

Workplan 2020

Summary

Implementing the Strategy

Updated version, March 2020

VOLUME 1



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Introduction

The 2020 GWP Annual Workplan was developed through a process of consultation within the 13 Regional Water Partnerships (RWPs) and the GWPO.

This workplan is based on the results framework underlying the GWP Strategy 2020-2025. The annual workplan is situated in the context of the GWP Business Plan 2020-2022 which forms the first phase of the Strategy.

The scope of work contained in the 2020 workplan describes the activities and the results to be executed by the various entities in the GWP Network, carried out through routine support activities and functions, as well as specific projects and programmes. The required human and financial resources are also defined.

Guiding the process is a *Work Programme Management Manual* – first drafted in 2012 and further developed in 2019 to support the evolving programme management requirements. The *Manual* summarises all planning and reporting requirements identifying synergies and simplifications where possible and has been positively received across the Network.

The 2020 Workplan is presented in 3 volumes:

- Volume 1: Summary (this document) which is supported by two companion documents:
- Volume 2: GWPO workplan and budget 2020 (detailed workplan for GWPO secretariat and related budgets)
- Volume 3: GWP Regions Workplan 2020 (13 summaries)

An *Annual Progress Review for 2019* has been prepared and issued as a separate document available in parallel and providing the background context.

This document contains Volume 1 of the 2020 Workplan. It is structured as follows:

- Part 1 is an **overview** of the 2020 Workplan. It gives pointers on the different agendas to be addressed in 2020 including examples of anticipated high-level results (water governance outcomes) for the coming year and an estimate of the overall budget required.
- Part 2 summarises the sets of activities planned under the three **three anchor areas** as outlined in the GWP Strategy 2020-25 (*Water solutions for the SDGs, Climate resilience, and Transboundary water cooperation*) and a **network strengthening** component, including knowledge and learning.
- Part 3 presents a detailed description of the 2020 workplan **budget**.
- Part 4 provides the **quantified targets for 2020** set by the organisation as a whole against the indicators in the GWP logframe.

1. Overview

The 2020-2025 GWP Strategy and its corresponding three-year Business Plan (2020-2022) provide the reference framework according to which the 2020 Workplan has been designed. The workplan describes in more detail towards what the Business Plan has laid out in how GWP intends to translate its aspirations into concrete activities during 2020.

1.1. Key pointers

As we are putting final touches on the workplan, we are keenly aware that a number of activities are evolving; additional partners are considering to join in, funders are about to take decisions to provide resources, and larger global conversations, such as the December climate meetings, are likely going to lead to further opportunities for GWP's work going forward. To this extent, this workplan represent the basis along which GWP's activities will be delivered – a basis that we will hold ourselves accountable for, and a basis upon which we are likely to build further work even throughout 2020.

The 2020 GWPO budget (updated February 2020) comprises a basket funding of approximately **9.8M**. A detailed view of this budget per expenditures is provided further below.

In addition to the 9.8M basket funding, 3.2M of designated programmes are being managed from GWPO (e.g. Drin, 1.28M), giving a total of approximately **13M**.

The total budget of the GWP system includes Locally Raised Funds which are managed via RWPs and CWPs. Locally Raised Funds 2020 are estimated to **3.2M**.

1.2. Expected high-level results in 2020

GWP posits that the achievement of water security is dependent on an integrated approach to water management best achieved through good governance. The GWP theory of change is constructed according to the notion that improved governance relies on changing the behaviour of key stakeholders. And it notes that the attention and engagement of those stakeholders – needed to move ahead in improving policies, laws, institutions, management instruments and financial space for water management – is best captured in the context of broad and global policy frameworks in development that are currently underway and have garnered commitments, financing, and broad coalitions.

The implementation of activities and outputs are targeted at specific stakeholders within and beyond the water sector who are in a position to exert influence over the development of governance outcomes such as national policies, new legislation, development strategies, investment plans, institutional reform, etc. These are the high-level results which will lead to tangible progress towards the achievement of water security (impact).

With the adoption of the IWRM indicator for SDG 6.5¹, which is fully aligned to GWP's own IWRM classification framework, it is possible to link GWP's outcome level results directly to the achievement of the SDGs. This means that each GWP outcome can now be categorised according to which SDG 6.5.1 sub-indicator it is moving the needle on. This is important as it allows GWP to connect its high-level results to an internationally adopted IWRM framework while maintaining the integrity of its own results classification structure. See the *2019 GWP Annual Progress Review* for more information on the link between GWP's recorded outcomes and the monitoring framework set up to observe progress in IWRM implementation as formally measured under the SDGs.

A number of key water governance outcomes to which GWP's work contributed are expected to materialise in 2020. These include the following (illustrations only):

At the transboundary level:

- BuPuSa Stakeholder Engagement Strategy for the Buzi, Pungwe, Save river basins shared by Zimbabwe and Mozambique
- Preparation of a management plan for the transboundary Lake Ohrid basin shared by Albania and North Macedonia

At the national level:

- Zambia National Adaptation Plan
- Water quality policy in Argentina

At the sub-national level:

- Management plan for the rejuvenation of the Ganga/Hindon river in India
- Adopted methodology to measure IWRM implementation at municipal level in Honduras

It should be noted that the anticipated outcomes are typically the result of medium- to long-term processes which GWP may have been supporting for several years. As such it would be wrong to conclude that the 2020 workplan is designed to achieve the anticipated outcomes listed above (although for certain activities this may be the case). The reality is that the workplan content is contributing to processes which are not expected to come to fruition as tangible governance outcomes until 2020 and beyond.

2. GWP Workplan 2020 – Activities and outputs

As described above, the governance change sought through GWP's work and particularly the impact that this ultimately achieves is a long-term process that may take several years to develop and come to fruition. The 3-year Work Programmes for 2020-2022 developed by the 13 GWP regions and GWPO form the implementation framework for the development of annual workplans for each GWP

¹ Sustainable Development Goal Indicator 6.5.1 on IWRM

entity at the global, regional and national levels. The detailed activities defined in the 2020 workplan have been identified in the context of this medium-term planning framework.

The 2020 GWP workplan is structured according to the **three anchor areas** as outlined in the GWP Strategy 2020-25 (*Water solutions for the SDGs, Climate resilience, and Transboundary water cooperation*) and a fourth anchoring area designed as a set of programs for Strengthening Regional Operations and Network Growth (StRONG) – an area around which the workplan is focusing much of GWP’s efforts in knowledge and learning.

This section provides a summary of the main groups of activities and initiatives budgeted for by the 13 GWP regions and GWPO in the 2020 workplan under these broad headings. The full GWPO 2020 workplan can be found in *Volume 2* and a summary of all regional workplans is compiled in *Volume 3*.

2.1. Water solutions for the Sustainable Development Goals

Water solutions for the Sustainable Development Goals Programmes will be anchored – as a “foundational program” – in countries’ self-assessments of the maturity of IWRM processes and work to take cross-sectoral or topical approaches in mobilising partners, investments and action towards water-related goals across the entire development spectrum.

Due to its cross-cutting nature, water plays a key role in the linkages between SDGs: nearly all SDGs have water-related dimensions. The cross-sectoral nature of water lies at the heart of IWRM, and is captured in SDG target 6.5. For this reason, SDG 6.5 is a key entry point through which to advance SDG 6, other water-related goals and targets, and the 2030 Agenda more broadly. Indeed, the recent UN Water 2018 Synthesis Report on SDG 6² states that:

“The concept of IWRM is embedded in the 2030 Agenda and requires governments to consider how water resources link different parts of society and how decisions in one sector may affect water users in other sectors.”

GWP will work with countries and partners on advancing towards their 2030 Agenda targets by fostering the enhanced implementation of IWRM processes. Monitoring the status of IWRM implementation via SDG indicator 6.5.1 (degree of IWRM implementation) is taken as an entry point for dialogue to prioritise and formulate responses to broader water and development challenges. This will include engaging with partners in sectors that depend upon water and/or that impact on water resources in these dialogues, 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.

As a “foundational program”, the “**SDG6 IWRM Support Programme**” assists governments in designing and implementing country-led responses to **SDG target 6.5.1**, the degree of implementation of Integrated Water Resources Management, as an entry point to accelerate

² United Nations (2018). Sustainable Development Goal 6 Synthesis Report 2018 on Water and Sanitation. New York.

progress towards the achievement of water-related SDGs and other development goals, in line with their national priorities. This is in direct support of the official SDG monitoring and reporting processes, and should lead to measurable progress on the relevant SDG target(s). 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 convenor within and beyond the water sector.

Under the guidance of UN Environment (UNEP) and coordinated by Global Water Partnership in close collaboration with UNEP-DHI Centre and Cap-Net UNDP, the Support Programme brings together a unique blend of partners in each country, representing governments, civil society, academia and the private sector, in the spirit of **SDG 17** on Partnerships for the Goals. The Support Programme is structured according to the following three stages:

Stage 1 workshops – **Identifying challenges** through SDG6.5.1 monitoring results

Stage 2 workshops and support to planning processes – **Formulating responses** in the form of action plans, project documents or similar

Stage 3 support to identified initiatives – **Implementing solutions** that improve IWRM as a contribution to other water-related SDGs

Tangible examples of planned activities under the above stages in 2020 include:

- **Monitoring SDG indicator 6.5.1 on IWRM:** In 2017-18, GWP, in collaboration with UNEP-DHI, organised multi-stakeholder workshops in 36 countries to support national governments in the completion of their baseline for SDG indicator 6.5.1 on degree of IWRM implementation. With the 6.5.1 indicator scores due to be revisited by all countries in 2020, GWP and UNEP have again joined forces to facilitate multi-stakeholder processes in 60 countries with the aim of assisting national IWRM focal points to complete and submit the updated survey.
- **Central Africa:** Development of a regional SDG programme to focus on improving the monitoring of water-related SDGs and identify bottlenecks and support initiatives to accelerate SDG 6.5.1 implementation in Central African countries. The programme will capitalize on the work carried out on SDG 6.5.1 in 5 countries from 2017 to 2019.
- **Central America:** Preparation of a knowledge product on the methodology to measure the level of implementation of IWRM at local level, based in the pilot experience implemented in Honduras in 2019. The document will be shared with other countries in the region to promote the replication of the experience, with the aim to foster IWRM monitoring and implementation at local level.
- **China:** Support the IWRM implementation along the Yangtze River and the Pearl River. This workstream will build on the governance changes influenced by GWP in the Yellow River basin in recent years, ensuring the transfer of experience.
- **South America:** Support to the Federal Water Council with the definition of target values for SDG 6.3.2 on water quality in Argentina. The process capitalises on the activities carried out

to date, and will include the facilitation of stakeholder consultation at local and provincial levels to assist and guide the jurisdictions in the definition of setting water quality targets.

- **Nepal:** Work with institutions involved in water resource management to identify capacity needs and provide recommendations to strengthen the technical knowledge base of provincial level institutions for SDG 6 implementation. This workstream responds to expressed country needs in the framework of activities carried out in 2019.
- **Vietnam:** Research project to strengthen the water governance and water management frameworks and processes in the Mekong Delta region of Vietnam, as identified as a priority action during analysis of the country's SDG indicator 6.5.1 baseline and related SDGs. The initiative is being planned in collaboration with the UNDP Vietnam country office in association with the UNDP GoAL-Waters Programme.

Building on the work around self-assessment of “IWRM maturity”, the *Water solutions for the SDGs* anchor area then builds programs that take specific thematic angles as fits best within the context of country needs and priorities. This ensures that the natural diversity of agendas across the network are accommodated as well as efforts to engage different stakeholder groups, including youth and the private sector. Designing and implementing water solutions for agriculture, energy, biodiversity, urban resilience and water quality, amongst others, will often require taking nexus approaches and almost always strengthen cross-sectoral efforts, building a shared view of needed water governance and management approaches and improvements. To achieve this, work will build on national self-assessment processes as well as on learning from water management experiences across the sectors involved. An important opportunity for such cross-sectoral/nexus dialogues will also emerge in the context of operationalising the Valuing Water Principles (see below).

Water-Energy-Food-Environment Nexus

GWP's work on the *water, energy, food and ecosystems nexus* is founded on the organisation's track record of working with agricultural, environmental and energy partners through cross-sectoral projects and initiatives. This experience has positioned GWP as a key partner for the implementation of nexus specific projects, several of which will be ongoing in 2020 and beyond. Geographically, the current focus is on Africa and the Mediterranean region, but with scope to expand across the network. In addition to projects designed to address the nexus agenda, GWP is also implementing a range of activities centred on agriculture or ecosystems which, while not necessarily presented using the language of the nexus, inevitably involve cross-sectoral engagement that touches upon the equivalent links.

See the *GWP Business Plan 2020-2022* for more details on GWP's overall approach to the nexus theme.

Specific highlights for 2020 include:

- **Mediterranean:** Support the advancement of a Nexus Policy Dialogue. The initiative includes the development of a Nexus Assessment and a multi-stakeholder consultation process for preparing a Nexus Strategy and elaborating two projects to address identified Nexus challenges in the Drin and the Drina basins in Southeast Europe.

- **South America:** Collaboration with the Network for Solidarity Economy and Food Sovereignty in the Kayambi Territory (RESSAK) to strengthen community-level resilience to climate change in the bio corridors of Sierra Leona, Ecuador. The initiative aims to develop a comprehensive agroecological business model for sustainable production through the improvement of agroecological practices and logistics systems.
- **Central and Eastern Europe:** Support to the incorporation of nature-based water retention systems into river basin management plans through the application of tools and guidelines developed under the FramWat project to address the gaps and problems of integrating natural solutions into water management planning in the region.
- **Global:** Explore the development of a new programme to 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 a range of water-related SDG targets and indicators.

Water-Employment-Migration Nexus

GWP in the Mediterranean is developing a number of approaches, throughout 2020, that aim to leverage work on water governance, policies and institutions in particular, as well as management tools and financing, to drive opportunities for creating employment opportunities both in in-migration and out-migration contexts. This work will involve an entrepreneurship/innovation dimension – possibly with an urban focus along mediterranean cities. The future of this work will largely depend on successful fundraising, for which there are a number of promising leads – opening up opportunities to expand the work to African regions.

Water Solutions for Urban Resilience

GWP promotes and supports an integrated approach to water management at the urban level and is active in many countries where rapid urbanisation is resulting in increasingly unsustainable use of water resources. The focus of GWP's work on the urban theme in 2020 is to continue to implement individual local level initiatives within the context of the SDGs, the climate agenda and overall national development priorities, combined with a strong globally coordinated knowledge generation and exchange component. Several ongoing urban related activities in Africa will be implemented via the GWP Africa Water and Investment Programme (AIP). Collaborative opportunities to this end are currently opening up and will be added to the workplan as they emerge.

See the *GWP Business Plan 2020-2022* for more details on GWP's overall approach to the urbanisation theme.

Specific highlights for 2020 include:

- **Central and Eastern Europe:** Assistance in the development of sustainable sanitation at local level in collaboration with the International Association of Water Supply companies in the Danube River cathment area (IAWD). This initiative will be carried out in the framework of the Danube Water Programme implementation.
- **Central Africa:** Support to mandated institutions in the Central African Republic, Cameroon and Congo to update and approve their respective national water and sanitation policies.

- **Albania:** Completion of a wastewater management decision support tool. The instrument will be used for the identification of the most appropriate solution for the management of wastewater in Shkodra city, Albania, where the ecosystem is currently under threat.
- **India:** Preparation of a capacity building manual and modules focused on rapid urbanisation, drinking water, sanitation and wastewater management. The knowledge products will be used to train local stakeholders. Awareness raising and dissemination on water and sanitation issues will be carried out by using mass media and social media.
- **Global:** Explore the opportunities to build a globally coordinated Urban Water resilience programme, 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 water-related SDG targets and indicators.

Water Solutions for Youth Engagement

Strengthening youth engagement in water resources management by empowering and engaging young water leaders and young professionals in decision-making processes is important in the achievement of a water secure world. To advance on this goal, GWP will target young people that are in the decision-making spaces that are connected to water resources management either directly or indirectly as well as young water leaders who are actively involved in the water space either through organisations, civil society, learning institutions and community groups. In practice this means:

- Supporting youth participation in traditional water programmes and processes
- Supporting youth organisations and youth-led projects and initiatives
- Multiplying opportunities for connections between youth and senior organizations and professionals
- Knowledge-sharing with and supporting both youth and senior organizations and professionals

The above approach is intended to enhance youth's contribution to water resources management, through youth empowerment and building institutional capacity for youth inclusion in decision making.

See the *GWP Business Plan 2020-2022* for more details on GWP's overall approach to youth engagement.

Specific highlights for 2020 include:

- **Caribbean:** Following-up on its success in 2019, a new edition of the Caribbean Youth Water and Climate Entrepreneur "Shark Tank" Competition will be launched, in collaboration with strategic stakeholders, development agencies and private sector partners.

- **Southeast Asia:** GWP will launch the Social Entrepreneur, Education and Development Solutions (SEEDS) Youth Competition in 2020. The initiative will focus on unlocking barriers for the development of youth-led projects in Southeast Asia.
- **Mediterranean:** Promote the Mediterranean Education Initiative for Environment and Sustainability (MEdIES) through networking and capacity building activities among educators, and the development and pilot use in schools of thematic educational material targeting pupils. In this context, the digital educational tool on non-conventional water resources management (NCWRM), based on the NCWRM Programme education material will be leveraged to engage educators in the region.
- **Central Asia and Caucasus:** Organisation of the next Aral Sea Summer School, that will involve a broad range of GWP partners in the region.
- **India:** Opening of a youth fellowship programme for young master degree graduates. This activity aims to give new opportunities to youth in the water sector, while supporting the development of water smart solutions.

Private sector engagement

To accelerate corporate contributions to more sustainable water resources management, GWP will seek to partner with private sector actors whose activities depend upon the quality and quantity of water resources, and whose strengths lie in innovation, resource efficiency and long-term planning. The choice of sectoral engagement varies depending on the country or region but in each case is driven by the relevance of a particular sector to water management challenges and solutions. In terms of activities, throughout 2020, GWP will slowly begin building a track record and relationships with a focus to leverage GWP's role as a trusted convener and solutions broker can make a difference, including:

- Mobilising Private Sector parties in engaging in and constructively contributing to water resources management processes – where GWP involvement can help by strengthening capacity of Country Water Partnerships to competently engage with corporates and their representation; this work will include investing in a carefully crafted and broadly owned Code of Conduct and in selected pilot activities;
- Mobilising Utilities in engaging in and constructively contributing to water resources management processes – where GWP involvement can help motivate utilities understand both the opportunities and needs for such engagement; as one of GWP's main partners for this work – the Global Water Operators' Partnership Association (GWOPA) is in the middle of restructuring, this work will focus in 2020 mainly on building consensus around approaches and some opportunistic piloting;
- Water information (creation, sharing, monitoring) – where GWP involvement can help contribute to collaborative solutions to address gaps in information; this work will depend on identification of corporate and other partners;

- Innovative solutions, approaches or technologies – where GWP involvement can help pilot, roll-out, or find acceptance for what is new, notably in the MED region in the context of various insurance products;
- Promotion of uptake of processes and structures that support integrity and transparency – where GWP involvement can help the Water Integrity Network (WIN) sharing its tools..

See the *GWP Business Plan 2020-2022* for more details on GWP's overall approach to private sector engagement.

Specific highlights for 2020 include:

- **Eastern Africa:** Explore private sector engagement in the water sector among companies that utilise water as the main source of their production, including beverage companies, using the reduction of corporate water treatment costs as the incentive for partnerships and investment.
- **Mediterranean:** Initiate discussions on the framework conditions for private sector involvement in Montenegro and North Macedonia in relation to water infrastructure and regulatory conditions for complying with the EU Water Framework Directive requirements.
- **Sri Lanka:** Promotion of joint public-private sector initiatives for drought prone areas with drinking water shortages, including new technologies for rainwater harvesting and water efficient irrigation techniques.
- **Global:** Build the GWP Network capabilities to engage the private sector by launching a code of conduct/principles for Private Sector Engagement, combined with an initiative – yet to be fundraised for – to build capacity among country water partnerships in engaging with private sector entities in the context of Integrated Water Resources Management processes.
- **Global:** Further develop the proposed project *Water Information Sharing and Exchange (WISE)* with the aim of mobilising 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.

Valuing Water

“Valuing Water” – one way or another – is part of any decisions relating to water allocation, water use, water pollution, water treatment, and so on. The conscious awareness of the values underlying such decisions is what is typically missing, as are the processes for different stakeholders to align around possibly different values that they would bring to such decisions. GWP supported platforms can contribute significantly in supporting sustainable, efficient and inclusive decision making in water allocation, including efforts to understand what is needed to mobilise broader use of “**valuing**”

water principles”³, be this motivation, inspiration, or actual guidance and specific support to the multi-stakeholder dimension of such decision-making.

With a focus on operationalising the “valuing water principles” in 2020 GWP will support the Government of the Netherlands Valuing Water Initiative. Participating in the Valuing Water Initiative has been a strategic decision, driven by both the desire for GWP’s community to benefit from the knowledge generated by the Initiative and by the intent to contribute, putting GWP’s network and activities at the service of this important effort.

See the *GWP Business Plan 2020-2022* for more details on GWP’s overall approach to Valuing Water.

Specific highlights for 2020 include:

- **Network-wide:** Rolling out within existing programmes (SDGs, transboundary, climate investment) the incorporation of the Valuing Water Principles in a number of decision-making processes with mandated institutions at different scales (with regions and countries); it will include a focus on a specific number of cases, diverse in their geography and scale, to incorporate the Valuing Water Principles in already existing decision-making processes related to water resources management issues. Whereas the national and transboundary levels provide the key entry points to embedding workstream activities and results into formal planning processes, it is also anticipated that there will be opportunities to carry this out at the sub-national level.
- **Global:** Laying the basis for knowledge products –to be launched in 2021, the “Valuing Water Year” – that would capture the lessons learned from the decision-making processes, including insights on the operationalisation of the Valuing Water Principles and the methodology used to incorporate them into decision-making. GWP will invest in contributing, as a co-author to UN Water’s World Water & Development report that focuses on Valuing Water.

2.2. Climate resilience through water

GWP will introduce water-specific insights into national dialogues, planning, and investments related to climate resilience-related development priorities, with a focus on:

- Supporting countries to enhance their Nationally Determined Contributions (NDCs) and accelerate implementation through integrated approaches to managing water resources;
- Strengthening countries’ ability to prepare resilience-building water, flood, and drought investments, access finance, and effectively implement investments in ways that build embedded capacity and improved governance in-country;

³ See <https://www.government.nl/topics/water-management/valuing-water-initiative>

- Supporting integrated planning and mobilising financing for managing extreme water-related weather events; and
- Advancing gender equality through gender-transformative planning, decision-making and institutional development in climate resilient water investments.

GWP's extensive climate portfolio for 2020 focuses on climate adaptation and disaster risk planning as outlined under the Paris Agreement and Sendai Framework for Disaster Risk Reduction, and manifested through the development of Nationally Determined Contributions (NDCs), National Adaptation Plans (NAPs) and National Action Plans to Combat Drought and Water Scarcity. Strengthening the synergies and avoiding overlaps between the climate and broader SDG agendas is increasingly a priority and countries will be actively encouraged to operationalise this relationship.

A particular focus area will be the emerging work to contribute to gender equality through programmes that develop water-related climate resilience initiatives and investments. Key to these efforts will be the newly designed Africa Water Investment Support Programme to Water, Climate, Development and Gender (WACDEP-G). The Programme aims to advance gender-transformative systems change through influencing country-wide processes for water infrastructure investments, working in 18 countries and five river basins across Africa over six years.

Climate planning and investments

A key lesson that has emerged from GWP's experience of working in the water and climate arena is that national commitments and a robust planning framework alone does not guarantee that implementation follows, often due to financial restrictions. As such, the main strategic thrust of the GWP climate portfolio looking ahead concerns the accelerated implementation of NAPs, NDCs and national drought plans through specifically assisting countries in mobilising financing for water information systems, institutions and governance, and natural and built infrastructure. This includes working with 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 development organisations. In helping build strong pipelines for such projects, GWP will specifically invest in creating coherence and synergies across the achievement of 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 meetings will be an important part of this work.

Globally, GWP 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.

Specific highlights in relation to climate planning and investments from the 2020 workplan include:

- **Caribbean:** Assistance to the Dominican Republic in the development of a roadmap for the country's NDCs, with the aim of broadening the scope of the commitments to address additional climate risks, as well as to develop investment options.

- **Mediterranean:** GWP will support the preparation and quality assurance process of Green Climate Fund (GCF) Readiness and full projects for submission to the GCF in Libya, Montenegro and Mauritania and possibly other countries.
- **Southern Africa:** Support to the development and quality assurance process of a range of projects for submission to the GCF, including on behalf of local institutions in Zambia for the development of subnational adaptation plans in Zambia, the Southern African Development Community (SADC) on regional climate resilience projects, and the Orange-Senqu River Basin Commission (ORASECOM) on the implementation of the ORASECOM Climate Resilience Investment Plan.
- **Eastern Africa:** Support to the development, quality assurance and submission of GCF Readiness and Preparatory support proposals on behalf of the Ministry of Environment, Agriculture and Livestock in Burundi, and Higher Council for Environment and Natural Resources in Sudan.
- **Uruguay:** Strengthen the resilience of Montevideo and its Metropolitan Area as well as the urban locations of the Santa Lucia River basin in the face of climate change, focusing efforts on an integrated approach to the management of water resources to maintain and protect the quantity and quality drinking water sources.
- **Global:** Invest in four semi-formal alliances and Communities of Practice for GCF Readiness based on 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.
- **Global:** Assistance in leveraging the activities of the Global Commission on Adaptation (GCA) under the action track on water, DRR, infrastructure, and finance, and also through the “Coalition for Climate Resilient Investment”. Related, GWP will collaborate the World Resources Institute (WRI) and other partners in supporting an initiative that assists cities in developing plans for climate-resiliency.
- **Global:** Development of a suite of knowledge products and communication packages, including 15 country policy briefs building on the work conducted in 2019 to develop the publication ‘The Untold Story of Water in Climate Adaptation’, a Flagship Report on the Water, Climate and Development Programme 2013-2019, and Spanish and French translations of the NAP Water Supplement developed by GWP in 2019.

Floods and drought

In tandem with the Paris Agreement, the Sendai Framework for Disaster Risk Reduction (DRR) is guiding GWP’s work on droughts and floods. At the global level, GWP is playing an increasing role in incorporating the topic of water management into the DRR debate, including a commitment to contribute to the Drought Initiative of the UN Convention to Combat Desertification (UNCCD) through support to countries in developing drought plans and policies. Guided by the overarching global frameworks of the SDGs, Paris Agreement and, particularly, the Sendai Framework for DRR,

the work on floods and drought benefit significantly from the partnership with the World Meteorological Organisation (WMO) who are joint implementing partners of the Integrated Drought Management Programme (IDMP) and the Associated Programme for Flood Management (APFM). Both programmes and the partnership in general is based on the following priority areas for strategic collaboration:

- Strengthening the management of hydro-climatic extremes through the joint programmes on flood (APFM) and drought (IDMP);
- Strengthening the capacity of countries to develop high impact projects on water and climate;
- Strengthening user engagement on water information development at the regional and country level; and
- Implementing joint programmes, project development, service delivery and joint resource mobilisation.

Specific highlights in relation to flood and drought from the 2020 workplan include:

- **Eastern Africa:** Launch of the new programme on Strengthening Drought Resilience for Small Holder Farmers and Pastoralists in the IGAD Region, including strengthening capacity on drought risk management at regional, national and local levels, and mobilising smallholder farmers and pastoralists to undertake innovative resilience efforts
- **Central and Eastern Europe:** facilitation of transfer of lessons learnt and tools for integrated drought management building on the extensive experience developed in the region
- **South America:** Participation in the regional GOVERNAGUA project with the aim of strengthening governance for drought management among countries in the southern part of the continent.
- **Central America:** Using the GWP prepared drought management guidelines, GWP will collaborate with the Central American Commission for Environment and Development (CCAD) to support three countries in the preparation of drought policies.
- **Volta basin:** Development of a early warning system and risk maps for the Volta basin to protect populations in the basin most vulnerable to flooding.

Gender

The GWP Action Piece: *From Theory to Practice: Gender equality and inclusion in water resources management* has since its publication in 2017 provided a framework and practical guidance for GWP and other organisations to adopt more inclusive practices and transition away from treating gender as an “add-on” to core water management business. The Action Piece, and particularly the four

Action Areas⁴ outlined within it, were used as the starting point for two new gender focused programmes developed in 2019, namely the *Water, Climate, Gender and Development Programme (AIP-WACDEP-G)* and the project *A Stake in Water: Advancing Knowledge and Learning for taking Action towards Inclusive IWRM*, both of which will be implemented in 2020. The former is expected to be a ‘game changer’ across the water sector and beyond, addressing gender inequalities across Africa by taking a gender-transformative approach to development at the water and climate interface, while the latter will, amongst others, explore the role of knowledge, motivation and opportunity in shaping meaningful progress on gender equality in water resources management.

Specific highlights in relation to gender from the 2020 workplan include:

- **Pan-Africa:** Launch of the WACDEP-G project with the aim of ensuring that the preparation, development, design, governance and management of ongoing and new climate resilient water infrastructure investments, institutions and job creation interventions strategically advance gender equality. The overall objective is to transform gender inequalities at scale by promoting gender-transformative planning, decision-making and institutional development for climate resilient water investments in Africa.
- **Pan-Africa:** Planning and implementation of gender analysis in five countries in Africa (to be selected through the WACDEP-G programme) at national and local project levels, including the organisation of validation workshops.
- **Pan-Africa:** Preparation of pan-African, country and regional WACDEP-G work plans setting out the specific objectives, targeted stakeholders, detailed activities and budgets, and expected results for the duration of the programme.
- **Mediterranean:** A regional framework programme on Water-Employment-Migration, including with a focus on Gender and Youth, will be fully designed and launched, building on demand by countries and synergies with regional and national partners.
- **Southern Africa:** SADC Gender Focal Points will be trained and a community of practice will be established, as a follow-up of the 2019 gender clinic.
- **Bangladesh:** BWP is supporting Bangladesh Women Water Network with a view to enhancing women participation in decision making process in the water sector.
- **Global:** Analysis in four countries of the use of the gender sub-indicators within SDG indicator 6.5.1 to establish some recommendations and potential tools that could form the basis of a support package for countries to accompany their reporting commitments for 6.5.1 in 2020.

⁴ i) Institutional leadership and commitment; ii) Gender inclusion and analysis that drives change; iii) Meaningful and inclusive participation in decision-making and partnerships; iv) Equal access to and control of resources

- **Global:** Integration of gender aspects and stories into the redesigned GWP ToolBox as sourced through the Water Change Makers Award competition (see Section 2.4 below) and the findings of the WACDEP-G programme.

Other activities – including the establishment of a global network of women professionals within the GWP family – will be further developed upon the arrival of the Sr. Gender Specialist in May 2020.

2.3. Transboundary water cooperation

The anchor area on transboundary cooperation will involve GWP working across sectors and administrative borders to address transboundary-specific development challenges by focusing on the root causes hindering transboundary water cooperation in sharing water resources among sovereign states. Fostering multi-stakeholder dialogues and mobilising relevant actors who do not always have mechanisms to initiate cooperation will be a key vehicle to meet this goal. Similarly, 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 will offer entry points for enhanced cross-border cooperation.

Across all transboundary programmes, the focus will be 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. At the transboundary water basin level, 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 Transboundary Waters. At the regional level, regional dialogues will be implemented 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 is an active partner to some of the key global initiatives on transboundary water cooperation. Particularly, the organisation plays a constructive role in the processes of the UNECE Water Convention, contributing to technical working groups and initiating and delivering joint capacity building and activities targeted at countries exploring potential accession to the UNECE Water Convention. GWP also takes part in the expert group on transboundary water within UN Water.

In addition, GWP is a partner and steering committee to the Action Platform on “Source to Sea”. In 2020 GWP will seek to 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. This includes exploring the opportunity to work in partnership with ocean-focused organisations to see whether broader coalitions can support action “up river” in the context of the 80% of oceanic pollution which comes from rivers.

See the *GWP Business Plan 2020-2022* for more details on GWP’s overall approach to transboundary water management.

Specific highlights for 2020 include:

- **Mediterranean:** facilitate stakeholder engagement for the promotion of integrated groundwater management in the Dinaric Arc as part of the implementation of the GEF UNESCO DIKTAS II project
- **Central America:** Organisation of a roundtable on transboundary water management in coordination with the Central American Commission for Environment and Development (CCAD), including a high-level panel with the participation of Environment Ministries from the countries of the region to promote their engagement for the implementation of the 2019 regional agreement on joint transboundary river basin management.
- **Southern Africa:** Support to the development a Save Water Sharing Agreement between Mozambique and Zimbabwe in the framework of the Buzi, Pungwe, Save Tri-Basin transboundary management project
- **South Asia:** Mainstreaming the National Water Mission by promoting community action for village water security in the Shared Gandak Basin. GWP will, with its partner IELO, undertake community engagement on issues around water conflict and cooperation between India and Nepal and play an enabling role of mediation-conciliation processes at the grass roots level.
- **Global:** Organisation in collaboration with GEF IW:LEARN of a Massive Open Online Course (MOOC) on Governance for Transboundary Freshwater Security, aimed at building capacity among practitioners and stakeholders working in this field by introducing topics such as international water law, water diplomacy and negotiations, transboundary management in practice, and financing for transboundary water management.
- **Global:** Develop at least one programme – together with partners in the Ocean community – that deploys source-to-sea approaches for addressing related development challenges, e.g. “Healthy Rivers – Healthy Oceans” programme or a “Delta Communities” programme.
- **Global:** In partnership with Cap-Net, organise the cross-regional *Water Governance and International Water Law Training*, enabling continental level ‘face to face’ training, connecting practitioners and mobilising alumni who will be impacting development transboundary law, policy and planning at various countries.
- **Global:** Establish and/or sustain several Communities of practice (CoPs) at global, regional, or basin level, in partnership with IW:LEARN. The CoP will support and continue peer-to-peer learning among transboundary water practitioners globally.

2.4. Strengthening Regional Operations and Network Growth (StRONG)

A crucial prerequisite for GWP to achieve the new strategy’s ambitious goals is the ability of GWP’s regional and country entities to effectively mobilize capacity, relationships and human and financial resources for enhanced programme implementation. The *GWP Strengthening Regional Operations and Network Growth (StRONG) Programmes* have been developed with the overarching aim of

enhancing the capacity of GWP regions and countries to deliver the targets set out by the Strategy 2020-2025 in a consistent, reliable, and agile way.

While the details of StRONG programs will be designed in the first 3-6 months of the 2020 workplan period, it is already becoming clear that some elements will be delivered to all GWP Regions and Country Water Partnerships while others would be delivered on a competitive and selective basis initially, ensuring that growth opportunities are offered to those with the best basis to grow, before being rolled out across the full Network in subsequent years. Importantly, StRONG will also include a commitment of all global programmes to include elements that can be used to channel resources to regional and country teams in the form of opportunities to act and engage, thereby learning and leveraging financial and/or strategic opportunities for positioning and advancing the agenda. Across the board, StRONG will also involve creating more 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.

The components of the StRONG programme will be further developed in 2020 based on the following focus areas:

- **Leadership and Skills:** Unlocking personal barriers to delivery (e.g. through training in multi-stakeholder processes, IWRM, and other technical areas), likely including the involvement of the GWP Technical Committee (TEC) in one-on-one coaching in selected cases and as needed.
- **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)

See the *GWP Business Plan 2020-2022* for more details on the StRONG programme.

The 2020 workplan includes the following groups of activities and large-scale initiatives under the StRONG programme:

- **Network-wide:** Advance on the establishment of Country Water Partnerships in, inter alia, Chad, Congo Brazzaville, North Macedonia, Kosovo, Montenegro, Paraguay, Ecuador, and several countries in Southern Africa.
- **Global:** Accreditation Program for Country Water Partnership, including accreditation based on members and accreditation based on financial capacity (OpsCap/FinCap).
- **Global:** Systematic support to 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

- **Global:** Design and launch of a Global Water Change Makers Award competition as a means to recognise and celebrate practitioners who have positively improved the way water is managed. The competition will gather examples of change processes and innovative approaches for achieving effective outcomes in water management through a global call for entries. The “intake” from the “Water Change Makers Award” will feed into the re-imagined and re-launched IWRM ToolBox (see below).
- **Global:** In drawing on the Water Change Makers Competition, design and development of a reconfigured GWP ToolBox; the Competition’s participants will provide the starting point for building a user community for the ToolBox that will be interested in new interactive features to engage directly and contribute to creating a greater diversity of decision-support tools, methods, workshops and knowledge products to address pressing concerns of gender inclusion, human rights, and water and climate related risks.
- **Global:** Preparation and launch of one or more Perspectives Papers and Technical Documents, produced by and/or under the supervision and guidance of the TEC, within the thematic programs, involving TEC collaboration and co-creation.
- **Global:** Organisation of training and Peer-to-Peer learning on Multi-Stakeholder Platform Design & Management Skills, including on Multi-Stakeholder Platforms for selected Regional Coordinators, Communication staff, and local consultants.
- **Global:** Identification of projects, programmes and activities across the GWP portfolio suitable to unlock barriers on gender equality and inclusion in water resource management, as well as the development of operational guidelines on how to incorporate gender and water into project and programme design.
- **Global:** Development of a global communications strategy to better direct and coordinate messaging across the network, and leverage the potential of new channels of communication, including social media.

2.5. GWP and UNDP Cap-Net collaboration


In early 2019 GWP and UNDP reached an agreement that Cap-Net, a global network of IWRM capacity building networks implemented by UNDP under the form of a UNDP project, would be managed administratively by GWP. Forging a closer relationship between the two organisations 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 in a systematic and meaningful manner. The collaboration will utilise Cap-Net’s capacity building expertise to implement the training components of the GWP regional and country work programmes.

In 2020 the ambition to forge a closer programmatic relationship between Cap-Net and GWP will be further pursued, where strengthened collaboration at the global, regional and country levels, for improved outreach and impact, has been identified as a strategic objective for both networks. Apart from the obvious geographic overlaps, an analysis conducted in 2019 identified how GWP and Cap-

Net can best align and plan strategically together, keeping key contrasts in mind and highlighting nuances which make each network unique. A step closer to planned and strategic joint delivery during the year is envisaged through the establishment of learning alliances, communities of practice, re-development of the Toolbox, better coordinated training events and use of the revitalised Cap-Net Virtual Campus. The collaboration between GWP Regional leaders and Cap-Net regional and country network managers will be actively fostered to explore common opportunities for business development at the joint Cap-Net Network Managers Meeting and GWP Regional Days to be held alongside The 6th International Symposium on Capacity and Knowledge Development for the Water Sector at the end of May 2020. The interaction will focus on relationship management, mobilization, knowledge sharing, communications and extending Cap-Net updated expertise database to cover also GWP.

3. GWP 2020 Budget (Updated March 2020)

3.1. Workplan 2020 Budget (Euros)

| EXPENDITURE BUDGET 2020 | | | |  | |
|---|------------------|----------------------|-------------------|---|---------------------|
| CORE AND EARMARKED FUNDING | BUDGET 2019 | FORECAST 25 Oct 2019 | ACTUAL 2019 DRAFT | BUDGET 2020 | REVISED BUDGET 2020 |
| PROGRAMME | | | | | |
| ANCHOR AREAS | | | | | |
| Water Solutions for SDGs | | | | | |
| SDG 6 Support Programme | 620 000 | 322 000 | 300 893 | 599 000 | 551 000 |
| Integrated Urban Water Management | 10 000 | - | (122) | - | - |
| Nexus | 10 000 | 10 000 | 7 157 | 28 000 | 28 000 |
| Total Water Solutions for SDGs | 640 000 | 332 000 | 307 927 | 627 000 | 579 000 |
| Climate Resilience through Water | | | | | |
| WMO, IDMP and APFM | 96 000 | 92 000 | 84 950 | 97 000 | 97 000 |
| WACDEP | 1 075 000 | 1 162 000 | 1 164 295 | 172 000 | 1 685 000 |
| WACDEP CU | 300 000 | 300 000 | 299 501 | - | - |
| WACDEP Africa | 300 000 | 300 000 | 298 411 | - | - |
| WACDEP Global | 275 000 | 374 000 | 373 691 | 172 000 | 332 000 |
| AIP WACDEP-G Africa | - | - | - | - | 1 253 000 |
| AIP WACDEP-G AFRICA Global | - | - | - | - | 100 000 |
| WACDEP Other Regions | 200 000 | 188 000 | 192 692 | - | - |
| IDMP Regions | 150 000 | 145 000 | 142 702 | - | - |
| Total Climate Resilience through Water | 1 321 000 | 1 399 000 | 1 391 947 | 269 000 | 1 782 000 |
| Transboundary Water Cooperation | | | | | |
| Total Transboundary Water Cooperation | 60 000 | 53 000 | 42 148 | 78 000 | 128 000 |
| Across Anchor Areas | | | | | |
| Engaging the Private Sector | 210 000 | 117 000 | 100 803 | 387 000 | 177 000 |
| Contributing to Gender Equality | 60 000 | 48 000 | 47 004 | 103 000 | 123 000 |
| Mobilising Youth for WRM | 195 000 | 100 000 | 105 417 | 130 000 | 80 000 |
| Contributing to Global processes | 61 000 | 68 000 | 69 716 | 95 000 | 95 000 |
| Total Across Anchor Areas | 526 000 | 333 000 | 322 940 | 715 000 | 475 000 |
| TOTAL ANCHOR AREAS | 2 547 000 | 2 117 000 | 2 064 962 | 1 689 000 | 2 964 000 |
| STRENGTHENING REGIONAL OPERATIONS AND NETWORK GROWTH | | | | | |
| Leadership and Skills | | | | | |
| Network Strengthening Leadership and Skills | 50 000 | 70 000 | 67 491 | 83 000 | 93 000 |
| Regional Days | 40 000 | 38 000 | 37 905 | 50 000 | 50 000 |
| Technical Committee | 178 000 | 130 000 | 147 630 | 137 000 | 137 000 |
| Total Leadership and Skills | 268 000 | 238 000 | 253 026 | 270 000 | 280 000 |
| Institutional Set-ups | | | | | |
| Regional Core Programme | 2 280 000 | 2 300 000 | 2 269 884 | 2 370 000 | 2 370 000 |
| Network Strengthening Institutional Set-ups | 153 000 | 86 000 | 78 404 | 105 000 | 105 000 |
| Network Operations | 775 000 | 700 000 | 676 874 | 624 000 | 624 000 |
| Communications | 224 000 | 222 000 | 201 509 | 249 000 | 254 000 |
| Total Institutional Set-ups | 3 432 000 | 3 308 000 | 3 226 671 | 3 348 000 | 3 353 000 |
| Network Effects | | | | | |
| Knowledge Surfacing & Exchange, Capacity Building and Toolbox | 288 000 | 160 000 | 125 438 | 646 000 | 651 000 |
| Resource Mobilisation | 309 000 | 270 000 | 279 431 | 319 000 | 334 000 |
| Total Network Effects | 597 000 | 430 000 | 404 869 | 965 000 | 985 000 |
| TOTAL STRENGTHENING REGIONAL OPERATIONS & NETWORK GROWTH | 4 297 000 | 3 976 000 | 3 884 566 | 4 583 000 | 4 618 000 |
| TOTAL PROGRAMME | 6 844 000 | 6 093 000 | 5 949 528 | 6 272 000 | 7 582 000 |
| GLOBAL GOVERNANCE | | | | | |
| Reviews and Strategy Development | 75 000 | 95 000 | 96 920 | - | - |
| Steering Committee | 165 000 | 250 000 | 223 552 | 253 000 | 253 000 |
| Network, SP & FPG meetings | 22 000 | 38 000 | 35 972 | 32 000 | 32 000 |
| TOTAL GLOBAL GOVERNANCE | 262 000 | 383 000 | 356 444 | 285 000 | 285 000 |
| GWPO SECRETARIAT | | | | | |
| Staff | 664 000 | 595 000 | 592 249 | 730 000 | 730 000 |
| Staff learning | 35 000 | 40 000 | 18 933 | 50 000 | 50 000 |
| Travel | 90 000 | 100 000 | 105 703 | 65 000 | 65 000 |
| IT & Office costs | 172 000 | 167 000 | 165 447 | 233 000 | 229 000 |
| Audit/Legal/HR Consultancies | 57 000 | 55 000 | 52 069 | 35 000 | 50 000 |
| Financial costs/revenues | 30 000 | 9 000 | (52 578) | 30 000 | 30 000 |
| Designated ; office rent & taxes | 678 000 | 668 000 | 665 273 | 680 000 | 680 000 |
| TOTAL GWPO SECRETARIAT | 1 726 000 | 1 634 000 | 1 547 096 | 1 823 000 | 1 834 000 |
| GRAND TOTAL CORE BUDGET | 8 832 000 | 8 110 000 | 7 853 068 | 8 380 000 | 9 701 000 |
| TOTAL INCOME BASKET FUNDING | 8 832 000 | 8 133 000 | 7 858 683 | 8 380 000 | 9 751 000 |
| SURPLUS/DEFICIT | 0 | 23 000 | 5 615 | 0 | 50 000 |

3.2. Revenues

The 2019 revenues are put in the context of GWP multi-year programming (see GWP Business Plan 2020-2022 for reference) kEuros

| 1) View on the basket funding: core investors (institutional & programmes) – ambition to stabilize this revenue stream on a mid/long term horizon | TEUR | | TEUR | TEUR | | |
|---|-------------------|---------------|--------------|-------------------|--------------|---------------------|
| | FINANCING PARTNER | ACTUAL 2017 | ACTUAL 2018 | Draft Actual 2019 | BUDGET 2020 | REVISED BUDGET 2020 |
| CORE /BASKET FUNDING | | | | | | |
| Denmark | | 1 601 | 1 215 | 399 | - | - |
| France | Secondment | Secondment | Secondment | Secondment | Secondment | Secondment |
| Germany | | 380 | 346 | 400 | 400 | 400 |
| Netherlands | | - | 850 | - | 3 000 | 3 000 |
| Norway | | 539 | 261 | 416 | - | - |
| Sweden | | 2 280 | 2 138 | 2 637 | 2 450 | 2 400 |
| Sweden II | | - | - | - | 785 | 800 |
| Switzerland | | 200 | 450 | 700 | 450 | 450 |
| Switzerland additional | | - | - | 549 | - | - |
| UK | | 3 650 | 2 820 | 1 104 | - | - |
| France Food Security | | 2 | - | - | - | - |
| UNICEF WASH | | 175 | - | - | - | - |
| Austria, A Stake in Water m.fee | | - | - | 3 | 45 | 90 |
| EC Mekrou, adm fee | | 44 | - | - | - | - |
| EC SADC Nexus SAF, adm fee | | 7 | 15 | 19 | - | - |
| CapNet, adm fee | | - | - | 64 | 72 | 88 |
| NDC CAEP, management fee | | - | - | - | 40 | 40 |
| UNDP DRIN, adm fee | | 17 | 14 | 16 | 26 | 26 |
| Other | | 14 | 44 | 46 | 36 | 28 |
| Core earmarked | | | | | | |
| Austria WACDEP/WACDEP-G | | 400 | 500 | 800 | - | 1 203 |
| Sweden AIP WACDEP-G | | - | - | - | - | 150 |
| Austria A Stake in Water | | - | - | 26 | 396 | 396 |
| China (GWP China) | | 42 | 43 | 15 | - | - |
| Sweden MfFA (rent & taxes) | | 825 | 821 | 665 | 680 | 680 |
| Total Core funding | | 10 176 | 9 517 | 7 859 | 8 380 | 9 751 |

| 2) View on designated funding: complementary projects (subject to changes / fluctuations) | TEUR | | TEUR | TEUR | TEUR |
|---|-------------------|--------------|--------------|-------------------|--------------|
| | FINANCING PARTNER | ACTUAL 2017 | ACTUAL 2018 | Draft Actual 2019 | BUDGET 2020 |
| DESIGNATED FUNDING | | | | | |
| Cap-Net/UNDP | - | - | 797 | 900 | 1 100 |
| DFID Gender WS | 13 | - | - | - | - |
| DHI/UNEP SDG 6.5 | 68 | 17 | - | 333 | 314 |
| EC Afri Alliance | 6 | 12 | 12 | - | - |
| FAO | 10 | - | - | - | - |
| Geneva Water Hub | - | 4 | 3 | - | - |
| Japan Water Forum | - | 18 | 30 | - | - |
| NDC CAEP | - | - | - | 433 | 433 |
| World Bank | 58 | - | - | - | - |
| DESIGNATED FUNDING Locally Raised | | | | | |
| EC Mekrou, GWP WAF | 629 | - | - | - | - |
| EC SADC Nexus, GWP SAF | 106 | 222 | 278 | - | - |
| GIZ TB Water, GWP SAF | - | - | 347 | - | - |
| UNDP DRIN, GWP MED | 892 | 728 | 842 | 1 284 | 1 284 |
| UNESCO IWLearn, GWP MED | 40 | 103 | 109 | - | - |
| UNICEF WASH, GWP SAF | - | - | 54 | 89 | 89 |
| UNICEF, GWP CAF/WAF | - | 28 | 12 | - | - |
| UN Water, GWP CAR | - | - | 8 | - | - |
| Total Designated funding | 1 835 | 1 132 | 2 491 | 3 039 | 3 220 |

| 3) Overall Summary (Revenues GWPO) | TEUR | | TEUR | | TEUR | | TEUR | | TEUR | |
|--|-------------------|---------------|---------------|-------------------|---------------|---------------------|---------------|--|------|--|
| | FINANCING PARTNER | ACTUAL 2017 | ACTUAL 2018 | Draft Actual 2019 | BUDGET 2020 | REVISED BUDGET 2020 | | | | |
| TOTAL INCOME | | 12 011 | 10 649 | 10 350 | 11 419 | 12 971 | | | | |
| EXPENDITURES | | 11 908 | 10 661 | 10 344 | 11 419 | 12 921 | | | | |
| <i>Not confirmed by signed agreement</i> | | | | 0 | 0 | 0 | | | | |
| Confirmed core | | | | 7 859 | 0 | 8 340 | 9 751 | | | |
| Confirmed designated | | | | 2 491 | | 2 606 | 3 220 | | | |
| ANTICIPATED | | | | 10 349 | 0 | 10 946 | 12 971 | | | |
| 4) Locally Raised Funding (LRF) ⁵ | LOCALLY RAISED | ACTUAL 2017 | ACTUAL 2018 | ACTUAL 2019 | ESTIMATE 2020 | ESTIMATE 2020 | | | | |
| | | 2 977 | 3 794 | 4 289 | 3 200 | 3 200 | | | | |

⁵ Important notes: (1) Figures for 2019-2020 LRF are based on estimates; (2) Some regional projects financing is managed through GWPO (e.g. Drin). It is reflected in the table “designated funding” and not in LRF.

4. Logframe targets 2020

| Indicator | Targets 2020 | Illustrative examples of targets |
|--|---------------------|---|
| Impact level: Water secure, sustainable, inclusive and resilient development | | |
| I1: Number of people benefiting from improved water resources governance and management | Approx. 400 million | <ul style="list-style-type: none"> 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. |
| I2: Total value of water-related investments from government and private sources influenced | Approx. 430 million | <ul style="list-style-type: none"> Investments in infrastructure in the Drin Basin, Southeast Europe |
| Outcome level: Effective and inclusive water governance and management systems and investments | | |
| O1: No. of formally adopted national level policies, plans, strategies and laws influenced which integrate water security | 23 | <ul style="list-style-type: none"> National Water Policies in Congo Brazzaville and Central Africa Republic Flood and Drought Management Strategy in Zimbabwe Institutionalization of the national water law, through revised regulation in Honduras |
| O2: No. of formally adopted policies, plans, strategies and laws influenced which integrate water security at other levels | 10 | <ul style="list-style-type: none"> Regional hydrometeorological strategy and action plan for Central Africa Danube floodplain restoration and preservation action plan |
| O3: No. of arrangements / commitments / agreements on enhanced water security influenced at transboundary / regional level | 9 | <ul style="list-style-type: none"> The Volta Basin Water Charter Water distribution plans for three inter-provincial river basins in China |
| O4: No. of capacity building and knowledge development initiatives that can be directly associated with tangible governance change | 43 | <ul style="list-style-type: none"> Regional Training on fluorosis contamination of groundwater in Central Africa Capacity Development Plans for the River Basin Commissions of the Limpopo and Orange-Senqu basins |
| O5: No. of processes / frameworks / institutions established or strengthened to improve cross-sectoral / transboundary coordination | 8 | <ul style="list-style-type: none"> Establishment of a Joint Water Commission between Mozambique and Zimbabwe |
| O6: No. of formal multi-stakeholder participation processes facilitated on behalf of a mandated institution | 22 | <ul style="list-style-type: none"> 60 multi-stakeholder workshops to complete national SDG indicator 6.5.1 monitoring questionnaires Regional water-energy-food nexus multi-stakeholder dialogue in Southern Africa Lancang-mekong water resources cooperation process |
| O7: No. of policies, plans, strategies and laws influenced that integrate gender inclusion | 13 | <ul style="list-style-type: none"> Limpopo River Basin Commission's Gender Mainstreaming Strategy and Plan SADC Gender Mainstreaming Action Plan |
| O8: No. of management instruments formally being used by water managers and decision-makers | 12 | <ul style="list-style-type: none"> Early Warning System for flood management in the Volta basin Danube River Basin Floodplain Management Strategic Guidance |
| O9: No. of formal data sharing arrangements established | 10 | <ul style="list-style-type: none"> LIMCOM Environmental Monitoring Framework Regional Observatory on the Fouta Djallon Highland in West Africa |
| O10: No. of approved investment plans and budget commitments associated with policies, plans and strategies that integrate water security | 8 | <ul style="list-style-type: none"> Zambia resource mobilization strategy for NDC/NAP implementation NAP Investment Plan in Burkina Faso |
| O11: No. of funding agreements influenced to implement water-informed National Adaptation Plan and integrated flood and drought management policies and measures | 13 | <ul style="list-style-type: none"> Project to develop an early warning system for DRR in the Lake Chad basin GCF Readiness Proposal developed by Eswatini |
| O12: No. of processes in place to raise local revenues from dedicated levies on water users at basin, aquifer or sub-national levels | 2 | <ul style="list-style-type: none"> Innovative and sustainable finance mechanisms developed with River Basin Organisations in West Africa Water resources tax reform process in China |
| O13: No. of budget commitments from riparian countries to support agreed transboundary cooperation arrangements | 9 | <ul style="list-style-type: none"> Commitments from the four countries of Ogoue-Ntem-Nyanga-Komo basin in Central Africa Commitments from the governments of Benin and Togo to the Mono River Basin Authority |

| Indicator | Targets 2020 | Illustrative examples of targets |
|--|--------------|---|
| O14: No. of water-related infrastructure interventions founded on robust, inclusive, and effective water governance systems influenced | 8 | <ul style="list-style-type: none"> • PIDA portfolio of projects in Africa • Livingstone Water Supply Climate Proofing • South-to-North water transfer project in China |
| Output level: Services and products delivered by the GWP network which foster sustainable governance improvements of the water systems (via influenced mandated actors) | | |
| OT.1: No. of mandated institutions supported in developing and implementing arrangements for transboundary water management | 40+ | <ul style="list-style-type: none"> • Lake Chad Basin Commission • Volta Basin Authority • Sava River Commission |
| OT1.2: No. of mandated national institutions supported in developing and implementing policies, legal frameworks and/or plans based on IWRM | 50+ | <ul style="list-style-type: none"> • National Development and Reform Commission (China) |
| OT1.3: No. of mandated sub-national institutions supported in developing and implementing policies, by-laws and/or plans based on IWRM | 18 | <ul style="list-style-type: none"> • Local institutions implementing the Lesotho ICM plan • Three municipalities in the Volta basin participating in the flood early warning system development |
| OT1.4: No. of mandated institutions supported in integrating gender inclusive water components into development planning and decision-making processes | 20 | <ul style="list-style-type: none"> • Support development of the Limpopo River Basin Commission's gender mainstreaming plan) • Incorporation of gender into the Guinea IWRM National Action Plan |
| OT1.5: No. of mandated national institutions supported in developing national investment plans or strategies | 27 | <ul style="list-style-type: none"> • Institutions involved in 14th 5-year national planning of development and reform (China) • Ministry of Planning Republic of Indonesia |
| OT1.6: No. of mandated institutions supported in the development of capacity and projects to access finance | 30 | <ul style="list-style-type: none"> • Department of Climate Change in Zambia • Lancang-Mekong Cooperation Fund |
| OT1.7: No. of mandated national institutions supported in monitoring SDG 6 | 36 | <ul style="list-style-type: none"> • Caribbean countries supported in integrated monitoring of SDG 6 • 60 countries supported in updating their SDG indicator 6.5.1 baseline • SDG Secretariat in Indonesia |
| OT1.8: No. of demonstration projects undertaken for which innovation has been demonstrated | 18 | <ul style="list-style-type: none"> • River Restoration in the Citarum River Basin, Indonesia • Climate resilient agricultural solutions for rice and other field crops in Sri Lanka |
| OT1.9: No. of initiatives / demonstration projects specifically targeting gender issues | 7 | <ul style="list-style-type: none"> • Menstrual health and sanitation schools programme in Sri Lanka • Demonstration projects implemented under the WACDEP-G programme |
| OT1.10: No. of documents produced outlining the lessons from GWP demonstration projects and a plan for replicating solutions | 7 | <ul style="list-style-type: none"> • A document with the lessons learned of the pilot projects on RWH in Central America • Documentation of the non-conventional water resources solutions demonstrated in water scarce Mediterranean islands and coastal cities |
| OT1.11: No. of beneficiaries supported in demonstration projects on water security and climate resilience undertaken | 500,000 | <ul style="list-style-type: none"> • 100,000 benefit in flood protection through Flood early warning information piloted in the Buzi, Pungwe, Save river basins (Zimbabwe/Mozambique) • Improved climate resiliency for 5,000 inhabitants of the Citarum river basin, Indonesia |
| OT2.1: No. of mandated institutions at national, basin and regional levels with demonstrably enhanced capacity to design and implement policies, legal frameworks and/or plans based on shared learning on IWRM processes | 70+ | <ul style="list-style-type: none"> • Ministries responsible for water and for environment (NDAs) in developing countries in the Mediterranean • River basin organisations in Southern Africa |
| OT2.2: No. of capacity building and professional development workshops/initiatives with a significant focus on women, youth, and/or other marginalized groups initiated and implemented | 40+ | <ul style="list-style-type: none"> • Summer Schools in Azerbaijan and Kyrgyzstan • WACDEP G training workshops |
| OT2.3: No. of publications, knowledge products (including strategic messages) and tools for water security and climate resilience developed and disseminated | 60+ | <ul style="list-style-type: none"> • Methodology to measure IWRM at municipal level in Honduras • Manual on assessing the effectiveness of Natural Small Water Retention Measures in Central and Eastern Europe |

| Indicator | Targets 2020 | Illustrative examples of targets |
|---|--------------|--|
| OT2.4: No. of publications and knowledge products that have a prominent gender perspective incorporated | 11 | <ul style="list-style-type: none"> Operational guidelines on how to incorporate gender and water into project and programme design Gender experiences in IWRM implementation produced for publication in the GWP ToolBox |
| OT2.5: User satisfaction across knowledge products and services produced, managed and disseminated | 75% | <ul style="list-style-type: none"> Results of a user satisfaction survey of GWP knowledge products in Eastern Africa |
| OT2.6: No. of knowledge exchange and cross-regional learning initiatives with commitments for concrete follow up | 24 | <ul style="list-style-type: none"> Regional learnings on WEF Nexus Project in Southern Africa Transboundary knowledge exchange dialogue organized between the Mediterranean and Central America |
| OT2.7: RWP health check score (composite indicator measuring financial, governance and programmatic reporting parameters recorded in the ARAG) | TBD | <ul style="list-style-type: none"> Methodology to be developed in the context of the annual regional assessment process |
| OT3.2: No. of initiatives that mobilise underrepresented groups (incl. gender and youth) to engage with water management and governance processes and to participate in decision making | 18 | <ul style="list-style-type: none"> Support to the Water Youth Network of Central America Provision of a platform and support for the Southern Africa Youth WEF Innovation Network (SAYWIN) |
| OT3.3: No. of initiatives with private sector actors to mobilise investment, reduce impacts on water by key industries, and promote innovation and entrepreneurship | 14 | <ul style="list-style-type: none"> Collaboration with International Association of Water Service Companies in the Danube River Catchment Area (IAWD) to work with utilities in the Danube basin Collaboration with the Delegation of German Industry and Commerce in Ghana |

The **Global Water Partnership's**
vision is for a water secure world.

Our **mission** is to advance
governance and management of
water resources for sustainable and
equitable development.

Our **Strategy 2020-2025:**

**MOBILISING FOR A
WATER SECURE WORLD**

