



# GLOBAL WATER PARTNERSHIP

WORK PLAN 2011  
Implementing the GWP Strategy

## EXECUTIVE SUMMARY

December 2010



## Table of Contents

<b>1</b>	<b>Introduction.....</b>	<b>2</b>
<b>2</b>	<b>Summary of Progress in 2010 and Outlook for 2011 .....</b>	<b>2</b>
2.1	GWP Budget .....	5
2.1.1	2011 Budget .....	5
2.1.2	Funding Prospects and Priorities .....	6
2.2	Management and coordination arrangements in place .....	7
2.3	Programme management.....	8
2.3.1	Outcome Mapping .....	8
2.3.2	Programming cycle: Operational cohesion and delivery .....	9
2.3.3	Organisational Learning and the GWP Programming Cycle and Knowledge Chain....	10
<b>3</b>	<b>Summary Workplan for 2011.....</b>	<b>12</b>
3.1	Main expected GWP contribution to Outcome Challenges in 2011 .....	12
3.2	Summary of regional activities in 2011 .....	13
3.2.1	Caribbean .....	13
3.2.2	Central Africa.....	13
3.2.3	Central America .....	14
3.2.4	Central and Eastern Europe .....	14
3.2.5	Central Asia and Caucasus.....	14
3.2.6	China .....	14
3.2.7	Eastern Africa .....	15
3.2.8	Mediterranean.....	15
3.2.9	South America .....	15
3.2.10	South Asia .....	15
3.2.11	Southeast Asia.....	16
3.2.12	Southern Africa .....	16
3.2.13	West Africa.....	16
3.3	Summary of global thematic activities in 2011.....	17
3.3.1	Goal 1: Promoting water as a key part of sustainable national development .....	17
3.3.2	Goal 2: Address critical development challenges .....	17
<b>4</b>	<b>GWP 2011 budget &amp; financing.....</b>	<b>19</b>
4.1	Summary budget.....	19
4.2	Breakdown of budget by type of funding (Euro) .....	20
4.3	Breakdown of planned budget according to the 4 GWP goals (Euro) .....	22
4.4	Budget 2011 Revenues .....	23

# 1 Introduction

All GWP workplans are developed in the context of the GWP vision, mission and current strategy.

**GWP Vision:** a water secure world.

**GWP Mission:** to support the sustainable development and management of water resources at all levels.

**GWP Strategy 2009-2013** is based on four strategic goals.

<b>Goal 1</b>	Promote water as a key part of sustainable national development
<b>Goal 2</b>	Address critical development challenges
<b>Goal 3</b>	Reinforce knowledge sharing and communications
<b>Goal 4</b>	Build a more effective network

For each goal, GWP has chosen key focus areas of intervention called Strategic Elements:

Goal	Strategic element (key areas of intervention)
Promote water as a key part of sustainable national development	<ul style="list-style-type: none"> <li>• Improving support for water management through national processes</li> <li>• Improving governance systems</li> <li>• Improving water infrastructure</li> <li>• Improving financing for water management</li> <li>• Facilitating transboundary cooperation</li> <li>• Monitoring progress on IWRM</li> </ul>
Address critical development challenges	<ul style="list-style-type: none"> <li>• Adapting to Climate change</li> <li>• Achieving food security</li> <li>• Tackling urbanization</li> <li>• Resolving conflicts</li> </ul>
Reinforce knowledge sharing and communications	<ul style="list-style-type: none"> <li>• Communication capacity</li> <li>• Outreach</li> <li>• Knowledge sharing</li> <li>• Strategic messages</li> </ul>
Build a more effective network	<ul style="list-style-type: none"> <li>• Partnership and alliance building</li> <li>• Performance measurement</li> <li>• Financial sustainability</li> <li>• Supporting the network</li> <li>• Reducing GWP's carbon footprint</li> </ul>

In addition to the 2009-2013 global strategy, each Regional Water Partnership has developed a Regional Strategy which is consistent with the global one but contextualized in order to address its own needs and priorities. The present overview builds on two companion documents available separately:

- GWP workplan 2011 (13 regional workplans and summary of GWPO workplan)
- GWPO workplan and budget 2011 (detailed workplan for GWPO secretariat and Technical Committee (TEC), and related budget)

## 2 Summary of Progress in 2010 and Outlook for 2011

The focus of GWP is firmly on the implementation of all 4 strategic goals defined in the 2009-2013 GWP Strategy: promoting water as a key part of sustainable national development, advocating responses to critical development challenges (especially climate change), strengthening

communications and knowledge management, and building the network. Stronger messaging on these goals through the channels of “NewsFlow” and the new GWP website is growing in effectiveness. Organizational reporting is now structured by the four strategic goals, and workplanning for 2011 is also organized in this way (both reporting and workplanning having previously been organized solely on a regional basis).

Strategic alliances and relationship-building are at the heart of all that GWP does. The key to future development is ensuring that links with GWP partner organizations and with our “boundary partners” are strong and trustworthy. Equally important for winning new audiences is the clear articulation of GWP’s key strategic messages and explaining who and what we are. This has been widely taken forward in international events and fora, as well as in structuring GWP’s own annual meeting (the Consulting Partners meeting).

Summarizing progress using the McKinsey 7S framework<sup>1</sup>, it is clear that with the Strategy in place, the Structure (in the Secretariat) has evolved towards better stability, and the Systems have been strengthened (focusing upon work planning and monitoring). The soft S’s, the Shared values, are central to GWP as an organization and frequently articulated - ensuring integrity in our actions, with credibility, transparency and accountability in our systems. There is an opportunity now for new recruitment, in terms of bringing on board the needed Staff and Skills to complement the current teams. The Style of the organization has become softer and at the same time more dynamic and forward-looking.

GWP’s role is to continue to bring people and organizations together, to build a coherent and credible response to the serious water security challenges many countries face. We will work more closely with high levels of government, with ministers of finance as well as ministers of water resources. We will support regional bodies which bring countries together around common interests and shared benefits, and we will continue to build regional knowledge platforms on water issues and priorities for action. We will articulate clear messages at all levels about the urgent need to build water security – for food security, for energy security, for healthy cities, for sustainable ecosystems, and to ensure “green growth” in national and regional economic development.

Below is a summary of progress to date in implementing the 2009-2013 strategy. Considerably more detail about global, regional, national, and thematic outcomes is in the *GWP in Action 2009 Annual Report*.

GOALS	DESIRED OUTCOMES	PROGRESS SUMMARY
<p><i>An operational goal</i></p> <p><b>Promote water as a key part of sustainable national development.</b></p> <p><i>This goal focuses on improving water resources management, putting IWRM into practice to help countries towards growth and water security emphasizing an integrated approach, good governance, appropriate infrastructure</i></p>	<p><b>Outcome 1a</b></p> <p>Where policies and plans are in place, governments incorporate them into national development processes and implement them with support from others.</p>	<p>The development and implementation of water laws and regulations, better water financing, as well as plans and policies for IWRM and water efficiency are in evidence in an increasing number of countries world-wide. The 2008 UN survey<sup>2</sup> reported 38% of developing countries and some 60% of developed countries responding to the survey as having developed and partially implemented IWRM plans. In 2008-2010, GWP supported a further 19 developing countries in IWRM plans</p>
	<p><b>Outcome 1b</b></p> <p>Where policies and plans are not in place or weak, governments develop them, incorporate them into national development processes and implement them with support from others.</p>	
	<p><b>Outcome 1c</b></p> <p>Non-government actors, including GWP, civil society and external support agencies,</p>	

<sup>1</sup> [http://www.mindtools.com/pages/article/newSTR\\_91.htm](http://www.mindtools.com/pages/article/newSTR_91.htm)

<sup>2</sup> UN-Water Status Report on Integrated Water Resources Management and Water Efficiency Plans, prepared (with GWP support) for the 16th session of the Commission on Sustainable Development, May 2008. [http://www.unwater.org/downloads/UNW\\_Status\\_Report\\_IWRM.pdf](http://www.unwater.org/downloads/UNW_Status_Report_IWRM.pdf)

<i>and sustainable financing.</i>	work together to build local capacities and help governments implement their policies and plans.	and roadmaps.
<p><i>An advocacy goal</i></p> <p><b>Address critical development challenges.</b> <i>This goal focuses on contributing to and advocating solutions for critical challenges to water security, such as climate change, growing urbanisation, food production, resource related conflict and other challenges as they emerge.</i></p>	<p><b>Outcome 2a</b> National and regional policy makers, civic organisations, water managers and international development agencies take into account the links between water and climate change, and develop solutions for adapting the management of water resources to climate change.</p>	<p>GWP has successfully advocated the need for an integrated approach to meet these critical development challenges at global, regional and national and sub-national levels, through its intellectual contributions, and by supporting multi-stakeholder platforms for dialogue. Its intergovernmental status (rather than NGO status) and partnership approach have established GWP in a position of trust and credibility among governments, civil society and the private sector. In 2009-2010, GWP intervened at all levels in awareness-raising of the link between climate change and water. At the global level, engagement with the UNFCCC has given GWP a voice at the table with the expectation that water resources management will be a priority for adaptation funding.</p>
	<p><b>Outcome 2b</b> National and regional policy makers, civic organisations, water managers and international development agencies address critical development challenges, particularly food security, urbanisation and conflict resolution.</p>	
	<p><b>Outcome 2c</b> International actors and multi-lateral policy processes work with a clearer understanding of the options available for tackling emerging and on-going challenges facing water resources through objective and incisive intellectual contributions from GWP and its partners.</p>	
<p><i>A knowledge goal</i></p> <p><b>Reinforce knowledge sharing and communications.</b> <i>This goal focuses on developing the capacity to share knowledge and to promote a dynamic communications culture, so as to support better water management.</i></p>	<p><b>Outcome 3a</b> Global entities such as UN agencies, multi- and bi-laterals, and the corporate world are better informed through GWP knowledge dissemination about issues related to managing the world's water resources.</p>	<p>The GWP Technical Committee has produced cutting-edge thinking on water resources issues (14 Background Papers, 5 Technical Briefs and 10 Policy Briefs to date, among other items). Some of these have been translated into 28 languages. The GWP ToolBox, a free, on-line repository of knowledge on water resources management, is being used by a range of educational institutions and capacity-building courses have been run, backed by CapNet (jointly with UNDP). In 2009, eight new GWP technical resources were produced including <i>IWRM in Practice, A Handbook for IWRM in Basins</i>, and a Background Paper on climate change.</p>
	<p><b>Outcome 3b</b> Stakeholders, including governments, finance and planning ministries, NGOs, the private sector and youth, have better access to relevant and practical knowledge, and more capacity to share that knowledge.</p>	
	<p><b>Outcome 3c</b> GWP embeds a communications culture across the Partnership, and stakeholders at all levels take up strategic information and key messages.</p>	
<p><i>A partnering goal</i></p> <p><b>Build a more effective network.</b> <i>This goal focuses on enhancing the network's resilience and effectiveness through stronger partnerships, good governance, and measuring performance to help learning and financial sustainability.</i></p>	<p><b>Outcome 4a</b> GWP strengthens and builds the capacity of RWPs so they carry out their work plans more effectively, and provide support to the Country Water Partnerships.</p>	<p>Rapid growth in the size of the GWP network (from 500 partner organizations in 2004 to over 2,300 Partner organizations in 2010) was achieved. The GWP network now supports 54% of the developing countries of the world (77 Country Water Partnerships have been established and accredited). Many more countries are moving towards accreditation, while GWP Partners are active in 153 countries in total. Accreditation is based upon the</p>
	<p><b>Outcome 4b</b> The Global Water Partnership Organization and the Regional Water Partnerships undertake a change process to improve organisation and management, and streamline financial, administrative and governance structures across the</p>	

	Partnership. GWPO and the RWPs fully incorporate an Outcome Mapping approach as a way to plan, monitor and evaluate the success of annual work plans.	Dublin-Rio principles <sup>3</sup> . The GWP network is supported by a Global Secretariat and 13 Regional Secretariats. The most recent RWP links 6 countries as GWP Central Africa, formally accredited to GWP in 2009.
	<b>Outcome 4c</b> GWPO, RWPs and Country Water Partnerships access new and diverse sources of funding for GWP activities while increasing funding from traditional sources.	

## 2.1 GWP Budget

### 2.1.1 2011 Budget

The 2011 Workplan presented to the November 2010 meeting of the GWP Steering Committee was based on *continuity* of activities and approach throughout all regions and within the GWPO Secretariat and Technical Committee. This assumed *continuity* of financial support from our core donors. However, due partly to the impact of the 2008-2009 global financial crisis, the funding commitments which have been sought have not all been secured. In particular, funding from the UK and the Netherlands, the two leading bilateral donors to GWP, is coming to an end in 2010 and the new agreements are not yet in place for 2011 onwards. In both countries, elections in 2010 have resulted in new coalition governments being formed, with new policies and priorities for international development cooperation which at the time of writing are still being articulated.

Committed funding for 2011 is thus about EUR 2 million below the 2010 level required for *continuity*. On the other hand, we are aware of potential sources of increased funding in 2011, but this is not certain. Hence GWP management discussed three possible budget scenarios for 2011 with the Steering Committee:

- an *austerity budget*, for the purposes of quarterly budget approval in Q1 2011, with the possibility of extension to Q2 2011
- a *continuity budget*, for workplanning purposes, to ensure operational stability especially for the Regional Water Partnerships
- a *growth budget*, planning for growth and expansion in the GWP Network and in the programmes and activities undertaken

The Steering Committee approved a budget based on including 50% of the non-secured funding from the UK and the Netherlands, as there is high confidence that this funding will be fully-secured soon. This budget is to remain in place through Q1 and Q2 with a review and possible revision by the Steering Committee on 31 March 2011 at which time further information on funding is expected.

Workplan priorities within this reduced budget maintain: 1) the core regional funding, 2) the full Secretariat staffing level and 3) safeguard the activities of the Technical Committee as much as possible.

The impact of the reduced budget will be evident only within the operations of the Secretariat and mainly in the following areas: 1) significantly reduced travel, 2) limited use of external consultants and advisers, 3) reduced activities in support of the GWP ToolBox maintenance and development, 4)

<sup>3</sup> The Dublin-Rio principles :

1. Fresh water is a finite and vulnerable resource, essential to sustain life, development and the environment.
2. Water development and management should be based on a participatory approach, involving users, planners and policymakers at all levels.
3. Women play a central part in the provision, management and safe-guarding of water.
4. Water is a public good and has an economic and social value in all its competing uses.
5. Integrated water resources management is based on the equitable and efficient management and sustainable use of water and recognizes that water is an integral part of the ecosystem, a natural resource, and a social and economic good, whose quantity and quality determine the nature of its utilization.

a tight budget under which the Technical Committee must work, and 4) electronic only meetings of the Steering Committee.

### **2.1.2 Funding Prospects and Priorities**

A number of innovative funding proposals have been developed and are under consideration, aimed at a variety of bilateral and multilateral funders, and philanthropic organizations. Donor interest is high, and the international position of GWP in the water community is unrivalled. The UK DFID review of GWP carried out in September 2010 concluded:

*“GWP has become recognised as the leading international source of knowledge and experience on water resource management and has been successful in supporting developing countries to develop water resource management plans...GWP has developed to become the primary source of knowledge and the primary advocate for better water management. The spread and reach of the organisation means that it has achieved global significance in its activities.”*

A senior official of the Dutch Ministry of Foreign Affairs recently referred to GWP in a public forum as “an excellent global network with enormous outreach” (It’s Down 2 Earth, conference on food security and climate change, The Hague, 2 November). Based upon this and a series of discussions with key government representatives of these two countries, the risk of GWP losing all financial support from the UK and from the Netherlands in 2011 is assumed to be low. Further detailed discussion on risks is contained in the GWP Risk Register.

Funding from bilateral donors is likely to continue as core funding, with multi-year agreements, rather than as programmatic funding or “restricted” funding. Several bilateral donor agencies face similar challenges in terms of reduced numbers of agency staff, which increases the incentive to conclude larger core funding agreements with trusted partners who can deliver the necessary results and impact on the ground. This was summed up by SIDA as “moving away from ear-marking of funds and micro-management, towards core support, but with an increased interest in dialogue”.

Decentralization of funds to country level is an important trend among bilateral donors, which means that GWP will be placing more focus on supporting the Country Water Partnerships to raise funds locally, as well as supporting the Regional Water Partnerships in fundraising.

New bilateral funders who have indicated interest to fund GWP in 2011 (not yet secured) include Austria (EUR 1.5 million) and Japan (approx USD 1 million). In addition, an amendment has been requested to the existing agreement with Denmark, to provide an additional amount of EUR2 million in 2011. There is renewed interest and engagement from AFD in France, and from USAID. Philanthropic foundations and private sector corporations continue to be engaged, without tangible results as yet. GWP is now to become closely involved in the World Economic Forum’s Water Initiative, with an MoU to be concluded with the WEF. This will strengthen GWP’s position and image with the large private sector corporations.

Climate adaptation funds are gradually starting to flow internationally. GWP continues to position itself to apply for this funding, arguing that building water security also builds the resilience of communities, nations and regions to climate-related disasters such as floods and drought, to increasing climate variability, as well as to more gradual impacts of climate change such as sea level rise. Better water management is a “no regrets” climate adaptation strategy. No climate adaptation funds have yet been secured by GWP, however discussions continue and this area promises to develop into a major future funding stream for GWP, as well as a focus for numerous activities and projects in all the regions.

In terms of programmatic funding, GWP's existing programme agreements with the EC and with the Netherlands have all come to an end in 2010. The restricted funding from Finland (for Central Asia) will also not be available in 2011. There was an existing policy within the GWP Secretariat not to apply for future EC funding due to the heavy transaction costs involved, both in the application procedures and in the management of the programmes. Given the on-going need to support the Regional Water Partnerships in their fundraising efforts, the Management Team within GWPO has now decided to invest time, effort and training of staff in order to apply for EC and GEF funding of programmes, jointly with a variety of partners.

Efforts to secure funding from multilateral funders are bearing fruit for several Regional Water Partnerships. An exchange of letters has been finalized between GWPO and the UN Economic Commission for Europe, which is resulting in additional funding and involvement in regional processes for GWP Med, GWP CEE and GWP Central Asia. A regional agreement is due to be signed shortly between GWP Central America and the Bank of Central America (BCIE). The GWP relationships with the Asian Development Bank and with the African Development Bank are developing strongly, with several funded projects emerging at country level. Here also it is evident that Country Water Partnerships will require more support from GWPO and from the RWPs, in order to maximize their effectiveness and their linkages with Bank country offices, as well as with Embassies and bilateral funding agencies at national level.

There is a tremendous pent-up demand for funds within GWP, given the budget constraints of the past 3 years. Many promising activities and projects are prepared and ready to start, should increased levels of funding become available. Within the "growth budget" scenario, the priorities for the use of core funds are ranked as follows:

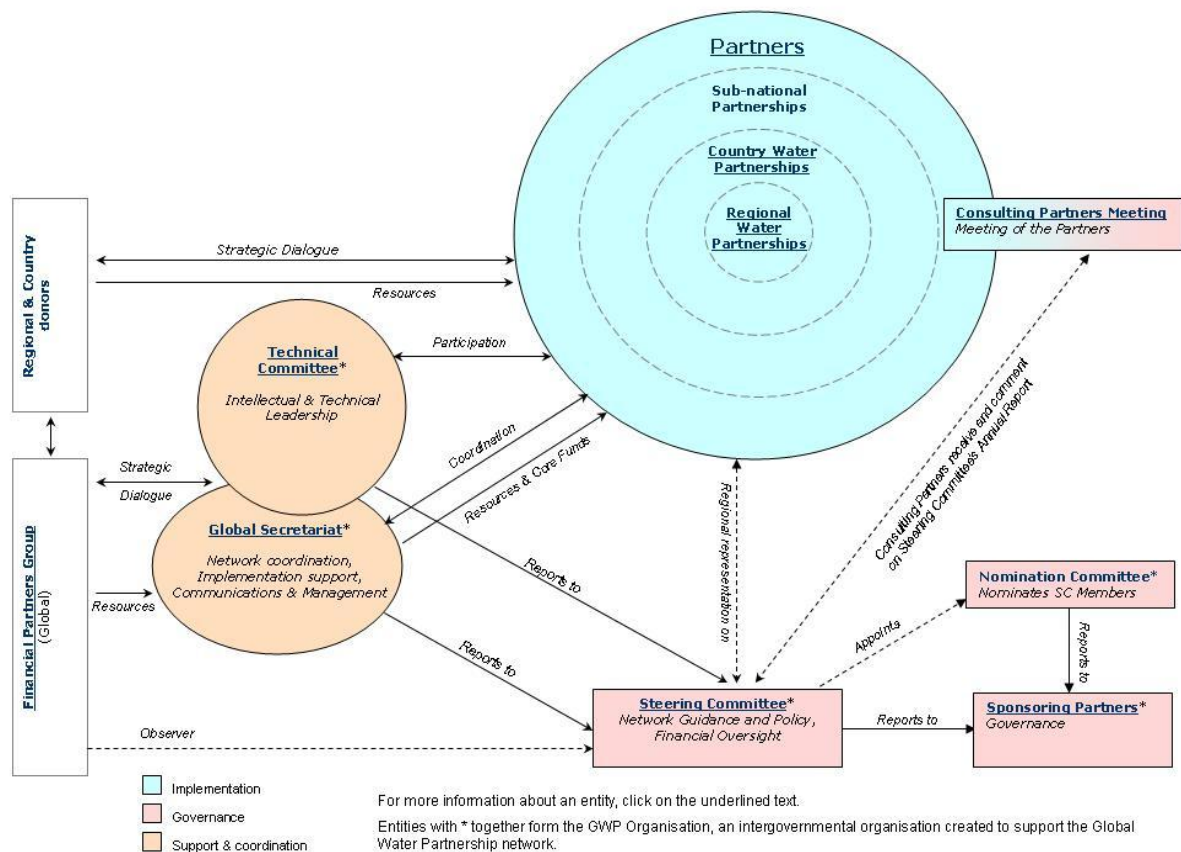
1. increased core support to Regional Water Partnerships
2. increased support to regional knowledge platforms, in order to strengthen the GWP knowledge chain
3. increased support to Country Water Partnerships, for preparing country water security assessments and working towards Rio+20, as well as in-kind support for country-level fundraising efforts
4. increased support to the GWP ToolBox and the GWP Technical Committee as key links in the GWP knowledge chain
5. strengthening the individual units within the GWP Secretariat, namely the Network Operations team, the Finance Unit, the Communications Unit, and providing policy support to the ES Office

## **2.2 Management and coordination arrangements in place**

GWP is organised and managed as a network. The network is made up of independent Partner organizations and semi-autonomous Water Partnerships at regional and country levels. The 'glue' that holds the network together is a shared vision, mission and strategy.

A network so organised—loosely but committed to 'deliverables'—requires processes and procedures to ensure its impact. GWP has created entities with defined roles and responsibilities. Each entity of the GWP system (global Secretariat, Regional Water Partnerships, Technical Committee, etc.) contributes to achieving the strategic goals by undertaking activities at global, regional, national or local level. Planning the work of an entity of the GWP system is not done in isolation. Each entity has to "blend" within the overall workplan of the GWP system and to link coherently with the workplans of the other entities. A pictorial representation of the complex GWP network is shown below.





## 2.3 Programme management

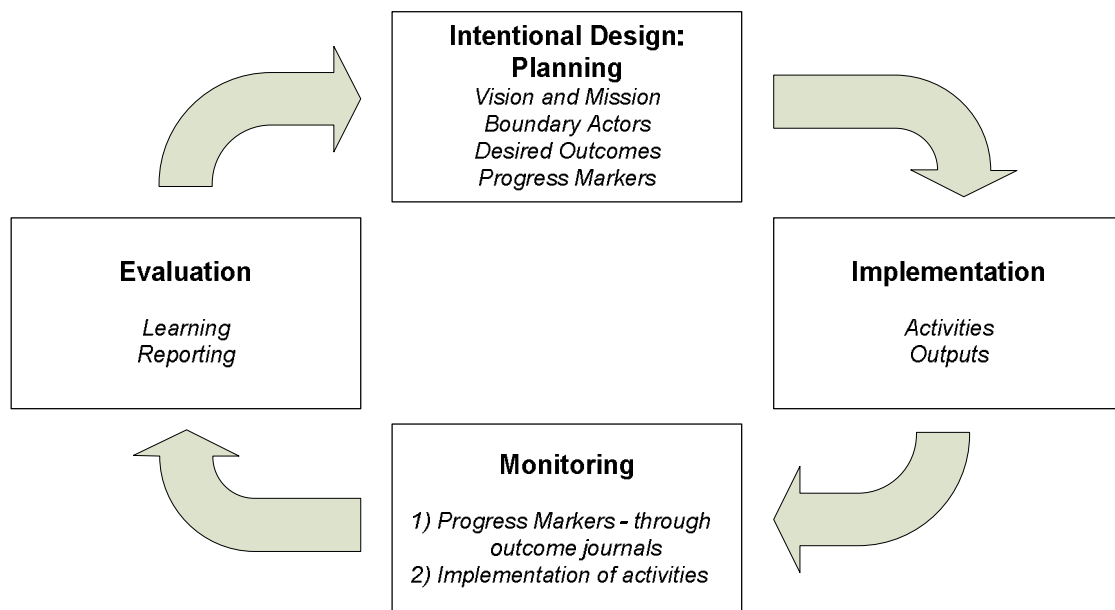
### 2.3.1 Outcome Mapping

In 2010 significant work has been done to strengthen the links between the global Secretariat, the GWP Technical Committee and the GWP regions. In addition, there has been a major evaluation of the Learning Reviews, and the GWP knowledge chain concept has been developed.

A key part of strengthening the links in a loose network is to formalize the planning-monitoring-evaluating process which GWP has done within an Outcome Mapping framework:

As a policy-related organisation with a broad programme representing a diverse international network, the GWP's work programme focuses mainly on development in the context of people and organisations. Therefore GWP has adopted an *Outcome Mapping*<sup>4</sup> approach to plan, monitor, evaluate and report on our work. In this context the *results* from our work programme are planned and assessed based on our *influence* on the partners with whom we are working to effect change. The outcomes of our work may be measured through changes in the behaviour of our partners. Such *results* can be demonstrated only through *plausible linkages* between our activities and interventions, and the desired outcomes. An Outcome Mapping approach inherently recognises that direct attribution of results to any particular intervention is not possible in organisations such as the GWP.

<sup>4</sup> Outcomes: Changes in relationships, activities, actions, or behaviours of boundary actors that can be plausibly linked to a programme's activities although they are not necessarily directly caused by it.



## **GWP's Outcome Mapping-based Programme Cycle**

The GWPO workplan for 2011 improved the alignment between the strategic elements, activities and outputs, and the internal accountability of the human and financial resources required to carry them out. A new system for workplanning and monitoring has been put in place together with the RWPs.

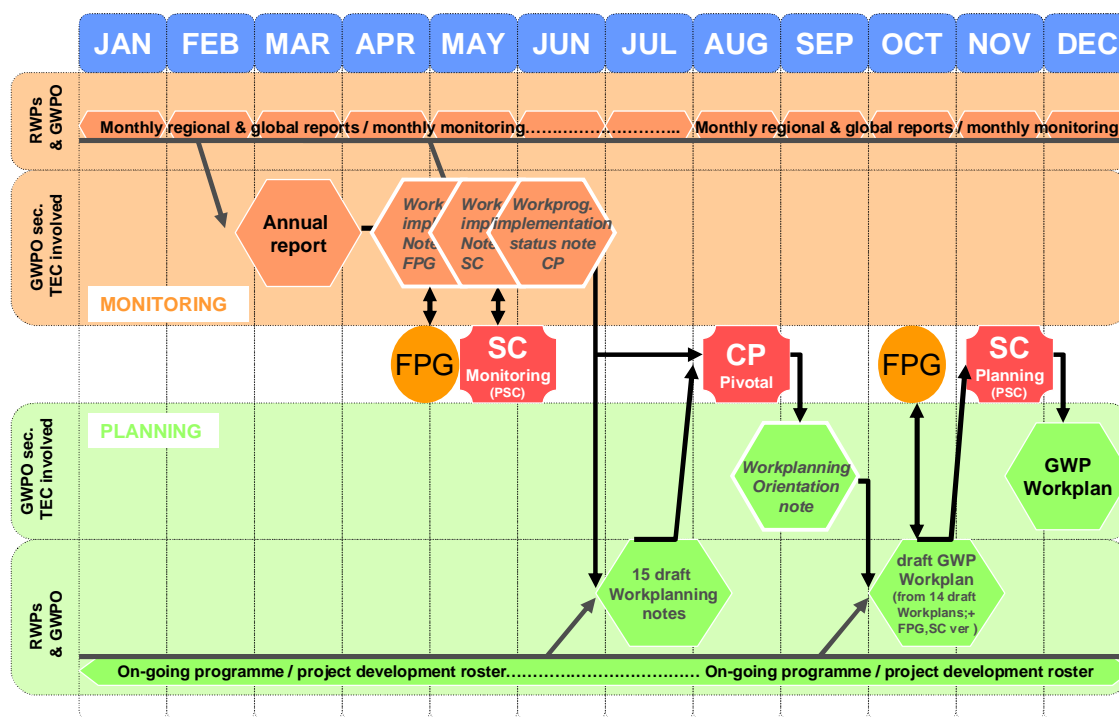
### **2.3.2 Programming cycle: Operational cohesion and delivery**

The planning-monitoring-evaluating process in the GWP system is guided by a structured annual programming cycle managed by the global Secretariat. That cycle provides regular checkpoints during the year to reflect strategically on lessons learned, progress markers reached, and emerging issues to address. This process is being strengthened in 2011 with the requirement to report against Progress Markers on a semi-annual basis.

The diagram below shows the sequencing of GWP's planning cycle. There are three key checkpoints relevant for all GWP entities:

- June: Evaluation and reflection on past activities in preparation for the annual planning meeting in August
- August: Draw on lessons learned and discuss new developments at annual planning meeting
- Sept-Oct: Plan and budget in light of conclusions reached at the annual planning meeting, for approval by the SC in November

## GWP's Programme management Cycle



### 2.3.3 Organisational Learning and the GWP Programming Cycle and Knowledge Chain

A *Review of the Learning Reviews* by an outside consultant in 2010 made two recommendations, both of which proposed continuing the Learning Review process but with modifications in approach and content. The recommendations were presented to, and discussed by the regions at the Regional Days in Stockholm, September 1-2, 2010.

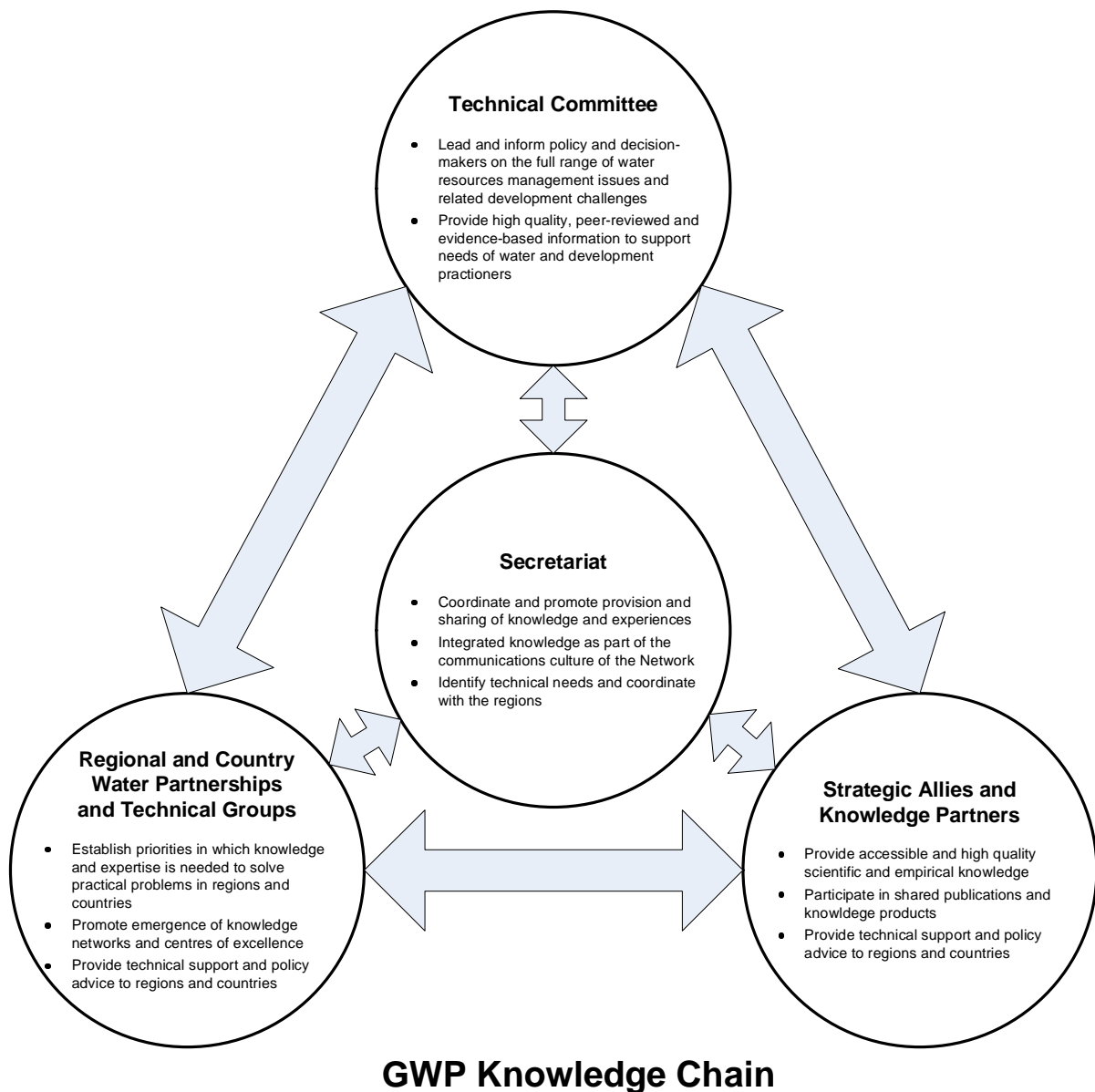
During these discussions it was noted that the Learning Reviews were instituted by GWP at a time when programme management was not as strong as it is now and before GWP had adopted the learning-focused Outcome Mapping methodology. Instead of Learning Reviews of regions on a rotating basis (one region being reviewed every five years), it was agreed that a more regular and cost-effective approach would be to incorporate the Learning Review elements within the programme management cycle, particularly at the time of the annual workplanning process. It is this approach to organisational learning which has been incorporated into this workplan.

It was also agreed that learning takes place through the *GWP Knowledge Chain*. The global-regional-country nexus is where GWP knowledge creation and delivery must have its greatest impact. That impact happens spontaneously as inter-regional exchanges and communication take place. But even in a devolved network, more formal mechanisms are required to ensure that the network delivers on its mission. So time has been spent clarifying the particular roles in the Knowledge Chain:

1. The leading link in the knowledge chain at the global level is the GWP Technical Committee which has a mandate to provide "... *global intellectual leadership to keep GWP at the forefront of new ideas and challenges, and providing demand-driven technical support to the Regional and Country Partnerships.*"

2. **Regional Water Partnerships, Country Water Partnerships and Regional Technical Groups (RWPs/CWPs and RTGs):** These are the regional partners within the GWP network that are ready to share their knowledge as well as benefit from knowledge shared and developed by others, including other regions, countries, knowledge partners and the Technical Committee.
3. **Knowledge Partners and Strategic Alliances (KP/SA):** These are for the most part external organizations to GWP, and include, for example, SIWI, UNEP, UNDP, FAO, IWMI (and other CGIAR organizations), UNESCO Centre for Law, Policy and Science, and various IFIs including the World Bank, ADB, AfDB, IADB, etc.
4. **GWPO Secretariat:** Overarching responsibility to provide the linkages for the knowledge chain – i.e., to “make the knowledge chain work” – rests with the GWPO Secretariat.

Each link in the knowledge chain has specific responsibilities, summarised in the diagram below.



The following roles and responsibilities of individuals and units has been further clarified:

1. **GWP Executive Secretary (ES):** The chair of the GWP Technical Committee (GWP TEC) is accountable to the ES for all activities and outputs of the GWP TEC and the ES is accountable for the product line choices of GWP TEC. The ES is an ex-officio member of the Technical Committee.
2. **GWP Technical Committee support:** two people provide administrative support and coordinate services to the Committee: 1) a person seconded from France working directly with the Technical Committee Chair in Rabat, Morocco, supports the Technical Committee part-time and 2) GWPO Knowledge Management Officer working part time as TEC support from the GWPO Secretariat.
3. **Communications Unit:** GWPO is the ‘publishing arm’ of GWP TEC, and the publishing process is managed by the Communications unit. The Head of Communications participates as “Communications Liaison” in the Technical Committee meetings.
4. **Network Operations Unit:** The Network Officers provide an essential links to regional and country representation. The role of the Network Officers is evolving in 2011 to encompass responsibilities for thematic areas (see GWPO Workplan). The overall network link with the Technical Committee is through the Head of Network Operations who participates as “Network Liaison” in all TEC Committee meetings.

### 3 Summary Workplan for 2011

The following sections highlight key elements derived from the Regional and GWPO workplans, details of which are provided in each of their respective comprehensive annual workplans. These workplans also provide the full range of specific outcome challenges, progress markers and planned activities designed to address them.

#### 3.1 Main expected GWP contribution to Outcome Challenges in 2011

The GWP’s outcomes have been formulated and defined in our 2009-2013 Strategy through statements of a vision, a mission and 4 goals. For each goal, we have defined several *outcome challenges*, some relevant for the global and others relevant for the regional agendas. *Boundary Actors*<sup>5</sup> and *Progress Markers*<sup>6</sup> have also been defined and presented in the 5 year strategies prepared in 2009 for the 13 regional and the Global agendas. It is within this Outcome Mapping planning, monitoring and evaluation framework that the 2011 workplan has been developed (See GWP 2011 Work Plan document).

Highlights of outcomes to which it is anticipated that the implementation of the 2011 workplan will contribute, are as follows:

<i>Goal 1: Promoting water as a key part of sustainable development</i>
<ul style="list-style-type: none"> <li>• UN-driven Rio+20 processes ensure that water is recognised as a key part of sustainable development</li> <li>• Increased cooperation and investments in management and development of water and related resources in the context of transboundary river basin (including groundwater) in several regions</li> <li>• Elected government officials “outside the water box” streamlining the role of water into climate change adaptation plans and programmes.</li> </ul>



<sup>5</sup> Boundary Actors: Those individuals, groups, and organisations with whom the programme interacts directly to effect change and with whom the programme can anticipate some opportunities for influence.

<sup>6</sup> Progress Markers: A set of graduated indicators of changed behaviours for a boundary partner that focus on depth or quality of change.

<ul style="list-style-type: none"> <li>National decision-makers adopt integrated approaches to water resources management (i.e. IWRM plans) as the best way to manage and develop water and related resources, as evidenced by increasing references to water in national and regional plans and increasing investments in infrastructure for water and related resources management and development</li> </ul>
<b>Goal 2: Address critical development challenges</b>
<ul style="list-style-type: none"> <li>National decision and policy-makers increasingly recognise the role of water in climate change adaptation planning and implementation, including increased investments in related information, institutions and infrastructure<sup>7</sup></li> <li>Governments adopt integrated approaches to agricultural water management and development and increase the level of investments in national and regional food security.</li> <li>Policy and decision-makers, mainly in Africa, get involved in a major <i>Water, Climate and Development Programme (WCDP)</i>, demonstrating the value of integrated approaches to water resources management and development (i.e. IWRM-plans) to national and regional economic development. The WCDP includes an advocacy initiative at the global level with the World Economic Forum and others in the water-food-energy-climate <i>nexus</i>.</li> <li>National policy-makers invest in forecasting and response mechanisms to droughts (enabled by the new WMO-GWP <i>Integrated Drought Management Programme</i>).</li> </ul>
<b>Goal 3: Reinforce knowledge sharing and communications</b>
<ul style="list-style-type: none"> <li>Various boundary actors relay GWP strategic messages, conveyed through production and utilisation of cost-effective communications materials at country, regional and global levels.</li> </ul>
<b>Goal 4: Build a more effective network</b>
<ul style="list-style-type: none"> <li>Water multi-stakeholder platforms are strengthened, in particular through the expansion of GWP network of partners and the creation of new country water partnerships where needed.</li> </ul>

## 3.2 Summary of regional activities in 2011

### 3.2.1 Caribbean

1. Follow up on the recommendations of the annual High Level Ministerial Sessions, review and analyse the regional IWRM status, and develop a programme for a Regional Water Strategy and action plan. As part of this process, GWP-C will initiate IWRM Dialogues at the national level.
2. Develop a programme for adapting the management of water resources to climate change. To facilitate this, national dialogues to build awareness on climate change will be convened to identify constraints and priorities. (According to IPCC projections, the Small Island States of the Caribbean are projected to be most seriously affected by climate change.)
3. Roll out a programme on Water Use Efficiency (WUE) for key economic sectors such as tourism and agriculture, and promote rainwater harvesting to enhance WUE and access to safe water.

### 3.2.2 Central Africa

1. Continue work with the Economic Community of Central African States (ECCAS) towards adoption of a proposed regional water financing strategy. A key element of the financing strategy is a proposed financing mechanism, the Regional Solidarity Funds for Water (FORSEAU). GWP-CAf will maintain its efforts towards full endorsement of FORSEAU by all key partners, including ECCAS, AMCOW-TAC Central Africa, the African Development Bank/African Water Facility, and hosting of the financing mechanism by the Development Bank of Central African States.

<sup>7</sup> Ref. TEC Background Paper 14: *Water Management, Water Security and Climate Change Adaptation: Early Impacts and Essential Responses* (2009)

2. Address challenges to water security by developing a proposal on agricultural water management and food security and submitting it for funding Also, develop, together with GWP TEC, a document on the challenges, impacts and benefits of inter-basin water transfers, with a view of using such a document in the debate around the Congo basin/Lake Chad basin water transfer.
3. Expand and strengthen the network of Partners and explore opportunities to create new Country Water Partnerships in Gabon, Chad and Equatorial Guinea.

### **3.2.3 Central America**

1. Climate Change: the RWP will hold an event on the role of water in regional economic development, with a focus on climate change adaptation. Experiences on climate change adaptation and vulnerability reduction will be documented to develop recommendations that can be adopted by the Central American Integration System (SICA) and disseminated at regional level. All CWPs will hold workshops to analyse adaptation measures in place as well as options to create resilience to climate change.
2. Organise a regional event to exchange experiences on the application of IWRM principles at municipality level (subject to funding). Key experiences showing an effect on improved water security will be documented and disseminated.
3. National meetings with the academic sector will be carried out by all CWPs, seeking to explore joint initiatives around IWRM planning, river basin management, water financing, communications and promotion of the GWP ToolBox.
4. CWP activities include: Guatemala: follow up workshop on water finance as part of its support to the government; Honduras: promote better understanding of the water act; El Salvador and Guatemala will work with municipalities to incorporate IWRM elements in development plans; Guatemala, Costa Rica and Panama will carry out training activities in water and sanitation; El Salvador, Honduras and Panama will work on media training with support from the Regional Secretariat; and Panama will support the Second Regional Fair on Community Water Management.

### **3.2.4 Central and Eastern Europe**

1. Facilitate application of IWRM approaches in implementation of EU water policy in new EU member states as well in neighbouring countries that share international basins.
2. Facilitate finalization and implementation of the Danube Strategy and Baltic Sea Strategy led by European Commission by ensuring the exchange and share mutual experiences from both regions.
3. Support actively the main event of Environment for Europe led by UNECE, especially Astana ministerial conference (Kazakhstan, September 2011) on sustainable management of water and water –related ecosystems and greening economy: mainstreaming the environment into economic development.
4. Share knowledge on sustainable solutions in small settlements, e.g., organize training course on open (waste) water planning and based on this to facilitate the process of sustainable sanitation implementation.

### **3.2.5 Central Asia and Caucasus**

1. Facilitate transboundary dialogues in cooperation with other actors – Executive Committee of IFAS, APWF, ADB, SDC, EU, UNECE, UNDP.
2. Support governments in preparation of World Water Forum.
3. Facilitate regional survey on water management adaptation to climate change.

### **3.2.6 China**

1. At national level, GWP China will continue advocacy of IWRM in climate change adaptation through a High Level Round Table on *Extreme Climate Adaptation Strategies* to be held in Beijing

2. At provincial level (5 provinces) and Yellow River Basin Water Partnership, most of the activities aim to facilitate dialogues among stakeholders in the following areas: flood protection (Fujian, Yellow River Basin), groundwater management and agriculture (Shaanxi, Hunan), and urbanization (Hebei).
3. Support IWRM knowledge dissemination and use of GWP ToolBox in training stakeholders from research institutes and universities in Henan, Shaanxi, Hebei and Jiangsu provinces.

### **3.2.7 *Eastern Africa***

1. A main focus will be on enhancing transboundary cooperation and awareness-raising on the projected impacts of climate change. Key activities will involve creating partnerships with Basin Organizations and Regional Bodies to strengthen transboundary water resources management and high-level policy workshops to deepen understanding on opportunities for joint investments and benefits.
2. Middle-level policy workshops targeting multi-disciplinary decision makers to promote interdisciplinary planning for water resources management.
3. Operationalisation and roll out of the Water, Climate and Development program aimed at strengthening water security and climate change resilience in national development planning processes.

### **3.2.8 *Mediterranean***

1. Facilitate policy dialogue and implement catalytic actions for IWRM and WSS planning at the Mediterranean level and the national level (emphasis on Egypt, Palestine, Lebanon, Tunisia, and Mauritania).
2. Facilitate policy dialogues and build capacity for Transboundary IWRM, including the formal Drin Basin Dialogue (shared by five countries) as well as the organization of the GEF International Conference 6.
3. Facilitate policy dialogues and build capacity for integrated Groundwater resources management, including for the transboundary Dinaric Arc Karstic System (shared by most countries of Western Balkans) and promote policy dialogue on climate change adaptation in relation to the UNEP ICZM Protocol in the Mediterranean.

### **3.2.9 *South America***

1. GWP South America and GWP Central America will organise a Latin American workshop for legislators and journalists. The dialogue between the groups is considered to important for promoting the identification of concrete solutions and building consensus on priority actions around climate change adaptation.
2. GWP Peru will hold a High Level workshop on water management and climate change adaptation to address complex issues related to the unsustainable use of water and economic development. The workshop will involve high government officials and the private sector.
3. GWP Venezuela will support the development of the Water Act regulatory framework after having successfully included IWRM principles in the Water Act following a consultation process in 2007. GWP Venezuela will also take stock of its experience on environmental topics and support the establishment of a trust fund for water.
4. GWP Chile will assess the impact on water users associations following the major earthquake in order to define activities that need to be supported. Other initiatives: assessment of the implications of climate change adaptation, analysis of the new environmental institutional framework, and an analysis of technical and university level curricula as a basis for a proposal to incorporate IWRM elements.

### **3.2.10 *South Asia***

1. India will focus on ground water exploitation, capacity building of water utilities, address drought management adaptation and mitigation strategies, water saving technologies and water policy issues in selected states.



2. Pakistan will concentrate on ensuring that selected Ministries adopt participatory approaches; water utilities incorporate IWRM principles in groundwater regulations in one state, promote drought/flood adaptation practices, introduce RBO concept in selected basins, and promote water recycling and pollution mitigation.
3. Bangladesh will focus on climate change, urban flood management, urban water supply, and capacity building of IWRM of professionals, including women and youth.
4. Sri Lanka will lobby for an integrated water policy, promote incorporation of IWRM and good governance in water utilities, focus on drought management institutional arrangements and identify and foster of best adaptation practices, and promote RBO/RBM concept to other basins/sub basins.
5. Bhutan will focus on addressing water shortages to rural communities and Nepal will focus on issues of water rights and ground water policy and law, transboundary water issues, and climate change adaptation.

### **3.2.11 Southeast Asia**

1. 8 GWP SEA countries (not Singapore) will carry out a Status review of IWRM Implementation. This will culminate in the Regional Dialogue to share and synthesise information on the IWRM status review in all 9 countries of GWP SEA.
2. 8 countries of GWP SEA, in cooperation with UNESCAP, will hold national level dialogues on water security by June 2011. These dialogues will culminate in the Regional Dialogue in Sept 2010 to share and synthesise outcomes & information. A regional report on the same will be ready Dec 2010.
3. SEA countries of Cambodia, Malaysia, Myanmar, Thailand will hold dialogues to outline climate change adaptation measures in priority sectors. GWP Malaysia, in cooperation with the Drainage and Irrigation Department Malaysia, will organise state-level technical dialogues on flood management.
4. Support and facilitation for: Indonesia and its expert dialogues on the implementation of Urban Water Management; Vietnam's workshop to seek solutions to conflicts of water uses for securing food and energy; Lao PDR workshop on Sub-Basin Planning to establish parameters for basin management; and GWP Philippines' stakeholder platform for monitoring investment and results for water supply and sanitation.

### **3.2.12 Southern Africa**

1. Water Governance – facilitate National IWRM planning processes in Botswana, Namibia and Mozambique; local planning and IWRM integration in selected Zambezi basin riparian countries; local planning and climate change adaptation in selected riparians of one international river basin in SADC region (INBO collaboration).
2. Economics of water and financing/transboundary – facilitate economic accounting of water use and WDM (within IWRM framework) for SADC member states; implement water financing workshop (OECD/EUWI-FWG and SADC).
3. Monitoring Progress in IWRM – support SADC in IWRM status monitoring and IWRM indicators (linked to AMCOW-GWP collaboration on monitoring); support SADC RBOs - reporting on GWP-SA IWRM initiatives in the SADC shared river basins, e.g., Zambezi, Limpopo, Orange-Senqu (linked to development challenges).
4. Build capacities at regional, CWP and Partner level for improved knowledge chain and outcome mapping reporting, and prepare six CWPs for accreditation.

### **3.2.13 West Africa**

1. GWP-WAf will work with strategies allies, including the Economic Community of West African States (ECOWAS) and the Permanent Interstate Committee for Drought Control in the Sahel (CILSS) to increase knowledge on climate change and define actions to adapt to a changing climate. GWP-WAf will continue promoting its proposal for a regional dialogue on groundwater management by working together with allies such as GEF, IFAD, FAO, UNESCO and others to identify funding.

2. Support GWP Niger participation in the national IWRM planning process (PAGIREN). GWP-WAf will help make GWP Niger a key partner of the government.
3. Examine lessons learned and achievements of the completed EC-funded Programme for the Improvement of Water Governance in West Africa (PIWAG).
4. Strengthen the network of Partners by exploring opportunities to create Country Water Partnerships in fragile states such as Liberia and Sierra Leone, and by building the capacities of existing CWPs for project proposal development and fundraising.

### **3.3 Summary of global thematic activities in 2011**

The following summarises the main activities to be carried out in 2011 in the strategic elements under Goals 1 and 2:

#### ***3.3.1 Goal 1: Promoting water as a key part of sustainable national development***

##### **Improving water infrastructure**

2011 will see the development of an operational strategy for this strategic element.

##### **Improving financing for water management**

Publication on lessons learned from the series of GWP and EUWI FWG joint workshops and show the repercussions that this training has had in the regions and countries involved. These workshops have been successful in promoting meaningful dialogue between water management (W&S included) and finance officials and have triggered national processes. GWP intends to apply the lessons learned and share them at different levels. TEC will also update the background Paper No. 2 (on Economic and Social Value of Water).

##### **Facilitating transboundary cooperation**

GWP will establish a forum to engage key donors interested in supporting transboundary cooperation. This will involve regional perspectives and TEC expertise in developing the following outputs:

- Publication on knowledge gaps and formulation of the key messages that would suit GWP's structure and niche/role (which could be different at different levels and different regions) for various knowledge materials and publications.
- Four new case studies for inclusion in GWP ToolBox, inclusive of a study on a potential thematic portal development with key partners.
- Hosting a workshop on these issues at SWWW in August 2011.

#### ***3.3.2 Goal 2: Address critical development challenges***

TEC will foster the development of an overall approach to water security, including the economic aspects. It will include the production of technical Papers (case study on water demand management in MED region and at least 3 countries water security profiles).

##### **Climate Change Adaptation**

GWP will develop an operational strategy to guide climate change interventions in the network. The strategy will include a global program on Water, Climate and Development (WCDP) to be implemented at global and regional level. The WCDP programme includes the following:

- Support to integration of water security and climate change in development planning and decision making processes.
- Support to partnerships and capacity of institutions and stakeholders to integrate water security and climate change in development processes and build resilience to climate change.
- Support to financing strategies and investment plans for adapting water resources management to climate change.

The WCDP programme will include an advocacy initiative at the global level with the World Economic Forum and others on the water-food-energy-climate nexus.

In addition, a drought management programme will be developed as part of ongoing collaboration with WMO. The programme will build on the experiences of the flood management programme.

### **Achieving food security**

GWP will develop an operational strategy on food security for the GWP network. We have begun mapping GWP's current activities and alliances at global and regional level, including existing events and processes. TEC Regional Workshop: Water policy to support Food Security, to be held in South Asia, back-to-back with the meeting of the Technical Committee

### **Tackling urbanisation**

2011 will see the development of an operational strategy for this strategic element. TEC will produce a paper on Integrated Urban Water Resources Management.

### **Resolving conflict**

GWP will develop an operational strategy on this issue for the GWP network. This will start with mapping GWP's current activities and alliances at global and regional level, including existing events and processes. GWP will support regional dialogues that create the space for stakeholders to arrive at negotiated solutions that reflect stakeholder choices for achieving optimal benefits for all. The framework for resolving conflicts is the UN Charter Article 1 which provides for maintaining international peace and security and promoting fundamental freedoms of all through the peaceful management of the world's water resources locally, regionally, and globally. Key to this at the international level and in the context of water is the UN Convention on the Law of the Non-Navigational Uses of International Watercourses (1997).

## 4 GWP 2011 budget & financing

### 4.1 Summary budget

The overall GWP budget comprises (i) the budget of GWPO and (ii) the budgets of the 13 RWPs. The overall GWP budget is presented hereafter in a consolidated manner and broken down according to (i) types of funding (globally/regionally raised; confirmed/expected; core/prog/in kind) and (ii) the 4 GWP goals. The GWPO budget and the 13 RWPs budgets are available separately and are not detailed hereafter.

	ACTUAL 2009	BUDGET 2010	FORECAST 2010	BUDGET 2011	CONTINUITY BUDGET 2011
<b>TOTAL GWPO CORE</b>	<b>3,275,223</b>	<b>3,570,100</b>	<b>3,448,800</b>	<b>2,975,078</b>	<b>3,609,000</b>
<b>TOTAL RWPs CORE</b>	<b>2,545,060</b>	<b>2,540,000</b>	<b>2,610,000</b>	<b>2,510,000</b>	<b>2,510,000</b>
<b>TOTAL GWP CORE</b>	<b>5,820,283</b>	<b>6,110,100</b>	<b>6,058,800</b>	<b>5,485,078</b>	<b>6,119,000</b>
<b>REGIONALLY RAISED FUNDS</b>	<b>1,765,058</b>	<b>2,500,000</b>	<b>2,000,000</b>	<b>1,501,055</b>	<b>1,501,055</b>
<i>Globally raised programs</i>				<i>36,000</i>	<i>36,000</i>
<b>GRAND TOTAL GWP</b>	<b>7,585,341</b>	<b>8,610,100</b>	<b>8,058,800</b>	<b>7,022,133</b>	<b>7,656,055</b>

## 4.2 Breakdown of budget by type of funding (Euro)

The compilation of data from both regional and global sources explains small variations compared with the summary table above.

	Total Budget	Confirmed Funding				
		Globally raised		Regionally raised		Total
		Core	Prog	Prog	In Kind	
<b>GWPO</b>	2,975,078	2,975,078	0	0	0	<b>2,975,078</b>
<i>Caucasus &amp; Cent. Asia</i>	200,000	200,000	0	0	0	<b>200,000</b>
<i>Central Africa</i>	200,000	200,000	0	0	0	<b>200,000</b>
<i>Central America</i>	200,000	200,000	0	0	0	<b>200,000</b>
<i>Caribbean</i>	140,000	140,000	0	0	0	<b>140,000</b>
<i>Central &amp; East. Europe</i>	200,000	200,000	0	0	0	<b>200,000</b>
<i>China</i>	362,700	200,000	0	162,700	0	<b>362,700</b>
<i>Eastern Africa</i>	351,000	200,000	0	151,000	0	<b>351,000</b>
<i>Mediterranean</i>	1,157,000	200,000	0	957,000	0	<b>1,157,000</b>
<i>Southern Africa</i>	425,355	200,000	0	225,355	0	<b>425,355</b>
<i>South America</i>	236,000	200,000	36,000	0	0	<b>236,000</b>
<i>South Asia</i>	205,000	200,000	0	5,000	0	<b>205,000</b>
<i>Southeast Asia</i>	200,000	200,000	0	0	0	<b>200,000</b>
<i>West Africa</i>	170,000	170,000	0	0	0	<b>170,000</b>
<i>Total Budget</i>	<b>7,022,133</b>	<b>5,485,078</b>	<b>36,000</b>	<b>1,501,055</b>	<b>0</b>	<b>7,022,133</b>

Funds expected to be raised				
Globally raised		Regionally raised		Total
Core	Prog	Prog	In Kind	
634,000	22,000	0	0	<b>656,000</b>
0	0	0	0	<b>0</b>
0	0	51,600	2,000	<b>53,600</b>
0	0	0	0	<b>0</b>
0	0	0	59,730	<b>59,730</b>
0	0	20,000	120,000	<b>140,000</b>
0	0	20,000	114,000	<b>134,000</b>
0	0	300,000 <sup>8</sup>	0	<b>300,000</b>
0	0	2,700,000 <sup>9</sup>	0	<b>2,700,000</b>
0	0	285,667 <sup>10</sup>	0	<b>285,667</b>
0	0	0	0	<b>0</b>
0	0	0	0	<b>0</b>
0	0	0	287,833	<b>287,833</b>
0	0	132,000	0	<b>132,000</b>
<b>634,000</b>	<b>22,000</b>	<b>3,509,267</b>	<b>583,563</b>	<b>4,748,830</b>

<sup>8</sup> Multi year projects; amount expected for 2011 to be confirmed (only estimates in the table)

<sup>9</sup> id

<sup>10</sup> id

	Confirmed Funding		Funds expected	
	<i>Global Sources</i>	<i>Regional Sources</i>	<i>Global Sources</i>	<i>Regional Sources</i>
<b>GWPO</b>	2,975,078	0	656,000	0
<i>Caucasus &amp; Cent. Asia</i>	200,000	0	0	0
<i>Central Africa</i>	200,000	0	0	53,600
<i>Central America</i>	200,000	0	0	0
<i>Caribbean</i>	140,000	0	0	59,730
<i>Central &amp; East. Europe</i>	200,000	0	0	140,000
<i>China</i>	200,000	162,700	0	134,000
<i>Eastern Africa</i>	200,000	151,000	0	300,000
<i>Mediterranean</i>	200,000	957,000	0	2,700,000
<i>Southern Africa</i>	200,000	225,355	0	285,667
<i>South America</i>	236,000	0	0	0
<i>South Asia</i>	200,000	5,000	0	0
<i>Southeast Asia</i>	200,000	0	0	287,833
<i>West Africa</i>	170,000	0	0	132,000
<i>Total Budget</i>	5,521,078	1,501,055	656,000	4,092,830
<b>Total</b>	<b>7,022,133</b>		<b>4,748,830</b>	

All funds (conf & exp)		( <i>%</i> )	
<i>Globally raised</i>	<i>Regionally raised</i>	<i>Globally raised</i>	<i>Regionally raised</i>
3,631,078	0	<b>100%</b>	<b>0%</b>
200,000	0	<b>100%</b>	<b>0%</b>
200,000	53,600	<b>79%</b>	<b>21%</b>
200,000	0	<b>100%</b>	<b>0%</b>
140,000	59,730	<b>70%</b>	<b>30%</b>
200,000	140,000	<b>59%</b>	<b>41%</b>
200,000	296,700	<b>40%</b>	<b>60%</b>
200,000	451,000	<b>31%</b>	<b>69%</b>
200,000	3,657,000	<b>5%</b>	<b>95%</b>
200,000	511,022	<b>28%</b>	<b>72%</b>
236,000	0	<b>100%</b>	<b>0%</b>
200,000	5,000	<b>98%</b>	<b>2%</b>
200,000	287,833	<b>41%</b>	<b>59%</b>
170,000	132,000	<b>56%</b>	<b>44%</b>
6,177,078	5,593,885	<b>52%</b>	<b>48%</b>
<b>11,770,962</b>		<b>100%</b>	

### 4.3 Breakdown of planned budget according to the 4 GWP goals (Euro)

Goals	GWPO	CAC	CAF	CAM	CAR	CEE	CHI	EAF	MED	SAF	SAM	SAS	SEA	WAF	Total
Goal 1	548,120	76,190	83,967	40,665	42,373	9,901	91,198	144,444	534,265	143,975	47,755	26,836	34,188	8,728	<b>1,832,608</b>
Goal 2	719,466	55,952	4,238	31,151	27,966	14,851	126,265	115,556	482,562	200,661	79,804	55,412	20,513	0	<b>1,934,397</b>
Goal 3	858,909	36,905	70,264	49,550	7,797	133,333	64,768	36,111	94,214	12,913	19,197	35,285	64,957	28,460	<b>1,512,663</b>
Goal 4	848,582	30,952	41,531	78,633	61,864	41,914	80,469	54,889	45,958	67,806	89,244	87,467	80,342	132,813	<b>1,742,465</b>
<b>Total</b>	<b>2,975,078</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>140,000</b>	<b>200,000</b>	<b>362,700</b>	<b>351,000</b>	<b>1,157,000</b>	<b>425,355</b>	<b>236,000</b>	<b>205,000</b>	<b>200,000</b>	<b>170,000</b>	<b>7,022,133</b>

Goals	GWPO	CAC	CAF	CAM	CAR	CEE	CHI	EAF	MED	SAF	SAM	SAS	SEA	WAF	Total
Goal 1	18%	38%	42%	20%	30%	5%	25%	41%	46%	34%	20%	13%	17%	5%	<b>26%</b>
Goal 2	24%	28%	2%	16%	20%	7%	35%	33%	42%	47%	34%	27%	10%	0%	<b>28%</b>
Goal 3	29%	18%	35%	25%	6%	67%	18%	10%	8%	3%	8%	17%	32%	17%	<b>22%</b>
Goal 4	29%	15%	21%	39%	44%	21%	22%	16%	4%	16%	38%	43%	40%	78%	<b>25%</b>
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

#### Summary:

Goals	GWPO	Regions	Total
Goal 1	548,120	1,284,487	<b>1,832,608</b>
Goal 2	719,466	1,214,931	<b>1,934,397</b>
Goal 3	858,909	653,754	<b>1,512,663</b>
Goal 4	848,582	893,883	<b>1,742,465</b>
<b>Total</b>	<b>2,975,078</b>	<b>4,047,055</b>	<b>7,022,133</b>

Goals	GWPO	Regions	Total
Goal 1	18%	32%	<b>26%</b>
Goal 2	24%	30%	<b>28%</b>
Goal 3	29%	16%	<b>22%</b>
Goal 4	29%	22%	<b>25%</b>
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

#### Remark:

All regional budget figures are based on the workplans & budgets prepared by the GWP regions. The % figures by Goals have been obtained by spreading the “input costs” (secretariat staff, travels, office costs) across the 4 Goals (according to the respective budgets). The allocation of the GWPO budget on the 4 goals is derived from the nature of tasks performed by GWPO units

## 4.4 Budget 2011 Revenues



20101209

### BUDGET 2011 CORE REVENUES

DONOR	TEUR		Tentative Contribution 2011 Donor currency	Rate 18/10 -2%	TEUR	
	BUDGET 2010	FORECAST 2010			BUDGET 2011	BUDGET 2011
Denmark	527	530	DKK 4,000	0.131	525	
France In kind	Secondment	Secondment	Secondment		Secondment	
Germany	400	400	€ 400	1.000	400	
Netherlands	1,000	1,000	€ 1,000	1.000	-	*
Norway	460	502	NOK 4,000	0.121	483	
Spain	20	20	€ 20	1.000	-	*
Sweden MoF (rent & taxes)	500	470	SEK 4,000	0.106	423	****
Sweden SIDA	1,417	1,520	SEK 15,000	0.106	1,587	
Switzerland	258	293	CHF 400	0.730	292	
UK	1,075	1,157	£ 1,000	-	-	*
Other		5	€ 0		-	
<b>Contributions from Programmes</b>						
Dutch support PAWD II	62	64	€ 0	1.000	-	
EC Water Gov. West Africa	42	44	€ 0	1.000	-	
Finland Central Asia	20	-	€ 0	1.000	-	
EC Water Facility EUWI FWG	1	1	€ 0	1.000	-	
EUWI FWG, host fee	10	10	€ 5	1.000	5	
<b>TOTAL</b>	<b>5,792</b>	<b>6,016</b>			<b>3,715</b>	
<b>TRANSFER FROM 2009</b>	<b>318 ***</b>	<b>745 ***</b>	<b>TRANSFER FROM 2010</b>		<b>700</b>	**
<b>TOTAL REVENUES CONFIRMED</b>	<b>6,110</b>	<b>6,761</b>			<b>4,415</b>	
	50% of not yet confirmed funding from UK, Netherlands, and Spain				<b>1,070</b>	*
<b>TOTAL REVENUES</b>	<b>6,110</b>	<b>6,761</b>			<b>5,485</b>	

\* Ongoing discussions with the Netherlands, UK and Austria

\*\* Savings 2010 €570k compared to €0k budgeted, including €200k in currency gains 2010 due to the conversion rate Euro/donor currency.

\*\*\* Savings 2008/2009 €745k compared to budgeted €318k.

\*\*\*\* The Ministry for Foreign Affairs reimburses all staff taxes and 52% of the actual rent. As from the new lease on the office premises in July 2010, the additional contribution to GWP to establish the international hub will not be reflected. In 2010 an additional €53k will be reimbursed, in 2011 approximately €106k. This contribution is not included in the revenue table as the rental is for space used by organizations other than GWP (i.e. SIWI, UNDP, FAO, UNEP).

### BUDGET 2011 PROGRAMME REVENUES

DONOR	TEUR		Tentative Contribution 2011 Donor currency	Rate 18/10 -2%	TEUR	
	BUDGET 2010	Forecast 2010			BUDGET 2011	BUDGET 2011
Dutch support PAWD II	600	669	€ 0		-	
EUWI FWG	-	60	€ 22		22	
EC/DFID ACP Water Facility*	22	62	€ 0		-	
EC Water Gov. West Africa	600	631	€ 0		-	
Finland Central Asia	180	-	€ 0		-	
Switzerland	33	33	CHF 50	0.720	36	
<b>TOTAL PROGRAMMES</b>	<b>1,435</b>	<b>1,455</b>			<b>58</b>	

\* EUWI Finance Working Group