

Strategy

Global Water Partnership
West Africa (GWP-WA)

2009-2013



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Introduction

Historical background

There have been many happening since the West African Conference on IWRM (March 1998) which was devoted to effective development of the Global Water Partnership (GWP) in the subregion. Following the West African Vision of Water in 2000 the GWP/WA's first action plan 2001-2003 was developed and the players in the subregion thanks to WATAC were mobilized to establish the Global Water Partnership/ West African Water Partnership (GWP/WAWP in Bamako in 2002).

Thanks to the Strategy 2004-2008, the GWP/WA was reinforced and now has eleven (11) country water partnerships (Benin, Burkina Faso, Cape Verde, Côte d'Ivoire, Ghana, Guinea, Mali, Niger, Nigeria, Senegal, and Togo). IWRM alliances were built with several regional (AMCOW) and subregional (ECOWAS, IUCN, WWF, etc.) organisations. Concrete actions were carried out through dialogues to improve water governance, capacity building, information on IWRM and the implementation of the Johannesburg Summit recommendations through the support to the development of IWRM and water efficiency plans.

These efforts are evidences of the incontrovertible role of GWP/ WA in the promotion of IWRM in West Africa. In view of the new water issues in the subregion and of the need to consolidate and making its network operational and efficient, GWP/ WA has developed a new strategy for the period 2009-2013.

Process of development of the Strategy 2009-2013

At the global level, GWP started in 2007 to share thought and ideas on a new strategy for 2009-2013. A team of consultants appointed to identify the key elements of GWP strategy for the period produced an interim document. The document served as a stepping stone for discussion and to build consensus within the GWP key stakeholders on the nature, the scope and extent of activities of the organization for the next five years. GWP strategy 2009-2013 will serve as a comprehensive framework for the strategies and plans, which will be worked out by the regional and country partnerships themselves.

On this basis, GWP/WA consulted its members to identify the actions expected to contribute to the implementation of the global Strategy. Comments were received on the contents of the strategy between March and July 2008. A GWP/WA team took part in August 2008 in the GWP Consulting Partners' meeting in order to contribute to the thinking on the third draft of the strategy document. In September 2008, a workshop for the definition of the regional strategy and action plan for West Africa was organized. This workshop gathered more than a score of associate members with the various bodies of the network (Chairmanship, Secretariat, Steering Comity, Country Water Partnerships, and Technical Comity) and strategic partners (representatives of States, Basin organisations, partner NGOs). Mapping IWRM in WA and operation of the network, and the results of the plenary discussions and group work carried out using the "Outcome Mapping" approach yielded the first elements of the implementation plan. This document summarises the inputs of the workshop.

GWP and IWRM in West Africa

State of IWRM

Following the West African Water Conference in 1998, the regional political environment on IWRM scored a fast evolution. Political engagement materialized quickly with the installation of regional institutions and organizations to take on the responsibility for IWRM implementation: GWP/WA, ECOWAS Permanent Framework for the Coordination and Monitoring of IWRM (PFCM) and all its bodies in particular. At the transboundary level, the management of basins is carried out through the river basin organizations (NBA, LCBC, OMVG, OMVS, VBA, etc.) showing a resolution to co-operate on the development of water resources, and IWRM practical implementation. In addition, political tools were developed to define the vision, the actions to be undertaken, the means and directions for an effective implementation (West African water Vision, IWRM/West Africa Regional Action Plan, Programmes of Water Governance and Dialogue, NBA Sustainable Development Action Program (SDAP), etc.). The recent adoption by ECOWAS of a Water Resources Policy for West Africa will contribute to poverty alleviation and sustainable development while providing guidance to the Community and its Member States for water resources management reconciling economic development, social equity and environmental protection is note worthy. One of the challenges will be to internalise this policy at the national level for an effective implementation.

Taken individually, IWRM progress at the country level is much mitigated. For the legal framework, many bills and codes consecrate water management but few of them take into account IWRM principles in their various dimensions, in accordance with the recommendations of the Johannesburg Summit. In most of the countries the institutional environment is out of phase with the new issues of water resources management. Indeed, all the countries are engaged in a decentralization process with a transfer of competences to the local governments. However, water management remains always concentrated in the hands of the national institutions. The question of IWRM application locally, in particular at the level of national basins, deserves a detailed attention in a context of adaptation to climate changes, increasing competitive uses, population migration and food crisis.

GWP footprint in the promotion of IWRM in West Africa

GWP supported the region in promoting IWRM process and practice. The establishment of the West Africa Technical Advisory Committee in West Africa (WATAC) in 1999 and that of the Regional Water Partnership in 2002 (GWP/WA) allowed broad dissemination of the IWRM concept in West Africa and to help the countries and the stakeholders translate this concept into actions on the



ground through a broad and active partnership. Actions continued at the national level with the creation of Country Water Partnerships (CWP) to support the implementation of IWRM in the countries of the region where eleven (11) country partnerships now exist. In the promotion of IWRM, GWP / WA has gained considerable experience in the following aspects:

Building alliances:

Alliances for IWRM were developed between GWP and the Council of African Ministerial Council on Water (AMCOW) in order to strengthen the partnership in the areas of information exchange, support to the implementation of IWRM at the national level, participation of the multi-stakeholder platforms to events on water, etc. The collaboration with ECOWAS was established in a search for synergy at every point. Several actions were carried out including the joint development of the "West African water Vision", the preparation and implementation of many water initiatives (project of water governance and dialogue), the development of IWRM tools (indicators, Gender strategy, etc), IWRM advocacy through CWPs, and the recent development of a Water Resources Policy for West Africa. Alliances to consolidate IWRM actions at a national scale are developed, for instance the development of a joint plan in Mali between the PAWD, with a remarkable contribution of the CWP, and the World Bank supported projects (PNIR) to ensure a sustainable funding of IWRM activities and a better ownership of the players at the country level.

Strengthening subregional co-operation at basin level and animating dialogues:

GWP/WA contributed effectively to the implementation of the program associated with the International Network of Basin Organizations (INBO) by supporting the emergence of the African Network of Basin Organizations (ANBO), as a regional advisory framework and action in the field of IWRM, gathering basin organizations of Africa. GWP/WA supported the mobilization of the various actors around the issues of governance by the CWPs of Ghana, Benin Niger and Burkina Faso with the installation of monitoring committees made up of government players, NGOs and water users. This allowed the adhesion of the various stakeholders to this dynamics of water governance assessment.

Sensitising, informing and building IWRM capacities:

GWP/WA collaborates in the organization of IWRM training to support and stimulate its development in the countries through its network of country partnerships, but also in collaboration with RAMBOLL Natura and SIWI with the financial support from the Swedish International co-operation to regional development Agency (SIDA), but also in collaboration with other regional partners. In addition, almost all the CWPs organized sensitisation meetings of the network players on IWRM with various target groups (ex: youth for Benin). The creation of "Running Water" newsletter allowed a broad dissemination of the key reflections on IWRM and the actions carried out in this area. This action is supplemented by the information and training of the journalists of the region on the central issues related to environment.

Promoting an IWRM application in the countries and within the communities:

The development of national IWRM plans was a social facilitation drive around IWRM. CWPs were key actors by facilitating the various meetings and mobilized the national and local players in the thinking. This allowed to record the reaction of the rural people about IWRM concept and approach (about which most had never heard), with an effort to translate the concept in local languages. In addition, setting up local partnerships allowed to mobilize and interest the local authorities and people and to give more weight and arguments to the local technicians working in the water area in Mali and Benin in particular. Lastly, CWPs were levers to overcome the constraints related to water management at the national and local levels with the organization of thematic workshops on critical issues (water pollution in Mali, floods in Senegal).



The GWP Strategy 2009-2013

GWP is a global organization working at the local, national, regional and international levels. This is why its strategy articulated on a global scale and provides a strategic orientation for GWP semi-autonomous bodies. Prepared on 5 August 2008, the third provisional draft of GWP strategy relates to the next five-year period from January 2009 to December 2013. It includes the statement of the Vision and Mission of the organization and takes the first steps towards future actions through four strategic objectives. These elements are presented herein.

GWP Vision and Mission

The GWP Vision is for: **"a water secure world"**.

The Mission of GWP is **"To support the countries in the sustainable management and development of their water resources"**, through the:

- Provision of knowledge and capacity building to improve water management at all the levels (global, regional, national and local);
- Assistance to the countries to link up the water resources planning and operations at the various space levels: trans-boundary, regional, basin, national and local, in order to make the actions logical and sustainable.



Strategic objectives

Following a consultation network wide, four strategic objectives were suggested and directed towards:

1) operation,



2) advocacy,

3) knowledge and capacity building, and

4) partnering, respectively.

Objective 1: To provide support to the countries to enable the put into practice a better water resources management for water security

In the past, GWP supported countries in the sustainable management and development of their water resources, mainly through advocacy for IWRM application. The network also supported successfully those countries that responded to the call of the 2002 World Summit on Sustainable Development to prepare their IWRM plans. GWP will provide support to the countries to enhance their efforts aiming to adopt IWRM practices, but also to ensure that IWRM plans and strategies developed in accordance with the objective of the World Summit on Sustainable Development are implemented. Significant efforts will be made to incorporate IWRM approach in the development plans and the funding strategies at the national level. With regard to the countries lagging behind in the development of policies and planning, support will be granted to work out policies and plans in a participatory way. Besides, GWP will collaborate with the countries to advance water security by improving governance systems, the decision-making processes about the development of infrastructures and funding water management.

Objective 2: To promote integrated water resources management to address adaptation to climate change and other critical challenges

While the global energy practices are at the heart of the strategy for the mitigation of the effects of climate change, the way in which we use and manage water must be in conformity with our adaptation strategy for these same purposes. An integrated approach is essential to cover both mitigation, which deals with elements leading to climate change and adaptation, which deals with actions needed to adapt to these changes. In this context, the challenges of water management will become increasingly significant. Improving our way of using and managing water today will facilitate facing the challenges of tomor-

row. IWRM approaches which encourage a holistic water management and which are recognized as being multiple ways towards reinforcing resistance, offer the best adaptability to climate change.

At dawn of the Second millennium, many critical challenges such as population growth, conflicts, and soaring oil prices with negative reflections on such efforts expended towards poverty alleviation. GWP will show the implications and importance of water management for everyone of these challenges through dialogues and providing the information needed. It will help find solutions by using its platforms of players and basing on its own technical capacities. As part of this, the network Technical Committee will ensure intellectual leadership by providing the elements needed for identification and comprehension of the relationships between water and global challenges. Climate changes are undoubtedly one of the most burning challenges at this point. By changing the water cycle, climate changes will exacerbate the challenges of water management for the countries. To this end, GWP will promote improvement of water resources management to mitigate the impacts of climate changes while maintaining socio-economic development.

With regard to food security, it is also obvious that water management for food production is also critical issue in the context of population growth, and development of riches. GWP will support multiple stakeholder dialogues to change the way decision makers approach water and agriculture issues. It will facilitate the implementation of recommendations of the "Comprehensive Evaluation of Water and Agriculture Management".



Considering the links between the Millennium Development Objectives (MDGs), GWP will continue efforts of crosscutting integration of water resources development and management with these objectives. It will emphasize more on the interventions than on the pursuit of several objectives. A consistent approach to investment in water resources and infrastructure management is vital. In this area, GWP will depend on the recommendations highlighted in "Health, dignity and development : what does it take to achieve MDGS? "

Objective 3: Position GWP as lead in the thinking and a champion of water resources

GWP has a significant role to play in the generation of global intellectual knowledge relating to water resources management and development as facilitator of information exchange between the various parts of the world. As regards knowledge, the emphasis will be on practical guides, exchange of lessons learned throughout the countries and the regions, influence at the international level and use of communication for information sharing, strengthening of the network, debriefing and monitoring the results.

GWP made significant contribution on the water and sustainable development related issues at the global, regional, national levels. The network developed a solid conceptual base with publications on issues ranging from adaptation to climate, infrastructures development, and river basin organisations. To support the countries in IWRM planning, the Technical committee prepared the series 'Catalyse change'.

A communication strategy is being implemented. It is based on this knowledge base and tries to extend the advocacy beyond the water world to reach out those in the social and economic development world. Efforts will be de-

veloped to bring GWP message to all the audiences, and to show GWP inputs and achievements to the strategic partners such as donors, policy makers, and the media. Renewal of IWRM based Toolbox is a central element of these efforts.

Objective 4: Strengthening the network for an effective performance

At the end of 2008, GWP largely opened up its network throughout continents, regions and countries. This vast network allowed GWP to provide better support and influence national and regional policies and to carry out actions in this direction. By its flexibility, GWP network could focus on the local priorities, and reinforce local players to take their concerns to the national, regional and global levels. Besides, GWP gradually devolved the organisation duties and privileges to the various scales of the network. During the new strategic period, the network is developing strong partnerships, especially with the indirect water partners and enhancing the administrative structures to govern the existing relationships. With regard to the evaluation of performance, GWP identified methods of appropriate measurements with the adoption of "Outcome Mapping" as tool to monitor outcomes. To ensure financial sustainability, GWP is building the capacities of regions and countries and diversify the funding source. Lastly, GWP has improved its governance and administrative structures by simplifying and strengthening the network governance structures so that to maintain dynamism, flexibility, local ownership of the network structure, while ensuring donors and governments a solid base for GWP operations.

Implementation of the Strategy 2009-2013 in West Africa

Nine years after the installation of WATAC, GWP left its mark on the promotion of IWRM in West Africa. The organization brought its expertise in the thinking on the water resources problems and developed actions towards their resolution. One of the GWP/ WA strong points was to build strategic alliances through its strong network of 11 country partnerships and more than 200 partners.

The organization needs to concentrate its efforts on the



implementation of IWRM in the countries and within the communities, and to make its authorities powerful while continuing to be open and to engage towards the resolution of critical issues which challenge the subregion. With this intention, in West Africa the network adopted, after due consideration, the outline of the Global strategy as relevant and in line with the current concerns of the members and partners.

GWP/WA used the "Outcome Mapping" approach to plan and assess the impacts of the outcomes of its program on the players whose behaviour changes will establish the germs of water resources good governance and sustainable management. The "challenge" for GWP / WA is to influence, support, facilitate or in another way contribute to such optimal changes.

Boundary partners and outcome challenges

During the workshop on the strategy development, the participants had identified 26 boundary partners. The latter represent groups or organizations in direct connection with GWP/ WA and with which the program can be expected to exercise an influence. After consideration, the front-line partners were split into 5 groups representing:

- **decision makers:** the Council of African Ministers in Charge of Water (AMCOW), the Economic Community of West African States (ECOWAS), the West African Economic and

Monetary (UEMOA), the WAPP, the Basin Organizations and the African Network of Basin Organizations (RAOB), government public services, Members of Parliament, local Communities and Associations of representatives, traditional Heads;

- **the civil society:** nongovernmental organizations, Community based organizations, media ;

- **financial, scientific** , and technical partners: donors, FAO, CILSS, CREPA, Training and Research Institutions ;

- the private sector and trade associations: Association of water Utilities, the Network of Irrigation and drainage Associations (ARID), Associations of Water users, national water Companies and the African Association of water, and Industrialists ;

- **Authorities of the network:** GWPO, Global TEC, CWPs, Host Institutions, and Members.

For each group of partners, the desired changes (or outcomes) which should enable the network to achieve its mission and thus to reach the GWP vision were identified. The table below presents the expected changes. All in all, changes converge towards a network better engaged in the implementation of IWRM, dynamic members who in-



Table: Desired changes

Boundary Partner	Outcome challenges
Decision makers (ECOWAS, UEMOA, AMCOW, AMCEM, WAPP, Basin organizations and Network of Basin organizations, Government public Services, Members of Parliament, local Communities and Associations of representatives, traditional Heads)	<ul style="list-style-type: none"> ✓ Reinforce synergy in their actions with water resources as basic reference frame for all the development strategies and by bringing IWRM aspects into focus in the water policies, programs and plans at the various scales (regional, national and local). ✓ Make IWRM effective by initiating laws, ensuring the promotion of IWRM responsive issues (governance, equity, right to water) and by mobilizing the means needed (technical and financial) for its implementation. ✓ Have more confidence in the relevance of the GWP/ WA mission and technical and managerial capability while reinforcing further their partnership with the adhesion of other official members, the institutionalization of CWPs and TEC involvement, the use of GWP technical tools and the involvement of partnerships in IWRM planning and promotion locally
Private/Trade associations (Association of water utilities, ARID, Users associations, national water Companies, Industrialists)	<ul style="list-style-type: none"> ✓ Reinforce collaboration with GWP/WA by supporting actions of IWRM promotion, development and implementation of IWRM RAP and supporting the mobilization of the needed means; ✓ Reinforce IWRM approach in their occupations through the promotion of water economy by IWRM and apply the principles of equity and good governance
Civil society (NGOs, Media Community based associations)	<ul style="list-style-type: none"> ✓ Involve in the popularization and implementation of IWRM tools related to the application of the principles of equity and good governance, with the recognition of a right to water, a consideration of environment, etc. ✓ To be more represented at the level of GWP network by involving more in the life of the network and by contributing to the mobilization of means (technical and financial) for an effective IWRM implementation
Financial, technical and scientific partners (Donors, FAO, CILSS CREPA, Training and Research Institutions)	<ul style="list-style-type: none"> ✓ Strengthen IWRM aspects in their policies of intervention and education programs and bring their support to IWRM implementation through the mobilization of means, their involvement in planning, and the promotion of IWRM sensitive issues ✓ Have more confidence in the relevance of the GWP/ WA mission and technical and managerial capability while reinforcing further their partnership by an increase in membership, a better involvement of members of the partnership network in their actions (training, leading conferences, etc.) and an effective sharing of their research findings and value adding on the results.
Authorities of the network (GWPO, Global TEC, CWPs, Host Institutions, Members)	<ul style="list-style-type: none"> ✓ Operate as global network, which expands the regional and national experiences; provide more collaboration and actions in partnerships with WA/TEC; reinforce the financial support to the regional and national partnerships by setting up a solid facilitation background to build co-funding capacities at the regional and national level; and give a technical support to the regional and national level (installation of a programs Unit at a global level). ✓ Improve the profile with the states, donors and other players and reinforce the system of internal governance, the base of partnerships, the financial autonomy and the technical capability; ✓ Reinforce the quality of services of the host institutions to the partnerships (logistic, management, financial procedures reporting) ✓ Ensure a dynamism of the members through their contribution (technical, financial, human resources) to the operation of the network

vest themselves further in the operation of the network and powerful authorities allocated with the means needed to ensure their mission.

Actions planned to achieve the expected changes

The development of GWP/ WA Action plan over the period 2009-2013 based on the actions considered so that the relevant outcomes can be effective. These actions were arranged according to the Strategy overall objectives. For each objective, the relevance, the expected outcomes and actions are described.

Objective 1. To support the countries to put into practice a better water resources management for water security

Relevance

In most of the countries in the subregion, water management remains the prerogative of the government central services and the articulation with the other development programmes remains weak in spite of their commitment to an integrated management. This objective aims to promote economic and social development and protection of environment and ecosystems using integrated water management as cornerstone for all the development strategies at the national level.

Expected outcomes and actions

Expected outcome 1.1. Water management practices are actually taken into account in the national development plans and funding strategies

GWP / WA will help to articulate the linkages between water and the economic and social development sectors of the country by using the relevant Ministerial departments such as agriculture, Regional planning, energy, industry and health, in order to ensure that water contributes to the objectives of national development. The funding sustainability of IWRM actions will be effective thanks to an effective engagement of States in the funding process. The actions under consideration in this direction:

- Developing contacts and dialogue to engage or support the process of development of IWRM plans in the countries where they do not exist. This action will mean especially, to support the process of development of a National IWRM plan in Niger by drawing inspiration from PAWD 1 and 2, promoting the emergence of real capacity building needs and by leading participatory process. Besides, GWP is partner in « Improving water management and governance in Afri-

can countries through support in the development and implementation of IWRM Plans ». Considering its experience in this field, it will provide its expertise in the planning processes envisaged in Togo, in Côte d'Ivoire, in Guinea, in Sierra Leone, in Guinea Bissau, in The Gambia, and in Liberia. It will contribute to the players' capacity building at all the relevant levels through training packages.

– Advocating for IWRM integration in the national and regional development policies. This will mean reinforcing the synergy of development actions. Within this framework, it is envisaged:

To facilitate the articulation of existing IWRM plans with PRSPs, and the other sectoral development plans

- To develop joint actions with the Regional NGOs (IUCN, WWF, WI) and institutions in the water area of the subregion to integrate environment in IWRM policies, strategies and plans.

– To support the implementation of existing IWRM plans: GWP/WA network actively contributed to the development of IWRM plans in 4 countries (Mali, Senegal, Benin, and Cape Verde). GWP/WA will continue its support to the countries:

- To facilitate the arrangement of donors round



tables for the implementation of existing IWRM plans;

- To develop contacts and dialogue to increase the contributions of Governments in funding water resources management;
- To advocate for the integration of IWRM principles in the legislative and regulatory texts.

Expected outcome 1.2. Local and national capacities are strengthened for the implementation of IWRM principles

GWP/WA will reinforce the capacities of the decision makers in order to ensure the application of IWRM approaches in national and local planning. The key actions



considered are as follows:

- Sensitising on IWRM at the relevant levels.
- Documenting experiences and training on development, and fundraising for IWRM plans.
- Organising dialogues on governance and decentralization. This will mean to let at least 3 other countries use pilot projects of water governance by making most of the program of water governance carried out in 2004-2005 by EU.



- Leading debates on IWRM sensitive issues (right to water, principle of equity, etc.).
- Working out a strategy and tools toward consideration of Gender specificity in water resources management.

Objective 2: To promote water resources management to approach adaptation to climate change and other critical challenges

Relevance

The effects of natural climate variability and human made changes are particularly felt in the countries of the subregion where unforeseen events and the intensification of extreme phenomena lead to losses in human, animal life and property. In addition, climate changes influences the availability of water resources and affect, inter alia, significantly the components of the hydrologic cycle, production of drinking water for domestic uses, industrial uses, and production of electrical energy.

With regard to water and sanitation related MDGs, half of the countries in the subregion are on the good way but

some countries are still lagging behind, like Liberia, Niger, Togo and Nigeria. Sanitation remains the poor relative, with progress from 28 % to 36 %..

Food security worries leaders of the countries a lot, as a significant fringe of the populations suffers from food insecurity because of structural and cyclical constraints as the recent developments testify some to the phenomenon of "High cost of living" that struck hard several countries of the subregion and throughout the world.

GWP/WA will show the implications and the importance of water management for each one of these challenges through dialogues and by providing the needed information.

Results and actions

Expected outcome 2.1. Capacities of the partners are strengthened to face adaptation to climate change and other critical challenges through IWRM

GWP/WA improved the water managers' capacity of fast response to the critical challenges through the support of a technical committee able to provide the technical support needed.

- Develop communication and advocacy tools on IWRM and water and sanitation MDGs.
- Document and disseminate knowledge, initiatives and experiences of water and climate changes, food security, energy, etc...
- Organize dialogues on water and, climate changes, food security, energy, etc. As part of this process, GWP/WA will continue regional dialogue on climate changes and variability by working out an action plan targeted on the relevant players in order to increase knowledge of climate change and variability at the national and regional level (to disseminate the results of the dialogue on "water, climate change, desertification and measures of adaptation in West Africa" and to stimulate the development of plans towards implementing these measures).
- Participate in NAPA development to integrate IWRM aspects into it.

Objective 3: To position GWP as lead in the thinking and the promotion of water resources management by setting up a global communication platform

Relevance

This will mean making the GWP/WA actions transparent in terms of scientific leadership and advocacy. However, it is a very ambitious objective because GWP does not have



a vocation of generating primary knowledge but GWP can make the difference by turning the scientific production into political decisions.



Expected outcome 3. 1. Transparency of GWP/WA is reinforced through a powerful communication platform

GWP aims to be upstream action by the production and dissemination of technical aids and guidance on specific themes.

– To develop a knowledge sharing network through exchange protocols with the scientific and technical partners such as 2iE, CREPA, CILSS, FAO, FAO, Research and training institutions.

- To document and disseminate primary knowledge on IWRM specific themes, practical initiatives and experiences to the relevant audiences.
- To develop a powerful communication strategy in order to facilitate documentation and dissemination of IWRM message through its entire network. This will mean to broadcast IRWM progress report information in West Africa through publication (Running Water) and a functional Web site;
- To form resource people able to carry IWRM message and to develop skills in this area;
- To organize contests to promote the production of relevant IWRM briefs and reports.
- To organize forums and exchange visits on IWRM experiences
- To build the partners capacities to use the Toolbox as a tool of decision-making aid in the definition of water policies
- To organise periodically the West African Water Week

Objective 4: To reinforce the network for an effective performance

Relevance

In regions such as WA, GWP operates in a context where the level of poverty is such that there is little room for talks without concrete actions on the ground in order to respond to the populations' questions of survival. IWRM, at least





until now, is felt as talks rather than concrete actions. GWP/WA will have to convince about the relevance of its mission to ensure adhesion of the maximum of players.

In addition, the promotion of IWRM is a long process, which requires technical tools adapted to the players needs. The installation of RTEC and national Scientific and Technical Committees (STC) is a response in order to provide GWP expertise in the crucial questions of the water sector. However, one can see a lack of dynamism of the technical bodies following the lack of financial means, statute of the members (top-level professionals very often solicited to assist, in addition) and a poor co-operation between TEC authorities at all the levels.

Lastly, the governments' commitment for IWRM founded a true passion of the various partners for water, who thus mobilized the funds needed for the implementation of their ground actions in this field. Although invited to the various events, there is almost no engagement on the ground with the CWP. Dynamics still remains weak as the network structure is not very enabling for the operational because of weak financial and human resources (in general only one person at the Secretariat, insufficient support of the host institution which has its own concerns, and the voluntary help of the Chair and other leaders), etc.

This objective aims to establish the dynamism and credibility of the network, which are essential conditions to the success of the mission.

Expected outcome 4.1. The system of governance of the network is improved to establish the credibility of GWP in West Africa

- Develop powerful tools of administrative and finan-

cial governance (Manual of procedures, etc.). This will mean training the network structures in "Outcome Mapping".

- Help CWPs to reach the accreditation of GWP and to comply with its requirements in their operation.

- Assess the quality of the service provided by host institutions and take appropriate corrective measures.

- Reinforce collaboration between global TEC/ RTEC and country RTEC/ STC on major interest themes to define;

- Develop and implement actions with the partners in order to get a formal membership. In this process, it is envisaged :

- To prepare a membership framework document (countries, public institutions, regional organizations, etc.) To reinforce membership with the network by other members such as ANEW, women organizations, Youth organizations, the private sector, professional Associations of.

- To support CWPs in the preparation and dissemination of communication tools to improve transparency of their actions.

- To develop synergies with the regional programs (NEPAD, UEMOA, Canadian Initiative, Dutch Initiative, UNEP Initiative, ECOWAS-WRCC, NBA, CILSS, States, local Communities, Community based organizations etc.) by signing MOUs with some of these organizations for a better synergy of action ;

- To create water advisory platforms with the establishment of at least 3 new country and local water partnerships in The Gambia, Guinea Bissau, Liberia, Sierra Leone;

- To reinforce the existing county water partnerships to make them operational;

- To make the network bodies function with the periodic organization of meetings of the Steering committee, Technical Committee (TEC), and of those of the General assembly of partners



Expected outcome 4.2. A powerful fundraising strategy is developed to make IWRM operational in all authorities of the network

- Build the capacities of the authorities of the network in the development of quality projects ;
- Contribute to the mobilization of available funds with the financial donors of the sector such as the AfDB, UEMOA, NGOs, etc;
- Advocate and lobby with the financial partners in the definition about their sectors of intervention ;





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