

Strategy

2009-2013



A Message from our Patron

In 2006 the Global Water Partnership celebrated its tenth birthday. During the initial years of the Partnership it built up an impressive network of Regional and Country Water Partnerships through which the network contributed with great success to the adoption of integrated water resources management (IWRM) in the global debate on water. The Partnership is still a major player on the dissemination of the IWRM message and supports intensively the development of IWRM plans in many countries.



The world is now facing new challenges. The effects of climate change and the food crises are more and more dominating the international agenda. Recognizing the new challenges, the Global Water Partnership has developed a new intervention strategy. This strategy, based on an extensive external evaluation of the functioning of the network, makes the organisation fit for the future and guarantees the continuation of the important role that the Global Water Partnership is

playing in improving the integrated planning and management of the world's water resources. It is a role of utmost importance for the achievement of the Millennium Development Goals on water, health and the environment. It is an honour for me to be Patron of such an influential organisation.

HRH The Prince of Orange Willem-Alexander
Patron of the Global Water Partnership

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A Word from the Chair

The Global Water Partnership (GWP) came into being from the clear conviction that there had to be a new way of doing business: one where people build coalitions to find water management solutions that serve the public good. GWP convenes, empowers and connects people with a stake in water use and management, and helps them to work together effectively towards water security.

The Partnership expanded rapidly as Partners sought to apply the integrated water resources management approach to optimise economic and social benefits. We have learned much over the past 12 years. Locally owned, Regional and Country Partnerships stand ready to take on new and evolving challenges. Our growth means we have more capacity and can reach out to those addressing their sustainable water management needs at local, national, basin or regional levels with stronger support.

The Partnership contributes to water and sustainable development work at all levels. While growing and maturing, we have maintained a light and flexible network structure. We have remained objective and impartial. We have contributed to international policy processes, supported countries and helped to bring people and organisations together in dialogue across different sectors and interest groups.

The *GWP Joint Donor External Evaluation, March 2008*, provides valuable insights into what we do well and what we need to do better. The *Evaluation* states:

"The network has strengthened to a point where it is now able to take the next exciting step in its evolution – to become more member driven and 'bottom up' and play a more prominent and dynamic role in national development processes; reinforced by a stronger and more effective regional presence and a global profile of technical excellence."

Not least, the *Evaluation* recognises that we have developed robust financial management and internal governance systems that reassure both our donors and our beneficiaries. Still, network organisations are new entities, not easily governed. We still have much to learn and improve and we will continue to work closely with our many and diverse Partners as we deliver our 2009–2013 Strategy.

The Strategy has been developed during an unprecedented period of economic and financial volatility that increases uncertainty and threatens development. The urgency for action is growing. We are excited that we can build on GWP's past and position ourselves to contribute to addressing the water-related challenges facing the world today.

Letitia A. Obeng

Chair of the Global Water Partnership



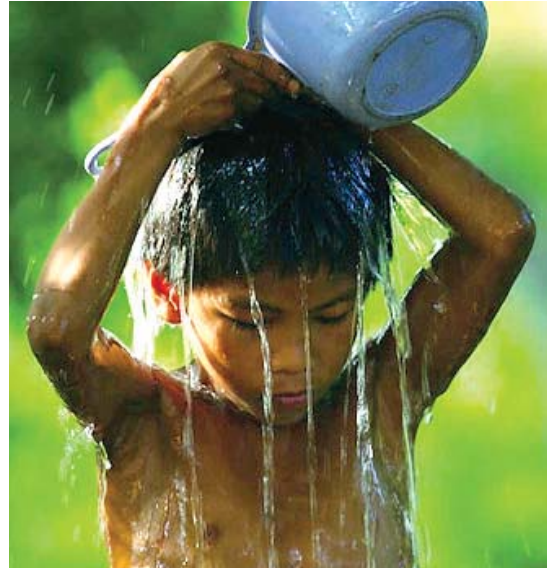
I. THE GLOBAL CONTEXT

Water is a prerequisite for life. Good water management promotes economic and social progress. However, poor water management hinders development and people suffer. Prosperity in many countries stems from significant investments in water infrastructure, water institutions and good water resource management. Water underpins almost all economic activity from food production—the mainstay of many economies and critical to people's livelihoods—to manufacturing, energy production and transport. Achievement of all the Millennium Development Goals depends to a large extent on water.

Water is a finite and vulnerable resource. Current global population growth rates mean that more and more people and economic sectors are competing for water. Increasing scarcity, stress, pollution and other threats will aggravate this competition. By 2025, three billion people will live in water-stressed countries. Many of these countries lack the infrastructure and management systems to store, deliver and use water efficiently. Countries will continue to face tough decisions on water allocation—how to balance competing demands from households, farmers, industry, ecosystems and hydro-power—to optimise the use of this finite resource. Better governance will continue to be a key aspect of sustainable water management.

Water also destroys. Many countries regularly suffer droughts, floods, hurricanes and other disasters that destroy lives, drain economies and hinder growth. Furthermore, although many parts of the world enjoy economic growth and better well-being, with these gains come greater demands for water and more pollution.

Water is crucial for food security and human well being. The growing global demand for



food and bio-energy, and the recent rises in food prices, slow down progress in reducing poverty, but increase demand for water from the agriculture and energy sectors. Lack of access by the poor to adequate, safe and reliable supplies of water, and safe sanitation limits their options to improve their livelihoods. In countries that lack good water management, it is usually the poor who suffer most.

Water is tied to global challenges. Climate change is one of the most formidable long-term challenges faced by the global community. And it is the poorest people on the planet who will feel its effects most deeply. Climate change will affect the water cycle, sea level and rainfall variability, and thus crop production and the frequency and scale of floods and droughts. Water is not immune to other external and immediate challenges, such as the recent economic and financial crisis and the volatility in the price of food and other commodities, and their impact on water is complex and needs to be better understood. Urbanisation and demographic changes, environmental degradation and a lack of essential services also place huge demands on water resource managers. Without prompt action, such challenges may trigger conflicts between communities, water users and between nations.

Dealing with these issues requires a holistic and coordinated approach to water allocation, management and development—an integrated approach. Fragmented responsibilities for developing and managing water resources and, more importantly, a lack of dialogue, make sustainable management impossible. To get the most benefit from sustainable management, both horizontal dialogue (across different sectors and the environment) and vertical dialogue (across different tiers of authority and in policy and decision making) are essential. More and more countries recognise the value of improving water management for development and are seeking support to make it a reality.

Some countries still have to put adequate policies, laws and plans for managing water into place and link them to broader national development priorities. Others already have clear policies and strategies, but do not have the political will, funds or capacity to take action to solve water problems. Weak governance, corruption and interest groups that resist change exacerbate the problems. These barriers exact a heavy toll on the poor and hold back progress towards the Millennium Development Goals.

The GWP 2009–2013 Strategy builds on 12 years of learning, advocacy, support, dialogue and global knowledge brokering. The Strategy will help Partners tackle water management in an increasingly challenging development context.



II. THE GLOBAL WATER PARTNERSHIP

The Global Water Partnership (GWP) is a dynamic, not-for-profit action network with over 1,800 committed Partner organisations around the world. Since GWP was founded in 1996, its chief focus has been to support social and economic change processes in developing countries that further the sustainable management and development of their water resources. The Partnership enjoys multi-donor support. Contributions from governments, and voluntary contributions from many Partners, ensure a coordinated approach to development assistance and support.

During the last decade, GWP successfully helped to change the prevailing mindset on water by promoting and applying the Integrated Water Resources Management (IWRM) approach. IWRM is a public good and few now see it as a narrow, technical, single-purpose perspective. It is well understood that managing water resources in an integrated way is everybody's business and that a range of 'social actors' from different sectors of society and with different economic interests must be involved. As a multi-stakeholder partnership that includes government agencies, private companies, non-governmental organisations, professional organisations, gender and youth groups, and bi- and multi-lateral development agencies, among others, the GWP network is uniquely placed to draw everyone together for dialogue and action.

GWP empowers, convenes and connects stakeholders. At the same time, the Partnership encourages everyone to work together more effectively to deliver water-related services and manage water resources to help meet both long- and short-term economic, equity and environmental objectives. GWP Partners form 13 Regional

Water Partnerships (RWPs) and some 80 Country Water Partnerships (CWPs). These are neutral and inclusive platforms for dialogue and facilitating change processes. The Regional and Country Partnerships manage and govern themselves, and convene stakeholders to address specific issues. They bring about solutions that are both tailored to local conditions and informed by local experiences and good practices from across the network.

III. THE VISION

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

A water secure world is vital for a better future: a future in which there is enough water for social and economic development and for ecosystems. A water secure world integrates a concern for the intrinsic value of water together with its full range of uses for human survival and well-being.

A water secure world harnesses water's productive power and minimises its destructive force. It is a world where every person has enough safe, affordable water to lead a clean, healthy and productive life. It is a world where communities are protected from



floods, droughts, landslides, erosion and water-borne diseases. Water security also means addressing environmental protection and the negative effects of poor management, which will become more challenging as climatic variability increases.

A water secure world reduces poverty, advances education, and increases living standards. It is a world where there is an improved quality of life for all, especially for the most vulnerable—usually women and children—who benefit most from good water governance.

GWP believes that an integrated approach to managing the world's water resources is the best way to pursue this vision—a vision that encompasses all of life.

IV. THE MISSION

The Global Water Partnership's mission is to support the sustainable development and management of water resources at all levels.

GWP's action network provides knowledge and builds capacity to improve water management at all levels: global, regional, national and local. The Partnership helps countries to connect water resources planning and operations at different scales—transboundary, regional, basin, national and local—so that actions are coherent and sustainable. Instead of taking the traditional development approach in which projects are often not connected, GWP works with numerous key 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 key development partners.

GWP takes its guiding principles from the Dublin and Rio statements (1992), from the Millennium Assembly (2000), which gave rise to the Millennium Development Goals, and from the World Summit on Sustainable Development (2002) Plan of Action, which set a target for the preparation of IWRM and Water Efficiency plans. Over time, GWP has adapted and elaborated these principles to reflect international understanding of the 'equitable and efficient management and sustainable use of water'. The guiding principles are:

- Freshwater is a finite and vulnerable resource, essential to sustain life, development and the environment.
- Water development and management should be based on a participatory approach involving users, planners and policy makers at all levels.
- Women play a central part in the provision, management and safeguarding of water.
- Water is a public good and has a social and economic value in all its competing uses.
- Integrated water resources management is based on the equitable and efficient management and sustainable use of water and recognises that water is an integral part of the ecosystem, a natural resource, and a social and economic good, whose quantity and quality determine the nature of its utilisation.

GWP's core values unite the Partners and are paramount to pursuing its mission. The main requirement for membership is that Partners agree to adhere to the core values. GWP Partners, and all GWP regional entities, agree to strive for inclusiveness, openness, transparency, accountability, respect, gender-sensitivity and solidarity. These are our core values. GWP expects all Partners to apply them, bringing together, as needed, as wide a group of stakeholders as possible in fulfilment of our mission. The values underpin

meaningful dialogue among people with different interests and mindsets, and strengthen GWP's neutral stance and credibility. Solidarity is at the heart of GWP's development endeavours and is essential to our commitment to the poor and disadvantaged.



V. THE STRATEGIC GOALS

GWP is a global network and because it works at all levels, our Strategy must both articulate what GWP will deliver through the network, and provide strategic direction for GWP's semi-autonomous regional bodies. This Strategy sets out the guiding parameters and strategic goals for the network. Within this framework, GWP Regional and Country Partnerships, the GWP Secretariat and the Technical Committee (TEC), based on the needs and priorities of the constituencies they serve, will design their own strategies and annual work plans to meet the strategic goals.

The Global Strategy thus provides the strategic direction for the whole network, but acknowledges that it is not feasible to set detailed indicators for regions as dissimilar as Southern Africa, South America or China. Each Regional Water Partnership has developed its own Regional Strategy that specifies outcomes

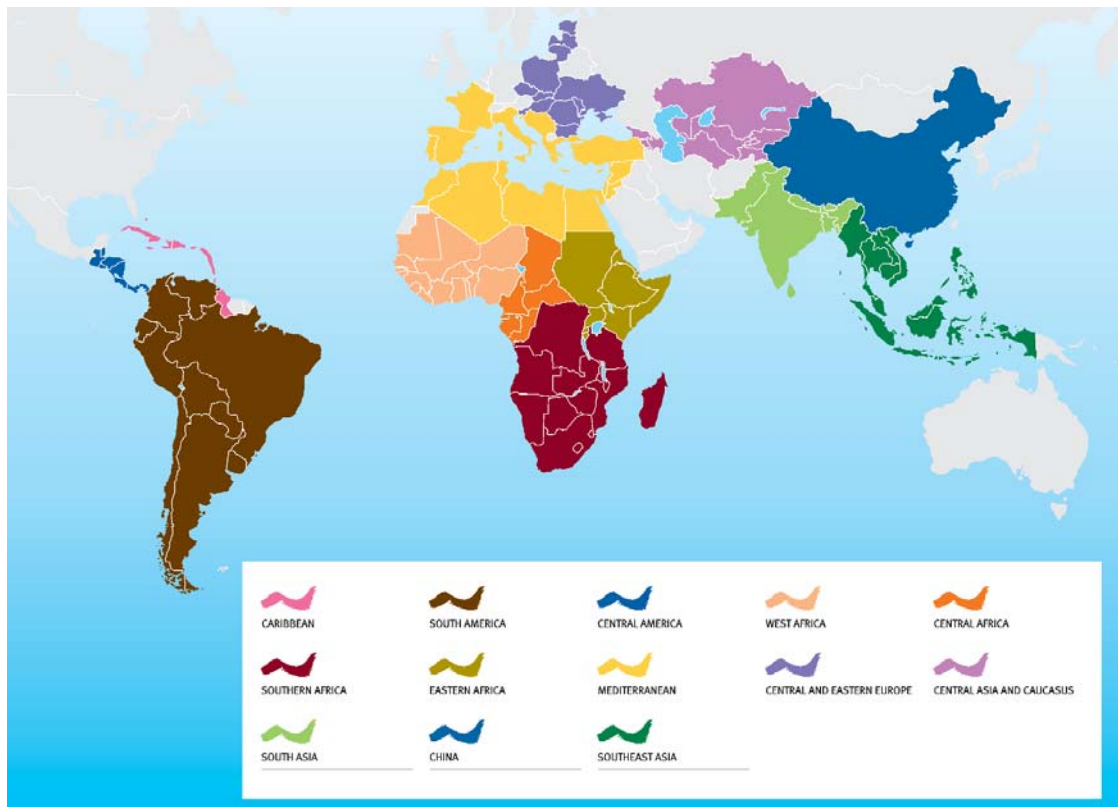
in detail specific to the characteristics and priorities of each region. The Regional Strategies contain the most appropriate indicators for monitoring and evaluating progress towards strategic goals. The Global and Regional Strategies are thus complementary and are implemented through annual work plans.

In carrying out the Strategy, the GWP will work with many other actors, both local and international, to provide support to governments that are ultimately responsible for implementation, but do not have sufficient resources to act alone. In this context GWP supports the implementation of change processes through mobilising support, by coordinating across different disciplines and sector interest groups, by facilitating and awareness raising processes and by sharing knowledge and developing local capacities. GWP thus triggers change and promotes implementation of actions that improve water resources management and development.

The 2009–2013 Strategy covers the run up to 2015, the target date for the Millennium Development Goals. GWP Partners are committed to helping realise the globally agreed targets outlined in the *Millennium Declaration*. This Strategy will strengthen their efforts. Each strategic goal promotes social equity, economic efficiency and environmental sustainability, by improving the way water is managed and developed.

A network-wide consultation in 2008 generated four strategic goals that will be pursued by the Partnership during 2009–2013. GWP Partners fully endorse the four goals. All are equally significant. The goals include (1) **an operational goal**, (2) **an advocacy goal**, (3) **a knowledge goal** and (4) **a partnering goal**. For each goal, GWP identifies the outcomes it will pursue and the strategy it will follow. GWP will focus its contributions and work on specific aspects of issues highlighted in the four goals.

GWP REGIONS



STRATEGIC GOALS 2009–2013

GOAL 1: Promote water as a key part of sustainable national development. This goal focuses on improving water resources management, putting IWRM into practice to help countries towards growth and water security emphasising an integrated approach, good governance, appropriate infrastructure and sustainable financing.

Outcome 1a

Where policies and plans are in place, governments incorporate them into national development processes and implement them with support from others.

Outcome 1b

Where policies and plans are not in place or weak, governments develop them, incorporate them into national development processes and implement them with support from others.

Outcome 1c

Non-government actors, including GWP, civil society and external support agencies, work together to build local capacities and help governments implement their policies and plans.

GOAL 2: Address critical development challenges. This goal focuses on contributing to and advocating solutions for critical challenges to water security, such as climate change, growing urbanisation, food production, resource related conflict and other challenges as they emerge.

Outcome 2a

National and regional policy makers, civic organisations, water managers and international development agencies take into account the links between water and climate change, and develop solutions for adapting the management of water resources to climate change.

Outcome 2b

National and regional policy makers, civic organisations, water managers and international development agencies address critical development challenges, particularly food security, urbanisation and conflict resolution.

Outcome 2c

International actors and multi-lateral policy processes work with a clearer understanding of the options available for tackling emerging and on-going challenges facing water resources through objective and incisive intellectual contributions from GWP and its partners.

GOAL 3: Reinforce knowledge sharing and communications. This goal focuses on developing the capacity to share knowledge and to promote a dynamic communications culture, so as to support better water management.

Outcome 3a

Global entities, such as UN agencies, multi- and bi-laterals, and the corporate world are better informed through GWP knowledge dissemination about issues related to managing the world's water resources.

Outcome 3b

Stakeholders, including governments, finance and planning ministries, NGOs, the private sector and youth, have better access to relevant and practical knowledge, and more capacity to share that knowledge.

Outcome 3c

GWP embeds a communications culture across the Partnership and stakeholders at all levels take up strategic information and key messages.

GOAL 4: Build a more effective network. This goal focuses on enhancing the network's resilience and effectiveness through stronger partnerships, good governance, measuring performance to help learning and financial sustainability.

Outcome 4a

GWP strengthens and builds the capacity of RWPs so they carry out their work plans more effectively, and provide support to the Country Water Partnerships.

Outcome 4b

The Global Water Partnership Organization and the Regional Water Partnerships undertake a change process to improve organisation and management, and streamline financial, administrative and governance structures across the Partnership. GWPO and the RWPs fully incorporate an Outcome Mapping approach as a way to plan, monitor and evaluate the success of annual work plans.

Outcome 4c

GWPO, RWPs and Country Water Partnerships access new and diverse sources of funding for GWP activities while increasing funding from traditional sources.





Goal 1: Promote water as a key part of sustainable national development.

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Outcome 1c

Non-government actors, including GWP, civil society and external support agencies, work together to build local capacities and help governments implement their policies and plans.

Strategy to reach Goal 1

GWP has successfully advocated an integrated approach to water management and supported countries in preparing the IWRM plans called for by the World Summit on Sustainable Development in 2002. Yet much remains to be done to make these well-intentioned plans operational. The world faces many persistent water problems, not least in meeting the Millennium Development Goals and creating an enabling environment for better resource management. According to the UN-Water *Status Report on IWRM and Water Efficiency Plans (2008)*, 68 percent of developed countries, but only 38 percent of developing countries have IWRM plans completed or underway. Progress on plans for water efficiency lags even further behind.

GWP will take a two-pronged approach. For countries well advanced in planning, *GWP will use the integrated approach to help implement the plans. GWP will emphasise local*

engagement and building capacity to manage water and put policies into practice. Further development of the GWP *ToolBox* will play an instrumental role in supporting governments as they move from planning to application. For those countries that do not yet have policies and plans, but wish to develop them, GWP will provide support in the development process and, at the same time, will help build their capacity to implement those plans.

A key element of this goal will be to embed water security into national development plans, such as poverty reduction strategies and comprehensive development frameworks. *To do this, GWP will demonstrate the need to bring together fragmented institutional responsibilities and interests in water, such as finance, planning, agriculture, energy, tourism, industry, education and health.* A critical part of the strategy will be to engage with and influence those ministries, businesses, civil society actors and those from other sectors that use water to achieve their development goals. This will help to raise the political profile of water, improve policy making and increase budget allocations.

Sound economic and social arguments influence decision makers. This means that GWP must demonstrate why better water resources management is important for development. The Partnership understands



that simply drafting plans does not solve water problems. What counts is how realistic the plans are, what political buy-in they have, what funds are available to implement them, and how much they contribute to development priorities, poverty alleviation and ecosystem health.

Specifically, GWP will provide support in the following areas at regional and national levels and beyond.

Improving support for water management through national processes: In countries that have not yet prepared and implemented policies and plans to develop water more effectively, *GWP will facilitate multi-stakeholder participation and dialogue.* The network will share best practices across regions and between countries to help manage water resources to achieve water security.

Improving governance systems: GWP has an extensive international network and significant water resources management expertise. *Working in partnership with others, such as the UNDP, GWP will take advantage of these strengths to support improvements to institutional environments that will enable an integrated approach to water resource management. GWP will assist government agencies to develop legal and regulatory frameworks, to become accountable and to allocate resources.* In addition, *GWP will be a 'voice' for other stakeholders.* Since allocating and managing water resources needs to be planned and implemented at different administrative levels and within specific hydrological boundaries, GWP will do more to help align governance systems and link administrative and basin approaches. This will strengthen institutional capacities and improve coordination and coherence. GWP will also work with the Water Integrity Network to help reduce corruption in the water sector.



Improving water infrastructure: Along with institutional reform, there is a critical need, particularly in poorer countries, to develop and manage appropriate and sustainable water infrastructure. *GWP will identify entry points and support multi-stakeholder dialogues to help governments and regional entities investigate cost-effective and appropriate infrastructure options that will benefit all.* GWP will seek opportunities to convene stakeholders and contribute to ongoing dialogue between governments, regional development banks and others to expand water management infrastructure and to ensure that an IWRM approach is used in water infrastructure development.

Improving financing for water management: A great deal of attention has been paid to financing water *use*. However, little is known about funding water resources *management* despite increased insecurity due to scarcity, pollution, climate change and other threats. *Working with partners such as the OECD and*

EUWI-FWG, GWP will build capacity in financing water resources management and development and also demonstrate how this relates directly with good water governance. This will include building strong links between water and finance experts to tackle chronic underinvestment and the waste of scarce funds.

Facilitating transboundary cooperation:

Surface and underground water do not respect political boundaries. This means that states must cooperate to manage water. They must share responsibilities for managing water, protecting water quality, managing environmental flows and promoting harmony among states. In some cases, river basin organisations provide an institutional structure for functions such as coordinating decision making, establishing water allocation mechanisms, reducing water pollution, and handling floods and droughts. Good national policies and plans are prerequisites for serious cooperation in transboundary waters, including shared aquifers that are often neglected. Taking the shared benefits approach, *GWP will support regional processes and work with regional organisations and initiatives, such as ASEAN, SADC and ECOWAS. GWP will also work with other partners, such as the World Bank and UN-Water including the GEF, to contribute to existing initiatives in all regions, extending from the Yellow River to the Nile Basin, in support of cooperative processes to make shared waters become a force for regional economic development.*

Monitoring progress on IWRM: Through collaborative efforts, for example with the UN-Water Task Force, GWP will help develop and put into practice a robust set of indicators for monitoring and reporting on the progress and benefits of implementing the IWRM approach at various scales. Introducing such a framework will help set targets, track progress and provide feedback on the effectiveness of better water resources management.



Goal 2: Address critical development challenges.

This goal focuses on contributing to and advocating solutions for critical challenges to water security, such as climate change, growing urbanisation, food production, resource related conflict and other challenges as they emerge.

Outcome 2a

National and regional policy makers, civic organisations, water managers and international development agencies take into account the links between water and climate change, and develop solutions for adapting the management of water resources to climate change.

Outcome 2b

National and regional policy makers, civic organisations, water managers and international development agencies address critical development challenges, particularly food security, urbanisation and conflict resolution.

Outcome 2c

International actors and multi-lateral policy processes work with a clearer understanding

of the options available for tackling emerging and on-going challenges facing water resources through objective and incisive intellectual contributions from GWP and its partners.

Strategy to reach Goal 2

During the period of GWP's last Strategy, the Partnership learned that critical development problems can provide an entry point for galvanising action to address water management problems. For example, not only do rising food prices threaten poverty reduction gains, they also increase demand for water for agricultural production. So water management is a crucial element in these development problems. GWP will seize these strategic opportunities to promote change. GWP will increasingly respond to calls to facilitate dialogue, provide understanding or take policy positions on these issues. GWP will help to develop solutions by involving widely divergent stakeholders, both inside and outside the water sector, in dialogue. GWP will work to demonstrate the role of water in solving critical development challenges and will provide technical support for doing so.

The Partnership will develop greater technical capacity, more intellectual capital and strategic partnerships to respond to the issues identified below. Most GWP Partners see adapting to climate change as a serious

long-term development problem and so this will be one focus. Regional technical and intellectual capacity will be strengthened so that support can be tailored to local needs. The Regional Water Partnerships will work closely with the Technical Committee to bring together both local and traditional knowledge in giving technical advice. At the same time they will capitalise on, and further strengthen, GWP's convening power across sectors, political boundaries and all levels. As the technical capacity of the Regional Water Partnerships grows, the network will be able to respond more rapidly to emerging development challenges. A greater ability to respond quickly will reinforce GWP's intellectual leadership at national, regional and global levels.

GWP will provide leadership at the global level. GWP will offer technical support to help all levels of the Partnership put forward appropriate solutions to the challenges facing water managers as they confront critical global issues. In particular, GWP will contribute to finding solutions to the four concerns discussed below at global, national and regional levels.

Adapting to climate change: Climate change is arguably the most severe long-term threat to development facing this and future generations. By altering the hydrological cycle, climate change will exacerbate the water management problems that countries already face. Climate change will have significant, often dramatic, consequences—higher sea levels, more variable rainfall, more frequent and intense floods and droughts, and rapid desertification. Risks related to climate change impede agricultural development. They are a major challenge to the management of natural resources and barriers to the transition from poverty to prosperity. *GWP will promote better water management, 'climate-proofing' infrastructure and adaptation as the best ways to reduce the impact of climate change while*



maintaining socioeconomic development. GWP recognises that there are many actors involved in various aspects of climate change and will thus focus on contributing to work on adaptation with respect to water resources. GWP will offer practical, regionally relevant advice and guidance on adapting to climate change so that it becomes an integral part of current and future water resources management approaches. In this, GWP will work closely with the World Bank, UNEP Coordinating Centre at DHI, the UN-Water Task Force on Water and Climate Change, and the Cooperative Programme for Climate and Water. *GWP will also seek to build on alliances with key organisations working at the forefront of climate change, including the International Research Institute for Climate and Society (IRI).*



Achieving food security: Producing enough food for one person for one day requires about 3,000 litres of water—or about 1 litre per calorie. When compared with the 2–5 litres required for drinking, it is clear that water for food production is a critical issue as populations and wealth grow. The trade–food–water nexus and virtual water are significant issues in water for food production. GWP recognises the importance of engaging with the agriculture sector and will convene informed multi-stakeholder negotiations to change the way decision makers think about water and agriculture. The productivity of water, for example, must improve. Yesterday's irrigation technologies must be adapted and upgraded to meet tomorrow's needs. In addition, since 60 percent of agriculture in developing countries is rain-fed, it is also important to emphasise rain-fed food production. In this area, *GWP will work with the CGIAR system, particularly with the International Water Management Institute (IWMI) to facilitate adoption of the recommendations emerging from the Comprehensive Assessment of Water Management in Agriculture and the Challenge Programme on Water and Food.*

Tackling urbanisation: Today, 50 percent of the world's population lives in urban areas and, with changing demographics characterised by massive migration into cities, by 2025 the percentage is projected to be 60 percent. Urban water and wastewater management is a

serious threat in most developing countries. Most cities are unable to expand basic water services or manage growing competition among users. Given the trends in urbanisation, the need to improve water and waste management in cities is urgent. But, this must take impacts over a wide area into consideration, both upstream and downstream, as well as across basin and aquifer boundaries. As part of this effort, *GWP will continue its work with UN-Habitat Water Operators Partnerships, where the focus will be on managing 'used water' as an essential element in overall water management.*

Resolving conflicts: Development will increase the risk of serious conflicts over water and the negative impact on the poor and vulnerable that these conflicts will have. Demand for water, degradation of water resources, climate variability and sectoral and rural–urban conflicts over water are all increasing and will exacerbate already-serious disputes. *GWP will support dialogues that emphasise negotiation and compromise and that allow stakeholders to think through and make choices that result in optimal benefits for all. GWP will work with others, such as UNDP, UNESCO Centre for Water Law, Policy & Science and regional organisations, to better understand conflicts related to water and to develop objective and realistic conflict resolution scenarios to assist policy makers in making decisions.*



Goal 3: Reinforce knowledge sharing and communications.

This goal focuses on developing the capacity to share knowledge and to promote a dynamic communications culture, so as to support better water management.

Outcome 3a

Global entities, such as UN agencies, multi- and bi-laterals, and the corporate world are better informed through GWP knowledge dissemination about issues related to managing the world's water resources.

Outcome 3b

Stakeholders, including governments, finance and planning ministries, NGOs, the private sector and youth, have better access to relevant and practical knowledge, and more capacity to share that knowledge.

Outcome 3c

GWP embeds a communications culture across the Partnership and stakeholders at all

levels take up strategic information and key messages.

Strategy to reach Goal 3

GWP has made conceptual and technical contributions to water management and sustainable development at global, regional and national levels. The network has laid a strong intellectual foundation for integrated water resources management in publications on issues such as adapting to climate change, developing infrastructure, river basin organisations and financing. The *Catalyzing Change* series, prepared by the Technical Committee, supports countries in using the IWRM approach. GWP's educational and advocacy role has led to changes in policies and legislation.

GWP will implement a comprehensive communications strategy that builds on its knowledge base and expands water advocacy more broadly to take in social and economic development. To do this GWP will develop two interlinked areas: the internal communications culture and the Partnership's communications in global, as well as in regional, country and local development discourses. Specific elements of the strategy to reach Goal 3 are outlined below.

Communications capacity: GWP will build and embed communications capacity throughout the network. This means integrating communications into programme activities from the start so that programmes generate and disseminate appropriate information both internally and externally. GWP will shape its internal communication culture to improve dialogue and share lessons more widely among regional and country Partners. This means finding ways to make it easier for the whole network to share knowledge, experiences and information. Communications is a network-wide activity that facilitates the achievement of all four strategic goals and the overall GWP mission. GWP will encourage every Partner of the network to be a communicator to multiply the network's visibility and effectiveness.

Outreach: *GWP will help people realise that sharing information between departments, regions and cooperating Partners strengthens the network and augments its contribution to the wider world. As well as informing the water sector, this will involve engaging with non-water ministries, such as Finance and Planning, and with key NGOs, such as Transparency International. In particular, messages will be targeted at audiences from outside of the water community to build*



awareness and understanding of the importance of water for other sectoral users and abusers. This will include working with business, for example through the World Economic Forum and World Business Council on Sustainable Development.

Knowledge sharing: In addition to shaping the internal communication culture to encourage Partners to become good at sharing knowledge and communicating, *GWP will develop products, services and platforms that make communication easier. GWP will link the Technical Committee more closely to other GWP knowledge streams (such as the ToolBox, and Country and Regional Partnerships) and to cooperating Partners, including youth and education groups.* Connecting those who can provide knowledge with those who need knowledge will ensure that GWP generates products and services that make sharing knowledge more effective. The GWP *ToolBox* will be central to this effort. GWP will extend the influence of its intellectual leadership by producing practical guides, sharing lessons across countries and regions, and using appropriate communications methods for advocacy, feedback and monitoring results.

Strategic messages: GWP has a solid reputation in the water world. But, to position the network in the broader development world and beyond requires a more deliberate focus on reporting achievements (and the processes and activities that contribute to those achievements). Drawing on the Partnership's expertise, *GWP will step up efforts to identify—and develop policy responses to—critical development threats that affect or are affected by, water resources management.* The wealth of information created by the network will be articulated and delivered to relevant and influential audiences, such as donor Partners, policy makers, the media and others who are strategic to achieving GWP's mission.





Goal 4: Build a more effective network.

This goal focuses on enhancing the network's resilience and effectiveness through stronger partnerships, good governance, measuring performance to help learning and financial sustainability.

Outcome 4a

GWP strengthens and builds the capacity of Regional Water Partnerships so they carry out their work plans more effectively, and provide support to the Country Water Partnerships.

Outcome 4b

The Global Water Partnership Organization and the Regional Water Partnerships undertake a change process to improve organisation and management, and streamline financial, administrative and governance structures across the Partnership. GWPO and the RWPs fully incorporate an Outcome Mapping approach as a way to plan, monitor and evaluate the success of annual work plans.

Outcome 4c

GWPO, RWPs and Country Water Partnerships access new and diverse sources of funding for GWP activities while increasing funding from traditional sources.

Strategy to reach Goal 4

At the end of 2008 the Partnership comprised 13 Regional Water Partnerships, nearly 80 Country Water Partnerships and over 1,800 registered Partners. Many Partner organisations and individuals have local influence and are a key resource in bringing about behavioural change in target beneficiaries. This extensive network allows GWP to better support and influence national and regional policies and actions. GWP will maintain a light and flexible network structure to allow Partners to focus on local priorities and to empower communities to bring their concerns to the national, regional and global levels.

Since its creation in 1996, GWP has progressively established rights and responsibilities at all levels of the network—from the establishment of the Global Water Partnership Organization (GWPO), to the creation of Regional Water Partnerships, Country Water Partnerships and, in some countries, Area Water Partnerships (e.g. at

basin, city or district level). The governance of GWP will continue to evolve so that it can best support the achievement of the goals in the 2009–2013 Strategy.

Listed below are specific elements of the strategy for achieving Goal 4.

Partnership and alliance building: GWP has a unique ability to build capacity because of its global and local reach. *GWP will continue to expand its partnership base, focusing on non-water stakeholders, while improving the administrative arrangements that govern existing relationships.* GWP will build stronger alliances with strategic Partner organisations, such as UN-Water, the European Union Water Initiative, CapNet, the International Network of Basin Organizations, the Associated Programme on Flood Management, the World Water Council and others. GWP will build new alliances with Partners, such as the Cooperative Programme for Climate and Water and the Water Integrity Network.

Performance measurement: Since GWP does not implement infrastructure projects, but facilitates processes to improve water resources management, *GWP has adopted Outcome Mapping as a tool to monitor and report results, and measure performance. This methodology will be applied across the network in 2009 and beyond, with stronger links to the Global Action Network to share experiences on performance measurement.* GWP will also share with the donor community its experience of the Outcome Mapping approach to show how it can be adopted in similar policy-related programmes and networks.

Financial sustainability: To move towards financial sustainability, *GWP will continue to provide a demand-led quality service that responds to regional and country priorities as well as those of the donor community.* While working to expand the financial resource base at all levels through new and existing funding



sources, the Partnership will enhance and diversify fund-raising capacity at the regional and country levels.

Supporting the network: *GWP will upgrade governance and administrative structures to implement the 2009–2013 Strategy.* The focus will be on streamlining and strengthening governance structures across the network. This will maintain the light, flexible, locally owned nature of the network, while reassuring donors and governments of the soundness of GWP operations. Organisation and governance aspects are discussed further in chapter VI.

Reducing GWP's carbon footprint: Face-to-face interaction is the most effective means of sharing knowledge and experience, and changing behaviour. However, *GWP will take measures to reduce travel, use modern communications technology (such as video conferencing, virtual meetings and 'webinars') and reduce global meetings, wherever possible, to lower costs and minimise the Partnership's carbon footprint.*



VI. DELIVERING THE STRATEGY: ORGANISATION AND GOVERNANCE

A process of change

GWP will strengthen and reform organisational and governance structures to deliver the 2009–2013 Strategy with its more operational focus. GWP will streamline and simplify governance systems to clarify and improve overall legitimacy and accountability. GWP will align the governance system more closely with its aspiration to be an effective global action network. GWP's organisational and governance evolution will recognise the rights, roles and responsibilities of the different elements that make up the Partnership and take into account the inherent duality of the network:

- the horizontal nature of the GWP network—the committed actors and processes for social change around the world that have been founded locally and have their own organisational processes, and
- the vertical nature of the Global Water Partnership Organization, an international organisation that must satisfy international law (with the Chair and Steering Committee appointed by the Sponsoring Partners) and basic financial requirements, hence requiring the authority of the international 'owners' and satisfying the international financial partners (donors).

The different elements of the network perceive the vertical and horizontal aspects of the system and their requirements, differently and have differing expectations. This creates a tension that can be healthy and dynamic, and is common in global action networks that are responsible for both driving social change and distributing funding. However, this tension has to be managed. If the GWP network mutates into a centralised hierarchy it will

lose its comparative advantage. If it becomes too flexible it will lose its credibility and brand reputation.

To address this tension, GWP will manage resources effectively while upholding local autonomy and ownership. This puts more responsibility on Regional Water Partnerships for effective regional governance and better financial management. To achieve this, GWP will build stronger capabilities at all levels, improve the functioning of all GWP governance bodies and ensure accountability to protect the GWP brand.

To link the 'international organisation' face of GWPO with the 'network component' of the GWP, and put change agents at the centre of the Partnership, the distinct roles and contributions of the different elements within the GWP structure must be identified.

Roles of the different GWP elements

GWP requires six essential (and interlinked) competencies to function effectively:

1. Organising effective, efficient and accountable action on the ground;
2. Improving the ability to build technical capacity at all levels and provide global intellectual leadership;
3. Putting in place a robust network and communications system;
4. Improving the strategic and policy setting abilities of internal governance bodies for making wise decisions;
5. Securing the legitimacy of the system;
6. Providing funding for the continued functioning of the network.

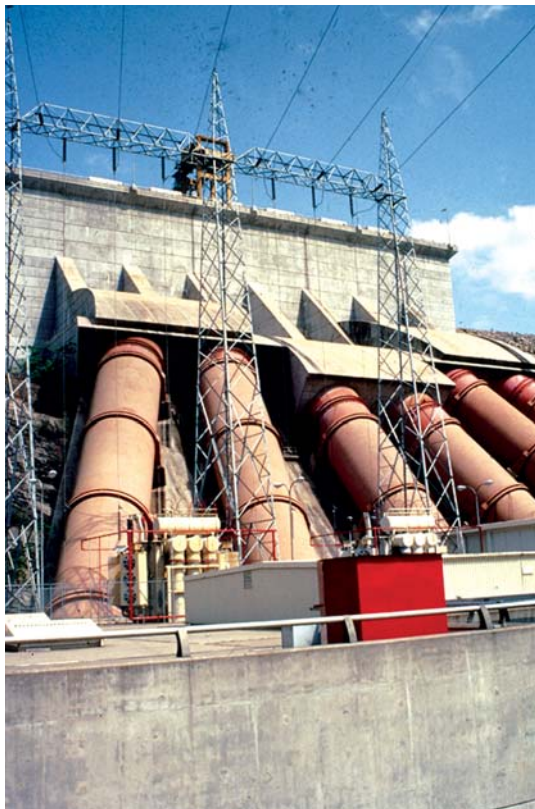
These six elements are presented below with the implications of what they mean for GWP organisational and governance systems. All elements are equally essential for meeting the Strategic Goals.

1 Action

The most important factor in achieving the GWP mission in the long term is change-oriented action on the ground at regional, national and sub-national levels (for example, basin, district, and city). For the 2009–2013 Strategy, the focus of attention will be on RWPs to become as autonomous as possible, to raise and manage resources and to plan strategy. Host institutions are a cost-effective way to administer RWPs. GWP will build capacity and create strong contractual arrangements with host institutions so that the secretariats will be effective and efficient. Fiduciary responsibilities will be transferred gradually from the Secretariat to the regional level in the context of robust, efficient and highly accountable host institutions and legitimately governed RWPs.

2 Technical/intellectual leadership

Technical capacity has always been an integral part of GWP. As the Partnership moves into this strategy period, delivering technical support at the country and regional level will be even more critical than in the past, and



must drive change within the Partnership. At the global level the Technical Committee (TEC) is the 'technical hub' of the network. As the network grows, and becomes more focused on operations, GWP will integrate TEC's intellectual leadership more into network knowledge and communications. The role and modus operandi of the TEC, the Secretariat and the Regional Partnerships, and the way in which they interact with one another on technical issues, will be strengthened and brought closer together. This will address two key roles: providing global intellectual leadership to keep GWP at the forefront of new ideas and challenges, and providing demand-driven technical support to the Regional and Country Partnerships. Closer links among the network and technical hubs will encourage technical and intellectual cross-fertilisation at the regional level while also strengthening work on global issues.

3 Networking and communications

The Secretariat is the executive body and is the 'network hub' for the whole system. The Secretariat will gradually devolve financial management, first to the RWPs and, subsequently, to the CWPs. The Secretariat, together with the Technical Committee, will also raise the global profile of the network and regions as they take a greater lead within the Partnership. The Secretariat will strengthen its communications and network functions to help the RWPs to improve their capacities, their managerial responsibilities and their relationships with host institutions.

4 Strategy and policy setting

The Steering Committee (SC) is the global governance body for the network. It is responsible for making key policy and strategic decisions about GWP's direction. The Steering Committee also provides fiduciary and management oversight of the GWPO, holding the Secretariat, the Technical Committee and the network to account and providing assurances to financial Partners. The Steering Committee is the 'strategy hub',



and taps into the knowledge that exists across the network as much as possible in order to make effective, strategic and legitimate decisions about the GWPO. The membership and nominations process for the SC will evolve as it works to meet the challenges of the new strategy period.

5 Legitimacy

Three constituencies bring legitimacy to GWP. These constituencies are at the foundation of the network and opportunities for change or evolution are therefore limited.

The first source of legitimacy is the Partners, the registered members of the GWP. They are represented at the annual Consulting Partners' Meeting. At present there are around 1,800 registered Partners across the world. Each Regional Water Partnership has a Regional Council made up of Partner representatives (from different countries) from the region. The Stockholm Secretariat represents Partners from countries that do not have a Regional or Country Water Partnership. The Regional Chair presides over the Regional Council. Regional Councils are thus the 'regional legitimacy hub'. The annual Consulting Partners' Meeting provides 'network legitimacy'. In this strategy period the purpose of this meeting will be clarified and the arrangements improved to make it more representative of the network.

The Sponsoring Partners give legal legitimacy to the GWPO. They are the states and international organisations that signed the Memorandum of Understanding establishing the GWPO—the international organisation—and thus provide the 'global legitimacy hub'. The Sponsoring Partners effectively 'own' the GWPO and appoint the Chair, members of the Steering Committee and the Auditor.

The Nomination Committee provides the third 'legitimacy hub'. It is responsible for nominating the members of the Steering Committee (SC) to bring the Organisation and

the network together. The Nomination Committee is therefore essential in securing a balance between the Sponsoring Partners (who approve nominations to the SC) and the Regions (who are consulted in the process of nominating SC members) and in ensuring that the appointment of SC members is the result of consensus across the system.

6 Funding

The Financial Partners Group (FPG) is external to the network and is made up of committed donors who fund the GWP. The FPG provides a two-way communication channel at the global level between the GWP (as a development partner of the donors) and the donors. It is also a forum where donors can exchange views, and share their policies and approaches to water resources management. The relationship with donors at the global level is a unique feature of the GWP and extends beyond funding. The Financial Partners Group is a forum for achieving broad consensus on ideas and solutions in integrated approaches to water resources management. This relationship will be developed at regional and country levels, to enhance donor and government responses to regional and national priorities on water management.

VII. SECURING THE RESOURCES TO MEET GWP'S GOALS

The GWP is an extraordinary network in which many volunteer their time and intellect to help achieve the vision of a water secure world. The thrust of the 2009–2013 Strategy is to keep GWP at the forefront of thinking and action on water resources issues and to strengthen and grow the network, particularly at the regional level, to provide a solid mechanism to address current and evolving issues. To implement the 2009–2013 Strategy and achieve GWP's goals, more financial resources will be needed at all

levels, and new sources of funding (with new ideas and solutions) accessed. It will also be important to maintain and increase funds from traditional sources.

To build a stronger more effective network as set out in this Strategy, GWP will strengthen the capacities of the Regional Partnerships and support functions. GWP will also put appropriate governance systems in place to enable Regions to grow, to better oversee and support country activities, and to fully account for the funding they receive.

VIII. A TIMETABLE FOR CHANGE

Change will be implemented progressively and in a way that reinforces rather than destabilises the network.

GWP Partners will become more active with greater responsibilities, initially at the Regional Water Partnerships level. This will demand more capacity development, more transparency and accountability, and better financial management at regional and country levels. The process will start in 2009, but the pace at which it will proceed will vary between Regions depending on their level of maturity. It is anticipated that the process of regional reinforcement will be completed by the end of this strategy period and that the focus in the next strategy period will be at the Country Partnership level. The accreditation process (based on the 'Conditions for Accreditation' established in 2005), and the Learning Reviews for RWPs, will be progressively strengthened to ensure that robust governance and management systems accompany strengthening of the regional partnerships. These measures will improve accountability and protect donor funds and the GWP reputation.



The Secretariat and Technical Committee will evolve to better support the network and increase GWP's contribution to the global dialogue on critical issues. The size and structure of the Secretariat will respond to the needs for better network support throughout the strategy period. The way in which the multiple demands for technical expertise at global, regional and country level may be serviced will be addressed and developed during the first year of the new strategy period.

The role and structure of the Steering Committee and Nominating Committee will be developed at the start of the strategy period, initially to improve the current ways of working and subsequently, if needed, through a planned process during the first three years of the strategy period to implement changes that may be needed to the GWP Statutes.

Network legitimacy will benefit from building more strongly on regional governance arrangements as representative bodies, rather than relying on the Partners through the annual Consulting Partners' Meeting. This meeting will evolve in line with other governance changes so that it represents the implementing part of the GWP (the RWPs and CWPs) rather than "Partners" at random. This will require statute changes and will be addressed in an inclusive and consultative way.

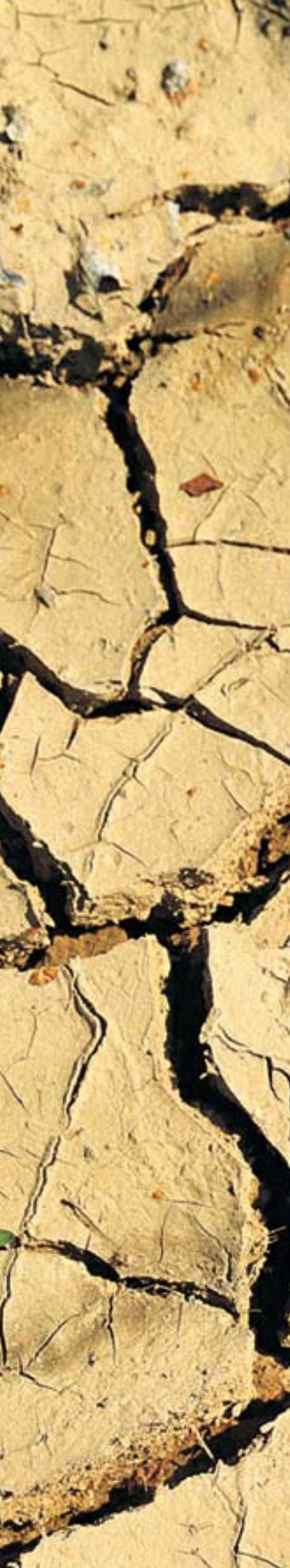


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Global Water Partnership
Drottninggatan 33
SE-111 51 Stockholm, SWEDEN
Phone: +46 8 1213 8600
Fax: + 46 8 1213 8604
E-mail: gwp@gwp.org
Web: www.gwp.org