

# Workplan 2018

## *Implementing the Strategy*

1. GWPO 2018 Activities
2. GWPO 2018 Budget

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## 1 GWPO Work Plan 2018

### 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 Global Work Programme 2017-2019. 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, including responsible persons for the tasks; estimated human (no. of days of individuals) and financial (estimated travel and procurement costs) resources: *in order to enable adequate human and financial resources to be clearly defined and made available during the year.*

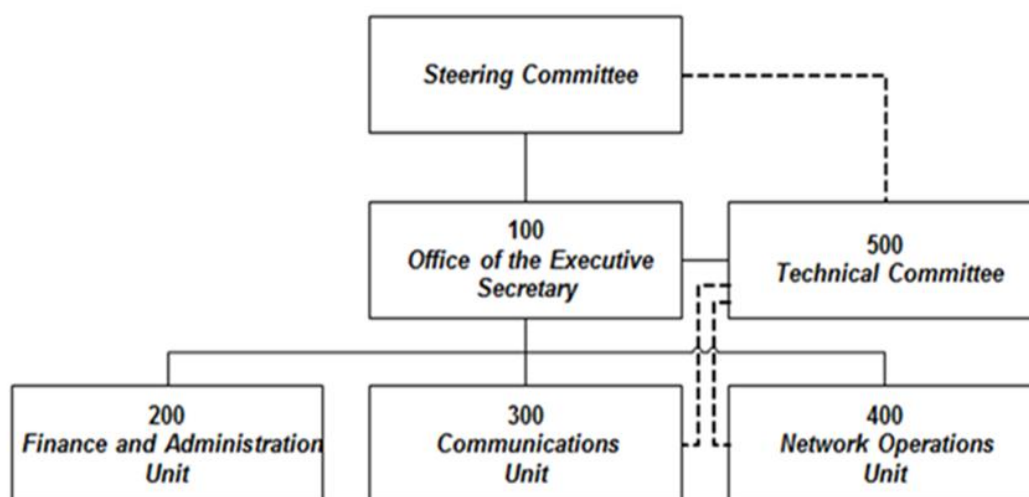
The key data provided in the activity sheets are provided in Annex A.

### 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:



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

<i>GWPO Secretariat Units</i>	<i>Scope of activities</i>
Office of the Executive Secretary (100)	<ul style="list-style-type: none"> <li>• Global agenda</li> <li>• GWPO Secretariat Management</li> <li>• Fund raising</li> <li>• Global Governance</li> </ul>
Finance and administration unit (200)	<ul style="list-style-type: none"> <li>• Finances and Administration</li> </ul>
Communication unit (300)	<ul style="list-style-type: none"> <li>• Knowledge, Communications and IT</li> <li>• ToolBox programme</li> </ul>
Network operations unit (400)	<ul style="list-style-type: none"> <li>• GWP Programme Management</li> <li>• Global Agenda</li> <li>• Support Regional Agenda</li> <li>• Support Regions</li> </ul>
<i>Technical Committee</i>	<i>Scope of activities</i>
Technical committee (500)	<ul style="list-style-type: none"> <li>• Global agenda</li> <li>• Support Regional Agenda</li> </ul>

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 role in Agenda 2030 and other major global agreements	Rudolph Cleveringa
106	Implementation of the Knowledge and Learning Chain.	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 and beyond.	Rudolph Cleveringa
110	Develop the structure and support the Governance functions of GWPO and the Network	Rudolph Cleveringa

#### Highlights for 2018

Manage the GWP 2014-19 Strategy External evaluation process and draw lessons for GWP strategic planning exercise and possible early adaptation measures

Sustained a strong relationship with the financial partners group, fostering engagement of new comers so as to enhance midterm robustness of GWP basket funding base
Strengthen GWP corporate messaging and visibility on both the SDGs and Climate adaptation agendas.

### 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, Ascendo e-invoicing)	Catharina Sahlin Tegnander

#### Highlights for 2018

Strengthen minimum eight targeted CWP's operational capacity in collaboration with the RWP/CWP
Set in place a mechanism for annual updates on the CWP's operational capacity
Ensure full functionality of the electronic invoicing system and the attached commitment process

### 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	Monika Ericson
305	Knowledge Management and IWRM ToolBox	Comms/KL SO
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
317	Communications strategy and global branding	Steven Downey
318	Management of Comms/KM unit	Steven Downey

Highlights for 2018
Plan and execute 'Finance SDG 6' campaign
Support improvement of RWP collaborative platforms (Office 365, internet, etc.)
Comms support for events (e.g., WWF8) and PRM-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	Yumiko Yasuda
405	Adapting to climate change	Anjali Lohani
406	Water, Energy, Food and Ecosystems; Nexus	NO FR
407	Urbanization	François Brikké
411	GWP Programme Management coordination	Jacques Rey
412	Support to Eastern Africa	Frederik Pischke
413	Support to the Caribbean	Gabriela Grau
414	Support to Mediterranean	François Brikké
415	Support to Southern Africa	Frederik Pischke
416	Support to Central Africa	NO FR
417	Support to West Africa	NO FR
418	Support to Central and Eastern Europe	François Brikké
419	Support to Central Asia and the Caucasus	François Brikké
420	Support to China	Yumiko Yasuda
421	Support to Central America	Gabriela Grau
422	Support to South America	Gabriela Grau
423	Support to South Asia	Yumiko Yasuda
424	Support to Southeast Asia	Yumiko Yasuda
425	Managing the GWP Network Operations Unit	Jacques Rey
427	WACDEP in Africa, Coordination	Anjali Lohani
428	External Projects Coordination	NO FR
429	Deltas Climate Resilience Programme	Yumiko Yasuda
430	WMO / GWP Integrated Drought Management Programme	Frederik Pischke
433	UNICEF (WASH Climate Resilient Development)	Sara Oppenheimer
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	Anjali Lohani
438	Implement the GWP Youth Engagement Strategy	NO FR
439	SDGs and Water Governance	Josh Newton

Highlights for 2018
Develop the SDG6 Support Programme as an umbrella for GWP Programme
Strengthen synergies between GWP entities (thematic twinning with RWPs & continental agendas)
Successfully engage the network in the 2020 strategic planning exercise

### 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.
2. 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: contribution to SDG	Jerry Priscoli
503	Economics of water security	Winston Yu
504	Climate resilience	Jerry Priscoli
505	Water and Food Security	Jerry Priscoli
506	Urbanization and water security	Jerry Priscoli
507	TEC contributions to the GWP IWRM Toolbox	Jerry Priscoli
508	Information to policy makers on possible solutions to address critical challenges	Jerry Priscoli
509	Technical Committee Meetings	Jerry Priscoli
510	Management of Technical Committee	Jerry Priscoli
511	Water and Energy	Jerry Priscoli
512	Ecosystems and water security	Nicola Fohrer

Highlights for 2018
Produce knowledge products that address IWRM approaches to support SDG implementation (Water Sharing, Water Stewardship, Multipurpose infrastructure financing are some of them)
Engage with RWPs in line with the GWP knowledge and learning strategy (training – Collaborative modelling, Water Sharing – depending on the request and interest of RWPs, online webinars)
Provide technical advice and participation at global debates on water issues (HLP on Water and Food, WWF8 and respective HLPs, Water Week in Stockholm)

## 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 2018.

## 2.1 GWPO 2018 consolidated budget by expenditures

The 2018 budget (GWPO raised funds) comprises a basket funding of approximately 10.6M. A detailed view of the 2018 budget (GWPO raised funds, basket funding) per expenditures is provided below, (Euros).

<b>EXPENDITURE BUDGET 2018</b>					
<b>BASKET FUNDING</b>	<b>ACTUAL 2016</b>	<b>FORECAST 2017</b>	<b>BUDGET Rev 1 2017</b>	<b>BUDGET 2018</b>	<b>2017 Forecast vs 2018 Budget</b>
<b>PROGRAMME</b>					
<b>Core Programme</b>					
<b>Water Security &amp; Climate</b>					
<i>Catalytic, incl Synergies</i>	400 336	382 000	341 000	322 000	-16%
<i>WACDEP Africa</i>	2 060 829	1 609 000	1 764 000	1 490 000	-7%
<i>WACDEP Other Regions</i>	1 070 458	790 000	920 000	560 000	-29%
<i>IDMP Regions</i>	433 041	285 000	228 000	170 000	-40%
<b>Total Water Security &amp; Climate</b>	<b>3 964 664</b>	<b>3 066 000</b>	<b>3 253 000</b>	<b>2 542 000</b>	<b>-17%</b>
<b>Total SDG6 Support &amp; Thematic Inputs</b>	<b>310 790</b>	<b>577 000</b>	<b>899 000</b>	<b>792 000</b>	<b>37%</b>
<b>Gender &amp; Water</b>	-	38 000	43 000	110 000	189%
<b>Youth &amp; Water</b>	-	130 000	99 000	135 000	4%
<b>Global processes</b>	-	13 000	100 000	33 000	154%
<b>Total Core Programme</b>	<b>4 275 454</b>	<b>3 824 000</b>	<b>4 394 000</b>	<b>3 612 000</b>	<b>-6%</b>
<b>Knowledge Management</b>					
<i>Knowledge Management/ToolBox</i>	219 110	257 000	300 000	187 000	-27%
<i>Communications</i>	393 182	339 000	379 000	344 000	1%
<b>Technical Committee</b>	254 495	266 000	310 000	296 000	11%
<b>Total Knowledge Management</b>	<b>866 787</b>	<b>862 000</b>	<b>989 000</b>	<b>827 000</b>	<b>-4%</b>
<b>Support to Water Partnerships</b>					
<i>Regional Core Programme</i>	2 721 869	2 570 000	2 546 000	2 410 000	-6%
<i>Network Support</i>	1 238 937	1 203 000	1 356 000	1 354 000	13%
<b>Total Support to Water Partnerships</b>	<b>3 960 806</b>	<b>3 773 000</b>	<b>3 902 000</b>	<b>3 764 000</b>	<b>0%</b>
<b>TOTAL PROGRAMME</b>	<b>9 103 047</b>	<b>8 459 000</b>	<b>9 285 000</b>	<b>8 203 000</b>	<b>-3%</b>
<b>GLOBAL GOVERNANCE</b>					
<i>Reviews and Strategy development</i>	38 030	-	40 000	150 000	n/a
<i>Steering Committee</i>	221 114	206 000	215 000	147 000	-29%
<i>Network, SP &amp; FPG meetings</i>	4 036	4 000	8 000	5 000	25%
<b>TOTAL GLOBAL GOVERNANCE</b>	<b>263 180</b>	<b>210 000</b>	<b>263 000</b>	<b>302 000</b>	<b>44%</b>
<b>GWPO SECRETARIAT SERVICES</b>					
<i>Staff</i>	581 076	649 000	729 000	682 000	5%
<i>Resource Mobilisation</i>	66 000	163 000	186 000	182 000	12%
<i>Training</i>	20 231	70 000	40 000	27 000	-61%
<i>Travel</i>	63 581	70 000	98 000	95 000	36%
<i>IT &amp; Office costs</i>	200 145	189 000	198 000	181 000	-4%
<i>Audit/Legal</i>	57 207	35 000	35 000	65 000	86%
<i>Financial costs/revenues</i>	(108 466)	25 000	30 000	25 000	0%
<i>Designated funding; office rent &amp; taxes</i>	847 423	800 000	800 000	850 000	6%
<b>TOTAL GWPO SECRETARIAT</b>	<b>1 727 197</b>	<b>2 001 000</b>	<b>2 116 000</b>	<b>2 107 000</b>	<b>5%</b>
<b>GRAND TOTAL BASKET FUNDING</b>	<b>11 093 424</b>	<b>10 670 000</b>	<b>11 664 000</b>	<b>10 612 000</b>	<b>-1%</b>
<b>TOTAL INCOME BASKET FUNDING</b>	<b>11 221 148</b>	<b>10 670 000</b>	<b>11 664 000</b>	<b>10 612 000</b>	
<b>SURPLUS/DEFICIT</b>	<b>127 724</b>	<b>0</b>	<b>0</b>	<b>0</b>	

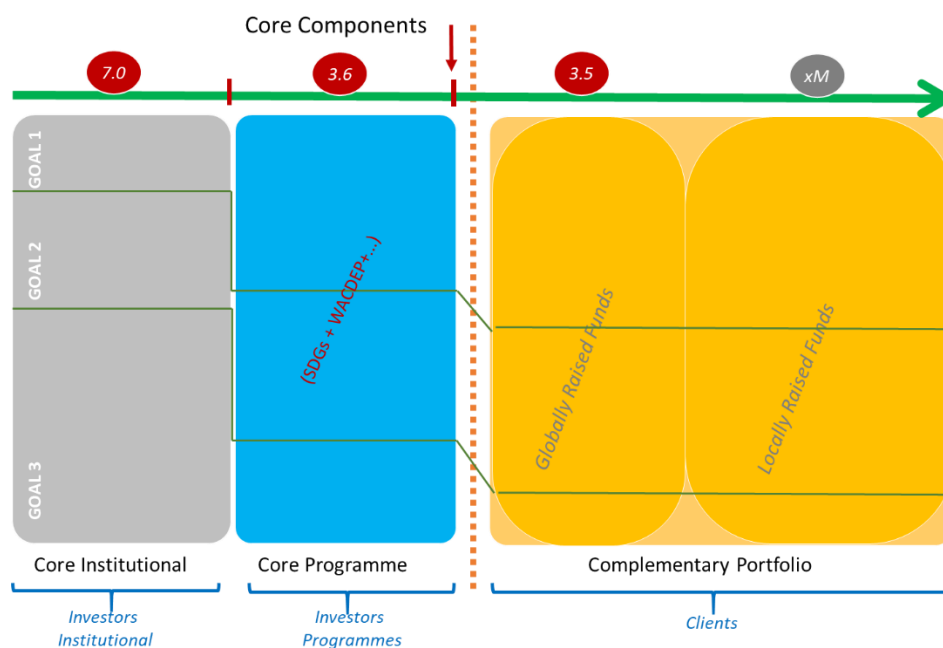


## 2.2 Other components and summary

In addition to the 10.6M basket funding, 3.5M of designated programmes are being managed from GWPO (Drin, Nexus SAF), giving a total of approximately 14.1M.

The 14.1M can be split according to the main clusters identified in the 3-year Work Programme: (i) Core Institutional – about 7 M; (ii) Core Programmes – about 3.6M, (iii) Complementary Portfolio – about 3.5M, for a total of approximately 14.1M (The total budget of the GWP system would include Locally Raised Funds which are not managed via GWPO and thus not included below. See 3 Year Work Programme for more information).

A summary of the 2018 budget (GWPO raised funds including both basket funding and designated programmes) per major components is pictured in the figure below.



## Workplan 2018: GWPO

### 2.3 GWPO 2018 budget by activities

The 2018 budget managed by GWPO units is presented below, by main activities<sup>1</sup>.

Code	Title	Leader	Days	Staff costs	Travel costs	Other costs	Total costs
101	Implement the GWP Strategy Towards 2020 with strengthened GWP Network and External Partnerships	Rudolph Cleveringa	195	105,225	21,000	164,000	290,225
102	Implementation of the GWP role in Agenda 2030 and other major global agreements	Rudolph Cleveringa	78	42,273	11,000	45,500	98,773
106	Implementation of the Knowledge and Learning Chain.	Rudolph Cleveringa	35	19,285	3,500	0	22,785
108	Develop an Enabling and Empowering Internal Environment within GWPO	Rudolph Cleveringa	363	200,013	0	87,000	287,013
109	Mobilize sustainable financing to deliver the GWP Strategy Towards 2020 and beyond.	Rudolph Cleveringa	497	252,639	35,800	108,450	396,889
110	Develop the structure and support the Governance functions of GWPO and the Network	Rudolph Cleveringa	189	103,029	6,000	97,800	206,829
201	Accounting	Catharina Sahlin Tegnander	165	88,902	0	0	88,902
202	Financial Management	Catharina Sahlin Tegnander	141	71,286	0	0	71,286
203	Audit Network (Global and Regional)	Catharina Sahlin Tegnander	54	28,107	0	35,000	63,107
204	Network Support	Catharina Sahlin Tegnander	45	24,795	4,000	25,000	53,795
206	Office Administration	Catharina Sahlin Tegnander	97	53,447	0	432,000	485,447
207	Internal Finance and Admin. Unit Management	Catharina Sahlin Tegnander	77	40,231	0	0	40,231
208	Financial/administrative support to network activities outside the RWP's	Catharina Sahlin Tegnander	24	13,224	0	0	13,224
209	Financial Applications (Decision Archive, Accounting System, Salary system, Ascendo e-invoicing)	Catharina Sahlin Tegnander	39	20,574	0	20,500	41,074
301	Communications capacity-building	Steven Downey	75	41,325	22,000	0	63,325
302	Events	Monika Ericson	114	58,929	15,000	34,600	108,529
303	Websites – global, regional, and ToolBox	Monika Ericson	130	70,520	0	44,000	114,520
305	Knowledge Management and IWRM ToolBox	Comms/KL SO	128	58,873	0	70,000	128,873
307	Storage and Distribution	Monika Ericson	9	4,959	0	15,000	19,959
308	Publishing	Monika Ericson	104	57,304	0	21,000	78,304
309	Press / Strategic Messaging	Eva Blässar	80	44,080	0	2,000	46,080

<sup>1</sup> Small discrepancies with the consolidated budget by expenditures are explained i.a. by rounding up figures in the former.

## Workplan 2018: GWPO

Code	Title	Leader	Days	Staff costs	Travel costs	Other costs	Total costs
311	GWP Network Database	Martin Löfgren	50	25,663	0	7,000	32,663
312	IT Equipment	Martin Löfgren	32	17,632	0	9,800	27,432
313	IT Infrastructure & GWP Intranet	Martin Löfgren	65	35,815	0	71,700	107,515
317	Communications strategy and global branding	Steven Downey	44	24,244	0	0	24,244
318	Management of Comms/KM unit	Steven Downey	54	28,311	0	0	28,311
403	Facilitating Transboundary Cooperation	Yumiko Yasuda	170	73,759	10,000	140,000	223,759
405	Adapting to climate change	Anjali Lohani	128	42,873	9,000	130,000	181,873
406	Water, Energy, Food and Ecosystems; Nexus	NO FR	77	11,992	4,000	60,000	75,992
407	Urbanization	François Brikké	64	32,560	5,000	55,000	92,560
411	GWP Programme Management coordination	Jacques Rey	231	101,973	9,000	0	110,973
412	Support to Eastern Africa	Frederik Pischke	75	30,393	4,900	16,000	51,293
413	Support to the Caribbean	Gabriela Grau	81	39,081	8,500	3,000	50,581
414	Support to Mediterranean	François Brikké	50	21,640	3,000	8,000	32,640
415	Support to Southern Africa	Frederik Pischke	56	23,215	4,000	0	27,215
416	Support to Central Africa	NO FR	72	8,096	6,000	13,000	27,096
417	Support to West Africa	NO FR	55	5,520	5,000	13,000	23,520
418	Support to Central and Eastern Europe	François Brikké	46	21,461	4,000	13,000	38,461
419	Support to Central Asia and the Caucasus	François Brikké	66	31,926	9,000	13,000	53,926
420	Support to China	Yumiko Yasuda	59	28,069	8,500	13,000	49,569
421	Support to Central America	Gabriela Grau	81	38,526	13,500	9,000	61,026
422	Support to South America	Gabriela Grau	68	31,141	10,000	9,000	50,141
423	Support to South Asia	Yumiko Yasuda	64	30,824	5,000	13,000	48,824
424	Support to Southeast Asia	Yumiko Yasuda	59	27,847	5,000	13,000	45,847
425	Managing the GWP Network Operations Unit	Jacques Rey	158	70,075	9,000	0	79,075
427	WACDEP in Africa, Coordination	Anjali Lohani	26	9,751	4,000	0	13,751
428	External Projects Coordination	NO FR	34	15,979	0	0	15,979
429	Deltas Climate Resilience Programme	Yumiko Yasuda	5	2,200	0	50,000	52,200
430	WMO / GWP Integrated Drought Management Programme	Frederik Pischke	96	39,657	0	60,000	99,657
433	UNICEF (WASH Climate Resilient Development)	Sara Oppenheimer	91	42,260	0	0	42,260
434	WMO / GWP Associated Programme on Flood Management	Frederik Pischke	51	20,868	0	30,000	50,868
435	Strengthen the GWP Network – WG Governance	Jacques Rey	217	95,054	7,000	102,000	204,054
436	Reporting and monitoring of GWP activities	Ralph Philip	230	109,525	0	0	109,525
437	Implement the GWP Gender Strategy across the Network (2017)	Anjali Lohani	133	59,408	9,000	110,000	178,408
438	Implement the GWP Youth Engagement Strategy	NO FR	90	19,265	11,500	147,000	177,765

## Workplan 2018: GWPO

Code	Title	Leader	Days	Staff costs	Travel costs	Other costs	Total costs
439	SDGs and Water Governance	Josh Newton	329	144,072	16,000	380,000	540,072
501	Transboundary waters cooperation	Dan Tarlock	15	6,000	4,500	0	10,500
502	Making a case for water security: contribution to SDG	Jerry Priscoli	40	16,000	0	67,000	83,000
503	Economics of water security	Winston Yu	0	0	0	6,000	6,000
504	Climate resilience	Jerry Priscoli	20	11,000	1,800	2,500	15,300
505	Water and Food Security	Jerry Priscoli	0	0	0	3,600	3,600
506	Urbanization and water security	Jerry Priscoli	0	0	0	0	0
507	TEC contributions to the GWP IWRM Toolbox	Jerry Priscoli	0	0	0	0	0
508	Information to policy makers on possible solutions to address critical challenges	Jerry Priscoli	10	4,000	0	5,000	9,000
509	Technical Committee Meetings	Jerry Priscoli	30	12,000	45,000	0	57,000
510	Management of Technical Committee	Jerry Priscoli	122	65,780	26,000	12,600	104,380
511	Water and Energy	Jerry Priscoli	0	0	0	0	0
512	Ecosystems and water security	Nicola Fohrer	10	4,000	5,000	0	9,000

## Annex A: Activity Sheets GWPO Secretariat (abstract)

The text below reflects GWPO aspirations, developed in line with the 2017-2019 3-year Work Programme.

NB	Activity title	Leader	Activity General Description	Main Output Areas
101	<b>Implement the GWP Strategy Towards 2020 with strengthened GWP Network and External Partnerships</b>	<b>Rudolph Cleveringa</b>	<ul style="list-style-type: none"> <li>• Support the development, implementation and monitoring/reporting of the Annual Work plan &amp; Budget and the 3 Year Work programme &amp; Budget</li> <li>• Support the chosen external consultancy company in conducting the evaluation of the present GWP Strategy.</li> <li>• Design the scope, delivery and timeline for the development of the new GWP Strategy in agreement with the Network = inclusiveness and ownership</li> <li>• Network Satisfaction survey to be conducted</li> <li>• 13 Regional Performance agreements negotiated and signed between the GWP Executive Secretary and each of the Regional Chairs.</li> <li>• Facilitated value proposition and messaging workshop with GWP key personnel to validate, structure and communicate GWP key messages.</li> </ul>	<ul style="list-style-type: none"> <li>• Progress made as, agreed with the GWP Steering Committee and Regional Steering Committees, on the 4 Change Agenda areas.</li> <li>• A Senior Management response letter to the findings and recommendations of the strategy evaluation to be produced as well as setting up a Donor Conference as appropriate.</li> <li>• Findings from the Strategy evaluation to inform the development of the new strategy development.</li> <li>• Revision of business model and operational modalities as appropriate.</li> <li>• A Strategy development team put together.</li> <li>• Conclusions from 4 Continental Regional Workshops, Steering Committee, Financing Partners, Sponsoring Partners and GWPO Secretariat consultations to feed into the development of the new Strategy.</li> <li>• Network Satisfaction survey findings to inform external Strategy evaluation</li> <li>• KPI based accountability framework established and monitored for each of the 13 regions.</li> <li>• GWP value proposition established and communicated to key partners in global initiatives and/or key sectors.</li> </ul>

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			<ul style="list-style-type: none"> <li>• Scope the need and potential ToRs of a GWP wide External Partnership Strategy (defining the purpose, different models and engagement of partnerships as well as potential risks).</li> <li>• Catalyze partnerships (for ex via MoUs) with strategic organizations, institutions and other partners on global, regional, national and basin levels to leverage action and impact within key areas. Participate in selected 3rd parties Governance bodies.</li> <li>• Provide guidance and support to facilitate the implementation of the Gender and Youth strategies.</li> </ul>	<ul style="list-style-type: none"> <li>• Initial consultations conducted for scoping the need and potential ToRs of a GWP wide External Partnership Strategy</li> <li>• Partner leverage explored and formalized accountability frameworks in place.</li> <li>• Commitments to GWP donors on Gender and Youth are met.</li> </ul>
<b>102</b>	<b>Implementation of the GWP role in Agenda 2030 and other major global agreements</b>	<b>Rudolph Cleveringa</b>	<ul style="list-style-type: none"> <li>• Support and participate in key events to influence and drive the SDG Agenda at country/global level.</li> <li>• Support High Level water and non-water targeted events for Global, Continental and Cross-continental agenda setting (Pan-Africa, Pan-Asia and other including the Water and Faith Initiative together with SIWI and World Council of Churches)</li> <li>• Design and implement a funding strategy for SDG-PF, leveraging the interest in SDGs and global funding from the FPG.</li> </ul>	<ul style="list-style-type: none"> <li>• GWP agenda recognized in key water and non-water events.</li> <li>• SDG-PF proposal pitched to qualified bi-and multilateral donors and private sector organisations and foundations.</li> </ul>
<b>106</b>	<b>Implementation of the Knowledge and Learning Chain.</b>	<b>Rudolph Cleveringa</b>	<ul style="list-style-type: none"> <li>• Lead the strengthening of the Knowledge and Learning dimensions of GWP to increase linkages and interaction between GWPO (NoPs &amp; Comms), TEC, Regions and Countries.</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge and Learning Chain strategy established with corresponding new modus operandi for its delivery.</li> <li>• Partnership Agreements with strategic knowledge partners established and monitored.</li> </ul>

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			<ul style="list-style-type: none"> <li>Ensure 3 Regions co-lead, with GWPO Secretariat and TEC, on knowledge and learning within specified Thematic areas (MED-Transboundary, SAS – Youth, SAF – Climate)</li> </ul>	<ul style="list-style-type: none"> <li>An increased demand based Knowledge Learning and Sharing culture utilizing and strengthening the Network Partners expertise.</li> </ul>
			<ul style="list-style-type: none"> <li>Liaise and provide guidance to TEC Chair on Corporate Knowledge Management</li> </ul>	<ul style="list-style-type: none"> <li>TEC Programme of work fully aligned with annual plan of work &amp; budget for the Secretariat and Regions.</li> </ul>
<b>108</b>	<b>Develop an Enabling and Empowering Internal Environment within GWPO</b>	<b>Rudolph Cleveringa</b>	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>Ensure that a stable organizational structure and good working environment are in place. Lead on strengthening a corporate culture based on values, performance and purpose.</li> <li>Introduce KPI's as part of the PDA process for all Secretariat staff including the Executive Secretary and Chair of the Technical Committee.</li> </ul>	<ul style="list-style-type: none"> <li>Secretariat staff members guided to deliver their part of the implementation of the Strategy Towards 2020 according to each individual goal setting/performance cycle.</li> <li>Regular Staff-, Management- and Senior Leadership Team Meetings conducted according to set schedules.</li> <li>Annual Secretariat Work Planning Session conducted.</li> <li>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).</li> <li>Managers have introduced KPI's for each individual as part of the PDA process and all staff have understood the basis for their performance assessment.</li> </ul>
<b>109</b>	<b>Mobilize sustainable financing to deliver the GWP Strategy Towards 2020 and beyond.</b>	<b>Rudolph Cleveringa</b>	<ul style="list-style-type: none"> <li>Develop a long-term strategy and tools for sustainable financing of the GWP Network and Secretariat (Accountability LRF, strengthened RM work stream in projects, continental RM pilot, fundraising enabling facility, priority donor mapping, RM capacity building).</li> </ul>	<ul style="list-style-type: none"> <li>A long-term strategy for sustainable financing of the GWP Network and Secretariat including key activities established and communicated within the Network and to key stakeholders.</li> <li>Income diversification pathways identified and prioritized.</li> </ul>

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			<ul style="list-style-type: none"> <li>• Support the dialogue and knowledge sharing between institutional partners and the private sector to help GWP mobilize more funding for its 2020 Strategy.</li> <li>• Conduct biannual FPG meetings to harmonize donor relations.</li> </ul> <p><u>Outward-looking strategy:</u> Elevate the network and GWPO’s profile, to be a partner of choice and add value to strategic agendas</p> <ul style="list-style-type: none"> <li>• Engage in donors-minded communication             <ul style="list-style-type: none"> <li>- Strategic messaging</li> <li>- Pitchbook</li> <li>- Impact stories</li> <li>- Events</li> </ul> </li> <li>• Support the development of strategic alliances and partnerships with key donors, private sector, or Water Partnerships platform from target donor countries</li> <li>• Develop and implement a Private Sector Engagement Strategy</li> <li>• Engage with donors and potential donors for core funding</li> <li>• Engage with donors and potential donors for designated funding, including the SDG 6 SP global, climate, urban, transboundary, nexus, drought and flood, gender, youth</li> </ul>	<ul style="list-style-type: none"> <li>• Existing/potential donors and partners increasingly exposed to GWPO initiatives and messages.</li> <li>• Two Financial Partners Group Meetings conducted and actions agreed on/decisions made during these meetings completed or taken into plans of action.</li> <li>• Donor-specific publications             <ul style="list-style-type: none"> <li>- GWP in Action – PRM contribution</li> <li>- Theme/angle/specific (eg SDGD6, opeds, newsflow)</li> <li>- Pitchbook</li> <li>- Impact stories</li> <li>- Events</li> </ul> </li> <li>• Private sector engagement strategy</li> <li>• SDG 2-pagers</li> <li>• PRM and tier 1 donor analysis</li> <li>• Batch 2 checklist</li> <li>• Consultancy for 2 RWPs and related CWPs</li> </ul>
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			<ul style="list-style-type: none"> <li>• Support select RWPs and CWPs with dedicated SDG 6 SP capacity strengthening</li> </ul> <p><u>Inward-looking strategy:</u> Strengthen the network and GWPO's capacity to develop strategic partnerships and raise funds</p> <ul style="list-style-type: none"> <li>• Support GWPO and all RWPs with generic support for strategy planning and implementation</li> <li>• Provide select RWPs and CWPs with dedicated support <ul style="list-style-type: none"> <li>- SDG 6 SP country support</li> <li>- PRM workshop and consultancy for SDG 6 CWPs and related RWPs</li> <li>- 1-on-1 bespoke support on demand (focus on select RWPs)</li> </ul> </li> <li>• Strengthen the capacity of GWPO for PRM <ul style="list-style-type: none"> <li>- PRM contribution to GWPO processes incl. FWP, Steering Committee, Evaluation, MT</li> <li>- Regional Days 18 preparation/follow-up</li> <li>- WG 1 related work</li> <li>- PRM tools</li> <li>- Liaise with HR, Finance and NOPs</li> <li>- Proposal update and management</li> <li>- Proposal development and other deliverables on demand</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Individual RWP and RWP programs checklists</li> <li>• Pipeline update and management</li> </ul>
<b>110</b>	<b>Develop the structure and support the Governance functions of GWPO and the Network</b>	<b>Rudolph Cleveringa</b>	<ul style="list-style-type: none"> <li>• Plan and conduct GWP Governing Bodies meetings – Sponsoring Partners, Steering Committee and Network Meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>

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201	Accounting	Catharina Sahlin Tegnander	<ul style="list-style-type: none"> <li>• Process invoices and claims; secure timely payments; invoicing,</li> <li>• Record quality checked regional expenditures in the General Ledger, Monthly reconciliations to secure updated accurate information;</li> <li>• Verify and follow-up supplier invoices;</li> <li>• Update and keep the accounting system and coding structure in good working conditions;</li> <li>• Keep the practical accounting guide updated, orderly archiving.</li> </ul>	<ul style="list-style-type: none"> <li>• 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</li> <li>• At any point in time keep an updated General Ledger accurately reflecting authorised and verified expenditures and verified income</li> <li>• Accurate and timely payments of duly authorised supplier invoices and claims</li> </ul>
202	Financial Management	Catharina Sahlin Tegnander	<ul style="list-style-type: none"> <li>• Secure a robust internal control by a participatory process for budget preparations, budget follow-up, and quarterly forecasts;</li> <li>• Monitor budget execution and assist all units on budget issues;</li> <li>• Manage the annual closing process to allow a smooth process;</li> <li>• Prepare useful financial reports to be used as decision making tool for Management;</li> <li>• Technical Committee, and units within the Secretariat;</li> <li>• Prepare a high quality Annual Financial Report;</li> <li>• Prepare correct and timely VAT and tax reports to the Swedish Authorities;</li> <li>• Control decisions and manage the outputs from the Decisions Archive;</li> <li>• Plan and monitor liquidity and currency accounts;</li> <li>• Liaise with the bank;</li> <li>• Liaise with the AFSC Chair;</li> <li>• Implement recommendations made by Moore Stephens in connection with the EC Pillar Assessment.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain highest fiduciary control and robust financial management – to be verified by the audit reports.</li> <li>• 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.</li> <li>• Realistic budgets that are executed within the approved budget and forecast limits</li> <li>• Keep track of and follow-up on approved budget reallocations</li> <li>• Implementation of agreed recommendations made by MS</li> </ul>

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<p><b>203</b></p>	<p><b>Audit Network (Global and Regional)</b></p>	<p><b>Catharina Sahlin Tegnander</b></p>	<ul style="list-style-type: none"> <li>• Prepare for the audits and assist the auditors during the spring and autumn audit of the Secretariat;</li> <li>• Support the global auditors in the audit of the RWP;</li> <li>• Contribute to the Audit Instructions;</li> <li>• Interact and develop a good relationship with the GWPO auditors;</li> <li>• Prepare the required audit documents (representation letters etc);</li> <li>• Communicate with the regional auditors;</li> <li>• Actively aim for decreasing the number of comments in the RWPs Management Letters,</li> <li>• Follow-ups during the year of the regional Management Letters.</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare and facilitate for a cost and time efficient audit of the Network and GWPO</li> <li>• Review and provide the auditors with input on the Audit Instructions</li> <li>• Unqualified audit opinion and a Management Letter that confirms the robust financial management of GWP</li> </ul>
<p><b>204</b></p>	<p><b>Network Support</b></p>	<p><b>Catharina Sahlin Tegnander</b></p>	<ul style="list-style-type: none"> <li>• Generic support to the RWP on financial issues;</li> <li>• Quality control the quarterly financial reports from the regions and liaise with the regions and network team on recommendations for improvement</li> <li>• Support the Network Officer with budget preparations and budget follow ups(moved to the Regional AS)</li> <li>• Provide capacity building and financial guidance for the regions as requested or deemed necessary;</li> <li>• Conduct internal audits and host institution visits</li> <li>• Liaise with and support the Network team and regions on financial queries and requests;</li> <li>• Prepare and update financial guidelines for best practice at the regions;</li> <li>• Liaise with potential Host Institutions on Financial and Administrative matters as part of the host selection process;</li> <li>• Encourage RWS to report all LRF.</li> </ul>	<ul style="list-style-type: none"> <li>• High quality regional reports submitted on time (4 on a 1-5 scale) for quality and 5 days or less delay for delivery.</li> <li>• Unqualified audit report and no comment in the Management Letter related to GWPO.</li> <li>• Decrease in number of comments in the regional Management Letters 2016-2017 with 20%.</li> <li>• GWP Finance recognized as a useful resource of support by the RWPs and the Network Officers</li> <li>• Support the Change Agenda through OPCAP</li> </ul>

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			<ul style="list-style-type: none"> <li>Support the process of securing clear and appropriate delegation of authority at the RWP's OPCAP</li> </ul>	
<b>206</b>	<b>Office Administration</b>	<b>Catharina Sahlin Tegnander</b>	<ul style="list-style-type: none"> <li>Provide an efficient, cost-effective and ergonomically-sound work environment; Provide user-friendly administrative procedures and tools; Liaise with supplier of office services.</li> <li>GWPO Communications orders books, periodicals, and other resources for the GWPO secretariat.</li> </ul>	<ul style="list-style-type: none"> <li>The Secretariat has a well-functioning work environment</li> <li>All staff actively working to implement the Environmental Policy</li> <li>Books purchased and subscriptions paid for</li> </ul>
<b>207</b>	<b>Internal Finance and Admin. Unit Management</b>	<b>Catharina Sahlin Tegnander</b>	<ul style="list-style-type: none"> <li>Secure a well-functioning Finance and Admin Unit with dedicated, motivated, and skilled staff by regular meetings and other activities;</li> <li>Secure an interesting blend of tasks and responsibilities;</li> <li>Provide work related training, improve efficiency through information/knowledge sharing, appraisal talks, best practice, and manual and IT tools;</li> <li>Implement the new systems; finetune NAV, Ascendo invoicing, New DAD, Power BI (start)</li> <li>Participate in management -, unit-, staff-, and other generic meetings. Kitchen week...</li> </ul>	<ul style="list-style-type: none"> <li>Maintain dedicated, motivated, informed, efficient, service minded and sufficiently trained F&amp;A staff</li> <li>Efficiency activities identified and implemented</li> <li>Updated and user-friendly Finance Handbook</li> <li>Proficiency if the new ERP system within the finance unit</li> <li>Securing an efficient processing of financial transactions within the Ascendo and DA system by all GWPO staff <ul style="list-style-type: none"> <li>Training time allocated – budget to be provided in ES activity 108</li> </ul> </li> </ul>
<b>208</b>	<b>Financial/administrative support to network activities outside the RWP's</b>	<b>Catharina Sahlin Tegnander</b>	<ul style="list-style-type: none"> <li>Provide finance/administrative/contractual assistance in relation to network activities additionally funded by GWPO. Ex. Urban WS, Toolbox Workshops.</li> <li>The activity is to allocate time to not known activities –difficult to forecast and the number of days are probably too low</li> </ul>	<ul style="list-style-type: none"> <li>Efficient preparations of budgets and is required contractual arrangements for activities directed by GWPO.</li> <li>Prompt follow-up on the contractual arrangements with the receiving entity <ul style="list-style-type: none"> <li>All financial reports, and when applicable, audit reports received on time and quality controlled by GWPO Finance within two weeks upon receipt of report.</li> </ul> </li> </ul>

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209	<b>Financial Applications (Decision Archive, Accounting System, Salary system, Ascendo e-invoicing)</b>	<b>Catharina Sahlin Tegnander</b>	<ul style="list-style-type: none"> <li>• Administer, support updates of, and provide user guidance on the Decisions Archive, the ERP software, e-invoicing</li> <li>• Ensure smooth implementation of e-invoicing, new Decision Archive, and Power BI Reporting Tool</li> <li>• Provide user training to the Secretariat</li> <li>• Decisions Archive support and maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Well-functioning user friendly Decisions Archive.</li> <li>• Ensure full use of ERP system's facilities for increased efficiency</li> <li>• Well-functioning and updated ERP and salary programme</li> <li>• Well functioning e-invoicing</li> <li>• Introduction of Power BI Reporting</li> </ul>
301	<b>Communications capacity-building</b>	<b>Steven Downey</b>	<ul style="list-style-type: none"> <li>• GWPO is expected to strengthen the network. One key area is to support and enhance regional communications. Communications capacity-building is a long-term priority for GWP's global advocacy network that wants to increase the attention and action given to water resources management, esp. in the context of Agenda 2030.</li> <li>• The Comms Officers meeting provides a platform for inter-regional learning and a venue for addressing practical matters that face an international communications team (reporting, media, publishing, branding, social media, online presence, etc.).</li> <li>• Also, given the dynamic nature of communications and the regular turnover in regional Comms Officers, GWPO Comms organizes an annual training workshop so that skills are maintained and enhanced.</li> </ul>	<ul style="list-style-type: none"> <li>• 2018 Communications Officers meeting planned, organized, and executed</li> <li>• 2018 Communications Training Workshop planned, organized, and executed. In 2018, the workshop is intended to take place outside Stockholm.</li> <li>• Regions supported in recruitment and training of Communications Officers</li> <li>• GWP programmes and themes provided with comms training and support (e.g., youth)</li> <li>• Regions and global supported at major events (comms/social media plans, reporting, side events, web publishing, collateral material)</li> <li>• Regions trained in Office 365</li> <li>• Regions trained in digital management (web publishing, social media etc.)</li> <li>• IT Officer trained and updated on Microsoft technologies through Tech Days 2018 (3 days in late October)</li> </ul>

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302	Events	Monika Ericson	<ul style="list-style-type: none"> <li>GWP selects global and regional events where we advocate for an integrated approach to water resources management, contribute technical expertise, and seek to enhance our visibility. One of the most important annual ones is the Stockholm World Water Week.</li> <li>In 2018, the triennial World Water Forum is being held in March.</li> <li>GWP Comms also supports internal events such as the Network Meeting and the Regional Days.</li> </ul>	<ul style="list-style-type: none"> <li>Advocacy and strategic messaging supported at key events</li> <li>Brochures, leaflets, exhibit material, etc. produced</li> <li>Comms/media/social media plans developed and GWP participation communicated to audiences</li> <li>GWP visibility enhanced through exhibits, launches of new products, and programme participation</li> <li>GWP participation and impact communicated through media outreach and social media</li> <li>Annual Network Meeting and Regional Days supported</li> </ul>
303	Websites – global, regional, and ToolBox	Monika Ericson	<ul style="list-style-type: none"> <li>Enhance network visibility through continuous improvement of website and social media platforms so GWP remains state-of-the-art in online technology.</li> </ul>	<ul style="list-style-type: none"> <li>Further work on strategy, roles &amp; responsibilities, KPIs, etc.</li> <li>Enhanced website as a resource mobilization tool</li> <li>Website modifications, creation of micro-sites, user research</li> </ul>
305	Knowledge Management and IWRM ToolBox	Comms/KL SO	<p><b>KM Liaison with Programs:</b> For successful implementation of programs, knowledge plays a critical role from inception phase to evaluation. We need to ensure that while developing programs, the knowledge needs are clearly identified and embedded. The following should be addressed at different stages of program development/implementation:</p> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>Identify knowledge needs: why and what type of knowledge?</li> <li>identifying the intended audience, for who is the knowledge produced and in what format?</li> </ul> <p><b>Implementation:</b> Who within GWP should produce or among the strategic partners should produce the knowledge and why? Should the knowledge be out sourced?</p>	<p><b>ToolBox</b></p> <ul style="list-style-type: none"> <li>Continue to consolidate the LEARN section and capacity building with knowledge on IWRM</li> <li>ToolBox tools maintained and translated to other languages.</li> <li>Flyer developed and printed (new structure of ToolBox)</li> <li>A series of webinars organized to support dissemination and exchange of knowledge.</li> <li>1 workshop organized as a part of review and dissemination of IWRM ToolBox Teaching Manual in university water-related courses.</li> <li>Work and collaborate more with TEC and RTECs in capturing and documenting knowledge as well as conducting capacity building.</li> <li>Case studies and Impact stories published and disseminated.</li> <li>Work closely with thematic focal points to ensure knowledge becomes an integral part of program implementation.</li> </ul>

			<p><b>Dissemination and use:</b> What is the mechanism in place to ensure that the knowledge produced reach its target audience and to ensure it has been used to achieve its objective.</p> <p><b>Evaluation:</b> Feedback from the target audience; user satisfaction. This is the place where learning for continuous improvement takes place.</p> <p><b>Outreach with strategic Knowledge partners:</b> The KM team will continue to collaborate with strategic knowledge partners to implement the knowledge needs identified.</p>	<ul style="list-style-type: none"> <li>• Training on water governance and IWL in Africa (English and French speaking participants combined)</li> <li>• Develop IWRM sector integration manual/training material for training practitioners from government agencies and ministries.</li> <li>• IUWM training applying ToolBox tools: Support the development of the Urban Water Hub (knowledge hub, community of practice, voice for the cities).</li> <li>• Capacity building workshop for Sub-Saharan countries involved in water-food nexus, mapping relevant institutions, knowledge resources, and facilitate training on project management</li> <li>• Support WACDEP and IDMP capacity building and development of knowledge products from the implementation of the programs.</li> <li>• Support the Young Water Professional Internship Program in Africa and together with the youth focal point expand the program to other regions outside Africa.</li> <li>• Capture the lessons of SDG Preparedness Facility.</li> <li>• Support any capacity building activities related to the SDGs.</li> <li>• Identify key knowledge partners and to build synergies in common interest areas.</li> <li>• Support regional partners in online course on IWRM with McGill: 15 participants to attend IWRM course</li> <li>• GWP Day in UNESCO-IHE organized and identify areas to collaborate more strategically.</li> <li>• Support Horizon 2020 under implementation and link it to other opportunities.</li> <li>• Participate and present at WaterNet Symposium</li> <li>• Participation at SWWW and Africa Water Week 2018</li> <li>• Participate and engage more partners at the World Water Forum.</li> </ul>
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307	<b>Storage and Distribution</b>	<b>Monika Ericson</b>	<ul style="list-style-type: none"> <li>• Publication orders and stock management, plus storing and dispatching of publications.</li> </ul>	<ul style="list-style-type: none"> <li>• GWP products properly warehoused</li> <li>• GWP products professionally and economically shipped</li> <li>• GWP inventory efficiently managed (with access by regions), real-time information available, and online publishing tool ensures common branding across the network (EWS)</li> <li>• Smooth running web shop, taking into account different needs, e.g., print-on-demand</li> </ul>
308	<b>Publishing</b>	<b>Monika Ericson</b>	<ul style="list-style-type: none"> <li>• Coordination of GWP's publications and comms material, including:</li> <li>• GWP in Action Annual Report,</li> <li>• The flagship publication that documents GWP activities</li> <li>• GWPO's financial information.</li> <li>• Translations, Photographs, Printing, Video, etc.</li> <li>• GWPO Comms provides a range of services: writing, editing, design, photos, translations, printing, brochures, presentations, e-communications, etc.</li> <li>• GWP Technical Committee Products: GWPO Communications manages the publishing process and prints the material.</li> </ul>	<ul style="list-style-type: none"> <li>• 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</li> <li>• GWP in Action Annual Report produced (planning, selecting, writing, editing, design, printing)</li> <li>• Impact of GWP's activities reported</li> <li>• Publishing toolkit developed, facilitating the co-publishing process, ensuring proper feedback channels on our publications</li> <li>• GWP publishing toolkit developed</li> <li>• Feedback mechanism to be built in for all publications</li> </ul>
309	<b>Press / Strategic Messaging</b>	<b>Eva Blässar</b>	<ul style="list-style-type: none"> <li>• In conjunction with events and as opportunities arise, GWP engages with media and disseminates news.</li> <li>• GWPO Comms 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 reflecting our strategic niche, create an inventory of key messages and GWP descriptors, and connect our activities to concrete results.</li> </ul>	<ul style="list-style-type: none"> <li>• GWP messages and stories pitched to media</li> <li>• Website content created – text, photos, video.</li> <li>• Current news stories exploited to show GWP relevance</li> <li>• Media interviews arranged</li> <li>• "GWP in the News" produced</li> <li>• Social media research carried out</li> <li>• Comms/social media plans developed and implemented</li> <li>• Website and social media statistics analyzed</li> </ul>
311	<b>GWP Network Database</b>	<b>Martin Löfgren</b>	<ul style="list-style-type: none"> <li>• The GWP Network Database is GWP's Customer Relations Management (CRM) system and is</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance fees and modifications to database</li> <li>• Regions trained</li> <li>• Reports created and generated</li> </ul>



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			accessible to the regions. Maintenance fees and upgrades require annual investments.	<ul style="list-style-type: none"> <li>Improved workflows such as Partner applications, annual renewal processes with address verifications, etc.</li> <li>New developments and enhancements</li> </ul>
<b>312</b>	<b>IT Equipment</b>	<b>Martin Löfgren</b>	<ul style="list-style-type: none"> <li>Each year provision needs to be made for regular replacement of IT hardware, and support of malfunctioning hardware.</li> </ul>	<ul style="list-style-type: none"> <li>IT equipment purchased, maintained, and serviced</li> </ul>
<b>313</b>	<b>IT Infrastructure &amp; GWP Intranet</b>	<b>Martin Löfgren</b>	<ul style="list-style-type: none"> <li>GWPO pays an outside supplier to provide server space, and methods to access a file server and two hosted applications (Visma and Decisions Archive). These are replaced by MS Dynamics but the hosting needs to be in place for historical data. They also provide a shared Active Directory that is used in maintaining a homogeneous platform based on Microsoft Office 365 and Intune + Windows 10 Ent.</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Software licenses kept up to date (e.g., Solid Park, Microsoft, Adobe CC for videos on YouTube, photos for publications or website, etc.</li> <li>Office IT systems maintained</li> <li>IT support to staff</li> <li>Training on Office products delivered to maintain and improve staff productivity, as well as the intranet and video conferencing</li> <li>Enhance intranet collaboration and document management by developing internal comms tools to ensure communication is strengthened in the Network (GWPO and among regions)</li> <li>Support to regional IT infrastructure and software provided</li> <li>Microsoft has a new license replacing Office365 called Microsoft 365. It includes Windows 10 Enterprise license which we pay extra for through Intune and other licenses. Solid Park has packaged support for this in their All Cloud 365 that replaces Connect 365 that we use today. Recommend a trial group with Comms or a select set of users to take advantage of the new All Cloud 365 Standard license that includes support for Enterprise Mobility and Security as well as Azure AD that is in line with our move to the Microsoft Cloud. Estimate 6,000 EUR for this initiative</li> </ul>
<b>317</b>	<b>Communications strategy and global branding</b>	<b>Steven Downey</b>	<ul style="list-style-type: none"> <li>Ensuring GWP is communicating according to its strategy and follows guidelines for branding.</li> </ul>	<ul style="list-style-type: none"> <li>Visual Brand Policy practiced across the network</li> <li>Regions supported in how to communicate GWP (logos, branding, collateral material for events, programmes, etc.)</li> </ul>

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				<ul style="list-style-type: none"> <li>Marketing and communications plans developed for new products</li> <li>Messaging document(s) developed</li> </ul>
318	Management of Comms/KM unit	Steven Downey	<ul style="list-style-type: none"> <li>Secure a well-functioning Comms and KM Unit with motivated and skilled staff; improve cross-Unit cooperation; plan and allocate work assignments; coach and evaluate staff; lead Unit meetings; participate in recruitment and selection of new staff (in Unit and, as necessary, in others); prepare and manage communications budget and work plan; assess effectiveness of GWP's communications strategy and activities.</li> </ul>	<ul style="list-style-type: none"> <li>GWPO comms strategy developed, implemented, and adjusted</li> <li>GWPO comms budget and work plan developed and monitored</li> <li>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</li> </ul>
403	Facilitating Transboundary Cooperation	Yumiko Yasuda	<ul style="list-style-type: none"> <li>Develop and implement GWP Programmatic Approach/Strategy on Transboundary Cooperation that includes strategy for International Water Law Training. This will include identification of our key area of work, window of opportunities, potential donors and partners. Engage all regions to provide inputs/feedback. Joint work with MED and knowledge management team.</li> <li>In partnership with global actors such as IRBOs, international conventions/agreements (e.g. UNECE Water Convention, 1997 UN Water Convention), promote IWRM in transboundary waters as crucial for Water Security</li> <li>Support to regional processes and work with regional and transboundary organizations and initiatives in order to integrate transboundary cooperation into the water and development agenda and planning (notably SDG-related and Nexus-oriented initiatives) Explore and support synergies between transboundary water and other themes, particularly climate change (through WACDEP)</li> </ul>	<ul style="list-style-type: none"> <li>GWP Thematic Approach/Strategy on Transboundary Cooperation is developed with inputs from all the regions. International Water Law Training strategy will be part of this overall strategy.</li> <li>Concrete support to 1-2 IRBOS (e.g. ANBO), basin MSP, UN agencies and/or international conventions on Water Cooperation is provided (e.g. contribution to workshops, courses, meetings, publications or fund-raising/proposal development)</li> <li>Activities under IW-LEARN and UNDP Drin/Kosovo (all – GEF-funded) projects are implemented accordingly to the work plans. Roadmap to use these projects are used as vehicle for South-South cooperation is developed</li> <li>Methodological approach (knowledge product) on Multi-stakeholder Platform for transboundary water cooperation is developed through IW learn project, potential cooperation with internal and external partners potentially including TEC, knowledge management team.</li> <li>GWP intervention in further transboundary river basin identified.</li> <li>At least 3 regional activities (training workshops) on International Water Law are developed and implemented respectively in Latin America, Africa and Asia, in cooperation with Knowledge Management Team and</li> </ul>

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			<ul style="list-style-type: none"> <li>• Support development of new transboundary water initiatives/further strengthening existing initiative with RWP (potentially Africa, Latin America, Asia, CACENA). Prepare regional dialogue under IW learn project to replicate MED’s success in other regions.</li> <li>• Distil lessons from ongoing transboundary water projects. Methodological approach (knowledge product) on Multi-stakeholder Platform for transboundary water cooperation is developed through IW learn project, potential cooperation with internal and external partners TEC, knowledge management team.</li> <li>• Further development of the International Water Law Programme across regions, with a particular focus on Africa and Asia in cooperation with relevant partners (e.g. UNECE, Water Hub-UniGe, Universities of Northumbria, CAP-Net etc.), incl. support to regional trainings in Latin America, Africa and Asia.</li> <li>• Identification of fund-raising opportunities to further develop and implement the above and/or other activities, incl. TB Nexus in Africa, Med, CACENA and CEE; South-South cooperation in Asia</li> <li>• Representation at, participation in and contribution to key related global processes (WWF8, SWWW, etc.) to increase GWP’s expertise, relevance and raise its profile in the relevant arenas. Distil lessons and approaches to transboundary water cooperation through GWP initiatives, in collaboration with external partners (i.e. IW Learn, Source to Sea).</li> </ul>	<p>external partners (e.g. Northumbria, UNECE, UNIGE, CAP-Net).</p> <ul style="list-style-type: none"> <li>• Plan for Inter-regional experience exchange among RWPs/different basins is developed (implemented in 2019. IW learn and other existing projects can play a key role in this exchange).</li> <li>• GWP is represented in international/regional for and have increased visibility in strategic fora as a trustable partner in promoting cooperation in trans-boundary river basins,</li> <li>•</li> </ul>
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<p><b>405</b></p>	<p><b>Adapting to climate change</b></p>	<p><b>Anjali Lohani</b></p>	<p>This activity supports implementation of the Global Water, Climate and Development Programme (WACDEP). Coordination of the activity will be decentralized to the regional level and supported by the WACDEP Africa Coordination unit in Southern Africa. The activity will pursue strategic partnerships with MBDS (World Bank, AfDB, IADB, etc), UN agencies (UNDP, UNEP, UNECA, UNECEE etc) and others to boost its capacity to lead the global network in delivering country support in support of the Paris Agreement and accessing climate finance from the GCF and other sources. Key elements of the WACDEP work in 2018 include: support to the implementation of the Paris Agreement, including the adaptation component of the nationally determined contributions; support to the National Adaptation Plan implementation, coherence between the Paris Agreement and the SDGs; climate finance and network capacity development;</p> <p>UNFCCC and the Paris Agreement</p> <ul style="list-style-type: none"> <li>• Support to the implementation of the Paris Agreement, linking to the adaptation component of the Nationally Determined Contributions (NDCs).</li> <li>• Support to NAPs implementation though collaboration with the UNFCCC and through the NAP-Global Support Programme.</li> <li>• Support to the UNFCCC LEG as expert organization on water and adaptation.</li> <li>• Follow outcomes 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 as per the respective mandates.</li> </ul> <p>Climate finance</p>	<ul style="list-style-type: none"> <li>• GWP actively represented and WACDEP promoted in key global events/processes on climate change adaptation and other relevant meetings with news articles, reports etc as outputs.</li> <li>• Enhanced understanding of the NAP process, the NDCs, and climate finance within the GWPO Network Operations Team, GWP Regions and countries.</li> <li>• Project preparation and proposals to the Green Climate Fund and other climate finance sources.</li> <li>• Countries supported on NAP development through the NAP Global Support Programme (NAP-GSP) and through collaboration with the UNFCCC.</li> <li>• Lessons and knowledge sharing through south-south and north-south cooperation on the NAPs process, project preparation, coherence.</li> <li>• Enhanced understanding of the development under the UNFCCC around water and adaptation, specifically under the NWP, the Adaptation Committee, Loss &amp; Damage ExCom, and climate finance, linking to the projects under the WACDEP.</li> <li>• GWP submissions included in reports to the UNFCCC COP, from the Adaptation Committee, NWP, L&amp;D ExCom etc. as per their mandates, informing on GWP work on water and adaptation.</li> <li>• Publication on coherence between the Paris Agreement implementation and SDGs.</li> <li>• Contributions to the UNFCCC led NAP work for an integration framework for NAPs.</li> <li>• WACDEP Global Technical Coordination workshop</li> </ul>
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			<ul style="list-style-type: none"><li>• Further develop GWP work around innovative finance and climate risk (re)insurance.</li><li>• Project preparation for the GCF and other climate finance sources.</li><li>• Input into GCF board meetings as per requests.</li></ul> <p>Coherence with SDGs</p> <ul style="list-style-type: none"><li>• Work with the UN General Assembly and UNDESA on coherence between the Paris Agreement and the SDGs.</li><li>• Publication on coherence Paris Agreement and SDGs.</li></ul>	
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			<p>Asia cross-regional support for WACDEP</p> <p><b>Purpose</b> To enhance the sustainability of WACDEP in Asia beyond 2017 through stronger cross-regional programme development, fundraising and implementation of common priority WACDEP activities at regional and national level</p> <p><b>Objective</b> The objective of the activity is to enhance the capacity of the regions in Asia, specifically on the implementation of the Water, Climate and Development Programme for 2017-2019, to strengthen cross-regional collaboration and support for GWP in Asia. In addition, the aim is to secure funding beyond 2018, through proposal development. The activity aims to boost cross-regional support specifically on NDCs, SDGs and other priority areas. This activity will be implemented as part of the global WACDEP programme managed from GWPO.</p> <p>This will be operationalized through a joint team of NOs from Asia, (Yumiko, Francois) GWPO climate team (Alex, Anjali) and Regional Coordinators from across Asia</p> <ul style="list-style-type: none"> <li>• The whole team will work together, with defined roles, to boost the capacity of the three regions, to ensure a strong cross regional WACDEP programme and secured funding beyond 2018.</li> <li>• The centre of the cross-regional support, based in Colombo, Sri Lanka at GWP SAS</li> <li>• Budget from WACDEP Global to be allocated for the activities</li> </ul>	<p>2 regional workshops, bringing together SAS, SEA, and CACENA.</p> <p>Development of project funding proposals Research paper-water, climate to support proposal development</p> <p>Development of consolidated regional WACDEP</p> <p><b>Outputs by December 2017</b></p> <ul style="list-style-type: none"> <li>• 2 regional workshops held</li> <li>• A strong regional WACDEP programme developed</li> <li>• 2 funding proposals developed</li> </ul> <p><b>Team</b> GWPO: Alex Simalabwi, Francois Brikke, Yumiko Yasuda, Anjali Lohani Regional Coordinators and WACDEP managers from South Asia, South East Asia, and Central Asia and Caucasus</p> <p><b>Partners</b> UNEP, UNDP, SARC, ICIMOD, IWMI, ASEAN, ADB</p>
406	Water, Energy, Food and Ecosystems; Nexus	NO FR	Build on the progresses made in 2017 in terms of mobilization of CWP's and partners and in terms of	<ul style="list-style-type: none"> <li>• WAF program finalized and accepted by donors and implementation started</li> </ul>

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			<p>recognition (pan African initiative listed as a flagship project for WASAG, recognition by the AUC) and start assessing GWP’s engagement with Nexus, in preparation of the next strategy and in collaboration with TEC (regional &amp; global):</p> <ul style="list-style-type: none"> <li>• Finalize the well advanced 3-year program in WAF on adapting food security and nutrition policies to climate change and raise funds for its implementation – cost to be bared by WAF Core + co-financing of the implementation for €45,000</li> <li>• Develop 3 other programs in EAF, SAF, CAF under the Pan African Initiative “Food Security within the WEFE nexus” and develop a financial strategy for them - €25,000</li> <li>• Review the results of GWP linked to Nexus over the past years and identify recommendations/pointers for the future strategy of GWP, involving other theme-leaders, the regions (secretariats &amp; TEC where they exist) and global TEC – internship + time of TEC + global workshop (possibly back to back with CFS 2018 session) – 25,000 for the workshop</li> </ul>	<ul style="list-style-type: none"> <li>• Three other programs drafted in CAF, EAF, SAF in full synergy with the pan African program on Nexus</li> <li>• Review of GWP engagement with Nexus over the past 4 years and more, its linkages with other themes, findings discussed and adopted by representatives of RWPs, GWPO, TEC (workshop in Q4) and shared widely with our strategic partners</li> </ul>
407	Urbanization	François Brikké	<p>In 2018, GWP aims to capitalize on the products and services that have been developed so far in order to make them more accessible and relevant to our partners as well as to external partners. The Urbanization component will continue to work both at Global and Regional / Country levels, and consolidate or repackage some of the components that were developed the previous years.</p>	

		<p><b>1. Support to Regional and Country WPs</b>  <b>1.1 On-going support to DRC, Zimbabwe and GWP CEE</b>                  GWP is working together with the AWF and IWMI in the IUWM support to four countries in Africa (Seychelles, Mozambique, Zimbabwe (Marondera) and DRC (Kinshasa). Support to the Seychelles is completed; support to Mozambique first phase is completed. Capacity building is still needed on IUWM in DRC and Zimbabwe, but in a reduced mode until more funding is available. Key activities will include:</p> <ul style="list-style-type: none"> <li>• 2 Training and TA Missions in DRC and Zimbabwe, where travel and accommodation is paid for by the AWF, but not my time (7 days for each mission = 14 days).</li> <li>• Development of a project proposal for FSM in Kinshasa together with IWMI to be submitted to B&amp;MGF (3 days).</li> <li>• Support of two consultants (AEWAG for solid waste management and IWMI for liquid waste business models) for both DRC and Zimbabwe, with back up from GWP (5 days) and 20K Euros for consultancies</li> </ul> <p>GWP CEE is developing a very dynamic and strong Sanitation Task Force that will require some support in terms of project proposal development and the development of a Knowledge and Support Platform for promoting Nature Based Solutions and Circular economy options, for CEE but also for GWP globally.</p>	<p><b>1. Support to Regional and Country WPs</b>  <b>1.1 On going support to DRC, Zimbabwe and GWP CEE</b></p> <ul style="list-style-type: none"> <li>• Staff from local university, ministries and utilities are trained on IUWM kn DRC and Zimbabwe</li> <li>• Feedback is provided to IUWM Consultants on their technical missions</li> <li>• A project proposal is developed for FSM</li> <li>• Guidance note provided by experts on FSM and SWM to the REGIDESO</li> <li>• Financial strategy for urban program is developed</li> </ul>
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		<p><b>1.2 On-line IUWM training course</b>  GWP has developed together with the WB and USF a series of IUWM training modules that need to be put into format where they can be easily accessible and disseminated, through internet. GWP will work with CAPNET and use their virtual university platform to train future IUWM trainers and experts in a first phase. In the last Pan Africa Meeting, all five regions have expressed the demand to be exposed to the IUWM Modules.  Activities include:</p> <ul style="list-style-type: none"> <li>• Finalization of on line training course design (This is done by CAP NET directly as a paid service, but will require our support as well. 10 days) and consultancy 15K euros</li> <li>• Running of two versions of the on-line course where resource persons provide inputs, as well as inputs from GWP (5 days).</li> </ul> <p>Evaluation of the exercise and dissemination strategy for GWP urban projects as well as for other key partners' projects (AFBD, AFWA, ADB, etc..) 10 days</p>	<p><b>1.2 On line IUWM Training course</b></p> <ul style="list-style-type: none"> <li>• The IUWM modules are available on the CAP NET Virtual University Platform and used by Kinshasa and Marondera projects.</li> </ul>
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			<p><b>1.3 IUWM Handbook for GWP regional and country offices</b></p> <p>Since 2015, GWP has played a leading advocacy role and has field work experience on IUWM (Manila, Nairobi, Abidjan, Ulan Bator, Central Asia, AfDB, GWP Asia, SWWW, African Urban Program, Habitat and Hub) as well as development of the IUWM modules and the IUWM work done by GWP MED. Due to the enormous demand that countries as facing all over the world, and in particular in countries where GWP is active, it is proposed to prepare a hand book specially designed for our partners based on the past four years experiences. Activities will include:</p> <ul style="list-style-type: none"> <li>• Documenting lessons learnt across Africa and Asia and MED and interviews with key partners with whom we have worked (30 days) including a peer review of quality and 5K consultancy</li> </ul> <p>Costs of publication to be discussed with COMs</p>	<p><b>1.3 IUWM Handbook</b></p> <p>A handbook on how to introduce an IUWM approach in GWP's activities at country level is available</p>
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			<p><b>2. Advocacy at Global levels</b>          This activity will build on the Hub Initiative that could become a traction for future partnerships and funding. It will also try to develop a region-specific Hub (Africa and or Asia). Activities include:</p> <ul style="list-style-type: none"> <li>• Participation in the Thematic, Regional and Political processes of the 8th World Water Forum (10 days counting prep and actual forum) and two trips (9K) as Thematic Leader</li> <li>• Financing 2 resource persons for Brasilia (8K)</li> <li>• Participation in the Urban SWWW Seminar as lead convenor and SPC meeting (7 days) plus fee of Seminar (5K) and 2 Resource persons (8k)</li> <li>• Hub meetings (two: one in WWF and other in WWW) 10K</li> </ul> <p>Hub Coordination as Chair (10 days) and one trip (5K)</p>	<p><b>2. Global advocacy</b></p> <ul style="list-style-type: none"> <li>• GWP has led successfully the Urban theme in WWF and WWW and generates credibility for further activities and funding</li> <li>• GWP has managed – facilitated successfully the transition of the Urban Hub into an operational body that will be hosted by a third party.</li> </ul>
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<p><b>411</b></p>	<p><b>GWP Programme Management coordination</b></p>	<p><b>Jacques Rey</b></p>	<p>Under GWPO Management Team oversight:</p> <p>Planning</p> <ul style="list-style-type: none"> <li>• Coordinate updates of the 3 year Work Programme 2017-19 and subsequent inputs in the new strategic planning exercise.</li> <li>• Coordinate GWP and GWPO annual planning exercise (incl. support to regions)</li> </ul> <p>Programme development</p> <ul style="list-style-type: none"> <li>• Maintain an overview of the full portfolio of projects (both ongoing and under development)</li> <li>• Support project proposal development and follow-up with donors</li> <li>• Support the development of programmatic approaches by themes</li> </ul> <p>Programme management processes &amp; information system</p> <ul style="list-style-type: none"> <li>• Maintain and develop Programme management procedures and templates</li> <li>• Maintain and develop the programme IS</li> <li>• Coordinate agenda for regional days</li> </ul>	<ul style="list-style-type: none"> <li>• 3 year Work Programme 2017-19 update</li> <li>• 2019 Work Plan</li> <li>• Maintained and continuously improved Programme management documents</li> <li>• Updated Pipeline of projects</li> <li>• Maintained and continuously improved Programme management information system, incl. embedding Partners database</li> <li>• Effective programme management processes in place and implemented across the GWP system</li> </ul>
<p><b>412</b></p>	<p><b>Support to Eastern Africa</b></p>	<p><b>Frederik Pischke</b></p>	<p>This activity will involve supporting GWP EA in setting course for increased resource mobilization efforts and a more relevant and strong MSP that correspond with the capacity of the regional Secretariat. The Regional Secretariat is actively supporting actions at the country level in building a stronger and more relevant MSP. The support will be focused on the implementation of the 2017-2019 Work Programm and 2018 work plans with a particular focus on the synergies between SDG-Water PF, IDMP HOA and WACDEP. The activity will involve routine support to planned activities, providing demand driven advice to GWP EA. The activity will also involve support to program implementation and participation in key regional meetings. Specific activities include:</p>	

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			<ul style="list-style-type: none"> <li>• Support GWP EA in strategic and programmatic matters (including SDG-Water PF, WACDEP and IDMP HOA as well as newly developed Nexus activities)</li> <li>• Support management and governance of GWP EA and continued follow-up from the Internal Assessment of GWP EAF conducted in 2015 and the Rapid Country Analysis (RCLA) of 2016</li> <li>• Support GWP EA in implementation of 2018 work plan</li> <li>• Support GWP EA in developing 2019 work plans</li> <li>• Liaison with GWPO Secretariat, global partners</li> <li>• Support to quarterly, annual and financial reports</li> <li>• Participate in GWP EA regional meetings</li> <li>• Support GWPEA reporting on outcomes</li> <li>• Support regional Secretariat in OPCAP follow-up (Status 2017: Uganda, Burundi, Kenya = all Yellow; Rwanda = Red; other CWP's not submitted), governance questions, and host institution arrangements</li> </ul>	<ul style="list-style-type: none"> <li>• Support the development of IDMP HOA, WACDEP and SDG-Water PF focusing on synergies among progressses.</li> <li>• GWP EA 2018 work plan implemented and GWP-EA work plan for 2019 prepared;</li> <li>• Drought management programme implementation progresses with relevant structures in place to enhance delivery capacity</li> <li>• At least 1 proposal for GWP EA submitted to funding agency;</li> <li>• GWP EA outcomes reported in GWPO Annual Report;</li> <li>• GWPEA regional capacity and governance continues to improve building on the internal assessment conducted in 2015;</li> <li>• Annual Regional Assessment Grid prepared and presented to RSC.</li> </ul>
413	Support to the Caribbean	Gabriela Grau	<p>This activity will involve supporting GWP CAM in the implementation of their work plans for 2018, 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 (i.e. follow up on MOU with Caricom), as well as support to their programme development and resources mobilisation efforts.</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</p>	<p>Programme development</p> <ul style="list-style-type: none"> <li>• 2018 implemented and 2019 developed</li> <li>• M&amp;E products are submitted in due time and form</li> <li>• Financial and programmatic follow up is reflected in the accuracy of forecasts and reports</li> <li>• WACDEP programme is implemented according to the plan.</li> </ul> <p>Knowledge management:</p> <ul style="list-style-type: none"> <li>• Delivery of at least two cases studies for ToolBox and other knowledge products are supported.</li> <li>• The ToolBox is actively used by universities.</li> <li>• The regional and international profile and visibility of WACDEP is strengthened and leads to at least one significant technical exchange between RWPs.</li> </ul> <p>Support to the RWP operations:</p>

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			<p>regional context. Some possible examples would be the development of climate resilience initiatives (RWH), a programme on waste water management, etc.</p>	<ul style="list-style-type: none"> <li>• GWP Caribbean Secretariat settled down at its new host institution at the University of West Indies (UWI).</li> <li>• Participate in the recruitment process of a Regional Coordinator.</li> <li>• GWP Caribbean efforts around resource mobilisation are supported.</li> <li>• Improved governance and management, including a close follow-up to the External Assessment of GWP Caribbean conducted in Q4 2016.</li> <li>• Other</li> </ul>
<b>414</b>	<b>Support to Mediterranean</b>	<b>François Brikké</b>	<ul style="list-style-type: none"> <li>• This activity involves the following components: Support GWP Mediterranean in strategic, programmatic, administrative and governance matters, notably in: <ul style="list-style-type: none"> <li>- implementation of 2018 work plan, development of 2018 work plan and 2016-2019 work programme, as well as (semi-)annual and financial reports</li> <li>- implementation of WACDEP and other projects</li> <li>- liaison between GWPO Secretariat and RWP reg. administrative, governance, HR and financial matters, and with TEC on KM)</li> <li>- development of SDG-related activities in two countries (Jordan, Lebanon and/or Montenegro)</li> <li>- proposal development and related fund-raising</li> </ul> </li> <li>• Support the linking up with GWP CEE (jointly with relevant SNO and Regional Coordinators) re. regional initiatives (e.g. ICPDR, EU projects, ERRC) and global processes (SDG, Nexus and others).</li> <li>• Participate in at least 2 regional meetings, incl. regular SC meeting(s), GA and/or other key events organized by GWP Med.</li> <li>• Provide support to international processes and events (e.g. SWWW) GWP Med is involved in.</li> </ul>	<ul style="list-style-type: none"> <li>• Regional operational support: <ul style="list-style-type: none"> <li>- GWP Med 2018 work plan properly implemented and 2018 work plan and 2016-2019 work programme prepared</li> <li>- GWP Med outcomes reported (Annual report) and financial reports submitted correctly and on time</li> <li>- Core, WACDEP and SDG programme is implemented according to the plan.</li> </ul> </li> <li>• Partnerships and programme development: <ul style="list-style-type: none"> <li>- GWP Med participates in and organises key regional and international events for increased visibility</li> <li>- GWP Med co-convenes one event jointly with GWP CEE</li> </ul> </li> <li>• Knowledge management: <ul style="list-style-type: none"> <li>- At least one knowledge product/publication/TEC paper and newsletter developed based on Med experience (e.g. on the Nexus)</li> </ul> </li> </ul>

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<p><b>415</b></p>	<p><b>Support to Southern Africa</b></p>	<p><b>Frederik Pischke</b></p>	<p>This activity will involve supporting GWP Southern Africa in implementation of the 2017-2019 work programme and 2018 work plan with a particular focus on the SDG-Water PF. The activity will involve routine support to planned activities, providing demand driven advice to GWP SAF particularly in providing advice on strengthening the MSP capacity at CWP level 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"> <li>• Support the region in governance, strategic and programmatic matters</li> <li>• Support GWP SAF in facilitating the work of SADC (Water Division) on implementing the Regional Strategic Action Plan (RSAP).</li> <li>• Support implementation of 2018 work plan, contributing to developing 2019</li> <li>• Support the region in the development of the SDG Preparedness Facility in selected CWPs</li> <li>• Support the region in implementing WACDEP implementation in SADC region</li> <li>• Support linking GWP SAF with international processes</li> </ul> <p>Support the region in attracting donor funds through fundraising at global regional and country level.</p> <ul style="list-style-type: none"> <li>• Support the region in administrative, management and governance matters</li> </ul> <p>Liaison with GWPO Secretariat, global partners Support to quarterly, annual and financial reports</p> <ul style="list-style-type: none"> <li>• Support regional Secretariat in OPCACP follow-up (Status 2017: No CWP submitted), governance questions, and host institution arrangements</li> </ul>	<p>Regional operational support, partnerships and programme development:</p> <ul style="list-style-type: none"> <li>• GWP SAF 2018 work plan implemented and 2019 developed</li> <li>• GWP SAF outcomes reported (Annual report) and financial reports submitted correctly and on time.</li> <li>• GWP SAF supported implementing programmes funded by regional donors</li> <li>• Coordination Unit strengthened</li> <li>• At least one proposal is developed and submitted to funding agency(ies).</li> <li>• Coordination Unit strengthened through additional technical capacity</li> <li>• Southern Africa capacity strengthened for global climate thematic coordination</li> <li>• GWP SAF participates in and organizes key regional and international events for increased visibility</li> <li>• Annual Regional Assessment Grid prepared and presented to RSC.</li> </ul>
<p><b>416</b></p>	<p><b>Support to Central Africa</b></p>	<p><b>NO FR</b></p>	<p>GWP CAF is recovering from a challenging period. Objectives for 2018 are to:</p>	<ul style="list-style-type: none"> <li>• Efficient support provided to WAF secretariat by the Regional Support team (NO, FO, CO, CU – articulation to</li> </ul>

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			<ul style="list-style-type: none"> <li>• Further strengthen the regional secretariat and the support team in GWPO (recent regional coordinator, recent regional comms officer, new NO)</li> <li>• Assist with the proper implementation of the various programs in a region where CWP's are not very advanced but have started raising funds (UNICEF in Cameroon), in particular need to follow-up on 2017 assessments</li> <li>• Accompany the ambition to develop nexus and youth portfolios</li> <li>• Better define the role of the regional TEC in collaboration with the global TEC</li> </ul>	<p>be clarified) (test the relevance of monthly meetings with WAF team + Chair)</p> <ul style="list-style-type: none"> <li>• Various thematic projects implemented according to plan and donors' expectations, including WACDEP (CAR, STP, Cameroon), SDGPF (Cameroon, Sao Tome Principe)</li> <li>• Portfolio developed on strategic themes (2 proposals developed) – objective to secure €20K is a very minimum</li> <li>• Youth network established and functional for the implementation of #YWC in the region</li> <li>• Roadmap or work plan for the regional TEC articulated with the one of the global TEC</li> </ul>
417	Support to West Africa	NO FR	<p>GWP WAF will start 2018 with several new comers in the structure (regional Chair, regional coordinator, NO) and with slight modifications in the structure of GWP WAF income (end of Mekrou project, decrease of CORE, IDMP and WACDEP “core funds”, start of “TonfuturTonclimat” and “Food Security/Nexus”</p> <p>Objectives for 2018 are to:</p> <ul style="list-style-type: none"> <li>• Establish as quickly as possible a fully functional setting including the regional secretariat and the support team in GWPO</li> <li>• Assist with the proper implementation of the various programs in a region where several CWP's have started raising funds (follow-up on 2017 assessments) and capitalize on this, in particular on management, KM and marketing aspects.</li> <li>• Take advantage of the recent results and dynamics to develop the portfolio, in particular through building synergies between WACDEP/IDMP/SDG work streams and strong fundraising efforts, in response to the demand from regional and country actors</li> <li>• Accompany the further development of the youth portfolio (new project worth €306K for 2018-2020 in Benin, Burkina Faso, Togo)</li> </ul>	<ul style="list-style-type: none"> <li>• Efficient support provided to WAF secretariat by the Regional Support team (NO, FO, CO, CU – articulation to be clarified) (test the relevance of monthly meetings with WAF team + Chair)</li> <li>• Various thematic projects implemented according to plan and donors' expectations, including WACDEP, SDGPF, youth project, IDMP, APFM, finalization of Mekrou (final evaluation and final reports)</li> <li>• Portfolio developed on strategic themes, in particular those where resources have been invested (drought, flood, nexus, climate, youth)</li> <li>• Youth role in the region and CWP's strengthened, projects development encouraged and successful fundraising</li> <li>• Roadmap or workplan for the regional TEC articulated with the one of the global TEC</li> </ul>



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			<ul style="list-style-type: none"> <li>Better define the role of the regional TEC in collaboration with the global TEC</li> </ul>	
418	Support to Central and Eastern Europe	François Brikké	<p>This activity will involve supporting GWP CEE in implementation of the 2017-2019 work programme and 2018 work plan with a particular focus on the SDG-Water PF. 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"> <li>Support the region in strategic and programmatic matters           <ul style="list-style-type: none"> <li>Support implementation of 2017 work plan, contributing to developing 2018</li> <li>Support implementation/ further development of IDMP CEE, Sust San and other projects</li> <li>Support the region in the development of the SDG Preparedness Facility in selected CWP</li> <li>Support in facilitation of Task Forces and other related processes</li> <li>Support in linking CEE with international processes</li> </ul> </li> <li>Support in governance matters           <ul style="list-style-type: none"> <li>Support administrative, management and governance</li> <li>Liaison with GWPO Secretariat, global partners</li> <li>Support to quarterly, annual and financial reports</li> <li>Support to develop project proposals for funding</li> <li>Participate in 2 regional meetings and regular RCM and IDMP events</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Regional operational support:           <ul style="list-style-type: none"> <li>GWP CEE 2018 work plan implemented and 2019 developed</li> <li>GWP CEE outcomes reported (Annual report) and financial reports submitted correctly and on time.</li> <li>IDMP CEE program is being implemented.</li> <li>SDG-Water PF is developed and implementation started in the countries part of it.</li> </ul> </li> <li>Partnerships and programme development:           <ul style="list-style-type: none"> <li>At least one additional proposal is developed and submitted to funding agency(ies).</li> <li>GWP CEE participates in and organizes key regional and international events for increased visibility.</li> </ul> </li> </ul>

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<p><b>419</b></p>	<p><b>Support to Central Asia and the Caucasus</b></p>	<p><b>François Brikké</b></p>	<p>This activity involves the following components:</p> <ul style="list-style-type: none"> <li>• Support the region in strategic and programmatic matters</li> <li>• Support to implementation of 2018 work plan, contributing to developing 2019</li> <li>• Support implementation of WACDEP and SDG PF activities</li> <li>• Support to new project proposal development and resource mobilization</li> <li>• Support in facilitation of new partners joining and other related processes</li>   <li>• Support in governance matters             <ul style="list-style-type: none"> <li>- Support administrative, management and governance</li> <li>- Liaison with GWPO Secretariat, global partners</li> <li>- Support to quarterly, annual and financial reports</li> <li>- Support to develop project proposals for funding</li> <li>- Participate in at least 2 regional meetings and regular RCM and WACDEP events</li> </ul> </li> <li>• Support in international processes             <ul style="list-style-type: none"> <li>- Support in CP meeting, SWWW</li> <li>- Support in linking CACENA with regional initiatives (IFAS, UN, EU) and global processes (SDG, WWF7 and others).</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Regional operational support:             <ul style="list-style-type: none"> <li>- GWP CACENA 2018 work plan implemented and 2019 developed</li> <li>- GWP CACENA outcomes reported (Annual report) and financial reports submitted correctly and on time.</li> <li>- WACDEP program in CACENA is implemented according to the work plan.</li> </ul> </li> <li>• Partnerships and programme development:             <ul style="list-style-type: none"> <li>- At least 2 project proposal developed and submitted,</li> <li>- GWP CACENA participates in and organizes key regional and international events for increased visibility.</li> </ul> </li> <li>• Knowledge management:             <ul style="list-style-type: none"> <li>- At least two cases studies for toolbox and other knowledge products/publications/TEC papers and newsletter developed based on CEE experience.</li> </ul> </li> </ul>
<p><b>420</b></p>	<p><b>Support to China</b></p>	<p><b>Yumiko Yasuda</b></p>	<p>This activity includes the following:</p> <ul style="list-style-type: none"> <li>• Support GWP China in strategic, programmatic, administrative and governance matters, notably on:             <ul style="list-style-type: none"> <li>- implementation of 2018 work plan, development of 2019 work plan, as well as (semi-)annual and financial reports</li> <li>- liaison with GWPO Secretariat reg. administrative, governance, HR and financial</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• GWP China's 2018 work plan properly implemented and a realistic 2019 work plan prepared</li> <li>• GWP China outcomes reported (annual report) and financial reports submitted correctly and on time</li> <li>• GWP China's SDG-related activities/project proposal development adequately supported</li> <li>• GWP China's visibility and governance further strengthened</li> </ul>

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			<p>matters, and with TEC reg. knowledge management</p> <ul style="list-style-type: none"> <li>- development of SDG-related activities in China</li> <li>- strengthening of GWP China’s performance in governance and visibility matters</li> <li>- project proposal development and related fund-raising</li> </ul> <ul style="list-style-type: none"> <li>• Promote South-South cooperation with other regions in Asia, in particular between GWP China and other Asian RWPs, and possibly beyond. Example: Lancang-Mekong</li> <li>• Promote the development of Nexus-related activities (e.g. Nexus assessment in the Heilong Jiang)</li> <li>• Pan-Asia support</li> </ul>	<ul style="list-style-type: none"> <li>• Regional cooperation between GWP China and other Asian RWPs further strengthened, notably through joint activities.</li> <li>• Participation in relevant meetings and events organised by GWP China, including Steering Council meeting and General Assembly</li> </ul>
421	Support to Central America	Gabriela Grau	<p>This activity will involve supporting GWP CAM in the implementation of their work plans for 2018, 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>	<ul style="list-style-type: none"> <li>• Programme development <ul style="list-style-type: none"> <li>- 2018 implemented and 2019 developed</li> <li>- M&amp;E products are submitted in due time and form</li> <li>- Financial and programmatic follow up is reflected in the accuracy of forecasts and reports</li> <li>- WACDEP programme is implemented according to the plan.</li> <li>- A proposal to support a water-related capacity building initiative with gender focus has been designed and submitted to donors.</li> </ul> </li> <li>• Knowledge management: <ul style="list-style-type: none"> <li>- Delivery of at least two cases studies for ToolBox and other knowledge products are supported.</li> <li>- The ToolBox is actively used by universities.</li> <li>- The regional and international profile and visibility of WACDEP is strengthened and leads to at least one significant technical exchange between RWPs.</li> </ul> </li> <li>• Support to the RWP operations: <ul style="list-style-type: none"> <li>- Improved reporting of in-kind and accredited in-kind contributions</li> </ul> </li> </ul>

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				<ul style="list-style-type: none"> <li>- Improved RWP performance on LRF through active support on fund raising endeavours.</li> </ul>
422	Support to South America	Gabriela Grau	<p>This activity will involve supporting GWP SAM in the implementation of their work plans for 2018, which includes administration, HR, financial management, monitoring and governance issues. This year it will also consider coaching of a new Regional Coordinator. It also considers active participation in key regional programmatic, advocacy and governance meetings.</p> <p>It will entail routine support to planned activities and programmes such as WACDEP 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>	<ul style="list-style-type: none"> <li>• Programme development               <ul style="list-style-type: none"> <li>- 2018 implemented and 2019 developed</li> <li>- M&amp;E products are submitted in due time and form</li> <li>- Financial and programmatic follow up is reflected in the accuracy of forecasts and reports</li> <li>- WACDEP Santa Eulalia programme is implemented according to the plan.</li> <li>- IDMP pilot initiative starts operating based on negotiations with the Argentinean water authority.</li> <li>- A proposal to support a water-related capacity building initiative with gender focus has been designed and submitted to donors.</li> </ul> </li> <li>• Knowledge management:               <ul style="list-style-type: none"> <li>- Delivery of at least two cases studies for ToolBox and other knowledge products are supported.</li> <li>- The ToolBox is actively used by universities.</li> <li>- The regional and international profile and visibility of WACDEP is strengthened and leads to at least one significant technical exchange between RWPs.</li> </ul> </li> <li>• Support to the RWP operations:               <ul style="list-style-type: none"> <li>- Improved reporting of in-kind and accredited in-kind contributions</li> <li>- Improved RWP performance on LRF through active support on fund raising endeavours.</li> </ul> </li> </ul>
423	Support to South Asia	Yumiko Yasuda	<p>This activity includes the following:</p> <ul style="list-style-type: none"> <li>• Support GWP South Asia in strategic, programmatic, administrative and governance matters, notably on:               <ul style="list-style-type: none"> <li>- implementation of 2018 work plan, development of 2019 work plan, as well as (semi-)annual and financial reports</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• GWP South Asia's 2018 work plan properly implemented and a realistic 2019 work plan prepared</li> <li>• GWP South Asia's outcomes reported (annual report) and financial reports correctly submitted</li> <li>• GWP South Asia's governance and communications work further enhanced (e.g. notably through meetings, media materials and articles published)</li> </ul>

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			<ul style="list-style-type: none"> <li>- liaison with GWPO Secretariat reg. administrative, governance, HR and financial matters, and with TEC reg. knowledge management</li> <li>- development of SDG-related activities in the selected CWPs</li> <li>- GWP SAS' communications work in cooperation with GWPO Communications Unit</li> <li>- project proposal development and related fund-raising</li> <li>- cooperation between GWP SAS and the Country Water Partnerships in the region.</li> <li>• Promote the development of thematic areas (TB, Nexus, etc.) and cross-cutting themes (gender, youth) in the region</li> <li>• Promote South-South cooperation in and beyond South Asia, in particular between GWP SAS and other GWP regions in Asia and possibly Africa</li> <li>• Pan Asia support</li> </ul>	<ul style="list-style-type: none"> <li>• Regional cooperation between GWP South Asia and other Asian RWPs further strengthened, notably through joint activities, incl. support to one regional activity in 2018.</li> <li>• Development and implementation of one Nexus-related activity (e.g. workshop, side-event at SWWW)</li> <li>• Participation in and contribution to relevant meetings and events organised by GWP South Asia, including Steering Council meeting and General Assembly</li> </ul>
424	Support to Southeast Asia	Yumiko Yasuda	<p>This activity includes administrative, governance and technical support to GWP SEA.</p> <ul style="list-style-type: none"> <li>• Administrative support includes <ul style="list-style-type: none"> <li>- input and oversight on work plans, budgets, and activity and financial reporting.</li> </ul> </li> <li>• Governance support includes <ul style="list-style-type: none"> <li>- enhancing and strengthening the capacity of the regional office to develop and deliver its workplan</li> <li>- enhancing the capacity and effectiveness of governance bodies</li> <li>- ensuring that GWP SEA priorities, objectives and workplans are aligned to the GWP vision and mission</li> <li>- Pan Asia support</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Administrative <ul style="list-style-type: none"> <li>- A relevant, coordinated and implementable annual regional work plan and budget</li> <li>- Accurate quarterly and annual financial reports</li> <li>- Accurate monitoring and evaluation reports</li> <li>- Coordinated regional input to GWP communication products</li> </ul> </li> <li>• Governance <ul style="list-style-type: none"> <li>- Orientation and support to new regional coordinator</li> <li>- Orientation and support to new regional chair</li> <li>- Consolidated and well-functioning regional office</li> <li>- A coordinated regional work planning process</li> <li>- Input on preparation of and attendance in two regional SC meetings</li> <li>- Input on preparation of and attendance in regional planning meetings</li> </ul> </li> </ul>

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				<ul style="list-style-type: none"> <li>• Technical support               <ul style="list-style-type: none"> <li>- Strategy, proposal, workplan and budget for regional climate change program.</li> <li>- Implementation support and monitoring of regional climate change program</li> <li>- Implementation support and monitoring of ADB project in relevant countries</li> <li>- New proposals and partnershipson IUWM in Indonesia and Philippines</li> </ul> </li> </ul>
425	<b>Managing the GWP Network Operations Unit</b>	<b>Jacques Rey</b>	<ul style="list-style-type: none"> <li>• Linkage to GWPO Management Team               <ul style="list-style-type: none"> <li>- Provide the MTeam and the SC program sub-committee with programme overviews and decision points</li> <li>- Support the MTeam in all aspects of its ToRs.</li> </ul> </li> <li>• Co-ordination of the NOPs Unit team               <ul style="list-style-type: none"> <li>- 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</li> <li>- 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</li> <li>- 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.</li> <li>- 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</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Effective knowledge chain through improved inter-regional learning and liaison with the Technical Committee.</li> </ul>

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			<ul style="list-style-type: none"><li>- 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</li><li>• Management of the NOPs Unit team<ul style="list-style-type: none"><li>- Manage, supervise and strengthen the Network Operations Unit as a Team within the GWPO</li><li>- Advise and assist with the issuing of contracts, recruitment of staff, etc.</li><li>- Manage the activities of Senior Advisers and Consultants providing services to the Network Operations Unit team</li><li>- Organize Monthly Network Operations meetings with the Network Team and other units (building synergy and sharing lessons)</li></ul></li></ul>	
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<p><b>427</b></p>	<p><b>WACDEP in Africa, Coordination</b></p>	<p><b>Anjali Lohani</b></p>	<p>The purpose of this activity is to ensure that WACDEP Africa remains relevant in the evolving global climate and sustainable development agenda, meets agreed targets and results with AMCOW, African Union and WACDEP Africa global funding partners. WACDEP aims to integrate water security and climate resilience in development planning processes, build climate resilience and support countries to adapt to a new climate regime through increased investments in water security.</p> <p>This activity supports strategic coordination and leadership of the WACDEP in Africa. The activity involves strategic liaison and engagement with AMCOW, African Union and other key strategic pan African entities such as the African Group of Negotiators to the UNFCCC, Africa Development Bank, Infrastructure Consortium for Africa (ICA), United Nations Economic commission for Africa, UNDP, UNICEF and other UN agencies. The activity provides for strategic coordination and leadership in linking WACDEP Africa experiences and results at local, national and regional level to influence the global climate agendas such as the UNFCCC, UN Summit and others.</p> <p>During 2018, greater emphasis will be on rebranding and refocusing WACDEP Africa to support the AMCOW N’gor Declaration on water and sanitation as well as the Paris Agreement on climate change and 2030 Sustainable Development Agenda (SDGs). In addition, the activity includes oversight and support to the WACDEP Africa Coordination Unit in Pretoria and integration of WACDEP into the GWPO global WACDEP as well as the AMCOW work plan. The activity also supports strengthening WACDEP CU capacity and integration of WACDEP Africa with other relevant GWP thematic areas defined in the GWP strategy.</p>	
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		<p>Key activities will include:</p> <ul style="list-style-type: none"> <li>• Support WACDEP CU to lead the climate change thematic area across Africa and contribute to GWP Southern Africa regional thematic leadership of climate change theme across all 13 RWPs</li> <li>• Enhance coordination between CU and GWPO network operations through participation and contribution to GWPO Network Operations progress review meetings and Pan Africa monthly coordination meetings.</li> <li>• Strengthen the CU to deliver technical support to WACDEP implementation in Africa</li> <li>• Support programme development, knowledge management and preparation of proposals</li> <li>• Leverage WACDEP to support pan Africa GWP work programme development across all thematic areas in particular Nexus, Transboundary, Food security and urbanization</li> <li>• Strengthens strategic alliances with key partners- UNICEF, UNDP-GEF, World Bank, AfDB, ICA, AWF and others</li> <li>• Support WACDEP evaluation for the first 4-5 years of the programme</li> <li>• Support AMCOW/AU to contribute to COP 23 and follow up on the outcomes of COP 22 in Marrakesh</li> </ul> <p>WACDEP implementation from 2016-2019 will continue to support. From 2017, the scope of WACDEP includes 10 new additional countries and six older countries as follows:</p> <ul style="list-style-type: none"> <li>• Support to 6 countries that managed to raise local funds from the initial 8 countries: Burkina, Cameroon, Ghana, Mozambique, Tunisia and Zimbabwe. They</li> </ul>	<ul style="list-style-type: none"> <li>• WACDEP CU supported to lead the climate change thematic area across Africa and contribute to GWP Southern Africa regional thematic leadership of climate change theme across all 13 RWPs</li> <li>• Enhanced coordination between CU and GWPO network operations as part of GWPO Network Operations progress review meetings and Pan Africa monthly coordination meetings.</li> <li>• Strengthened WACDEP CU delivering technical support to WACDEP implementation in Africa</li> <li>• Project pipeline of GWP water and climate change developed with at least 3 funding proposals</li> <li>• WACDEP knowledge and results captured and disseminated</li> <li>• GWP pan Africa work programme develop and includes relevant thematic areas of priority to Africa- Nexus, Transboundary, Food security and urbanization</li> <li>• Relationships with strategic alliances strengthened with key partners-UNICEF, UNDP-GEF, World Bank, AfDB, ICA, AWF and others</li> <li>• WACDEP evaluation completed and findings disseminated</li> <li>• WACDEP implementation in Africa strengthened</li> <li>• WACDEP CU strengthened</li> <li>• Countries supported to initiate activities to implement the Paris agreement and enhance coherence with SDGs</li> </ul>
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			<ul style="list-style-type: none"> <li>• 10 new additional countries agreed with AMCOW: Benin, Mali, Sao tome and Principe, Central African Republic, Kenya, Uganda, Zambia, Tanzania, Mauritania and (Tunisia), also to be complimented with regional funds</li> <li>• Five river Basins: - Kagera Basin, Volta Basin, Lake Chad Basin and North-Western Sahara Aquifer system</li> </ul>	
<b>428</b>	<b>External Projects Coordination</b>	<b>NO FR</b>	<p>The European Commission has been supporting GWP in:</p> <ul style="list-style-type: none"> <li>• the Mekrou basin development project (2 million Euros) jointly implemented with JRC. Project finished in 2017, closure operations needed in 2018</li> <li>• the SADC nexus project</li> <li>• H2020 project</li> </ul>	<p>Mekrou: Finalizing the deliverables (final financial report + evaluation report) together with RWP WAF and in close collaboration with JRC</p> <p>SADC: financial management for RWP SAF</p> <p>H2020: participation of GWP through KM department (Kenge) + management of financial aspects</p>
<b>429</b>	<b>Deltas Climate Resilience Programme</b>	<b>Yumiko Yasuda</b>	<p>This initiative builds on the "Enabling Deltas Life"proect proposal developed in 2012 by GW for the Netherlands International Development Programme (DGIS) with</p>	<ul style="list-style-type: none"> <li>• Identified funding partners (e.g ADB, WB)</li> <li>• Identified project partner/stakeholders, in particular in Asian deltaic countries</li> </ul>

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			<p>technical assistance from the Delta Alliance started development of a global programme of action to enhance climate resilience and strengthen the knowledge exchange between parties involved.</p> <p>Selected deltas countries currently included in the programme proposal: Bangladesh, Cambodia, China, Viet Nam and Myanmar</p> <p>2018 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>	<ul style="list-style-type: none"> <li>Launch of the pilot activities in at least two countries in Asia</li> </ul>
430	<b>WMO / GWP Integrated Drought Management Programme</b>	<b>Frederik Pischke</b>	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 as described in the 2017-2019 IDMP Work Programme 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	<b>UNICEF (WASH Climate Resilient Development)</b>	<b>Sara Oppenheimer</b>	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. In August 2015 the second phase of the collaboration was signed: a 2-year agreement with an 80% contribution from UNICEF and 20% contribution from GWP, focusing on further knowledge development, skills development and implementation of the Framework.	<p>Main outputs for 2018:</p> <ul style="list-style-type: none"> <li>Concept Brief under development, outputs to be defined upon approval of the project</li> </ul>

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			The third phase of the collaboration is currently being discussed.	
434	<b>WMO / GWP Associated Programme on Flood Management</b>	<b>Frederik Pischke</b>	Implement APFM project document	The main outputs of this facilitation will be activities, projects and programmes under the APFM as articulated in the APFM Strategy and Action Plan (2014-2019), which are implemented jointly with the WMO and deliver results in accordance with GWP's results framework.
435	<b>Strengthen the GWP Network – WG Governance</b>	<b>Jacques Rey</b>	<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. 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> <p>Protect GWP's brand and expand the network's visibility.</p> <p>Workshop for the regional Financial Officers</p>	<ul style="list-style-type: none"> <li>• GWPO relevant staff and RWP Secretariats are in better position to support the improvement of the RWP and CWP governance frameworks and procedures.</li> <li>• Complete the accreditation process of those CWP who have been granted temporary CWP status. The Partners Database is maintained as an essential tool to support the increased involvement of Partners and strengthen governance throughout the network.</li> <li>• All RWP 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, and provide advice as and when required.</li> <li>• All RWP Secretariat positions (RC, CO, PM) and RWP/CWP Steering Committee members have a clear understanding of what are the roles and responsibilities related to their respective positions.</li> <li>• A promotional package that highlights the value of becoming a GWP Partner</li> <li>• Guidelines and tools to effectively engage GWP Partners in planning, implementation and governance processes.</li> <li>• 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.</li> <li>• The Brand Policy is revised to enhance visibility of the GWP name and it is systematically applied throughout the</li> </ul>

				<p>network, mainly through the appropriate use of all CWP official GWP names, particularly in the case of CWP who have become fully accredited.</p> <ul style="list-style-type: none"> <li>• Financial Workshops/training aimed at securing a sufficient level of good financial management at country level</li> <li>• Strengthen the regional financial officers capacity to support the CWP strengthening, the robustness of the network’s financial management, support local resource mobilisation</li> </ul>
436	Reporting and monitoring of GWP activities	Ralph Philip	<p>Monthly reports</p> <ul style="list-style-type: none"> <li>• Select, write, edit, and format monthly e-newsletter</li> <li>• Write, edit, and publish stories on the website and in social media</li> <li>• Film and edit videos about GWP for the GWP YouTube channel and website</li> <li>• Compilation of Monthly Reports and import to database</li> <li>• Production of monthly/quarterly M&amp;E briefs</li> </ul> <p>Quarterly reports</p> <ul style="list-style-type: none"> <li>• Compiling quarterly progress update (projects &amp; themes) and quarterly M&amp;E brief</li> </ul> <p>Annual Progress Review</p> <ul style="list-style-type: none"> <li>• Coordinate annual Progress Review report (and other assessments as required)</li> </ul> <p>Annual Report – GWP in Action</p> <ul style="list-style-type: none"> <li>• Coordinate compilation of input to the Annual Report</li> </ul> <p>Online reporting</p> <ul style="list-style-type: none"> <li>• Establishment of online system for monthly and quarterly reporting (<i>pending cost estimate</i>)</li> </ul> <p>Rapid Country Level Assessment</p>	<p>Communication and dissemination</p> <ul style="list-style-type: none"> <li>• NewsFlow published 9 times per year</li> <li>• Stories published on the website and in social media</li> <li>• Videos about GWP on the GWP YouTube channel and website</li> <li>• GWP in Action Annual Report</li> </ul> <p>Programme management</p> <ul style="list-style-type: none"> <li>• 11 monthly/quarterly M&amp;E briefs</li> <li>• Annual Progress Review</li> <li>• Online reporting system</li> </ul> <p>Rapid Country Level Assessment</p> <ul style="list-style-type: none"> <li>• Clean and transparent country data management systems in place</li> <li>• Consolidated report</li> </ul> <p>Archiving</p> <ul style="list-style-type: none"> <li>• ‘Raw stories’ index/archive for all material related to GWP’s work and attributed results</li> </ul>

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			<ul style="list-style-type: none"> <li>Filling of data gaps and further analysis in support of CWP capacity review and strengthening</li> </ul> <p>Strengthened regional capacity for reporting</p> <ul style="list-style-type: none"> <li>Development of additional online tutorials</li> <li>Support regions in M&amp;E</li> <li>Communications Officers training</li> </ul> <p>Archiving</p> <ul style="list-style-type: none"> <li>Establishment of a 'raw stories' index/archive for all material related to GWP's work and attributed results</li> </ul>	
437	<b>Implement the GWP Gender Strategy across the Network</b>	<b>Anjali Lohani</b>	<p>Global/Regional Agenda</p> <ul style="list-style-type: none"> <li>Implementation of recommendations from gender scoping study and action piece</li> <li>Support the Regional Coordinators, Project Managers and Gender Focal Points in Gender Mainstreaming in WACDEP/SDG and other GWP initiatives</li> <li>SIWI-GWP working group for WASH2WRM transfers of lessons, experiences (West Africa)</li> <li>Maintain online working group</li> <li>Strengthen and grow partnerships in the community of practice for gender equality and inclusion in WRM – focusing on demand-driven service provision</li> </ul> <p>Results Framework</p> <ul style="list-style-type: none"> <li>Supporting M&amp;E to keep track of Gender Indicators</li> </ul> <p>Knowledge Management</p> <ul style="list-style-type: none"> <li>Dissemination of TEC paper on gender</li> <li>Dissemination of Scoping Study and Action Piece</li> </ul>	<ul style="list-style-type: none"> <li>Build capacity at global/regional level for gender-informed program/project design and implementation, including M&amp;E</li> <li>Mobilization of SIWI-GWP working group for gender equality and inclusion in WRM - exchange of best practices and south-south learning</li> <li>Demand-driven service provision through the community of practice for gender mainstreaming in programs-projects</li> <li>Advocacy and communication of key messages</li> <li>Reporting on gender results from Network</li> </ul>

<p><b>438</b></p>	<p><b>Implement the GWP Youth Engagement Strategy</b></p>	<p><b>NO FR</b></p>	<p>The objective is to develop and mainstream the role of Youth in GWP. Partnership development with appropriate Youth initiatives and organizations will be key for a functional implementation, feedback and refinement as we learn. #YWC platform is a key vehicle for this workstream.</p> <p>Key words: advocacy, empowerment, Youth, Water and Climate Initiative, entrepreneurship, youth networks</p> <p>The outcomes that youth workplan seems to influence</p> <ul style="list-style-type: none"> <li>• Upscale the youth interventions that are contributing to SDG implementation, also matching them with potential donors/partners through the #YWC digital platform</li> <li>• Strengthen the role of youth in governance</li> <li>• Communications and knowledge sharing</li> <li>• Partnerships including collaboration with youth at regional and local level.</li> </ul> <p>These 4 outcomes can be broadly categorized into 7 outputs as below (in Green: Reminder: 2017 achievements)</p>	<p>This activity contributes to the implementation of the overall GWP Strategy. All strategic goals are affected by this cross-cutting Youth theme and the other way round (all youth activities are related to GWP 3 goals and the 4 themes, mainly through GWP new programmatic engagement with SDGs), 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>
<ul style="list-style-type: none"> <li>• Outputs to be delivered within the Youth for Water and Climate Initiative (see C/N)             <ul style="list-style-type: none"> <li>- Promotion and Consultation on #YWC in the regions (WAF, CEE) and in global events (pre-COP Bonn, SWWW, Climate Chance, COP23)</li> <li>- Development of the prototypes for the web platform, the Q/A</li> <li>- 3 competitions organized for small scale projects (1 in partnership with WMO on water-related risks)</li> </ul> </li> </ul>			<ul style="list-style-type: none"> <li>• Outputs to be delivered within the Youth for Water and Climate Initiative (see C/N)             <ul style="list-style-type: none"> <li>- Finalization of the tools for Q/A and web platform + implementation and maintenance, likely to be demanding in the first 6 months</li> <li>- Working with ISW to develop the web platform. Launching the YWC platform in Q1 of 2018. Collaborating with a private sector QA company to finalize the QA criteria. Continued maintenance and marketing plan for the web platform to recruit youth and supporters (donors/partners), as well as language versions</li> </ul> </li> </ul>	

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			<ul style="list-style-type: none"> <li>- Funds raised for 3 youth-led projects through a joint effort from ISW, RWP WAF, GWPO and others, worth CAN\$ 450K</li> </ul>	<ul style="list-style-type: none"> <li>- Coordination of the “Governance” dimension of #YWC, including 1 face-to-face meeting and 3 video conferences</li> <li>- Meetings with core YWC partners. This would be done back to back with events such as WWW, Climate Chance, COP and World Water Forum.</li> <li>- Fundraising (develop a shared strategy, financial target for 2018 = 3 times more than in 2017).</li> <li>- Submit youth-led projects to open calls wherever deemed fit</li> <li>- Supporting youth-led projects via global competition for project proposals. This is a bi annual activity for YWC held with different partners.</li> <li>- Continued promotion and recruitment of new partners among youth networks (increased outreach) and supporting organizations (improvement of the quality of the services provided by #YWC)</li> <li>- Youth oriented activities in the regions such as summer school, consultation workshops and project proposal development trainings. These regional activities will be linked with other GWP programmes such as WACDEP and SDGs.</li> <li>- Supporting the WACDEP and SDG teams to develop youth oriented activities in the programmes.</li> </ul>
			<ul style="list-style-type: none"> <li>• Strengthen the place of youth in GWP’s governance</li> <li>- X youth in RSCs (WAF, ...) and plan to invite 2 youth for the meeting of the SC in December</li> <li>- Coordination of the Youth chapter for GWP delegated to SAS with an inception period leading to recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen the place of youth in GWP’s governance</li> <li>- Monitor the effectiveness of the decision taken and share experiences across the network</li> <li>- Incorporate role of youth in decision making bodies at gwpo and regional level.</li> </ul>



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			<ul style="list-style-type: none"> <li>• Including through a complete network of regional youth focal points <ul style="list-style-type: none"> <li>- Regional networks established supported by RWPs (CEE, SAM, CAM, CACENA, ...)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Including through a complete network of regional youth focal points <ul style="list-style-type: none"> <li>- Build on the experiences and engage with at least 4 other regions provided their willingness to work on this chapter (CAF, SAS, ...) – pending the regional workplans</li> <li>- Continue to support regional youth networks via GWP Regions. This would mean technical and communication support. Also, in certain cases minimum financial support to keep the activities going. Support GWP regions to support and establish youth networks wherever demand is there. This brings more peer to peer and south-south learning components.</li> </ul> </li> </ul>
			<ul style="list-style-type: none"> <li>• Promote the added value of recognizing youth in global agendas and processes (e.g. Climate COP, WW Congress) <ul style="list-style-type: none"> <li>- Linked with OT1.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Promote the added value of recognizing youth in global agendas and processes (e.g. Climate COP, WW Congress) <ul style="list-style-type: none"> <li>- Participation in WWF, SWWW, COY/COP together with partner and organizations of Comms activities to promote the importance of youth in the response to ClimateChange and SDGs agendas</li> </ul> </li> </ul>
			<ul style="list-style-type: none"> <li>• GWP Youth Strategy Implementation Roadmap and Results presented to FPG and SC <ul style="list-style-type: none"> <li>- Presentation done in June. Participation of SDC in the #YWC event during SWWW</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• GWP Youth Strategy Implementation Roadmap and Results presented to FPG and SC <ul style="list-style-type: none"> <li>- To be continued, using the M&amp;E framework, and new proposals shared in the led-up to the new strategy</li> <li>- Progress review of implementation of youth strategy submitted to FPG, SC and GWP SAS SC</li> </ul> </li> </ul>
			<ul style="list-style-type: none"> <li>• Knowledge management and Communications <ul style="list-style-type: none"> <li>- Communications strategy for YWC</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Communications strategy for YWC</li> </ul>
			<ul style="list-style-type: none"> <li>• Partnerships with youth networks <ul style="list-style-type: none"> <li>- Signed agreements with WYN, Young Water Solutions</li> <li>- Over 100 partners for YWC</li> <li>- Supporting new regional youth networks in the regions. For ex. CEE</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• MoUs with youth networks <ul style="list-style-type: none"> <li>- Further understanding of the needs – work on an ad’hoc basis</li> <li>- Outreach of Youth portfolio to engage more partners especially in the regions.</li> </ul> </li> </ul>
			<ul style="list-style-type: none"> <li>• Support Regional Activities</li> </ul>	<ul style="list-style-type: none"> <li>• From workplan of RWPs</li> </ul>

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<b>439</b>	<b>SDGs and Water Governance</b>	<b>Josh Newton</b>	<ul style="list-style-type: none"> <li>Manage the implementation of the SDG Preparedness Facility.</li> <li>Liaise with the OECD water governance agenda and water integrity (WIN).</li> </ul>	<ul style="list-style-type: none"> <li>SDG PF Design phase implemented in 20 countries</li> <li>SDG PF Implementation phase underway in 10 countries</li> <li>OECD water governance principles and water integrity included in GWP approach towards water security</li> </ul>
<b>501</b>	<b>Transboundary waters cooperation</b>	<b>Dan Tarlock</b>	TEC is requested to support IWL training in Africa and Asia. This activity is the follow up from previous years.	<ul style="list-style-type: none"> <li>Expertise provided to produce Handbook for IWL in Africa and Asia</li> </ul>
<b>502</b>	<b>Making a case for water security: contribution to SDG</b>	<b>Jerry Priscoli</b>	<p>Water Sharing Initiative: to provide practical tools for implementing IWRM. Develop perspectives <b>paper</b> and organize <b>webinar</b> in selected RWP with external knowledge partners</p> <p>Collaborative modelling: to provide planning tool bringing modelers and stakeholders together to jointly create models and plans. Develop <b>CM Manual</b> and organize <b>2 on-side trainings</b> in selected RWPs/basins</p>	<p>Perspective paper by August 2018</p> <ul style="list-style-type: none"> <li>Webinar</li> </ul> <p>CM Manual by May</p> <p>2 trainings (February, October 2018)</p>
<b>503</b>	<b>Economics of water security</b>	<b>Winston Yu</b>	<p>Financing multi-purpose infrastructure: develop <b>perspectives paper</b> to show that infrastructure financing is major element of IWRM</p> <p>The paper will build on BP No. 12 (on Financing and Governance)</p>	<ul style="list-style-type: none"> <li>Perspectives paper by December 2018</li> </ul>
<b>504</b>	<b>Climate resilience</b>	<b>Jerry Priscoli</b>	<p>Benefit of Action and Cost of Inaction (Drought Management) – continue a collaboration with WMO on knowledge products</p> <p>Cost benefit Analysis for Disaster Risk Reduction in Mega Cities – develop <b>background paper</b>, methodological guidelines, compendium of <b>case studies</b></p>	<ul style="list-style-type: none"> <li>Collaboration with WMO as requested</li> <li>Draft background paper on CBA for DRR (to be published in early 2019)</li> <li>Compendium of case studies to be published in Water Policy Journal and ToolBox</li> </ul>
<b>505</b>	<b>Water and Food Security</b>	<b>Jerry Priscoli</b>	<p>Water and Migration: this is a joint initiative of GWP and FAO and GWP committed to contribute to Food and Agriculture report 2018. Follow up will be discussed during spring TEC meeting.</p> <p>Translation of Water and Land coordination background paper into French</p>	<ul style="list-style-type: none"> <li>BP No. 24 translated into French</li> </ul>
<b>506</b>	<b>Urbanization and water security</b>	<b>Jerry Priscoli</b>	No activity in this section (for details see Activity 504)	

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<b>507</b>	<b>TEC contributions to the GWP IWRM Toolbox</b>	<b>Jerry Priscoli</b>	TEC will contribute to ToolBox case studies	
<b>508</b>	<b>Information to policy makers on possible solutions to address critical challenges</b>	<b>Jerry Priscoli</b>	Multi-stakeholder platforms: present to GWP Network how and when to use MSP in digital age  Water Stewardship: initiate discussion on private stewardship and IWRM aspects	<ul style="list-style-type: none"> <li>• Presentation and discussion with RWPs at Regional Days</li> </ul>
<b>509</b>	<b>Technical Committee Meetings</b>	<b>Jerry Priscoli</b>	The Technical Committee meets two times per year. TEC also meets by skype at min. 4 times per year. This activity defines the resources required to enable TEC meetings.	<ul style="list-style-type: none"> <li>• Spring Technical Committee meeting (with invitation to RWP)</li> <li>• Autumn TEC meeting (in confluence with Water Week)</li> </ul>
<b>510</b>	<b>Management of Technical Committee</b>	<b>Jerry Priscoli</b>	This activity encompasses the overall management of the Technical Committee Activities, supported by technical and administrative staff in GWPO Stockholm.	Effective management, including planning, organizing, directing and controlling the activities of the Technical Committee.
<b>511</b>	<b>Water and Energy</b>	<b>Jerry Priscoli</b>	No activity in this section	
<b>512</b>	<b>Ecosystems and water security</b>	<b>Nicola Fohrer</b>	Present Ecosystem dimension of IWRM at Water Week 2018	

## Annex B: 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 global 3-year 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-year Regional Work Programmes. They are also included in the regional workplans for reference (see VOL 3).