (and interlinked SDGs) implementation <p><i>Projects:</i></p> <ul style="list-style-type: none"> Water, Climate and Development Programme (WACDEP) - Support countries in implementation of the Paris Agreement commitments on Nationally Determined Contributions (NDCs), coordinated with UNFCCC National Focal Points. The SDG & Water Preparedness Facility component's goal is to support specific efforts on understanding, monitoring and financing the implications of the new SDG framework in a selected set of countries during the period 2016-2019 		
<p>Thematic priorities:</p> <p><i>Climate:</i> The use of IWRM as a practical approach to enhance climate change adaptation</p> <p><i>SDG:</i> SDG-PF</p>		

iii China

Selected high level sets of activities to be implemented by RWP/AWPs	Targeted boundary actors	Sub-national and national processes which the RWP/AWPs aim to influence
<p><i>Goal 1:</i></p> <ul style="list-style-type: none"> Promote integration of SDG6 to be adapted into Shaanxi & Hunan Provincial policies, strategies and plans Professional references and strategic recommendations to the decision-makers for the further national strategy/policy decisions IWRM concepts combined into the draft of the Yangtze River Law and its legislation Organize and support Water Think Tanks <p><i>Goal 2:</i></p> <ul style="list-style-type: none"> Promoting the South-South Cooperation Strengthen capacity of institutions and professionals in implementing IWRM through dissemination, knowledge management and training 	<ul style="list-style-type: none"> Provincial: Department of Water Resources, River Basin Commissions, Yangtze River Conservancy Commission National: Ministry of Water Resources; Ministry of Agriculture; Ministry of Health; National Development and Reform Commission, Universities, Potential Donors 	<p><i>Sub-national:</i></p> <ul style="list-style-type: none"> Yangtze River Law and its legislation Hebei, Shaanxi, Hunan and Fujian – Provincial Socio-Economic Development Plans and Water Sector Plans <p><i>National:</i></p> <ul style="list-style-type: none"> National development strategy, namely, the 13thFive-Year Plan National Water Development Plan National economic development plan at the central government level

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<ul style="list-style-type: none"> • Develop more international water resources programmes and support international sustainable strategies; • Establish consulting experts group of water security and climate resilience <p><i>Goal 3:</i></p> <ul style="list-style-type: none"> • Linking with civil society for advocacy and dissemination and new partnerships • Building capacity of existing and new provincial and river basin partnerships • Strengthen capacity building of GWP China’s internal work system <p><i>Projects:</i></p> <ul style="list-style-type: none"> • Implementation of the Water, Climate and Development Programme (WACDEP) 		
<p>Thematic priorities: <i>Climate:</i> Integration of water security and climate resilience into national and provincial economic development and water development plans <i>Transboundary:</i> Yangtze River Law <i>Nexus:</i> Water and the ecosystem management in river basins</p>		

iv South Asia

Selected high level sets of activities to be implemented by RWP/CWPs/AWPs	Targeted boundary actors	National and regional processes which the RWP/CWPs/AWPs aim to influence
<p><i>Goal 1:</i></p> <ul style="list-style-type: none"> • Advance regional/south-south cooperation in climate change adaptation (including disaster risk management), water food and energy security, and transboundary water management. • Policies, strategies, guidelines and institutional frameworks are in place and experiences shared to incorporate IWRM principles and CCA processes <p><i>Goal 2:</i></p> <ul style="list-style-type: none"> • Youth & gender capacities enhanced to understand and promote water resources conservation, water sanitation and best practices, new technologies, cultivation and 	<ul style="list-style-type: none"> • National: National, State/Provincial, District, Local and River Basin level government, Area Water Partnerships, CBOs • Region: South Asian Association for Regional Cooperation (SAARC); Network of Asian River Basin Organizations (NARBO); Asia Pacific Adaptation Network (APAN); South Asian Co-operative Environment Programme (SACEP); Indus River System Authority, 	<p><i>National:</i></p> <ul style="list-style-type: none"> • <p><i>Regional:</i></p> <ul style="list-style-type: none"> • South Asia climate Outlook Forum (SASCOF) and organizing the CSUF for the Water Sector annually • 3rd Asia Pacific Water Summit 2017 • 8th World Water Forum 2018

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<p>cropping options, indigenous and non-conventional technologies to cope with water security and climate change</p> <ul style="list-style-type: none"> • Integrated communication interventions including media tours, roadshows, street dramas, publications, TV& radio shows including media as a partner in promotion of IWRM and related water issues. • Integration of IWRM as part of curricula in school and other training programmes. <p><i>Goal 3:</i></p> <ul style="list-style-type: none"> • Regional and Country Partnerships and collaborating partners have enhanced capacity, competence in fund raising, promotion of IWRM, coordination, and practice good governance <p><i>Projects:</i></p> <ul style="list-style-type: none"> • Implementation of the Water, Climate and Resilience Programme (WACREP) in Bangladesh, Bhutan, India, Nepal, Pakistan and Sri Lanka • South Asia climate Outlook Forum (SASCOF) and organizing the CSUF for the Water Sector annually • IDMP: South Asia Drought Monitoring System (SA DMS) Phase III activities • IUWM Capacity Building Program for South Asia • Pan Asia Community Based Flood Management 		
<p>Thematic priorities: <i>Climate:</i> WACREP Phase II including IDMP <i>Urbanisation:</i> Capacity Building Programme SDG PF</p>		

v **Southeast Asia**

Selected high level sets of activities to be implemented by RWP/CWPs	Targeted boundary actors	National and regional processes which the RWP/CWPs aim to influence
<p><i>Goal 1:</i></p>	<ul style="list-style-type: none"> • National: Line ministries, government institutions, water development agencies, NGOs, 	<p><i>National:</i></p> <ul style="list-style-type: none"> • Indonesia: National Energy Policy

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<ul style="list-style-type: none"> • Organize dialogues for review and assessment of water related issues and integrate in national food and agriculture policies by CWP of Cambodia, Indonesia, Lao PDR and Vietnam • Myanmar <i>WP will support key stakeholders to identify pilot study areas and organize dialogues for flood and drought management</i> • <i>By 2020, at least 3 countries supported by GWP –SEA through its partners to develop domestic gender mainstreaming policies and instruments in water resources management and mainstream in CWPs work</i> • facilitate agreement or commitment to enhance water security for transboundary basins (Mekong basin and Golok basin). • Indonesia: Performance evaluation of Completed Irrigation Rehabilitation & Development and Effectiveness and Efficiency of Flood & Drainage Measures <p><i>Goal 2:</i></p> <ul style="list-style-type: none"> • CWPs to organize discussions and consultations for development and strengthening of monitoring and reporting for water resources management with UN Water <p><i>Goal 3:</i></p> <ul style="list-style-type: none"> • 10 young people under age 25, of which at least 50% are women, supported through the WaY leadership programme (Water and Youth). • RWP and CWPs access new and diverse funding sources and increase overall funding to double that provided through GWPO • RWP/CWP network to establish a robust monitoring framework and associated reporting mechanism with regular reporting on outcomes • InaWP will conduct: a national stakeholders dialogue to identify required measures to strengthen GWP, -GWP-SEA, and InaWP networking 	<ul style="list-style-type: none"> • Lao PDR - Ministry of Natural Resources and Environment (MONRE) & Ministry of Public Works and Transport, Lao Youth’s Union, Lao Women’s Union, Universities, • Malaysia - National Water Resources Council, Academy of Sciences Malaysia (ASM), ASEAN Working Group on Water Management and Department of Irrigation and Drainage (DID), National Water Services Commission, Ministry of Women, Family and Community Development, University Putra, Institute for Environment and Development • Myanmar: Ministry of Agriculture and Irrigation, Yangon Technological University • Indonesia: DG. Water Resources Management and DG. of Human Settlement, Ministry of Public Works) • Region: Association of Southeast Asian Network (ASEAN); Mekong River Commission (MRC), River Basin Commissions 	<ul style="list-style-type: none"> • Lao PDR: 8th National Socio-Economic Development Plan (NSED) 2016-2020 • Malaysia: National Water Resources Policy (NWRP), Malaysia River Environment Improvement Programme, Non-Revenue Water (NRW) Action Plan, National Agro-Food Policy • Philippines: Philippine Development Plan (MTPDP) • Myanmar: National Agriculture Policy <p><i>Regional:</i></p> <ul style="list-style-type: none"> • Mekong River Commission (MRC) Basin Development Plan
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<p><i>Projects:</i></p> <ul style="list-style-type: none"> • Implementation of the Water, Climate and Development Programme (WACDEP) in Cambodia, Lao PDR, Indonesia, Malaysia, Myanmar, Philippines, Thailand and Vietnam 		
<p>Thematic priorities:</p> <p><i>Climate:</i> Integrated management for the deltas of Mekong, Disaster risk management</p> <p><i>Transboundary:</i> Mekong and Golok river basins among the riparian states, Ayeyarwady delta in Myanmar</p> <p><i>Energy:</i> Integration of water security into national energy policy in Indonesia</p> <p><i>Food:</i> Integration of water security into national policies on food/agriculture across the region</p>		

A.d LAC

vi Caribbean

Selected high level sets of activities to be implemented by RWP	Targeted boundary actors	National and regional processes which the RWP aim to influence
<p><i>Goal 1:</i></p> <ul style="list-style-type: none"> • Establish regional cooperation frameworks, e.g. association of Ministers with responsibility for water, agencies, technicians, etc. Intra-regional training workshops; Joint research programmes. • Develop and promote the use of templates and models for integrating water security into national development plans and sectoral plans; and for valuation and factoring natural capital and restoration efforts (water energy, environment) into national economic decision making including annual budgeting <p><i>Goal 2:</i></p> <ul style="list-style-type: none"> • Establish and operationalize Regional Technical Committee • Create the framework for knowledge transfer • Creation and strengthening of the linkages between research, technology and information dissemination and application <p><i>Goal 3:</i></p> <ul style="list-style-type: none"> • Strengthen GWP capacity for project preparation and financing • Proportional representation applied within the region in terms of gender, youth, indigenous peoples. <p><i>Projects:</i></p> <ul style="list-style-type: none"> • Implementation of the Water, Climate and Development Programme (WACDEP) • Development and implementation of programme on IUWM 	<ul style="list-style-type: none"> • Region: Caribbean Community (CARICOM); Caribbean Water & Sewerage Association (CAWASA); Caribbean Community Climate Change Centre (CCCCC); Caribbean Disaster Management Agency (CDEMA); Organisation of Eastern Caribbean States (OECS); Caribbean Institute for Meteorology and Hydrology (CIMH); Caribbean Development Bank (CDB) 	<p><i>National:</i></p> <ul style="list-style-type: none"> • <p><i>Regional:</i></p> <ul style="list-style-type: none"> •

Thematic priorities:

Climate: Cooperation among Caribbean states on addressing climate change in the context of sustainable growth and economic development

Urbanisation: Integrated approach to the management of urban water and wastewater

vii Central America

Selected high level sets of activities to be implemented by RWP/CWPs	Targeted boundary actors	National and regional processes which the RWP/CWPs aim to influence
<p><i>Goal 1:</i></p> <ul style="list-style-type: none"> • Support the development of recommendation for the sustainable management of transboundary basins in the region • Promote meaningful participation of women and youth (especially from vulnerable sectors) in dialogue and policy development processes on water management • Promote the incorporation of the water, food, and energy nexus, in policies, strategies, national adaptation plans, SDGs' implementation and INDCs implementation paths • Strengthen capacities of legislators and other relevant actors in topics related to water resources and climate <p><i>Goal 2:</i></p> <ul style="list-style-type: none"> • Implement a communications strategy • Strengthen capacities on the establishment of indicators to monitor NAP and INDCs implementation • Systematize experiences about the use of technologies in pilot projects for efficient water use and dissemination of results <p><i>Goal 3:</i></p> <ul style="list-style-type: none"> • Build fundraising capacity among the CWPs through the provision of support of WACDEP • Increase country-level partners, mainly among those types of organizations that are not adequately represented in the network. <p><i>Projects:</i></p>	<ul style="list-style-type: none"> • National: Water Ministries, Universities/Training Centers, Legislators • Region: The Central American Integration System (SICA); Central American Commission on Environment and Development (CCAD); El Centro de Integración Meteorológica Hidrológica de América Central (CIMHAC); Regional Water Resources Committee (CRRH), WMO, Ministries of Foreign Affairs 	<p><i>National:</i></p> <ul style="list-style-type: none"> • <p><i>Regional:</i></p> <ul style="list-style-type: none"> • INDC implementation in countries •

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<ul style="list-style-type: none"> Implementation of the Water, Climate and Development Programme (WACDEP) in Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama. 		
<p>Thematic priorities: <i>Climate:</i> Incorporation of climate change adaptation into the management plans of transboundary basins in the region; Development of climate variability scenarios <i>Urbanisation:</i> IUWM planning in the major cities of the region <i>Transboundary:</i> International Water Law</p>		

viii South America

Selected high level sets of activities to be implemented by RWP/CWPs	Targeted boundary actors	National and regional processes which the RWP/CWPs aim to influence
<p><i>Goal 1:</i></p> <ul style="list-style-type: none"> Initiate/support processes for the inclusion of water security, nexus and climate change in policies, strategies, national adaptation plans and INDCs implementation paths Support the development of recommendations for the sustainable management of transboundary basins in the region and share them with legislators through International Water Law Programme Adapt to SAM - GWP CAM's guidelines for the inclusion of risk with focus on water resources in Municipal Development Plans (2016) . <p><i>Goal 2:</i></p> <ul style="list-style-type: none"> Development of dialogue/training workshops within the framework of the Latin American training programme on International Water Law <i>Promotion of the use and application of training modules on Integrated Urban Waters Management in four cities (Caracas, Santiago, BsAs, Lima and Asunción)</i> . <p><i>Goal 3:</i></p>	<ul style="list-style-type: none"> National: Legislators, Ministries of Environment, Ministries of Foreign Affairs, Ministries of Finance, Water authorities, National water and climate authorities, Municipalities, Youth Organizations, Women Organizations and Ministries, Journalists Regional: Iberoamerican Union of Municipalists (UIM), UNESCO/IHP-LAC, UNASUR, Mercosur, International Co-operation Agencies, 	<p><i>National:</i></p> <ul style="list-style-type: none"> Municipal Development Plans National Adaptation Plans

GWP 3-year Work Programme – 2017-2019 - Summary

<ul style="list-style-type: none"> • Strengthen RWP and CWPs governance and improved their overall performance and capacity to work effectively in fundraising • Engage new GWP partners in the region and has established new CWPs. • Young professionals are increasingly involved in and cooperating with GWP SAM initiatives <p><i>Projects:</i></p> <ul style="list-style-type: none"> • Implementation of the Water, Climate and Development Programme (WACDEP) in Peru 		
<p>Thematic priorities:</p> <p><i>Climate:</i> Incorporation of climate change considerations in the strategies, policies and development plans at national and regional level</p> <p><i>Urbanisation:</i> Capacity building on integrated management of urban water in the American Continent</p> <p><i>Transboundary:</i> Increased capacity among governmental officials from Latin America on international water laws</p>		

A.e EUROPE

ix Central and Eastern Europe

Selected high level sets of activities to be implemented by RWP/CWPs	Targeted boundary actors	National and regional processes which the RWP/CWPs aim to influence
<p><i>Goal 1:</i></p> <ul style="list-style-type: none"> • Countries in the region facilitated stakeholders dialogue to adopt updated river basin management plans and flood risk management plans according to EU Water Framework Directive and Floods Directive • National Consultations on present status of Significant Water Management issues (2019) and the very first draft of 3rd on River Basin Management Plans and 2nd FRMPs (2019) <p><i>Goal 2:</i></p> <ul style="list-style-type: none"> • Contribute to development of tools and methodologies and their testing within the framework of projects – EOP Danube, PROLINE-CE, DriDanube, JoinTisza, WaterInnEU, Danube Sediment, and others <p><i>Goal 3:</i></p> <ul style="list-style-type: none"> • Fundraising capacity of the region and countries and develop and Resource Mobilization Strategy • Establishment of Reserve Fund at Regional Level • IDMP CEE Strategic Advisory Group <p><i>Projects:</i></p> <ul style="list-style-type: none"> • Implementation of the Integrated Drought Management Programme (IDMP) • Hungary and Moldova to implement SDG-Preparedness Facility and supported their respective governments in SDG-6 • EOP Danube, PROLINE-CE, DriDanube, JoinTisza, WaterInnEU, Danube Sediment 	<ul style="list-style-type: none"> • National: National public authorities (such as NHMS, emergency authorities), National sectoral agencies (agricultural agencies, water managers, etc.), Water authorities in institutions dealing with planning, RBMP, water management, River Basin Management authorities in the countries, Schools and Youth organizations in Central and Eastern Europe, Media (journalist, TV reporters) • Region: International Commission for the Protection of the Danube River (ICPDR); International Sava River Basin Commission (ISRBC); International Commission for the UN Economic Commission for Europe (UNECE), DMCSEE 	<p><i>National:</i></p> <ul style="list-style-type: none"> • National Drought Management Decision-Making process <p><i>Regional:</i></p> <ul style="list-style-type: none"> • Danube Economic Strategy Task Force • Integrated Tisza River Basin Management Plan • Water Framework Directive revision • Drought Risk Assessments, under the EU Civil Protection Mechanism • Regional Drought Management Decision-making scheme • European Union Strategy for the Danube Region

Thematic priorities:

Climate: National and Regional Drought Decision Making Processes under EU Drought and Floods Directives

Urbanisation: Promotion of sustainable sanitation in less developed communities

Transboundary: Danube Economic Strategy

x Mediterranean (Also to be considered in Africa)

Selected high level sets of activities to be implemented by RWP	Targeted boundary actors	National and regional processes which the RWP aim to influence
<p><i>Goal 1:</i></p> <ul style="list-style-type: none"> • Facilitate Policy dialogue and catalytic actions and implement demo applications for IWRM and WSS planning at regional, national and local/ river basin level • Facilitate Regional and national policy dialogue, build capacity and implement solutions on climate change adaptation and Transboundary IWRM • Implement Local pilot applications and local and promote regional dialogue on Non-Conventional Water Resources Management, and the Urban Water Resources Management agenda advances through city-level interventions • Networking, policy planning, and local pilot applications for addressing Migration challenges related to water security are promoted and disaster risk reduction. <p><i>Goal 2:</i></p> <ul style="list-style-type: none"> • Share Knowledge and raise awareness on water challenges and contribute to the identification of sustainable solutions in the Mediterranean • Assist Parliamentarians and Media in tackling more efficiently IWRM issues in their fields of operation and power • Promote Education for IWRM through the Mediterranean Education Initiative for Environment and Sustainability <p><i>Goal 3:</i></p>	<ul style="list-style-type: none"> • Region: UfM Water Expert Group, League of Arab States (LAS), Regional Cooperation Council (RCC), African Ministerial Council on Water (AMCOW), UNECE Water Convention (1992), Barcelona Convention (1974), Circle of Mediterranean Parliamentarians for Sustainable Development (COMPSUD) and of the Circle of Mediterranean Journalists for Sustainable Development (COMJSD), GCC regional institutions, Gulf countries governments 	<p><i>National:</i></p> <p><i>Regional:</i></p> <ul style="list-style-type: none"> • EU Water Framework Directive and the extended EU acquis • 5+5 Initiative for the Western Mediterranean, including its Water Strategy (2015) • Arab Water Security Strategy (2011) • Mediterranean Strategy for Sustainable Development (2015)

<ul style="list-style-type: none"> • Sustainable Country and local water partnerships are explored and established • Explore and enhance collaborations and action with Gulf countries governments, stakeholders and GCC regional institutions aiming at promoting GWP objectives in the area, and an operational agenda is established and advance • Engage Regional partners to contribute to the design and advancement of recent GWP-Med focus themes reflecting priorities in the GWP Strategy 2020, including on Gender and on Youth, also with emphasis on Employment <p><i>Projects:</i></p> <ul style="list-style-type: none"> • Making Cooperation Happen in the Mediterranean’ Project (2016-2018, GWP-Med/Sida) • Water, Climate and Development II’ Project (2017-2019, GWP) • Governance & Financing for the Mediterranean Water Sector’ Programme (2014-2017, GWP-Med/Sida) • GWP SDGs Preparedness Facility (2017 on) • SWIM/H2020 II Project (2016-2019, LDK/EU) • Water Integrity in the MENA’ Project (2015-2017, SIWI/Sida) • MedProgramme (2017-2020, UNEP-MAP/GEF) • Nexus in SEE’ Project (2017-2019, ADA) • IW:LEARN 4 (2016-2019, UNESCO/GEF) • Drin Project (2015-2019, UNDP/GEF) • Non-Conventional Water Resources Management’ Programme (2014-2018, Coca-Cola) • Water for the City’ Project (2016-2018, Coca-Cola) 		
<p>Thematic priorities: Climate Change IUWM Gender/Youth Transboundary Cooperation</p>		

