



TENDER INVITATION

Support to the formulation of GWP Strategy 2020-2025

GLOBAL WATER PARTNERSHIP ORGANISATION

www.gwp.org

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1. Objective

Objective: to draft and finalise the GWP 2020-2025 Strategy document, in close coordination with GWPO Secretariat, via the design and implementation of a collaborative and consultative process involving key GWP stakeholders.

1.1 About the Global Water Partnership

The Global Water Partnership vision is for a water secure world. Our mission is to support the sustainable development and management of water resources at all levels.

Global Water Partnership (GWP) is an international network created in 1996 to foster the implementation of integrated water resources management (IWRM): the coordinated development and management of water, land, and related resources by maximising economic and social welfare without compromising the sustainability of ecosystems and the environment.

The GWP Network currently comprises 13 Regional Water Partnerships and more than 80 Country Water Partnerships, and includes over 3,000 Partners in 180 countries.

The Network. The Global Water Partnership is a non-profit action network with a focus on water resources management and development. It is a multi-donor funded network focused on facilitating and supporting countries in change processes for the sustainable management of their water resources. The GWP Network is open to all organisations which recognise the principles of integrated water resources management endorsed by the network and which are committed to these principles (outlined in the application to be a Partner). It includes states, government institutions (national, regional and local), intergovernmental organisations, international and national non-governmental organisations, academic and research institutions, companies, and service providers in the public sector. GWP provides a mechanism for harmonization across different national actors and internationally across different external support agencies, and a platform for multi-stakeholder dialogue at global, national and local levels.

The Partnership helps countries connect water resources planning and operations at different scales – transboundary, regional, basin, national and local – so that actions are coherent and sustainable. Instead of using the traditional development approach in which projects are often not connected, GWP works with numerous stakeholders to design strategic approaches to improving water management. This builds local capacity in the long term. GWP does not operate alone; indeed its networking approach provides a mechanism for coordinated action and adds value to the work of many other development partners.

The Organisation. The GWP Organisation (GWPO), established as an intergovernmental agency in Sweden, is managed by an Executive Secretary who is answerable to the Steering Committee (SC). The Steering Committee oversees policy and approves the work programme and budget of the GWPO. The SC and its Chair are appointed by the Sponsoring Partners, comprising the ten founding members of the GWPO.

The GWPO Secretariat acts as the ‘network hub’ for GWP. The Secretariat manages GWP’s finances and reports on funding received at the global level. It also helps with the exchange of knowledge, resources, and ensures communication and coherence across the Network. The Secretariat of GWPO is located in Stockholm, Sweden. The Secretariat staff force normally stands at 20-25 staff members recruited from all parts of the world, with around half of the staff being permanent Swedish residents. The staff is composed of both administrative and operational/scientific/technical positions.

The GWP Technical Committee is the ‘technical hub’ of the network. At the global level, the GWP Technical Committee’s mandate is to guide policy makers with clear insights on emerging issues, drawing on the forward thinking of acknowledged world experts. For water resource practitioners at all levels, the GWP Technical Committee aims to provide high quality, peer-reviewed and evidence-based information and background material.

GWP has built up a network of **13 Regional Water Partnerships (RWPs)**. These bring together various sectors and interest groups to identify and discuss common water problems and to develop action plans based on integrated water resources management. Each RWP, and the Country Water Partnerships, Area Water Partnerships, City Water Partnerships and River Basin Partnerships that may be established in the regions, has its own operational strategy, work programme and administrative structure. The RWPs are attached to host institutions that administer funds and employ staff on their behalf.

More information can be found at www.gwp.org.

2. Instruction to Tenders

2.1 Procurement Procedure

This is a competitive procurement procedure. Invited bidders will submit a written tender offer and GWPO will subsequently enter detailed discussions with one or more of the bidders. One supplier only may be awarded the assignment. It is of the utmost importance that all terms and conditions contained in the tender invitation are fully followed.

NOTE: GWPO as an inter-governmental organisation is not bound by the Swedish procurement act (SFS 2007:1091) but may undertake procurement anyway. This tender invitation does not obligate GWP to contract for the supply of any products or services.

2.1.1 Confirmation of Tender submission

The bidder is requested to confirm within 15 working days of the date of the tender invitation whether or not they are going to submit. The confirmation is to be sent to molly.robbsins@gwp.org. Failure to confirm within this date may disqualify the bidder for consideration of its subsequent tender submission.

2.2 Content of Tender Offers

Bidders should offer services for the complete assignment as defined in the Specification of Requirements. Please note that each requirement in the specification is to be addressed separately, with clear reference to the requirements. For evaluation purposes, the tender offer should follow the same disposition as the Specification of Requirements. The offer will include:

- Brief description of the company / organization / consultant and an outline of recent experience on assignments of a similar nature.
- Proposed methodology and work plan for performing the assignment, along with comments or suggestions on the Terms of Reference.
- List of the proposed staff by title (and name if already identified) and the tasks that would be assigned to each to carry out the assignment.
- If applicable, the tender should include a list of all subcontractors the company intends to use during the assignment. For each subcontractor the name and VAT numbers should be included. The scope of each subcontractor's assignment area should be thoroughly presented. The subcontractor might be subject to financial and legal status control. The responsibility for subcontractors shall remain with the main company, in accordance with the contract, also for listed subcontractors.
- At least two references of customers in which a similar assignment was completed (contact person with email and telephone number).

All costs must be included in the tender offer. The costs are to be specified in Euro, *including VAT*, in the manner set out in the specification.

The bidder is welcome to enclose brochures and other printed information, although the comments in the offer to the tender requirements should be listed as specified without relying on information in enclosures or elsewhere.

Please also take note of the evaluation criteria described below.

2.3 Submission of Tender offers

The tender offer is to be

- ⇒ submitted in English in an electronic version in an email to procurement@gwp.org with the subject “Tender for Support to the formulation of GWP Strategy 2020-2025”.
- ⇒ Complete with all relevant company names, address, contact persons and e-mail address, VAT-number (or other relevant tax registration number)
- ⇒ signed by authorised representative of the bidder
- ⇒ considered as confidential
- ⇒ specifying an e-mail address of the supplier to which potential clarifications may be sent

By submitting a tender the bidder confirms that the company:

- is registered in the professional and trade registers in the country where the supplier is based (certificate may be requested by GWPO where appropriate).
- has not been convicted of any criminal offence and is, if requested, able to produce an extract from a legal register, or in the absence of such a register, a certificate issued by an authorized legal or administrative authority in the country of origin or in the country where the supplier is based, as means of proof.
- is not in debt with either the tax authority or the enforcement service regarding the payment of any required taxes and/or social security contributions (certificate(s) may be requested by the Buyer where appropriate). VAT-number, if any, should be stated.
- is, if requested, able to present adequate papers proving that they have not been convicted of any crime concerning the exercising of a profession, been the subject of a legal verdict or been found guilty of gross misconduct whilst providing a professional service.
- is not bankrupt or currently the subject of bankruptcy proceeding, compulsory liquidation, compulsory management arrangement or accord. The bidder also confirms that they have not cancelled payments or been made the subject of a trading ban or any other similar arrangement.

The bidder also confirms that the company has the financial capacity, as well as the technical, quality assurance, research and development capacities and abilities for the assignment/fulfilment of the bidder’s contractual obligations.

Certificates and other proof as stated above may be requested by GWPO where appropriate. Note that certificates should only be supplied upon separate request from GWPO. Bidders failing to produce proof if requested by GWPO may be disqualified.

To verify that the exclusion and qualification criteria are fulfilled, GWPO may acquire information from a credit-reporting bureau.

2.3.1 Closing Date for Submission of Tenders

The final date for receipt of tenders is **27 July 2018**. GWPO may extend the final date for submission of tenders for any reason including requests from invited bidders to do so.

Tenders received after the closing date will be disregarded.

2.3.2 Cost of Tender

Costs for the preparation of tenders will not be reimbursed.

2.3.3 Period of Validity of Tender

The offer outlined in the tender is to be valid for a minimum period of 90 calendar days after the closing date. If necessary, GWPO may ask for the bidder's agreement to an extension of the period of validity (preferably in writing).

2.3.4 Withdrawal of Tenders

A bidder may withdraw its tender at any time prior to the closing date, if notice of the withdrawal is received by GWPO prior to the closing date. Notice of withdrawal is to be sent by an authorized representative via email to molly.robbsins@gwp.org with the subject line "Tender for Support to the formulation of GWP Strategy 2020-2025".

2.3.5 Opening of Tenders

GWPO will open the tenders at its office on the day following the closing date. Bidders will not be allowed to participate in the opening of the tenders. The names of the tenders will be kept confidential until the contract with the successful bidder has been signed.

2.3.6 Communications during the procurement procedure

If the bidder has any questions regarding the invitation to tender, please contact Molly Robbins via email (molly.robbsins@gwp.org). GWPO will respond in writing (via email only) to any request for clarification of the tender invitation that it receives prior to the closing date of the tender.

GWPO's responses to all questions (including an explanation of the query but without identifying the source of enquiry) will be sent to all bidders via e-mail.

2.4 Tender Evaluation

The evaluation of tenders will be carried out in two steps.

2.4.1 Exclusion and Qualification Criteria

GWPO will examine the tenders to determine whether they are complete, the documents have been properly signed, and the requirements have been addressed. A tender may be rejected if the tender is incomplete, not signed or fails to address the requirements.

2.4.2 Evaluation Criteria

The second stage consists of an evaluation of the tenders according to the evaluation criteria listed below.

Evaluation Criteria	Relative Importance
Track record in the facilitation of strategy development processes for complex organizations (i.a. multi-layered, knowledge intensive and network-based organizations)	20%
Experience with global development agendas and related international organizations and processes	15%
Knowledge of natural resources management challenges	5%
Quality of proposal <ul style="list-style-type: none"> • Clarity and appropriateness of proposed methodology • Level of experience of proposed consultant/team members 	40% 20% 20%
Cost	20%

GWPO may in writing ask any bidder for clarification of any part of its proposal to assist in the examination and evaluation. GWPO may also invite any number of bidders to present or otherwise confirm the services, or parts thereof, followed by a question and answer session. The presentation will be held in Stockholm, Sweden or by videoconference/internet.

2.4.3 Award of assignment

GWPO will enter detailed discussions with the bidder rated as having submitted the most advantageous bid to arrive at a contract for the assignment. The draft contract including commercial conditions for the services is attached. If such discussions are unsuccessful, GWPO may invite the second rated bidder for discussions.

By submitting a tender offer the bidder confirms that it accepts the commercial conditions described in the section "Draft Agreement". If a bidder wants to include divergent commercial conditions in a future contract, these should be clearly stated in the tender offer.

Please note that GWPO is not bound to select any of the tender offers submitted.

Specification of Requirements

Terms of Reference - draft

Support to formulation of GWP Strategy 2020-2025
Global Water Partnership (06/18)

Background

GWP is currently implementing its 2014-2019 Strategy and is seeking consultancy support to formulate its new strategy for the period 2020-2025.

In May 2018, GWP initiated a process to formulate its new strategy. A first meeting was convened in Budapest where GWPO secretariat and RWP Secretariats staff and Chairs developed initial thrusts for the strategy. The results of this meeting were discussed with GWP Steering Committee, GWP Sponsoring Partners and representatives of GWP Financing Partners at a Strategy meeting (June, Stockholm). The outcomes of this initial process are documented and will form the starting point and background to the present consultancy.

Objective of the assignment

To draft and finalise the GWP 2020-2025 Strategy document, in close coordination with GWPO Secretariat, via the design and implementation of a collaborative and consultative process involving key GWP stakeholders.

Deliverables

Output expected: **final draft strategy document** (June 2019)

Milestones:

- Document 1: **Broad process Roadmap** - incl. methodology (end August 2018)
- Document 2: **Framework strategy document**, incl. package for consultations and studies 1 as process annex (September 2018)
- Document 3: **Zero draft strategy document**, incl. package for consultations and studies 2 as process annex (December 2018)
- Document 4: **draft strategy document**, incl. final review process as process annex (April 2019)

The consultant is expected to provide a brief inception document on the proposed methodology as part of the tender offer. Examples of related assignments will be helpful.

Phasing and activities involved

Inception Phase (end August 2018)

- Get acquainted with relevant materials and hold preliminary discussions with GWPO management, staff and selected stakeholders (culminating end August at Stockholm World Water Week).
- Agree with GWPO Secretariat on the broad process roadmap, including planning and sequencing of (i) consultations, (ii) specific relevant analyses and (iii) communications plan.

Phase 1 (September-December 2018)

- Write a **“framework strategy document”**, based on available materials (i.a. strategy note, external evaluation report)
- Support planning for, implementation of, and harvest insights from the consultation process between August and December. This will involve preparing a consultation package for i.a.:
 - GWP partners (via network meeting)
 - GWP regional water partnerships (RWPs) and country water partnerships (CWPs) via their regular Steering Committee meetings
 - GWP TEC and strategic knowledge allies via special consultation
- Undertake (or support implementation of) and harvest insights from agreed specific relevant analyses (first batch) on topics such as (i) options for private sector engagement by GWP; (ii) technology and innovation in the water sector influencing governance systems and management options for water resources management; (iii) knowledge networks and community mobilization;
- Engage with specialists separately contracted to undertake highly specialized work that is to feed into the strategy, including but not limited to: (i) Review of current Theory of Change and Results Framework and possible revision; (ii) governance systems and options for GWP.
- Write a **“zero-draft strategy document”** to be presented at GWP Steering Committee in December

Phase 2 (January – April 2019)

- Process feedback from GWP steering Committee, including request for additional consultations or analyses, as needed.
- Undertake (or support implementation of) and harvest insights from agreed additional consultations or specific relevant analyses (second batch);
- Write a **“draft strategy document”**, reflecting all inputs
- Support GWPO secretariat and GWP RWPs in designing the structure of the Workprogramme associated with the emerging strategy.

Phase 3 (May - June 2019)

- Organize and harvest insights from a final review of the strategy document (possibly via a reference group)
- Write a **“final draft strategy document”**, envisaged to be short and crisp, for presentation to GWP Steering Committee and Network Meeting (including a list of comments ‘received and built in’ and ‘received and not been able to build in’)

Other activities

- Accompany the whole process, together with GWPO, through communication based on a jointly developed communications platform and plan
- Make up to four trips to Stockholm and possibly additional locations to interact with key stakeholders (e.g. end August 2018; other dates to be determined)
- As needed, contact and interview key stakeholders, e.g. GWP constituencies, donors and partners
- Further activities may be identified.

At all stages of the assignment, close collaboration with the GWPO secretariat will be emphasized to ensure full ownership of the development of the new strategy as well as the actual strategy document. The GWPO project team (see below) will ensure the active participation of GWPO and RWPs staff commensurate with their ongoing responsibilities.

Consultants profile

The successful consultant will have at least 15 years of relevant experience.

- Proven track record in the facilitation of strategy development processes for complex organizations, i.a. multi-layered, knowledge intensive and network-based organizations required.
- Broad exposure to the international environment, in particular the development agenda and related international organizations and processes required.
- Proven communications skills and ability to turn complex and technical concepts into accessible language for non-experts.
- Knowledge of natural resources management challenges, i.a. water resources, climate issues an advantage.

Reporting

The consultant will have as primary contacts the GWPO strategy formulation project team:

- Monika Weber Fahr (Executive Secretary), project leader
- Jacques Rey (Head of Network Operations), project coordinator
- Molly Robbins (Programme Officer), project support

Formal reporting will be to the project leader.

Reference documents

GWP Strategy Note, June 2018 (see Appendix)

Timeline & duration for the assignment

	August	September	October	November	December	January	February	March	April	May	June
PHASES	1	2				3				4	
	WWW	NM	RSCs	RSCs	SC				RDAYs		SC, NM
<i>Contracting</i>	Offer: 10 Contract: 20										
<i>Inception</i>	Doc 1										
<i>Phase 1</i>		Doc 2			Doc 3						
<i>Phase 2</i>									Doc 4		
<i>Phase 3</i>											Output

WWW: Stockholm World Water Week; NM: GWP Network Meeting; RSCs: Regional Water Partnerships (RWPs) Steering Committee meetings; SC: GWP Steering Committee meeting; RDAYs: GWPO and RWPs Secretariats and Chairs meeting, "Regional Days".

The total time for the assignment is estimated at 40-50 days (to be further detailed).

Inception: 8 days

Phase 1: 20 days

Phase 2: 17 days

Phase 3: 5 days

Draft Agreement

Contract No XXX

GLOBAL WATER PARTNERSHIP ORGANISATION

Contract for Consulting Services

Project: *name of the project*

This Contract (hereinafter, together with the appendices attached hereto, called “the Contract”) has been made and entered into by and between:

- A. The Global Water Partnership Organisation, GWPO**, an intergovernmental organisation established in 2002 by an agreement between the Governments of Sweden, Chile, Pakistan, Denmark, the Netherlands Argentina, Hungary and Jordan as well as the World Bank and the World Meteorological Organisation, herein represented by Monika Weber-Fahr in her capacity as Executive Secretary (the organisation being hereinafter referred to as “GWPO”).

And

- B. Name of Consultant (the Consultant)**, a limited liability company incorporated/a commercial entity, registered under the laws of country. With the company number XXX, herein represented by Name, in his/her capacity as Title.

WHEREAS

- a) GWPO has requested the Consultant to provide consulting services, as further defined below, of a Name of the Project (hereinafter called the “Project”);
- b) the Consultant has represented that it is professionally competent to provide such services;

NOW THEREFORE, the Parties hereto have agreed as follows:

ARTICLE 1 THE SERVICES

1.1 Scope of Services

The Parties hereby agree that the Consultant shall perform the Services and deliver reports as described in the attached Terms of Reference, Appendix A (hereinafter referred to as “the Services”).

1.2 Time Schedule

The Consultant shall commence the Services Date Month Year. The Services shall be completed no later than Date Month Year.

ARTICLE 2 STANDARD CONDITIONS

The attached Standard Conditions for Consulting Services, Appendix B, dated June 25, 2014, form an integral part of this Contract.

However, the following deviations from the Standard Conditions are hereby agreed:

ARTICLE 3 REPORTING

Reports shall be provided as set forth in the Terms of Reference, Appendix A.

ARTICLE 4 PERSONNEL

A) The Services shall be carried out by the persons listed in the Terms of Reference, Appendix A.

Alternative:

The Service shall be carried out by **Name**

B) The Consultant's Team leader shall be **Name**. The Service shall be carried out by **Name**.

ARTICLE 5 LIABILITY

The Consultant's liability under this Contract is limited to **XXX** euro.

ARTICLE 6 GENERAL PROVISIONS

6.1 Language of Documents

All documents prepared under the Services shall be prepared in the English language.

6.2 Authorised Representatives

For changes or amendments to this Contract GWPO's authorised representative shall be Monika Weber-Fahr or his designated representative, and the Consultant's authorised representative shall be **Name** or his/her designated representative.

For matters regarding the implementation of the Services GWPO's authorised representative shall be **Name** or his/her designated representative, and the Consultant's authorised representative shall be **Name** or his/her designated representative.

6.3 Notices or requests

Notices or requests shall be deemed to have been duly given or made when they have been delivered in writing by hand or mail transmission to the following addresses or such other address as the party may designate in writing:

To GWPO: Attention: **Department/Person**
Global Water Partnership Organisation
Organisation number in Sweden: 902000 – 3845
PO Box 24177
SE-104 51 Stockholm
SWEDEN

Phone: + 46 8 12 13 86 xx

E-mail: @gwp.org

To the Consultant: Full Name
Address
Postal code
Country
Phone: XXX
E-mail: XXX

ARTICLE 7 RENUMERATION

7.1 Currency

The currency of this Contract is euro.

7.2 Fee

The Parties hereby agree that the Consultant is entitled to a daily fee of XXX euro for work performed for the period set out in the Terms of Reference, Appendix A.

The fees include all taxes, VAT and similar charges, vacation pay, social charges, insurance, pension benefits and similar payments.

The Consultant, as the employer of the Personnel, is responsible for withholding any preliminary taxes or social security charges and paying such withheld taxes and charges to the relevant authorities.

7.3 Reimbursable costs

The Consultant is entitled to reimbursement for pre-approved costs as stipulated in GWPO's Standard Conditions for Consulting Services, Appendix B.

7.4 Adjustment of the Fee

The agreed fee is valid during the entire contract period. Adjustments relating to collective pay agreements, cost development, changes in exchange rates or any other cause shall not be made.

7.5 Budget and Ceiling amounts

Budget for the Assignment is included in the Terms of Reference, Appendix A. Except as otherwise agreed by the Parties, the payments under this Contract shall not exceed XXX euro for fees.

ARTICLE 8 INVOICING AND PAYMENT

The Consultant shall send invoices to GWPO, clearly describe the work undertaken, when the Services have been performed (in the form of a tabular timesheet) and the status of the Services (in progress or accepted by GWPO).

Invoices shall meet the requirements of the Standard Conditions for Consulting Services, Appendix B.

All invoices shall be sent to GWPO by e-mail to address: invoices@gwp.org.

Payment will be made by GWPO within 30 days of receipt of the invoice to the following account no:

Account holder: XXX
Account Number: XXX
Account/IBAN No: XXX
SWIFT/BIC /Sort Code: XXX
Bank: XXX
Bank address: XXX

ARTICLE 9 ARBITRATION AND APPLICABLE LAW

Should any dispute of difference, which cannot be settled amicably, arise regarding the meaning and/or interpretation of the provision of this Contract or relating to the rights and obligations of any of the Parties, or their successors in title, such dispute or difference shall be submitted to and determined by arbitration as set forth in Section 9 of the Standard Conditions for Consultancy Services, Appendix B.

ARTICLE 10 ENTRY INTO FORCE AND TERMINATION

This Contract shall enter into force upon signature by both Parties/**or Date** and shall remain in full force until the Services have been performed and all obligations of the Parties have been fulfilled.

This Contract has been executed in two original copies of which each party has kept one.

Stockholm, **Month** **Year**

For and on behalf of the Global Water Partnership Organisation

.....
Monika Weber-Fahr
Executive Secretary, Global Water Partnership Organisation

Date and place.....

For and on behalf of **The Consultant**

.....
Name
Title, the Consultant

- Appendix A Terms of Reference
- Appendix B Standard Conditions for Consulting Services, dated 25 June, 2014

Annex: GWP Strategy Note June 2018

Proposal

Accelerating Action on Water Resource Management: Towards a new Strategy for GWP –2020-2025

Working title: “Secure Water. For All.”

This note describes the context for, major thrusts of, and process steps towards a new strategy for the Global Water Partnership (GWP). The note’s purpose is to serve as a proposal to the GWP Steering Committee meeting on June 12, 2018.

Input from the Steering Committee is sought specifically in regard to perspectives on context (what other external developments or internal aspects of GWP’s current or future stage must be considered) and broad directions for the strategy (which major thrusts should or should not be tested or pursued).

Direction from the Steering Committee is sought regarding the levels of ambition (focused growth; selective pull; building markets) and in regard to institutional options associated with the levels of ambition, as well as in regard to topics that should be analyzed further or partners or stakeholders that should be involved more formally.

Approval from the Steering Committee is sought for:

- The proposal for the strategy’s timeframe (five years: 2020-2025), working title: “Secure Water. For All. Forever” and subtitle: “Working with Partners to accelerate progress towards the 2030 Agenda”
- The proposed process, including key milestones, and specifically the proposed format for seeking input from and approval by the GWP Network Meetings in 2018 and 2019.

Strategic Context:

The clock is ticking: Pressure on water is rising, and action is urgent. Gaps in access to water supply and sanitation, growing populations, more water-intensive patterns of growth, increasing rainfall variability, and pollution are combining in many places to make water one of the greatest risks to economic progress, poverty eradication, and sustainable development. If the world continues its current path, projections suggest we may face a 40% shortfall in water availability by 2030. The consequences of such stress are local, national, transboundary, regional, and global in today's interconnected and rapidly changing world, with consequences disproportionately felt by the poorest and most vulnerable¹. Civil Society, governments, the private sector – everyone must work together, across sectors and political boundaries, to find and implement solutions that ensure sustainable and universal access to safe water and sanitation.

Decisions on Managing Water are becoming tougher and more contested: As water crises have remained a World Economic Forum top global economic risk, so have rising inequality and jobs. As inequality in incomes and opportunities coincide with water crises, the “water gap” is now more than “just” an environmental sustainability issue, it is also a political tinderbox of power relations and access. Who is getting water? And what will they do to ensure they get it? Who gets protection from floods? Who gets it early enough? As economic growth patterns around the globe increase inequality, security in water is flowing – ever faster – to power. Elite capture of access to water resources across agriculture, energy, and industry poses a growing challenge to applying IWRM principles equitably and to brokering long-term sustainable solutions.

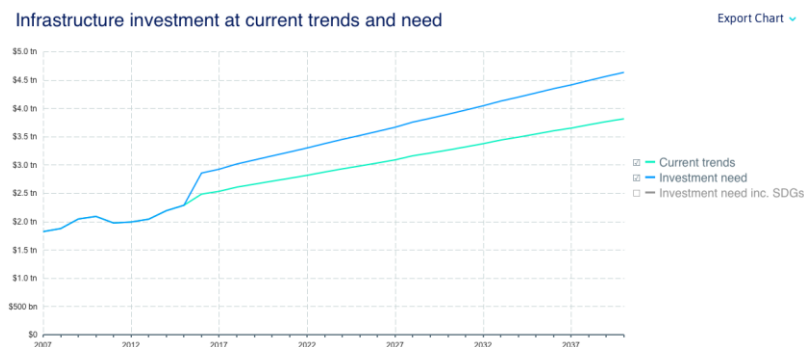
The Global Landscape has changed: SDG Implementation and the Paris Agreement. Since the 2014-2019 strategy was approved, a number of significant shifts in the global landscape for water security have occurred, most of which bode well for improved water resource management, others requiring more attention to managing water carefully. These shifts manifested themselves through, amongst others:

- (a) The Addis Ababa Financing for Development Agenda, adopted in July 2015;
- (b) The 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDGs) adopted in 2015, including a goal for water (SDG6) with a sub-goal on integrated water resources management (SDG6.5.1);
- (c) The Sendai Framework for Disaster Risk Reduction 2015-2030, adopted in 2015;
- (d) The Paris climate agreement, within the UN Framework Convention on Climate Change (UNFCCC), set ambitious goals for greenhouse gas emissions mitigation as well as some significant goals for adaptation, negotiated and signed by 196 parties, in December 2015;
- (e) The New Urban Agenda (Habitat III) adopted in 2016;
- (f) The High Level Panel on Water Report “Making Every Drop Count” issued in 2018;
- (g) The 8th World Water Forum Ministerial Declaration, issuing an urgent call for decisive action on water, approved by ministers and heads of delegations from more than 100 countries;
- (h) UN Water SDG 6 Synthesis report on Water and Sanitation, to be released in July 2018 at the High Level Political Forum

¹ From the High Level Panel on Water report: “Making Every Drop Count”, March 14, 2018, p. 7.

Climate Change Adaptation as a strong entry-point for better and more cross-sectoral water resource management on the ground. Much of the global financial landscape for development has been influenced, since the Paris Agreements, by political and developmental needs to address climate change. Within the climate change context, initially most attention and financing went to mitigation measures agreed upon in Paris and manifested through Nationally Determined Contributions (NDCs); more recent indications are that NDC implementation may emerge as a driving force also in shaping significant adaptation measures. Countries have identified water as a key to adaptation in 93% of their national climate action plans. Stimulated, amongst other things, through progress made by the NDC Partnership, preparation for implementation is beginning, touching upon or requiring decisions regarding water resources management, including drought management, disaster risk prevention, transboundary water resource management, etc. GWP’s regional and country water partnerships will be able to offer their neutral platform and convening strengths for dialogue and for the exploration of solutions, for experimentation and pilots.

Infrastructure investments to keep up with growing population and urbanization. Economic development, coupled with growing population numbers and urbanization, will drive significant growth in infrastructure globally in the coming years. While the lion’s share of investment will be in some 50 countries globally, with well over 70% in Asia, growth in low-income developing countries will be significant also, constrained however by absorptive capacity limits. The Financing for Development Agenda will shape infrastructure investments in many of the poorer countries, where the share of ODI financed infrastructure is well above 50%. Where new infrastructure is planned and developed, there is the need to “water proof” it, and where there is limited absorptive capacity, Multi-Stakeholder Partnerships such as GWP are often needed to complement and strengthen what institutional actors cannot deliver: equitable engagement, in convening to “water proof” larger non-water infrastructure while also supporting decision making processes related to water-specific infrastructure.



Source: G20 Global Infrastructure Hub <https://outlook.gihub.org/>

Integrated Water Resources Management has become more mainstream and more knowledge on theory and practice is available from more organizations: With the approval of Agenda 2030 in 2015, the broad use of Integrated Water Resources Management processes – as key for achieving equitable, effective, and long term sustainable solutions to water allocation problems – has become a “mainstreamed” goal. SDG 6.5.1 implementation is now being monitored by a broad coalition of recognized institutions – even though monitoring itself is still in very early stages. The first UN-Water Synthesis Report states, as one of its key recommendations, that the most comprehensive action countries can take towards delivering on the water goal (SDG 6) is through IWRM implementation. Much critical knowledge on how to go about IWRM implementation has been generated by the Global Water Partnership (GWP) and its partners in the last 20 years; and over the past 10+ years, a broad set of other organizations has also invested significantly in creating and disseminating new knowledge relevant for IWRM implementation, ranging from the OECD (governance principles)

through to many bilateral contributions (e.g. Australiaguide for managing water scarcity). A number of knowledge-based organizations with deep knowledge of the water sector have ongoing water research and advisory programs, observing and connecting research with policy and practice on an ongoing basis (e.g. IWMI, WRI, SIWI, SEI, and several others). An initial competitive landscape analysis was undertaken, considering organizations that also operate as multi-stakeholder platforms, seek to contribute to global agenda setting, work to mobilize finance and broker relevant knowledge. Only one organization – 2030 WRG – emerged as significantly similar along all four dimensions. However, deeper analysis is needed to better understand opportunities for structured collaboration and perhaps agreements on operating in a complementarity format with partners across the entire field. As noted earlier, GWP has already formally agreed with WWC, 2030 WRG, CEO Water Mandate and the World Bank to explore such opportunities within 2018; by October 2018, key elements of such collaboration will have been identified and tested.

Truly applying good water management principles is remains a major challenge. Recognition of the relevance of Integrated Water Resources Management principles and practices is now broadly

The four Dublin principles:

1. Fresh water is a finite and vulnerable resource, essential to sustain life, development and the environment.
2. Water development and management should be based on a participatory approach, involving users, planners and policy-makers at all levels.
3. Women play a central part in the provision, management and safeguarding of water.
4. Water has an economic value in all its competing uses and should be recognized as an economic good.

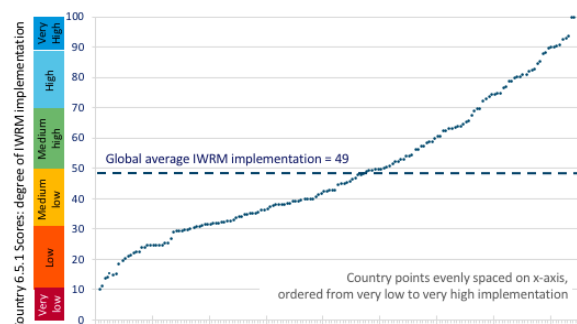
endorsed, with governments across the world having signed commitments to implement. At the same time, implementation is lagging, in particular where the Dublin principles and subsequent IWRM developments need to be applied in decisions not directly under the purview of water sector management agencies – but rather related to developments in other sectors such as energy, agriculture, tourism etc. The prowess of GWP partners to apply

Integrated Water Resource Management principles in varying situations and contexts, and their convening, facilitation and “prodding” qualities will likely be much needed to drive and shape application on the ground. GWP’s role may well be specifically important to inject the requisite urgency into decision making processes as well as to “safeguard” integrity of engagement approaches.

Entry point for improvements: SDG monitoring. Engaging in monitoring IWRM implementation – as part of SDG monitoring – has already emerged as a practical and much needed entry point.

Throughout 2017, GWP – together with UN environment, the custodian agency of SDG 6.5.1, convened 36 workshops to collect the official country data for 6.5.1 implementation. Findings through this exercise, alongside from similar status reports on integrated approaches to water resources management in 2008 and 2012, as well as experience on the ground, indicate that full implementation of IWRM takes in the order of decades to achieve. At current rates of progress, it is unlikely that the majority of countries will reach the global target. Engagement, at the country level, on monitoring and status updates, can provide valuable milestones, creating space for decision makers to revisit challenges, draw motivation and provide opportunity to re-focus political processes, thus speeding up otherwise lagging progress.

Figure 1 The global degree of IWRM implementation is 49, with country scores ranging from 10 to 100.



Organizational Outlook:

The Partnership’s Mission and Vision are relevant as ever. But its Theory of Change and Strategy may require updating: How can GWP respond adequately to the challenges ahead – keeping in mind the changes in context and institutional landscape? The partnership’s vision – to work towards a water secure world – is as relevant as ever. Its Mission – to advance governance and management of

GWP’s Vision:

Our Vision is for a Water Secure World.

GWP’s Mission:

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

water resources for sustainable and equitable development – is needed more than ever, given the interplay between economic and political inequalities and instabilities at times of water crises. The GWP Theory of Change to work towards three goals – catalyzing action in policies and practices, generating and communicating knowledge, and strengthening partnerships – has mostly stood the test of time and

delivered results, but may need to be revisited in light of changes in context as well as a broader set of driving factors (behavioral or else) influencing the uptake of knowledge and policy choices. When the GWP 2014-2019 strategy was developed, a decision was taken to focus on six thematic areas that GWP teams would work within in promoting and applying IWRM practices. Both the approach of committing to specific themes, and the themes themselves, should be revisited, considering relevance and timeliness of the themes themselves as well as the thematic approach’s ability to bring focus and recognizable global profile to GWP and their effectiveness in driving IWRM uptake and as a result contributing to a more water secure world.

Rich in unique assets: Some strong – and some in need of update or reorientation. The Global Water Partnership is rich in unique assets, ranging from its network of 3000+ partners to the many well organized and ‘switched on’ country water partnerships through whom activities are often delivered and who contribute to bottom-up mobilization. The social and intellectual capital built across thirteen regional teams over the years is strong, including an extraordinary network of communications professionals. Important assets are also the robust relationships built by a number of the regional teams with the respectively regional political processes and organizations, including but not limited to the African Union (AU), the Union for the Mediterranean (UfM), the Southern African Development Community (SADC) and the Economic Community of West African States (ECOWAS), to name but a few. Extraordinary are furthermore the “pipes” underpinning what is otherwise a rather loosely organized network of collaborating organizations, including a reliable and auditable grant management capacity and a well-functioning M&E system. As a result of these configurations, the partnership is a structured yet highly agile and locally adjustable network – capable of both mobilizing and convening, on the one hand, and delivering knowledge and advisory services on the other hand. At the same time, the partnership faces a number of performance challenges, including its engagement with and support to its partners² and the at times uneven strength of its country water partnerships and some of its regional teams.

Still unique in driving uptake of Integrated Water Resource Management policies and practices? Strongly known and branded as “the” organization to work with on Integrated Water Resource Management policies and practices, GWP has invested heavily over the years in global and local

² A survey conducted in November/December 2017 with GWP’s 3000 partners indicated that just over half of the partners value their affiliation with GWP and find its products and services useful; about a third of the respondents, however, find the level of services and the degree of engagement wanting. More on the results of the survey (“Keystone Report”) in Annex IV.

promotion of IWRM as well as in its knowledge base. The partnership is universally recognized as having contributed to successfully positioning IWRM throughout the years, starting with the Bonn conference on Freshwater in 2002 that helped position water resource management for the Earth Summit in Johannesburg, forming the basis on which 13 years later IWRM was endorsed into SDG6. However, the introduction of a thematic orientation into GWP's strategy and workprogram has contributed to a perception that "GWP now does everything"; concerns that the network was not strategically focusing enough on its core mission, perhaps not addressing gaps in integrated water management as fervently and determinedly as its founding parents had wanted to see, became apparent – even though the network's results measurement and tracking continued to provide good evidence and narratives for its contributions to IWRM relevant policies and practices. At the same time, as a knowledge broker, the partnership had become a valuable contributor to those implementing integrated water resource management on the ground, through its Technical Committee (TEC), its Regional Technical Committees, and through other global and regional knowledge efforts³. However, providing access to relevant knowledge was rated most recently, by GWP's own partners, as the lowest performance area for services they receive. The knowledge agenda more broadly has been recognized by the partnership for a number of years to require update and revitalization, and the change agenda approved by the organization's Steering Committee reflect this as an important area for reform going forward.

Positioning the new Strategy

Towards 2030 with a five-year time frame: The new strategy would be built in view of work that needs to be done towards achieving SDG implementation by 2030 but cover initially a five-year time horizon (2020-2025). There would be an in-built possibility for an update and extension by a further five years (2026-2030), following a review by the Steering Committee scheduled after three years and no later than 2024. Historically, GWP strategies have covered five years, as well as six years (2014-2019). Given the ten-year time frame towards 2030, the suggestion is to choose a five-year horizon with an option to simply update and extend towards the 2030 SDG landmark, thus providing an "in-built" option to adjust as necessary while keeping a focus on the 2030 goal achievements.

Working Title: "Secure Water. For All." A working title is proposed that reflects GWP's focus, while giving voice to those otherwise left behind ("For All"). 2019 – when the new strategy will be launched – will be characterized by the "no one left behind" theme across many global processes.

Working Sub-title: "Accelerating Action on Water Resource Management". The working sub-title is chosen to clearly indicate that while a "water secure world" is and remains GWP's vision, applying integrated water resource management principles is the core of the Partnership's value proposition.

Overall Approach: Global Identity and Brand, Local Implementation: The strategy will include a strong emphasis on what "the Network" – characterized by its core competence (around IWRM), identity, key messages, and size – can deliver and provide to and via its local members. Thus, GWP's identity is shaped much by specific features in terms of organization, structure, and unique assets as well as the external environment. Specifically, the latter – the external environment – will shape how GWP engages in a particular country or even a river basin. The appropriate flexibility for regional and in-country adjustment will thus be driven by needs and opportunity.

³ The GWP suite of knowledge products address questions relating to Integrated Water Resource Management and its application in the context of, e.g. climate change adaptation, drought management, etc.. with over half of the nearly 1000 knowledge products originating from its regions and over two thirds being published in languages other than English.

Level of Ambition: Transform (“doing the right things”) or Adjust (“doing things right”)?

“Doing the right thing” - a Transformational Strategy for Accelerating Progress towards IWRM implementation: Given the significant changes in the external landscape on the one hand, and on the other hand the growing urgency for relevant and equitable decisions and actions to ensure water security, there is a strong case for the new strategy seeking to be transformational. Should GWP work to significantly increase its local impact, by honing its core competencies in IWRM, aiming to improve decision-processes affecting water resources? Should it really aim to shape the global agenda? Focus on linking the two? Should it seek to create a global “pull” for countries and the private sector to implement IWRM principles? Should the partnership turn the corner by building a signature product or service that could, on its own merits, create a movement towards better management and governance of water related decisions? Should the partnership seek to mobilize significant financing, involving the private sector, one corporate at a time, in applying IWRM principles and getting their partners to do the same?

Answering these questions would set directions to signal a transformational strategy for the partnership, one by one or even jointly. Some would involve significant growth – in size and capacity – of all its regional and / or country teams; require a step-change in investment in the knowledge agenda; and change level of ambition for the leadership’s engagement in global platforms. All strategic options would have in common the expectation to **accelerate progress in IWRM application**. Options for a transformational strategy may include but should not be limited to the following three examples⁴:

- **Focused Growth:** Significant yet focused growth in all regions incl. selected countries – in terms of entrepreneurship and engagement modeled after some of the more successful examples at the regional or the country level. Re-focusing its value proposition around IWRM competencies, regional and selected country teams would acquire projects and programmatic financing where IWRM application can contribute to solving broader water related decision-making processes. While the portfolio of activities across regions would differ in thematic focus, partnership approach, and specific value creation, they would have in common that all of them are to promote IWRM approaches. This strategy may include setting up stronger institutional structures in some regions and countries, expanding the administrative and quality assurance function of the global team, while strengthening the delivery and content leadership in the regional teams. The engagement would have to go hand in hand with a significant ramp-up of activities to sharpen GWP’s global positioning, in particular in positioning the water agenda in particular with the climate community, creating a “Eureka” moment for global climate finance and creating a broader “IWRM coalition”.
- **Selective Pull:** While maintaining regional presence and engagement at the country level where appropriate, the “selective pull” strategy would invest primarily in developing a signature product/mechanism that would shine light – very visibly so – on organizations and countries that stand out in applying IWRM principles. The product/mechanism may be an award, an index or some other format for highlighting current practice – possibly but not necessarily within a “best in class” approach. The underlying dynamic, supported by the regional and in-country presence

⁴ The examples for options that may constitute strategic thrusts for GWP (2020-2025) were developed through the GWP regional days (May 2018) and consultations with other GWP partners (April and May 2018); the list of four is not meant to be exhaustive but rather indicative of the types of strategic directions that may emerge through further consultation.

of GWP partners, would follow an “expose – explore – improve” tactic, modeled after processes in the certification and standards space such as the “Better Work” initiative⁵. The “selective pull” strategy could be built around private sector engagement specifically but could also take a broader approach, operating at the interface between private, public and CSO actors, fitting with the nature of the partnership.

- **Building Markets:** While maintaining regional presence and engagement at the country level where appropriate, the “building markets” strategy would aim to offer the GWP partnership as a basis for developing, prototyping, testing, and taking to market innovative technologies and related business models for enhancing and strengthening the application of integrated water resource management approaches. Having identified a selected number of strategic cooperations with innovative corporates and other related policy organizations and initiatives, GWP would locally convene specialized partners as well as key players on the public and the private side so as to understand constraints for the uptake of new technologies and to build consensus on activities necessary to address the constraints and take the innovations to market. Such co-operations may touch upon, but not be limited to, remote sensing technologies, technologies for unconventional water resources, blockchain applications to water management, new materials for water efficient/low water-polluting manufacturing and agricultural processes, and so on.

Cross-cutting elements across all three transformative options noted above would include: (a) shifting GWP’s engagement with the private sector, not necessarily by copying stewardship initiatives but rather by identifying collaborative opportunities that leverage GWP’s interface management and convening abilities; (b) strengthening significantly GWP organizations to leverage the agency and power of women in the sector, across all levels, from water carrying farm laborers to water using engineers; (c) strengthening significantly GWP organization’s youth agenda and portfolio of activities; (d) extending convening activities to financial institutions, be they public or private, ensuring awareness of the IWRM agenda on their end while also investing in capacity building of GWP’s own teams; and (e) providing a meaningful link between local and global processes – using various levers, including through contributing to SDG6 monitoring; leveraging the network for global consultation processes; engaging across the network, building capabilities in communication, translating global processes into local decision making, or through vitalizing the broader community of water experts.

“Doing things right” – An Adjustment Strategy for Accelerating Progress: Given limited funding and an increasingly crowded marketplace for solutions providers in the water space, the strategy going forward should also include improvements – doing things better, faster, more impactful – further to shifting into new territories. This element of the new strategy would include focusing on GWP’s services at their very core – further improving those activities that either work well or hold strong promise, while closing down or handing over other activity areas to other organizations. Areas identified to hold promise for significant improvements could include strategic thrusts such as those listed below or beyond:

⁵ The “Better Work” program, an ILO/IFC collaboration, scans labor standards application by textile manufacturing plants that deliver into global value chains, identifies shortcomings, and works towards improvements with the factories themselves, with local trade unions and works councils, and with respective governments and their standards institutions. The work is based on the ILO’s labor standards as well as on the ILO’s approach to solving labor standards challenges by bringing employers, trade unions and the government to one table (e.g. on <https://betterwork.org>). At the core of the initiative is the confidential collection of firm-level data on standards application, and a tripartite “improve-not-incinerate” collaborative approach for addressing deficiencies on the ground, all based on and driven by a global collaboration with major textiles brands and their global sourcing teams.

- **Purposefully manage and build a vibrant Partner Base.** GWP would pay significantly more attention than it has done so far to purposefully managing and building its partner base – in terms of composition (do we have the right partners and how can we attract them), services provided to the partners (including building specific communities of practice), and (c) working through the partners – e.g. for knowledge creation, sharing, and mobilizing action. This would address current concerns voiced by GWP’s 3000 partners that they do not receive enough information and services from GWP and are not engaged enough⁶.
- **Carefully revisit the institutional model for delivery.** GWP’s institutional model for delivery at the regional level is largely based on the insight and activities of independently associated organizations, strong on bottom-up initiative and low on top-down quality assurance and direction. While advantageous in flexibility, this model presents severe limitations in difficult political environments. Step by step, and carefully, GWP would (a) review the details of the GWP governance structures, providing analysis and examining the results; (b) consider institutional models appropriate for the situation in each region and seek to identify functional options; and implement new choices. This will include an **assessment on how to engage and build country water partnerships as a conduit as opposed to working directly with partner organizations**; it will also include revisiting hosting and affiliation arrangements for regional teams and the broader set-up of GWP’s governance bodies.
- **Fundraise broadly and identify new income sources.** GWP would fundraise across organizations supporting water security as well as civic engagement and special causes such as peace, gender, inclusion, etc. GWP will revisit where and how we fundraise and with what value proposition we approach which organizations, taking fundraising beyond the water space. GWP would furthermore explore identifying products and services that can be monetized – e.g., trainings offered to private sector entities, access to data, opportunities for branding or showcasing in the context of convening activities, etc. While careful consideration must be given to not compromising GWP.
- **Revisit and revitalize GWP’s body of knowledge and experience around IWRM.** Much of the most influential knowledge around IWRM was developed by GWP’s Technical Advisory Committee in the late 1990s and early years of 2000, and in fact TAC paper #4 (defining IWRM) is still one of the most downloaded pieces on the website. By now, there are nearly 1000 knowledge pieces available on GWP’s website, about two thirds originating from GWP’s regional teams, about half in languages other than English, and about half on topics that relate to IWRM application areas (climate change, transboundary etc). Usage varies and learning and uptake habits have changed. A major thrust for an Adjustment Strategy could be to invest in knowledge products more adapted to today’s user habits – including by investing in building a vibrant knowledge community, and a shift from creating knowledge products to curating knowledge products – by screening new insights and research, as well as by focusing on providing bite-sized knowledge pieces appropriate for GWP’s target groups. Overall, the aim would be to drive towards maximum uptake while constantly monitoring and improving knowledge management.

Collaborate, Cooperate, Complement, Co-Opt? Across all adjustment strategies, an important element will be to look for effectiveness gains by ensuring GWP does not engage in “double-work” – i.e. that efforts be made to leverage options to collaborate and cooperate with other organizations

⁶ Further information about the results of a survey amongst GWP partners (“Keystone report”) is provided in Annex 4.

working in similar or same efforts. GWP has a long history of effectively collaborating and cooperating with other organizations already; working in partnership is deeply part of GWP's "DNA". Under the new strategy going forward, the partnership "muscle" would be applied further – to selected elements of the workprogram and ambition. As an important first step, and building on its distinctive assets - its network of 3000+ partners, the social and intellectual capital between its regional teams, the reliable and auditable grant management capacities, the M&E systems and processes – GWP would scan the environment for the best organizations to offer complementarity arrangements and see whether such arrangements can be taken further.

More in-depth Analyses proposed as input in the strategy

As part of the strategy development process, a number of in-depth background analyses will be undertaken and/or commissioned, including but not limited to an assessment of:

- The IWRM knowledge base⁷.
- Options for the GWP institutional set-up in regions.
- Options for GWP's approach to working with and through Country Water Partnerships.
- Assessment of approaches for supporting and stimulating integrated water resource management through the SDG monitoring processes and associated monitoring activities.
- Diversity in water decision making across organizations in the water sector.
- Opportunities for complementarity arrangements.

Outlook on implementing the new strategy

A global strategy – with regional adaptation. Water is local, and so are the challenges in managing them. At the same time, the partnerships of organizations seeking to build and implement governance and management processes that would lead to effective, equitable and long term sustainable solutions in addressing water challenges, tend to need the same instruments – access to data, information and knowledge; the capacity to convene; the credibility and sense to smartly maneuver politics that come with differences in power, interests, and financial prowess; the ability to speak truth to power; and the stamina to fight and shift inertia and settled-in behaviors. The GWP strategy will thus be global insofar as the approach for tackling water challenges is concerned, while offering space for regional and country water partnerships to work on the challenges specific to their situation and priorities. The consultations associated with the development of the strategy will be a critical component shaping its subsequent implementation – by paving the way for regional teams and steering committees as well as their partners to engage with topics and build both workprograms and funding mobilization.

Fundraising for the new strategy. While still under development, GWP would already be fundraising for some of the key action areas envisaged. The outreach to funding partners, both bilateral and private/foundations – will allow for stress-testing of the new strategy while also offering funding partners a direct opportunity of influence. Building on a minimum of four public and four private commitments post 2020, a "donors pledging event" is envisaged to take place at a major climate/SDG/water-related event, such as e.g. the Stockholm Water Week 2019, at the High Level Political Forum in September 2019; or at similar events.

⁷ Questions to explore would include the need for re-assessing IWRM principles and key guidance notes in light of more recent developments and experiences, including newly developed technologies and tools.

The Strategy Development Process: Consultative, analytical, crisp

2. **The end product: Short and crisp.** The final strategy document would aim to be short and crisp, with an eye on its users – regional teams working to shape their own strategies and actions, funding partners seeking to understand the value proposition and direction of the partnerships, and strategic partners learning about who we are, how we work and what we care for. The aim would be to work towards a 15-page document with a visual attachment and 2-3 annexes. Having said that, it will also be important to do justice to the rich input and diverse perspectives emerging from the consultation, and the drafting team will need to consider appropriate solutions.

3. **Consultation, analysis, and formulation:** The GWP strategy process proposed will involve all three dimensions of the Network – regional water partnerships, country water partnerships, and institutional Partners; it will engage with strategic knowledge partners and other key actors in the water, climate, agriculture, and governance space; it will involve personal meetings, individually and in groups, as well as webinars and electronic crowd-sourcing type bottom-up processes; it will include some more in-depth analysis on specific topics as well as testing and experimenting with approaches and of new ideas. Guided by the Steering Committee and the Sponsoring Partners, key Milestones along the way will include:

- **May 2018 – November 2018: Consultation and Analysis.** Consultation will involve specifically the GWP stakeholder groups globally, while also reaching out to regional and country stakeholders. Global consultations will include but not be limited to: Regional Water Partnership Chairs and Coordinators; the GWP Financing Partners; Regional Steering Committees; the GWP Technical Committee (TEC); strategic knowledge partners (WMO, IWMI, SIWI, WRI, SEI, OECD); strategic partners (World Water Council, UNDP, UNEP DHI, UNESCO, UN Water, FAO, WIN, CapNet, IWLearn/GEF, GCF, WMO, GIZ/IWaSP, SWA, WRG, CEO Water Mandate, IHE Delft, the Adaptation Center, and others). The consultation will also include the 2018 GWP Network Meeting, tentatively scheduled for September (see Annex). Analysis will be undertaken in close cooperation with and under the guidance of the GWP TEC, build on analytical pieces already undertaken⁸ or underway as well as additional analytical work specifically aligned with the strategic thrust chosen. The consultation will also involve the finance team, drawing up scenarios for the likely cost of different strategic thrusts.
- **December 2018 – February 2019: Drafting.** Following a Steering Committee in late November/early December when decisions over the major strategic choices for the strategy will be taken, the document will be drafted over three months and most likely involve two writing workshops, drawing on the expertise and insight of current and past GWP associated insight.
- **March 2019 – May 2019: Consultation.** Once a final draft is available, a second round of consultation will involve all key stakeholders, with an opportunity to comment and provide guidance.
- **June 2019: Approval of Final Draft by Steering Committee and Network Meeting.** The final strategy will be considered and approved by the Steering Committee for submission to the Network Meeting. A GWP Network Meeting will be held between June and

⁸ Analytical materials existing or underway will include: Ongoing Dalberg Evaluation; previous assessments and evaluations; the Keystone report; Knowledge and Learning Report; private sector engagement report (to be completed).

September 2019. In time for finalizing the multiyear workprogramme and developing the 2020 workplan and budget.

- August – December 2019: The new strategy will be launched over several months, at appropriate global and regional venues, seeking to leverage the document and to bring in appropriate partners and activities.

Support to the strategy development process: Communication and Content coordination. The Executive Secretary will form a small team to support communication and content coordination for the strategy development process.

Annex I: Previous Strategy Processes

STRATEGIES	REMARKS
1996-2002	Very first Strategy; developed by the Secretariat (ES leading), inspired by the discussions between the first co-sponsors of GWP (WB, UNDP, Sida).
2003-2008	Coordination anchored in the Secretariat with external consultant support. Developing the document involved: (i) a writing group; (ii) a reference group and external and internal consultations. Introduction of a broad results framework.
2009-2013	Coordination anchored in the Secretariat with drafting supported by a Writing Group and an external consultant (writer). Reviews of drafts at Regional SC meetings, SC/FPG meetings, and endorsed by Network Meeting in August 2008. Some continuity with the main goals. Outcome mapping.
2014-2019	Coordination anchored in the Secretariat with external consultant support. Initial consultation workshop with a mix of internal/external participants followed by regional consultations. Initial draft not fully satisfactory, leading to delays in finalizing the document at the end of the process. Some continuity with the main goals; explicit introduction of themes.

Global Water Partnership Organisation

Standard Conditions for Consulting Services

Issue of June 25, 2014

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DEFINITIONS

AUTHORISED REPRESENTATIVES	means the Person(s) authorised in the Contract to represent their party
BUDGET	means the detailed cost estimate for the Services
CEILING AMOUNT	means the maximum amount that GWPO will pay the Consultant under the Contract. Separate Ceiling Amounts may be agreed for fees and for reimbursable costs.
CONSULTANT	means the party entering into the Contract with GWPO
CONTRACT	means the Contract, including the Appendices referred to therein, signed between GWPO and the Consultant.
HOME COUNTRY	means the country where the Consultant is incorporated or a legal resident
PARTY	means GWPO or the Consultant
PERSONNEL	means any person employed by the Consultant for the purpose of carrying out the Services and such other personnel as may be assigned to or otherwise work for the Consultant in any way related to the Services including sub-contractors' personnel. It shall, on the other hand, exclude any personnel provided by GWPO
SERVICES	means all activities described in the Terms of Reference that the Consultant undertakes to perform in the Contract
WEEK	means seven days

SECTION 1 SERVICES

1.1 PERFORMANCE OF THE SERVICES

The Consultant shall exercise all reasonable skill, care and diligence in the performance of the Services and shall carry out all the Consultant's responsibilities in accordance with recognized professional standards.

In carrying out the Services, the Consultant shall follow the Terms of Reference and, if any uncertainty should arise, subsequent further clarification of the Terms of Reference given by GWPO.

The Consultant shall, at all times, act to protect the interests of GWPO and shall take all reasonable steps to keep all costs to a minimum, consistent with sound professional practice.

The Services shall be carried out by the Personnel specified in the Contract and for the respective periods of time indicated therein. Professional back-up services, consultations and supervision shall be provided by the home office or other normal duty stations of the Consultant, whenever such services are necessary.

The Consultant shall under no circumstances act as the representative of GWPO or give the impression that the Consultant has been given such authority.

The Personnel shall have the professional as well as language skills necessary to perform the Services satisfactorily.

1.2 INFORMATION

Each Party shall promptly inform the other Party, in writing, of any event or situation which may necessitate an agreement between the Parties on a modification of the scope, character or execution of the Services, of the Budget or Time Schedule, or of other aspects of the Contract. Any such modification shall be agreed upon between the Parties prior to execution.

The Consultant shall furnish GWPO with such information concerning the Services as GWPO may from time to time reasonably request.

1.3 SUB-CONSULTANTS

The Consultant may not, except with the prior approval of GWPO, assign or transfer the Contract or any part of the Services. Nor may he engage any sub-consultant to perform any part of the Services.

GWPO's approval of the assignment or transfer of any part of the Contract, or of the engagement of any sub-consultant, to perform any part of the Services, shall not relieve the Consultant of any of the Consultant's obligations under the Contract.

1.4 DELIVERABLES AND REPORTING

The Consultant shall deliver the outputs and reports as specified in the Terms of Reference. If, in GWPO's opinion, the outputs or reports do not correspond to the Consultant's undertaking, GWPO shall, within two months, give its reasons for this opinion. The Consultant shall either contest GWPO's opinion within two weeks or without delay present a revised report that meets the requirements of the Contract or agree with GWPO in writing on how to rectify the shortcomings.

SECTION 2 LIABILITY AND INSURANCE

2.1 SCOPE OF LIABILITY

The Consultant shall be responsible for any damage caused to GWPO as a result of any act or omission relating to the Services which is attributable to him as a result of his negligence or errors.

Approval of parts of the work performed shall not prevent GWPO from claiming damages, unless the approval explicitly says so.

GWPO shall make indemnification claims within six months of the time when the damage is discovered by GWPO and in no case later than three years after the expiry of the Contract. These time limits do not, however, apply when the Consultant is guilty of having caused the damage through gross negligence.

The Consultant retains full responsibility for any third party liability that might arise due to the Consultant's or the Personnel's activities, acts, or omissions.

2.2 INSURANCE

Unless otherwise agreed between the Parties, the Consultant shall, during the contractual liability period, maintain insurance which covers the Consultant's liabilities towards GWPO.

The Consultant shall take out and maintain adequate insurance against loss of or damage to property purchased in whole or in part with funds provided under the Contract, or produced by the Consultant, including papers and documents necessary for the Services, until such property or documents have been delivered in accordance with GWPO's instructions.

The Consultant shall take out and maintain full insurance against claims by third party resulting from acts performed by the Consultant, or the Consultant's Personnel, carrying out the Services.

The Consultant shall have the responsibility to take out and maintain insurance on life, health, accident, property, travel or other which may be necessary for the Personnel.

SECTION 3 - STAFFING

3.1 SELECTION OF PERSONNEL

The Consultant is responsible for the recruitment of his Personnel.

GWPO may request that all personnel shall be approved by GWPO before being assigned to the Services. To enable GWPO to judge whether the candidates meet the requirements, the Consultant shall provide GWPO with relevant documents. If GWPO so requests the Consultant shall arrange for GWPO to have the opportunity to interview the candidates. The Consultant shall take the initiative of presenting documentation for approval of key personnel. GWPO will not pay any extra costs for recruiting another candidate if the candidate first proposed by the Consultant is not approved by GWPO.

3.2 REPLACEMENT OF PERSONNEL

The Consultant shall withdraw all Personnel found unable to carry out assigned responsibilities, negligent in performing their duties, or guilty of misconduct.

No other replacement of Personnel shall be made by the Consultant, unless reasons for doing so are beyond the control of the Consultant. In such cases, the Consultant shall obtain GWPO's approval prior to making the replacement.

Replacements shall be persons possessing the qualifications originally agreed for the post. Any resultant changes in the fee rates or the reimbursable costs, shall be subject to prior approval by GWPO.

Costs for recall and replacement shall be borne by the Consultant.

3.3 PERIODS OF SERVICE

The Services shall be carried out by the Personnel specified in the Contract and for the respective periods of time indicated therein.

The Consultant may make such minor adjustments of the periods of service indicated in the Contract as may be appropriate in order to ensure an efficient performance of the Services. The aggregate of such adjustments may not cause the fees to be paid to the Consultant to exceed the Ceiling Amount payable under the Contract. All other adjustments of the periods of service shall be agreed between the Parties.

3.4 PROHIBITION OF CONFLICTING ACTIVITIES

Personnel assigned to the Services shall not, unless otherwise agreed between the Authorised Representatives, engage, directly or indirectly, in any other work, business or professional activities than the performance of their duties and assignments under the Contract.

3.5 TEAM LEADER

The Consultant shall ensure that at all times during the performance of the Services a member of the Personnel shall be appointed Team Leader. The selection shall be approved by GWPO.

SECTION 4 CALCULATION OF FEES

4.1 MODE OF CALCULATION

Fees shall be paid for time actually worked by the Consultant's Personnel directly engaged in performing the Services for the times specified in the Contract. The fee shall be calculated at a daily or hourly basis, as specified in the agreement, subject to the conditions herein.

For Services where the deliverables and required work are clearly assessable, the agreement may set out a fixed fee for the work performed.

The agreed fee rates include salary, social security charges, costs in respect of insurance, sickness, vacation pay, pension funds and similar payments as well as overhead charges including secretarial services and other administrative back-up services including

consultations and supervision provided by the home office staff, bank charges, and the Consultant's profit and risk.

Time worked by the management of the Consultant will not be reimbursed, unless specified in the Contract as part of the Services.

4.2 DAILY FEE

If a daily rate has been agreed, the daily rate applies to work performed in and outside the Consultant's Home Country and is calculated per day worked. The Consultant is not entitled to charge more than five times the daily fee during one week.

For work during less than a day the daily fee shall be prorated to the time actually worked, based on an 8 hour workday.

Work entitles the Consultant to the agreed daily fee only, irrespective of whether the work has been performed during or outside normal office hours. No additional payment for extra hours will be paid.

4.3 HOURLY FEE

If an hourly rate has been agreed the fees for work performed in the Consultant's Home Country shall be calculated on an hourly basis. Work in the Consultant's Home Country entitles the Consultant to the agreed hourly fee only, irrespective of whether the work has been performed during or outside normal office hours.

For work performed outside the Consultant's Home Country, the fees shall be calculated per day or per week. The daily fee shall correspond to eight times the hourly fee. The weekly fee shall correspond to five times the daily fee. For work during a period shorter than a week, the daily fee shall be charged. In no event shall the Consultant be entitled to charge more than five times the daily fee during one week. No additional payment for extra hours will be paid.

4.4 FIXED FEE

If a fixed fee has been set out in the agreement work entitles the Expert to the agreed fixed fee only, irrespective of whether the work has been performed during or outside normal office hours. No additional payment for extra hours will be paid.

4.3 FEES DURING TRAVEL TIME

When travel takes place for the purpose of the Services, intercontinental travel entitles the Consultant to one daily fee in each direction if a daily or hourly fee has been agreed. In addition, a full day's fee may be charged even if work has been performed only during a part of the day of arrival or departure. If a fixed fee has been agreed, time spent on intercontinental travel shall be included in the time remunerated by the fixed fee.

Time spent on travel within a country abroad for the purpose of performing the Services shall be included in the time remunerated by the daily or weekly fee.

Fees for travel time shall be considered as included in the Ceiling Amount for fees.

4.4 SURPASSING OF CEILING AMOUNTS

The Consultant shall promptly inform GWPO in writing if the Consultant foresees that the Services cannot be completed within the Ceiling Amounts. Such information shall contain a detailed budget follow-up and an account for work performed as well as thorough

analyses of additional activities needed to complete the Services. Furthermore, the Consultant shall clearly indicate the financial and other consequences if no additional funds for the Services can be made available and propose appropriate action.

The Parties shall promptly discuss the situation and agree upon action to be taken with regard to the programme/project activities and the Services.

Such agreement shall contain a new Ceiling Amount, if agreed. If no such agreement has been reached, GWPO is not obliged to pay the Consultant more than the agreed Ceiling Amount. GWPO retains the right to claim damages or fulfilment of the Consultant's undertaking according to the Contract with no extra cost to GWPO if the Consultant is in breach of section 1.1, 1.2 or 2.1 hereof. The Consultant may choose to fulfil his undertaking without any payment above the Ceiling Amounts. Otherwise the Services shall be wound up with no extra cost to GWPO.

SECTION 5 REIMBURSABLE COSTS

Unless otherwise specified in the Contract this section shall apply.

5.1 DAILY ALLOWANCES AND ACCOMMODATION

Daily allowances and accommodation for time spent abroad for the purpose of the Services shall be reimbursed in accordance with GWPO Travel Policy and Travel Regulations. The amounts are revised annually, and can be obtained from GWPO.

5.2 SERVICE TRAVEL

GWPO shall reimburse costs for service travel to and from the country where the Services are to be performed by the Personnel. Such travel shall be made by the most appropriate means of transport and the most direct, practicable route. In the case of air travel the least expensive IATA fare applicable in the circumstances shall apply. GWPO will not reimburse extra costs due to travelling first or business class or the equivalent. These provisions shall also apply to other service travel.

Costs for airport-taxes and visas will be reimbursed as well as costs for minor excess luggage for project equipment and materials.

Costs for passports, inoculation etc will not be reimbursed.

5.3 LOCAL TRAVEL

The costs for local travel for the purpose of the Services shall be reimbursed, if not otherwise provided for.

5.4 COMMUNICATIONS AND POSTAGE

The costs for international communications and postage are reimbursed, unless provided free of charge to the Consultant. A fixed amount may be agreed between the Parties.

5.5 OTHER COSTS

In the event that GWPO requests the Consultant to provide reports in more than five copies, the additional cost for producing such copies shall be borne by GWPO.

Costs which are not explicitly reimbursable shall be covered by the fee.

5.6 VALUATION OF COSTS

Actual costs of expenses specified as reimbursable and incurred by the Consultant will be reimbursed.

SECTION 6 INVOICING AND PAYMENT

6.1 INVOICING

The invoices for the Services shall be sent to the place and to the “attention” specified in the Contract and refer to the number of the Contract.

Invoices shall distinguish between fees and reimbursable costs.

All amounts debited shall refer to applicable budget items and be clearly described.

The costs shall be expressed in the currency of the original expenditure as well as in the equivalent amount in Euro.

The invoice shall contain the following information:

- name of the Bank to which GWPO shall make the payment,
- the address
- the account number,
- the account holder,
- fedwire/branch//sort code,
- IBAN number
- the SWIFT-code, and
- the currency of the account.

The Consultant shall follow GWPO’s instructions to separate costs for different sub-projects and any other instructions from GWPO regarding the presentation of items in the invoice.

Copies of vouchers regarding reimbursable costs shall be provided upon request by GWPO.

Invoices shall only cover costs incurred and fees for work performed. The invoice shall contain information about Swedish tax status and VAT number (when applicable)

6.2 VALUATION OF CURRENCIES

Whenever it is necessary for the purpose of this Contract to determine the value of any other currency in terms of Euro, such value shall be calculated on the basis of www.oanda.com interbank rate on the date of the transaction.

6.3 CURRENCY OF PAYMENT

Payments under the Contract shall be made in Euro, unless otherwise agreed in the Contract.

6.4 PAYMENT

Payments will be made to the bank account specified by the Consultant in the invoice. Payments shall clearly indicate the date and number of the invoices to which such payments refer.

GWPO may withhold payment of the last invoice or ten per cent of the total fees under the Contract until GWPO has approved the satisfactory execution of the Services. GWPO shall, within two months, approve the satisfactory execution of the Services or give its reasons for withholding such approval.

GWPO is entitled to corrections of errors discovered by inspection of the Consultant's books and records irrespective of the time elapsed since the invoice was presented to GWPO.

If the Consultant has received payment and the Consultant according to the above shall repay or credit part or all of the amounts, GWPO is entitled to demand interest on such amount.

SECTION 7 GENERAL PROVISIONS

7.1 SECRECY

The Consultant shall ensure that his Personnel, sub-consultants and their personnel respect the restrictions laid down by GWPO regarding secret and confidential information.

7.2 RECORDS

The Consultant shall keep and file accurate and systematic records and accounts per project/contract in respect of the Services in such form and detail as is customary and as shall be sufficient to establish that the reimbursable costs charged for the Services and costs for procurement for the project have been duly incurred. Time spent by the Personnel on the Services shall be recorded.

The Consultant shall permit the duly authorised representative of GWPO to inspect the Consultant's records and accounts relating to the Services from time to time.

7.3 OWNERSHIP OF WORK/COPYRIGHT

Design documents, specifications, reports and all relevant data such as maps, diagrams, plans, statistics and supporting records and materials compiled or prepared in the course of the Services shall be the property of GWPO with the right to transfer the Copyright, unless otherwise decided by GWPO. Such documentation shall be sorted and indexed by the Consultant prior to delivery to GWPO. The Consultant may retain a copy thereof, provided, however, that such copy shall not be used by the Consultant for purposes unrelated to the Contract without the approval of GWPO.

Before termination of this Contract the Parties shall agree upon the final destination of documents and data according to this sub-section.

Two copies of any training materials, manuals, curricula and other materials compiled or prepared for training purposes in the course of the Services shall always be sent to GWPO in Stockholm. GWPO shall be entitled to use such material as it may decide for any purpose related to its operations.

This licence for GWPO to use the material includes the right to reproduce, publish or sell such material designated as copyrighted. In cases where the copyright of material referred to in this sub-section rests elsewhere than with the Consultant, the Consultant

shall be responsible for securing the approval of the holder of the copyright for the transfer of this right to GWPO. The Consultant shall hold GWPO harmless against any claims for infringement of copyright.

In cases where material and documents referred to in this sub-section are computerized, the stipulations stated above shall apply to computer disks.

GWPO shall have the right to use source programmes and documentation on database design and programmes structure if the Consultant is entitled to transfer such right. In all cases the Consultant shall transfer to GWPO as much copyright and licence as he is in a legal position to transfer. At an early stage of the performance of the Services he shall discuss such copyright matters with GWPO.

7.4 APPROVALS, NOTICES OR REQUESTS

Approvals and agreements including amendments under the Contract shall be immediately confirmed in writing.

Any notice or request required or permitted to be given or made under the Contract shall be in writing in the language stipulated for the Contract. Such notice or request shall be deemed to be duly given or made when it has been delivered by hand, mail or cable to the Party to which it is required to be given or made at such Party's address as specified in the Contract, or at any other address as either Party may specify in writing.

7.5 EVALUATION

GWPO carries out evaluations of project performance including the performance of Services by Consultants. The Consultant undertakes to co-operate with GWPO for such evaluations during and after the execution of the Services.

SECTION 8 TERMINATION OF THE CONTRACT

8.1 TERMINATION BY GWPO

- a) If a default in the performance of the Services or in any other undertaking by the Consultant under the Contract occurs, GWPO may, by written notice to the Consultant, terminate the Contract with immediate effect.
- b) If GWPO, for overriding considerations outside the contractual relationship between the Parties, finds it necessary to terminate the Contract in whole or in part, GWPO may do so with immediate effect.
- c) In any event, GWPO may terminate the Contract, in whole or in part, within thirty days by giving written notice to the Consultant.

8.2 TERMINATION BY THE CONSULTANT

The Consultant may terminate the Contract by giving written notice to GWPO:

- a) If payment has not been made within thirty days of the due date and no correction has been made within thirty days of the Consultant's written notice to this effect;
- b) In the event that (i) circumstances arise which prevent the Consultant from carrying out the Consultant's duties, (ii) the Consultant has made every effort to

surmount such circumstances, (iii) a meeting with GWPO has been held in order to find a solution for surmounting such circumstances, and (iv) not less than thirty days have elapsed following such a meeting.

The Consultant's notice of termination shall specify the date of termination, which shall be not less than thirty days from the date of serving such notice.

8.3 WINDING-UP THE SERVICES

- a) Upon termination of the Contract under sub-section 8.1., the Consultant shall take immediate steps to terminate the Services in a prompt and orderly manner, and to reduce losses and to keep further costs to a minimum.
- b) Upon termination of the Contract (unless such termination shall have been occasioned by the default of the Consultant), the Consultant shall be entitled to reimbursement in full for fees and reimbursable costs as shall have been duly incurred prior to the date of the termination of the Services.
- c) Claims for remuneration according to b) above shall be presented to GWPO not later than three months after the expiry of the Contract, or as otherwise agreed before that date.

SECTION 9 SETTLEMENT OF DISPUTES

Should any dispute of difference, which cannot be settled amicably, arise regarding the meaning and/or interpretation of the provision of the Contract or relating to the rights and obligations of any of the Parties, or their successors in title, such dispute or difference shall be submitted to and determined by arbitration in the following manner:

- a) The arbitration shall be held in accordance with the Rules for Expedited Arbitrations of the Arbitration Institute of the Stockholm Chamber of Commerce;
- b) The arbitration shall be conducted by one arbitrator which, failing agreement between the Parties on the nomination of the arbitrator shall be appointed by the Stockholm Chamber of Commerce;
- c) The decision of the arbitrator shall be final and binding on the Parties;
- d) The arbitration shall be held in Stockholm, Sweden in the English language.

Each Party hereby warrants that there exists no provision in law according to which the above arbitration clause would not be binding on such Party.