

Volume 2 – GWPO

Workplan 2016

Implementing the Strategy

1. GWPO 2016 Activities
2. GWPO 2016 Budget

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1 GWPO Work Plan 2016

1.1 Introduction

The GWPO workplan is structured around “main activities”. Each of the approximately 70 activities in this workplan are described in activity sheet tables which provide the following detailed information:

- Activity title: *describing the main area of activity*
- Activity leader: *who within the GWPO is the main individual responsible and accountable for delivery of the outputs.*
- Description of the activity to be carried out: *an outline of the content of the activity to be carried out during the year.*
- Main outputs: *what are the main deliverables – i.e. tangible outputs.*
- Related Outcome Challenges & progress markers: *in order to link the activity and output to the Outcome Challenges identified in the 3 year GWPO work programme. These are referred to in each activity sheet by the respective number for the Progress Markers.*
- List of the main tasks involved in fulfilling the activity (responsible persons for the tasks; estimated human -no of days of individuals- and financial resources -estimated travel and procurement costs): *in order to enable adequate human and financial resources to be clearly defined and made available during the year.*

The key data provided in the activity sheets are provided in Annex.

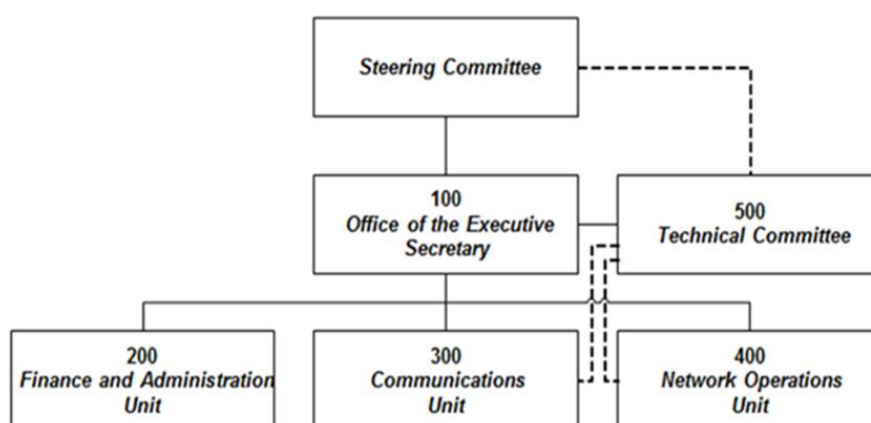
1.2 GWPO Management and Coordination

The GWPO comprises 5 entities for management and coordination purposes:

- The Office of the Executive Secretary;
- Three Units for 1) Finance and Administration, 2) Communications and 3) Network Operations; and
- The work of the Technical Committee.

The Organisational Chart for the GWPO is as follows:

Global Water Partnership Organisation



Each GWPO units has a well identified focus in terms of activities.

<i>GWPO Secretariat Units</i>	<i>Scope of activities</i>
1. Office of the Executive Secretary;	<ul style="list-style-type: none"> • Global agenda • GWPO Secretariat Management • Fund raising • Global Governance
2. Finance and administration unit;	<ul style="list-style-type: none"> • Finances & Administration
3. Communication unit;	<ul style="list-style-type: none"> • Knowledge, Communications and IT • ToolBox program
4. Network operations unit;	<ul style="list-style-type: none"> • GWP Programme Management • Global agenda • Support Regional Agenda • Support Regions
<i>TEC</i>	<i>Scope of activities</i>
5. Technical committee	<ul style="list-style-type: none"> • Global agenda • Support Regional Agenda

The list of activities by unit is provided below.

1.3 GWPO Workplan Summary

1.3.1 Office of the Executive Secretary (100)

The Office of the Executive Secretary is responsible for overall management and direction of the GWPO and its staff.

Operationally, the activities under the Office of the ES include the support to the Steering Committee, Sponsoring Partners, etc. as well as the budget and support for the GWP Chair.

The main activities of the office of the Executive Secretary are as follows:

NB	Activity title	Leader
101	Implement the GWP Strategy Towards 2020 with strengthened GWP Network and External Partnerships	Rudolph Cleveringa
102	Implementation of the GWP Post 2015 SDG Agenda	Rudolph Cleveringa
106	Implementation of the Knowledge Reform and its strategy.	Rudolph Cleveringa
108	Develop an Enabling and Empowering Internal Environment within GWPO	Rudolph Cleveringa
109	Mobilize sustainable financing to deliver the GWP Strategy Towards 2020.	Rudolph Cleveringa
110	Develop the structure and support the Governance functions of GWPO and the Network	Rudolph Cleveringa

Highlights for 2016

- Significant progress on the Governance, Finance and Knowledge Reforms made.
- The 20th Anniversary properly leveraged in terms of strategic positioning and partnering with key institutions.
- New potential funding streams identified and tapped into.

1.3.2 Finance and Administration Unit (200)

The Finance and Administration Unit has overall responsibility for financial management and reporting for the GWPO.

The main activities and responsibilities are summarised as follows:

NB	Activity title	Leader
201	Accounting	Catharina Sahlin Tegnander
202	Financial Management	Catharina Sahlin Tegnander
203	Audit Network (Global and Regional)	Catharina Sahlin Tegnander
204	Network Support	Catharina Sahlin Tegnander
206	Office Administration	Catharina Sahlin Tegnander
207	Internal Finance and Admin. Unit Management	Catharina Sahlin Tegnander
208	Financial/administrative support to network activities outside the RWP's	Catharina Sahlin Tegnander
209	Financial Applications (Decision Archive, Accounting System, Salary system)	Catharina Sahlin Tegnander

Highlights for 2016

- Full implementation of the new ERP system, resulting in increased effectiveness/efficiency of GWPOs internal financial management
- Ensure a fully satisfactory outcome of the EC Pillars Assessment
- Enable continued satisfactory outcomes of the annual audit, global as well as regional

1.3.3 Communications Unit (300)

The mandate for the GWPO Communications Unit as spelled out in the global Strategy is to support the network in communications, capacity-building, advocacy (outreach), knowledge sharing, and strategic messaging.

The main activities of the Communications Unit are as follows:

NB	Activity title	Leader
301	Communications capacity-building	Steven Downey
302	Events	Monika Ericson
303	Websites – global, regional, and ToolBox	Martin Löfgren
304	World Water Week in Stockholm	Monika Ericson
305	Knowledge Management and IWRM ToolBox	Danka Thalmeinerova
307	Storage and Distribution	Monika Ericson
308	Publishing	Monika Ericson
309	Press / Strategic Messaging	Eva Blässar
311	GWP Network Database	Martin Löfgren
312	IT Equipment	Martin Löfgren
313	IT Infrastructure & GWP Intranet	Martin Löfgren
315	Subscriptions	Monika Ericson
317	Communications strategy and global branding	Steven Downey
318	Management of Comms/KM unit	Steven Downey
319	GWP 20th Anniversary – NEW for 2016	Monika Ericson

Highlights for 2016

- Adoption of KM Approach and a full employment of existing instruments to implement the KMA
- Procurement of a new GWP website that conforms to current standards in functionality, design, and technology
- 20th Anniversary-related activities

1.3.4 Network Operations Unit (400)

The Network Operations Unit mandate is to coordinate the GWP Programme implementation and development, under the oversight of the Executive Secretary. It includes liaising with and supporting the GWP Regional Water Partnerships and implementing GWP thematic programmatic approaches across the Network.

The main activities for the Network Operations Unit are listed below. The activity sheets providing detailed and specific descriptions are provided in the Annex.

NB	Activity title	Leader
403	Facilitating Transboundary Cooperation	Angela Klauschen
405	Adapting to climate change	Alex Simalabwi
406	Water, Energy, Food and Ecosystems; Nexus	Manuel Fulchiron
407	Urbanization	François Brikké
411	GWP Programme Management coordination	Jacques Rey
412	Support to Eastern Africa	Frederik Pischke
413	Support to the Caribbean	Jacques Rey (Acting)
414	Support to Mediterranean	Angela Klauschen
415	Support to Southern Africa	Alex Simalabwi
416	Support to Central Africa	François Brikké
417	Support to West Africa	Manuel Fulchiron
418	Support to Central and Eastern Europe	Frederik Pischke
419	Support to Central Asia and the Caucasus	François Brikké
420	Support to China	Angela Klauschen
421	Support to Central America	Gabriela Grau
422	Support to South America	Gabriela Grau
423	Support to South Asia	Angela Klauschen
424	Support to Southeast Asia	François Brikké
425	Managing the GWP Network Operations Unit	Jacques Rey
427	WACDEP in Africa, Coordination	Alex Simalabwi
428	EU Projects Coordination	Manuel Fulchiron
429	Deltas Climate Resilience Programme	?
430	WMO / GWP Integrated Drought Management Programme	Frederik Pischke
433	UNICEF (WASH Climate Resilient Development)	Susanne Skyllerstedt
434	WMO / GWP Associated Programme on Flood Management	Frederik Pischke
435	Strengthen the GWP Network – WG Governance	Jacques Rey
436	Reporting and monitoring of GWP activities	Ralph Philip
437	Implement the GWP Gender Strategy across the Network	Ankur Gupta
438	Implement the GWP Youth Engagement Strategy	Kenge James Gunya
439	SDGs and Water Governance	Jacques Rey

Highlights for 2016

- Operational launch of funded projects under the SDG water Preparedness Facility and alignment of the overall work programme with the SDGs
- Successfully design and support initiatives to strengthen CWPs and foster GWP partners engagement in GWP activities
- Develop coherent thematic portfolios in the regions around the thematic areas (climate, TB, urban and nexus)

1.3.5 Technical Committee (500)

The GWP Technical Committee's specific role as defined in the Strategy is in two key areas:

1. To provide intellectual leadership to keep GWP at the forefront of new ideas and challenges.

- To provide demand-driven technical support to Regional and Country Partnerships.

The main activities of the Technical Committee and the responsible leaders are summarised below. Detailed descriptions are presented in the activity sheet tables in the Annex.

NB	Activity title	Leader
501	Transboundary waters cooperation	Dan Tarlock
502	Making a case for water security	TEC Chair
503	Economics of water security	Mike Young
504	Climate resilience	TEC Chair
505	Water and Food Security	Madiodo Niasse
506	Urbanization and water security	Kala Vairavamoorthy
507	TEC contributions to the GWP IWRM Toolbox	TEC Chair
508	Information to policy makers on possible solutions to address critical challenges	TEC Chair
509	Technical Committee Meetings	TEC Chair
510	Management of Technical Committee	TEC Chair
511	Water and Energy	TEC Chair
512	Ecosystems and water security	Nicole Bernex

Two major events impacted the TEC in 2015: (i) Knowledge Management and Organisational Review of GWP (PEM report); (ii) Chair of TEC, dr. Moh. Ait Kaidi ended his term on September 30; prof. Eelco van Beek was appointed as interim chair. Process started to appoint a new chair by January 1, 2016. Based on the PEM report discussions have started and first ideas have been developed to reorient the activities of the TEC, addressing the issues raised by the PEM report and integrating TEC activities more with the K&L (Knowledge and Learning) cycle of GWP.

Highlights for 2016
<p>1. Thematic areas products:</p> <ul style="list-style-type: none"> ○ Water & Energy (PP) ○ Water & Ecosystem services (PP) ○ Integrated Urban Water Management (BP) ○ Water and Food Security and Gender (BP) (in cooperation with ILC)
<p>2. Water security products:</p> <ul style="list-style-type: none"> ○ Catalyzing change document on IWRM and SDGs ○ Knowledge position GWP in SDGs (to be defined) ○ Development of program on Leadership for Water Security (in cooperation with UNESCO-IHE) (TFP?) ○ Unbundling Water Tariffs (PP)
<p>3. Support to RWPs:</p> <ul style="list-style-type: none"> ○ one or two TFPs envisaged CAM and SAM depending on capacities of RWPs ○ involvement of TEC-members in activities of RWPs (expert advice, review, reference groups)

2 GWPO budget

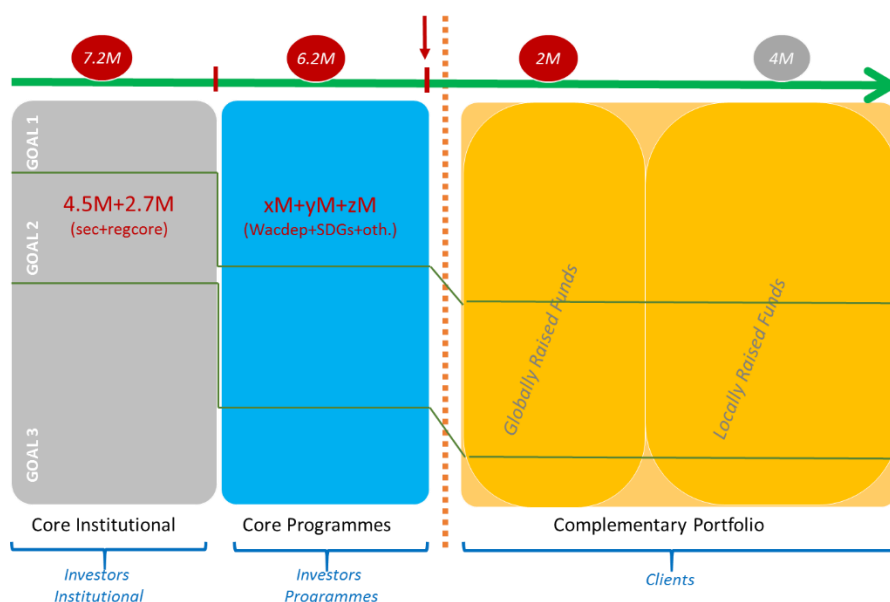
The GWPO activities are implemented by the Secretariat in collaboration with TEC and with the support of senior advisors and external consultants.

All GWPO activities are led by a given secretariat staff member or TEC member. The budgeting of activities allows a bottom-up consolidation of the budget by Goals, by lead-units / TEC for implementation or by expenditures.

The working budget presented below represents GWPO best attempt to match budget and known revenues in 2016.

2.1 GWPO 2016 consolidated budget by expenditures

The 2016 budget (GWPO raised funds) can be split according to the main clusters identified in the 3year WorkProgramme: (i) Core Institutional –about 7.2M; (ii) Core Programmes –about 6.2M, (iii) Complementary Portfolio –about 2M, for a total of approximately 15.4M (an estimate of 4M Locally raised funds is also included in the graph for information, but not accounted for in the budgets below).



A more detailed view of the 2016 budget (GWPO raised funds) per expenditures is provided below.

	BUDGET 2016
Secretariat	
Staff	1,590,000
Travel	81,400
Office	375,000
Audit/Legal	72,000
IT/Communications	385,300
Financial costs/revenues	30,000
Total Secretariat	2,533,700
Governing bodies and reviews	
Steering committee	195,000
Reviews /20th Anniversary	50,000
EC Pillar Assessment	-
Network meeting (CP)/FPG Meeting	8,300
Total Governing bodies	253,300
GWP Technical Committee	400,000
Progr. Development Support	115,000
Total Global	768,300

Regional Support	
Network Operations	1,109,000
Regional and Thematic Support	467,000
Network institutional strengthening	51,000
Annual Regional Meeting	40,000
Local financial support	-
Total regional support	1,667,000
<i>Programmes managed by GWPO</i>	
Water Security - Global Dialogue	-
Global debates - WWF	-
Knowledge Management	327,000
Country data -UN_ Water Briefs	-
Climate Global WACDEP	151,000
Climate Africa Global WACDEP	176,000
Climate UNICEF WACDEP	251,000
Deltas Management	20,000
Drought WMO IDMP	100,000
Flood WMO APFM	50,000
Integrated UWM	-
Food/Nexus	75,000
Transboundary SITWA	513,000
Total programmes managed by GWPO	1,663,000
<i>Programmes managed by RWPs</i>	
SDG Preparedness Facility	390,000
WACDEP Africa	2,255,000
WACDEP Other regions	1,300,000
IDMP regions	543,000
Transboundary South America	50,000
Transboundary West Africa	506,000
UNDP DRIN	1,100,000
Total programmes RWPs	6,144,000
Regional core	2,635,000
Total Programmes	10,442,000
TOTAL EXPENDITURES	15,411,000
CONFIRMED INCOME	15,411,000
RESULT	0

2.2 GWPO 2016 consolidated budget by Units / TEC

The budget lines “programme managed by RWPs” (6,144,000) and RWPs core” (2,635,000) are managed by RWPs for a total of 8,779,000. The balance of 6,632,000 is managed by GWPO units as presented below:

Entity / Lead Unit	Total
GWPO	6,632,000
100 (Executive Secretary)	1,127,000
200 (Finance / Admin.)	918,000
300 (Communication / KM)	1,113,000
400 (Network Operations)	3,075,000
TEC / 500	399,000

2.3 GWPO 2016 budget by activities

The 2016 budget managed by GWPO units is presented below, by main activities.

NB	Activity title	Leader	Days	Staff costs	Trav. costs	Oth. costs	Total costs
101	Implement the GWP Strategy Towards 2020 with strengthened GWP Network and External Partnerships	Rudolph Cleveringa	185	98,420	23,000	74,000	195,420
102	Implementation of the GWP Post 2015 SDG Agenda	Rudolph Cleveringa	95	50,540	22,000	27,500	100,040
106	Implementation of the Knowledge Reform and its strategy.	Rudolph Cleveringa	60	31,920	3,500	0	35,420
108	Develop an Enabling and Empowering Internal Env. within GWPO	Rudolph Cleveringa	439	233,220	0	91,500	324,720
109	Mobilize sust. financing to deliver the GWP Strategy Towards 2020.	Rudolph Cleveringa	288	153,190	19,400	17,900	190,490
110	Dev. the structure and support the Governance functions of GWPO and the Network	Rudolph Cleveringa	205	109,636	5,000	166,800	281,436
201	Accounting	Catharina Sahlin Tegnander	180	95,400	0	3,000	98,400
202	Financial Management	Catharina Sahlin Tegnander	118	62,540	0	0	62,540
203	Audit Network (Global and Regional)	Catharina Sahlin Tegnander	62	32,860	0	35,000	67,860
204	Network Support	Catharina Sahlin Tegnander	156	82,680	9,000	60,000	151,680
206	Office Administration	Catharina Sahlin Tegnander	85	45,050	0	375,000	420,050
207	Internal Finance and Admin. Unit Management	Catharina Sahlin Tegnander	57	30,210	0	0	30,210
208	Financial/admin. support to network activities outside the RWP's	Catharina Sahlin Tegnander	26	13,780	0	0	13,780
209	Financial Applications (Decision Archive, Accounting Syst., Salary syst.)	Catharina Sahlin Tegnander	34	18,020	0	55,500	73,520
301	Communications capacity-building	Steven Downey	55	30,140	13,000	26,000	69,140
302	Events	Monika Ericson	40	21,920	0	14,000	35,920
303	Websites – global, regional, and ToolBox	Martin Löfgren	125	68,500	0	80,000	148,500
304	World Water Week in Stockholm	Monika Ericson	55	28,610	0	10,000	38,610
305	Knowledge Management and IWRM ToolBox	Danka Thalmeinerova	321	133,712	24,000	150,000	307,712
307	Storage and Distribution	Monika Ericson	18	9,704	0	25,000	34,704
308	Publishing	Monika Ericson	125	67,815	0	55,000	122,815
309	Press / Strategic Messaging	Eva Blässar	86	46,831	0	7,000	53,831
311	GWP Network Database	Martin Löfgren	45	23,232	0	12,800	36,032
312	IT Equipment	Martin Löfgren	34	18,632	0	10,000	28,632
313	IT Infrastructure & GWP Intranet	Martin Löfgren	90	49,320	0	68,500	117,820
315	Subscriptions	Monika Ericson	1	548	0	2,000	2,548
317	Communications strategy and global branding	Steven Downey	45	24,660	0	2,000	26,660

Workplan 2016: GWPO

NB	Activity title	Leader	Days	Staff costs	Trav. costs	Oth. costs	Total costs
318	Management of Comms/KM unit	Steven Downey	35	18,358	0	0	18,358
319	GWP 20th Anniversary – NEW for 2016	Monika Ericson	42	22,662	0	50,000	72,662
403	Facilitating Transboundary Cooperation	Angela Klauschen	78	36,696	10,500	60,000	107,196
405	Adapting to climate change	Alex Simalabwi	250	100,180	29,500	27,000	156,680
406	Water, Energy, Food and Ecosystems; Nexus	Manuel Fulchiron	125	20,880	13,000	105,000	138,880
407	Urbanization	François Brikké	166	77,528	20,000	75,000	172,528
411	GWP Programme Management coordination	Jacques Rey	394	169,586	7,000	40,000	216,586
412	Support to Eastern Africa	Frederik Pischke	45	21,915	4,900	8,000	34,815
413	Support to the Caribbean	Jacques Rey (Acting)	28	12,992	4,900	0	17,892
414	Support to Mediterranean	Angela Klauschen	50	23,200	5,500	10,000	38,700
415	Support to Southern Africa	Alex Simalabwi	40	18,560	3,500	0	22,060
416	Support to Central Africa	François Brikké	45	20,880	4,000	0	24,880
417	Support to West Africa	Manuel Fulchiron	60	0	7,000	0	7,000
418	Support to Central and Eastern Europe	Frederik Pischke	25	12,175	4,000	10,000	26,175
419	Support to Central Asia and the Caucasus	François Brikké	50	23,200	8,400	5,000	36,600
420	Support to China	Angela Klauschen	45	20,880	6,000	15,000	41,880
421	Support to Central America	Gabriela Grau	75	34,800	10,000	0	44,800
422	Support to South America	Gabriela Grau	75	34,800	10,000	0	44,800
423	Support to South Asia	Angela Klauschen	45	20,880	7,500	15,000	43,380
424	Support to Southeast Asia	Francois Brikke	40	18,560	3,500	0	22,060
425	Managing the GWP Network Operations Unit	Jacques Rey	195	90,820	10,000	20,000	120,820
427	WACDEP in Africa, Coordination	Alex Simalabwi	270	163,620	12,000	0	175,620
428	EU Projects Coordination	Manuel Fulchiron	178	50,884	9,500	455,000	515,384
429	Deltas Climate Resilience Programme	?	0	0	0	20,000	20,000
430	WMO / GWP Integrated Drought Management Programme	Frederik Pischke	100	48,700	0	50,000	98,700
433	UNICEF (WASH Climate Resilient Development)	Susanne Skyllerstedt	185	65,910	6,000	185,000	256,910
434	WMO / GWP Associated Programme on Flood Management	Frederik Pischke	50	24,350	0	25,000	49,350
435	Strengthen the GWP Network – WG Governance	Jacques Rey	145	64,470	6,000	0	70,470
436	Reporting and monitoring of GWP activities	Ralph Philip	220	108,380	0	2,500	110,880
437	Implement the GWP Gender Strategy across the Network	Ankur Gupta	83	41,912	10,000	93,000	144,912
438	Implement the GWP Youth Engagement Strategy	Kenge James Gunya	48	26,304	12,700	99,000	138,004
439	SDGs and Water Governance	Jacques Rey	180	83,520	7,000	85,000	175,520
501	Transboundary waters cooperation	Dan Tarlock	10	4,000	0	0	4,000

Workplan 2016: GWPO

NB	Activity title	Leader	Days	Staff costs	Trav. costs	Oth. costs	Total costs
502	Making a case for water security	TEC Chair	25	10,000	4,400	57,260	71,660
503	Economics of water security	Mike Young	7	2,800	0	9,880	12,680
504	Climate resilience	TEC Chair	10	4,000	0	2,500	6,500
505	Water and Food Security	Madiodo Niasse	20	8,000	0	8,820	16,820
506	Urbanization and water security	Kala Vairavamoorthy	10	4,740	0	8,820	13,560
507	TEC contributions to the GWP IWRM Toolbox	TEC Chair	3	1,200	0	0	1,200
508	Information to policy makers on possible solutions to address critical challenges	TEC Chair	22	8,800	35,000	15,000	58,800
509	Technical Committee Meetings	TEC Chair	40	16,000	54,600	14,750	85,350
510	Management of Technical Committee	TEC Chair	175	106,530	0	0	106,530
511	Water and Energy	TEC Chair	2	800	0	14,850	15,650
512	Ecosystems and water security	Nicole Bernex	3	1,200	0	5,880	7,080

ANNEX: Activity Sheets GWPO Secretariat (abstract)

The text below reflects GWPO aspirations, developed in line with the 20014-2016 3 year Work Programme.

NB	Activity title	Leader	Activity General Description	Main Output Areas
101	Implement the GWP Strategy Towards 2020 with strengthened GWP Network and External Partnerships	Rudolph Cleveringa	<ul style="list-style-type: none"> ✓ Identify the strategic positioning of GWP to catalyze partnerships with strategic organizations, institutions and other partners to leverage action and impact within key areas. ✓ Revitalizing existing MoUs and develop additional MoUs with external partners in support of the Strategy Towards 2020. ✓ Provide guidance and support to facilitate the development of the ongoing programmes of 1) Urbanization and Water Security, 2) IWRM + Transboundary Water Security and 3) Climate Resilience and Water Security. ✓ Provide guidance and support to facilitate the development of larger programmes such as the Nexus on Food, Energy and Ecosystems. ✓ Provide guidance and support to facilitate the implementation of the Gender and Youth strategies. ✓ Scale up GWP/OECD Water Security study work. ✓ Explore innovative ways of doing business, for example Knowledge driven opportunities. 	<ul style="list-style-type: none"> • GWP’s strategic positioning identified and established. • Partner leverage explored and formalized accountability frameworks in place. <p>Network engaged in scaling up water security pathways and innovation agendas.</p>
102	Implementation of the GWP Post 2015 SDG Agenda	Rudolph Cleveringa	<ul style="list-style-type: none"> ✓ SDG Positioning Paper and SDG Preparedness Facility documents presented, widely discussed, approved and co-owned by Partners and Steering Committee. ✓ Support and participate in key events to influence and drive the SDG Agenda at country/global level. 	<ul style="list-style-type: none"> • Approved SDG Positioning Paper and SDG PF used for GWPO and Regional resource mobilization. • Initial roll-out of SDG PF work plan in selected countries established. • UN statistics indicators disseminated at Network level.

NB	Activity title	Leader	Activity General Description	Main Output Areas
			<ul style="list-style-type: none"> ✓ Support UN Water on development of Country led reporting on water relevant indicators. 	
106	Implementation of the Knowledge Reform and its strategy.	Rudolph Cleveringa	<ul style="list-style-type: none"> ✓ In cooperation with TEC and other Knowledge partners identify concrete actions steps to be taken as a follow up to the outcomes of the PEM Report, to strengthen the Knowledge and Learning dimensions of GWP and to increase linkages and interaction between GWPO, TEC, Regions and Countries. ✓ Ensure Regional knowledge and expertise is brought in to and fully considered as an integral part of re-shaping the Knowledge and Learning Strategy. 	<ul style="list-style-type: none"> • Knowledge and Learning Chain strategy established with corresponding new modus operandi for its delivery (TEC + Ref Group + Base Support Partners interactions defined).
108	Develop an Enabling and Empowering Internal Environment within GWPO	Rudolph Cleveringa	<ul style="list-style-type: none"> ✓ Guide and support the Management Team and the Technical Committee Chair to drive productive and financially secure day to day operations within each unit and the Global Secretariat as a whole. ✓ Conduct and participate in regular Staff - and Senior Leadership Team Meetings in order to manage Secretariat and Network development, share knowledge and build stronger relationships and understanding among units. ✓ Ensure that a stable organizational structure and good working environment are in place. 	<ul style="list-style-type: none"> • Secretariat staff members guided to deliver their part of the implementation of the Strategy Towards 2020 according to each individual goal setting/performance cycle. • Regular Staff-, Management- and Senior Leadership Team Meetings conducted according to set schedules. • Annual Secretariat Work Planning Session conducted. • Organizational system and structure, human resources and skills mix planned in order to support and deliver on the implementation of the Strategy towards 2020 (articulated by GWP Strategic Positioning and SDG considerations).

NB	Activity title	Leader	Activity General Description	Main Output Areas
109	Mobilize sustainable financing to deliver the GWP Strategy Towards 2020.	Rudolph Cleveringa	<ul style="list-style-type: none"> ✓ Establish a Resource Mobilization position within the GWP Secretariat. ✓ Develop a long-term strategy for sustainable financing of the GWP Network, Secretariat and identified key activities to deliver the GWP Strategy Towards 2020. ✓ Support the dialogue and knowledge sharing between institutional partners and the private sector to help mobilize more funding for water resources management. ✓ Support the development of a media strategy and high impact strategic messages to strengthen GWPs global profile and positioning to leverage funding. ✓ Identify GWP 20 Year Anniversary activities/collaborations leading to promoting the strategic positioning of GWP and potential new funding opportunities. ✓ Conduct biannual FPG meetings to harmonize donor relations. 	<ul style="list-style-type: none"> • Resource Mobilization position filled and good progress made on mobilizing new funding streams. • A long-term strategy for sustainable financing of the GWP Network, Secretariat and activities established and communicated within the Network and to key stakeholders. • Two Financial Partners Group Meetings conducted and decisions made during these meetings completed or taken into plans of action. • 20th Anniversary focused activities yield an increased number of proactive partners and a more diversified membership base of CWP/RWP.
110	Develop the structure and support the Governance functions of GWPO and the Network	Rudolph Cleveringa	<ul style="list-style-type: none"> ✓ Prepare an action plan for step 2 of the GWP Governance Reform to ensure a sustainable and well-functioning organizational model for governing and servicing the Partnership. ✓ Plan and conduct GWP Governing Bodies meetings – Sponsoring Partners, Steering Committee and Network Meetings. 	<ul style="list-style-type: none"> • Action plan for step 2 of the GWP Governance Reform prepared and approved by the Steering Committee. <p>2 Steering Committee Meetings, 1 Sponsoring Partners Meeting and 1 Network Meeting conducted and decisions made during these meetings completed or taken into plans of action.</p>
201	Accounting	Catharina Sahlin Tegnander	Process invoices and claims; secure timely payments; invoicing, Record quality checked regional expenditures in the General Ledger, Monthly reconciliations to secure updated accurate information;	<ul style="list-style-type: none"> • Maintain high quality financial and administrative service to the GWPO Secretariat, and other bodies, reflecting Swedish accounting standards through consistent and well-functioning routines and procedures

NB	Activity title	Leader	Activity General Description	Main Output Areas
			Verify and follow-up supplier invoices; Update and keep the accounting system and coding structure in good working conditions; Keep the practical accounting guide updated, orderly archiving.	<ul style="list-style-type: none"> At any point in time keep an updated General Ledger accurately reflecting authorised and verified expenditures and verified income Accurate and on time payments of duly authorised supplier invoices and claims
202	Financial Management	Catharina Sahlin Tegnander	Secure a robust internal control by a participatory process for budget preparations, budget follow-up, and quarterly forecasts; Monitor budget execution and assist all units on budget issues; Manage the annual closing process to allow a smooth process ; Prepare useful financial reports to be used as decision making tool for Management, Technical Committee, and units within the Secretariat; Prepare a high quality Annual Financial Report; Prepare correct and timely VAT and tax reports to the Swedish Authorities; Control decisions and manage the outputs from the Decisions Archive; Plan and monitor liquidity and currency accounts ;Liaise with the bank; Liaise with the AFSC Chair.	<ul style="list-style-type: none"> Maintain highest fiduciary control and robust financial management – to be verified by the audit reports. Provide timely and accurate financial information to all stakeholders (internal and external) to facilitate for the stake holders to take informed decisions on financial matters. Realistic budgets that are executed within the approved budget and forecast limits Keep track of and follow-up on approved budget reallocations
203	Audit Network (Global and Regional)	Catharina Sahlin Tegnander	Prepare for the audits and assist the auditors during the spring and autumn audit of the Secretariat; support the global auditors in the audit of the RWP; Contribute to the Audit Instructions; Interact and develop a good relationship with the GWPO auditors; Prepare the required audit documents (representation letters etc); Communicate with the regional auditors; actively aim for decreasing the number of comments in the RWPs Management Letters, follow-ups during the year of the regional Management Letters. Support the auditors during the EC Pillar Assessment.	<ul style="list-style-type: none"> Prepare and facilitate for a cost and time efficient audit of the Network and GWPO Unqualified audit opinion and a Management Letter that confirms the robust financial management of GWP To successfully pass the EC Pillar Assessment
204	Network Support	Catharina Sahlin Tegnander	Support the RWP on financial issues; Quality control the quarterly financial reports from the regions and liaise with the regions and network team on recommendations for improvement;	<ul style="list-style-type: none"> High quality regional reports submitted on time (4 on a 1-5 scale) for quality and 5 days or less delay for timing.

NB	Activity title	Leader	Activity General Description	Main Output Areas
			<p>Provide capacity building and financial guidance for the regions as requested or deemed necessary; Conduct internal audits and host institution visits; Liaise with and support the Network team and regions on financial queries and requests; Prepare and update financial guidelines for best practice at the regions;</p> <ul style="list-style-type: none"> Liaise with potential Host Institutions on Financial and Administrative matters as part of the host selection process; <p>Encourage RWS to report all LRF; Support the process of securing clear and appropriate delegation of authority at the RWPs Gather information regarding Finance Unit’s usefulness through a questionnaire to all RWPs/Network Officers and other supported units Training session for all Financial Officers RWPs for exchange and capacity building; focus supporting the CWP’s for stronger financial management</p>	<ul style="list-style-type: none"> Unqualified audit report and not more than one comment in the Management Letter related to GWPO. Decrease in number of comments in the regional Management Letters (2015 to 2016) with 20%. GWP Finance recognized as a useful resource of support by the RWPs and the Network Officers Support the activity “SDG Preparedness Facility” incl. global work shop Financial Officers Workshop for capacity building and knowledge sharing amongst the regional financial officers
206	Office Administration	Catharina Sahlin Tegnander	Provide an efficient, cost-effective and ergonomically-sound work environment; Provide user-friendly administrative procedures and tools; Liaise with the landlord.	<ul style="list-style-type: none"> The Secretariat has a well-functioning work environment All staff actively working to implement the Environmental Policy
207	Internal Finance and Admin. Unit Management	Catharina Sahlin Tegnander	Secure a well-functioning Finance and Admin Unit with dedicated, motivated, and skilled staff by regular meetings and other activities; Secure an interesting blend of tasks and responsibilities; Provide work related training, Improve efficiency through information/knowledge sharing, appraisal talks, best practice, and manual and IT tools; Participate in management -, unit-, staff-, CP - and other generic meetings as well as one day at the WWW. Kitchen week.....	<ul style="list-style-type: none"> Maintain dedicated, motivated, informed, efficient, service minded and sufficiently trained F&A staff Efficiency activities identified and implemented Updated and user-friendly Finance Handbook Training time allocated – budget to be provided in ES activity 108

NB	Activity title	Leader	Activity General Description	Main Output Areas
208	Financial/administrative support to network activities outside the RWP's	Catharina Sahlin Tegnander	Provide finance/administrative/contractual assistance in relation to network activities outside the RWP's. Ex. Urban WS, Toolbox Workshops. Activities when funds are not channeled through the RWPs.	<ul style="list-style-type: none"> • Established routines and templates are used for GWP regional activities when funds are channelled outside the RWP's. • All financial reports, and when applicable, audit reports received on time and quality controlled by GWPO Finance within two weeks upon receipt of report.
209	Financial Applications (Decision Archive, Accounting System, Salary system)	Catharina Sahlin Tegnander	Administer, support updates of, and provide user guidance on the Decisions Archive and the ERP software. Ensure smooth implementation of ERP system Provide user training to the Secretariat Decisions Archive support and maintenance	<ul style="list-style-type: none"> • Well-functioning user friendly Decisions Archive. • Ensure full use of ERP system's facilities for increased efficiency • Well-functioning and updated ERP and salary programme
301	Communications capacity-building	Steven Downey	<p>GWPO is expected to strengthen the network. One key area is to support and enhance regional and – in the long-term, country – communications. Communications capacity-building is a long-term priority for a global advocacy network that wants to increase the attention and action given to water resources management.</p> <p>The annual Comms Officers meeting provides a platform for inter-regional knowledge sharing/learning and a venue for addressing practical matters that face an international communications team (reporting, media relations, publishing, branding, social media, online presence, etc.).</p> <p>Given the dynamic nature of communications and the regular turnover in regional Comms Officers, GWPO Comms organizes a training workshop so that skills are maintained and enhanced.</p>	<ul style="list-style-type: none"> • 2016 Communications Officers meeting planned, organized, and executed • 2016 Communications Training Workshop (budget under Regional Support – request 16,000 Euros) planned, organized, and executed • Regions supported in recruitment and training of Communications Officers • Programmes (e.g., SDG initiative) provided comms training and support as required • Regions supported at major events (reporting, side events, web publishing, collateral material) • Regions trained in Office 365
302	Events	Monika Ericson	GWP selects global and regional events where we advocate for an integrated approach to water resources	<ul style="list-style-type: none"> • Advocacy supported at key events (e.g., World Water Day, Africa Water Week, UNFCCC, etc.)

NB	Activity title	Leader	Activity General Description	Main Output Areas
			management, contribute technical expertise, and seek to enhance our visibility.	<ul style="list-style-type: none"> • Brochures, leaflets, exhibit material, etc. produced as required • Comms plans developed and GWP participation communicated to audiences Strategic messaging supported
303	Websites – global, regional, and ToolBox	Martin Löfgren	Enhance network communications through continuous improvement of website and social media platforms so that GWP remains state-of-the-art in online technology. Five years has passed since the launch of GWP’s network-wide website (which was 10 years old at the time). In 2016, GWP needs to invest in a site that conforms to current standards of functionality, design, and technology. Because of technology that is becoming obsolete and less supported by tech firms, the site has been frequently down, up to 47 times in a month and 6 times in a day for 20-30 min at a time. We are losing visibility due to Google search changes that downgrade websites that are not mobile friendly. Also, Microsoft has de-supported the underlying technology of EpiServer 6 on which we currently run.	New GWP network-wide website (global, ToolBox, and regions) - procurement, website organization plan/strategy, new/updated design (incl. re-built publications section) and features (e.g., mobile friendly), migration, maintenance costs, training in new system of GWPO/regions comms staff
304	World Water Week in Stockholm	Monika Ericson	This annual event is key to enhancing our visibility in the water world and strengthening our relationship with other strategic allies.	<ul style="list-style-type: none"> • GWP visibility enhanced through exhibit, and event related to 20th Anniversary • Brochures, invitations, programme and side event information, etc. produced GWP participation and impact communicated through media outreach and social media
305	Knowledge Management and IWRM ToolBox	Danka Thalmeinerova	Knowledge Capture/Documentation/Dissemination - Based on the recommendations from 9 workshops conducted in 2013-2015, the Guidance for university lecturers will be elaborated in cooperation with top centers of IWRM education (WaterNet, DKU, and UNESCO-IHE so far identified). The working team consisting of 4-5 coordinators of	- Guidance/Manual on ToolBox application in university water-related courses developed. The guidance will include practical examples of using Toolbox tools, references, and case studies in education. Guidance Draft will be presented at

NB	Activity title	Leader	Activity General Description	Main Output Areas
			<p>education programs from GWP Partners will develop the manual.</p> <ul style="list-style-type: none"> - Work with TEC and RTECs in capturing and documenting knowledge <p>Knowledge links to GWP programs</p> <ul style="list-style-type: none"> - Involvement in IWL for ANBO, IGAD, and CWLPS (transboundary) - Involvement in IUWM training (urban) - Involvement in WACDEP and IDMP (climate) - Identification of K needs in SDG Preparedness Facility - Support youth and gender activities in K dimension <p>Capacity Building workshops</p> <ul style="list-style-type: none"> - Support ToolBox workshops in two GWP regions (MED, TBD) – depends on request - Support regional partners in online course on IWRM with McGill <p>Outreach with other K partners</p> <ul style="list-style-type: none"> - Work with UNESCO-IHE - Involved in Horizon 2020 project - Involved in Dresden Nexus Conference - Work with WaterNet network (Africa), CSCUSA (Latin America) - Involved in SPC SIWI <p>ToolBox Web site</p> <ul style="list-style-type: none"> • Develop min. 10 new case studies and min. 20 reference documents • Revision of tools (B) • Development of tool on DRM (C9.OX) 	<p>Regional Days meeting 2016 and completed by end-2016</p> <p>(4-5pers team * 2,000 = 10,000 EUR + edit/layout/design 3,500)</p> <ul style="list-style-type: none"> - 7 days training (English speaking) and 7 days training (French speaking) workshops conducted (insert when it is envisaged) – 100,000 EUR - WILL BE IDENTIFIED BY FRANCOIS - ??? EUR - WILL BE IDENTIFIED BY ALEX and FREDERICK - ??? EUR - WILL BE IDENTIFIED BY ANKUR and KENGE - ??? EUR - Workshop in cooperation with GWP MED (Summer School) conducted (20,000 EUR) + travel: 2,500 EUR - Workshop in TBD region – depends on demand (12,000 EUR) + travel: 2,500 - Min. 13 participants FROM GWP PARTNERS supported to attend online IWRM course (10,000 EUR) - GWP Day in UNESCO-IHE organized - Horizon 2020 under implementation - Preparatory phase for DNC in 2017 - Presentation at Waternet Symposium - Member of SPC for WWW 2016-2017 - Participation at SWWW 2016 <p>Travel cost: 5,000 EUR + registration fees (7,000 EUR)</p> <p>ToolBox website enhanced with top knowledge on IWRM</p> <p>KM Approach completed and presented at Regional Days in 2016</p>

NB	Activity title	Leader	Activity General Description	Main Output Areas
			<p>K Management Approach Based on PEM recommendations and in cooperation with TEC</p>	
307	Storage and Distribution	Monika Ericson	<p>Publication orders and stock management, plus storing and dispatching of publications.</p>	<ul style="list-style-type: none"> • GWP products properly warehoused • GWP products professionally and economically shipped <p>GWP inventory efficiently managed (with access by regions), real-time information available, and online publishing tool ensures common branding across the network (EWS)</p>
308	Publishing	Monika Ericson	<p>Coordination of GWP's annual publications/comms material plan</p> <p>GWP in Action Annual Report is the flagship publication that documents GWP activities and GWPO's financial information.</p> <p>Translations, Photographs, Printing, Video production, etc.: a significant portion of the GWPO Communications budget provides a range of services: writing, editing, design, photos, translations, printing, brochures, presentations, electronic communications, etc.</p> <p>GWP Technical Committee Products: GWPO Communications manages the publishing process and prints the material.</p>	<ul style="list-style-type: none"> • Support services (editorial, translations, design, photographs, layout, publications management, printing, etc.) provided to produce GWP publications and materials (e.g., brochures and other marketing collateral), including Technical Committee products • GWP in Action Annual Report produced (planning, selecting, writing, editing, design, printing) <p>Produce a video on a selected theme or topic that highlights GWP's impact</p>
309	Press / Strategic Messaging	Eva Blässar	<p>In conjunction with events and as opportunities arise, GWP engages with media and disseminates news.</p> <p>GWPO Communications gives regular attention to message development so that the network is aligned in what it is trying to communicate to its various audiences. The role of GWPO Communications is to craft language to reflect our strategic niche, create an inventory of key</p>	<ul style="list-style-type: none"> • GWP messages pitched to media at relevant events • Website content created – text, photos, videos • Current news stories exploited to show GWP relevance • Media interviews arranged • "GWP in the News" produced • Social media research carried out

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			<p>messages and GWP descriptors, and connect the content of our work (activities) to concrete results (outcomes). The success of this activity depends in part on the Senior leadership (Chair, ES, and TEC Chair) to decide on strategic messages in relation to specific themes and issues.</p>	<ul style="list-style-type: none"> Comms/social media plans developed and implemented <p>Website and social media statistics analyzed</p>
311	GWP Network Database	Martin Löfgren	<p>The GWP Network Database is GWP’s Customer Relations Management (CRM) system and is accessible to the regions. Maintenance fees and upgrades require annual investments.</p>	<ul style="list-style-type: none"> New consultancy house reviews the current setup, integration to Mailchimp and EpiServer including access from new website. Maintenance fees paid and modifications to database made Regions trained, as needed Reports created and generated <p>Improved workflows such as Partner applications, annual renewal processes with address verifications, etc.</p>
312	IT Equipment	Martin Löfgren	<p>Each year provision needs to be made for regular replacement of IT hardware, and support of malfunctioning hardware.</p>	<p>IT equipment purchased, maintained, and serviced</p>
313	IT Infrastructure & GWP Intranet	Martin Löfgren	<p>GWPO pays an outside supplier to provide server space, and methods to access a file server and two hosted applications (Visma and Decisions Archive). They also provide a shared Active Directory that is used in maintaining a homogeneous platform based on Microsoft Office 365 and Intune.</p> <p>We also pay for ongoing technical support that falls outside basic support. For instance, changes to Laptops images, Group Policies that need to be created, on-site support, and SharePoint development.</p> <p>Ongoing training is necessary to maintain and improve staff productivity with Office products as well as the intranet and video conferencing.</p>	<ul style="list-style-type: none"> Software licenses kept up to date Office IT systems maintained IT support to staff Training on Office products <p>Enhance intranet collaboration and document management</p>

NB	Activity title	Leader	Activity General Description	Main Output Areas
315	Subscriptions	Monika Ericson	GWPO Communications orders books, periodicals, and other resources for the GWPO secretariat.	Books purchased and subscriptions paid for
317	Communications strategy and global branding	Steven Downey	Ensuring GWP is communicating according to its strategy and follows guidelines for branding.	<ul style="list-style-type: none"> Visual Brand Policy practiced across the network Regions supported in how to communicate GWP (logos, branding, collateral material for events, programmes, etc.) Marketing and communications plans developed for new products
318	Management of Comms/KM unit	Steven Downey	Secure a well-functioning Comms and KM Unit with motivated and skilled staff; improve cross-Unit cooperation through information sharing; plan and allocate work assignments; coach and evaluate staff; lead Unit meetings; participate in recruitment and selection of new staff (in the Unit and, as necessary, in others); prepare and manage annual communications budget and work plan; assess overall effectiveness of GWP's communications strategy and activities.	<ul style="list-style-type: none"> GWPO comms strategy developed, implemented, and adjusted GWPO comms budget and work plan developed and monitored Close collaboration and cohesion within Unit in a productive and transparent work environment where staff are empowered to perform independently, and there is an open and free exchange of views in order to come to the best decisions for the Unit and GWP
319	GWP 20th Anniversary – NEW for 2016	Monika Ericson	To commemorate GPW's impact on water resources management over the last 20 years.	<ul style="list-style-type: none"> Digital comms strategy and plan developed, including digital time line, joint social media campaign with the regions (editorial calendar), Twitter chats (incl. with partners) Online & offline branding to mark 20th anniversary Impact Stories published and disseminated Material produced, as necessary Events supported
403	Facilitating Transboundary Cooperation	Angela Klauschen	Taking the shared benefits approach, GWP will support regional processes and work with regional and transboundary organizations and initiatives in order to integrate transboundary cooperation into water and development agenda and planning (for example ongoing SITWA and Mekrou projects). Global TW arena will be also considered and addressed in the section	<ol style="list-style-type: none"> GWP is represented in strategic fora promoting cooperation in trans-boundary river basins and involving GWP partners into the process, UN WC and UN ECE WC TFP and policy briefs are developed and distributed at global events and among the partners, RWPs are actively participating in the process;

NB	Activity title	Leader	Activity General Description	Main Output Areas
			<p>(partnership with UN organizations, INBO, GEF and others).</p> <p>In this context the thrust of the current activity is to build upon past and ongoing GWP activities and develop and implement transboundary cooperation arrangements and processes build upon IWRM approach and taking into account CCA issues.</p> <p>Active networking and partners mobilization both within the network and externally will lay the ground for increased visibility and recognition in the area.</p>	<ol style="list-style-type: none"> 3. At least one global (Dundee) and one regional international water law training events are held, provisions for the next MOU period are agreed and all partners; 4. SITWA activities are well-progressing, cooperation with CIWA to address critical transboundary issues in water resources development and management in Africa is functioning; possible GEF PIF is in place, depending on the developments; 5. Mekrou project is advancing in cooperation with JRC, nexus assessment is completed, other follow up interventions and developments are discussed and agreed, 6. IWLEARN and Drin/Kosovo (all – GEF-funded) projects activities are implemented accordingly to the work plans, 7. Water Diplomacy idea for Central Asia is promoted and additional funding is secured; 8. Transboundary cooperation project ideas are developed and incorporated in ongoing programs for GWP regions and applied externally for resource mobilization, 9. Active interaction with the UN agencies, international and regional partners on transboundary issues resulting in raising GWP TW visibility and contributing to global TW agenda, 10. Inter-regional experience exchange among RWPs is initiated and at least one joint activity is carried out, 11. An operational strategy is updated as needed and partly implemented.
405	Adapting to climate change	Alex Simalabwi	This activity supports implementation of the Global Water, Climate and Development Programme	<ul style="list-style-type: none"> • GWP actively represented and WACDEP promoted in key global events/processes on climate change

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			<p>(WACDEP). The WACDEP supports countries to integrate water security and climate resilience in development plans and economic growth programmes as well as national planning and decision making processes. It consists of several sub programmes: WACDEP Africa; regional WACDEPs in Asia, Latin America and the Caribbean; WMO/GWP Integrated Drought Management Programme (IDMP) and Associated Programme on Flood Management (APFM) and the Deltas Climate Resilience Programme.</p> <p>Key elements of the WACDEP suite of programmes and projects include development of local capacity and institutional development, development of tools, and generating evidence to inform decision making on climate resilient development through demonstration projects and knowledge products. WACDEP also contributes to achieving the objectives of the UNFCCC NAPs process.</p> <p>Activities</p> <ul style="list-style-type: none"> • Represent GWP in key global event/processes on climate change adaptation such as UNFCCC, AGWA, and others. • Promote WACDEP at global events on climate change (COP/SB, SWWW) e.g. through coordination of GWP participation, convening events, presentations etc. together with key strategic partners (UNICEF, AGWA, etc.). • Track global processes related to climate finance under the UNFCCC and investments. Identify potential funding opportunities. • Track global adaptation streams under the UNFCCC, such as National Adaptation Plans, Loss and Damage, 	<p>adaptation and other relevant meetings with news articles, reports etc as outputs</p> <ul style="list-style-type: none"> • Enhanced understanding of the NAP process and climate finance within the GWPO Network Operations Team, GWP Regions and countries. • Project preparation and proposals to the Green Climate Fund with UNDP-GEF. • Countries supported on NAP development through the NAP Global Support Programme (NAP-GSP) and to build synergies and align GWP interventions with the NAP-GSP. • Non-African GWP regions supported on programme design and implementation through review of project documents, as per demand. • Lessons and knowledge sharing through south-south and north-south cooperation on NAPs process. • Enhanced understanding of the development under the UNFCCC around water and adaptation, specifically under the NWP, the Adaptation Committee, Loss & Damage ExCom, and climate finance. • Submissions to the UNFCCC, Adaptation Committee, NWP etc. as per their mandates, informing on GWP work on water and adaptation. • The Water Supplement to the UNFCCC NAPs technical Guidelines, finalised. • Contributions to the UNFCCC led NAP Task Force for an integration framework for NAPS, as relevant. • Policy brief on GWP key messages for COP22 • IDMP and APFM, Global and regional components supported and linkages with global discussions on e.g. loss and damage under the UNFCCC identified. • WACDEP Global Technical Coordination workshop

NB	Activity title	Leader	Activity General Description	Main Output Areas
			<p>and identify synergies with GWP work on water and adaptation.</p> <ul style="list-style-type: none"> • Follow discussions and meetings of the UNFCCC Adaptation Committee, Nairobi Work Programme, and Executive Committee of the Warsaw Mechanism on Loss and Damage, and prepare submissions on GWP work on water and adaptation as per the mandates of the groups. • Support countries on NAP development through the NAP Global Support Programme (NAP-GSP) and to build synergies and align GWP interventions with the NAP-GSP. • Improve understanding of NAPs in GWPO Network Operations team, and Regional and Country Partnerships. • Demand driven technical support to non-African GWP regions on programme design and implementation through review of project documents. • Promote lessons and knowledge sharing through south-south and north-south cooperation to enhance international and regional cooperation to formulate and advance NAP process. • Project preparation and access to climate finance (10 proposals to the GCF by end 2016) with UNDP-GEF. • Finalization, design and roll out of the Water Supplement to the UNFCCC NAPs technical Guidelines. • Support to the IDMP and APFM, Global and regional components, through e.g. input on global climate processes into publications on DRR, input on linkages with global discussions on loss and damage. • WACDEP Global Technical Coordination workshop to support GWP regions in programme implementation, 	

NB	Activity title	Leader	Activity General Description	Main Output Areas
			<p>exchange experiences, lessons and address potential challenges.</p> <ul style="list-style-type: none"> • Support review and development processes for new projects under the climate theme. 	
406	Water, Energy, Food and Ecosystems; Nexus	Manuel Fulchiron	<p>Build on the successes obtained in 2015 in terms of mobilization of CWP's and partners and in terms of recognition:</p> <ul style="list-style-type: none"> - Develop a program on adapting food security and nutrition policies to climate change based on the assessments made in 2015 and attract funds on a three years basis - Link this initiative with ongoing activities in the rest of the network (Asia reports a lot on this theme) and identify/work on "GWPs brand" regarding food security and nutrition activities so as to better select case studies, feed exchange of experiences, raise GWP profile - Engage GWP in the issue of the employment of youth in the water / food sector - 	<p>1/ program developed in an inclusive manner (workshop in Africa in Q1) and accepted by donors</p> <p>2/ thematic comm/knowledge strategy/plan developed and implemented (one intern/volunteer)</p> <p>3/ think tank and partnerships established and objectives set together with interested CWP's and RWP's on the employment of youth in support to food security in the water sector</p>
407	Urbanization	François Brikké	<p>The 2016 GWP urban 'vintage' seems quite promising and is building on the past three years series of awareness building, lobbying, partnership building, discussion with CWP's, IUWM implementation in Africa with the AFW and the testing of the IUWM Modules. It is suggested to carry out the following activities:</p> <ol style="list-style-type: none"> 1. IWUM Modules: after the test of the Modules that has been done in October 2015 in Mongolia together with MWP, GWP, WPP and USF, recommendations were made to make some corrections and add - ons, and the World Bank needs to finalize the their Economic and Finance 	<ol style="list-style-type: none"> 1. IUWM Modules: <ul style="list-style-type: none"> - Modules completed with WB and WMO - Dissemination strategy for the Modules in place together with WB, IWMI, Cap Net and AFDB. 2. Responding to the Urban needs of RWP's: <ul style="list-style-type: none"> - Support provided to RWP's on urban issues

NB	Activity title	Leader	Activity General Description	Main Output Areas
			<p>Module. GWP will keep on monitoring the progress of the finalization of the Modules,</p> <p>2. Responding to the urban needs of RWPs: RWPs will be consulted on urban needs and RWPs can already use part of the IUWM Modules components (Cameroon, CEE, and Ethiopia). Furthermore, GWP will collectively design a ToT strategy for the dissemination of the Modules as well as consolidating GWPO and RWP support on urban issues.</p> <p>3. Cooperation with African Water Facility: Based on the successful collaboration in 2015, GWP and AWF are currently developing a joint Proposal promoting Urban Water Security in Africa which needs to be negotiated with additional donors. In addition, GWP will start the second phase of its support to Kinshasa and Marondera (IUWM capacity building together with GWPSA).</p> <p>4. Profiling IUWM at Global and Local levels: GWP is currently in discussions with several Organizations (UN Habitat, IWA, ICLEI, Cap Net, IWMI, GWOPA, WWC, SIWI, SEI, GWP will continue to be consolidate its position as a Urban Water security broker at Global and Regional levels and work closely with relevant RWPs in that matter (Asia with PUB, Singapore water Week, Indonesia Water Week: Latin America with the UN Habitat 3 Conference; Africa with the Africa Water week)</p> <p>5. Publications and media: GWP has not produced any significant Urban publications for the past 10 years, and will work with TEC to accelerate the process. GWP Website will be regularly updated with key info on Urban issues, and finally the Urban Video project will be revived and re discussed. with our key urban partners with who we are working on the IUWM modules.</p>	<ul style="list-style-type: none"> - Training done in Cameroon, Ethiopia and CEE - Capacity building of RWPs and GWPO on urban matters <p>3. Cooperation with Africa Water Facility:</p> <ul style="list-style-type: none"> - Africa Water Security Proposal financed and starting implementation - Support to 2nd phase of Kinshasa and Marondera - Training of AWF and ADB staff on IUWM in Abidjan (tbc) <p>4. Profiling IUWM at Global and Local levels:</p> <ul style="list-style-type: none"> - Creation of a Urban Water Management Hub together with Un Habitat and GWOPA and strategy developed for the Urban water related targets SDGs. - Trying to match SC meetings with RWP meetings in Asia (SIWW and IWW), in Latin America (Quito UN Habitat 3 Conference) and in Africa (AfWW) in order to have strategy for urban at Regional level - UN-Habitat 3 Conference: trying to get attention of donors and other technical agencies to support cities and country level activities - SWWW: Promoting IUWM and lobbying for proposal development <p>5. Publications and media:</p> <ul style="list-style-type: none"> - One publication on Urban Water Security - Flyers for the IUWM Modules and packaging - Regular update of key info on Urban Water security in our website

NB	Activity title	Leader	Activity General Description	Main Output Areas
				<ul style="list-style-type: none"> - A video on Urban Water security produced together with WB, GWP, USF, WMO, Cap Net and ICLEI.
411	GWP Programme Management coordination	Jacques Rey	<p>Under GWPO Management Team oversight:</p> <p>Planning</p> <ul style="list-style-type: none"> • Coordinate development of 3 year Work Programme 2017-19 • Coordinate GWP and GWPO annual planning exercise (incl. support to regions) <p>Programme development</p> <ul style="list-style-type: none"> • Maintain an overview of the full portfolio of projects (both ongoing and under development) • Support project proposal development and follow-up with donors • Support the development of programmatic approaches by themes <p>Programme management processes & information system</p> <ul style="list-style-type: none"> • Maintain & develop Programme management procedures and templates • Maintain and develop the programme IS • Coordinate agenda for regional days 	<ul style="list-style-type: none"> • 3 year Work Programme 2017-19 • 2017 Work Plan • Maintained and continuously improved Programme management documents • Updated Pipeline of projects • Maintained and continuously improved Programme management information system, incl. embedding Partners database • Effective programme management processes in place and implemented across the GWP system
412	Support to Eastern Africa	Frederik Pischke	This activity will involve supporting GWP EA in implementation of their work plans for 2016. The activity will involve routine support to planned activities, providing demand driven advice to GWP EA and	(i) Support the development of WACDEP in the region in the future and identify countries for future implementation.

NB	Activity title	Leader	Activity General Description	Main Output Areas
			<p>supporting their efforts in resource mobilization. The activity will also involve support to program implementation and participation in key regional meetings. Specific activities include:</p> <ul style="list-style-type: none"> • Support GWP EA in strategic and programmatic matters • Support management and governance of GWP EA and close follow-up from the Internal Assessment of GWP EAF conducted in 2015 • Support GWP EA in implementation of 2016 work plan • Support GWP EA in developing 2017 work plans • Liaison with GWPO Secretariat, global partners • Support to quarterly, annual and financial reports • Support GWP EA in implementation of Integrated Drought Management Programme for Horn of Africa (IDMP HOA) and WACDEP • Support in the planning for WACDEP continuation in the region • Support the region in the development of the SDG Preparedness Facility in selected CWPs • Participate in GWP EA regional meetings • Support GWPEA reporting on outcomes 	<ul style="list-style-type: none"> (ii) GWP EA 2016 work plan implemented and GWP-EA work plan for 2017 prepared; (iii) Drought management programme implementation progresses with relevant structures in place to enhance delivery capacity (iv) At least 1 proposal for GWP EA submitted to funding agency; (v) GWP EA outcomes reported in GWPO Annual Report; (vi) GWPEA regional capacity and governance continues to improve building on the internal assessment conducted in 2015.
413	Support to the Caribbean	Jacques Rey (Acting)	<p>This activity will involve supporting GWP C in implementation of their work plans for 2015. The activity will involve routine support to planned activities, providing demand driven advice to GWP C and supporting their efforts in fund mobilization. The activity will also involve support to program development and participation in key regional meetings. Specific activities (refer to GWP-C work plan for details).</p> <ul style="list-style-type: none"> • Support GWP C in strategic partnership development and implementation of MOU with Caricom 	<ul style="list-style-type: none"> (i) GWP-C implements and mobilises additional funding for WACDEP (ii) GWPC develops programme on water management (iii) Outcomes of Caribbean High Level Ministerial Forum followed up; (iv) GWP-C 2015 work plan implemented; (v) GWP-C Work plan for 2016 prepared; (vi) GWP-CA outcomes reported in GWPO Annual Report;

NB	Activity title	Leader	Activity General Description	Main Output Areas
			<ul style="list-style-type: none"> • Support GWP-C implement the Water, Climate & Development programme and mobilise additional funding Support GWPC to develop a new regional programme on IUWM incl. waste water management • Support GWP-C to prepare for GWP C 2015 High Level Ministerial Forum • Support GWP C in partnership governance matters • Participate in at least 2 GWP CA regional meetings • Support GWP-C reporting on outcomes Support GWP C in linking with International processes • 	<p>(vii) MOU with Caricom implemented and new MOU agreed with CWWA</p>
414	Support to Mediterranean	Angela Klauschen	<p>This activity involves the following components:</p> <ul style="list-style-type: none"> - Support the region in strategic and programmatic matters - Support implementation of 2015 work plan, contributing to developing 2016 - Support implementation of WACDEP, GEF and other projects - Support in facilitation of Task Forces and other related processes <p>Support in governance matters</p> <ul style="list-style-type: none"> - Support administrative, management and governance - Liaison with GWPO Secretariat, global partners - Support to quarterly, annual and financial reports - Support to develop project proposals for funding - Participate in 2 regional meetings and regular RCM and IDMP events <p>Support in international processes</p> <ul style="list-style-type: none"> - Support in CP meeting, SWWW - Support in linking CEE with regional initiatives (ICPDR, HELCOM, EU-programs, UNECE, ERRC) and global processes (SDG, WWF7 and others). 	<p>Regional operational support:</p> <ul style="list-style-type: none"> (i) GWP MED 2015 work plan implemented and 2016 developed (ii) GWP MED outcomes reported (Annual report) and financial reports submitted correctly and on time. (iii) WACDEP program is implemented according to the plan. (iv) GEF Drin and IWLEARN projects are implemented according to the plan. (v) Kosovo project proposal is finalized and submitted for external funding, its implementation is initiated. <p>Partnerships and programme development:</p> <ul style="list-style-type: none"> (vi) At least one additional proposal is developed and submitted to funding agency(ies). (vii) GWP MED participates in and organises key regional and international events for increased visibility. <p>Knowledge management:</p> <ul style="list-style-type: none"> (viii) At least two cases studies for toolbox and other knowledge

NB	Activity title	Leader	Activity General Description	Main Output Areas
415	Support to Southern Africa	Alex Simalabwi	<ul style="list-style-type: none"> • Support GWPSA in facilitating the work of SADC (Water Division) on implementing the Regional Strategic Action Plan (RSAP). • Support strengthening of GWPSA towards self-hosing in 2015 useling its own legal status • Support in finalizing proposal to AfDB for WACDEP • Support region in implementing WACDEP implementation in SADC region and regional programmes on the Zambezi Danida-supported activities and DFID regional support to SADC •Strengthen technical capacity and provide guidance and capacity building to WACDEP Coordination Unit • Assist the region in strengthening the KM and communication function in WACDEP countries • Support the region in attracting donor funds through fundraising at global regional and country level. 	<p>products/publications/TEC papers and newsletter developed based on MED experience.</p> <ol style="list-style-type: none"> 1. GWP-SA supported implementing programmes funded by regional donors such as DFID, USAID and DANNIDA and others 2. WACDEP Africa coordination Unit strengthened 3. Knowledge management function strengthened in region 4. GWPSA submits proposal to AfDB for funding by WACDEP 5. WACDEP Coordination Unite strengthened trough additional technical capacity
416	Support to Central Africa	François Brikké	<p>This activity involves supporting GWP-Central Africa in implementation of their 2015 work plan, such as: routine support to planned activities, providing demand-driven advice to GWP-Central Africa and supporting their efforts in fundraising, programme development and participation in key regional and international meetings.</p> <p>Strategy and programmes: Facilitate and support fundraising strategies and implementation of programme activities, in particular:</p> <ul style="list-style-type: none"> - Central Africa’s involvement in the pan-African Water, Climate and Development programme (WACDEP) and the SITWA Programme - Development of a workshop on IUWM with the Camerounaise des Eaux <p>Governance:</p>	<p>Regional Operational Support</p> <ul style="list-style-type: none"> - GWP-Central Africa 2015 work plan implemented and 2016 work plan prepared (including WACDEP) - New HR arrangements in place and Cameroon Country Partnership consolidated - WACDEP Program implemented according to plan <p>Knowledge Management / advocacy</p> <ul style="list-style-type: none"> - The WACDEP Program is implemented according to the plan.

NB	Activity title	Leader	Activity General Description	Main Output Areas
			<ul style="list-style-type: none"> - Represent GWPO in the regional Steering Committee - Support the consolidated Cameroon Water Partnership and new HR in place <p>Representation/advocacy activities:</p> <ul style="list-style-type: none"> - Support the region in preparation for, and participation in, regional and international meetings, workshops and seminars 	<ul style="list-style-type: none"> - GWP-Central Africa outcomes reported in relevant regional and international events and publications - GWP-Central Africa participates in key regional and international events for increased visibility - Inter-regional sharing of experiences facilitated and synergies with other regions' activities created (via NOs and FPs on specific thematic areas) <p>Programme development</p> <ul style="list-style-type: none"> - Partnership development in view of future program development linked to WACDEP, URBAN and SITWA activities - Locally funded activities better captured
417	Support to West Africa	Manuel Fulchiron	<p>This activity involves supporting GWP-West Africa in implementation of their 2016 work plan, such as routine support to planned activities, providing demand-driven advice to GWP-West Africa and supporting their efforts in fundraising, programme development and participation in key regional and international meetings.</p> <p>Strategy and programme:</p> <ul style="list-style-type: none"> - Facilitate the preparation and the implementation of the workplan for 2016 (including Mekrou, IDMP WAF, APFM WAF), in particular regarding budget aspects - Facilitate and support fundraising strategies - Support West Africa's involvement in the pan-African processes (Water, Climate and Development programme (WACDEP), SITWA) - Facilitate the preparation of new programs (groundwater, food security) 	<ul style="list-style-type: none"> - GWP-West Africa 2016 work plan implemented and 2017 work plan prepared, including WACDEP, IDMP, APFM and Mekrou - GWP WAF triennial work program 2017-2019 prepared - Regional strategy on KM updated - IDMP WAF project implemented - APFM workshop held and follow up developed - One or more proposal developed and submitted to one or several funding agency(ies) - Budget management improved and sustainably secure - Locally funded activities better captured

NB	Activity title	Leader	Activity General Description	Main Output Areas
			<p>Governance:</p> <ul style="list-style-type: none"> - Represent GWPO in the regional Steering Committee - Support GWP-West Africa in setting a sustainable budget management - Support the finalization of the review of temporary accredited CWPs <p>Representation/advocacy activities:</p> <ul style="list-style-type: none"> - Support the region in preparation for, and participation in, regional and international meetings, workshops and seminars 	
418	Support to Central and Eastern Europe	Frederik Pischke	<p>This activity will involve supporting GWP CEE in implementation of their work plans for 2016. The activity will involve routine support to planned activities, providing demand driven advice to GWP CEE and supporting their efforts in resource mobilization. The activity will also involve support to program implementation and participation in key regional meetings. Specific activities include:</p> <ul style="list-style-type: none"> - Support the region in strategic and programmatic matters - Support implementation of 2016 work plan, contributing to developing 2017 - Support implementation/ further development of IDMP CEE, Sust San and other projects - Support the region in the development of the SDG Preparedness Facility in selected CWPs - Support in facilitation of Task Forces and other related processes - Support in linking CEE with international processes <p>Support in governance matters</p> <ul style="list-style-type: none"> - Support administrative, management and governance - Liaison with GWPO Secretariat, global partners - Support to quarterly, annual and financial reports 	<p>Regional operational support:</p> <ul style="list-style-type: none"> (i) GWP CEE 2016 work plan implemented and 2017 developed (ii) GWP CEE outcomes reported (Annual report) and financial reports submitted correctly and on time. (iii) IDMP program is gearing up for new phase. <p>Partnerships and programme development:</p> <ul style="list-style-type: none"> (iv) At least one additional proposal is developed and submitted to funding agency(ies). (v) GWP CEE participates in and organises key regional and international events for increased visibility. <p>Knowledge management:</p> <ul style="list-style-type: none"> (vi) At least two cases studies for toolbox and other knowledge products/publications and newsletter developed based on CEE experience.

NB	Activity title	Leader	Activity General Description	Main Output Areas
			<ul style="list-style-type: none"> - Support to develop project proposals for funding - Participate in 2 regional meetings and regular RCM and IDMP events 	
419	Support to Central Asia and the Caucasus	François Brikké	<p>This activity involves the following components:</p> <ul style="list-style-type: none"> - Support the region in strategic and programmatic matters - Support to implementation of 2015 work plan, contributing to developing 2016 - Support implementation of WACDEP - Support in facilitation of new partners joining and other related processes <p>Support in governance matters</p> <ul style="list-style-type: none"> - Support administrative, management and governance - Liaison with GWPO Secretariat, global partners - Support to quarterly, annual and financial reports - Support to develop project proposals for funding - Participate in at least 2 regional meetings and regular RCM and WACDEP events <p>Support in international processes</p> <ul style="list-style-type: none"> - Support in CP meeting, SWWW - Support in linking CACENA with regional initiatives (IFAS, UN, EU) and global processes (SDG, WWF7 and others). 	<p>Regional operational support:</p> <ul style="list-style-type: none"> (i) GWP CACENA 2015 work plan implemented and 2016 developed (ii) GWP CACENA outcomes reported (Annual report) and financial reports submitted correctly and on time. (iii) WACDEP program in CACENA is implemented according to the work plan. (iv) UN ECE water-food-energy-ecosystems Nexus assessment for Syrdarja is finalized. <p>Partnerships and programme development:</p> <ul style="list-style-type: none"> (v) GGGI-2 project proposal is developed and submitted, its implementation is initiated. (vi) At least one additional proposal is developed and submitted to funding agency(ies). (vii) GWP CACENA participates in and organizes key regional and international events for increased visibility. <p>Knowledge management:</p> <ul style="list-style-type: none"> (viii) At least two cases studies for toolbox and other knowledge products/publications/TEC papers and newsletter developed based on CEE experience.
420	Support to China	Angela Klauschen	<p>This activity includes the following:</p> <ul style="list-style-type: none"> • Support to GWP China in strategic, programmatic, administrative and governance matters, notably: <ul style="list-style-type: none"> - Support the implementation of 2015 work plan and the development of 2016 work plan, as well as semi-annual and financial reports - Facilitate liaison with GWPO Secretariat reg. administrative, governance, HR and financial 	<ul style="list-style-type: none"> • GWP China's 2015 work plan thoroughly implemented and a realistic 2016 work plan prepared • GWP China outcomes reported (annual report) and financial reports submitted correctly and on time • GWP China visibility and image enhanced (e.g. through website and participation in relevant events)

NB	Activity title	Leader	Activity General Description	Main Output Areas
			<p>matters, and with TEC reg. knowledge management</p> <ul style="list-style-type: none"> - Support strengthening of GWP China’s image and visibility in cooperation with GWPO Communications Unit - Support project proposal development and related fund-raising <ul style="list-style-type: none"> • Promote development of thematic areas (urban, energy, etc.) and cross-cutting themes (gender, youth) in the region, according to the new GWP Strategy • Promote cooperation between GWP China and other GWP regions (e.g. South-South cooperation in Asia) • Support GWP China’s participation in high-level events (e.g. 2015 World Water Forum, Korea) as proposed by them • Facilitate development/implementation of and provide advice on priority themes and flagship projects, such as: Yellow River Basin inter-provincial cooperation on water management, Urban water management (Hebei, Zhejiang), and Flood control (Fujian) 	<ul style="list-style-type: none"> • Cooperation between GWP China and other GWP regions strengthened, notably through renewed MoU with GWP South Asia and relevant activities developed and implemented • One project development workshop organised in 2015 for GWP China and GWP SAS to facilitate the development of a joint proposal on South-South cooperation and submit it to selected donors. • Participation in relevant meetings and events organised by GWP China, including Steering Council meeting and General Assembly. • Participation of GWP China in Korea World Water Forum facilitated.
421	Support to Central America	Gabriela Grau	<p>This activity will involve supporting GWP XXX in the implementation of their work plans for 2016, which includes administration, HR, financial management, monitoring and governance issues. It also considers active participation in key regional programmatic, advocacy and governance meetings.</p> <p>It will entail routine support to planned activities as and when required, as well as support to their programme development and resources mobilisation efforts. The latter being a critical area in need for support, as reflected in the RWP self-assessment undertaken by the Steering Committee.</p> <p>Support knowledge management and communication processes undertaken by or related to the RWP.</p>	<p>Programme development</p> <ul style="list-style-type: none"> - 2015 implemented and 2017 developed - M&E products are submitted in due time and form - Financial and programmatic follow up is reflected in the accuracy of forecasts and reports - WACDEP programme is implemented according to the plan. - <p>Knowledge management:</p> <ul style="list-style-type: none"> - Delivery of at least two cases studies for ToolBox and other knowledge products are supported. - The ToolBox is actively used by universities.

NB	Activity title	Leader	Activity General Description	Main Output Areas
			<p>Promote the development of all thematic areas and cross-cutting themes within the framework of the regional context.</p> <p>There will be some key activities of particular involvement, such as: Interaction with CapNet to upgrade online course for journalist for using it by SAM; follow up with the Inter-American Network of Academies of Sciences (IANAS) to develop synergies;</p>	<ul style="list-style-type: none"> - The regional and international profile and visibility of WACDEP is strengthened and leads to at least one significant technical exchange between RWPs. <p>Support to the RWP operations:</p> <ul style="list-style-type: none"> - Improved reporting of in-kind contributions - Improved RWP performance on LRF. At least one proposal submitted for funding to one or more agencies.
422	Support to South America	Gabriela Grau	<p>This activity will involve supporting GWP XXX in the implementation of their work plans for 2016, which includes administration, HR, financial management, monitoring and governance issues. It also considers active participation in key regional programmatic, advocacy and governance meetings.</p> <p>It will entail routine support to planned activities as and when required, as well as support to their programme development and resources mobilisation efforts. The latter being a critical area in need for support, as reflected in the RWP self-assessment undertaken by the Steering Committee.</p> <p>Support knowledge management and communication processes undertaken by or related to the RWP.</p> <p>Promote the development of all thematic areas and cross-cutting themes within the framework of the regional context.</p> <p>There will be some key activities of particular involvement, such as: XXX</p>	<p>Programme development</p> <ul style="list-style-type: none"> - 2015 implemented and 2017 developed - M&E products are submitted in due time and form - Financial and programmatic follow up is reflected in the accuracy of forecasts and reports - WACDEP programme is implemented according to the plan. - <p>Knowledge management:</p> <ul style="list-style-type: none"> - Delivery of at least two cases studies for ToolBox and other knowledge products are supported. - The ToolBox is actively used by universities. - The regional and international profile and visibility of WACDEP is strengthened and leads to at least one significant technical exchange between RWPs. <p>Support to the RWP operations:</p> <ul style="list-style-type: none"> - Improved reporting of in-kind contributions

NB	Activity title	Leader	Activity General Description	Main Output Areas
				<ul style="list-style-type: none"> - Improved RWP performance on LRF. At least one proposal submitted for funding to one or more agencies. -
423	Support to South Asia	Angela Klauschen	<p>This activity includes the following:</p> <ul style="list-style-type: none"> • Support GWP South Asia in strategic, programmatic, administrative and governance matters, notably: <ul style="list-style-type: none"> - Support the implementation of 2015 work plan and the development of 2016 work plan, semi-annual and financial reports - Facilitate liaison with GWPO Secretariat reg. administrative, governance, HR and financial matters, and with TEC reg. knowledge management - Support GWP SAS’ communications work in cooperation with GWPO Communications Unit - Support project proposal development and related fund-raising - Facilitate cooperation between GWP SAS and the Country Water Partnerships in the region. • Promote development of thematic areas (urban, energy, food, etc.) and cross-cutting themes (gender, youth) in the region • Promote cooperation between the region and other GWP regions (e.g. South-South cooperation in Asia) • Support the region’s participation in high-level events (e.g. 2015 World Water Forum, Korea) as proposed by the region • Facilitate development/implementation of priority themes and flagship projects, such as: Integrated Drought Monitoring Project (IDMP), Integrated Urban Water Management (IUWM module) 	<ul style="list-style-type: none"> • GWP South Asia’s 2015 work plan thoroughly implemented and a realistic 2016 work plan prepared • GWP South Asia’s outcomes reported (annual report) and financial reports submitted correctly and on time • GWP South Asia’s communications work enhanced (e.g. notably through media materials and articles published) • Cooperation between GWP South Asia and other GWP regions strengthened, notably through renewed MoU with GWP China and relevant activities developed and implemented • One project development workshop organised in 2015 for GWP South Asia and GWP SAS to facilitate the development of a joint proposal on South-South cooperation and submit it to selected donors. • Participation in and contribution to relevant meetings and events organised by GWP South Asia, including Steering Council meeting and General Assembly. • Participation of GWP South Asia in Korea World Water Forum facilitated.
424	Support to Southeast Asia	Francois Brikke	<p>This activity includes administrative, governance and technical support to GWP SEA.</p> <p>Administrative support includes, input and oversight on work plans, budgets, and activity and financial reporting.</p>	<p>Administrative</p> <ol style="list-style-type: none"> 1. A relevant, coordinated and implementable annual regional work plan and budget 2. Accurate quarterly and annual financial reports 3. Accurate monitoring and evaluation reports

NB	Activity title	Leader	Activity General Description	Main Output Areas
			<p>Governance support includes</p> <ul style="list-style-type: none"> • enhancing and strengthening the capacity of the regional office to develop and deliver its workplan • enhancing the capacity and effectiveness of governance bodies • ensuring that GWP SEA priorities, objectives and workplans are aligned to the GWP vision and mission <p>Technical support includes</p> <ul style="list-style-type: none"> • help develop and implement a fundraising strategy • facilitate coordination and cooperation with donors and other relevant stakeholders, • support the development of proposals , urban in Indonesia and Philippines 	<p>4. Coordinated regional input to GWP communication products</p> <p>Governance</p> <ol style="list-style-type: none"> 1. Orientation and support to new regional coordinator 2. Orientation and support to new regional chair 3. Consolidated and well-functioning regional office 4. A coordinated regional work planning process 5. Input on preparation of and attendance in two regional SC meetings 6. Input on preparation of and attendance in regional planning meetings <p>Technical support</p> <ol style="list-style-type: none"> 1. Strategy, proposal, workplan and budget for regional climate change program. 2. Implementation support and monitoring of regional climate change program 3. Implementation support and monitoring of ADB project in relevant countries 4. New proposals and partnershipson IUWM in Indonesia and Philippines
425	Managing the GWP Network Operations Unit	Jacques Rey	<ol style="list-style-type: none"> 1. Linkage to GWPO Management Team <ul style="list-style-type: none"> • Provide the MTeam and the SC program sub-committee with programme overviews and decision points • Support the MTeam in all aspects of its ToRs. 2. Co-ordination of the NOPs Unit team <ul style="list-style-type: none"> • Coordination of NO’s support to the Regional Water Partnerships, including governance of RWPs (conditions of accreditation, relations to host institutions, establishment of legal entity), engagement of GWP partners in activities, overall strengthening of CWPs 	<ul style="list-style-type: none"> • Increasingly effective Network Operations Unit serving the stated needs of the regions and effectively supporting the GWP response to the evolving Strategy and the emerging thematic challenges. • Effective knowledge chain through improved inter-regional learning and liaison with the Technical Committee.

NB	Activity title	Leader	Activity General Description	Main Output Areas
			<ul style="list-style-type: none"> • Encourage thematic and cross-cutting coordination ensuring the priority thematic areas and cross-cutting issues are integrated and implemented in the context of delivering the results under the Strategy • Support the development of synergies and experience sharing across the network; e.g. (i) via Panafrican and Panasian exchanges; (ii) via facilitation of linkages between regions and Global processes. • Facilitate linkages in GWP’s Knowledge Chain between the TEC, GWP’s Knowledge Partners, and the RWPs and CWPs e.g. through working with COMs • Provide back-up to the NOs in regional/country representation when necessary, participate in key regional meetings and events as and when required, based on regional demand or Secretariat need <p>3. Management of the NOPs Unit team</p> <ul style="list-style-type: none"> • Manage, supervise and strengthen the Network Operations Unit as a Team within the GWPO • Advise and assist with the issuing of contracts, recruitment of staff, etc. • Manage the activities of Senior Advisers and Consultants providing services to the Network Operations Unit team • Organize Monthly Network Operations meetings with the Network Team and other units (building synergy and sharing lessons) 	
427	WACDEP in Africa, Coordination	Alex Simalabwi	Liaise with the WACDEP Coordination Unit in Pretoria	

NB	Activity title	Leader	Activity General Description	Main Output Areas
428	EU Projects Coordination	Manuel Fulchiron	<p>The European Commission is supporting GWP in two projects:</p> <p>1) “Strengthening African Institutions for Trans boundary Water Resources Management in Africa” (SITWA) with 3 million Euros. The project’s main objectives are:</p> <ul style="list-style-type: none"> - Institutional strengthening of the African Network of Basin Organizations (ANBO); - Improved governance of African trans boundary water resources under the ANBO platform. <p>2) The Mekrou basin development project (2 million Euros) jointly implemented with JRC. The overall objective of this project is to support Economic Green Growth and Poverty Reduction in the Mekrou river basin (Burkina Faso, Benin and Niger), ensuring continued water to developing areas.</p>	<p>Operational support to PM teams on technical and governance aspects Administrative and financial support to the teams, including HR matters Liaison with EU Building along on existing programmes: Development of complementary proposals/components/projects for SITWA (GEF, H2020) and Mekrou (e.g. on the nexus) Last year of the SITWA project: prepare the closing, evaluate the programme, discuss with the EUWI potential follow ups 3rd year of the Mekrou program: need to start looking beyond the project</p>
429	Deltas Climate Resilience Programme	?	<p>In 2012 GWP and the Netherlands International Development Programme (DGIS) with technical assistance from the Delta Alliance started development of a global programme of action to enhance climate resilience and strengthen the governance of deltas worldwide.</p> <p>Workshops were held in a number of countries to articulate further the key objectives and outcomes, and also to strengthen key partnerships (government agencies, local Universities, etc.) for the Project activities in each country or delta region. Projects identified action plans to strategically complement and add value to on-going activities in the respective deltas, based on joint GWP and DA expertise and on the GWP strategy. Selected deltas currently included in the programme proposal: Benin/Ouémé Delta; Bangladesh/Ganges Brahmaputra Delta; Egypt/Nile Delta; Viet Nam and Cambodia/Mekong Delta; Myanmar/Irrawaddy Delta.</p>	<ol style="list-style-type: none"> 1. Identified funding opportunities for at least parts of the programme through engagement with financial partners. 2. Input into the Source-to-Sea Management Initiative as partner and member of Steering Committee. 3. Updated webpage information about GWP work on deltas.

NB	Activity title	Leader	Activity General Description	Main Output Areas
			<p>In 2014 a consolidated proposal for a global programme of action was developed jointly by GWP and Delta Alliance, including the 5 delta proposals, and focus continued for identifying funding for the programme.</p> <p>2016 activities include further promotion of the programme and identification of funding. In addition the work on deltas will link further into the Transboundary theme and the Source-to-Sea management platform.</p>	
430	WMO / GWP Integrated Drought Management Programme	Frederik Pischke	Implement IDMP project document	The main outputs of this facilitation will be activities, projects and programmes under the IDMP, which are implemented jointly with the WMO and deliver results in accordance with GWP's results framework. This includes support to the IDMP regional programmes in CEE, EAF (Horn of Africa), WAF and initiatives in South Asia (SADMS), and the ones in development in CAM and SAM.
433	UNICEF (WASH Climate Resilient Development)	Susanne Skyllerstedt	<p>In 2014-2015, in the first phase of the UNICEF/GWP collaboration the Strategic Framework for WASH Climate Resilient Development was developed together with two technical briefs to support the implementation of the framework. The Framework was launched online on World Water Day in March 2015 and at Stockholm World Water Week in August. The Framework aims at strengthening</p> <p>In August a new two year agreement was signed for Phase II of the collaboration with an 80% contribution from UNICEF, focusing on further knowledge development, skills development and implementation of the Framework. Detailed activities for the full collaboration are:</p>	<p>Main outputs for 2016:</p> <ul style="list-style-type: none"> • 8 Technical Briefs that support the implementation of the Framework • Country mentoring and support online and workshops • Webinars enhancing the understanding of the Framework • 4 learning modules • Selected GWP and UNICEF regions/countries working together on climate resilient WASH

NB	Activity title	Leader	Activity General Description	Main Output Areas
			<ul style="list-style-type: none"> • Development of 8 remaining technical briefs (2016) • Country mentoring and support, including facilitation of workshops on demand (2016-2017) • Webinars on how to use the Framework and supporting material (2016-2017) • Development of Learning Modules around the 4 quadrants of the Framework (2016) • Development of online tool hosting the Framework and supporting material (2017) 	
434	WMO / GWP Associated Programme on Flood Management	Frederik Pischke	Implement APFM project document	The main outputs of this facilitation will be activities, projects and programmes under the APFM, which are implemented jointly with the WMO and deliver results in accordance with GWP's results framework.
435	Strengthen the GWP Network – WG Governance	Jacques Rey	<p>Promote a common understanding about the GWP governance framework for R/CWP and strengthen their governance mechanisms to ensure compliance to the conditions for accreditation throughout the network.</p> <p>Provide clear guidance around hosting arrangements, legal status and other topics related to the R/CWP financial, administrative and operational management.</p> <p>Strengthening the recognition of the GWP Network as the main asset of the organisation.</p>	<ul style="list-style-type: none"> • GWPO relevant staff and RWP Secretariats are in better position to support the the improvement of the RWP and CWP governance frameworks and procedures. • Complete the accreditation process of those CWP who have been granted temporary CWP status. The Partners Database is an essential tool to support the increased involvement of Partners and strengthen governance throughout the network. • The RWP should build a database with information related to their General Assemblies and the composition of their Steering Committees at RWP and CWP level. • GWPO relevant staff and the RWP Secretariats are more knowledgeable on the implications of obtaining legal status and aspects related to hosting, financial and administrative management. • GWPO provides advice as and when required. • All RWP Secretariat positions (RC, CO, PM) and RWP/CWP Steering Committee members have a

NB	Activity title	Leader	Activity General Description	Main Output Areas
			Protect GWP's brand and expand the network's visibility. <ul style="list-style-type: none"> • 	clear understanding of what are the roles and responsibilities related to their respective positions. <ul style="list-style-type: none"> • A promotional package that highlights the value of becoming a GWP Partner • Guidelines and tools to effectively engage GWP Partners in planning, implementation and governance processes. • Include an anti-corruption clause in the Conditions for Accreditation for RWP and CWP in order to prevent any kind of relation with individuals or organisations associated with corruption or criminal convictions. • The Graphical Policy is systematically applied throughout the network, mainly through the adjustment of all CWP official GWP names. This should be an important part of the accreditation process of those CWP who have temporary CWP status. •
436	Reporting and monitoring of GWP activities	Ralph Philip	Monthly reports <ul style="list-style-type: none"> • Select, write, edit, and format monthly e-newsletter • Write, edit, and publish stories on the website and in social media • Film and edit videos about GWP for the GWP YouTube channel and website • Compilation of Monthly Reports and import to database • Production of monthly/quarterly M&E briefs Quarterly reports <ul style="list-style-type: none"> • Compiling quarterly progress update (projects & themes) and quarterly M&E brief 	Communication and dissemination <ul style="list-style-type: none"> • NewsFlow published 9 times per year • Stories published on the website and in social media • Videos about GWP on the GWP YouTube channel and website • Impact stories published and disseminated • GWP in Action Annual Report Programme management <ul style="list-style-type: none"> • 11 monthly/quarterly M&E briefs • 4 quarterly progress updates • Annual Progress Review

NB	Activity title	Leader	Activity General Description	Main Output Areas
			<p>Annual Progress Review</p> <ul style="list-style-type: none"> Coordinate annual Progress Review report (and other assessments as required) <p>Annual Report – GWP in Action</p> <ul style="list-style-type: none"> Coordinate compilation of input to the Annual Report <p>Impact stories</p> <ul style="list-style-type: none"> Identify and develop stories Editing, layout and publication of stories <p>Online reporting</p> <ul style="list-style-type: none"> Establishment of online system for annual reporting (and potentially monthly and quarterly) <p>Stakeholder mapping and analysis</p> <ul style="list-style-type: none"> Analysis of implementing partners through reported results, monthly reports and Network Database <p>Strengthened regional capacity for reporting</p> <ul style="list-style-type: none"> Development of additional online tutorials Support regions in M&E Communications Officers training <p>Archiving</p> <ul style="list-style-type: none"> Establishment of a ‘raw stories’ index/archive for all material related to GWP’s work and attributed results 	<ul style="list-style-type: none"> Online reporting system <p>Online tutorials for monthly and quarterly reporting</p>
437	Implement the GWP Gender Strategy across the Network	Ankur Gupta	<p>Working with the Regions</p> <ul style="list-style-type: none"> Supporting the appointment of Gender Focal Points. 	<ul style="list-style-type: none"> The main output would be the mainstreaming of gender issues in ongoing GWP initiatives Capacity building workshop in a region.

NB	Activity title	Leader	Activity General Description	Main Output Areas
			<ul style="list-style-type: none"> • Support the Regional Coordinators, Project Managers and Gender Focal Points in Gender Mainstreaming in WCDEP/SDG and other GWP initiatives. <p>Global Agenda</p> <ul style="list-style-type: none"> • Working with AMCOW to co-organize Gender Day in Africa Water Week 2016 • With GWA, WfWP, UN Women and others to campaign for UN Year for Women and Water 2017 with other high level support. Connect it with Africa Water Week also. • Organize a webinar with SIWI and other partners on gender activities and initiatives. • Together with partners (TBD) develop a concept for gender programme. Perhaps there will be a need to hire a gender specialist/consultant to develop the proposal. • Ambassadors for gender <p>Results Framework</p> <ul style="list-style-type: none"> • Supporting M&E to keep track of Gender Indicators. <p>Knowledge Management</p> <ul style="list-style-type: none"> • 1 Regional workshops with DWF for Women’s Water Initiative. Also linked to capacity building. <p>Discuss with Danka/Kenge if they see potential for some knowledge product</p>	<ul style="list-style-type: none"> • Publication for a think piece as discussed with DFID. Need to finalize after discussion with Danka • Global positioning of GWP by participation of Gender Ambassador in various multistakeholder events/panels.
438	Implement the GWP Youth Engagement Strategy	Kenge James Gunya	<p>The objective is to develop and mainstream Youth in GWP. Partnership development with appropriate Youth initiatives and organizations will be key for a functional implementation, feedback and refinement as we learn.</p> <p>Global: Developing, finalizing and launching the Youth Strategy to be implemented towards 2020, in the direction approved by the Steering Committee in 2014</p>	<p>This activity is in support of the implementation of the overall GWP Strategy. All strategic goals are affected by this cross-cutting Youth strategy, particularly to OCs for communications (3.2), Partnership development (3.5) and Governance (3.3). OC 3.8 calls for active engagement of youth organizations in GWP Regions and Projects.</p> <p>OUTPUTS :</p>

NB	Activity title	Leader	Activity General Description	Main Output Areas
				<ul style="list-style-type: none"> • The GWP Youth Strategy developed, approved, and launched. • Implementation plans developed with the support of the regions, including clear steps for enhancing youth representation and participation at all levels of the organization. • GWP Youth Ambassador appointed.
439	SDGs and Water governance	Jacques Rey	Manage the implementation of the SDG Preparedness Facility. Liaise with the OECD water governance agenda and water integrity (WIN).	<ul style="list-style-type: none"> • SDG PF Design phase implemented in 20 countries • SDG PF Implementation phase underway in 10 countries • OECD water governance principles and water integrity included in GWP approach towards water security
501	Transboundary waters cooperation	Dan Tarlock	No knowledge product envisaged, but transboundary cooperation aspects will be addressed in other TEC publications Is there a demand from NOs, RWPs? Is there a demand from IWL program?	-
502	Making a case for water security	TEC Chair	<ol style="list-style-type: none"> 1. TEC will be involved in positioning GWP in SDG process (SDG Readiness proposal) 2. TEC will also cooperate with RWPs to support a development of two (2) regional TFPs on IWRM implementation 3. TEC will complete Background paper on Contextualizing IWRM: Practical Approach to Water Security 4. TEC will support one (1) regional workshop on implementing SDG 6.5 depending on demand from GWP Network 5. TEC will contribute to GWP involvement in SDG indicators 	Indicators of implementation: <ul style="list-style-type: none"> - Input to SDG Readiness proposal of GWP - Two TFPs on IWRM implementation (SAM, CAM) - BP on IWRM Contextualization published - A workshop co-organized with GWP partners (co-financing envisaged from other sources depending on demand from RWP) - Input to GWP and WWC initiative on IWRM; a new way - Input to UN Water/Statistical bureau working group on SDG indicators and monitoring (depending on request from GWPO)

NB	Activity title	Leader	Activity General Description	Main Output Areas
503	Economics of water security	Mike Young	Based on work on economics in WASH, the work on water pricing reform will result in Perspectives Paper on Unbundling Water Tariffs Work with Communication Unit to define target readers and communication strategy for this PP	- Publish PP
504	Climate resilience	TEC Chair	TEC will provide advice to GWP operational programs (WACDEP, WAC, WACREP, Delta, IDMP). The TEC will contribute to a handbook on drought indices (a joint product of GWP and WMO) Others (?) depending on demand from GWPO No knowledge product envisaged and/or requested	Indicators of implementation: - Advisory provided to GWP programs as requested - Contribution to Drought Indices and Indicators handbook
505	Water and Food Security	Madiodo Niasse	Follow up from regional workshop on Land/Water coordination in 2014 and a PP, the follow up is to develop a Background paper. Based upon the request from GWPO, a Concept Note on Collaborative program of Land and Water Governance will be elaborated (together with GWP partners). Is there some other demand from FP on Food?	Indicators of implementation: - Develop BP on Coordinated Land and Water Management (is realistic to publish in 2016??) Concept note of Collaborative program of GWPO
506	Urbanization and water security	Kala Vairavamoorthy	Follow up from training modules (in cooperation with knowledge partners) developed in 2014-2015, a background paper on IUWM will be developed. Before BP. A clear demand from Nos/RWPs should be defined. Before assignment of BP, a Concept Note should be elaborated, disseminated and agreed on scope, target readers, communication	Indicators of implementation: - Background Paper developed (will be published??, there is no clear commitment from Kala)
507	TEC contributions to the GWP IWRM Toolbox	TEC Chair	The GWP ToolBox is a central tool for knowledge management and directly supports the GWP core functions of awareness raising, knowledge management and capacity building. Case study from TEC requested to support Tool on water pricing – Mike (?)	Indicators of implementation: - ??? Depending on demand from GWP Network???

NB	Activity title	Leader	Activity General Description	Main Output Areas
			<p>Identification of on-line courses (MOOC) to serve GWP partners to enhance IWRM knowledge – all TEC members</p> <p>Based on PP on Leadership in 2015, a collaborative program on Capacity building in cooperation with UNESCO-IHE, CAPNET and other partners will be developed</p>	
508	<p>Information to policy makers on possible solutions to address critical challenges</p>	TEC Chair	TEC supports GWP Network at international events to present key messages.	<p>Indicators of implementation:</p> <ul style="list-style-type: none"> - Participation at SWWW - Attendance at GWP SC, FPG (2 times in year) - Attendance at global conferences as required – need to be specified by ES <p>Is there a request from GWPO for other TEC members to attend events (for 20 years jubilee)?</p>
509	<p>Technical Committee Meetings</p>	TEC Chair	The Technical Committee meets two times per year. This activity defines the resources required to enable TEC meetings.	<p>1 spring Technical Committee meeting – March (?), place (DELFT to combine it with water market event and water day?)</p> <ul style="list-style-type: none"> - 1 annual TEC+ meeting – August, Stockholm
510	<p>Management of Technical Committee</p>	TEC Chair	<p>This activity encompasses the overall management of the Technical Committee Activities, supported by technical and administrative staff in GWPO Stockholm.</p> <p>Based upon PEM report, a request is to assign TEC Chair and 1 TEC member to support development of KM Approach</p>	<p>Effective management, including planning, organising, directing and controlling the activities of the Technical Committee.</p> <ul style="list-style-type: none"> - Assessment of Knowledge Chain developed, KM Approach endorsed by SC in November 2016
511	<p>Water and Energy</p>	TEC Chair	<p>Develop BP on Water and Energy</p> <p>Is this realistic having in mind that Daryl is not able to devote her time to TEC? If there is a need for the paper, should be outsource it and request Daryl to provide editorial input?</p> <p>Is there a demand from NOs, RWPs? How FP will be involved? Liaise with Communication unit regarding how to communicate potential paper (maybe online seminar?)</p>	<p>BP published (is this realistic?), or shall we stay with PP to be streamed online? Shall we ask WB or other Water/Energy partners to join?</p>

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NB	Activity title	Leader	Activity General Description	Main Output Areas
512	Ecosystems and water security	Nicole Bernex	. A Perspectives Paper on Water and Ecosystem will be completed (work started in 2014 – 2015).	Indicators of implementation: Publish Perspectives Paper on Water and Ecosystem by February 2016 (Wetlands Day)

ANNEX: Linking GWPO activities to Outcome Challenges

The work undertaken by GWPO secretariat and TEC covers two areas:

1. In response to outcome challenges of the global agenda

Activities addressing the global agenda. These activities contribute to implementing the **3 year Global Work Programme** and are developed to address the outcome challenges defined in this 3 year Global Work Programme. They include mainly the work on global water governance issues under GOAL 1 and the work on provision of GOAL 2 & 3 which are global public goods.

Outcome challenges and progress markers relating to the global agenda can be found in the 3 years global Work Programme.

2. In response to outcome challenges of the regional agendas

Activities meant to support regions in addressing the regional agendas. These activities contribute to implementing the **3 year Regional Work Programmes** and are developed to address the outcome challenges defined in these 3 year Regional Work Programmes.

Outcome challenges and progress markers relating to the regional agendas can be found in the 3 years regional Work Programmes. They are also included in the regional workplans for reference (see VOL 3).