

# BUSINESS PLAN 2020–2022

## MOBILISING FOR A WATER SECURE WORLD

Revised July 2020



# CONTENTS

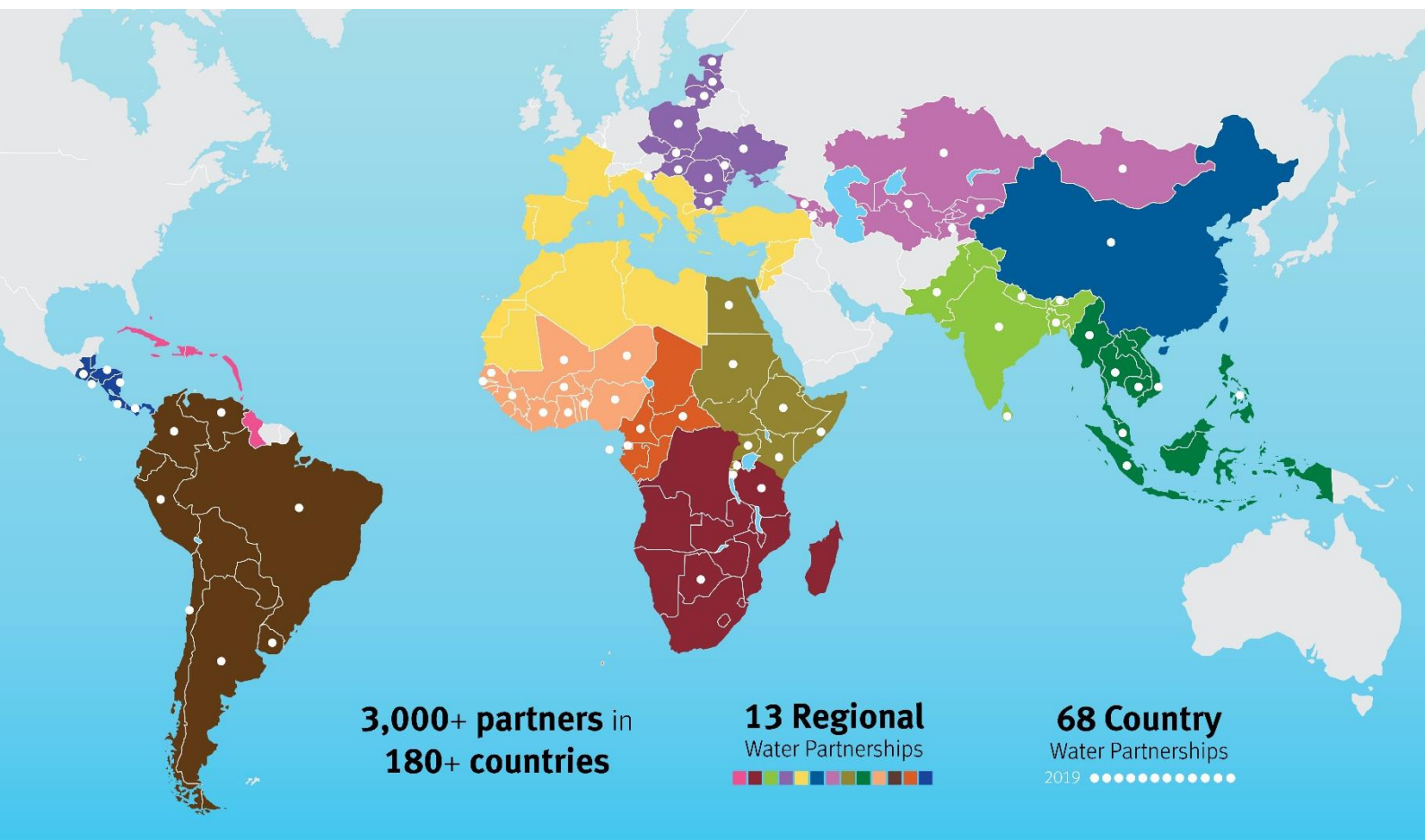
<b>MOBILISING FOR A WATER SECURE WORLD: FROM STRATEGY TO BUSINESS PLAN .....</b>	<b>2</b>
<b>Background and Context.....</b>	<b>2</b>
<b>Influencing the global agenda .....</b>	<b>7</b>
<b>Strategic Work Programmes: Delivering towards our Goals .....</b>	<b>14</b>
<b>Cap-Net UNDP.....</b>	<b>24</b>
<b>THE GLOBAL TEAM: “BACKBONE” SERVICES IN SUPPORT OF DELIVERY .....</b>	<b>25</b>
<b>OUR RESOURCES: HUMAN RESOURCES, FINANCIAL RESOURCES, PARTNERS AS RESOURCES .....</b>	<b>30</b>
<b>Human Resources.....</b>	<b>30</b>
<b>Financial Resources .....</b>	<b>30</b>
<b>Partners and Relationships .....</b>	<b>34</b>
<b>FRAMEWORK FOR MONITORING, EVALUATION, REPORTING AND LEARNING (MERL).....</b>	<b>36</b>
<b>Background and Context.....</b>	<b>36</b>
<b>Monitoring results.....</b>	<b>36</b>
<b>Learning from Monitoring and Evaluation .....</b>	<b>37</b>
<b>Evaluation.....</b>	<b>38</b>
<b>ANNEXES .....</b>	<b>39</b>
<b>2020-2022 Programme details .....</b>	<b>39</b>
<b>Results Framework.....</b>	<b>56</b>
<b>ANNEX A – GLOBAL AND REGIONAL SYNOPTICS.....</b>	<b>60</b>



# MOBILISING FOR A WATER SECURE WORLD: FROM STRATEGY TO BUSINESS PLAN

## Background and Context

- 1. The Global Water Partnership (GWP)** is a multi-stakeholder action network and intergovernmental organisation dedicated to working with countries towards the equitable, sustainable, and efficient management of water resources. We comprise 3,000+ partner organisations in over 180 countries. Our network of nearly 70 Country Water Partnerships and 13 Regional Water Partnerships convenes and brokers coordinated action by government and non-government actors towards good water policies, institutions, and management instruments. A long-time advocate for integrated water resources management, we draw on experience at the local level and link it across our Network and to global development agendas, mobilising the financing needed for implementation.
- 2. The Network’s [2020-2025 Strategy “Mobilising for a Water Secure World”](#)** is one of urgency, reflecting the gravity and extent of current and expected water crises. The strategy commits the Network to bringing attention and coordinated action to water challenges in over 60 countries and 20 transboundary basins. The UN’s 2018 assessment of progress towards achieving access to sustainable and safe water pointed to the critical role of investing in good water management and governance, noting that policies, laws, financing, and institutions to address the



water challenges must be transparent, inclusive, and integrated across sectors. GWP therefore supports the application of an integrated approach to water resources management: Integrated Water Resources Management (IWRM). Despite many efforts in this direction across the world, bureaucratic inertia and short term and siloed thinking have prevented the full deployment of such integrated approaches. The 2020-2025 Strategy will seek to promote systemic changes needed by linking to global policy frameworks – such as the 2030 Development Agenda, the Paris Agreement on Climate Change, the Sendai Agreement on Disaster Risk Reduction, and agreements shaping transboundary co-operation. These frameworks are seen as key to mobilising partners both within and beyond the water sector.



**3. The global health crisis brought on by COVID-19, and the ensuing economic and political crises, have changed nearly every aspect of the lives of the world’s citizens.** And every organisation’s way of doing business, including GWP’s, has been upended. During these difficult times and beyond, GWP will keep its attention on water security. With hand-washing as one of the top recommendations to hinder the spread of COVID-19, the lack of access to clean water and sanitation in many parts of the world is gaining attention. Solving that problem is, at heart, a water management issue as recognised in Sustainable Development Goal 6. GWP will continue to promote and support good water management practices, participatory decision making, and building and flexing “cooperation muscles” in societies. GWP has a long and successful history in bringing together civil society, government, and the private sector in working toward a water secure world. This approach is more important now than ever, even as we have to consider new ways of doing it.

In the context of the COVID-19 pandemic, and the related economic and political consequences, we find our strategy relevant, and we will direct our attention towards:

- 1) staying focused on the water security agenda and climate resilience, ensuring that an integrated approach (water-ecosystem-public health-economy-food-energy) is kept central to the post-COVID-19 recovery;
- 2) convening in new ways participatory approaches across and beyond the water space – including mobilising those most affected by the lack of access to water and the communities that are often not ‘at the table’ when water decisions are made;
- 3) developing pragmatic water solutions for building public health and economies;
- 4) learning and collaborating online through our network, consisting of [3,000+ Partners](#), including [Cap-Net UNDP](#).

**4. The 2020-2022 Business Plan provides an overview of the medium-term planning frameworks under which the various entities in the GWP Network will design and implement their support activities and functions, as well as specific projects and programmes.** The basis for this overview 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. These global and regional Work Programmes are summarised in Annex A. The full documents can be found in Work Programme 2020-2021 Volumes 2 (Global) and 3 (Regions) that accompany this Business Plan. The Work Programmes are living documents and the information in these documents as well as this Business Plan is subject to annual discussion and updates. The Business Plan and Work Programme 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 2020-2022 programme of activities. The Work Programmes are the basis for GWP’s Monitoring and Evaluation system.

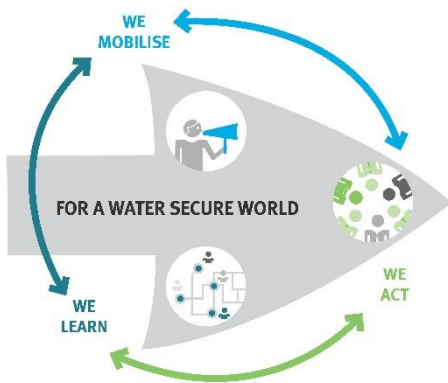
**5. The decentralised governance structure through which GWP operates means that each Regional Water Partnership and Country Water Partnership has their own governance body compliant with the organisation’s common statutes and conditions of accreditation.** This structure provides direct lines of accountability for network entities in accordance with the needs and guidance of the partners at regional and country levels. Whereas the overall responsibility for the use of globally raised funds rests with the GWP Organisation (the intergovernmental entity), the regional and country entities are liable for projects financed through locally-raised funds.

**6. With the 2020-2022 Business Plan, we lay out how we will build the actions that contribute to achieving the strategy’s ambitions.** Across regional teams and the global secretariat, we describe how we anchor our individual work programmes in four areas set forth by the strategy, thus allowing for alignment and learning on a portfolio basis while also creating space for results tracking towards the goals set by the strategy. We describe shifts in governance, management, and ways of working that we see as instrumental in creating opportunity for individual programmes to deliver. In the final section we discuss how resources – ideas, relationships, human, and financial resources – will be mobilised and deployed towards delivery. We provide annexes with details on individual programmes and our results framework.

**Mobilising for a Water Secure World 2020-2025**  
Over 6 years, our ambition is to...

...significantly advance **water related Sustainable Development Goals (SDGs)** in **60 COUNTRIES** and **20 TRANSBOUNDARY BASINS** - with a combined population of over **4 BILLION PEOPLE.**




...influence more than **EUR 10 BILLION** in **water-related investments** from government and private sources.



**7. Across the Network, we will deploy a common approach in mobilising, acting, and learning to contribute to systems change.** This emerged from our analysis of what it takes to achieve systems change. Given the complexity of the challenges ahead, vigilant attention towards what is being learned, and agile changes in programme design and approaches, will be critical. Mobilisation of broader groups of stakeholders will, at the same time, be important to garner the needed “weight” to create shifts in systems.

**8. Monitoring and Reporting our results.** GWP has a track record for sound results monitoring and reporting, and external evaluations confirm this assessment. Good monitoring and reporting is critical to enable continuous improvements. It is important that our results framework accurately reflects our new GWP 2020-2025 strategy. We will assess and, if needed, further strengthen or revise our results framework during Q1-Q2 2020, in ensuring it aligns with our anchor areas and programmes. *Please see a full list of our current logframe indicators in Annex 2: GWP 2020-2022 Results Framework.*

**From the GWP Strategy 2020-2025**

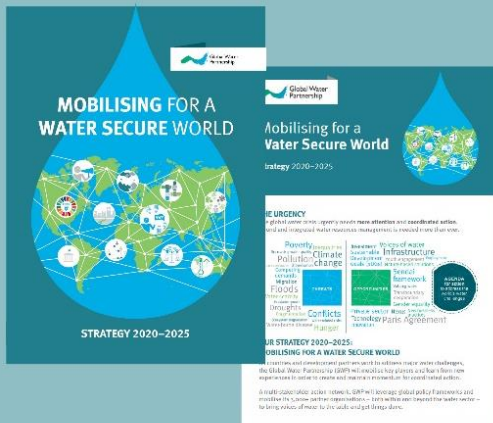
 <p><b>WE MOBILISE</b></p>	<p><b>Mobilising people and organisations</b> to unite around shared development priorities that impact water resources. We bring all voices to the table, including the private sector. We work with youth as key agents of change. We work towards gender equality in all that we do. We build and leverage partnerships, and work through multi-stakeholder platforms to create space for diverse views and interests.</p>
 <p><b>WE ACT</b></p>	<p><b>Grounding our efforts in concrete and coordinated action</b> to address water risks and put integrated water resources management (IWRM) into practice. We work with our partners to change behaviours, strengthen institutions, build pilots and take them to scale and catalyse investment for water-wise sustainable development. We measure ourselves through the actions we take to improve water management and governance.</p>
 <p><b>WE LEARN</b></p>	<p><b>Becoming a “learning organisation”</b> as a core organisational practice in order to support system change. We will learn from our actions and relationships. We curate, create, and share knowledge globally and across regions. We work with stakeholders to turn learning into ongoing improvements in water management and provide a constant feedback loop through our learning and knowledge architecture. There is no simple ‘one-size-fits-all’ solution when putting IWRM into practice. We are committed to practicing the use of fact-based analysis for decision-making, including water accounting, climate data, and modelling that sets values to water to improve collaboration across sectors.</p>

## OUR OPERATIONAL DOCUMENTS

### GWP Strategy 2020-2025

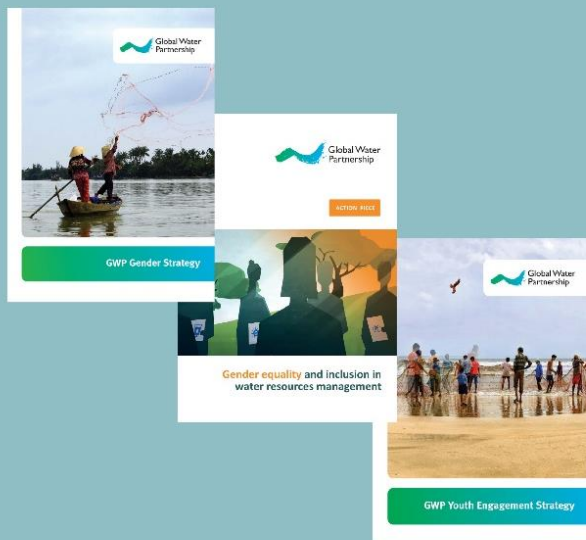
#### “Mobilising for a Water Secure World”:

Framework and guidance to the GWP Network on why, where and how to focus and align (approved by GWP Network Meeting)



### GWP Gender Strategy (2016), Gender Action Piece (2017) and Youth Strategy (2015)

(approved by GWP Steering Committee)



### GWP Business Plan 2020-2022:

How we will operationalize the strategy with input from the global team as well as from 13 regional teams (approved by GWP Steering Committee).



### GWP Regional Work Programmes 2020-2022:

High-level 3-year planning documents for each of the 13 GWP regions (approved by GWP Steering Committee).

### GWP Annual Work plans (Global and Regional):

The work plans for the global team as well as for each of the 13 Regional Teams describe in detail the specific activities and budgets which are connected to the results framework (approved by GWP Steering Committee).

*Business Plans, Work programmes and Work Plans are considered “living documents” allowing for updates and adjustments, brought to and approved by the GWP Steering Committee on an annual basis or as needed.*

## Influencing the global agenda

**9. The strategy period – covering six years – offers a window of opportunity to leverage global policy frameworks to build momentum and change complex systems in-country.** The 2030 Agenda for Sustainable Development, the Paris Agreement, the Sendai Framework, the Desertification Convention, and commitments made towards transboundary cooperation frameworks, among others, offer opportunities for countries and organisations, and the partnerships between them, to fight poverty and advance sustainable development. Water resources are at the heart of these frameworks, and the integrated management of water resources offers an effective response mechanism to these challenges. Working in specific basin-, country-, and regional-level contexts, we see the opportunity to mobilise greater momentum where such broader forces are already at play. As we anchor our work in these global priorities, we will influence the global debate and promote streamlined responses that strengthen progress.

**10. The global COVID crisis – and the ensuing economic and political imperatives – are changing that parameters for global engagement, right at the time of this Business Plan update, in terms of relevance and urgency of bringing voices of water into global and regional discussions; in terms of the competitive environment for “air time”, influence, and funding; and in terms of physical attendance and engagement.** We will adjust our approach to influencing the global agenda on an ongoing basis, in line with the shifts brought by the COVID crisis. Having said that, a number of parameters have already emerged, including: (i) given the unprecedented amounts of funding going towards COVID recovery, any and all SDG-related processes and actions will have to have a strong growth/employment and public health dimension; (ii) a series of regional and global processes under the heading of “building back better” is likely to emerge, featuring a focus on infrastructure investments and promotions; and (iii) a consolidation of processes and events, and possibly also of actors, may well be on the horizon even though it is too early to tell.

**11. The unique position of GWP - having a seat at the table at the global level while being able to reach across and involve thousands of organisations at the country-level - provides added value to the water and sustainable development communities.** As an inter-governmental organisation, GWP is able to participate in many UN-based processes that allows more access than that afforded for non-governmental organizations. At the same time, SDG17 creates an explicit space for multi-stakeholder partnerships to flourish. Through a feedback loop from the global to the national and sub-national and vice versa – implemented through regular engagement with Regional Chairs and Coordinators, as a group as well as bilaterally, and they engaging with Country Water Partnership Chairs and members – we maintain coordination and information-sharing between the various levels (global, regional, transboundary, national, sub-national) in a structured multi-level governance framework, which allows GWP to position itself strategically and which orchestrates on-going multi-stakeholder work on issues related to water.



### SDG6 and Water-specific processes and influencing opportunities

**12. UN related processes:** Throughout 2020, there are at least two relevant moments for GWP to bring the “voices of water” to the attention of UN-level decision makers. This includes the High Level Political Forum (HLPF) on Sustainable Development, convened in July under the auspices of the Economic and Social Committee (ECOSOC), during which some 60+ countries will voluntarily



report on progress made – or not – towards the SDGs. It also includes the September General Assembly with various opportunities to link up to what will likely be COVID recovery-related discussions then. Furthermore, GWP will keep an eye out on UN-related processes in support of the Oceans SDG (SDG14) and the Biodiversity SDG (15), both of which are essential in addressing SDG2 on Hunger and offer important opportunities to raise attention towards good water management and governance, in particular in the context of post-COVID response strategies. This includes the Biodiversity COP, originally scheduled for October 2020 and now postponed – as a potential opportunity for GWP to help connect the dots on the context of water resources management and biodiversity management.

**13. UN-Water:** Meeting twice a year, UN-Water, the coordination mechanism of water- and sanitation-related activities in the UN system, provides a platform for GWP to engage in global-level activities and stay attuned to the state of global processes related to water. GWP is a member of the UN-Water partnerships mechanism and currently serves on the following Task Forces and Expert Groups: (i) Expert Group on Regional Level Coordination; (ii) Expert Group on the 2030 Agenda; (iii) Task Force on Water Action Decade Implementation; (iv) Expert Group on Transboundary Waters (v) Expert Group on Water and Climate Change; and (vi) Task Force on Country Level Engagement. GWP will contribute to efforts undertaken by UN-Water to raise the agenda for water globally, including through contributions to the annually produced World Water Development Report on “water and climate change” (2020), “valuing water” (2021) and “groundwater: making the invisible visible” (2022).

**14. Dushanbe International Water Conference (June 2020 and June 2022).** For the second of the Dushanbe Conference series in support of the International Decade for Action, “Water for Sustainable Development”, 2018-2028, GWP is a member of the International Advisory Committee (IAC). The IAC will meet in Dushanbe in 2020 to contribute to shaping the Conference, which occurs every two years. The 2022 edition will also serve to inform the mid-term review of the Water Action Decade in March 2023. Through this platform, GWP can encourage the continued focus on concrete, integrated, sustainable, and cooperative action in favor of SDG advancement, while leveraging input from its regional and country partners.

**15. 9<sup>th</sup> World Water Forum (March 2021).** In 2020, the organisation of the 9<sup>th</sup> World Water Forum in Dakar, Senegal will begin in earnest. Under the theme of water security for peace and development, this event is expected to be a platform on which progress towards water-related development targets can be showcased and boosted around 4 priority areas: water security, rural development, cooperation, and means and tools. As with previous Fora, GWP will take part, aligning its level of engagement at the global and regional levels with other ongoing processes, to ensure cost-effectiveness and the maximum impact of our participation.

**16. High-level Meeting organized by the President of the General Assembly (TBD 2021).** As part of the United Nations General Assembly resolution on the “Mid-term comprehensive review of the implementation of the International Decade for Action, ‘Water for Sustainable Development’ 2018-2028” (A/RES/73/226), and in response to dissatisfaction expressed about the lack of time accorded to the review of SDG6 at the High Level Political Forum in 2018, at some point in 2021 a one-day “High-Level Meeting” will be organized by the President of the General Assembly on the implementation of water-related goals and targets of the 2030 Agenda. This meeting will require multi-stakeholder input and will involve regional preparatory processes during 2020, on which GWP will seek to position itself strategically.

**17. Bringing the “WASH Agenda” and the “IWRM Agenda” closer together – globally and**

**in-country: collaboration with SWA, WaterAid, WSSCC/SHF, GWOPA, and others.** Water crises in cities have brought attention to the urgent need for actors that have traditionally focused mostly on the urgent need to improve service delivery to also engage “up” the water value chain, informing decisions and contributing to action on water resources management. Sanitation and Water for All (SWA) and WaterAid promote and invest in increasing access to sanitation and water, shaping the dialogue with governments and civil society both globally and locally. WSSCC, originally a multi-stakeholder network and now being re-shaped as the “Sanitation and Hygiene Fund” (SHF), will be a new and perhaps somewhat different player in the space. GWP will work with SWA and WaterAid to explore how we can help actors to address water crises with a “whole of water” view, supporting smart investments in service delivery as a vital component of integrated water resources management. SWA’s global engagement of Finance Ministers may present important opportunities for GWP to engage and enhance our impact. SHF’s (formerly WSSCC’s) global investment facilities may offer similar options. In the same context, GWP will initiate a collaboration with GWOPA to reach out to water operators in raising their awareness of and involving them in water resources governance and management challenges.

**18. Engaging with global water organizations in establishing processes around GWP’s Knowledge and Learning Agenda and in the context of mobilizing new and more partners.** GWP will engage with a number of global water organisations that are active in the creation of knowledge – and/or interested in GWP’s work in curating and providing access to knowledge. This may include work with the International Water Association (IWA) and the International Water Resources Association (IWRA) - both of whose membership structure is based on individual professionals and could be complementary to GWP’s organization-based structure and could thus offer opportunities for strengthening in-country presence and visibility.

**19. Other global engagements with the potential to build stronger water governance and management commitments across countries.** GWP will play an active role in several other global-level entities or initiatives that hold the promise to generate support to and mobilise financing in-country, or regional investments in water institutions and infrastructure. These include, but are not limited to, the High-Level Expert and Leaders Panel on Water Related Disaster Risk Reduction (HELP); the OECD Water Governance Initiative; various initiatives jointly undertaken with the World Meteorological Organisation (WMO), including the world Water Data Initiative and the Hydrological Status and Outlook System Initiative; work on water integrity and transparency with the Water Integrity Network (WIN); and collaboration with the Dutch-led Valuing Water Initiative. In mobilising Private Sector Engagement for Water Resources Management, GWP will work with the CEO Water Mandate on the Global Water Resilience Pledge; with 2030 WRG in exploring opportunities to join forces in country-level initiatives; and with GWOPA on identifying cost and benefits for mobilising utilities. GWP will also promote awareness of the interconnections between water resources management and key sectors and development targets globally, for example by contributing to global nexus thinking in line with the Dresden nexus conference 2020, by strengthening awareness of key energy sector players on the water/energy nexus (with UNIDO through its series of Vienna Energy Forums), in promoting water-solutions to ecosystem challenges and vice versa at the water/environment nexus (with leading global organisations such as IUCN at the 2020 IUCN World Conservation Congress and TNC), by bringing water solutions for food security to the fore with partners such as WASAG and IWMI in global arenas (notably the World Committee on Food Security). GWP will reach out to explore collaborations with organisations such as WHO in building awareness of water resources management decisions for the global health agenda on the water/health nexus, and with organisations such as the ILO to support the water/employment agenda.



## Climate related processes

**20.** The **UNFCCC Conference of the Parties, known as COP**, is the decision-making body responsible for monitoring and reviewing the implementation of the United Nations Framework Convention on Climate Change (UNFCCC). At the 21st Session of the COP (COP21) in Paris, Parties reached a historic outcome – the first international climate agreement – which mobilises Parties to the Convention in taking action to limit the rise in the world’s average surface temperatures to “well below” 2°C above pre-industrial times this century, while “pursuing efforts” for 1.5°C. The Paris Agreement also aims to increase the ability of Parties to adapt to the adverse impacts of climate change, and make “finance flows consistent with a pathway towards low greenhouse gas emissions and climate-resilient development.” As one of the main operating entities of the UNFCCC Financial Mechanism, the Green Climate Fund (GCF) plays a crucial role in serving the Paris Agreement by channeling climate finance to developing countries. GWP supports countries to integrate resilience-building water management solutions into their GCF country programmes. GWP does so via a combination of multi-country project preparation workshops that bring together Water Ministries, GCF National Designated Authorities (usually Ministries of Environment or Ministries of Planning), and GCF Accredited Entities; country-specific GCF Readiness and project preparation support; and guidelines such as the Water Supplement to the UNFCCC’s NAP Technical Guidelines launched at the 2019 NAP Expo, and the WASH Climate Resilience Strategic Framework developed and implemented in collaboration with UNICEF. In 2019, GWP won approval as a GCF Readiness Delivery Partner.

**21.** The **Nationally Determined Contributions (NDCs)** – each Party’s plans for curbing GHG emissions (typically in five- or ten-year periods), and in many cases, the Party’s plans to increase its resilience to increased temperatures, floods, droughts, and changed water cycles and its impact on the economy, livelihoods, and ecosystems – form the backbone of the Paris Agreement. All Parties are expected to submit increasingly ambitious NDCs every five years. The target date for all countries to do so lies in 2020. As a formal international observer organisation to the UNFCCC, GWP supports Parties to enhance their NDCs and accelerate implementation of their NDCs through integrated approaches to managing water resources; we are doing this on a country and regional basis in collaboration with partners such as the NDC Partnership (see below on Climate Resilience).

**22.** The **SBs – the SBSTA and the SBI – are the two permanent Subsidiary Bodies of the UNFCCC**. The SBSTA, or the Subsidiary Body for Scientific and Technological Advice, carries out the scientific work assigned by the COP and links them to the policy-oriented needs of the COP. The SBI, or the Subsidiary Body for Implementation, deals with the implementation of the COP’s treaties and instruments: transparency, mitigation, adaptation, finance, technology, and capacity-building, and aims at enhancing the ambition of Parties on all aspects of its agenda. GWP supports the SBs and their areas of work, through its climate resilience work, supporting countries to strengthen preparation of resilience-building water, flood, and drought investments, access finance, and implement investments in ways that build capacity and improved governance in-country.

**23.** The **Global Commission on Adaptation (GCA) Climate Adaptation Summit** had originally intended to report on progress on its ‘Year of Action’ in October 2020 – a moment that has been moved to January 25, 2021, in light of the COVID crisis induced travel limitations. The ‘Year of Action’ had been launched at the UN Secretary General’s Climate Action Summit in

September 2019 to accelerate and scale up climate change adaptation solutions through eight Action Tracks: Finance and Investment; Food Security and Agriculture; Nature-based Solutions; Water; Cities; Locally-led Action; Infrastructure; and Preventing Disasters. GWP supports the work of the GCA under the action track on water, DRR, infrastructure, and finance, and also through the “Coalition for Climate Resilient Investment” (convened by the United Kingdom). GWP will continue to explore potential collaboration opportunities with the World Resources Institute (WRI) and other partners in supporting an initiative that supports cities in developing plans for climate-resiliency.

**24. Mobilising financing for managing extreme water-related weather events is an area that will benefit taking into account “voices of water”.** Throughout 2018 and 2019, GWP worked with the High Level Experts and Leaders Panel (HELP) on Water-Related Disasters on developing Principles for Investment and Financing for Water-Related Disaster Risk Reduction; leveraging a 2018 GWP Perspectives Paper on “Climate Insurance and Water-Related Disaster Risk Reduction” as well as consultations with GWP Country Water Partnerships in four regions, GWP was able to help strengthen the principles to the point that, with their launch by HELP in June 2019, there is now good scope to engage with the financial industry globally. In the context of HELP, GWP will provide regional ground-truthing of new concepts developed by the Panel on how to leverage the Principles for Investment and Financing for Water-Related DRR in the COVID context specifically.



### Transboundary processes

**25. Oceans:** Throughout the past two years, the world community has brought significant attention to the need for better cooperation and more action to address oceanic pollution and climate change challenges. GWP is a partner to the Action Platform on “Source to Sea” and also a steering committee member of the platform. Throughout the Business Plan Period, GWP will work with other partners within and beyond the platform to explore where and how transboundary cooperation can help in mobilising action to address oceanic pollution. Globally, we will explore the opportunity to work in partnership with ocean-focused organisations to see whether broader coalitions can support action “up river” to address this massive and urgent set of challenges.



**26. Peace, Security and Water:** Following the successful work during the Swedish Presidency of the UN Security Council in 2017 and 2018 that highlighted the relevance of the climate agenda for the global security community, the coming years may well be the right time to bring the “voices of water” to global dialogues on strengthening security through better cooperation. Such global engagement could mobilise attention – and possibly investment in – better transboundary cooperation on matters such as water scarcity, water quality, and joint management of floods and droughts. GWP has opportunities to engage with the security community through the the Stockholm International Peace Research Institute (SIPRI) and the Dutch Planetary Security Initiative. Within the water space, the chair and supporters of the 2015-2018 High Level Panel on Water and Peace have continued to bring attention to the need for transboundary cooperation to support peaceful solutions in water-related conflicts. Building on this work, the Swiss Government has launched a “Blue Peace Index” in spring 2019. GWP has loosely cooperated with both initiatives over the past years.





**27. Democracy, Parliamentarians, Journalists, and Transboundary Cooperation in addressing water challenges.** While governments play a crucial role in supporting – or subverting –

transboundary cooperation, parliamentarians and journalists have opportunities to influence and support finding solutions between countries in a more low-key form. Some of GWP’s regional teams, including MED, CEE, and African teams have actively engaged parliamentarians and journalists, bringing water related and transboundary relevant topics to their attention. For 2020 and beyond, there is now an opportunity to also do this globally - with IDEA, the Stockholm based Institute for Democracy and Electoral Assistance – in exploring how democracy can more effectively contribute to long-term sustainable development and water-related climate resilience.

**28. Transboundary Cooperation on Water per se:** GWP is an active partner to some of the key global initiatives on transboundary water cooperation. Particularly, we play a role in the processes of the UNECE Water Convention, contributing to technical working groups and initiating and delivering joint capacity building and activities. GWP also takes part in the expert group on transboundary water within UN Water.

**Table:** Examples of relevant global events 2020-2022 where GWP has potential influencing opportunities linked to our core programmes

	2020	2021	2022
<b>Development</b>	<b>World Development Report (WDR) Theme: Trading for Development in the Age of Global Value Chains</b>	<b>WDR Theme: Data for Better Lives</b>	<b>WDR Theme: TBC</b>
<b>WS4SDGs</b> 	<b>World Water Day (WWD) Theme: Climate Change</b>  SWA Finance Ministers’ Meetings (Spring/virtual)  6 <sup>th</sup> International Symposium on Knowledge and Capacity for the Water Sector, Delft (May/virtual) Dushanbe Conference (postponed) High-Level Political Forum (July/virtual) World Committee on Food Security (October) Dresden Nexus Conference (June/virtual)	<b>WWD Theme: Valuing Water</b>  World Conservation Congress (January (originally May 2020)) UN Convention on Biological Diversity COP15 (January)  9 <sup>th</sup> World Water Forum (March) Vienna Energy Forum (postponed from June 2020) UN PGA High-Level Meeting (Date TBD) HLPF (July) Stockholm World Water Week (August) World Committee on Food Security (October)	<b>WWD Theme: Groundwater</b>  Dushanbe Conference (TBD) HLPF (July) Stockholm World Water Week (August) Budapest Water Summit 2022 UN Convention on Biological Diversity COP16 World Committee on Food Security (October)
<b>Climate/DRR</b> 	UNFCCC NAP EXPO (30 March – 3 April/postponed )	Global Commission on Adaptation (GCA) Climate Adaptation Summit (January 25 – postponed from October 2020) UNFCCC SB (31 May -10 June) UNFCCC COP 26 Glasgow (1-12 November) UNCCD COP 14 UN DRR GPDRR	UNFCCC SB56 (6-16 June)  UNFCCC COP28 (7-18 November)

<p><b>Transboundary</b></p> 	<p>UNECE Workshop on water agreements (April/virtual)                  World Ocean Summit (March/postponed)                  UN Ocean Conference (June/postponed)                  IW: Learn International Water Conference 10 (in Uruguay Q4/TBC)                  UNECE workshop on financing transboundary water (December/TBC)</p>	<p>UNECE MOP (Meeting of Parties)                  Decade for Oceans Science starts (2021-2030)</p>	<p>International Conference on Oceans and the Environment (ICOE)</p>
<p><b>Private Sector</b></p> 	<p>Engage with SDC sponsored initiatives to promote collaboration across Corporate Water Stewardship</p> <p>Collaborate with the CEO Water Mandate on global initiative</p>	<p>SDG12 on responsible consumption and production under review/possible collaboration with CDP and UNIDO</p>	
<p><b>Youth</b></p> 	<p>World Youth Forum (Dec)                  Global Shapers Annual Summit (Sept)</p>		
<p><b>Gender Equality</b></p> 	<p>CSW64/Beijing+25</p>		
<p><b>GWP</b></p>	<p>Launch 1<sup>st</sup> IWRM Implementaton Experience Competition</p>	<p>25 Year anniversary</p>	<p>Mid-term evaluation</p>

## Strategic Work Programmes: Delivering towards our Goals

**29.** We structure our business along four areas: **The thematic anchor areas - Water Solutions for the Sustainable Development Goals, Climate Resilience through Water and Transboundary Water Cooperation - and foundational work on Strengthening Regional Operations and Network Growth (StRONG).** Each of the areas includes programmes that serve global positioning as well as the creation and curation of knowledge and the surfacing and sharing of experiences. The *global* programmes all include efforts to leverage network effects; most are contingent on attracting specific funding. All programmes are held to the strategy's commitment to mobilise stakeholders, including poor and marginalized groups, as well as new actors, and to giving space for innovation and entrepreneurship to solve water challenges. The programmes are aligned with the regionally adapted strategies outlined in the Regional Work Programmes for each of the 13 GWP regions including: a) Regional strategic results framework, b) Regional and countries programme components and c) Resources needed for implementation.

**30.** GWP engages in the thematic anchor areas through projects initiated at the regional and country levels using their own resources as well as through global programmes using globally sourced funding. The decision to engage in a particular thematic area is a response to local needs and opportunities as determined by the priorities identified by the partnerships at regional and country levels. The total range of these priorities is broad due to the diversity of the network. The allocation of globally sourced investments to the different anchor areas is determined by a range of factors, including opportunities to leverage partnerships and funding, donor priorities, and the scope to build new initiatives that will contribute to GWP's strategic goals. Thus the decision making process for the use of global resources across the anchor areas is closely associated with strategic objectives and maximum delivery potential.

**31.** We seek to make the most effective use of available resources by avoiding fragmentation within the overall GWP work programme. GWPO has a clear role to play in ensuring that synergies are exploited across the globally managed programmes as well as between regional agendas and projects. Close coordination among GWPO staff ensures that opportunities to align objectives and jointly exploit activities and events are identified and utilised. The introduction of Technical Coordinator roles within GWPO facilitates collaboration between programme leads thereby fostering the interrelationships between, for example, SDG target achievement and climate commitments.

**32.** **THE WATER SOLUTIONS FOR SUSTAINABLE DEVELOPMENT GOALS Programme (WS4SDGs) will support countries in accelerating the implementation of Integrated Water Resources Management as a necessary means of achieving their water-related SDG targets and goals.** We will anchor our approach in countries' self-assessments of the maturity of Integrated Water Resources Management and take transformational approaches in mobilising non-traditional water partners, investments and action towards water-related goals across the entire development spectrum. Within this anchor area, GWP will work with countries and partners on advancing their commitments towards the 2030 Agenda target on implementing Integrated Water Resource Management processes (SDG 6.5), which are currently lagging, with a 49% global average achievement of that target. The updated status of implementation of that target will be the entry point for multi-stakeholder dialogue to prioritise and formulate national-level responses to broader water and development challenges. By joining these national priorities topically beyond borders,

we will employ systems thinking to engage partners in sectors that depend upon and/or impact on water resources, aiming to create a better understanding of how water resources management can contribute quantifiably to a range of other development targets, as formulated through the Sustainable Development Goals. Designing and implementing water and related solutions that contribute to SDG targets on agriculture, energy, biodiversity, urban resilience and water quality, among others, will highlight water’s role in nexus approaches by strengthening cross-sectoral efforts through shared water governance and management approaches. An important opportunity for such cross-sectoral/nexus dialogues will also emerge in the context of operationalizing the Valuing Water Principles. We will undertake a concerted effort to surface evidence on the trade-offs that allow multiple values to be reconciled, and understand the costs of inaction, to support sustainable, efficient and inclusive decision making in water allocation.

**33.** GWP played a prominent role in the establishment of a water specific Sustainable Development Goal (Goal 6), inclusive of target 6.5 on Integrated Water Resources Management, and has been closely engaged in the 2030 Development Agenda for several years. The renewed attention that the Sustainable Development Goals afford to Integrated Water Resources Management in the achievement of water-related goals has provided GWP with an optimal global framework under which to provide support to countries by structuring and positioning its own strategic objectives and work programmes, both conceptually and operationally. To realise the full potential of these country entities to advance this agenda requires a concerted effort to strengthen their operational and institutional capacity. The experience of supporting governments to advance on their Sustainable Development Goals through an Integrated Water Resources Management approach has also highlighted the importance of having a robust understanding of the institutional and development landscape, and that country buy-in and ownership from a range of government agencies ensures that the identified actions are fully embedded in existing mandates and development agendas, thus facilitating alignment with funding streams. These lessons have been instrumental in guiding the design and implementation of the WS4SDGs programmes as GWP enters the current three-year Business Plan period.



### Programme Highlight

Partnering with UNEP-DHI, as the custodian agency for the SDG indicator 6.5.1, and with UNDP Cap-Net, GWP will assist 60+ countries in designing and implementing action plans to overcome obstacles to implementing integrated approaches to water resources management. The overall goal is to build on national self-assessment processes in order to address broader sustainable development targets, leveraging GWP’s role as a convener within and beyond the water sector.

### Three-year targets for Water Solutions for Sustainable Development Goals programmes

- 30 countries have approved **sustainable investment plans** and budget commitments with IWRM at their core
- 125 water-related **policies, laws, institutional arrangements and management instruments** are adopted at multiple levels, which incorporate IWRM principles
- 5 initiatives set up that **mobilise the private sector** towards participation in water management and governance,
- 3 countries implement development plans, strategies, and formal commitments that contribute to **gender inclusion and/or equality** through water secure development.
- 3 initiatives set up that **mobilise youth** to engage with water management and governance
- 10 million Euros is made in **direct investment** and approximately 200 million Euros is leveraged in new investments to implement activities defined through SDG6.5.1 self-assessment processes

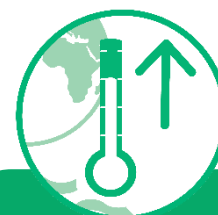


**34. CLIMATE RESILIENCE THROUGH WATER** Programmes will work to mobilise investments for stronger water management infrastructure and institutions, including for flood and drought management. Investments in integrated water resources management and development are not advancing at the rate needed to build climate resilience and support inclusive growth and development. Today, many countries are grappling with the challenge of attracting investments to sustain economic growth, reduce inequality, reduce unemployment and find solutions to migration. Climate change compounds the challenges as most climate hazards are felt through water. As global temperatures rise, impacts are seen all around through water such as increased intensity and frequency of droughts and floods; urgent measures are needed to protect vulnerable communities from water related risks induced by climate change. Although policy makers and business leaders acknowledge that water-related climate risks are growing, investments to protect, develop and manage the world’s water resources are lagging behind.

**35.** Most impacted and at risk are the world’s poorest, living in countries with weak water governance systems, weak institutions, regulatory regimes and poor water infrastructure. Climate-induced water related risks are exacerbated by inadequate technical and analytical capacity to interpret climate information and use this to inform development planning and decision making processes, and limited capacity to prepare resilience-building projects that can attract existing sources of public and private finance.

**36.** At the global level, the SDG 2030 Agenda, Paris Agreement and Sendai framework on Disaster Risk Reduction (DRR) provide useful opportunities to ramp up climate action at all levels. Global progress and advances in information technology provides further opportunities to develop innovative approaches in water resources management and address the world’s pressing water and climate related challenges. But taking advantage of technological progress and global policy frameworks needs a paradigm shift, away from sector and silo approach towards integrated planning, recognizing that water, climate, and development are interconnected and the cross-cutting nature of water resources need stronger institutional and coordination frameworks at all levels. While countries need support to access climate finance and prepare coherent fundable climate resilience projects, this needs to be done in an integrated and coherent approach, across development planning sectors and the entire value chain of project preparation. Support needs to be multifaceted, including fostering partnerships and alliances at all levels including the private sectors, building on ongoing processes on implementation of SDGs, NDCs, DRR and others. Water security and climate resilience need to be embedded in development planning processes. Investments in climate resilient water infrastructure needs to include interventions to strengthen water governance, institutional coordination frameworks, experiential learning, systematizing, and curation of knowledge to inform ongoing efforts on water security and climate resilience.

**37.** Within this anchor area of the Business Plan, GWP will seek to strengthen water resources management with a specific focus on approaches needed to build climate resilience. We will support our country counterparts in accessing financing for water-related climate resilience investments from the Green Climate Fund, from the Adaptation Fund, and from other climate finance and



#### Programme Highlight

Partnering with the Green Climate Fund, the Adaptation Fund, Multilateral Development Banks and WMO, we will support over 10 countries accessing climate finance to implement water-informed National Adaptation Plans and integrated flood and drought management policies and measures.

development organisations. In helping build strong pipelines for such projects, we will specifically invest in creating coherence and synergies across achieving water resources targets, climate resilience targets and disaster risk reduction targets (particularly through flood and drought management) as well as development targets more broadly; setting up and supporting several regional Communities of Practice will be an important part of this work. Globally, we will invest in a tight collaboration with the climate finance organisations themselves as well as in analytical insights, guidelines and tools to strengthen capacity for developing inclusive water-related projects that address climate challenges. Particular focus areas will be our emerging work to contribute to gender equality through programmes that develop water-related climate resilience initiatives and investments, as well as supporting development of climate-resilient projects involving circular economy approaches and nature-based solutions that could help unlock finance, for example, by helping to put a value on water's contribution to climate adaptation and mitigation, and SDG achievement, that in turn could support tapping into new revenue streams that could interest private investors.

**38.** Our work in implementing the global Water, Climate and Development Programme (WACDEP) in the previous strategy period has provided strong foundations on which to build the climate portfolio in the coming years. Some key lessons from WACDEP that the Climate Resilience through Water Programmes in this Business Plan will carry forward include:

- 1) Secure high level political commitment; build on strong technical grounds.** Across Africa WACDEP was championed at the highest political levels, leading to strong ownership and acceptance by governments. WACDEP stood on technically sound, and politically vetted, foundations which was key for engaging with national level partners, including those outside of the water sector such as the Ministries of Finance and Economic Planning.
- 2) Aim for systemic change reaching beyond the water sector.** WACDEP's success as a programme were most strongly demonstrated in countries which successfully integrated water security and climate resilience issues into national development plans, supported by capacities at national, provincial, and local levels for implementation. Integration of water security into National Adaptation Plans was another way of influencing systemic change.
- 3) Demonstrate local interventions to influence policy and practice at higher levels.** Demonstrating lessons from integrating water security and climate resilience into local government development plans was essential for influencing higher level policies and practices.
- 4) Capacity development and knowledge sharing as instruments for bringing change.** WACDEP included a process to build capacity embedded within countries, to facilitate long-term change; this was much welcomed by governments. In initial stages of WACDEP, this capacity building process was designed in a track parallel to its policy and project components, but a key lesson learned was to design the capacity-policy-project components in an integrated manner.
- 5) Recognize that change comes through collective efforts.** GWP's approach of mobilizing partners at global, regional, national, provincial, and local levels was a key ingredient for WACDEP's success. The partnerships emerging from WACDEP were useful in programme delivery, and today continue to sustain its outcomes.
- 6) More inclusive targeting, including of vulnerable groups and women, is key for sustainable change.** Water security and climate resilience programming offers

ample opportunity to address vulnerability reduction, including of gendered issues; promoting equality at the outcome level during programme design is a practical way of taking advantage of existing opportunities.

**39.** The successful contribution to national adaptation plans, Nationally Determined Contributions and disaster risk reduction plans has been particularly noteworthy, as has the achievements in facilitating the development of robust investment plans and supporting institutions to access climate finance. Progress on the latter has been of particular value in bridging of the gap between planning and implementation, frequently the crucial barrier to turning climate resilience policies and plans into action on the ground. This experience has rendered us well positioned to continue this work throughout the Business Plan period by building on the key relationships established and continuing to facilitate the link between the national level and the development frameworks and finance facilities at the global level. Unlike the achievements in climate planning and investments, progress during the last strategy period was less advanced on the topic of gender equality in water resources management where, despite high ambitions, results were mostly limited to small-scale interventions, demonstration projects, and awareness raising. The challenges and potential opportunities of advancing on this topic in the climate resilience arena have however been captured and have fed into the successful development of the next phase of WACDEP, launched in Africa in 2020 with a gender-centric approach.

### **Three-year targets for Climate Resilience through Water programmes**

- 10 countries (of 30 till 2025) access climate finance to implement water-informed National Adaptation Plans and integrated flood and drought management policies and measures.
- Investments of more than € 200 million (of 1 billion till 2025) directly supported in climate-resilient water management and infrastructure founded on robust, inclusive, and effective water governance systems.
- 3 (of 10 till 2025) countries implement development plans, strategies, and formal commitments that aim to contribute to gender inclusion and/or equality through water secure development.
- > 2 (of 5 till 2025) youth-centric initiatives that mobilise youth to engage with water management and governance processes and systems and to participate in decision making.

**40. TRANSBOUNDARY COOPERATION IN WATER Programmes will work to address transboundary-specific development challenges by focusing on the root causes hindering cooperation in sharing water resources among sovereign states.**

Transboundary waters are shared among 153 states, serving a global population of 2.8 billion and covering 43% of the global surface. It is a significant resource yet according to the latest monitoring of Sustainable Development Goal indicator 6.5.2 on transboundary waters only 17 states have their cross-border water resources covered by operational management practices. Good governance of transboundary water resources face challenges as it is dependent on collaboration among riparian states that is often influenced by political and socio economic relationships. Unless countries agree, there is no overarching authority with the mandate to take decisions over the resource. Cooperation is often dependent on a catalytic event or incident where the risk of conflict provides the incentive to seek resource sharing solutions among states. Urgent action is needed to address the breakdown in cooperation that has caused or worsened emerging and growing crises in pollution management, water scarcity, and flood and drought management, to name but a few.

**41.** Within the “Transboundary Cooperation” anchor area we will address capacity-, knowledge and information gaps, and, where feasible, also political economy challenges that prevent effective cooperation. Using our neutral multi-stakeholder platforms across the GWP regions, we aim to initiate and foster regional dialogues to start the conversation and cooperation over cross-border resources. Regional dialogues can also mobilise relevant actors who do not always have mechanisms to initiate cooperation. Such dialogues enhance regional cooperation, peace and security, as shared water can be a source of cooperation as well as a source of conflict. GWP complements the role played by the security community focused on resolving armed conflict, through mobilizing partners and actors linked to shared resources from various sectors. We will work with strategic partners to explore building specific programmes such as a “Clean/Healthy Rivers for Clean/Healthy Oceans” programme or a “Resilient Delta Management” programme, respectively taking source-to-sea approaches as necessary. Similarly, we will contribute to strengthening the transboundary dimension of flood or drought management programmes and other activities aiming to build climate resilience that GWP teams develop under the “Climate Resilience through Water” anchor area. Across all our transboundary programmes, we will focus our activities on convening services, learning, and on technical inputs, whether this is at the national level, at the transboundary basin level, or at the regional level. GWP’s existence at all levels is a big advantage when supporting stakeholders in engaging better management of transboundary water. At global level, we work with key partners in shaping global knowledge on specific management practices in transboundary water - such as nexus approaches, transboundary water agreements and international water law. At the transboundary water basin level, our work will include support basin-level joint-fact finding to build trust, strategies, basin plans, investments, and collaborative projects. At the national level, outputs will include contributions towards national action plans for transboundary water management or towards national accession support to Global Conventions on



**Programme Highlight**

Regional dialogues are a vehicle to foster conversations among countries and actors sharing transboundary waters in the region. It is a way to start conversations and cooperation processes that can otherwise be contentious to start from a specific basin level dialogue. GWP utilizes its unique convening power as multi-stakeholder platform at the regional level to foster such dialogues, in partnership with regional institutions. GWP has been successfully conducting such regional dialogue in the Mediterranean and Southern Africa regions, and there is great potential – pending funding mobilized – to further develop initial work in this area in Central America and Central Africa and to initiate it in South America, Western Africa, Southeast Asia and China.

Transboundary Waters. At the regional level, we will invest in several regional dialogues to build and/or sustain communities to enable solutions and identification of entry points for specific collaboration among states sharing water. All activities will include significant peer-to-peer learning among practitioners of transboundary water. GWP's transboundary water programme also aims to engage often neglected actors in transboundary water management, which often tends to be driven by states with inputs from an active civil society sector and academics. Engagement of private sector actors is important as they can have a significant influence on the development and protection of shared resources. Engagement of young people can catalyze cooperation that may elude older generations, particularly in certain cultural contexts.

**42.** As we enter this Business Plan period, GWP is looking to build on our existing Transboundary Water portfolio. This involves the ambition of leveraging the current range of initiatives which consist of a series of regional dialogues organised in strategic cross-border basins around the world, targeted support to mandated transboundary water management institutions in key cross-border basins, and a well developed programme of knowledge and learning aimed at practitioners with responsibilities to foster transboundary water management collaboration. Unlike the climate and Water Solutions for SDG agendas, both of which are anchored to high-profile global commitments and development frameworks, the transboundary agenda has a very different and mostly regional set of structures available under which to position and coordinate the diverse collection of initiatives and activities. As a result, the work undertaken across the network has tended to be primarily regionally driven based on the skills, expertise, and connections that the Regional Water Partnerships possess within their remit. Whereas these approaches have yielded good results in several transboundary basins throughout Africa, Europe and Southeast Asia, the absence of a coherent, globally coordinated programme to consistently structure and foster synergies has restricted the enhancement of the transboundary portfolio on a network-wide scale. However, this is now changing as the transboundary Sustainable Development Goal indicator (SDG 6.5.2) increasingly provides a global target setting and monitoring framework for GWP to align its transboundary work to, and the wider acknowledgement that water security, conflict management, and sustainable development more generally is hampered by a lack of joint management agreements, tools and other governance mechanisms within shared basins. It is within this context that we will seek to enhance our work on the transboundary agenda.

### Three-year targets for the Transboundary Cooperation programmes

- GWP support at least 10 countries in its in-country deliberation towards accession to Global Conventions on transboundary water.
- At least one source-to-sea programme developed, with a Development Goal orientation (e.g. addressing pollution)
- Regional dialogues on transboundary water resources management initiated in 4 regions.
- 3 basin specific strategy/development plans, 2 basin specific investments, 2 basin specific water agreements, 3 transboundary climate initiatives supported by GWP.
- Transboundary Freshwater Security MOOC promoted and taken by 6,000 users.
- 10 country level action plans (including through SDG 6.5.1 related action plans) supported by GWP, contributing to SDG 6.5.2 results as well.

**43. STRENGTHENING REGIONAL OPERATIONS AND NETWORK GROWTH (STRONG)**

**Programmes aim to enhance the capacity of Regional and Country Water Partnerships to deliver targets set by the Strategy 2020-2025 in a consistent, reliable, and agile way.** The strategy is demanding in terms of the capacity, relationships, and human and financial resources available at regional and country levels. While many of GWP's regional teams are in a good position to grow into the new strategy environment, some have capacity challenges. Among Country Water Partnerships, there is interest to grow but less experience; with a minority having developed or managed significant programmatic interventions in the past. This challenge was pointed out in the 2018 evaluation, thus giving rise to the StRONG programme as a central piece of strategy implementation.

**44. The country level is vital for GWP due to the multiple entry points to advance integrated water resources management within national policy making, development planning and investment.** The national multi-stakeholder platforms within the GWP network, the Country Water Partnerships are an essential component to support governments and other national institutions to advance development aims through sustainable water management. During the previous strategy period, the importance of this level was emphasised with the emergence of the SDGs and Paris Agreement climate commitments. GWP at the time initiated a review to better understand Country Water Partnership's capacity in the context of countries' needs with the aim of developing lessons for learning, and design support to the country networks in response to a diversity of circumstances. The result established clear accreditation and assessment processes, in particular around financial and administrative management, and created opportunities for Country Water Partnerships to benefit from global programmes. GWP will continue to add to these important mechanisms, drawing on lessons learned.

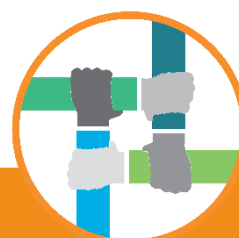
**Three-year targets for Strengthening Regional Operations and Network Growth (StRONG) programmes**

- **Leadership and Skills:** 1/3 of Regions have shown leadership in unlocking larger funding opportunities; 1/3 have more than 5 staff to implement multi-stakeholder processes and support Country Water Partnerships.
- **Institutional set-ups:** All Regional Secretariats are in 100% supportive institutional settings.
- **Network effects:** Re-Invigorated ToolBox has unlocked fresh experiences on IWRM implementation used in other countries and regions; GWP Partner Survey 2021 indicates shift in perceived usefulness of being a GWP member.

**45. The StRONG Programme with three elements: Leadership and skills, the institutional set-up, and the ability to build, leverage, and benefit from GWP's Network effects.** In creating opportunities for honing leadership skills and building programme management capacities, the StRONG programme will include a commitment to include elements that contribute to regional and country teams' opportunities to learn about and leverage financial, programme management, and/or strategic leadership opportunities for positioning and advancing the water agenda. The programme will include efforts to build Network effects which is a term used to describe the phenomenon that "an additional user of a benefit or service would increase the value of this benefit or service to other users simply by using it". Were Network Effects prevalent in GWP, new partners joining GWP would make GWP more attractive and useful to others. In building such effects, StRONG will create opportunities for Country and Regional Water Partnerships to work together, draw inspiration and motivation from each other, and mutually enhance one another's delivery capacity; most importantly, StRONG will include initiatives that enhance GWP's value to its members based on additional organisations' contributions and joining.

## 1) StRONG programmes on Leadership and Skills

- i. **Community of Practice for Leaders:** Peer-to-Peer review to create awareness among leaders in Regional and Country Water Partnership of what approaches for mobilization and engagement have worked elsewhere, what is good performance, and what they should aspire to.
- ii. **Training and Peer-to-Peer learning on Multi-Stakeholder Platform Design and Management Skills** for Regional Coordinators and staff with the aim of sharing knowledge on success factors for mobilising and facilitating diverse and gender inclusive input to water governance processes at regional and country levels (with a particular emphasis on actors from beyond the water sector); actionable insight on the structural features and dynamics of facilitation that has turned multi-stakeholder platforms into catalysts of change to advance integrated water resources management.
- iii. **Learning opportunities on IWRM specifics**, through facilitated peer-to-peer conversations, conference attendance, and/or mentoring by selected Technical Committee (TEC) members.



### Programme Highlights

- **Leadership and Skills:** Continued investment in a Community of Practice across communications staff has created a tight-knit group of professionals who support each other. In GWP-SAF, successful Country Water Partnership Coordinators have shared their business development skills with other country water partnerships.
- **For Institutional Set Up:** Review of institutional set-up has led to change and improvements in host organisations.
- **For Network effects:** Through the WACDEP programme, a community of experiences in implementing IWRM processes in the climate-water context has emerged.

## 2) StRONG programmes on Institutional Set-up

- i. **Regional Operational Capacity** – Annual Regional Assessment Grid (ARAG) process: continuation and enhancement of the Annual Regional Assessment Grid process for the 13 regions which includes monitored data on, inter alia, target achievement, financial and programmatic reporting, resource mobilisation, and governance. Performance agreements to address the recommendations arising from these assessments will continue to be part of the accountability between the RWPs and GWPO.
- ii. **Improvements of Institutional Set-Up for Regional Secretariats.** In a number of regional secretariats, the institutional set-up with specific host organisations has led to continued challenges in positioning, management, and delivery, limiting the opportunities for growth. A review will be conducted with suggested changes in regions affected. This may include developing proposals for setting up regional GWP branches.
- iii. **Financial Management Capacity - Regular Assessments.** GWPO will conduct 13 Financial Capacity Assessments of Country Water Partnerships, identifying strong and weak areas, and - in collaboration with the regional offices - prepare and implement action plans. The GWPO team will foster continued constructive dialogue between financial officers in-country and Regional Water Partnerships and the global team.
- iv. **Financial Management Capacity – Network effects.** GWPO will support implementation of adequate accounting software, where possible, the same as that used by GWPO.

### 3) StRONG programme on creating and sustaining Network Effects

- i. **Global and regional fundraising and business development.** There is significant potential in coordinating global and regional fundraising and business development. On a trial basis, GWP will work with selected regions to share proposals developed more pro-actively, develop proposals jointly, leveraging each others' technical input.
- ii. **Community building and informal relationships among those who implement water resources management around the world.** GWP will invest in connecting the Water ChangeMaker submitters with each other as well as with others who may be able to create meaningful connections. The Water ChangeMaker Awards aim to motivate and recognize practitioners, surface and share experiences, and position GWP's approach to collaborative learning, bringing additional insight and potentially new partners to GWP, while also creating a new flow of knowledge to the GWP IWRM ToolBox.
- iii. **Global Thought Leadership on Water Resources Management.** Building on analysis of the traits that led to better water decisions in the cases submitted to the Water ChangeMaker Awards, GWP will consider a publication, with external knowledge and strategic partners, aimed at identifying commonalities and differences in knowledge, leadership. and values that have contributed to good water decisions.
- iv. **Launch of a new digital and interactive platform for the GWP ToolBox** – building communities and relationships among ToolBox contributors, the ToolBox revitalization efforts will link to the ChangeMaker Awards in creating access to new experiences.
- v. **Development of a suite of communities of practice** around the GWP strategic anchor areas, cross-cutting areas and key functionalities to foster region-to-region learning and knowledge on how to systematically orchestrate cross-regional exchange effectively and based on partner and member interest.
- vi. **Collaboration between GWP regional leaders and Cap-Net regional and country leaders** will be fostered to explore common opportunities for business development, relationship management, mobilization, knowledge sharing, and communications.
- vii. **Enhance the GWP M&E system to make further use of GWP monitoring data** as the basis for building a learning culture in the organisation, leading to a shared understanding of the type of outputs and activities that have proven to be effective for influencing different types of governance processes and the internal and external factors that benefit or derail the achievement of workplan objectives.

**Table: StRONG programme on Institutional Set-up: High level outputs and results.**

	2019	2020	2021	2022	Comments
Number of accredited country water partnerships	67	70	74	80	To be confirmed with Regions
Number of financial capacity assessments (FINCAP)	RWPs: 3 CWPs: updates + 2 new	RWPs: 2 CWPs: updates + 3 new	RWPs: 2 CWPs: updates + 4 new accreditations	RWPs: 2 CWPs: updates plus 6 new accreditations	Annual updates of previous FINCAPs
Number of FINCAP Green level	RWPs: 13 CWPs: 34	RWPs: 13 CWPs: 36	RWPs: 13 CWPs: 38	RWPs: 13 CWPs: 41	Pending interest
Observations in local auditor's mgmt. letter	10	9	8	7	
Network entities ready to use ERP Software	4 (including 2 in 2018)	2 new →6	2 new→8	2 new→10	Pending interest



## Cap-Net UNDP

**46. Cap-Net is a global network of networks implemented by UNDP which is dedicated to capacity development in sustainable water management.** It is composed of a global secretariat and 23 affiliated regional and country level capacity development networks with over a thousand member organisations in 120 countries (broadly matching GWP’s geographical spread). The organisation aims to deliver training and education to water professionals in the regions.



In early 2019 GWP and UNDP reached an agreement that Cap-Net would be managed administratively by GWP while also aiming at strategic integration of efforts going forward. Forging a closer relationship between the two networks has long been an ambition with the aim of establishing stronger programmatic synergies, and formal alignment was identified as a means of achieving this aim. The collaboration is expected to utilise Cap-Net’s capacity building expertise to implement the training components of the GWP regional and country work programmes. Further work is still needed on aligning workplans and implementation mechanisms, which, given the different operating modalities and large degree of autonomy maintained by Cap-Net and its networks, will involve nurturing the relationship at regional and national levels across the two decentralised networks throughout the Business Plan period.



The objectives for the new learning alliance in the 2020-2022 period include:

- I. **To pool available human and financial resources** in the pursuit of common objectives, thereby delivering more effective and efficient capacity building activities across the two networks and reducing duplication of effort.
- II. **To establish longer-term and more formal partnerships between the Cap-Net networks and the GWP regions and countries**, enabling joint strategic planning and priority setting as well as enhanced network effects through the availability of wider stakeholder outreach and engagement opportunities.
- III. **To increase institutional capacity for both networks’ secretariats** through joint financial management, M&E, resource mobilisation, use of operational and programmatic tools, and the organisation of tangible cross-network knowledge exchange and learning initiatives.

## THE GLOBAL TEAM: “BACKBONE” SERVICES IN SUPPORT OF DELIVERY

**47.** The global team at the GWPO secretariat is structured around one sole purpose: to support the growth, health, and impact of the Network of Partners, Country Water Partnerships and Regional Water Partnerships - within the limits of the financial means available and the limits of the federal and bottom-up structure that gives GWP its legitimacy and longevity. The strategy shapes the actions of the team – whether these are about supporting the governance structures, coordinating regional and global presence and activities, sustaining and facilitating our communications and learning architecture, and ensuring that financial management and monitoring and evaluation are based on robust policies and processes. The global team also coordinates strategy development, thematic engagements, global fundraising, communications, and global programme management. Importantly, the global Chair and Executive Secretary position water-related themes in global fora, amplifying the voices of our members and arguing the case for water resources management. Throughout the strategy period, we will strengthen accountability and management approaches for the secretariat while ensuring that the team remains lean and focused on serving the Network.

**48. Governance Services:** We will explore enhancing our multi-tiered governance structure to ensure that it balances legitimacy and effectiveness in decision-making across our Network and Organisation. Throughout the strategy period, we will seek to introduce more ways for Country and Regional Water Partnerships to influence and engage with the Network’s and the Organisation’s governance, thereby strengthening global decision-making, building legitimacy, and offering opportunities for participation, in line with our values and culture.

- 1) **Governance Maintenance:** as per our statutory obligations, we will support the Chairs of the Steering Committee and the Sponsoring Partners Meeting in convening the GWP Network Meeting, the Global Steering Committee, and the Sponsoring Partners Meeting. We will continue enhancing and improving our support to the Network Meeting to ensure it can be as broad and inclusive as possible.
- 2) **Strategic support to Governance Bodies:**
  - i. **Global Steering Committee:** will seek to adjust or expand to create space for formal Youth Participation, in line with GWP’s strategy on Youth.
  - ii. **Regional Steering Committees:** will seek to adjust or expand to create space for formal Youth Participation and to ensure diversity in membership and leadership, in line with GWP’s Strategies on Youth and on Gender.
  - iii. **Sponsoring Partners Group:** will seek to expand to increase by 2-5 members.



- 3) **Global governance Improvements: Throughout 2020-2022, we will seek to introduce practice and formalization, where feasible, for a role of:**
  - i. **A “GWP Executive Council”:** Regularly convening the GWP Chairs and seeking their input, advice and, where appropriate, decisions, on key aspects of governance and directions for the Network.
  - ii. **A “GWP Operational Council”:** Regularly convening the GWP Executive Secretaries/Regional Coordinators.
  - iii. **Enhancements of the GWP Statutory documents** to create clarity on roles and accountabilities of GWP statutory bodies.
  - iv. **Introduction of format for GWPO Branch Offices.** We will examine the feasibility of introducing GWPO Branch Offices in selected regions where this could resolve significant challenges with the current institutional hosting formats. Feasibility will mostly depend on the interest of potential host countries to offer appropriate context and conditions for setting up an office of an inter-governmental organisation such as GWPO. Various aspects of GWP governance structures, including on the regional level, may need to be adjusted and/or aligned in such a situation.
  - v. **Review and improve as necessary governance structures at the regional level.** As part of and integrated with the StRONG programme, the regional governance requirements will be reviewed and improved as feasible, learning from good practice developed across the Network.



**49. Communications, Knowledge, and Learning Services:** GWP’s communications, knowledge, and learning services pursue three goals in the context of the new strategy: (i) to position GWP in its role as a connector between those that need to take water-related decisions, as an instigator of action, mobiliser of financing and interests, and safe space for dialogue; (ii) to mobilize and bring to the table interested parties and stakeholders to engage with topics around water resources management, making knowledge and learning accessible and stimulating behaviour change; and (iii) to ensure internally good communications and knowledge management. A new Communications Strategy will be developed that responds to these needs, building on a communications infrastructure (common website, branding, social media, coordinated campaigns) and ensuring unified and high-impact messaging. GWPO will:

- 1) Reach out to, mobilize and engage with Network partners, providing stimulating, up to date, and interesting connection opportunities, thereby assisting Regional and Country Water Partnerships in sustaining and growing the diversity, and engagement of GWP Partners;
- 2) Invest in revitalising “knowledge intake”, aiming for the ToolBox to become a multi-user, interactive platform for learning and peer-to-peer support; .
- 3) Maintain an up-to-date, relevant, highly used website, and social media presence;
- 4) Support the creation of knowledge products – such as reports, visualization, blogs, etc – emerging from programmatic work.

**50. The Technical Committee’s thought leadership services.** The TEC will continue to play an important role, positioning GWP as the thought leader on water resources management, while contributing, on an as-needed and as-contracted basis to knowledge creation and review under specific GWP anchor programmes. The exact processes for and types of interactions between the TEC and GWPO will be defined through a separate TEC Reform Proposal.

**51. Finance and Administration Services:** The overarching goal of financial and administrative services across GWP is to ensure that the highest fiduciary standards are kept at all levels, a prerequisite for the continued support and trust by GWP donors. The global financial and administrative team builds and manages GWP’s controls environment and works directly with the 13 regional teams, aligned with regional requirements (e.g. type of host institution<sup>1</sup>). The global team also contributes to the StRONG programme’s work with strengthening capacity of financial management capacity and systems. Importantly, the administers GWP’s audits programme<sup>2</sup>. GWPO has never had a qualified audit report. All Network entities receiving Euro 10,000 or more/year are subject to local audits. The GWPO-retained audit firm issues audit

**The Quality of GWP’s Controls Environment was confirmed by:**

- Netherlands Checklist for Organisational Capacity Assessment (2016)
- Swedish International Development Agency Self-Assessment (2016)
- European Commission Pillars Assessment (2016) passed with good scores (useful recommendations under implementation)
- Swiss Federal Audit (2018)
- UNDP Micro Assessment (2018) covering seven internal control areas, rated GWPO’s internal control at the highest grade

<sup>1</sup> Most Regional and Country Water Partnerships are managing their finance through host institutions, with the exception of two Regional Water Partnerships (West Africa, CEE) and several of the Country Water Partnerships.

<sup>2</sup> External audits are required according to the GWPO Statutes. The Sponsoring Partners Meeting appoints the external auditor for a period of five years. The external auditor is selected from well-recognized international audit firms. PricewaterhouseCoopers is the auditor for 2018.

instructions and decides on the deliverables for the local audits. The GWPO Finance Unit and the responsible Network Specialist follow up on the network’s audit findings and recommendations. Execution of the programme and financial management is reviewed on site by an “internal audit” team, comprised of a Network Specialist and a Finance Officer.

**52. Systems Support.** GWP operates a cloud-based Information Technology platform which provides the global office and RWPs with common email, video-conferencing, intranet, and collaboration features. In addition, there is a Customer Relationship Management database accessible by regions containing information about GWP Partners. GWP also uses a range of online services for surveys, mailings, etc. The global team will continue to enhance the current platforms, providing training at global and regional level as necessary, and regularly explore new platforms (or partner with others) that facilitate partnership management, learning, and productivity.

**53. Environmental guidelines.** GWPO is committed to carefully manage, limit and, where possible, mitigate, the impact of our activities that have a negative environmental impact. Environmental guidelines have been developed to define the means through which GWPO seeks to reduce its carbon footprint, including the reduction of CO2 emissions from travel. GWPO compensates flight-related CO2 emissions by using the compensation to fund global CO2 reduction projects run by the Climate Neutral Group. Projects are selected for their contribution to the development of the local population and region through themes such as employment, knowledge transfer, health, and environmental improvement, and boosting local economies. The average yearly amount (2008-2018) of CO2 emissions that have been offset is 358,7 tons.

**Table:** GWPO’s “backbone services” to the Network: High-Level Deliverables

“BACKBONE” Services	2019 (reference)	2020	2021	2022
<b>GOVERNANCE</b>	<ul style="list-style-type: none"> <li>➤ 1 Network Meeting</li> <li>➤ 4 Steering Committee Meetings (2 in person, 2 virtual)</li> <li>➤ 1 Sponsoring Partner Meeting</li> <li>➤ Some improvements on Governance</li> </ul>	<ul style="list-style-type: none"> <li>➤ 1 Network Meeting</li> <li>➤ 4 Steering Committee Meetings (2 in person, 2 virtual)</li> <li>➤ 1 Sponsoring Partner Meeting</li> <li>➤ Review of Options for Branch Offices</li> <li>➤ Improvements on Governance</li> <li>➤ Possibly: Addition of Sponsoring Partner</li> </ul>	<ul style="list-style-type: none"> <li>➤ 1 Network Meeting</li> <li>➤ 4 Steering Committee Meetings (2 in person, 2 virtual)</li> <li>➤ 1 Sponsoring Partner Meeting</li> <li>➤ Possibly Opening one Branch Office</li> <li>➤ Improvements on Governance</li> <li>➤ Possibly: Addition of Sponsoring Partner</li> </ul>	<ul style="list-style-type: none"> <li>➤ 1 Network Meeting</li> <li>➤ 4 Steering Committee Meetings (2 in person, 2 virtual)</li> <li>➤ 1 Sponsoring Partner Meeting</li> <li>➤ Possibly opening a second Branch Office</li> <li>➤ Possibly: Addition of Sponsoring Partner</li> </ul>

<p><b>COMMUNICATIONS</b></p>	<ul style="list-style-type: none"> <li>➤ Diversity of Partners – TBC</li> <li>➤ Partner satisfaction score: 43%</li> <li>➤ Media mentions: 250</li> <li>➤ Level of visibility or influence in global processes: TBC</li> <li>➤ User satisfaction score: 87%</li> </ul>	<ul style="list-style-type: none"> <li>➤ Diversity of Partners – TBC</li> <li>➤ Media mentions: 320</li> <li>➤ Level of visibility or influence in global processes: TBC</li> <li>➤ User satisfaction score: 90%</li> </ul>	<ul style="list-style-type: none"> <li>➤ Diversity of Partners – TBC</li> <li>➤ Partner satisfaction score: 55%</li> <li>➤ Media mentions: 400</li> <li>➤ Level of visibility or influence in global processes: TBC</li> <li>➤ User satisfaction score: 92%</li> </ul>	<ul style="list-style-type: none"> <li>➤ Diversity of Partners – TBC</li> <li>➤ Media mentions: 510</li> <li>➤ Level of visibility or influence in global processes: TBC</li> <li>➤ User satisfaction score: 95%</li> </ul>
<p><b>TECHNICAL COMMITTEE</b></p>	<ul style="list-style-type: none"> <li>➤ 1 publication released (Water Sharing) 1 draft publication (IWRM and Corporate Water Stewardship)</li> <li>➤ Several support activities to GWP programmes in regional settings (CAM, SEA)</li> <li>➤ Several reviews of GWP knowledge products</li> </ul>	<ul style="list-style-type: none"> <li>➤ Co-Design and guidance to the ChangeMaker Awards</li> <li>➤ Review Input from ChangeMaker Awards and contribute/co-create structure for publication/Signature Product</li> <li>➤ Contributions and Leadership to thematic publications as needed</li> </ul>	<ul style="list-style-type: none"> <li>➤ Co-Publication of the GWP Signature Product based on the ChangeMaker Awards</li> <li>➤ Contributions and Leadership to thematic publications as needed</li> </ul>	<ul style="list-style-type: none"> <li>➤ Contributions and Leadership to thematic publications as needed</li> </ul>
<p><b>FINANCE and ADMIN</b></p>	<ul style="list-style-type: none"> <li>➤ Clean Audit</li> <li>➤ ERP CWPs/RWPs:2</li> <li>➤ ##staff/Euro volume managed:</li> </ul>	<ul style="list-style-type: none"> <li>➤ Clean Audit</li> <li>➤ ERP CWPs/RWPs:2</li> <li>➤ ##staff/Euro volume managed</li> </ul>	<ul style="list-style-type: none"> <li>➤ Clean Audit</li> <li>➤ ERP CWPs/RWPs:2</li> <li>➤ ##staff/Euro volume managed</li> </ul>	<ul style="list-style-type: none"> <li>➤ Clean Audit</li> <li>➤ ERP CWPs/RWPs:2</li> <li>➤ ##staff/Euro volume managed</li> </ul>
<p><b>PROCESSES and TOOLS</b></p>	<ul style="list-style-type: none"> <li>➤ HR System (BambooHR): Administration, Leave, Recruitment, PPDD</li> </ul>	<ul style="list-style-type: none"> <li>➤ Project Management</li> <li>➤ Time Recording</li> <li>➤ CRM</li> <li>➤ Commitment software upgrade</li> </ul>		

# OUR RESOURCES: HUMAN RESOURCES, FINANCIAL RESOURCES, PARTNERS AS RESOURCES

## Human Resources

**54. People are what makes the Global Water Partnership “work” – and the same applies to those working full-time with GWP:** This section of the Business Plan provides high-level information on GWP’s and GWPO’s human resources. More detailed numbers are discussed regularly with the GWP Steering Committee.

- 1) **Numbers:** About 30 global staff support the GWP and the CapNet global secretariates; about 80 staff work with regional secretariates.
- 2) **Diversity:** Our global staff is diverse along national backgrounds and gender lines, as are the regional teams, broadly approaching the 50:50 space across both dimensions.
- 3) **Locations:** Most global staff are located in Stockholm. On a pilot basis we will explore filling selected positions through regional locations in 2020-202.
- 4) **Retention:** After a long period with relatively little turn-over, the last three years have seen significant changes among Regional Coordinators (10 out of 13 Coordinator positions were renewed) and the last 18 months have seen significant changes at the GWP global secretariate (more than 11 new staff).
- 5) **HR Systems:** Given that GWP’s regional teams are employed through regional host institutions or independent GWP organizations, HR systems vary widely across GWP.
- 6) **Learning:** The main channel for joint learning are the annual GWP Regional Days, bringing together most staff and all regional chairs as well as the global chair; normally a 3-4 day self-standing event, going forward, the Regional Days will be more aligned with opportunities for formal learning and designed with a stronger focus on learning. The June 2020 Regional Days were offered in a fully virtual format, providing a powerful new experience that allowed more staff than ever to join.

## Financial Resources

**55. The new GWP Strategy 2020-2025 sets ambitious targets, and achieving these targets will require a significant upward shift in fundraising.** This will be achieved through a growing programmatic portfolio while retaining a focus on core funding to ensure a solid backbone of Network functions. The expectation is to increase the portions of GWP’s budget related to designated, programmatic, and locally raised funding by 16 percent per year. This growth is essential for GWPO to contribute to driving systems change in over 60 countries and contribute to the sustainable development of 4 billion people.



**56. Global Resource Mobilization in 2018 and 2019: good progress made in stabilizing core funding – slower growth than initially expected in mobilising programmatic resources.** Lead times are long in fundraising, in particular where an organisation focuses, as GWPO has done so far, primarily on bilateral financing partners. 1 ½ years into the implementation of the fundraising strategy discussed with GWP’s Steering Committee in June 2018, the contributions of the main donors have stabilized and modest signs of diversification of the resources base are emerging.

- 1) **Core Funding:** Among the main national donors providing “core” resources in the 2019/2020 period, all have either maintained or increased their support.
- 2) **Programmatic funding:** Programmatic resource mobilization is currently underway with a number of potential bi-lateral supporters. In total, throughout 2019, GWP developed some 20 proposals, about a third of which were approved, nearly half still pending, and a quarter declined. In the meantime, work with the Green Climate Fund has opened up several potentially large funding opportunities in the climate resilience space, with 10 countries having requested GWP to prepare proposals for assisting them with “GCF readiness” – many of them likely to translate into allocations for work valued between \$500k and \$1m per year over three years, for each country. In June 2020, GWPO signed the first such agreement with the GCF - who will provide over EURO 2m to Zambia for various “readiness” activities.
- 3) **Locally raised funding:** Regions have begun to more assertively seek programmatic and project opportunities, many of which will become budget-relevant in 2020-2021. Locally raised funds had reached their second-highest level ever in 2018, at €3,8m (vs. €3m in 2017 and €1,3m in 2016), and this upward trend is expected to continue, as is the diversification of funds across regions. To date, the bulk of the locally raised funding continues to be attracted by two regions – MED and SAF – but the distribution across other regions is improving, notably in CACENA (signed over 200k in agreements in 2017-2018), SAS (surpassed 150k in 2018). GWP MED and SAF have both secured multiple new projects and programme opportunities, totaling over EUR 2 million each in additional annual revenue starting in 2020, and have several other proposals pending approval. EAF (starting in 2020) and WAF (started in 2019) are implementing activities within large projects funded by the Adaptation Fund. CAM is part of the consortium running a EUROCLIMA+ project to begin in 2020. GCF Readiness project will become a significant funding source for regions beginning in 2020 (incl. EAF, SAF, SAS, possibly SAM, WAF). Overall, the positioning of GWP regions to support and lead large projects and programmes continues to improve.

**57. Global Resources Mobilization 2020 – 2022: Towards a portfolio strategy.** Given the high transaction costs involved in developing funding proposals – as well as in managing resources that are allocated with different reporting and financial management requirements – GWPO will embark on a resource mobilization path that will seek to be deliberate in its choices. Analyzing the “market” for resource mobilization opportunities along the lines of the BCG matrix for portfolio choices provides some good insight into a differentiated set of activities and areas in which significant investment should be made (for the purpose of the analysis we re-baptized “cash cow” with “steady sources” and “dog” with “possible losses”). In fact, as illustrated by the Resource Mobilization table on page 33, GWP is doing reasonably well in terms of funding outlook, at the outset of the strategy implementation.

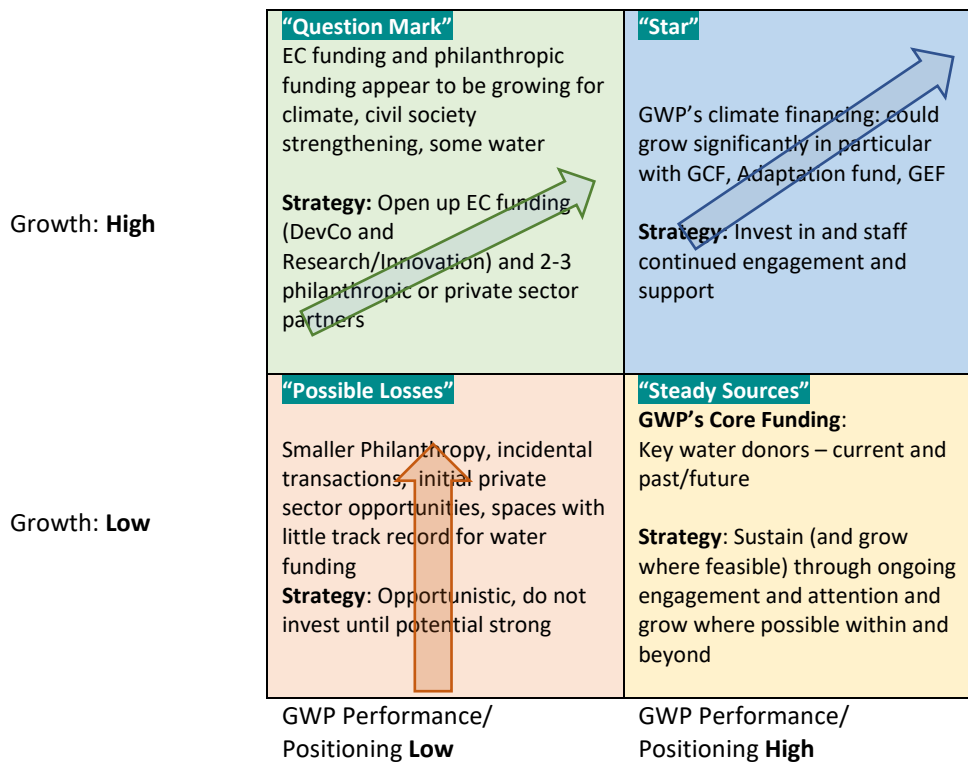
- 1) **GWP’s Core funding from key “Water donors” (“steady sources”):** GWP is well known to these donors and seen as a good investment. The strategy is to sustain the



engagement and grow where possible. Doing so will require attention to and ongoing engagement with existing donors while also investing in growth with those among the “water donors” who are not yet part of GWP’s steady contributors of core funding, e.g., Japan, Korea, Canada, Australia, Finland, Iceland.

- 2) **GWP’s programmatic funding in the climate resilience space (“star”)**: There is significant growth potential in leveraging climate finance for water-related resilience programmes. GWP is in a good position to acquire resources in this space given the track record and experience in the Water, Climate and Development (WACDEP) programme and the work done with organisations such as the WMO. Proposals will be prepared to the Green Climate Fund (GCF), IKI, as well as climate-oriented sovereign donors (Iceland, Canada, Austria) and other climate finance institutions (GCF, Adaptation fund).

**Graphic:** Portfolio Strategy for Global Resource Mobilization (Terminology)



- 3) **GWP programmatic funding in other areas, in particular regarding water security and specific topics in the “Water Solutions for SDGs” space, mostly from organisations such as the European Commission (EC) and from philanthropic and private sector contributors (“question mark”)**. The EC, selected countries, as well as philanthropic and private sector contributors appear to be growing their allocations towards climate change interventions, with climate change adaptation and water topics emerging as an important and growing area. The EC is currently re-orienting large parts of its research and development efforts along “mission led innovation”, having defined five “missions” that are to provide direction and a portfolio approach for allocating funding; two of these “missions” have a direct relationship to water - the “adaptation to climate change” mission and the “healthy oceans, seas, coastal and inland waters” mission. These resources will be available for funding applications

in late 2020. GWP having successfully passed the EC’s “pillar assessment” bodes well for acquiring resources from the EC; however, concerted effort will be needed by a specialized professional with good networks and links into the organisation and GWP will add such a professional to its global team. Other countries, such as DFID, are renewing their efforts in specific areas, such as water security.

4) **“Possible Losses”: Smaller opportunities, new engagements, little track record.**

While building a stronger portfolio of increasingly invested contributors and partners, we will have to be careful to not “get lost” with too many smaller transactions and request. Throughout 2019, for example, GWP prepared over 20 proposals, with a success rate of 30%, 45% still under review, and 25% rejected. Most of the rejected proposals were smaller in nature or new to GWP. We will have to be careful in monitoring the number of such smaller/new proposals we engage with so as to deliberately monitor our efforts and focusing them on “stars” and “question marks”, while only pursuing smaller opportunities when they have high probability of promoting a strategic agenda.

**Resource Mobilisation Projections 2020-2022 (M EUR)**

The global financial targets for the period FY20 to FY22 set in the GWP strategy is €54 million, consisting of €39 million raised via GWPO/global level and €15 million via Locally Raised Funding (LRF).

Funding period FY2020-2022	Total
Target for GWPO (core, programmatic, earmarked funding)	€39M
Core funding	€16M
Programmatic funding	€12M
Earmarked funding	€11M
Target for LRF	€15M
<b>Total fundraising target</b>	<b>€54M</b>

**Current financial situation**

Of the €39 million target for GWPO/global funding, 68% stands secured as of July 2020. Out of the €15 million locally raised funding (LRF) target, €11 million is expected. GWP needs to catalyse 32% in additional financing (€17M) to reach the €54 million overall target for the period FY20 – FY22.

Type of funding <sup>3</sup>	Secured	Gap	Percentage
Core	€12M	€4M	74%
Earmarked	€7M	€4M	66%
Designated / Programmatic	€7M	€5M	58%
Locally Raised Funding (expected)	€11M	€5M	75%
<b>Total</b>	<b>€37M</b>	<b>€17M</b>	<b>68%</b>

Note: This table excludes projections of global pipeline items that are expected, but currently not signed/secured.

**58. Local resources mobilisation: Supporting Regional Teams in (programmatic) proposals in 2020-2022.** Regionally focused organisations, as well as in-country embassies can make significant resources available – as demonstrated by the Adaptation Fund allocation to the WMO/GWP grouping in West Africa. Some of GWP’s regional teams have requested support in proposal writing and/or additional funding for them to hire a proposal writer. Among regional and country water partnerships that are successful in acquiring funds, proposals are written by those

<sup>3</sup> Note: figures rounded to nearest € million

specialists/programmatic staff that also lead the dialogue and forward looking conversations with key partners (and funding organisations). The global team will therefore support efforts for peer-to-peer exchanges on fundraising and proposal writing, including collecting and making available for re-use proposals across the Network. Regular updates on funding opportunities from donors (calls for applications) will be circulated, including profiles of key donors and their funding priorities.

## Partners and Relationships

**59. GWP’s Partnership Strategy: Addressing fragmentation and siloed approaches across and beyond the water community.** We will work in tandem with partners address fragmentation across organisations that work ‘in the water space’ – this is a strategic priority for us – at the country and regional level as much as the global level.

**Table :** Directions for GWP’s strategic partnerships 2020-2022 (*illustrative only*)

Main “modus operandi” (→ indicates direction for change; bold indicates intensity)	Communication and Consultation	Collaboration and Cooperation	Co-“Habitation”
<b>Agenda Alliances: Working together to shape and influence the global agenda</b>			
<b>WATER SOLUTIONS FOR SDGS</b>	SIWI, OECD/WGI <b>WIN →</b> WaterandFaith New: WHO, Oxfam, UNIDO/Energy/SDG12, WRI TNC, IWMI → <b>FAO, IUCN -</b> > WWAP	<b>UN WATER UNDP</b>	UNEP-DHI
<b>CLIMATE RESILENCE</b>	UNFCCC, AGWA, FAO, UNCCD, NDC Partnership	<b>WMO, World Bank</b>	WMO
<b>TRANSBOUNDARY</b>	<b>UNECE →</b>	<b>SIWI</b>	
<b>PRIVATE SECTOR</b>	IUCN -→ 2030 WRG →	<b>CEO Water Mandate</b>	
<b>YOUTH</b>	IHE Delft (new)	<b>Water Youth Network World Youth Parliament for Water UNESCO Young Water Solutions</b>	International Secretariat for Water
<b>GENDER</b>	Women in Water World Bank Water GP →		
<b>Strategic Learning Alliances: Working together on new knowledge and learning initiatives</b>			
<b>WATER SOLUTIONS FOR SDGS</b>	IHE-Delft →	Oxford Water Network (Valuing Water)	<b>UNDP Cap-Net</b>
<b>CLIMATE RESILENCE</b>	CDKN		
<b>TRANSBOUNDARY</b>		<b>GEF – IW:Learn</b>	
<b>YOUTH</b>	IHE Delft	UNESCO IHP?	
<b>GENDER</b>			
<b>Delivery Alliances: Working together in delivering programmatic activities</b>			
<b>WATER SOLUTIONS FOR SDGS</b>	New: SWA and WSSCC-→	New: GIZ	<b>UNEP DHI</b>
<b>CLIMATE RESILENCE</b>		<b>WMO, NDC Partnerships GCF, WRI (urban)</b>	

<b>TRANSBOUNDARY</b>			
<b>PRIVATE SECTOR</b>	CEO Water Mandate → 2030 WRG → IUCN → World Bank/MiningAWS	WIN (on WISE, climate/transparency) New: IFC	
<b>YOUTH</b>		International Secretariat for Water	

## Challenges and risks: Managing uncertainties

**60. GWP faces challenges and potential risks in achieving its mission and our 2020-2025 Strategy and has a risk analysis tool (Risk Register) in place to address these uncertainties.** This tool is continuously updated. GWP revised its risk register most recently in June 2020 to take a broader view of risks considering the new GWP 2020-2025 strategy and with regards to the global Covid-19 pandemic. This latest internal review identified 57 risks distributed across five primary categories: This latest internal review identified 57 risks distributed across five primary categories:

1. Risks to the Strategy;
2. Risks to Operations;
3. Risks to the Organisation;
4. Fiduciary Risks; and
5. Compliance, Reputational, and Legitimacy Risks.

After considering the impact and likelihood of each risk, GWP identified 6 comparatively higher risks for the current strategic planning period, summarized in the table below including mitigation efforts.

Risk	Likelihood	Impact	GWP Risk Appetite	Mitigation Efforts
1. Emergence of new networks attract partners and funders away from GWP	Almost Certain	Minor	High - No choice	Pro-actively engage, solidify our network attractiveness. Implement Comms and Engagement Strategy.
2. Donors provide less funding than required to achieve strategic growth projections	Possible	Major	High – we believe this can be addressed	Invest time and resources in resource mobilisation at all levels in the Network. Need a review of M&E framework, based on the Strategy.
3. GWP receives funding that is less flexible (i.e., earmarked or for a short duration) than in the past	Almost Certain	Moderate	High – no choice; shifting to programmatic work needs to be done	Invest time and resources in resource mobilisation at all levels. Ensure solid systems and efforts towards programmatic funding.
4. GWP does not deliver on its results framework (strategy and work programme)	Likely	Major	Low – this is a real and unavoidable risk due to COVID-19 that nevertheless requires attention with uncertain outcomes	Continued revisions, peer-to-peer review of system, mid-term evaluation. Immediate support measures introduced by GWPO for regions to manage the Covid crisis in 2020
5. GWP does not deliver on specific elements of the broader strategy (either regionally or thematically)	Possible	Major	High – this can happen and can be managed	Communicate early, engage early

6. GWPO Secretariat does not provide required and expected Network and Backbone services	Possible	Major	High – that’s a management challenge mostly	Ensure enough human and financial resources are allocated to GWPO. Solid understanding of what is required of GWPO and what can be delivered by GWPO – needs to be articulated.
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## FRAMEWORK FOR MONITORING, EVALUATION, REPORTING AND LEARNING (MERL)

### Background and Context

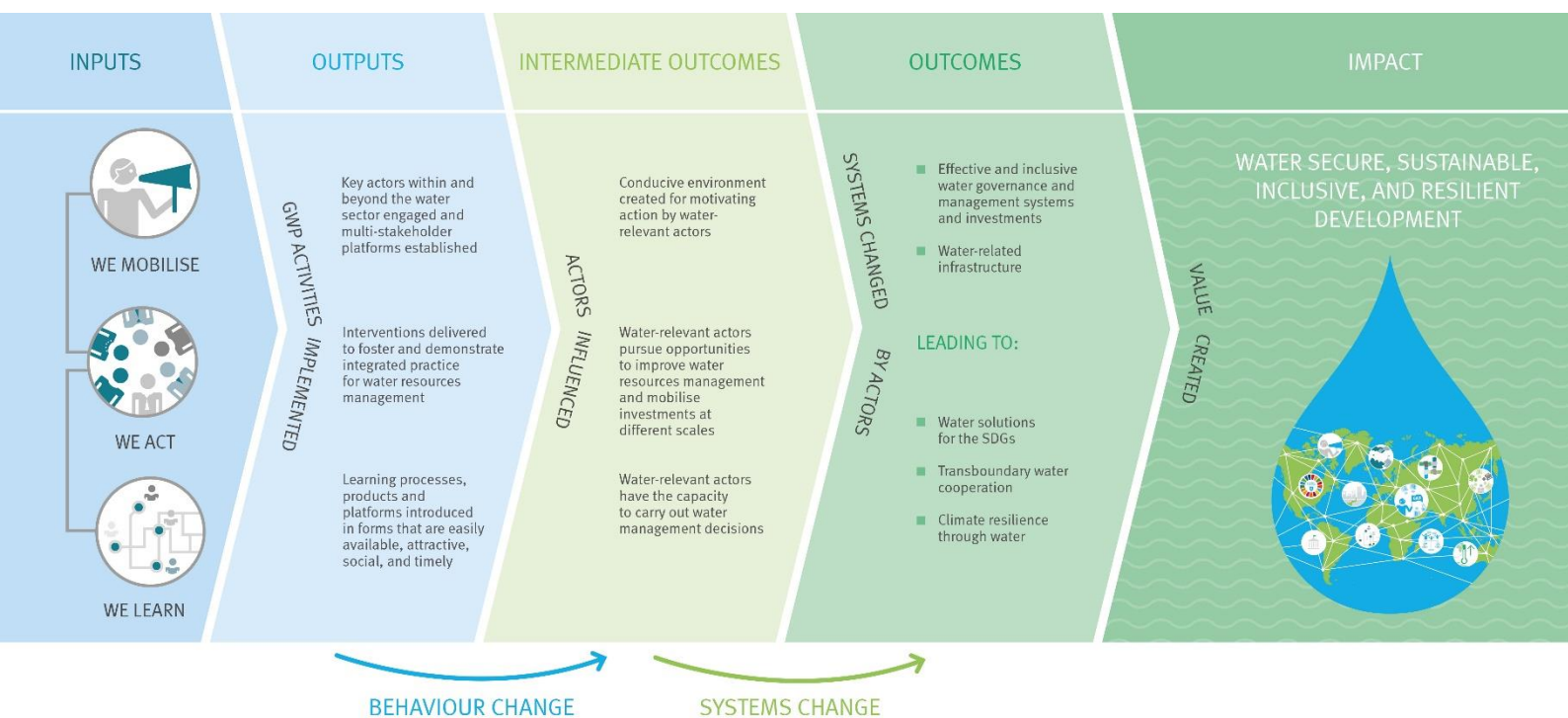
**61. GWP has a comprehensive M&E system in place that consists of a hybrid of two methodologies; outcome mapping and traditional results-based management.** This combined approach enables the organisation to analyse progress based on observed changes in the behaviour of boundary actors and water governance mechanisms, while at the same time being able to set quantified targets against a set of common indicators. It is designed to capture all of GWP’s work through maintaining a level of consistency between planning and reporting frameworks to ensure that all activities and results are presented and evaluated in the context of the overall GWP strategic anchor areas, mission, and vision. As a result, GWP 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. This has been done to demonstrate tangible progress in water security, climate resilience, and overall sustainable development through the application of an IWRM approach. The results have been shown to not only justify continued promotion of IWRM, but also serve as a learning exercise to better understand the role of governance in achieving water security and GWP’s role within it.

### Monitoring results

**62. The top level of the results chain relates to GWP’s impact,** i.e., the supposition that water governance reform at the outcome level will lead to sustainable socio-economic benefits among the target populations through increased investment in appropriate infrastructure, empowerment of vulnerable groups, and more sustainable use of resources. All water governance outcomes to which GWP has contributed are assumed to in one way or another result in increased water security. This is reflected in GWP’s approach to the SDGs (and within the conceptual framework for SDG 6 more generally) whereby the implementation of IWRM (SDG target 6.5) is viewed not as a goal in itself but as a prerequisite for advancing on the other SDG 6 targets and broader water-related SDGs. The achievement of this impact drives all of GWP’s work. The M&E system has been developed to enable a robust analysis to be made of the links between the organisation’s operations and the subsequent socio-economic-environmental improvements on the ground.

**63. According to the GWP theory of change, sustainable impact is best achieved through improvements in governance structures, planning frameworks, and institutional capacity.** By

embedding the notion of water security into governance processes such as development planning, institutional reform, legislation, etc., an enabling environment is created through which water sensitive investments can be made. GWP work programmes are designed to influence governance processes by working with actors at all levels to instigate improvements in identified “change areas” which cover the wide array of the water governance spectrum. Such influence includes key water governance outcomes such as a revised water policy, a new national climate change adaptation plan, a restructured institution, etc. Since 2014, GWP has influenced more than 250 such key water governance outcomes.



**64.** A renewed effort will be made in the new strategy period to create a more effective method to quantify tangible change with the aim of documenting and better understanding such processes, as well as highlighting the added value of GWP, (e.g., value of investment and number of beneficiaries) and demonstrate how this is linked to GWP's work. Once established, this will serve the purpose of better illustrating the GWP 'theory of change' by linking complex governance frameworks that GWP works to strengthen with actual investments made and socio-economic-environmental improvements that have resulted.

### Learning from Monitoring and Evaluation

**65.** During the last GWP strategy period, significant progress was made on establishing a comprehensive and robust M&E system tailored to the needs of the organisation. The system was positively reviewed as part of the 2018 external evaluation of the GWP 2014-2019 strategy and has met widespread donor approval. However, to date the collection and analysis of data has been primarily carried out for reporting purposes and has only indirectly contributed to organisational learning. Entering the new strategy period is an opportunity to expand the scope of GWP's M&E function to make better use of the data from a learning perspective and be more systematic in

feeding this knowledge back into the regular planning and operational processes across the network – particularly in the context of region-to-region and country-to-country exchanges. This will be done as regional knowledge exchange activities that we have planned under StRONG.

## Evaluation

**66. GWP carries out an internal review of achievements and shortfalls on an annual basis through the GWP Progress Review which summarises the monitoring, learning, and reporting within GWP’s Work Programme Cycle.** The report is a tool for the GWPO and the 13 Regional Water Partnerships to identify challenges to be addressed in order to refine the delivery of the 6-year Strategy and to prepare their future workplans.

**67. Mid-term developmental evaluation to be delivered in 2022.** To ensure optimal learning from progress made by investing in evaluative approaches, GWP will launch a developmental evaluation no later than 2021 (ideally already towards the end of 2020, resources permitting) to be delivered in late 2022.

# ANNEXES

## 2020-2022 Programme details

### Water Solutions for the Sustainable Development Goals



**GOAL/IMPACT STATEMENT:** Water secure growth for sustainable development

**INTERMEDIATE OUTCOME:** Measurably improve Integrated Water Resources Management as a contribution to broader sustainable development in at least 30 countries (defined on a programme by programme basis around specific SDG targets).

**PROBLEM STATEMENT:** Introducing good water governance and management is broadly seen as a pre-requisite for achieving sustainable and equitable access to water resources in quality and quantity, needed for most of the development goals defined within the SDG framework. However, self-assessments<sup>4</sup> undertaken by countries in 2017 on SDG indicator 6.5.1 show that the degree of implementation of Integrated Water Resources Management was on average 49%, meaning that on the whole, the world is not on track as regards IWRM implementation. This implies that the four pillars of IWRM, needed to achieve SDG6.5.1, namely a) enabling environment; b) institutions and participation; c) management instruments; and d) financing are not leading to water, land and related resources being managed in an equitable and sustainable manner without compromising the sustainability of vital ecosystems and the environment, jeopardising broader development objectives.

**ROOT CAUSES:** Several root causes preventing effective implementation of IWRM were identified in the 172 countries' responses to SDG 6.5.1 survey in 2017:

- **Silo approaches:** The management of water resources is a highly interconnected process that involves multiple sectors, wherein decisions made in one domain (e.g. agriculture, energy, urban development, ecosystem conservation, tourism, industry, etc.) affect the quality and quantity of water resources in space and time. Effective water resources management must integrate and understand diverse perspectives (civil society, the private sector, academia, government and international organisations), from multiple hydrological and/or administrative scales (basin or aquifer, and city, state, country or region), and balance the trade-offs between them, in such a way that enables the effective participation in those decisions by all relevant stakeholders, including those most affected, such as vulnerable and under-represented groups. However, 48% of countries reported their *institutions and participation* scores as very low to medium-low.
- **Insufficient and ineffective data and management tools:** Water resources management requires precise and available data on the variables of the water cycle, land and other related resources, as well as on the multiple uses of water and associated socio-economic impacts, which should be made available and transformed into information that supports robust decision-making; it is also essential to have effective management tools for controlling pollution, increasing efficiency in water use, conserving ecosystems and reducing water-related disasters; however, 52% of countries reported the status of their water resources *management instruments* as very low to medium-low, and more than 80% of all countries highlighted challenges related to "monitoring water resources"<sup>5</sup> as one of their top three priorities to achieve the SDGs.
- **Financial challenges:** Maintaining healthy water resources requires sustainable investments in infrastructure (both grey and green), information systems and institutional capacity, including human resources, which should ideally come sustainably from multiple sources, including national budgets, water users, the private sector and non-traditional sources, including many sectors which depend upon and are

<sup>4</sup> Progress on Integrated Water Resources Management: Global Baseline for SDG6 Indicator 6.5.1: Degree of IWRM Implementation. UN-Water, UNEP (2018).

<sup>5</sup> The handbook on water information systems administration, processing and exploitation of water-related data. UNESCO (2018)



affected by water resources. However, 69% of countries reported their *financing* performance for water resources as very low to medium-low, negatively affecting the sustainability of their management systems.

- **Legal frameworks lagging behind:** In order to facilitate all of the above, countries must have strong legal frameworks, including policies, laws and plans for water, climate change and broader sustainable development, which facilitate and empower their institutions to manage and regulate water-related and socio-economic variables; allow grey and green infrastructure to be effectively planned, built and maintained; and help to ensure healthy financial systems. However, 56% of countries reported the status of their water-related *policies, laws and plans* as very low to medium-low.

In addition to the SDG 6.5.1 survey, **the following root causes are worth special mention:**

- **Weaknesses in reconciling the multiple values of water:** understanding is limited of how trade-offs inherent to the environmental, economic, social, and cultural values associated with water can be reconciled, and very few countries have water allocation and management practices that reconcile those values. This may be due to a lack of information, political buy-in, multi-stakeholder processes to surface the values, and systems that ensure decision-makers understand the consequences of the trade-offs.
- **Agriculture:** inadequate coordination of water resources management and agriculture jeopardizes both food and water security and the achievement of the broader SDG agenda. Without requisite quality and quantities of water, there can be no agricultural production. On the other hand, irrigated agriculture accounts for 70% of the world’s water withdrawals and unsustainable agricultural practices are also increasingly the source of pollution and of degradation of water-related ecosystems. Clearly there is a need for improved management practices which reduce agriculture’s impact on water quality and quantity while enhancing food security and the sustainability of food production systems. Yet, the institutions, laws, policies, investments and incentives on water and agricultural production are still poorly coordinated.

**OUR APPROACH:**

- We will use the framework of SDG indicator 6.5.1 to support countries in reporting on and improving their implementation of IWRM as a means to foster sustainable development, surfacing shared learning opportunities to promote cross-regional/country learning to foster water-secure growth.
- We will strengthen the interconnections between water resources and other sectors to contribute to coordinated achievement of specific SDG targets with direct relations to water resources, through the design and implementation of high-impact initiatives in collaboration with key institutional collaborators from beyond the “water box”.
- We will devise and implement inclusive action-oriented platforms and frameworks which both empower and increase meaningful and sustained participation of young people, gender groups and the private sector in decision making and partnerships around water resources management.
- We will measure the impacts of the actions we support against specific SDG targets and indicators, showcasing IWRM’s role as necessary to achieve broader sustainable development as well as increasing the financial options for water resources management.

Water Solutions for the Sustainable Development Goals		
Root Cause to be addressed by Programme*	Programme Description	Expected Outputs 2020-2022 (provided funding is raised for implementation)
<b>Foundational Programmes</b>		
Addressing: Silo approaches, Insufficient and ineffective data and management tools, Financial Challenges, Legal frameworks lagging behind, Weaknesses in reconciling the multiple values of water, Agriculture	<b>SDG6 IWRM Support Programme:</b> From Self-Assessment to Priority Setting and Action. Multiple in-country workshops around multi-stakeholder self-assessment on SDG6.5, building political momentum, creating motivation, including capacity building and opportunities for leaders to position and move on priorities, generating attractive investment packages and creating opportunity.	<ul style="list-style-type: none"> <li>• Self-assessment supported in at least 60 countries</li> <li>• Definition of priorities in at least 30 countries</li> <li>• Implementation of priorities as defined in at least 10 countries</li> <li>• New groups involved in water governance discussions: youth, gender groups, the private sector, parliamentarians, indigenous groups and faith groups</li> </ul>

		<ul style="list-style-type: none"> <li>Funding mobilised: 1 million Euros</li> </ul>
Address: Silo approaches	<p><b>Global positioning of Integrated Water Resources Management</b> approaches, the SDG6 IWRM Support Programme and the importance of Multi-Stakeholder Platforms through:</p> <ul style="list-style-type: none"> <li>Engaging with UN Water with multi-stakeholder/country-based insights into annual WWDR exercise and regular meetings</li> <li>Contributing to position IWRM approaches in non-governmental international processes such as the Dushanbe Conference and the 9<sup>th</sup> World Water Forum</li> <li>Providing input to the High-Level Political Forum (HLPF) process on WS4SDGs</li> </ul>	<ul style="list-style-type: none"> <li>Contributions to the World Water Development Reports on climate (2020), valuing water (2021) and data and innovation (2022)</li> <li>Speeches and presentations in gatherings regarding SDG6 and other relevant SDGs</li> <li>In-person engagements on the subject matter increase by 50%</li> <li>Web traffic and social media for the programme increase by 50%</li> <li>Funding mobilised: 500,000 Euros</li> </ul>
Addressing: Silo approaches, Insufficient and ineffective data and management tools	<p>Practical experiences will be crowdsourced through GWP’s <b>Global IWRM Implementation Experiences Competition/ToolBox (“Everyone Is a Water Manager”/IWRM knOlympics”)</b> and the various approaches countries are taking in implementing the four pillars of IWRM (SDG6.5.1) will be highlighted, based on competition entries, on the SDG6 IWRM Support Programme’s web platforms</p>	<ul style="list-style-type: none"> <li>Successful competition launched, as part of the StRONG programme, co-led by GWPO, TEC and external partners, in 2020 as well as 2021 or 2022</li> <li>Signature knowledge product prepared, as part of StRONG programme, to be published in 2021 and 2022 containing a collection of entries showcasing implementation experiences and surfacing enabling factors</li> <li>Funding mobilised: 250,000 Euros or more</li> </ul>
<b>Water Solutions for Better Information</b>		
Addressing: Silo approaches, Insufficient and ineffective data and management tools	<p><b>ACE Water: Accelerating Corporate Engagement in Water Resources Management:</b> meaningfully engage corporations and private sector platforms with water management challenges from global to country levels to accelerate SDG implementation.</p> <p>Build the GWP Network capabilities to engage the private sector by launching a code of conduct / principles for Private Sector Engagement, combined with knowledge papers on water integrity and stewardship – while also working with RWPs to support at least 1 process in each region that involves the private sector on WS4SDGs. The first phase would also launch outreach products to major corporates identifying opportunities for engagement at multiple levels that meet key processes within the UN Global Compact, for example, to contribute solutions that address SDG challenges.</p>	<ul style="list-style-type: none"> <li>GWP ACE Tools (Paper describing the opportunities, code of conduct, paper on integrity and stewardship, outreach to private sector, etc)</li> <li>GWP ACE Partnership launched: WIN, UN Global Compact / CEO Water Mandate, Alliance for Water Stewardship – and directly involving a number of corporations in the regions.</li> <li>Funding mobilised: 1.5 million Euros</li> </ul>
Address: Insufficient and ineffective data and management tools	<p><b>Water Information Sharing and Exchange (WISE):</b> mobilise corporates and the public sector to contribute to better water governance and management, thus facilitating their contribution to SDG indicator 6.5.1 challenges related to water monitoring, data and information sharing.</p>	<ul style="list-style-type: none"> <li>5 countries used as pilots for water information sharing</li> <li>Conceptual framework on challenges and opportunities for collaborating in water information sharing</li> <li>New coalitions for water information sharing built, including global corporates</li> <li>Funding mobilised: 500k - 1.5 million Euros</li> </ul>
<b>Water Solutions for Valuing Water</b>		
Addressing: weaknesses in	Participate in the <b>Valuing Water Initiative</b> by providing	<ul style="list-style-type: none"> <li>3-6 country-specific systems</li> </ul>

<p>reconciling multiple values of water</p>	<p>technical, advisory, and partnership approaches to enable the Dutch government to implement four Valuing Water Journeys, while in parallel engaging in our own valuing water programme at the national level in 3-6 countries, to surface evidence of the challenges and opportunities in recognising the diverse set of values around how water is managed in different country contexts, and by doing so, increase the knowledge and evidence base of what the multiple values of water are. This will include the following:</p> <ul style="list-style-type: none"> <li>• Identify and document the systems surrounding the decisions, processes emerging from the sectoral values to illustrate the interconnections between human needs, social and economic well-being, spiritual beliefs, and the viability of ecosystems that need to be considered</li> <li>• Identify and document any existing gaps in the systems</li> <li>• Identify visible trade-offs or inherent conflicts of interest and if there are potential opportunities for sharing benefits that can balance the emerging gaps in the systems and reconcile these trade-offs.</li> <li>• Quantify and/or highlight “costs of inaction” when competing values are not fully integrated into informed decision making. Suggest adaptive pathways for change specific to country cases</li> </ul>	<p>maps that illustrate the processes, actors, institutions, and practices which together define and dictate the practices of how water is valued and managed from the perspective of each sectoral lens and links to the “values” that are enabling these processes.</p> <ul style="list-style-type: none"> <li>• One consolidated publication that documents causal risk and action pathway assessments for each country in the study (consolidated across sectoral perspectives at a national scale) including “cost of no action” estimations that can be used as an up-take product for key stakeholders in-country.</li> <li>• Funding mobilised: 750,000 Euros</li> </ul>
<p><b>Water Solutions for Food Security and Sustainable Agriculture</b></p>		
<p>Address: Agriculture</p>	<p>Improve coordination of water resources management and agriculture by catalysing policy, best practices and investments designed for improved food and water security and for sustainable and resilient agricultural production. This will entail:</p> <ul style="list-style-type: none"> <li>• Positioning GWP at the global level via strategic partnership with key global agricultural platforms which enhance GWP’s portfolio of related projects</li> <li>• Developing a white paper on water and agriculture policy and reform supported by learning alliances which bring together scientists, academics, policy experts, donor agencies and practitioners</li> <li>• Piloting key concepts and documenting lessons learned, ingraining sustainable principles in policy</li> </ul>	<ul style="list-style-type: none"> <li>• One global programme developed and deployed in at least 3 countries.</li> <li>• One white paper produced.</li> <li>• Funding mobilised: 900,000 Euros</li> </ul>
<p>Address: Agriculture</p>	<p><b>ACE-Ag (Accelerating Corporate Engagement for Sustainable Agriculture)</b> Mobilise corporates in agriculture, to adopt sustainable practices which enhance the sustainability and resilience of their supply chains and contribute to water security in priority watersheds, as a contribution to SDG targets and indicators 2.3, 2.4.1, 15.3.1, 6.4.1</p>	<ul style="list-style-type: none"> <li>• 3 companies’ supply chains engaged</li> <li>• 200 SMEs/farmers improving their practices in a pilot phase</li> <li>• Funding mobilised: up to 900,000 Euros</li> </ul>
<p><b>Water Solutions for Urban Resilience</b></p>		
<p>Address: Silo approaches, Insufficient and ineffective data and management tools, Financial Challenges, Legal frameworks lagging behind, Weaknesses in reconciling the multiple values of water, Agriculture</p>	<p>68% of the world population is projected to live in cities by 2050, and in many regions, that number is already much higher. As cities grow, so do their water needs. To promote sustainable urban water solutions, we will build an <b>Urban Water resilience programme</b>, mobilising key stakeholders around existing and new innovative urban schemes, including Water Funds, which can contribute to water security for major cities, in a measurable way towards SDG targets 11.5.2,</p>	<ul style="list-style-type: none"> <li>• 5 major cities in which water security is supported through multi-stakeholder partnerships</li> <li>• 50 cities and non-water organisations joining GWP</li> <li>• Funding mobilised: 800,000 Euros</li> </ul>

	11.3.1, 11.6, 1.5 and 13.1.3.	
<b>Water Solutions for Youth Engagement</b>		
Address: Silo approaches	Building on the successful Summer Schools model, we will develop the “ <b>Youth Water Academy: Going from Learning to Leading</b> ” as an avenue for shared learning that can equip future leaders with the knowledge and capacity to lead in WRM implementation, as well as opening up pathways through which they are empowered to take part in water governance-related decision making. We will also create online avenues for learning for interested young professionals, in collaboration with Cap-Net.	<ul style="list-style-type: none"> <li>• 150 young professionals interested in engaging professionally with water resources management</li> <li>• Funding mobilised: 500,000 Euros</li> </ul>
<b>Water Solutions for Employment and Innovation</b>		
Address: Financing challenges, Silo approaches	<b>Potential future programme: Entrepreneurship and Innovation Programme</b> Advance programmes to support a conducive innovation environment in targeted watersheds and sectors. This would include developing innovation policies in line with water resources management targets and frameworks, generating market-based approaches for innovative solutions, capacity development for entrepreneurs to meet specific water-related “challenges,” support to small and medium enterprises within farming, off-grid water solutions etc. This focus will strengthen our ongoing activities as part of the AfriAlliance, specifically focused on preparing Africa for climate change challenges by having African and European stakeholders work together in the areas of water innovation, research, policy, and capacity development.	<ul style="list-style-type: none"> <li>• Support existing processes to advance a solutions market in specific countries in Africa.</li> <li>• Advance a pan-Africa approach for improving the eco-system for innovating and managing market-based solutions by addressing the visibility gaps between technical advisory, social entrepreneurs, innovators, communities, financiers and relevant policy makers.</li> <li>• Funding mobilised: 450,000 Euros</li> </ul>
<b>Water-Energy-Food-Environment Nexus</b>		
Address: Silo approaches	<b>Potential future programme: Global Water-Energy-Food-Environment Nexus programme:</b> We will advance global nexus thinking and direct action in targeted regions and contexts, complementing the nexus model as implemented in the Mediterranean and Southern Africa by measuring how those programmes contribute in a quantifiable way to SDG targets, while distilling the governance-related lessons learned for broader application and upscaling of the nexus approach in other settings	<ul style="list-style-type: none"> <li>• 5 new initiatives incorporating a nexus approach started</li> <li>• 2 existing nexus approaches supported</li> <li>• Existing nexus projects supported to increase their scale</li> <li>• Funding mobilised: 1 million Euros</li> </ul>
<b>Water Solutions for Nature</b>		
Address: Silo approaches	Water comes from natural ecosystems, which regulate water quality and quantity, but those ecosystems are under threat from growing cities, agriculture, hydropower and other human activities, jeopardising water security. In partnership with world leading environmental organisations, we will design a programme to mainstream nature-based solutions as part of IWRM approaches, to foster sustainable growth which maximises the power of nature, as a contribution to SDG6.6, 12.2 and all indicators under SDG15	<ul style="list-style-type: none"> <li>• 5 new initiatives on nature-based solutions started</li> <li>• 2 existing projects on nature-based solutions supported</li> <li>• Funding mobilised: 750,000 Euros</li> </ul>

## Climate Resilience through Water



**GOAL/IMPACT STATEMENT:** Climate resilient development realized through improved water management.

**INTERMEDIATE OUTCOME:** €200 million (of €1 billion till 2025) mobilised for climate resilient water projects in 10 countries (of 30 till 2025), both in terms of infrastructure and of capacity built in integrated water management institutions, policies, and management tools, including on flood and drought management.

**PROBLEM STATEMENT:** 90% percent of climate change-induced natural hazards and disasters are water related. The scale of water security investments needed is significant - global estimates for financing needs range from \$6.7 trillion by 2030 to \$22.6 trillion by 2050.<sup>6</sup> Addressing climate change via water investments demands *integrated and proactive approaches* – investing in better and more accessible information, stronger and more flexible institutions, and natural and man-made infrastructure to store, transport, and treat water; taking action at all levels – local, national, river basin, and global; balancing and sequencing soft and hard investments; managing inter-sectoral trade-offs; mobilising women as part of the solutions; balancing equity, environmental, and economic priorities; harnessing both adaptation and mitigation benefits; and shifting, not only in theory, but also in practice the emphasis from reactive to proactive approaches for flood and drought management. Yet, investments in integrated water resources management, including flood and drought management, are not advancing at the rate needed to build climate resilience. 86% of countries condition their NDC commitments on international support for finance, technology, and capacity building support. Of those requesting international finance, 69% have only a broad profile of proposals for future action on water, and only 10% have detailed proposals that could be readily turned into implementable projects. At the same time, mechanisms for involving the private sector in water-relevant climate resilience remain largely untapped (e.g. insurance industry). Youth are hugely concerned about the climate impacts and ready to support action but have few practical avenues for participating in decision making and engaging. Women are disproportionately affected by climatic change and ongoing work in drafting new and better integrated policies and shaping institutions for managing water-related impacts do not include perspectives that would lead to gender-equal outcomes.

### ROOT CAUSES:

- Climate Financing not forthcoming for water resources management due to limited capabilities for governance, technical work and analytics, and access to finance
- Climate community and Disaster Risk Reduction (DRR) communities not promoting and/or not familiar about using water resources management approaches
- Silos between climate and DRR policy makers/institutions and water policy makers/institutions
- Lack of awareness of gendered power balances in decision making structures and policies

### APPROACHES TAKEN:

GWP introduces water-specific and gender-equality oriented insights into national dialogues, planning and investments associated with climate resilience-related development priorities. Specifically, programmes will aim to:

- Integrate WRM and climate resilience in global, regional and national development processes and frameworks and enhance coherence, synergies in water, resilience, disaster risk reduction (DRR), and development processes at all levels
- Address gendered inequalities in climate resilience initiatives and investments in water, by working towards institutional leadership and commitment on gender equality; informing change by gender analysis; promoting meaningful and inclusive participation in decision-making and partnerships as well as equal access to and control of resources

<sup>6</sup> HLPW (2018) Making Every Drop Count: An Agenda for Water Action. High-Level Panel on Water, New York, NY, USA. [https://sustainabledevelopment.un.org/content/documents/17825HLPW\\_Outcome.pdf](https://sustainabledevelopment.un.org/content/documents/17825HLPW_Outcome.pdf)

- Generate analytical insights, guidelines, tools, and strengthen capacity for inclusive and proactive climate resilient water investments (3Is), particularly for integrated flood and drought management, with gender transformative goals
- Develop and implement national and regional programmes and projects to strengthen integrated flood and drought management and to mobilise and leverage climate finance for WRM investments: GCF, Adaptation Fund, GEF vertical funds, CIF, MDBs, bilateral climate funds, private sector and others

**EXPECTED OUTCOMES by the end of the full Strategy Period:**

- 30+ countries access climate finance to implement water-informed National Adaptation Plans and integrated flood and drought management policies and measures.
- Investments of more than €1 billion directly supported in climate-resilient water management and infrastructure founded on robust, inclusive, and effective water governance systems.
- 10+ countries implement development plans, strategies, and formal commitments that aim to contribute to gender inclusion and/or equality through water secure development
- 5+ youth-centric initiatives that mobilise youth to engage with water management and governance processes and systems and to participate in decision making

Climate Resilience through Water		
Root Cause to be addressed by Programme*	Programme Description	Expected Outputs (provided funding being raised for implementation)
<b>Foundational Programmes</b>		
Addressing: Gaps in Awareness of the relevance of the water/climate interface and the need to invest in water resources management approaches	<p>Global Positioning of the Water and Climate Theme, in particular with regard to Integrated Water Resources Management approaches and the role of Multi-Stakeholder Platforms:</p> <ul style="list-style-type: none"> <li>• Engage with UNFCCC and UNCCD process through providing multi-stakeholder/in-country insights</li> <li>• Analytical Products, collating knowledge; programme evaluations for co-learning and design of interventions across regions, south –south cooperation</li> <li>• Relationship building within/beyond UNFCCC COP processes, UNCCD (intergovernmental working group on drought), DRR Community, UN Water, GAC, Climate Finance Actors (GCF, AF, GEF, CIF, and others) for higher profile of water in climate processes</li> </ul>	<ul style="list-style-type: none"> <li>• 5 thought leadership/Knowledge Products through 2022</li> <li>• Countries supported to raise ambition in their NDCs and accelerate NDC implementation, with the NDC partnership</li> <li>• Funding raised</li> <li>• Contribute to the World Bank flood and drought management policy engagement framework and other approaches that shape flood and drought management approaches</li> </ul>
<b>GCF Readiness Programme</b>		
Addressing lack of awareness of government agencies working on water of GCF financing and capability gaps in formulating projects that would GCF qualify	<ul style="list-style-type: none"> <li>• <b>Invest in four semi-formal alliances and Communities of Practice for GCF Readiness:</b> Continental and regional climate finance water partnerships with key regional actors, RECs, MDBs (AfDB, IDB, ADB and others), regional climate finance facilities, Water, climate, finance and development sectors/ministries, stakeholders for joint planning and implementation</li> </ul>	<ul style="list-style-type: none"> <li>• GCF Readiness support mobilised for 15 countries on three continents</li> <li>• 15 meetings of 4 continental and regional platforms/communities of practice for knowledge sharing and lessons</li> <li>• \$500 million in investment mobilised for infrastructure and institution building in-country</li> <li>• Funding raised for GWP’s work</li> <li>• Learning Delta in Asia Initiative (LDAI) acting as a vehicle for developing multi-country readiness focusing on Delta.</li> </ul>
<b>Mobilise Youth for Climate Resilience Action that builds on improving water resources management</b>		
Addressing barriers for youth to engage in	<b>Youth Water and Climate Platform (YWC):</b> Redesigned to reflect a new business model that will focus on project	<ul style="list-style-type: none"> <li>• 2 project calls for proposals through the YWC platform</li> </ul>

<p>practical action towards climate resilience through water that are institutional (not invited into decision making), financial and related to capacity.</p>	<p>development, implementation and M&amp;E learning as well as calls for proposal hosting and move forward with the implementation of the new model, including through fund-raising if applicable.</p>	<ul style="list-style-type: none"> <li>• 2 Capacity Building workshops held</li> </ul>
<p><b>Gender Equality through Water Security and Climate Resilient Development Programme (WACDEP-G) / Africa</b></p>		
<p>Addressing: Gender Inequality, gaps in Governance Capacity, Technical and Analytical Capabilities, Limited Capabilities to access finance</p>	<p>In Africa, promote gender-transformative planning, decision-making and institutional development for climate resilient water investments, thereby transform gender inequalities at scale.</p> <ul style="list-style-type: none"> <li>• Catalyse gender transformative change in power relations and institutional structures for implementation of climate-resilient water investments, policies, plans and jobs</li> <li>• Mobilise partnerships and build motivation, capabilities and opportunities for transforming structurally embedded unequal power relations</li> <li>• Accelerate agile learning from implementation of local pilots addressing practical needs and climate-induced vulnerabilities of marginalised groups</li> </ul> <p>Implementing partners: Governments, African Union Development Agency-(NEPAD), AfDB, AMCOW, Regional Economic Communities (RECs), River Basin Organisations (RBOs), GWP RWPs and CWPs</p>	<ul style="list-style-type: none"> <li>• 18 Countries and 5 river basins across Africa</li> <li>• New groups involved in water governance discussions: youth, gender groups, the private sector, parliamentarians, indigenous groups and faith groups,</li> <li>• \$1 billion in investment influenced for gender equal and climate-resilient infrastructure and institution building in-country</li> <li>• Funding raised for GWP’s work</li> </ul>
<p><b>Climate Resilience in Water Sanitation and Hygiene</b></p>		
<p>Address: Unawareness and capacity gaps of key actors in the Water, Sanitation and Hygiene field on actions to take on Climate Resilience</p>	<ul style="list-style-type: none"> <li>• Programme with UNICEF, SWA, WSSCC to build in-country awareness by jointly mobilising and representing both communities – WASH and IWRM</li> </ul>	<ul style="list-style-type: none"> <li>• Climate Resilient Wash dimensions in 5 GCF investment projects</li> <li>• Climate Resilient WASH dimensions in 5 GEF Trust Funds (SCCF, AF, LDCF), UK ICF, IKI</li> <li>• \$100 million in investment mobilised for infrastructure and institution building in-country</li> <li>• Funding raised for GWP’s work</li> </ul>
<p><b>Before Day Zero Comes: Mobilising Utilities for Climate Resilience</b></p>		
<p>Address: Gaps in capacity across water supply services and utilities to meaningfully engage in planning for and avoiding “Day Zero” situations, including through investments with other parties.</p>	<ul style="list-style-type: none"> <li>• Drafting a joint paper with key organisations and individuals who have worked on Day Zero preparedness, crisis management and aftermath.</li> <li>• With GWOPA and others: Develop programmes for engaging public and private utilities, water service providers, and other key water infrastructure public-private partnerships towards engagement in building water resilience</li> <li>• With the IFC: Work in Botswana on Mobilising multi-stakeholder engagement for an IFC led wastewater to water project</li> <li>• With the World Bank: Participate in the Field Level Leadership Programme which advances purposeful leadership in change management.</li> <li>• TBC: Women in Utilities: Participate in World Bank Platform on Mobilising Opportunities for Growth and Leadership for Women in Utilities....</li> </ul>	<ul style="list-style-type: none"> <li>• 2 Programmes at least focusing on change management in the water supply services industry (focusing on utilities and resilience).</li> </ul>
<p><b>Drought Management Programme (IDMP)</b></p>		
<p>Addressing: Water is not at the frontier of global climate and disaster risk reduction policy agenda;</p>	<ul style="list-style-type: none"> <li>• Develop 4 knowledge products, analytics and policy briefs, thought leadership</li> <li>• Collate knowledge; programme evaluations for co-learning and design of interventions across regions,</li> </ul>	<ul style="list-style-type: none"> <li>• More than 150 Helpdesk requests generated through Outreach Campaign</li> <li>• 70+ countries supported to</li> </ul>

droughts are not managed pro-actively	<p>south–south cooperation Work towards 3 pillar integrated drought management (IDM) framework;</p> <ul style="list-style-type: none"> <li>• IDM – IFM project preparation</li> <li>• Support shaping and implementing World Bank Flood and Drought Policy Engagement Framework</li> <li>• Develop capacity and support regional entities to implement regional programmes and projects to enhance investments in water security and climate resilience</li> </ul>	<p>implement integrated drought management plans through the IDMP Help Desk</p> <ul style="list-style-type: none"> <li>• In 5 countries contributions to national drought management plan</li> <li>• In 10 countries began supporting End-to-End Flood and Drought Early Warning Systems</li> <li>• Community of practice on drought management and Helpdesk with 40 members</li> <li>• UNCCD and FAO have joined GWP and WMO as Co-Sponsoring International Organisation of IDMP</li> </ul>
Addressing: Gaps in human and institutional capacity to manage droughts proactively, at the regional, national and local level; understanding of resilience actions;	<ul style="list-style-type: none"> <li>• Addressing: Capacity gaps in Drought Management in the Volta Basin together with the Volta Basin Authority (VBA), and the World Meteorological Organisation (WMO)</li> <li>• Under the “Strengthening Drought Resilience for Small Holder Farmers and Pastoralists in the IGAD Region” programme, GWP EAP will: <ul style="list-style-type: none"> <li>○ Develop and promote regional investments</li> <li>○ Strengthen capacity on drought risk management at regional, national and local levels</li> <li>○ Mobilise smallholder farmers and pastoralists to undertake innovative resilience efforts</li> </ul> </li> <li>• Support drought resilience building in 3 countries in Central America</li> <li>• Support integrated drought management applications on the three pillars of drought management in South America</li> </ul>	<ul style="list-style-type: none"> <li>• In Benin, Burkina Faso, Cote d’Ivoire, Mali, Ghana and Togo integrated approaches to drought and flood management increased</li> <li>• In Djibouti, Sudan, Uganda and Kenya drought resilience increased</li> <li>• In Honduras, Nicaragua and Guatemala institutional and human capacity increased to manage floods and droughts in an integrated way</li> </ul>
<b>Flood Management Programme (APFM)</b>		
Addressing: Water is not at the frontier of global climate and disaster risk reduction policy agenda; droughts are not managed pro-actively	<ul style="list-style-type: none"> <li>• Outreach campaign</li> </ul>	<ul style="list-style-type: none"> <li>• Outreach campaign has generated more than 70 Help Desk requests, resulting in drafting of 5 national flood management plans;</li> </ul>
End-to-end early warning systems on flood management advanced with a clear user perspective	<ul style="list-style-type: none"> <li>• Project preparation an implementation in the Volta basin and the Lake Chad basin</li> </ul>	<ul style="list-style-type: none"> <li>• End-to-end early warning systems and integrated flood management strategies in place in 10 countries.</li> </ul>

*\* All of the programmes mentioned above are dependent upon funding being raised for their implementation, hence it may not be possible to establish and achieve all of the outlined programme objectives.*



## Transboundary Cooperation on Water Resources Management



**GOAL/IMPACT STATEMENT:** Peace, security and sustainable development achieved through enhanced cooperation over transboundary waters.

**INTERMEDIATE OUTCOME:** Apply Integrated Water Resources Management approaches in transboundary waters in addressing specific challenges, such as transboundary cooperation on pollution management, on water sharing, etc.

**PROBLEM STATEMENT:** Across the world, there are 310 transboundary lakes and river basins, 592 transboundary aquifers. Transboundary basins account for roughly 60% of global freshwater resources, serving 2.8 billion people, or 42% of the global population. Of 192 countries, 153 share transboundary water resources. Where water bodies cross political jurisdictions, identifying jointly accepted solutions to manage competing uses may be challenging; integrated water resources management approaches, even though mostly accepted and endorsed by countries individually, cannot be deployed unless countries have set out parameters for cooperation through transboundary cooperation frameworks and agreements. The absence of inadequate water resources management approaches in transboundary contexts threatens water security.

**ROOT CAUSES:** Several root causes have been identified that create impediments in the enhancement of transboundary cooperation in water resources management:

- Political challenges, in terms of national and international power dynamics between upper/lower riparian country groups, exacerbated by gaps in trust built on negative historical experiences or cultural/political challenges to cooperation
- Inadequate, or lack of consensus among countries regarding data and information about transboundary water resources
- Capacity gaps for implementing transboundary cooperation, including the exclusion of many groups from mobilization and decision-making, such as youth groups and the private sector, and gaps through gendered power dynamics.
- Economic challenges preventing investments to address pressures with transboundary efforts to countries as well as the receiving marine ecosystems.
- Gaps in awareness of practical solutions to transboundary cooperation challenges and gaps in understanding of the benefits of cooperation

**APPROACH TAKEN:** GWP works across sectors and administrative borders to identify solutions that can promote sustainable transboundary water resources management, with a focus on supporting both formal and informal mechanisms for cooperation and coordination, supporting multi-track water diplomacy. These include supporting technical work, fostering dialogues at regional and basin levels, fostering information sharing, training, fostering formal and informal relationships. This work takes place in tandem with other international and regional organisations. In terms of stakeholder dimensions to fostering better transboundary cooperation, particularly inclusion of gender, youth and private sector actors, GWP will consider work towards institutional leadership and commitment; build analysis on gender, youth and private sector inclusion that drives change; promote meaningful and inclusive participation in decision-making and partnerships; and equal access to and control of resources.

Recognizing the time that it takes to foster cooperation over transboundary water, the initial 3 year will focus on developing business cases in approaching transboundary water cooperation utilizing GWP's strength. The following 3 years will focus on expanding the approach to reach the target.

### **EXPECTED OUTCOMES by the end of new strategy period 2020-2025:**

- 20+ new transboundary agreements, commitments, and arrangements supported through GWP's role as a neutral convener and facilitator of cross-border dialogue.

- 20+ transboundary institutions strengthened or established with support from GWP teams, with a mandate to coordinate cross-border water resources management planning and investment, including 5 institutions where multi-stakeholder engagement is strengthened or institutionalized with particular focus to gender equal engagements, voices of future generation (youth) being reflected, and engagement of private sectors as key drivers for basin development

Transboundary Cooperation on Water Resources Management		
Root Cause to be addressed by Programme	Programme Description	Expected Outputs (provided funding being raised for implementation)
<b>Foundational Programmes</b>		
Address: Gaps in awareness of the role of transboundary cooperation in addressing integrated water resources management among countries, the climate community and other critical communities	<p>Global positioning of Transboundary Cooperation approaches and the role of Multi-Stakeholder Platforms</p> <ul style="list-style-type: none"> <li>• Engage with international organisations including UNECE and initiatives through providing multi-stakeholder/in-country insights into conventions, events and publications</li> <li>• Engage with IW:LEARN as key partner</li> <li>• Engage with Source to Sea Platform as key partner</li> <li>• Engage with UNFCCC on transboundary solutions for climate change action</li> <li>• “Transboundary Stream” as part of the annual/bi-annual “IWRM Competition” that GWP will run to surface knowledge and bring awareness about IWRM solutions globally</li> </ul>	<ul style="list-style-type: none"> <li>• GWP work with global actors to raise awareness of importance of transboundary cooperation in all regions including Asia, Latin America, Africa and Europe.</li> <li>• GWP publications, as well as Contributions to publications by key global partners such as UNECE, INBO, Source to Sea Platform (i.e. water allocation handbook, Water International special issue on Source to Sea)</li> <li>• Contributions to IW:Learn in 2020 and 2022</li> </ul>
<b>Programme: Building Capacities for Transboundary Cooperation by Learning</b>		
<p>Addressing: Capacity gaps among transboundary water practitioners</p> <p>Address gaps in trust and personal relationships among transboundary cooperation counterparts</p>	<ul style="list-style-type: none"> <li>• In partnership with Cap-Net, Water Governance and International Water Law Training, enable peer to peer learning.</li> <li>• Establish and/or sustain several Communities of practice (CoPs) at global, regional, or basin level, also in partnership with IW:LEARN. The CoP will support and continue peer-to-peer learning among transboundary water practitioners globally.</li> <li>• Further follow up with fostering peer to peer learning post-training (through CoP)</li> <li>• Regional and basin level workshops and conferences, enabling cross-fertilization of stakeholders; the events will form the core activities for the establishment and sustaining of the COPs.</li> <li>• Online training: MOOC, to be used for mixed method training, as well as a way to engage alumni into CoP</li> <li>• Online knowledge and exchange platform</li> </ul>	<ul style="list-style-type: none"> <li>• Training: Continental level ‘face to face’ training, connecting practitioners through 3 sessions in 3 continents and mobilise 250 alumni who will be impacting development transboundary law, policy and planning at various countries.</li> <li>• Online partner platform for transboundary water cooperation established (linking with new Toolbox) and utilized/mobilised through CoP.</li> <li>• Transboundary freshwater security MOOC promoted and taken by 6,000 target audience.</li> <li>• Regional and basin level workshops and roundtables (output shared with the GWP’s Regional Dialogue Programme)</li> </ul>
Addressing: Gaps knowledge and understandings in enhancing transboundary water cooperation: GWP approach	<ul style="list-style-type: none"> <li>• Global initiative: Knowledge management among GWP network members, CWP and RWP on various approaches to transboundary water management, taken by GWP actors utilizing GWP’s unique value property.</li> </ul>	<ul style="list-style-type: none"> <li>• GWP network (CWP and RWP primarily) exchange knowledge and understandings on different approaches/ways to foster transboundary water cooperation, and project development/fund-raising for this thematic area.</li> </ul>
<b>GWP’s Regional Dialogue Programme: Enabling Transboundary Cooperation by Building Shared Understandings and Perspectives</b>		

<p>Address gaps in understandings towards benefit of transboundary water cooperation among actors in region sharing transboundary waters.</p>	<ul style="list-style-type: none"> <li>• Sustain, initiate and support Regional dialogues at least in 4 regions: Thematic dialogue topics vary from food security, transboundary aquifer, climate, SDG 6, peace and cooperation, eventually leading to basin dialogues and processes.</li> <li>• Global project supporting regional dialogues and cross exchanges</li> <li>• Basin dialogues</li> </ul>	<ul style="list-style-type: none"> <li>• Regional dialogue initiated in at least 4-5 regions (example: CAM, CAF, WAF, SAM, SEA/CHI,) and continuing in the regions with already established dialogue process (MED, SAF)</li> <li>• Concrete output from 4 regional dialogues in a form of regional transboundary agreement, or spin-off basin dialogues and/or specific projects identified/formulated.</li> <li>• Global project to foster/support regional dialogue developed.</li> </ul>
<p><b>GWP Support to Country-by-Country Transboundary Cooperation</b></p>		
<p>Address gaps in capacity to design and implement transboundary cooperation/ address inertia of policy makers?</p>	<p><b>National level</b></p> <ul style="list-style-type: none"> <li>• SDG 6.5.1 and 6.5.2 action plan development and support in partnership with custodian organisations.</li> <li>• Support country accession to Global Conventions in partnership with UNECE.</li> </ul>	<ul style="list-style-type: none"> <li>• 10 national level action plans for improved transboundary water management (some, part of SDG 6.5.1 action plan) supported by GWP, improving SDG 6.5.2 results as well.</li> <li>• GWP supports 10 countries in its in-country deliberation towards accession to one of the two key global conventions on transboundary water (UN Watercourses Convention/UNECE Convention)</li> </ul>
<p><b>Clean Rivers for Clean Oceans</b></p>		
<p>Addressing: Gaps in collaboration across adjacent Riparian countries harms efforts to manage and limit pollution with (plastics, micro-plastics, nutrients, antibiotics, ....)</p>	<ul style="list-style-type: none"> <li>• Facilitate understanding of stakeholders regarding ‘source to sea approach’ at country and basin levels.</li> <li>• Initiate basin-specific ‘Source to Sea’ activities to reduce pollution in 5 basins.</li> <li>• Initiate in collaboration with Source to Sea Platform, a global initiative supporting knowledge exchange on source to sea management in transboundary waters.</li> </ul>	<ul style="list-style-type: none"> <li>• Source to Sea projects to reduce pollution in transboundary basins and receiving seas initiated in 3 transboundary water basins. Much of this could be built onto existing TDA/SAP and including linkages with Large Marine Ecosystems.</li> <li>• Global knowledge exchange on Source to Sea in transboundary waters initiative established in collaboration with Source to Sea Platform.</li> <li>• Partnership built with Oceans organisations (Swedish Marine Institute, UNESCO-IOC), as well as key actors driving pollution issue (World Bank)</li> <li>• Private sector, municipality, and other stakeholders engaged in the management of transboundary basins following the ‘Source to Sea’ approach.</li> <li>• Learning Delta in Asia (LDAI) used as a vehicle to catalyse source to sea approach and programme in Asia.</li> </ul>
<p><b>Mobilising Youth for Transboundary Cooperation</b></p>		
<p>Addressing: Bridging political/economic/cultural differences and tension</p>	<ul style="list-style-type: none"> <li>• Fostering cooperation among youth in countries sharing water but with currently existing tension, as an entry point for easing tension and facilitating</li> </ul>	<ul style="list-style-type: none"> <li>• Youth specific transboundary water cooperation initiated in 3 regions/basins.</li> </ul>

<p>that exist among neighbouring countries, resulting in lack of willingness to collaborate despite huge risks for water security</p>	<p>cooperation at track I level.</p> <ul style="list-style-type: none"> <li>Support the Swiss led Blue Peace Awareness Campaign: Blue Peace Transboundary video campaign targeting youth, and to feed into new toolbox case studies</li> </ul>	<ul style="list-style-type: none"> <li>1 Global video campaign to raise awareness of transboundary water cooperation among young generation, as well as capturing good case examples into toolbox/peer-to-peer learning materials.</li> </ul>
<p>Fostering cooperation at basin level</p>		
<p>Addressing: Lack of enabling environment for transboundary water cooperation and fostering specific scheme for cooperation at basin level.</p>	<ul style="list-style-type: none"> <li>Development of transboundary diagnostic analysis and assessments using GEF approach as well as the Nexus approach supporting joint fact finding and consensus on the transboundary issues to be addressed.</li> <li>Basin development plan/Strategic Action Programme.</li> <li>Basin transboundary water agreements</li> <li>Establishing River Basin Organisations</li> <li>Establishing multi-stakeholder platform for transboundary water cooperation.</li> <li>Developing transboundary climate change resilience/DRF projects</li> <li>Developing transboundary investment projects or investments at country level to address transboundary issues. Enable the private sector engagement in financing investments.</li> </ul>	<ul style="list-style-type: none"> <li>3 basin development plan/strategic action plan supported by GWP</li> <li>2 basin specific transboundary water agreements supported by GWP</li> <li>3 Transboundary climate resilience/DRR projects supported by GWP/ initiated. Possible funding include adaptation funds and multi-country GCF readiness projects.</li> <li>2 Multi-stakeholder platform for transboundary water cooperation initiated.</li> <li>2 transboundary water investment projects developed or supported by GWP (including PIDA Waters).</li> </ul>

*\* All of the programmes mentioned above are dependent upon funding being raised for their implementation, hence it may not be possible to establish and achieve all of the outlined programme objectives.*

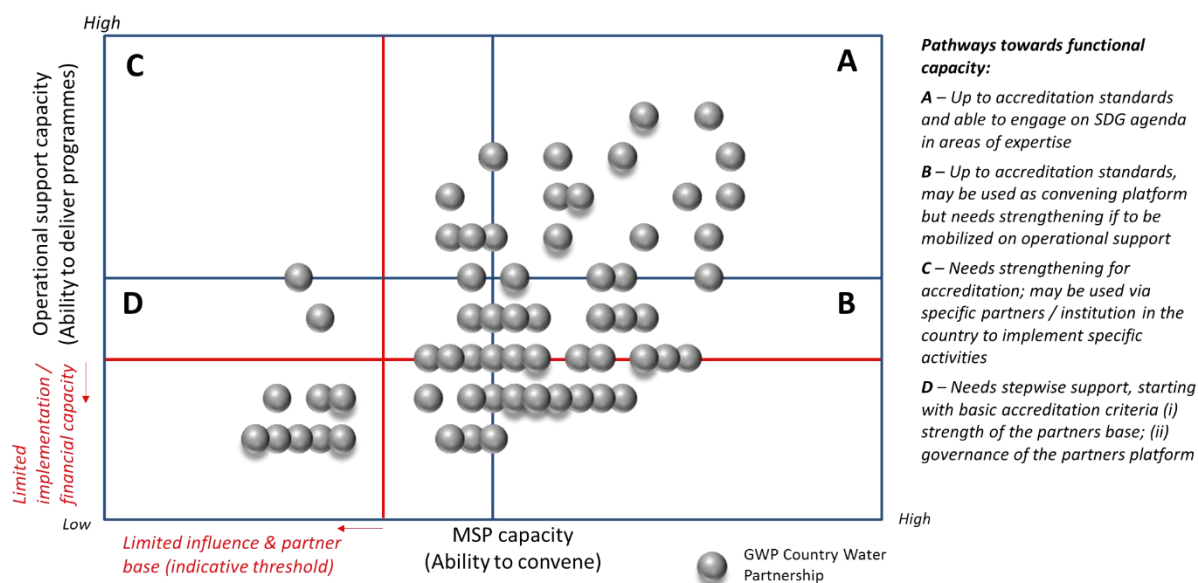
## Strengthening Regional Operations and Network Growth (StRONG)



**GOAL/IMPACT STATEMENT:** Vibrant Multi-Stakeholder Platforms in countries are active partners in integrated water resource management processes.

**INTERMEDIATE OUTCOME:** Regional and Country Water Partnerships have the necessary operational capacities, leadership skills, partner connections and financial and human resources to deliver the targets set out by the Strategy 2020-2025 in a consistent, reliable, and agile way.

**PROBLEM STATEMENT:** The Global Water Partnership’s Network of over 3000 Partnership Organisations, organized into almost 70 Country Water Partnerships and 13 Regional Water Partnerships provide a much needed service to the implementation of IWRM through the mobilization of diverse groups of stakeholders, brokering access to knowledge and learning, and supporting mandated institutions to plan for and invest in more sustainable water management solutions at all levels. However, not all of GWP’s regional and country partnerships are currently in a position to fulfil their potential due to a variety of reasons ranging from poor internal capacity to a lack of sectoral diversity in the partners base. These limitations – which are particularly pronounced at the country level – would severely restrict the ability of the organisation to achieve the strategy goals if not addressed. Analysis carried out during the 2014-2019 GWP Strategy period has provided both an increased understanding of regional and country operational delivery capacity as well as providing a framework for further assessment and monitoring as GWP enters its new strategy period (see figure below).



**Figure:** Mapping of GWP Country Water Partnerships as per ability to deliver on programmes and mobilise stakeholders.

**ROOT CAUSES:** Several root causes have been identified that prevent effective and long-term financially viable operation of basin-based, national-level, or regional GWP ability in convening and mobilising, promoting learning and instigating action:

1. Gaps in Entrepreneurialism and Confidence among leaders in GWP country water partnerships in mobilising resources by developing and delivering specific programmes
2. Gaps in institutional set-up in some of the regions that have led to financial, institutional barriers to operation
3. Gaps in awareness of regional and country water partnerships of approaches and tools used by others in other regions and countries that have led to successful multi-stakeholder mobilization and contributions to development dialogues
4. Gaps in Awareness of Development Partners regarding the effectiveness of financing multi-stakeholder organisations
5. Gaps in awareness among GWP teams and partners of barriers to inviting Youth into multi-stakeholder engagement and decision making and of tools and partnerships to mobilise youth better/moor
6. Gaps in awareness among GWP teams and partners of barriers to progress on gender equality and inclusion in water resources management, as well as gaps in capacity address these barriers

**APPROACHES TAKEN:** The components of the StRONG programme are still under development. Throughout the strategy period, we will strengthen accountability and management approaches for the GWP Secretariat while ensuring that the global team remains lean and focused on serving the Network. More specifically, we will focus on:

- **Leadership and Skills:** Unlocking personal barriers to delivery (e.g. through training in multi-stakeholder processes, IWRM, and other technical areas)
- **Institutional set-ups:** Unlock financial, institutional and administrative barriers to delivery (e.g. through support to reforming governance structures, Country Water Partnership formation and accreditation, operational capacity assessments and support, and selectively allocated additional resources)
- **Network effects:** Unlock barriers to exchanging experience and leveraging brand name and connections cross countries and regions (e.g. through efforts to strengthen and broaden GWP’s learning architecture, surfacing unique implementation experience from countries and regions, unique knowledge products, Communities of Practice)

**EXPECTED OUTCOMES within the 2020-2022 period:**

- Programmes initiated and conducted by Regional Water Partnerships
- Programmes initiated and conducted by Country Water Partnerships
- Locally raised funding increased across the network

Strengthening Regional Operations and Network Growth (StRONG)		
Root Cause to be addressed by Programme*	Programme Description	Expected Outputs (provided funding being raised for implementation)
<b>Foundational Programme</b>		
Address: Gap in awareness among leaders in Regional and Country Water Partnership of what approaches for mobilization and engagement have worked elsewhere, what is good performance, and what they want to aspire to	<ul style="list-style-type: none"> <li>• Accreditation Programme for Country Water Partnership, including accreditation based on members and accreditation based on financial capacity (OpCap/FinCap)</li> <li>• Systematic engagement of the financial management at regional and country level – with focus on the country level, including: Support implementation of adequate accounting software (where possible ERP/used by GWPO), through FCAs identify weak areas and prepare and implement action plans; and run an active community of practice with the financial officers at CWP, RWP, and GWPO level</li> <li>• Systematic Engagement with Regional Water Partnerships through dedicated participation in Regional Steering Committee meetings and one-on-one coaching with Regional Coordinators</li> <li>• Peer-to-Peer Gap Analysis and Learning-by-Observing (Regional Water Partnerships): Regional Water Partnerships engage with each other in peer-2-peer review, learning and sharing experience, potentially as part of the Annual Regional Assessment process</li> <li>• Peer-to-Peer Gap Analysis and Learning-by-Observing (Country Water Partnerships): Informal knowledge exchange initiative between neighbouring CWPs</li> <li>• Partner Survey for insights</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Country Water Partnership Accreditation Report</li> <li>• 9 on-site Financial Capacity Assessments, accompanied by Action Plans</li> <li>• CoP for Financial Officers at CWP/RWPs/GWPO</li> <li>• 1 Finance Workshop every year</li> <li>• Annually: 5 Peer-to-Peer Gap Analyses Reports for Country Water Partnerships (involving 10 country water partnerships) (30 through 2022)</li> <li>• Annually: 3 Peer-to-Peer Gap Analyses Reports for Country Water Partnerships</li> </ul>
<b>Programme: Multi-Stakeholder Skills</b>		
Address: Capacity gaps among Regional and Country Water Partnerships in Multi-Stakeholder Convening and Sustaining and in “Selling the MSP value proposition”	<ul style="list-style-type: none"> <li>• Training and Peer-to-Peer learning on Multi-Stakeholder Platform Design and Management Skills, including on Multi-Stakeholder Platforms for selected Regional Coordinators, Communication staff, and local consultants</li> <li>• Community of Practice for “MSP-Star” participants</li> </ul>	<ul style="list-style-type: none"> <li>• 21 publications and knowledge products that advance the thinking on the role of MSPs as catalysts of change to advance IWRM</li> <li>• Community of practice</li> </ul>
<b>Programme: Gender Equality through Integrated Water Resources Management</b>		
Address: Gaps in awareness among GWP teams and partners of barriers to progress on gender equality and inclusion in water resources management, as well as gaps in capacity to address these barriers	<ul style="list-style-type: none"> <li>• Identify projects, programmes and activities across the GWP portfolio suitable to unlock barriers on gender equality and inclusion in water resource management,</li> <li>• Develop Operational guidelines on how to incorporate gender and water into project and programme design</li> <li>• Stocktake of expertise, knowledge and tools that will be made available at global, regional, and local levels for gender mainstreaming into water resources policy, investment, and management</li> </ul>	<ul style="list-style-type: none"> <li>• Expand the portfolio of projects and activities across the GWP network that address gender equality in water resources management and/or include a gender informing/sensitizing approach.</li> <li>• tailored training activities with GWP regions and countries</li> <li>• tailored training activities with GWP partners</li> </ul>

	<p>planning, implementation, monitoring, reporting, and evaluation.</p> <ul style="list-style-type: none"> <li>In-country trainings and workshops on how partners within the GWP network can begin to operationalise gender mainstreaming tools and methods.</li> <li><b>“Water GenI” Programme</b> (GenI= Gender and Inclusion): Build partnerships with gender-focused organisations, both in pilot GenI-Regions and globally</li> </ul>	<ul style="list-style-type: none"> <li>Establish a network of Water GenI Partners</li> <li>Partnering with water and gender organisations, including UN Women</li> <li>Publications and knowledge products with gender marker 1 and gender marker 2 focus (interactive multi-media format).</li> </ul>
<p>Programme: Thought Leadership through Mobilising IWRM Implementation Experiences – Motivating and Appreciating Practitioners</p>		
<p>Address: Gaps in knowledge about experiences in integrated water resources management, including within GWP regional and country water partnerships</p>	<ul style="list-style-type: none"> <li>Launch and roll out of a new digital interactive platform for IWRM ToolBox functions– tentatively known as RIANA (Resources for Implementation Experiences Across the Network and its Allies)</li> <li>Revitalization of content in the ToolBox through designing and delivering an Annual/Bi-annual IWRM Implementation Competition to source information and knowledge from users, to offer new ways to connect and engage on all SDG 6.5.1 related aspects, and to update experiences on an ongoing basis. (focus on shorter formats and several languages)</li> <li>Gender experiences in IWRM implementation included in the ToolBox</li> </ul>	<ul style="list-style-type: none"> <li>New online digital IWRM ToolBox platform</li> <li>Competition to surface IWRM implementation experiences from across GWP partners and allies. publication of a “signature product” (title tbc), containing a collection of the winning case studies/narratives as well as “inspiring” and “lessons” entries drawn from the IWRM competition.</li> <li>Series of “IWRM leaders” recognition efforts through various possible communication channels, for example blogposts on the online platform, short videos on social media and speaking engagement at select events.</li> <li>Publications/TEC Papers on IWRM Frameworks and Perspectives drawing on the Implementation Experiences that have come forth</li> </ul>
<p>Structural support for Communities of Practice</p>		
<p>Address: Gaps in region-to-region learning and knowledge on how to systematically orchestrate such region-to-region exchange effectively and based on partner and member interest</p>	<ul style="list-style-type: none"> <li>Structural and technical support to Communities of Practice (to be run and funded under anchor area programmes)</li> </ul>	<p>5-6 Communities of Practice established, including:</p> <ol style="list-style-type: none"> <li>The GWP-WMO Integrated Drought Management Programme (IDMP)</li> <li>The GWP-WMO Associated Programme for Flood Management</li> <li>Climate resilience/Climate Finance Partnership</li> <li>Transboundary water cooperation for SDGs</li> <li>SDG6.5.1/Self-Assessments leading to Targets</li> <li>Communications/IWRM</li> </ol> <p>Possibly also: Irrigated Agriculture, Mobilizing Youth, Mobilizing Private Sector Entities.</p>
<p>Learning Alliances</p>		
<p>Address: Gaps in leveraging other organisations</p>	<ul style="list-style-type: none"> <li>Active partnership with Cap-Net: Aligning delivery of learning programmes with demand from GWP anchor programmes and mobilising Cap-Net partners for in-country or in-region IWRM initiatives</li> </ul>	<ul style="list-style-type: none"> <li><i>Note: most outputs on learning alliances will be in anchor programmes where learning alliances will be hosted</i></li> </ul>

	<ul style="list-style-type: none"> <li>Monitoring and structural/administrative support to new learning alliances with external knowledge partners set up under/by anchor area programmes</li> </ul>	
<b>Technical Committee (TEC)</b>		
Address: Need for Informed and academically grounded guidance on priority water management related topics as they arise	<ul style="list-style-type: none"> <li>Reform of the TEC business model</li> <li>Engage the TEC in the creation of an annual signature product by supporting/co-creating the design of the annual/bi-annual IWRM competition and by supporting/co-creating the publication of an annual signature product/collation of winning IWRM experiences</li> </ul>	<ul style="list-style-type: none"> <li>Design of Competition</li> <li>Annual Signature Product based on IWRM Competition</li> <li>Perspective papers as needed and resourced through programmatic work</li> </ul>
<b>Mindful Monitoring and Evaluation and Learning Culture</b>		
Address: Gaps in knowledge across the GWP community and beyond about GWP activities, which worked and why and how	<ul style="list-style-type: none"> <li>Establish an online M&amp;E platform/internal GWP community of practice to share and reflect on GWP monitoring data</li> <li>Make use of GWP monitoring data as the basis for building a learning culture in the organisation</li> </ul>	<ul style="list-style-type: none"> <li>GWP Newsletter sections on “learning from monitoring”</li> <li>Online M&amp;E platform embedded in the GWP ToolBox or established as a separate internal community of practice</li> <li>Learning methodology based on the use of GWP monitoring data</li> </ul>
<b>Mobilising Youth to engage with Water Resources Management Challenges through GWP</b>		
Address: Youth face barriers when seeking to engage with Water Decisions	<ul style="list-style-type: none"> <li>As part of the IWRM Competition: Creation and implementation of an effort to recognise the successes of young water leaders and mobilise them to become influencers/partners in water management decision making</li> <li><b>GWP Young Water Community of Practice</b> for Young Water Professionals and Youth Leaders to connect youth to youth as well as young professionals with senior experts, to collect ideas and case studies as well as to collaborate on projects and programmes. Build Youth Alumni dimensions into regional youth initiatives</li> <li><b>Youth Engagement RoadMap for Regional Water Partnerships:</b> Make operationalisation of the Youth Strategy an element of the annual performance assessment of Regional Water Partnerships (how are the whys and hows of youth engagement articulated), possibly by linking specific resources (“Y Funds”) considering the development of their youth activities and foster peer to peer learning and identification of youth focal points e.g. Youth Water Academy development, Project Development</li> </ul>	<ul style="list-style-type: none"> <li>Possibly: Change Makers in Water Youth Water Leaders Prize in 2021 and 2022 – together With the International Secretariat for Water (ISW), Young Water Solutions (YSW), Unesco, Water Youth Network, and the World Youth Parliament for Water (WYPW)</li> <li>Possibly: Community of Practice “Young Water” with active members in all GWP regions</li> <li>All Regional Water Partnerships and 10 Country Water Partnerships participate in/qualify for “Y Badge and or for “Y-Funds</li> <li>Diverse partnerships created at the country or regional level interested in youth engagement</li> <li>Increase in the number of GWP member organisations with a Youth Focus</li> <li>Young professionals mobilised to become agents of change for improved water management</li> <li>Funds raised for supporting Youth engagement in water resources management</li> </ul>

*\* All of the programmes mentioned above are dependent upon funding being raised for their implementation, hence it may not be possible to establish and achieve all of the outlined programme objectives.*



## Results Framework

### GWP 3-Year Work Programme 2020-2022 – Log frame targets

Based on work programme submissions as of 14 Nov. 2019

NB	IND	Targets 2020-2022	Examples of targeted results
<b>Impact level: Water secure, sustainable, inclusive and resilient development</b>			
I1	Number of <b>people</b> benefiting from improved water resources governance and management	480m	<ul style="list-style-type: none"> <li>The ongoing implementation of the 13th Five-Year Plan for National Water Conservancy Development (2016-2020) is estimated to benefit nearly 50 million water users in China.</li> </ul>
I2	Total <b>value of water-related investments</b> from government and private sources influenced	880m	<ul style="list-style-type: none"> <li>Investments in infrastructure in the Drin Basin, Southeast Europe</li> <li>Governagua projects in South America</li> </ul>
<b>Outcome level: Effective and inclusive water governance and management systems and investments</b>			
O1	No. of formally adopted <b>national level policies, plans, strategies and laws</b> influenced which integrate water security	36	<ul style="list-style-type: none"> <li>National Water Policies in Congo Brazzaville and Central Africa Republic</li> <li>Flood and Drought Management Strategy in Zimbabwe</li> <li>Institutionalization of the national water law, through revised regulation in Honduras</li> </ul>
O2	No. of formally adopted <b>policies, plans, strategies and laws</b> influenced which integrate water security at <b>other levels</b>	33	<ul style="list-style-type: none"> <li>Regional hydrometeorological strategy and action plan for Central Africa</li> <li>Danube floodplain restoration and preservation action plan</li> </ul>
O3	No. of <b>arrangements / commitments / agreements</b> on enhanced water security influenced at transboundary / regional level	21	<ul style="list-style-type: none"> <li>The Volta Basin Water Charter</li> <li>Water distribution plans for three inter-provincial river basins in China</li> </ul>
O4	No. of <b>capacity building and knowledge development initiatives</b> that can be directly associated with tangible governance change	71	<ul style="list-style-type: none"> <li>Regional Training on fluorosis contamination of groundwater in Central Africa</li> <li>Capacity Development Plans for the River Basin Commissions of the Limpopo and Orange-Senqu basins</li> </ul>
O5	No. of <b>processes / frameworks / institutions</b> established or strengthened to improve <b>cross-sectoral / transboundary</b> coordination	25	<ul style="list-style-type: none"> <li>Establishment of a Joint Water Commission between Mozambique and Zimbabwe</li> </ul>
O6	No. of formal <b>multi-stakeholder participation processes</b> facilitated on behalf of a mandated institution	47	<ul style="list-style-type: none"> <li>60 multi-stakeholder workshops to complete national SDG indicator 6.5.1 monitoring questionnaires</li> <li>Regional water-energy-food nexus multi-stakeholder dialogue in Southern Africa</li> <li>Lancang-Mekong water resources cooperation process</li> </ul>
O7	No. of policies, plans, strategies and laws influenced that integrate <b>gender inclusion</b>	29	<ul style="list-style-type: none"> <li>Limpopo River Basin Commission's Gender Mainstreaming Strategy and Plan</li> <li>SADC Gender Mainstreaming Action Plan</li> </ul>
O8	No. of <b>management instruments</b> formally being used by water managers and decision-makers	28	<ul style="list-style-type: none"> <li>Early Warning System for flood management in the Volta basin</li> <li>Danube River Basin Floodplain Management Strategic Guidance</li> </ul>
O9	No. of formal <b>data sharing arrangements</b> established	21	<ul style="list-style-type: none"> <li>LIMCOM Environmental Monitoring Framework</li> <li>Regional Observatory on the Fouta Djallon Highland in West Africa</li> </ul>

NB	IND	Targets 2020-2022	Examples of targeted results
O10	No. of <b>approved investment plans and budget commitments</b> associated with policies, plans and strategies that integrate water security	20	<ul style="list-style-type: none"> <li>Zambia resource mobilization strategy for NDC/NAP implementation</li> <li>NAP Investment Plan in Burkina Faso</li> </ul>
O11	No. of <b>funding agreements</b> influenced to implement water-informed <b>National Adaptation Plan and integrated flood and drought</b> management policies and measures	35	<ul style="list-style-type: none"> <li>Project to develop an early warning system for DRR in the Lake Chad basin</li> <li>GCF Readiness Proposal developed by Eswatini</li> </ul>
O12	No. of processes in place to <b>raise local revenues</b> from dedicated levies on water users at basin, aquifer or sub-national levels	10	<ul style="list-style-type: none"> <li>Innovative and sustainable finance mechanisms developed with River Basin Organisations in West Africa</li> <li>Water resources tax reform process in China</li> </ul>
O13	No. of <b>budget commitments</b> from riparian countries to support agreed <b>transboundary</b> cooperation arrangements	15	<ul style="list-style-type: none"> <li>Commitments from the four countries of Ogoue-Ntem-Nyanga-Komo basin in Central Africa</li> <li>Commitments from the governments of Benin and Togo to the Mono River Basin Authority</li> </ul>
O14	No. of <b>water-related infrastructure</b> interventions founded on robust, inclusive, and effective water governance systems influenced	18	<ul style="list-style-type: none"> <li>PIDA portfolio of projects in Africa</li> <li>Livingstone Water Supply Climate Proofing</li> <li>South-to-North water transfer project in China</li> </ul>
<b>Output level: Services and products delivered by the GWP network which foster sustainable governance improvements of the water systems (via influenced mandated actors)</b>			
OT1.1	No. of mandated institutions supported in developing and implementing arrangements for <b>transboundary</b> water management	40+	<ul style="list-style-type: none"> <li>Lake Chad Basin Commission</li> <li>Volta Basin Authority</li> <li>Sava River Commission</li> </ul>
OT1.2	No. of mandated <b>national</b> institutions supported in developing and implementing <b>policies, legal frameworks and/or plans</b> based on IWRM	100+	<ul style="list-style-type: none"> <li>National Development and Reform Commission (China)</li> </ul>
OT1.3	No. of mandated <b>sub-national</b> institutions supported in developing and implementing <b>policies, by-laws and/or plans</b> based on IWRM	50+	<ul style="list-style-type: none"> <li>Local institutions implementing the Lesotho ICM plan</li> <li>Three municipalities in the Volta basin participating in the flood early warning system development</li> </ul>
OT1.4	No. of mandated institutions supported in integrating <b>gender</b> inclusive water components into development planning and decision-making processes	40+	<ul style="list-style-type: none"> <li>Support development of the Limpopo River Basin Commission's gender mainstreaming plan)</li> <li>Incorporation of gender into the Guinea IWRM National Action Plan</li> </ul>
OT1.5	No. of mandated national institutions supported in developing <b>national investment plans or strategies</b>	40+	<ul style="list-style-type: none"> <li>Institutions involved in 14th 5-year national planning of development and reform (China)</li> <li>Ministry of Planning Republic of Indonesia</li> </ul>
OT1.6	No. of mandated institutions supported in the development of <b>capacity and projects to access finance</b>	60+	<ul style="list-style-type: none"> <li>Department of Climate Change in Zambia</li> <li>Lancang-Mekong Cooperation Fund</li> </ul>
OT1.7	No. of mandated national institutions supported in <b>monitoring SDG 6</b>	50+	<ul style="list-style-type: none"> <li>Caribbean countries supported in integrated monitoring of SDG 6</li> <li>60 countries supported in updating their SDG indicator 6.5.1 baseline</li> <li>SDG Secretariat in Indonesia</li> </ul>
OT1.8	No. of <b>demonstration projects</b> undertaken for which <b>innovation</b> has been demonstrated	35	<ul style="list-style-type: none"> <li>River Restoration in the Citarum River Basin, Indonesia</li> <li>Climate resilient agricultural solutions for rice and other field crops in Sri Lanka</li> </ul>

NB	IND	Targets 2020-2022	Examples of targeted results
OT1.9	No. of initiatives / <b>demonstration projects</b> specifically targeting <b>gender</b> issues	18	<ul style="list-style-type: none"> <li>Menstrual health and sanitation schools programme in Sri Lanka</li> <li>Demonstration projects implemented under the WACDEP-G programme</li> </ul>
OT1.10	No. of documents produced outlining the <b>lessons</b> from <b>GWP demonstration projects</b> and a plan for <b>replicating</b> solutions	36	<ul style="list-style-type: none"> <li>A document with the lessons learned of the pilot projects on RWH in Central America</li> <li>Documentation of the non-conventional water resources solutions demonstrated in water scarce Mediterranean islands and coastal cities</li> </ul>
OT1.11	<b>No. of beneficiaries</b> supported in <b>demonstration projects</b> on water security and climate resilience undertaken	4.7 m	<ul style="list-style-type: none"> <li>100,000 benefit in flood protection through Flood early warning information piloted in the Buzi, Pungwe, Save river basins (Zimbabwe/Mozambique)</li> <li>Improved climate resiliency for 5,000 inhabitants of the Citarum river basin, Indonesia</li> </ul>
OT2.1	No. of mandated institutions at national, basin and regional levels with <b>demonstrably enhanced capacity</b> to design and implement policies, legal frameworks and/or plans based on shared learning on IWRM processes	500+	<ul style="list-style-type: none"> <li>Ministries responsible for water and for environment (NDAs) in developing countries in the Mediterranean</li> <li>River basin organisations in Southern Africa</li> </ul>
OT2.2	No. of capacity building and professional development workshops/initiatives with a significant <b>focus on women, youth, and/or other marginalized groups</b> initiated and implemented	70+	<ul style="list-style-type: none"> <li>Summer Schools in Azerbaijan and Kyrgyzstan</li> <li>WACDEP G training workshops</li> </ul>
OT2.3	No. of <b>publications, knowledge products</b> (including strategic messages) and <b>tools</b> for water security and climate resilience developed and disseminated	100+	<ul style="list-style-type: none"> <li>Methodology to measure IWRM at municipal level in Honduras</li> <li>Manual on assessing the effectiveness of Natural Small Water Retention Measures in Central and Eastern Europe</li> </ul>
OT2.4	No. of <b>publications and knowledge products</b> that have a prominent <b>gender</b> perspective incorporated	35	<ul style="list-style-type: none"> <li>Operational guidelines on how to incorporate gender and water into project and programme design</li> <li>Gender experiences in IWRM implementation produced for publication in the GWP ToolBox</li> </ul>
OT2.5	<b>User satisfaction</b> across knowledge products and services produced, managed and disseminated	75%	<ul style="list-style-type: none"> <li>Results of a user satisfaction survey of GWP knowledge products in Eastern Africa</li> </ul>
OT2.6	No. of <b>knowledge exchange and cross-regional learning</b> initiatives with commitments for concrete follow up	70+	<ul style="list-style-type: none"> <li>Regional learnings on WEF Nexus Project in Southern Africa</li> <li>Transboundary knowledge exchange dialogue organized between the Mediterranean and Central America</li> </ul>
OT3.1	<b>RWP health check score</b> (composite indicator measuring financial, governance and programmatic reporting parameters recorded in the ARAG)	-	<ul style="list-style-type: none"> <li>Methodology to be developed in the context of the annual regional assessment process</li> </ul>
OT3.2	No. of initiatives that <b>mobilise underrepresented groups</b> (incl. gender and youth) to engage with water management and governance processes and to participate in <b>decision making</b>	32	<ul style="list-style-type: none"> <li>Support to the Water Youth Network of Central America</li> <li>Provision of a platform and support for the Southern Africa Youth WEF Innovation Network (SAYWIN)</li> </ul>

NB	IND	Targets 2020-2022	Examples of targeted results
OT3.3	No. of initiatives with <b>private sector actors</b> to mobilise investment, reduce impacts on water by key industries, and promote innovation and entrepreneurship	38	<ul style="list-style-type: none"> <li>• Collaboration with International Association of Water Service Companies in the Danube River Catchment Area (IAWD) to work with utilities in the Danube basin</li> <li>• Collaboration with the Delegation of German Industry and Commerce in Ghana</li> </ul>

## ANNEX A – GLOBAL AND REGIONAL SYNOPTICS

The following section provides a more detailed summary of the contents of the individual global and regional 3-year Work Programmes 2020-2022.

*Note: The tables provided below have been compiled primarily through a screening of the individual global and regional 3-year Work Programmes 2020-2022. The full documents are available at [www.gwp.org](http://www.gwp.org)*

### Global agenda

Anticipated portfolio of projects and initiatives to be implemented by GWP entities	Targeted boundary actors	Global processes which GWP aims to influence
<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• SDG 6 IWRM Support Programme</li> <li>• Valuing Water Initiative</li> <li>• GWP ACE for Water: <i>Accelerating Corporate Engagement</i> in Water Resources Management</li> <li>• Water Information Sharing (WISE): Mobilising corporates to contribute to better water governance and management</li> <li>• Programme for improved coordination of agriculture and water resources management</li> </ul> <p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>• Water, Climate, Gender and Development Programme (AIP-WACDEP-G)</li> <li>• NDC Partnership CAEP</li> <li>• Joint WMO-GWP Floods (APFM) and Droughts (IDMP) Implementation</li> <li>• GCF Readiness Programme</li> </ul> <p><b>Transboundary:</b></p> <ul style="list-style-type: none"> <li>• Source-to-sea programme with a Development Goal orientation</li> <li>• Transboundary WRM capacity building – International Water Law</li> </ul> <p><b>Strengthening Regional Operations and Network Growth (StRONG):</b></p> <ul style="list-style-type: none"> <li>• A Stake in Water: Advancing Knowledge and Learning for taking action towards Inclusive IWRM</li> </ul>	<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• UNEP-DHI; UNDP; UN High Level Political Forum on Sustainable Development; Dushanbe Water Action Decade; UN-Water; WWAP; OECD; WIN; SIWI; IWRA; GWOPA; World Water Council; Partners of the Valuing Water Initiative; FAO; IWMI; IFPRI; World Bank; Coca-Cola; BHP; CEO Water Mandate; International Secretariat for Water (ISW); Young Water Solutions (YSW); UNESCO; Water Youth Network; World Youth Parliament for Water (WYPW); IHE Delft</li> </ul> <p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>• UNFCCC; UNCCD; UN Water; GCA; GCF; AF; GEF; CIF; NDC Partnership; FAO; WMO; World Bank</li> </ul> <p><b>Transboundary:</b></p> <ul style="list-style-type: none"> <li>• UN-Water; UNECE; UNESCO-IHP; GEF; WB; IW:LEARN; EC; JRC; ANBO; AWC; SIWI; INBO; Source to Sea platform; Blue Peace Awareness Campaign</li> </ul> <p><b>Strengthening Regional Operations and Network Growth (StRONG):</b></p> <ul style="list-style-type: none"> <li>• GWP partner organisations;</li> </ul>	<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• Post-2015 Development Framework and Sustainable Development Goals (SDGs)</li> <li>• UN High Level Political Forum on SDGs</li> <li>• 9th World Water Forum</li> <li>• Valuing Water Initiative</li> <li>• OECD Water Governance Initiative</li> <li>• Dushanbe Water Action Decade</li> <li>• CEO Water Mandate</li> </ul> <p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>• Conference of the Parties (COP) to the UNFCCC</li> <li>• UNDP Supporting LDCs to advance National Adaptation Plans (NAPs) process</li> <li>• GCF Readiness and Preparatory Support</li> <li>• UNCCD Drought Initiative</li> <li>• CEO Water Mandate’s Resilience Coalition</li> </ul> <p><b>Transboundary:</b></p> <ul style="list-style-type: none"> <li>• UNECE Water Convention</li> </ul>

<ul style="list-style-type: none"> <li>• AfriAlliance</li> <li>• Water GenI (Gender and Inclusion) programme: Build partnerships with gender focused organisations</li> </ul>	<p>ODA funders; RWPs; CWPs; AWP; Cap-Net networks; Regional and national youth organisations</p>	
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## REGIONAL AGENDAS

### AFRICA

#### Central Africa

Anticipated portfolio of projects and initiatives to be implemented by GWP entities	Targeted boundary actors	National and regional processes which GWP aims to influence
<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• SDG 6 IWRM Support Programme</li> <li>• SDG 6.5 regional programme</li> <li>• SDG 6 projects Sao Tome and Congo</li> <li>• Strengthening Regional Water Governance in Central Africa</li> <li>• Development and implementation of hydrometeorological services strategy for the Economic Community of Central Africa States (ECCAS)</li> <li>• Regional training on fluorosis and its impacts</li> </ul> <p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>• GCF Readiness Programme*</li> <li>• AIP Project Preparation Partnership*</li> <li>• AIP-WACDEP-G*</li> <li>• Strengthening resilience of populations in Lake Chad Basin through the establishment of an Early Warning System</li> </ul> <p><b>Transboundary:</b></p> <ul style="list-style-type: none"> <li>• Regional trainings on Transboundary WRM</li> <li>• AIP (PIDA Water and Nexus Regional project)*</li> </ul> <p><b>Youth:</b></p> <ul style="list-style-type: none"> <li>• Young Professionals “Water and Youth” Programme</li> </ul> <p><b>Private sector:</b></p> <ul style="list-style-type: none"> <li>• Initiative with private sector</li> </ul> <p><b>Strengthening Regional Operations</b></p>	<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• Economic Community of Central Africa States (ECCAS)</li> <li>• National ministries in charge of water</li> <li>• National ministries in charge of environment</li> <li>• National Meteorological and Hydrological Services</li> <li>• La Commission Internationale du Bassin Congo-Oubangui-Sangha (CICOS), Lake Chad Basin Commission (LCBC)</li> <li>• UNDP GOAL Waters Programme</li> <li>• AUDA-NEPAD*, AMCOW*, UMA*, AWF*, AfDB*</li> </ul> <p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>• Ministries in charge of water, environment, adaptation planning in Central African Republic</li> </ul> <p><b>Transboundary:</b></p> <ul style="list-style-type: none"> <li>• LCBC</li> <li>• GCF, Adaptation Fund</li> <li>• Gabon, Cameroon, Equatorial Guinea, Congo Government representatives within ECCAS</li> <li>• LCBC, CICOS, Lake Kivu and Ruzizi River Basin Authority (ABAKIR)</li> <li>• ECCAS</li> <li>• UNESCO, UNECE</li> </ul>	<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• Implementation of the Regional Action Plan for IWRM in Central Africa</li> <li>• Central Africa Regional Water Policy</li> <li>• Congo, Central African Republic, Cameroon National Water Policies</li> <li>• ECCAS Regional Hydromet strategy and action plan</li> <li>• National SDG 6.5.1 platforms in 6 countries</li> <li>• Monitoring and reporting system for water security and SDG implementation at regional and transboundary levels</li> <li>• Monitoring of implementation of SDG 6.5 targets</li> <li>• Regional NEXUS dialogue*</li> </ul> <p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>• Lake Chad Basin Early Warning System</li> <li>• Central African Republic’s National Adaptation Plan</li> <li>• GCF Readiness projects for Cameroon and Central African Republic</li> <li>• Project Preparation for Climate Finance Partnership for water projects*</li> </ul> <p><b>Transboundary:</b></p> <ul style="list-style-type: none"> <li>• Ogoe-Ntem-Nyanga-Komo</li> </ul>

<p><b>and Network Growth (StRONG):</b></p> <ul style="list-style-type: none"> <li>• Institutions strengthening of CWPs (technical and management)</li> <li>• Community of Practice on water security in the region</li> <li>• Coordinated learning among the 5 Africa regions*</li> </ul>	<p><b>Youth:</b></p> <ul style="list-style-type: none"> <li>• ECCAS</li> <li>• The Water and Climate Network of Central African Youth Organisations (RECOJAC)</li> <li>• Universities, training institutions</li> </ul> <p><b>Strengthening Regional Operations and Network Growth (StRONG):</b></p> <ul style="list-style-type: none"> <li>• RWP Steering Committee, General Assembly, CWPs, GWPO, GWP East Africa, GWP West Africa, GWP Southern Africa, GWP South America, CAF Technical Committee</li> <li>• Universities, academic and research institutions, Cap-Net (Congo Basin Hydronet, West Africa Water Network, WATERNET)</li> <li>• Portugal Water Partnership</li> </ul>	<p>convention</p> <ul style="list-style-type: none"> <li>• Lake Chad Basin Commission hydro meteorological services network</li> <li>• UNECE Water Convention in one country</li> <li>• Multi-Stakeholder platform for improved water management in LCBC</li> <li>• ECCAS data sharing protocol</li> </ul> <p><b>Youth:</b></p> <ul style="list-style-type: none"> <li>• Integration of youths into water jobs</li> </ul>
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\*In the framework of the GWP Pan-Africa agenda implementation coordinated by the Coordination Unit in the GWP Southern Africa secretariat.

## East Africa

Anticipated portfolio of projects and initiatives to be implemented by GWP entities	Targeted boundary actors	National and regional processes which GWP aims to influence
<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• Enhancing Resilience of Communities to Climate Change through Catchment Based Integrated Management of Water and Related Resources in Uganda (EURECCCA)</li> <li>• SDG 6 IWRM Support Programme (Ethiopia, Kenya, Uganda)</li> <li>• Water-Energy-Food (WEF) Nexus Approach for Integrated and Multi-Sectoral Investment in the IGAD Region</li> <li>• Nature-based solutions for water</li> <li>• AIP (PIDA Water and Nexus Regional project)*</li> </ul> <p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>• Enhancing Drought Resilience of small-holder farmers and pastoralists in the IGAD region</li> </ul>	<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• Water Resources User Association in Kenya</li> <li>• Ministries of Water, Finance, Gender, Agriculture, Energy, Disaster Management</li> <li>• SDG Focal Points</li> <li>• Financing partners, bilateral donors (Sida, DfID, Islamic Development Bank, SDC)</li> <li>• AUDA-NEPAD*, AMCOW*, UMA*, AWF*, AfDB*</li> </ul> <p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>• GCF Nationally Designated Authorities (NDAs)</li> <li>• Ministries of Water and Environment, Environment, Energy and Mineral Development, Agriculture, Animal Industry and</li> </ul>	<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• Investment and financing plans for the water sector</li> <li>• Introduction of IWRM in formal planning related to SDG 6 and other SDGs (Kenya)</li> <li>• Sub-national IWRM Action Plan for Burundi</li> <li>• Strategy and business plan for the Water Resources Institute in Uganda</li> <li>• Development of national SDG IWRM Action Plans</li> <li>• Regional NEXUS Dialogue*</li> </ul> <p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>• Regional Drought Early Warning System</li> <li>• Emergency plan for drought management in the region</li> </ul>

<p>(DRESS-EA) (Djibouti, Kenya, Sudan, Uganda)</p> <ul style="list-style-type: none"> <li>• GCF Readiness Programme*</li> <li>• Integrated Drought Management Programme</li> <li>• IGAD Drought Disaster Resilience and Sustainability Initiative (IDDRSI)</li> <li>• AIP WACDEP-G*</li> <li>• AIP Project Preparation Partnership*</li> <li>• Enhancing the Adaptive Capacity and Resilience of Vulnerable Communities and Ecosystems to Climate Change Impacts in the Cattle Corridor of Uganda</li> <li>• NDC Partnership CAEP (Sudan, Somalia)</li> </ul> <p><b>Transboundary:</b></p> <ul style="list-style-type: none"> <li>• International Water Law Training Programme</li> </ul> <p><b>Youth:</b></p> <ul style="list-style-type: none"> <li>• Young Water Fellowship in East Africa</li> </ul> <p><b>Private sector:</b></p> <ul style="list-style-type: none"> <li>• Corporate Social Responsibility or direct financing to environment conservation and pollution reduction</li> </ul> <p><b>Strengthening Regional Operations and Network Growth (StRONG):</b></p> <ul style="list-style-type: none"> <li>• Accredited CWP's improve their OPCAP rating to green</li> <li>• Establishment of knowledge and learning alliances</li> <li>• Coordinated learning among the 5 Africa regions*</li> </ul>	<p>Fisheries (MAAIF), Ministry of Finance Planning and Economic Development (MoFPED), Gender, Labour and Social Affairs (MGLSD) of Uganda</p> <ul style="list-style-type: none"> <li>• National Planning Authority (NPA), National Meteorological Authority (UNMA), National Environment Management Authority (NEMA) of Uganda</li> <li>• Ministries of Water Resources, Irrigation and Electricity; Energy; Mineral; Agriculture and Forestry; Livestock and Fisheries; Finance and Economic Planning; Labor and Human Resources Development; Social Affairs of Sudan</li> <li>• National Planning Authority (NPA); National Meteorological Authority, National Higher Council for Environment of Sudan</li> <li>• GCF, Adaptation Fund, Sahara and Sahel Observatory (OSS)</li> </ul> <p><b>Transboundary:</b></p> <ul style="list-style-type: none"> <li>• Mandated institutions of Uganda, Kenya, Djibouti, Ethiopia, Sudan</li> <li>• IGAD, Nile Basin Initiative (NBI), Lake Victoria Basin Commission (LVBC), East African Community (EAC), AMCOW</li> <li>• GEF</li> </ul> <p><b>Gender:</b></p> <ul style="list-style-type: none"> <li>• Ministries of Water, Finance, Gender</li> </ul> <p><b>Youth:</b></p> <ul style="list-style-type: none"> <li>• Young Water Solutions</li> </ul> <p><b>Private sector:</b></p> <ul style="list-style-type: none"> <li>• Beverage companies, water sewerage companies</li> </ul> <p><b>Strengthening Regional Operations and Network Growth (StRONG):</b></p> <ul style="list-style-type: none"> <li>• Cap-Net</li> </ul>	<ul style="list-style-type: none"> <li>• Integration of drought management, water governance and management actions into sectoral plans</li> <li>• Strengthening drought information management</li> <li>• Implementation of National Drought Plans</li> <li>• Burundi National Adaptation Plan</li> <li>• Development of local level Drought Action Plans</li> <li>• Investment for drought management interventions</li> <li>• Inclusion of drought management in NDCs, NAPs and National Development Plans</li> <li>• Enhance institutional capacity to access GCF funds in Uganda, Sudan, Burundi</li> <li>• Project Preparation for Climate Finance Partnership for water projects*</li> </ul> <p><b>Transboundary:</b></p> <ul style="list-style-type: none"> <li>• Data sharing instrument for the Nile River Basin</li> <li>• Budget commitment from riparian countries for transboundary cooperation agreements by Uganda-Kenya and Djibouti-Ethiopia</li> </ul> <p><b>Gender:</b></p> <ul style="list-style-type: none"> <li>• Approaches for gender sensitive investments</li> </ul>
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	<ul style="list-style-type: none"> <li>• Research institutions, universities</li> </ul>	
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\*In the framework of the GWP Pan-Africa agenda implementation coordinated by the Coordination Unit in the GWP Southern Africa secretariat.

## Southern Africa

Anticipated portfolio of projects and initiatives to be implemented by GWP entities	Targeted boundary actors	National and regional processes which GWP aims to influence
<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• SDG 6 IWRM Support Programme</li> <li>• SADC WEF Nexus Dialogues</li> <li>• Urban Water Security</li> <li>• Marondera Urban Water Project (Zimbabwe)</li> <li>• Botswana Urban Water Management</li> <li>• SADC Regional and Lesotho Integrated Catchment Management</li> <li>• Preparation of project concepts integrating WSandCR in WASH</li> <li>• IUWM training</li> </ul> <p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>• AIP-WACDEP G*</li> <li>• AIP Project Preparation Partnership*</li> <li>• GCF Readiness Programme</li> <li>• Intra-ACP GCCA+ programme in the Southern African Development Community region</li> <li>• CLIMDEV Data Collection Project (Zimbabwe)</li> <li>• Integrated Flood Management Programme</li> <li>• Integrated Drought Management Programme</li> <li>• WASH Climate Resilient Development</li> <li>• NAP Support Programme</li> <li>• Eswatini GCF Readiness</li> <li>• GCF NAP Zambia</li> <li>• GCF Livingstone water supply resilience project (Zambia)</li> <li>• GCF Climate Resilient Systems for SADC Water Sector: SADC Hydrological Cycle Observation System</li> <li>• Climate Resilient Infrastructure Development Facility (CRIDF)</li> <li>• Cities and Infrastructure for</li> </ul>	<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• Southern African Development Community (SADC)</li> <li>• SADC Food, Agriculture and Natural Resources (FANR) Directorate</li> <li>• Ministries of Water, Energy, Planning, Agriculture, Finance</li> <li>• Climate Change Focal Points</li> <li>• GCF Nationally Designated Authorities (NDAs), Direct Access Entities (DAEs)</li> <li>• Catchment councils, River Basin Organisations</li> <li>• Departments of WASH, Health</li> <li>• UNICEF Country Offices</li> </ul> <p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>• NDAs, Climate Change Focal Points</li> <li>• Ministries of Finance, Planning</li> <li>• Water-related Institutions</li> <li>• SADC</li> <li>• AfDB</li> <li>• GCF</li> <li>• UNICEF</li> <li>• USAID, EU, GIZ, ADA, SWSC</li> <li>• International Finance Corporation</li> <li>• SADC Media Networks</li> </ul> <p><b>Transboundary:</b></p> <ul style="list-style-type: none"> <li>• Permanent Okavango River Basin Authority (OKACOM), Limpopo Watercourse Commission (LIMCOM), Zambezi Watercourse Commission (ZAMCOM), Orange-Senqu River Commission (ORASECOM),</li> </ul>	<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• SADC RSAP IV implementation</li> <li>• SADC RSAP V development</li> <li>• Water-Food-Energy (WEF): Multi-stakeholder Dialogues; Nexus framework; Project Screening Tool; establishment of national mechanisms for promoting the nexus approach; stakeholder platforms (at regional, transboundary and national)</li> <li>• Regional NEXUS Dialogue*</li> <li>• Botswana Urban Water Management process</li> <li>• Integrated Catchment Management process</li> </ul> <p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>• Zambia NAP</li> <li>• Zambia resource mobilization strategy for NDC/NAP implementation</li> <li>• Lesotho ICM Plan</li> <li>• Zimbabwe Flood and Drought Management Strategy (ClimDev)</li> <li>• Zimbabwe ClimDev Hydrological Monitoring</li> <li>• BuPuSa Tri-Basin: GCF Simplified Access Projects; Stakeholder Engagement Strategy; Implementation of the Financing Strategy</li> <li>• Flood early warning information (BuPuSa and Zim-ClimDev)</li> <li>• Eswatini Readiness Proposal for GCF</li> <li>• Livingstone Water Supply Climate Proofing</li> </ul>

<p>Growth (CIG Zambia)</p> <ul style="list-style-type: none"> <li>• UNDP-GWP-GCF NAPs</li> </ul> <p><b>Transboundary:</b></p> <ul style="list-style-type: none"> <li>• AIP-PIDA Water*</li> <li>• Nature based solutions GEF IW</li> <li>• SADC TWM Programme</li> <li>• International Water Law Training Programme</li> <li>• Resilient Waters Programme</li> <li>• Buzi, Pungwe, Save (BuPuSa) Tri-Basin Project</li> </ul> <p><b>Youth:</b></p> <ul style="list-style-type: none"> <li>• Youth innovation initiative (incubation)</li> </ul> <p><b>Strengthening Regional Operations and Network Growth (StRONG):</b></p> <ul style="list-style-type: none"> <li>• CWP have full-time managers</li> <li>• CWP accreditation process for 3 countries (possibilities: Angola, DRC, Eswatini, Madagascar, Mauritius, Mozambique, South Africa)</li> <li>• Registration of all active members Botswana</li> <li>• Coordinated learning among the 5 Africa regions*</li> </ul>	<p>Cuvelai Watercourse Commission (CUVECOM), Buzi, Pungwe, Save (BuPuSa) Tri-Basin</p> <ul style="list-style-type: none"> <li>• Riparian countries of targeted river basins</li> <li>• NDAs, DAEs</li> <li>• Climate Change Focal Points</li> <li>• GEF IW, UNDP, IUCN</li> <li>• AUDA-NEPAD*, AMCOW*, UMA*, AWF*, AfDB*</li> </ul> <p><b>Strengthening Regional Operations and Network Growth (StRONG):</b></p> <ul style="list-style-type: none"> <li>• GWP Partners, ICs, Strategic Allies, Technical Partners, CWPs</li> </ul> <p><b>Gender:</b></p> <ul style="list-style-type: none"> <li>• SADC</li> <li>• River Basin Organisations (RBOs)</li> <li>• Water Departments</li> <li>• SADC Gender Focal Points, Gender Machinery</li> </ul> <p><b>Youth:</b></p> <ul style="list-style-type: none"> <li>• Southern Africa Youth WEF Innovation Network (SAYWIN)</li> </ul> <p><b>Private sector:</b></p> <ul style="list-style-type: none"> <li>• Water stewardship actors</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthening of climate coordination mechanisms for climate finance</li> <li>• Implementation of the SADC GCCA+</li> <li>• Project Preparation for Climate Finance Partnership for water projects*</li> <li>• Climate Resilience and WASH capacity building</li> <li>• Climate Risk Analysis Tool for WASH</li> </ul> <p><b>Transboundary:</b></p> <ul style="list-style-type: none"> <li>• BuPuSa: Save Water Sharing Agreement (Mozambique and Zimbabwe); Tri-basin Agreement and Host Agreement; Transboundary Diagnostic Analysis; Environmental Flows Analysis; Data Sharing Protocol</li> <li>• Mozambique/Zimbabwe Joint Water Commission (supported to establish a Tri-basin Institution)</li> <li>• OKACOM and LIMCOM Capacity Development Plans</li> <li>• LIMCOM Environmental Monitoring Framework</li> <li>• Implementation ORASECOM Climate Resilience Investment Plan</li> <li>• RBOs long-term IWRM Plans</li> <li>• Resources mobilisation for RBOs</li> <li>• Climate resilience investment planning for RBOs</li> </ul> <p><b>Gender:</b></p> <ul style="list-style-type: none"> <li>• SADC Gender Mainstreaming Action Plan</li> <li>• Gender transformative approaches</li> <li>• LIMCOM Gender Mainstreaming Strategy and Plan</li> <li>• Gender Analysis for Limpopo river basin</li> <li>• Implementation of country Gender Action Plans and Basin Gender Action Plans</li> </ul>
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		<p><b>Private sector:</b></p> <ul style="list-style-type: none"> <li>• SADC countries access climate finance for water projects with private sector involvement</li> <li>• Zambia NAP</li> <li>• WEF Nexus</li> </ul>
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\*In the framework of the GWP Pan-Africa agenda implementation coordinated by the Coordination Unit in the GWP Southern Africa secretariat.

## West Africa

Anticipated portfolio of projects and initiatives to be implemented by GWP entities	Targeted boundary actors	National and regional processes which GWP aims to influence
<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• SDG 6 IWRM Support Programme</li> <li>• Renforcement des Investissements pour un Développement Résilient au Changement Climatique dans le Complexe Lac Nokoué - Lagune de Porto Novo, Benin (RICC)</li> <li>• FNS/WEFE</li> <li>• Reversing Ecosystem and Water Degradation in the Volta River Basin</li> <li>• Project Regional Partnership for the Governance of Water and Environment in West and Central Africa (PREE)</li> <li>• Mekrou phase 2 Niger</li> </ul> <p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>• Integrating drought and flood management and early warning system for climate change adaptation in the Volta Basin</li> <li>• AIP WACDEP-G*</li> <li>• AIP Project Preparation Partnership*</li> <li>• Integrated Drought Management Programme</li> <li>• Associated Programme for Flood Management</li> <li>• GCF Readiness Programme*</li> </ul> <p><b>Transboundary:</b></p> <ul style="list-style-type: none"> <li>• WAEMU Regional IWRM Action Plan 2019-2030</li> <li>• AIP-PIDA Water*</li> </ul> <p><b>Youth:</b></p> <ul style="list-style-type: none"> <li>• Ton Futur, Ton Climat phase 2</li> </ul>	<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• Economic Community of West African States (ECOWAS), West African Economic and Monetary Union (WAEMU), Permanent Interstate Committee for Drought Control in the Sahel (CILSS)</li> <li>• Ministries of Water, Planning</li> <li>• IWRM units</li> <li>• Water agencies, water user association, local water committees</li> <li>• Donors, development partners (ADA, Sida, African Development Bank (AfDB))</li> <li>• Media</li> </ul> <p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>• Volta Basin Authority (VBA)</li> <li>• Adaptation Fund, GCF</li> <li>• GCF Nationally Designated Authorities (NDAs), Direct Access Entities (DAEs)</li> <li>• Climate Change Focal Points</li> </ul> <p><b>Transboundary:</b></p> <ul style="list-style-type: none"> <li>• VBA, Mono Basin Authority (MBA), Comoé-Bia-Tanoé Basin Authority (CBTBA)</li> <li>• ECOWAS and ECOWAS Member States</li> <li>• Senegal River Basin Development Authority (OMVS), Gambia River Basin Development Organisation (OMVG)</li> </ul>	<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• IWRM National Action Plan in Guinea</li> <li>• National Water Policy Review in Mali</li> <li>• Local development plans and strategies integrating IWRM in Benin (RICC)</li> <li>• SDG 6 IWRM Support Programme implementation in Burkina Faso, Niger, Mali, Ghana</li> <li>• Financial mechanisms for IWRM in Mali, Niger, Guinea, Benin</li> <li>• Survey on the status of the SDG 6.5.1 target in 2020 in West Africa</li> <li>• IWRM Master plan for the national part of the Mekrou basin in Niger</li> <li>• Roadmaps for IWRM implementation for ECOWAS Member States</li> <li>• Enhancement of country M&amp;E mechanisms for SDG6.5.1 and SDG6.5.2</li> <li>• Nounbiel dam between Burkina Faso, Ghana and Côte d'Ivoire</li> <li>• Fomi dam, Guinea</li> <li>• Operationalisation of and resource mobilisation for the WAEMU Regional IWRM Action Plan 2019-2030</li> <li>• Implementation of ECOWAS regional policies</li> </ul>

<p><b>Strengthening Regional Operations and Network Growth (StRONG):</b></p> <ul style="list-style-type: none"> <li>• Increase number of registered partners in the data base working on joint projects and initiatives contributing to achieve development goals</li> <li>• Strengthening of CWP capacity to mobilise resources</li> <li>• Initiatives influenced connecting research institutions with decision-makers and development makers to address issues related to sustainable water management and development</li> <li>• Accreditation of CWPs</li> <li>• Coordinated learning among the 5 Africa regions*</li> </ul>	<ul style="list-style-type: none"> <li>• Ministries of Foreign Affairs, Environment and Water</li> <li>• AUDA-NEPAD*, AMCOW*, UMA*, AWF*, AfDB*</li> </ul> <p><b>Private sector:</b></p> <ul style="list-style-type: none"> <li>• Waterpreneurs</li> <li>• Delegation of German Industry and Commerce in Ghana</li> </ul> <p><b>Strengthening Regional Operations and Network Growth (StRONG):</b></p> <ul style="list-style-type: none"> <li>• CWPs</li> <li>• Technical and Scientific partners: ZIE, WSA (EX CREPA)</li> <li>• CILSS</li> <li>• FAO</li> <li>• Research and training institutions</li> <li>• All partners</li> </ul>	<ul style="list-style-type: none"> <li>• 9th World Water Forum in Dakar, Senegal</li> <li>• Regional NEXUS Dialogue*</li> </ul> <p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>• Country NDC Review</li> <li>• Early Warning System for flood management in the Volta Basin</li> <li>• Early Warning System for drought management in the Volta Basin</li> <li>• NAP Investment Plan for GCF (Burkina Faso or Guinea)</li> <li>• Project Preparation for Climate Finance Partnership for water projects*</li> </ul> <p><b>Transboundary:</b></p> <ul style="list-style-type: none"> <li>• Volta Basin Water Charter</li> <li>• Country ratification of international convention on transboundary waters</li> <li>• Regional Dialogue on IWRM finance at transboundary level for RBOs</li> <li>• Protocol on data sharing on flood and drought management for the six VBA riparian countries</li> <li>• Regional Observatory on the Fouta Djallon Highland</li> <li>• Operationalization of Mono River Basin Authority (Benin and Togo) and Comoé-Bia-Tanoé Basin Authority (Burkina Faso, Ivory Coast, Ghana, Mali)</li> <li>• Incorporation of groundwater management in RBOs' policies</li> </ul> <p><b>Private sector:</b></p> <ul style="list-style-type: none"> <li>• Innovative and sustainable finance mechanisms in Mali, Niger, Guinea and Benin</li> </ul>
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# ASIA

## Caucasus and Central Asia

Anticipated portfolio of projects and initiatives to be implemented by GWP entities	Targeted boundary actors	National and regional processes which GWP aims to influence
<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• SDG 6 IWRM Support Programme</li> <li>• Pure Water (Armenia)</li> <li>• European Union Water Initiative Plus for the Eastern Partnership</li> <li>• "Songino-Gobi" project on water supply for the South Gobi mining projects in Mongolia</li> </ul> <p><b>Youth:</b></p> <ul style="list-style-type: none"> <li>• Summer schools</li> <li>• Youth local Initiatives in Azerbaijan and Kyrgyzstan</li> </ul> <p><b>Strengthening Regional Operations and Network Growth (StRONG):</b></p> <ul style="list-style-type: none"> <li>• Strengthening financial management</li> <li>• Strengthen decentralized resources mobilization capacity</li> <li>• MoU with IFAS</li> </ul>	<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• International Fund for saving the Aral Sea (IFAS)</li> <li>• Central Asia Regional Economic Cooperation (CAREC)</li> <li>• National Water Authorities</li> <li>• Ministries of Planning, Economy, Finance</li> <li>• Research and design institutions in water sectors</li> <li>• Water-management organizations, water users and local authorities</li> <li>• Higher education institutions (specialized in hydraulic engineering, agriculture, hydrology, etc.)</li> <li>• Meteorological, hydrometric, hydrogeological and land reclamation services</li> <li>• National environmental authorities</li> <li>• National authorities responsible for Emergency Situations</li> <li>• National and regional energy organisations</li> <li>• Non-governmental, private organizations</li> <li>• International organizations and donors</li> </ul> <p><b>Transboundary:</b></p> <ul style="list-style-type: none"> <li>• IFAS</li> <li>• CAREC</li> </ul> <p><b>Strengthening Regional Operations and Network Growth (StRONG):</b></p> <ul style="list-style-type: none"> <li>• CWPs</li> <li>• Host Institution</li> <li>• Regional Secretariat</li> <li>• International organizations and donors</li> </ul> <p><b>Youth:</b></p>	<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• National water policy dialogues in Kazakhstan and Georgia</li> <li>• Multi-stakeholder dialogue on water-related SDGs</li> <li>• Public Center on SDGs in Turkmenistan</li> <li>• Multi-stakeholder position paper on SDGs</li> <li>• Resources mobilisation for mandated institutions in Georgia</li> <li>• National Marine Environment Strategy and Action Plan of Georgia</li> <li>• Management of water supply and wastewater of the South Gobi mining projects in Mongolia</li> <li>• Regulatory and institutional framework for hydraulic structures safety</li> <li>• Urban water tariffs in Mongolia</li> <li>• Water quality monitoring and management at community level in Armenia</li> </ul> <p><b>Transboundary:</b></p> <ul style="list-style-type: none"> <li>• Strengthening of transboundary cooperation in the Aral Sea basin and the Amu Darya River, Black Sea Basin and Kura River Basin</li> <li>• Support the Chui Basin Water Management Council</li> <li>• Action Programme on Assistance to the Aral Sea Basin Countries (ASBP-4)</li> <li>• Sevan Lake and Hrazdan River basin plans</li> </ul> <p><b>Gender:</b></p> <ul style="list-style-type: none"> <li>• Inclusion of gender issues in water-related policies in Kyrgyzstan</li> </ul>

	<ul style="list-style-type: none"> <li>• Kazakh-German University</li> </ul>	
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## China

Anticipated portfolio of projects and initiatives to be implemented by GWP entities	Targeted boundary actors	National and regional processes which GWP aims to influence
<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• Hutuo River regulation project</li> </ul>	<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• Ministry of Water Resources</li> <li>• National Development and Reform Commission (NDRC)</li> <li>• Ministry of Ecology and Environment, Housing and Urban-Rural Development, Natural Resources, Agriculture and Rural Affairs</li> <li>• Ministry of Education</li> <li>• China Academy of Sciences</li> <li>• National Women’s Federation</li> <li>• Centre for Water Communication and Education of Ministry of Water Resources.</li> <li>• China Waterpower Press</li> <li>• China Water Press</li> <li>• Yellow River Water Resources Commission</li> <li>• Changjiang Water Resources Commission</li> <li>• Henan University</li> </ul> <p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>• Ministry of Ecology and Environment, Science and Technology</li> <li>• China Meteorological Administration</li> <li>• Changjiang River Scientific Research Institute</li> <li>• Sino-Swiss cooperative</li> <li>• SDC</li> </ul> <p><b>Transboundary:</b></p> <ul style="list-style-type: none"> <li>• Lancang-Mekong Water Resources Cooperation Centre</li> <li>• GWP South Asia and GWP Southeast Asia</li> <li>• Changjiang Water Resources Commission</li> </ul>	<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• Strengthening of China water resources bodies’ role in international exchanges</li> <li>• Mapping, tracking and reporting of emerging water crises (floods, unbalance between supply and demand, pollution, muddy water) and their potential impact</li> <li>• National and local water resources planning</li> <li>• Ecological belt of the Yellow River</li> <li>• Ecological corridor of the lower reaches of the Yellow River</li> <li>• Water consumption and water saving in the Yellow River Basin</li> <li>• Hutuo River regulation in Shijiazhuang City</li> <li>• Restoration of the ecological environment of the Yangtze River</li> </ul> <p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>• Access to climate finance for resilience-building water projects</li> <li>• Assessment of climate change impact on ecosystems of the Yellow River</li> </ul> <p><b>Transboundary:</b></p> <ul style="list-style-type: none"> <li>• Cross-border river cooperation focused on water quality and quantity (Beijing and Hebei)</li> <li>• Stakeholder Platform for Water Resources Cooperation in Six Countries of Lanmei Lancang-Mekong Basin</li> </ul>

## South Asia

Anticipated portfolio of projects and initiatives to be implemented by GWP entities	Targeted boundary actors	National and regional processes which GWP aims to influence
<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• SDG 6 IWRM Support Programme</li> <li>• Learning Delta Asia Initiative</li> <li>• Cap-Net and WIN Programme</li> </ul> <p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>• GCF Readiness Programme</li> </ul> <p><b>Gender:</b></p> <ul style="list-style-type: none"> <li>• Gender Empowerment Programme</li> </ul> <p><b>Youth:</b></p> <ul style="list-style-type: none"> <li>• Youth Empowerment Programme</li> <li>• Youth Fellowship Programme in India</li> </ul> <p><b>Private sector:</b></p> <ul style="list-style-type: none"> <li>• Corporate Social Responsibility funds for rainwater harvesting, tea landscape and water pollution management in Sri Lanka</li> </ul>	<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• Uttar Pradesh Government (India)</li> <li>• Planning and Development Departments</li> <li>• Pan-Asia Networks of Intergovernmental Organisations (INGOs)</li> <li>• Local/ provincial authorities</li> <li>• Cap-Net</li> <li>• Water Integrity Network (WIN)</li> </ul> <p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>• Nationally Designated Authority (NDAs) of Sri Lanka</li> <li>• Local Governments</li> </ul> <p><b>Transboundary:</b></p> <ul style="list-style-type: none"> <li>• Pancheswor Development Authority</li> <li>• Civil Society Organisations</li> <li>• Local Governments</li> </ul> <p><b>Youth:</b></p> <ul style="list-style-type: none"> <li>• Young water professionals and students</li> </ul> <p><b>Private sector:</b></p> <ul style="list-style-type: none"> <li>• Private companies</li> <li>• Banks</li> <li>• Federation of Industries and Commerce</li> </ul>	<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• Hindon Multi-stakeholder Strategy</li> <li>• IWRM Action Plan for Bangladesh</li> <li>• SDG indicators monitoring</li> <li>• Water Use Master Plan at local level in Nepal</li> <li>• Strengthening of water integrity at regional level</li> <li>• Water supply management at community level in Pakistan</li> </ul> <p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>• Access to climate finance for Sri Lanka</li> <li>• Formulation of National Adaptation Plans and/or LAPAs</li> <li>• Piloting of technologies for agriculture as adaptation measures</li> </ul> <p><b>Transboundary:</b></p> <ul style="list-style-type: none"> <li>• Community engagement around water conflict in the Gandak River Basin (India-Nepal)</li> </ul> <p><b>Gender:</b></p> <ul style="list-style-type: none"> <li>• Gender inclusive water use management plans</li> <li>• Menstrual Hygiene Management in schools in Sri Lanka</li> </ul>

## Southeast Asia

Anticipated portfolio of projects and initiatives to be implemented by GWP entities	Targeted boundary actors	National and regional processes which GWP aims to influence
<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• SDG 6 IWRM Support Programme</li> <li>• Interactive IWRM Planning Dashboard tool development</li> <li>• Bamboo Partnership for River Restoration (Citarum River Basin – Indonesia)</li> </ul>	<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• House of Parliaments</li> <li>• Ministries of Planning, Finance, Water, Home Affairs, State</li> <li>• Universities, Research Institutes</li> </ul>	<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• Online Asia IWRM Knowledge hub platform</li> <li>• Multi-stakeholder position/perspective papers on IWRM priority issues for strategic and priority issues</li> </ul>

<p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>Local Adaptation Development and Implementation Facility (LAPDIF)</li> <li>Learning Deltas Asia Initiative (LDAI)</li> <li>Water related Disaster Risk Reduction Preparedness Facility</li> </ul> <p><b>Transboundary:</b></p> <ul style="list-style-type: none"> <li>Community-based Transboundary Cooperation Facility</li> </ul> <p><b>Strengthening Regional Operations and Network Growth (StRONG):</b></p> <ul style="list-style-type: none"> <li>Multi-stakeholder Platform revitalization through capacity building</li> <li>Tailored-made IWRM scooping learning route among SEA countries</li> <li>Green Fincap for CWPs</li> </ul> <p><b>Youth:</b></p> <ul style="list-style-type: none"> <li>Water Future Leaders Programme</li> </ul> <p><b>Private sector:</b></p> <ul style="list-style-type: none"> <li>Refill station for plastic reduction project</li> </ul>	<ul style="list-style-type: none"> <li>River Basin Organisations</li> <li>Civil Society Organisations</li> <li>Private sector, social entrepreneurs</li> <li>GWP China</li> </ul> <p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>National Government</li> <li>Sub-national and village authorities</li> </ul> <p><b>Transboundary:</b></p> <ul style="list-style-type: none"> <li>Lancang-Mekong Cooperation (LCM)</li> <li>Mekong River Commission (MRC)</li> </ul> <p><b>Strengthening Regional Operations and Network Growth (StRONG):</b></p> <ul style="list-style-type: none"> <li>Governments</li> <li>Donors</li> <li>Universities, Institute of Social Studies</li> <li>Research Institutes</li> <li>Non-governmental Organisations</li> <li>Private Sector, Social entrepreneurs</li> </ul>	<p>identification</p> <ul style="list-style-type: none"> <li>IWRM conferences at regional and national levels</li> <li>Integrated and interactive planning and monitoring dashboard tool for river basin management</li> <li>National IWRM investment roadmap</li> </ul> <p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>NDC Roadmap integrates water security in Indonesia</li> <li>Investment roadmap on Integrated Flood and Drought Management</li> <li>Regional IWRM preparedness facility</li> <li>Local adaptation development and implementation facilities</li> <li>Development and implementation of adaptation plans at sub-national and village level</li> </ul> <p><b>Transboundary:</b></p> <ul style="list-style-type: none"> <li>Operational arrangement for water allocation between Viet Nam and Cambodia (Sresan-Srepok River basin)</li> <li>Data sharing arrangement for the Lancang-Mekong River basin</li> <li>Community transboundary water cooperation facility in the Mekong region</li> </ul> <p><b>Gender:</b></p> <ul style="list-style-type: none"> <li>Gender sensitive national project guidelines</li> <li>Gender sensitive indicator for water-related projects</li> </ul> <p><b>Private sector:</b></p> <ul style="list-style-type: none"> <li>Bamboo partnership for river restoration</li> </ul>
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# LATIN AMERICA AND THE CARIBBEAN

## Caribbean

Anticipated portfolio of projects and initiatives to be implemented by GWP entities	Targeted boundary actors	National and regional processes which GWP aims to influence
<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• SDG 6 IWRM Support Programme</li> <li>• GWP-C Scientific Forum</li> </ul> <p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>• GCF Readiness Programme</li> <li>• Enhancing Climate Resilience in CARIFORUM Countries</li> <li>• Biodiversity, Tourism and Climate Change</li> </ul> <p><b>Transboundary:</b></p> <ul style="list-style-type: none"> <li>• Symposium on water sharing</li> </ul> <p><b>Strengthening Regional Operations and Network Growth (StRONG):</b></p> <ul style="list-style-type: none"> <li>• Signing of MOUs and MOAs with strategic partners in the region</li> <li>• Building the capacities of the GWP-C Secretariat in thematic and focal areas</li> <li>• Partnership enrolment increased</li> </ul> <p><b>Youth:</b></p> <ul style="list-style-type: none"> <li>• GWP-C Shark Tank for Youth Entrepreneurs</li> </ul>	<p><b>Water solutions for the SDGs and Climate Resilience:</b></p> <ul style="list-style-type: none"> <li>• Caribbean Community Climate Change Centre (CCCCC)</li> <li>• Caribbean Community (CARICOM)</li> <li>• Organisation of Eastern Caribbean States (OECS)</li> <li>• Caribbean Youth Environment Network (CYEN)</li> <li>• GEF Small Grants Programme</li> <li>• Caribbean Tourism Organisation</li> <li>• Hotel associations</li> <li>• Academic institutions</li> <li>• Governments / Ministries responsible for water</li> <li>• Water agencies and utilities, meteorology, disaster management agencies</li> <li>• Sector specific agencies (tourism, agriculture)</li> <li>• Development partners (NDC partnership, Inter-American Development Bank, Caribbean Development Bank, GEF IWeco)</li> <li>• CReW+ GEF project</li> <li>• Caribbean Institute for Meteorology and Hydrology (CIMH)</li> <li>• Caribbean Water and Sewage Association (CAWASA)</li> <li>• Caribbean Water and Wastewater Association (CWWA)</li> <li>• Cap-Net</li> <li>• University of West Indies, Kassel University</li> <li>• Windward Islands Research and Education Foundation (WINDREF)</li> </ul>	<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• Revision of IWRM plans or water policies</li> <li>• National SDG monitoring</li> <li>• Data and information sharing</li> <li>• Budget labelling to identify investments for the water sector in Grenada, Bahamas and St. Lucia</li> <li>• Water Resources Master Plan for Grenada</li> <li>• Resource mobilisation plan for the Regional Strategy and Action Plan</li> <li>• Annual forum to address governance issues related to SDG 6</li> <li>• Dialogue on virtual water flows and water footprint analysis</li> <li>• Communication plans for water authorities</li> </ul> <p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>• Revision of existing water related policies and plans to identify gaps for climate change adaptation and mitigation</li> <li>• National Adaptation Plans or flood and/or drought management strategies</li> <li>• Sector Specific National Adaptation Plans</li> <li>• Address climate risks in the water sector in the Dominican Republic</li> <li>• High-level Experts and Leaders Panel on Water and Disasters (HELP)</li> </ul>

	<ul style="list-style-type: none"> <li>• Caribbean Public Health Agency (CARPHA)</li> <li>• GIZ</li> </ul> <p><b>Strengthening Regional Operations and Network Growth (StRONG):</b></p> <ul style="list-style-type: none"> <li>• GWP-C Secretariat</li> <li>• GWP-TEC</li> </ul> <p><b>Youth:</b></p> <ul style="list-style-type: none"> <li>• CYEN</li> <li>• Young entrepreneurs</li> </ul>	
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## Central America

Anticipated portfolio of projects and initiatives to be implemented by GWP entities	Targeted boundary actors	National and regional processes which GWP aims to influence
<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• SDG 6 IWRM Support Programme</li> <li>• Strengthening capacities for the secure access of water, sanitation and hygiene, towards drought effects, with focus on childhood (with UNICEF Honduras)</li> <li>• Design and creation of Water Funds in Honduras and Belize (in coordination with CCAD-GEF project)</li> </ul> <p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>• GCF Readiness Programme</li> <li>• Increased capacities for Disaster Risk Reduction to droughts and floods and promotion of resilience in Central America (Euroclima+)</li> </ul> <p><b>Transboundary:</b></p> <ul style="list-style-type: none"> <li>• Transboundary Water Dialogue</li> </ul> <p><b>Strengthening Regional Operations and Network Growth (StRONG):</b></p> <ul style="list-style-type: none"> <li>• GWP CAM becomes a legal entity to strengthen its fundraising capacities</li> <li>• Increase in-kind and annual budget through additional contributions from partners and allies</li> <li>• Youth and Women Organizations become partners of GWP</li> <li>• Increase GWP's private sector partners in the region</li> <li>• Alliances for learning and knowledge generation</li> </ul>	<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• Ministries of Environment, Planning, Finance</li> <li>• Disaster risk reduction entities</li> <li>• Parliamentarians</li> <li>• Municipalities</li> <li>• Central American Commission for Environment and Development (CCAD) and other Central American Integration System (SICA) agencies</li> <li>• Development Banks, UNDP, Cooperation Agencies</li> <li>• Water Utilities</li> </ul> <p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>• Ministries of Environment, Planning, Finance</li> <li>• Disaster risk reduction entities</li> <li>• Parliamentarians</li> <li>• Municipalities</li> <li>• CCAD and other SICA agencies</li> <li>• Development Banks, UNDP, Cooperation Agencies</li> <li>• Climate finance mechanisms</li> <li>• Meteorological services</li> <li>• Water utilities</li> <li>• GCF Nationally Designated Authorities (NDAs), Direct Access Entities (DAEs)</li> </ul> <p><b>Transboundary:</b></p>	<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• Policy instruments in place that consider IWRM and climate change</li> <li>• Establishment and/or update the baseline for SDG 6.5.1</li> <li>• Improvement of mechanisms for integrated monitoring of SDG 6 and other related goals</li> <li>• Establishment and implementation of roadmaps for SDG 6.5 implementation</li> <li>• Strengthening of the Water Directorate's IWRM technical committee for the implementation of the IWRM guideline of the Regional Environmental Strategy (ERAM)</li> <li>• Design of models for the implementation of water funds at national, regional or local level</li> <li>• Access to funds for water security</li> </ul> <p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>• Preparation of drought policies</li> <li>• Preparation of drought management guidelines at regional level</li> <li>• The Alliance for Project</li> </ul>

	<ul style="list-style-type: none"> <li>• Ministries of Environment, Foreign Affairs</li> <li>• Transboundary entities</li> <li>• CCAD</li> <li>• Organization of American States (OAS)</li> <li>• Development Banks, GEF and Cooperation Agencies (SDC)</li> </ul> <p><b>Strengthening Regional Operations and Network Growth (StRONG):</b></p> <ul style="list-style-type: none"> <li>• GWP CAM Steering Committee, GWP Partners</li> <li>• Host Institution</li> <li>• Cap-Net</li> <li>• Economic Commission for Latin America and the Caribbean (ECLAC)</li> </ul> <p><b>Gender:</b></p> <ul style="list-style-type: none"> <li>• Women Associations</li> </ul> <p><b>Youth:</b></p> <ul style="list-style-type: none"> <li>• Water and Youth Network</li> <li>• Youth organizations</li> </ul> <p><b>Private sector:</b></p> <ul style="list-style-type: none"> <li>• Corporate Social Responsibility Foundations</li> <li>• Ministries of Environment</li> <li>• Private sector associations</li> <li>• Development Banks and Cooperation Agencies</li> </ul>	<p>Preparation in LAC is established and recognized as a supporting mechanism</p> <ul style="list-style-type: none"> <li>• Access to climate funds</li> </ul> <p><b>Transboundary:</b></p> <ul style="list-style-type: none"> <li>• Institutionalisation of a dialogue process around transboundary basins</li> <li>• Common guidelines for the management of transboundary basins</li> </ul> <p><b>Gender:</b></p> <ul style="list-style-type: none"> <li>• Integrate gender in the revision of IWRM plans and water policies</li> </ul>
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## South America

Anticipated portfolio of projects and initiatives to be implemented by GWP entities	Targeted boundary actors	National and regional processes which GWP aims to influence
<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• SDG 6 IWRM Support Programme</li> <li>• International water cooperation in South Africa, Brazil China and India</li> </ul> <p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>• GCF Readiness Programme</li> <li>• GovernAgua Project: Transforming water governance in South America: from reaction to adaptation and anticipation</li> <li>• Santa Lucía “Technology and modelling for integrated water management as adaption to</li> </ul>	<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• Provincial Government Council of Argentina</li> <li>• UNICEF WASH</li> <li>• Oneworld Sustainable Investments</li> <li>• GWP Southern Africa</li> <li>• EU</li> </ul> <p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>• GCF Nationally Designated Authorities (NDAs), Direct Access Entities (DAEs)</li> <li>• Inter-American Development Bank (IDB), Development</li> </ul>	<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• SDG 6.5.1 processes at country level</li> <li>• Assessment, monitoring and management of SDG 6.3.2 in Argentina</li> <li>• Dialogues on IWRM knowledge generation</li> </ul> <p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>• Access to GCF Readiness and project funds</li> <li>• Drought early warning system for the South of South America</li> </ul>

<p>climate change of the main source of drinking water of Uruguay”</p> <ul style="list-style-type: none"> <li>• Design and implementation of a drought information system for the South of South America</li> <li>• Strengthening of community climate resilience in the bio corridors of Sierra Leona, Ecuador</li> </ul> <p><b>Strengthening Regional Operations and Network Growth (StRONG):</b></p> <ul style="list-style-type: none"> <li>• CWP accreditation in Ecuador and Paraguay</li> <li>• MoU with the OAS</li> <li>• Resources mobilisation at local and regional levels</li> <li>• Increase collaboration with other GWP Regions on knowledge and experience sharing</li> </ul>	<p>Bank of Latin America (CAF)</p> <ul style="list-style-type: none"> <li>• GCF</li> <li>• RESSAK Farmers Organization</li> <li>• Community of Sierra Leona, Ecuador</li> </ul> <p><b>Transboundary:</b></p> <ul style="list-style-type: none"> <li>• UNESCO IHP</li> <li>• Ministries of Foreign Affairs</li> <li>• Organization of American States (OAS)</li> <li>• CeReGas UNESCO</li> <li>• UNECE</li> </ul> <p><b>Strengthening Regional Operations and Network Growth (StRONG):</b></p> <ul style="list-style-type: none"> <li>• Steering Committee and General Assembly</li> <li>• GWP Partners</li> <li>• Water Secretariat Ecuador</li> <li>• Ministry of Environment in Paraguay</li> <li>• OAS</li> <li>• Host institution</li> <li>• GWP Central Africa, Central America, Caribbean</li> </ul> <p><b>Youth:</b></p> <ul style="list-style-type: none"> <li>• Ministry of Environment Colombia</li> <li>• AIDIS Argentina</li> <li>• NGO Sustentarnos Argentina</li> <li>• National Secretary of Water Ecuador</li> <li>• University of Business UCES Argentina</li> </ul> <p><b>Private sector:</b></p> <ul style="list-style-type: none"> <li>• Chamber of Industry of Uruguay</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthening of adaptive and anticipatory water governance in South America</li> <li>• Strengthening of the Santa Lucia River governance</li> <li>• Establishment of a comprehensive agroecological business model at community level in Sierra Leona, Ecuador</li> </ul> <p><b>Transboundary:</b></p> <ul style="list-style-type: none"> <li>• SDG 6.5.2 processes</li> </ul> <p><b>Youth:</b></p> <ul style="list-style-type: none"> <li>• Regional youth network</li> </ul> <p><b>Private sector:</b></p> <ul style="list-style-type: none"> <li>• Circular and green economy, water footprint in Uruguay</li> </ul>
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# EUROPE

## Central and Eastern Europe

Anticipated portfolio of projects and initiatives to be implemented by GWP entities	Targeted boundary actors	National and regional processes which GWP aims to influence
<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• SDG 6 IWRM Support Programme</li> <li>• EU COST Action</li> <li>• DANURECO</li> <li>• OPTAIN</li> </ul> <p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>• Integrated Drought Management Programme</li> <li>• TEACHER</li> <li>• Reducing Risk: Financing Future</li> </ul> <p><b>Transboundary:</b></p> <ul style="list-style-type: none"> <li>• Danube Floodplain</li> <li>• FramWat</li> <li>• SanDanube</li> </ul> <p><b>Strengthening Regional Operations and Network Growth (StRONG):</b></p> <ul style="list-style-type: none"> <li>• Number of active partners to GWP CEE increased</li> <li>• Links with other networks and organizations strengthened and formalised</li> <li>• Fundraising capacity of the region and countries improved</li> <li>• Reserve fund established at the regional level</li> <li>• Establish contact with relevant partners in the Danube Water Programme on sustainable sanitation at local levels</li> <li>• Active involvement with partners working on climate, youth, gender issues, private sector</li> </ul> <p><b>Youth:</b></p> <ul style="list-style-type: none"> <li>• Summer schools</li> <li>• Danube Toolbox</li> </ul>	<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• Water Supply and Sanitation Technology Platform</li> <li>• European Bank for Reconstruction and Development (EBRD)</li> <li>• WWF</li> </ul> <p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>• National water authorities</li> <li>• Emergency authorities</li> <li>• UNECE</li> <li>• UNDP</li> <li>• WMO</li> <li>• International Commission for the Protection of the Danube River (ICPDR), International Sava River Basin Commission (ISRBC)</li> <li>• GCF</li> <li>• GWP CACENA, Mediterranean</li> </ul> <p><b>Transboundary:</b></p> <ul style="list-style-type: none"> <li>• UNECE, UN system</li> <li>• ICPDR, ISRBC</li> <li>• International Association of Water Supply Companies in The Danube River Catchment Area (IAWD)</li> <li>• Danube Strategy Priority Area 4 and 5</li> <li>• National Water Management Authorities</li> <li>• World Bank</li> <li>• Danube Water Programme</li> </ul> <p><b>Strengthening Regional Operations and Network Growth (StRONG):</b></p> <ul style="list-style-type: none"> <li>• GWP Partners</li> <li>• GCF, Adaptation Fund, GEF vertical funds</li> <li>• Multilateral Development Banks, Climate Investment Funds (CIF)</li> <li>• Bilateral climate funds from</li> </ul>	<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• SDG 6.5.1. implementation</li> <li>• Certificate scheme for IWRM</li> <li>• Nature-based solutions for circular cities</li> <li>• Decentralised regenerative wastewater and nutrient management in the Danube Region</li> <li>• Strategies to retain and re-use water and nutrients in small agricultural catchments</li> <li>• Action plans for Natural Small Water Retention Measures into River Basin Management Plans</li> <li>• Flood prevention measures tested in pilot areas in the Danube River Basin</li> <li>• Danube floodplain restoration/preservation action plan</li> <li>• FroGis (tool for Natural Small Water Retention Measures)</li> </ul> <p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>• Inclusion of drought in NAPs for Ukraine and Moldova</li> <li>• Drought National Plans</li> <li>• Drought and flood monitoring, risk assessment and early warning systems</li> <li>• Tools for forecasting, monitoring drought</li> </ul> <p><b>Transboundary:</b></p> <ul style="list-style-type: none"> <li>• Danube Strategy Priority Area 4 and 5</li> <li>• Regional conventions and frameworks</li> <li>• Transboundary cooperation in river basin management planning in the Baltic region</li> <li>• Reducing flood risk through floodplain restoration along</li> </ul>

	<p>OECD countries</p> <ul style="list-style-type: none"> <li>• European Union (EU), European Commission (EC)</li> <li>• Rockefeller Foundation</li> <li>• Bilaterals</li> <li>• Private sector charities</li> <li>• C40 initiative and Resilient Cities</li> <li>• World Business Council for Sustainable Development</li> <li>• Horizon 2020</li> <li>• EU Neighbourhood Initiative</li> </ul> <p><b>Youth:</b></p> <ul style="list-style-type: none"> <li>• Cap-Net</li> <li>• ICPDR</li> </ul>	<p>the Danube River and tributaries</p> <ul style="list-style-type: none"> <li>• Framework for improving water balance and nutrient mitigation by applying small water retention measures</li> </ul>
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### Mediterranean (Also to be considered in Africa)

Anticipated portfolio of projects and initiatives to be implemented by GWP entities	Targeted boundary actors	National and regional processes which GWP aims to influence
<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• Sida ‘Making Cooperation Happen in the Mediterranean’ Project</li> <li>• ADA Nexus in SEE</li> <li>• UfM Technical Assistance Project in support of the UfM Water Agenda</li> <li>• Coca-Cola Non-Conventional Water Resources Management in Malta</li> <li>• Coca-Cola Non-Conventional Water Resources Management in Greece</li> <li>• GEF UNEP Med Programme Nexus Project in MENA and SEE</li> <li>• GEF UNEP Med Programme Source-to-Sea Project in MENA and SEE</li> <li>• MAVA regional Nexus/Wetlands Knowledge Management Project</li> <li>• MAVA Tunisia ICZM/IWRM project</li> <li>• MAVA Buna/Bojana ICZM/IWRM project</li> <li>• SDG SP2 in North Macedonia</li> <li>• SDC/Nature-based Solutions on Water in North Macedonia, Balkans, Africa</li> <li>• CBC Med on NCWR</li> <li>• GEF UNEP Depollution through</li> </ul>	<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• Union for Mediterranean (UfM)</li> <li>• UNEP Mediterranean Action Plan (MAP)</li> <li>• Regional Cooperation Council (RCC)</li> <li>• 5+5 Western Med initiative</li> <li>• League of Arab States (LAS)</li> <li>• Arab Maghreb Union (UMA)</li> <li>• Ministry of Agriculture of Tunisia, Palestinian Water Authority, Lebanese Ministry of Energy and Water, Jordanian Ministry of Water and Irrigation, Mauritanian Ministry of Hydraulics, Fisheries, Rural Development, Water and Forests of Morocco, Ministry of Tourism and Sustainable Development of Montenegro, Ministry of Environment and Tourism of Albania, Ministry of Environment and Physical Planning of North Macedonia</li> <li>• Water, Energy, Agriculture</li> </ul>	<p><b>Water solutions for the SDGs:</b></p> <ul style="list-style-type: none"> <li>• National IWRM planning and monitoring</li> <li>• MENA dialogue on water integrity, transparency and accountability</li> <li>• ICZM/IWRM assessments and action plans in Lebanon, Montenegro, Morocco and Tunisia</li> <li>• Investment portfolios and implementation of demonstration application of the water-energy-food-ecosystems nexus approach</li> <li>• Non-Conventional Water Resources Management (NCWR) practices in water scarce islands and coastal areas</li> <li>• Pilot IUWM planning, technical applications at city level in Greece and Tunisia</li> <li>• Development of multi-activity UfM framework programme on water-employment-migration in Jordan, Lebanon and Tunisia</li> </ul> <p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>• Regional partnership for mobilization of international</li> </ul>

<p>promotion of Nexus Wastewater Treatment Plants, with private sector participation</p> <ul style="list-style-type: none"> <li>• Nexus for WEM in MENA – Sida</li> <li>• Non-Conventional Water Resources Management in Med countries</li> <li>• Water-Employment-Migration, including with emphasis on Youth and Gender</li> </ul> <p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>• GEF UNEP Med SCCF Project on Climate Change Adaptation in the Coastal Areas</li> <li>• GEF UNDP Floods in SEE</li> <li>• WACDEP-G*</li> <li>• GCF Readiness Programme*</li> </ul> <p><b>Transboundary:</b></p> <ul style="list-style-type: none"> <li>• GEF UNDP Drin Projects</li> <li>• GEF IW:LEARN 4 Project</li> <li>• GEF UNESCO DIKTAS Project</li> <li>• Advance implementation of the Drin Strategic Action Programme</li> </ul> <p><b>Strengthening Regional Operations and Network Growth (StRONG):</b></p> <ul style="list-style-type: none"> <li>• Country and local stakeholders networked in functioning partnerships</li> <li>• Further operational links are established with African key institutions and stakeholders and contribution to the Pan-African agenda is made*</li> <li>• Options for collaboration and action are explored with Gulf countries</li> </ul> <p><b>Youth:</b></p> <ul style="list-style-type: none"> <li>• UfM Water and Youth initiative</li> </ul> <p><b>Private sector:</b></p> <ul style="list-style-type: none"> <li>• Governance and Financing, including Private Sector Participation</li> </ul>	<p>and Environment Ministries of Albania, Bosnia and Herzegovina, Montenegro, Kosovo**, North Macedonia, Algeria, Lebanon, Morocco, Serbia</p> <ul style="list-style-type: none"> <li>• Local communities in Greece and Malta</li> <li>• Circle of Mediterranean Parliamentarians for Sustainable Development (COMPSUD)</li> <li>• Circle of Mediterranean Journalists for Sustainable Development (COMJSD)</li> </ul> <p><b>Climate resilience:</b></p> <ul style="list-style-type: none"> <li>• GCF Nationally Designated Authorities (NDAs), Direct Access Entities (DAEs)</li> <li>• Mandated institutions in Albania, Algeria, Kosovo*, Lebanon, Libya, Mauritania, Montenegro, Morocco, North Macedonia, Tunisia</li> <li>• UfM</li> </ul> <p><b>Transboundary:</b></p> <ul style="list-style-type: none"> <li>• Water, Energy, Agriculture and Environment Ministries of Albania, Bosnia and Herzegovina, Montenegro, Kosovo**, North Macedonia, Algeria, Lebanon, Morocco, Serbia</li> </ul> <p><b>Strengthening Regional Operations and Network Growth (StRONG):</b></p> <ul style="list-style-type: none"> <li>• AUDA-NEPAD*, AMCOW*, UMA*, AWF*, AfDB*, EU-Africa cooperation*</li> <li>• GCC, UNEP ROWA, Gulf IFIs Group, EU-Gulf cooperation</li> </ul> <p><b>Gender:</b></p> <ul style="list-style-type: none"> <li>• Gender organisations</li> </ul> <p><b>Youth:</b></p> <ul style="list-style-type: none"> <li>• Youth organisations</li> <li>• UfM</li> </ul> <p><b>Private sector:</b></p> <ul style="list-style-type: none"> <li>• Ministry of Agriculture of Tunisia, Palestinian Water Authority, Lebanese Ministry of Energy and Water,</li> </ul>	<p>climate financing</p> <ul style="list-style-type: none"> <li>• Project prioritization and preparation; elaboration of investment portfolios</li> <li>• National Adaptation Plans (NAPs)</li> <li>• Intended Nationally Determined Contribution (NDCs) setting and implementation</li> <li>• Disaster Risk Reduction dialogue in Western Balkans</li> <li>• Access to GCF funding for Mauritania</li> </ul> <p><b>Transboundary:</b></p> <ul style="list-style-type: none"> <li>• Shared benefits and transboundary cooperation through nexus approaches</li> <li>• Nexus policy tools</li> <li>• UNECE Water Convention in Mediterranean countries (potentially Lebanon, Jordan)</li> </ul> <p><b>Gender:</b></p> <ul style="list-style-type: none"> <li>• Gender participation action plan with emphasis on employment objectives</li> </ul> <p><b>Youth:</b></p> <ul style="list-style-type: none"> <li>• Youth participation action plan with emphasis on employment objectives</li> </ul> <p><b>Private sector:</b></p> <ul style="list-style-type: none"> <li>• Private sector participation action plan with emphasis on employment objectives</li> <li>• Policy recommendations by regulating authorities and private sector</li> </ul>
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\*In the framework of the GWP Pan-Africa agenda implementation coordinated by the Coordination Unit in the GWP Southern Africa secretariat.