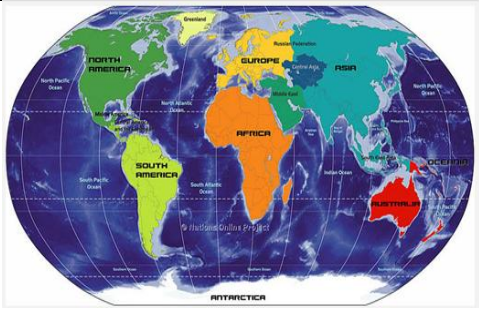


GLOBAL WATER PARTNERSHIP

2009	
2010	
2011	
2012	
2013	

1. **GWPO 2011 Activities**
2. **GWPO 2011 Budget**

December 2010

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1 GWPO Work Plan 2011

1.1 Introduction

The GWP's Outcome Mapping approach for planning, monitoring and reporting is supported in this GWPO workplan by the grouping of activities, outputs and resources requirements (human and financial) in a work breakdown structure based on the GWP Strategy and its 18 Strategic Elements (SEs). Each main of the approximately 70 activities in this workplan are described in activity sheet tables which provide the following detailed information:

- GWP Strategic Element No.: *which of the GWP Strategic Elements does this activity respond to?*
- Activity title: *describing the main are of activity*
- Activity leader: *who within the GWPO is the main individual responsible and accountable for delivery of the outputs?*
- Description of the main activities to be carried out: *an outline of the main activities to be carried out during the year.*
- Main outputs: *what are the main deliverables – i.e. tangible outputs?*
- Estimated human (no of days of individuals) and financial resources (estimated travel and procurement costs): *to enable adequate human and financial resources to be clearly defined and made available during the year.*
- Distribution of cost for the activity across the 4 Strategic Goals: *Even though many activities relate to a specific Strategic Element, most support a range of outcomes across several GWP Strategic Goals. In order to reflect the estimated financial resources by Goal, it is useful to estimate the distribution of these resources.*
- Related Outcome Challenges & progress markers: *in order to link the activity and output to the Outcome Challenges identified in the 5 year GWPO work programme. These are referred to in each activity sheet by the respective number for the Outcome Challenge.*

The detailed activity sheet descriptions, including budgets are provided in the Annex.

1.2 GWPO Management and Coordination

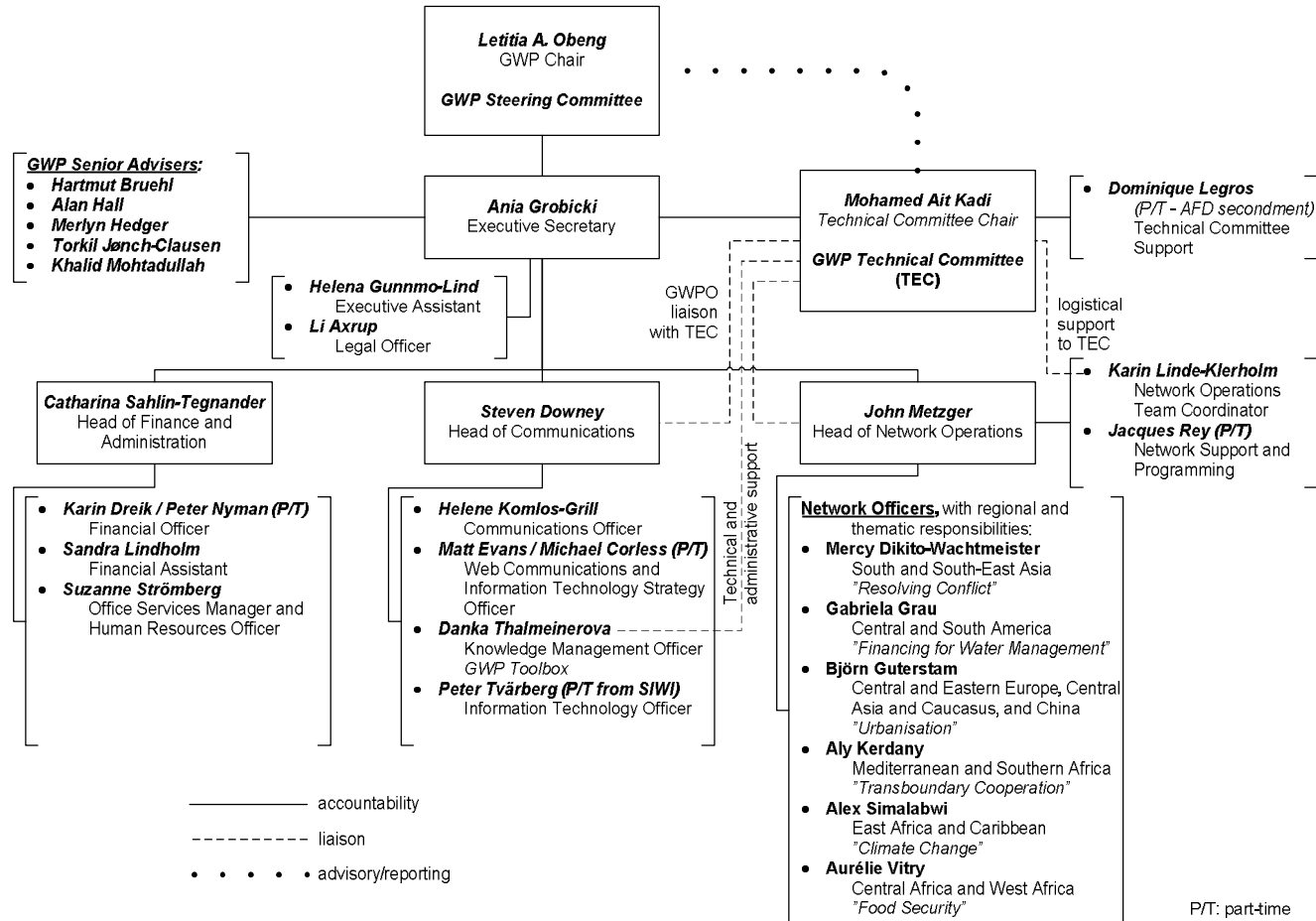
The GWPO comprises 5 entities for management and coordination purposes:

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



The Organisational Chart for the GWPO is as follows:

Global Water Partnership Organisation Organisational Chart – November 2010



1.3 GWPO Workplan Summary

1.3.1 *100 Office of the Executive Secretary*

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

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

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

SE	No	Activity Title	Activity Leader
3.2	101	Participating in Strategic Regional and Global Events	Ania Grobicki
3.4	102	Advocacy and Strategic Communications	Ania Grobicki
3.4	103	Support Strategic Thematic Initiatives and Knowledge Sharing	Ania Grobicki
4.1	104	New Programme Development	Ania Grobicki
4.1	105	Strategic Partner and FPG Cooperation and Development	Ania Grobicki
4.2	106	Human Resources Management	Ania Grobicki
4.3	107	Fundraising	Ania Grobicki
4.4	108	Corporate Management and Governance	Ania Grobicki
4.4	109	Internal Management	Ania Grobicki
4.4	110	Statutory Meetings of GWP Governing Bodies	Ania Grobicki

Highlights of the activities under the Office of the Executive Secretary for 2011 include:

- Mid-term review of the implementation of the GWP Strategy
- Support the formulation and funding of a new internationally implemented Drought Management Programme

1.3.2 *200 Finance and Administration Unit*

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

The main activities and responsibilities are summarised as follows:

SE	No	Activity Title	Activity Leader
4.3	201	Accounting	Catharina Sahlin-Tagnander
4.3	202	Financial Management	Catharina Sahlin-Tagnander
4.3	203	Audit Network (Global and Regional)	Catharina Sahlin-Tagnander
4.4	204	Regional Partners and Network Operations Financial Management Support	Catharina Sahlin-Tagnander
4.4	205	Hosting of EUWI Finance Working Group and Support to the Technical Committee	Catharina Sahlin-Tagnander
4.4	206	Office Administration	Catharina Sahlin-Tagnander
4.4	207	Internal Finance and Administration Unit Management	Catharina Sahlin-Tagnander

Highlights for 2011 include:

- Broadening the scope for the GWP Decision Support system to ensure it continues to provide the global secretariat with a reliable service for financial management.

1.3.3 300 Communications Unit

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

The main activities of the Communications Unit in 2011 are as follows:

SE	No	Activity Title	Activity Leader
3.1	301	Communications capacity-building across the GWP Network	Steven Downey
3.2	302	Events	Helene Komlos-Grill
3.2	303	Website	Matt Evans
3.2	304	Stockholm World Water Week	Steven Downey
3.3	305	GWP IWRM ToolBox	Danka Thalmeinerova
3.3	306	Upgrade Document Management System	Matt Evans
3.3	307	Storage and Distribution	Helene Komlos-Grill
3.4	308	Publishing	Helene Komlos-Grill
3.4	309	Press / Strategic Messaging	Steven Downey
4.4	310	Decision Archive	Matt Evans
4.4	311	Partners Database (and other software)	Matt Evans
4.4	312	GWPO IT Equipment/IT Service Provider	Matt Evans
4.4	313	Support to GWPO	Helene Komlos-Grill

Highlights for 2011 include:

- Continue to promote the need for well-qualified full- or part-time Communications Officers in the regions and to assist in building the capacity of the regions in communications and knowledge-sharing.
- Continue to upgrade technology platforms by introducing a new knowledge and document management system, exploiting the full potential of the Partners database, and improving features of the new GWP website.
- Begin a more coordinated and focused approach to event/advocacy participation and targeted media relations.

1.3.4 400 Network Operations Unit

Overview

The Network Operations Unit comprises the Head of Network Operations, six Network Officers having both regional and global thematic responsibilities, and administrative and programmatic support.

The main activities for the Network Operations Unit in 2011 are summarised following. The activity sheets providing detailed and specific descriptions are provided in the Annex.

SE	No	Activity Title	Activity Leader
1.3	401	Improving water infrastructure	John Metzger
1.4	402	Financing water management	Gabriela Grau
1.5	403	Transboundary cooperation	Aly Kerdany
1.6	404	Monitoring progress on IWRM - status report to UNCED+20	John Metzger
2.1	405	Adapting to climate change	Alex Simalabwi
2.2	406	Food security	Aurélie Vitry
2.3	407	Urbanisation	Björn Guterstam
2.4	408	Supporting dialogues that emphasise negotiation and compromise and allow optimal choices	Mercy Dikito-Wachtmeister
3.4	409	Develop GWP-Dundee Scholarship Program - International Law	Patricia Wouters
4.1	410	Scientific Programme Committee for the Stockholm World Water Week	John Metzger
4.2	411	GWP performance measurement	John Metzger
(-) ¹	412	Support to Eastern Africa	Alex Simalabwi
id	413	Support to the Caribbean	Alex Simalabwi
id	414	Support to Mediterranean	Aly Kerdany
id	415	Support to Southern Africa	Aly Kerdany
id	416	Support to Central Africa	Aurélie Vitry
id	417	Support to West Africa	Aurélie Vitry
id	418	Support to Central and Eastern Europe	Björn Guterstam/Danka Thalmeinerova
id	419	Support to Central Asia and the Caucasus	Björn Guterstam/Danka Thalmeinerova
id	420	Support to China	Björn Guterstam/John Metzger
id	421	Support to Central America	Gabriela Grau
id	422	Support to South America	Gabriela Grau
id	423	Support to South Asia	Mercy Dikito-Wachtmeister
	424	Support to Southeast Asia	Mercy Dikito-Wachtmeister
	425	Managing of GWP Network Unit	John Metzger
	426	Partners database	Karin Linde-Klerholm

¹ Refers mainly to strategic elements addressed in the regional workplans

Highlights for 2011 include:

- Network Officers playing an increasingly active role in as focal points in strategic thematic elements of the GWP Strategy and thereby enabling operationalising the knowledge chain.
- Monitoring Progress on IWRM: Status Report to the UNCED plus 20 conference on the application of integrated approaches to the development, management and use of water resources
- Develop the GWP-Dundee Scholarship Program - International Law – and begin implementation, funds permitting

The mandate of the Network Operations Unit is:

- To carry out the primary work as GWP Secretariat support to the 13 regions. Each Network Officer is presently assigned at least 2 regions.
- More recently, in response to the requirements of the Strategy and in the spirit of the “knowledge chain”, Network Officers are taking on increasing responsibilities to support development of thematic aspects of the GWP Strategy.

The common aspects of the Network Officers’ roles in each of these areas are summarised following:

A. Support to the GWP Regions

<p>Member of Network Operations Team within Secretariat</p>	<ul style="list-style-type: none"> • Identify and ensure that necessary GWPO support to regions is identified and support efforts to ensure that it is effectively provided. • Ensure sharing of regional information, experiences and knowledge, in particular to ensure links and coordination between the regions and the GWP Technical Committee and development of material for the GWP ToolBox. • Work with Secretariat Communications Team to enhance strategic communication and exchange between regions and with global GWP entities. • Support global network processes and activities and function as a thematic resource person in an area of interest and competence for capacity development at all levels. • Serve as the Secretariat focal point and coordinator for key strategic partners. • Contribute effectively to activities of the Network Operations Team and of the Secretariat.
<p>Support and capacity building to Regions on strategic and programmatic matters</p>	<ul style="list-style-type: none"> • Act as an, ambassador and liaison person for the region, to facilitate inter-regional cooperation and to advocate regional issues and needs (including financial needs) within the Secretariat. • Facilitate sharing of information and experiences including through promoting development and use of the GWP ToolBox. • Coordinate with UN Agencies, funding agencies and knowledge development organisations at the regional level to support the regions on knowledge exchange. • Give guidance, support and strengthen the development of partnerships and networks at regional and country levels. • Support development and implementation of regional strategies and work programmes. • Facilitate and support regional fund raising strategies and activities. • Support monitoring and reporting of regional and country activities and achievements through application of the “Outcome Mapping” methodology.
<p>Governance at regional level</p>	<ul style="list-style-type: none"> • Responsible for management and supervision of the regions’ Host Institution (HI) agreements; support HI selection process; evaluate, follow up and liaison on HI performance including participation in assessments for renewal or termination of agreements.

	<ul style="list-style-type: none"> • Support regional capacity building efforts for improved administrative, management and governance procedures by facilitation of contacts between regions and with the Secretariat. • Monitor regional budget and reporting requirements (both financial and programmatic) in coordination with Secretariat Finance and other Officers, providing advice and support as required. • Ensure regional understanding and implementation of Policy on partners and Accreditation process. • Represent GWPO in the Regional Partnership Steering Committees. • Support the work of the Regional Coordinator and other RWP personnel.
Representation	<ul style="list-style-type: none"> • Support the regional offices in preparation for and participating in regional and international meetings, workshops and seminars as presenter, lobbyist and advocate to promote GWP as supporter of IWRM as a means to foster equitable and sustainable use of water. • Advise, guide and support the regional offices in making strategic political contacts for policy influence and support to GWP. • Support the region in preparing regional activities to enhance GWP visibility including in contacts with outside bodies including the press.

B. Thematic Focal Points

The Network Officers are increasingly providing essential links in the GWP “knowledge chain” at regional and country levels, as well in coordinating, facilitating and representing the Network globally on the full range of administrative and subject matter areas in the GWP Strategy.

As the role of the Network Officers continues to evolve in response to the requirements of the GWP Strategy, their role in the “knowledge chain” and to emerging development challenges, each of them is now addressing one or more key thematic areas identified in the Strategy. Reflected in the 2011 workplan is their role in supporting the following thematic areas:

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

- Improving water infrastructure
- Improving financing for water management
- Facilitating transboundary cooperation

Goal 2: Address critical development challenges:

- Adapting to climate change
- Achieving food security
- Tackling urbanisation
- Resolving conflict

The role of the Network Officers in addressing these thematic areas is not so much as technical “experts” – that is left to members of the Technical Committee and others among GWP’s knowledge partners, etc. – but to provide the following:

- to act as the focal point link in the GWP knowledge chain within the network and organisation for the purposes of coordination and facilitation of subject-matter related information and knowledge;
- to map GWP’s work and progress in specific thematic areas in collaboration with other Network Officers;

- to define an effective role for GWP in addressing the thematic challenge at a global level through developing a realistic *operational strategy* that reflects available human and financial resources;
- to guide and facilitate the implementation of the *operational strategy* including representing GWP in relevant international *fora* and discussions, key global events, and at meetings with GWP's key global allies; and
- to forge synergies and coherence between GWP's global interests in thematic areas, and that of GWP's regions and countries, where regional/country priorities may be expected to prevail.

Performance of global thematic responsibilities is limited to the GWPO Secretariat's interaction with global processes on specific thematic areas and global strategic alliances outlined in GWP strategy. The thematic support at the regional and country levels continues to be coordinated by the Network Officers assigned to specific regions.

The overall knowledge chain link with the Technical Committee is through the Head of Network Operations who participates as "Network Liaison" in Technical Committee meetings. Thematic focal point Network Officers also communicate directly with members of the Technical Committee and *vice-versa* on specific technical issues and challenges as required and requested.

1.3.5 500 Technical Committee

Introduction

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

1. To provide intellectual leadership to keep GWP at the forefront of new ideas and challenges.
2. To provide demand-driven technical support to Regional and Country Partnerships.

2010 was the first working year for the new Technical Committee Chairman and for three new Committee members. What could have been perceived as a constraint was transformed into an opportunity as the Committee members reviewed their agenda, priorities and functional arrangements in line with and in support to the GWP's 2009-2013 vision and mission for a water secure world.

The development of the 2011 Technical Committee workplan was a parallel track process:

1. Fulfilment of the Committee's commitments as per the workplan 2010 submitted by the previous transitional chair in consultation with the new chair,
2. Development of a 2010-2012 road map based on:
 - a. the assessment of what the Committee can actually do, how and with what resources,
 - b. the definition of new strategic orientations regarding the focus, selectivity and partnerships, and
 - c. the road map (2010-2012) addressing challenges/solutions regarding priority issues.

The 2011 workplan for the Technical Committee is built on two major orientations:

<ol style="list-style-type: none"> 1. Implementation of activities in the agreed priority areas of: <ol style="list-style-type: none"> 1. Water security, 2. Economics of water security, 3. Water - food security and climate change nexus, 4. Water equity, 	<p>Major outputs expected during the year include:</p> <ul style="list-style-type: none"> • Regional Workshop (including proceedings): Water policy to support Food Security held in South Asia back-to-back with the meeting of the Technical Committee • Technical Papers on a case study on water demand management in MED
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<p>5. Transboundary cooperation, and 6. Integrated urban water management</p>	<p>region and at least 3 countries water security profiles (a follow up of a paper on Water Security)</p> <ul style="list-style-type: none"> • Background Papers on: <ul style="list-style-type: none"> ○ Transboundary Cooperation ○ Integrated Urban Water Resources Management ○ Update of Background Paper No. 2 (on Economic and Social Value of Water)
<p>2. Strengthening the collaborations with the RWPs and to involve them in the TEC work (specifically, for example, in development of a background (water) paper on transboundary cooperation and making the case for water security), and overall in the operationalisation of the knowledge chain. This will include, budget permitting, support for the GWP/Dundee University initiative on knowledge sharing scholarships in international water law.</p>	<p>The workplan for 2011 reflects a concerted effort to ensure that the activities of the Technical Committee are demand driven and regionally informed, and take full advantage of opportunities for global/regional interaction. The Technical Committee will work in line with and be fully involved in the implementation of the recommendations from the August 2010 workshop during the Regional Days on “Making GWP’s Knowledge Chain work”. The Technical Committee will thus work closely with the support of the GWPO Secretariat, Senior Advisers and RWPs to develop and implement its workplan.</p>

Proposed 2011 activities

In direct alignment with the GWP’s four strategic goals and related outcomes, the Technical Committee workplan is divided into a limited number of priority activities described below with indicators of implementation for each ones. The Technical Committee reports twice-yearly to the Steering Committee on progress against these indicators, as measures of effective implementation.

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

Improving water resources management and putting IWRM into practice

A critical aspect of this goal is ensuring effective uptake and dissemination. The learning and knowledge gained through the application of IWRM principles by the GWP network must be translated into sound technical support, which assists the network to achieve this operational goal for water security.

<p>Outcome 1: Where policies and plans are in place, government incorporate them into national development processes and implement them with support from others</p>	<p>Activity 1.1 Triggering water policy change for better water governance</p> <p>The Technical Committee will support GWP’s core business of helping to foster positive changes in policies and practices at the national level through the "Triggers of Water Policy Change" Initiative. GWP partners with IWMI and SIWI to help make positive policy change happen through the effective use of experience to date.</p> <p>The policy brief Triggers of Water Policy Change was released in late 2008. The members of the Technical Committee then worked to develop a demand-responsive set of follow up activities with its partners, including capacity development, workshops and seminars.</p> <p>This activity will be linked to the development of thematic areas for the work of the Technical Committee, in particular of the food security area. Regional workshops on water and food security building on case studies will provide a critical view of challenges, solutions and stories, which will be disseminated from and to GWP regions. This will create a learning process on triggering water policy changes.</p>
<p>Outcome 3: Non-government actors, including GWP, civil society and external support work together to build</p>	

local capacities and help governments implement their policies and plans	
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Goal 2: Address critical development challenges

Contribute to and advocate solutions for critical challenges to water security such as climate change and food security

Outcome 2.1 : National and regional policy makers, civic organisations, water managers and international development agencies take into account the links between water and climate change, and develop solutions for adapting the management of water resources to climate change

Outcome 2.3 - 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 security through objective and incisive intellectual contributions from GWP and its partners

Goal 3: Reinforce knowledge sharing and communication

Developing the capacity to share knowledge and to promote a dynamic communication culture

The Technical Committee will continue to work on analytics and metrics to understand the challenges and formulate solutions, and on communication to reach internal and external audiences effectively with the right stories from the countries and regions.

Outcome 3.1: Global entities, such as UN agencies, multi and bilateral, and the corporate world are better informed through GWP knowledge dissemination about issues related to managing the world’s water resources	Advocacy has been undertaken and GWP has been at the centre of advocacy especially regarding IWRM. With climate change now under international spotlight, advocacy on water security must target the international debate on Climate Change.
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The main activities of the Technical Committee and the responsible leaders are summarised below. Detailed descriptions are presented in the activity sheet tables in the Annex.

SE	No	Activity Title	Activity Leader
1.5	501	Reinforcing GWP's participation in the global debates on transboundary waters	Patricia Wouters
2	502	Making the case for water security	Mike Muller
2	503	Exploring the economics of water security	Dale Wittington and Claudia Sadoff
2.1	504	Participation in the climate change task force	Mike Muller
2.2	505	Water policy to support food security	Uma Lee and Tushaar Shah
2.3	506	Support on integrated urban water management	Akiça Bahri
3.3	507	TEC contributions to the GWP Toolbox	Patricia Wouters, Claudia Sadoff
3.4	508	Information to policy makers on possible solutions to address critical challenges	Umberto Peña, Patricia Wouters and Uma Lele
	509	Technical Committee Meetings	Mohamed Ait Kadi
	510	Management of Technical Committee	Mohamed Ait Kadi

2 GWPO budget

2.1 Budgeting GWPO activities

The GWPO activities are implemented by the Secretariat in collaboration with TEC and with the support of senior advisors and external consultants. GWPO secretariat can be split in 4 main units with well identified focuses in terms of activities.

<i>GWPO Secretariat Units</i>	<i>Scope of activities</i>
1. Office of the Executive Secretary; 3 staff incl. 1 support	<ul style="list-style-type: none"> • Global agenda • Management & fund raising • Global Governance
2. Finance and administration unit; 3.9 staff	<ul style="list-style-type: none"> • Finances & Administration
3. Communication unit; 4 staff incl. 1 ToolBox	<ul style="list-style-type: none"> • Knowledge, Communications and IT • ToolBox program
4. Network operations unit; 8.25 staff incl. 1 support	<ul style="list-style-type: none"> • Support Regional Agenda • Support Regions
<i>TEC</i>	<i>Scope of activities</i>
5. Technical committee	<ul style="list-style-type: none"> • Global agenda • Support Regional Agenda

The staffs of the 4 units work in teams for implementing the activities identified in the work plan (see detailed activity sheets) and in collaboration with TEC. All GWPO activities are led by a given secretariat staff member or TEC member. The budgeting of activities allows a bottom-up consolidation of the budget by Goals, by lead-units / TEC for implementation or by expenditures. The budget of GWPO secretariat is thus presented in the tables below against these three different perspectives.

2.2 GWPO 2011 consolidated budget by Goals and Lead Units / TEC

	Lead unit (Secretariat & TEC)	Goal 1	Goal 2	Goal 3	Goal 4	Total
100	Office of the ES	90,477	126,467	120,032	278,767	615,743
200	Finance & Admin	127,958	168,366	195,305	181,835	673,464
300	Communications	50,232	50,232	267,892	168,661	537,017
400	Network Operations	223,969	225,311	124,771	194,449	768,500
500	Technical Committee	55,485	149,090	150,909	24,870	380,354
						2,975,078
		18%	24%	29%	29%	100%

2.3 GWPO 2011 consolidated budget by expenditures

The GWP workplan was designed with the assumption of a 3,60 MEuros budget for GWPO (out of a total GWP core budget of 6.1MEuros), pending signature of three agreements with core donors. An alternate workplan & budget has also been designed, at the request of the GWP Steering Committee, with a working budget of 2,98 MEuros.

BUDGET 2011 EURO	ACTUAL 2009	BUDGET 2010	FORECAST 2010	BUDGET 2011	CONTINUITY BUDGET 2011
Secretariat					
Staff	1,203,802	1,213,000	1,147,000	1,048,000	1,049,000
Travel	76,282	89,000	50,000	20,000	63,000
Office	239,137	273,500	290,300	291,000	291,000
Audit/legal	62,545	45,900	50,100	51,000	51,000
IT/Communications	241,411	299,500	306,000	178,000	238,000
Financial costs/revenues	(7,621)	15,800	17,000	18,000	18,000
Total Secretariat	1,815,557	1,936,700	1,860,400	1,606,000	1,710,000
GWP Global Governance					
Steering committee	148,273	199,600	180,000	40,000	143,000
Mid-term Strategy review	-	-	-	-	20,000
Network meeting (CP)	42,625	45,000	73,000	50,000	70,000
Financial/Sponsoring Partners Meetings	4,396	4,400	4,400	5,000	5,000
Total Global Governance	195,294	249,000	257,400	95,000	238,000
GWP Technical Committee	411,799	430,000	430,000	380,000	449,000
Toolbox	99,823	164,900	100,000	56,000	150,000
Programme development Support	63,574	64,000	95,000	40,000	73,000
Total Global	770,490	907,900	882,400	571,000	910,000
Regional Support					
Core support restricted programmes	31,436	17,500	29,000	-	-
Network Operations	507,200	581,000	605,000	740,000	875,000
Regional and Thematic Support	18,422	23,000	16,000	48,000	91,000
Learning review	33,555	30,000	15,000	-	-
Toolbox regional activities	17,960	-	18,300	-	-
Inter-Regional coordination	19,080	44,000	-	-	-
Monitor & Evaluation Support	10,876	20,000	20,000	10,000	16,000
Regional Facilitation Fund	12,856	-	-	-	-
CapNet Cofunding EC	36,012	-	-	-	-
Local financial support regions/countries	1,779	10,000	2,700	-	7,000
Total Regional Support	3,234,235	3,265,500	706,000	798,000	989,000
TOTAL GWPO CORE EXPENDITURES	5,820,282	6,110,100	3,448,800	2,975,000	3,609,000

2.4 GWPO 2011 budget by activities

The 2011 budget per activity is provided below (for both the “continuity” and the working scenario).

Compared to the continuity budget, the working budget reflects changes 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) a tight budget under which the Technical Committee must work, and 4) electronic only meetings of the Steering Committee.

Code	Activities	Changes from continuity to working budget				Budgets			
		Days	Consultants	Travel costs	Other costs	Continuity budget	Working budget	Total Variation	% Variation
101	Participating in Strategic Regional and Global Events	-30	-15,750	-9,000	-15,000	105,315	65,565	-39,750	-38%
102	Advocacy & Strategic Communications	0	0	0	-3,000	13,670	10,670	-3,000	-22%
103	Support Strategic Thematic Initiatives & Knowledge Sharing	-5	-2,625	-1,000	0	25,050	21,425	-3,625	-14%
104	New Programme Development	-20	-10,500	-6,800	0	38,800	21,500	-17,300	-45%
105	Strategic Partner and FPG Cooperation & Development	0	0	-5,000	-9,000	63,190	49,190	-14,000	-22%
106	Human Resources Management	0	0	0	0	92,203	92,203	0	0%
107	Fundraising	0	0	-3,000	-7,000	59,830	49,830	-10,000	-17%
108	Corporate Management & Governance	0	0	0	0	91,430	91,430	0	0%
109	Internal Management	0	0	0	-20,000	58,760	38,760	-20,000	-34%
110	Statutory Meetings of GWP Governing Bodies	0	0	0	-89,000	264,170	175,170	-89,000	-34%
201	Accounting	0	0	0	0	99,760	99,760	0	0%
202	Financial Management	0	0	0	0	57,456	57,456	0	0%
203	Audit Network (Global and Regional)	0	0	0	0	57,177	57,177	0	0%
204	Regional Partners and Network Operations Financial Mgt support	0	0	-9,000	-7,000	112,023	96,023	-16,000	-14%
205	Hosting of EUWI Finance Working Group and support to TEC	0	0	0	0	9,576	9,576	0	0%
206	Office Administration	0	0	0	0	322,008	322,008	0	0%
207	Internal Finance and Admin. Unit Management	0	0	0	0	31,464	31,464	0	0%
301	Communications capacity-building across the GWP Network	0	0	-13,000	0	54,620	41,620	-13,000	-24%
302	Events	0	0	0	-5,000	32,310	27,310	-5,000	-15%
303	Website	0	0	0	0	73,855	73,855	0	0%
304	Stockholm World Water Week	0	0	0	-5,500	26,155	20,655	-5,500	-21%
305	GWP IWRM ToolBox	0	0	-10,000	-84,000	131,305	37,305	-94,000	-72%
306	Upgrade Document Management System	0	0	0	-10,000	41,189	31,189	-10,000	-24%
307	Storage and Distribution	0	0	0	0	39,201	39,201	0	0%
308	Publishing	0	0	0	-31,000	125,700	94,700	-31,000	-25%
309	Press / Strategic Messaging	0	0	0	-8,000	21,540	13,540	-8,000	-37%
310	Decision Archive	0	0	0	0	22,080	22,080	0	0%
311	Partners Database (and other software)	0	0	0	0	28,034	28,034	0	0%
312	GWPO IT Equipment/IT Service Provider	0	0	0	0	82,695	82,695	0	0%
313	Support to GWPO	0	0	0	0	24,833	24,833	0	0%
401	Improving water infrastructure	0	0	0	0	14,390	14,390	0	0%
402	Financing water management	-6	-3,150	-3,360	0	45,985	39,475	-6,510	-14%

Code	Activities	Changes from continuity to working budget				Budgets			
		Days	Consultants	Travel costs	Other costs	Continuity budget	Working budget	Total Variation	% Variation
403	Transboundary cooperation	0	0	-16,820	0	51,920	35,100	-16,820	-32%
404	Monitoring progress on IWRM – status report to UNCED+20	0	0	-1,600	0	10,670	9,070	-1,600	-15%
405	Adapting to climate change	0	0	-11,900	0	50,998	39,098	-11,900	-23%
406	Food security	0	0	-5,600	0	42,420	36,820	-5,600	-13%
407	Urbanisation	0	0	-3,080	0	17,006	13,926	-3,080	-18%
408	Supporting dialogues that emphasise negotiation and compromise and allow optimal choices	0	0	-7,200	0	31,550	24,350	-7,200	-23%
409	GWP-Dundee Scholarship Program - International Law	0	0	0	0	4,535	4,535	0	0%
410	Scientific Programme Committee for the Stockholm World Water Week	0	0	0	0	7,640	7,640	0	0%
411	GWP performance measurement	0	0	-2,000	-4,000	32,440	26,440	-6,000	-18%
412	Support to Eastern Africa	0	0	-7,000	0	35,976	28,976	-7,000	-19%
413	Support to the Caribbean	0	0	-6,300	0	33,066	26,766	-6,300	-19%
414	Support to Mediterranean	0	0	-3,850	0	36,060	32,210	-3,850	-11%
415	Support to Southern Africa	0	0	-9,240	0	43,760	34,520	-9,240	-21%
416	Support to Central Africa	0	0	-8,400	0	42,560	34,160	-8,400	-20%
417	Support to West Africa	0	0	-8,400	0	42,560	34,160	-8,400	-20%
418	Support to Central and Eastern Europe	0	0	-1,750	0	19,690	17,940	-1,750	-9%
419	Support to Central Asia and the Caucasus	0	0	-6,020	0	29,992	23,972	-6,020	-20%
420	Support to China	0	0	-11,400	0	37,440	26,040	-11,400	-30%
421	Support to Central America	0	0	-9,870	0	42,750	32,880	-9,870	-23%
422	Support to South America	0	0	-9,870	0	48,480	38,610	-9,870	-20%
423	Support to South Asia	0	0	-7,000	0	36,740	29,740	-7,000	-19%
424	Support to Southeast Asia	0	0	-10,360	0	53,000	42,640	-10,360	-20%
425	Managing of GWP Network Unit	0	0	-28,000	0	122,032	94,032	-28,000	-23%
426	Partners database	0	0	0	0	21,010	21,010	0	0%
501	Reinforcing GWP's participation in the global debates on TB waters	-5	-2,625	0	0	22,600	19,975	-2,625	-12%
502	Making the case for water security	0	0	0	0	21,625	21,625	0	0%
503	Exploring the economics of water security	-10	-5,250	0	0	24,550	19,300	-5,250	-21%
504	Participation in the climate change task force	-10	-5,250	0	0	8,050	2,800	-5,250	-65%
505	Water policy to support food security	-13	-6,825	-5,000	0	67,725	55,900	-11,825	-17%
506	Support on integrated urban water management	0	0	0	0	23,150	23,150	0	0%
507	TEC contributions to the GWP Toolbox	0	0	0	0	4,800	4,800	0	0%
508	Info. to policy makers on possible solutions to address critical challenges	0	0	0	0	12,450	12,450	0	0%
509	Technical Committee Meetings	0	0	-30,000	0	138,750	108,750	-30,000	-22%
510	Management of Technical Committee	0	0	0	0	111,604	111,604	0	0%
	In kind support TEC members (WB, ADB)					14,000			
	Total changes	-99	-51,975	-270,820	-297,500	3,609,373	2,975,078	-634,295	-17,6%

100 – Office of the Executive Secretary led activities

SE	No	Activity Title	Activity Leader
3.2	101	Participating in Strategic Regional and Global Events	Ania Grobicki
3.4	102	Advocacy & Strategic Communications	Ania Grobicki
3.4	103	Support Strategic Thematic Initiatives & Knowledge Sharing	Ania Grobicki
4.1	104	New Programme Development	Ania Grobicki
4.1	105	Strategic Partner and FPG Cooperation & Development	Ania Grobicki
4.2	106	Human Resources Management	Ania Grobicki
4.3	107	Fundraising	Ania Grobicki
4.4	108	Corporate Management & Governance	Ania Grobicki
4.4	109	Internal Management	Ania Grobicki
4.4	110	Statutory Meetings of GWP Governing Bodies	Ania Grobicki

Strategic element	3.2 Improving GWP outreach			
Activity title	101 Participating in Strategic Regional and Global Events			
Activity leader	Ania Grobicki			
	Description	Responsible	Days (initial)	
	Make preparations and participate/speak in events that provide advocacy platforms, in cooperation with GWP Regions, Strategic Partners/Allies and GWP Secretariat and Senior Leadership Team, for the benefit of implementing the GWP Strategy and its desired outcomes - to support the sustainable development and management of water resources at all levels.	Ania Grobicki	24	
	Administrative support – make research and prepare “travel binders” with necessary documentation, keep up correspondence, book meetings etc.	Helena Gunnmo Lind	30	
	Support Rio+20 process	Alan Hall	20	
	Support	Torkil Jønch Clausen	10	
	Support WWAP programme, Rio+20 process, Singapore Water Week	Mike Muller	22	
	Support on integrated groundwater resources management and development	Stephen Foster	10	
	Support on addressing climate change	Merylyn Hedger	5	
Main Outputs	To continuously advocate the IWRM concept and deliver key messages to selected audiences and decision makers, in order to raise the profile of water resources management in global, regional and national-level political agendas.			
	Goal 1	Goal 2	Goal 3	Goal 4
	10	40	40	10
OC / Progress Markers	1.1			

Strategic element	3.4 Strategic messages			
Activity title	102 Advocacy & Strategic Communications			
Activity leader	Ania Grobicki			
	Description	Responsible	Days (initial)	
	Write strategic inputs to put GWP on the Advocacy arena within	Ania Grobicki	5	

key forums.				
Write materials and outreach for global meetings, Newsflow, Waterfront etc.	Ania Grobicki			5
Administrative support	Helena Gunnmo Lind			2
Legal support of GWP branding and protection of name and logo.	Li Axrup			5
Main Outputs	Guide the implementation of the Communications strategy, provide communications and advocacy materials for publications to promote GWP and deliver key messages.			
	Goal 1	Goal 2	Goal 3	Goal 4
	20	40	40	0
OC / Progress Markers	2.3; 3.1			

Strategic element	3.4 Strategic messages			
Activity title	103 Support Strategic Thematic Initiatives & Knowledge Sharing			
Activity leader	Ania Grobicki			
	Description	Responsible		Days (initial)
	Be a key catalyst and facilitator in the development of Thematic Programmes such as Climate Change, Urbanisation, Food Security, Transboundary Management, Conflict Resolution, Drought Cooperation, etc. both internally and externally, to advocate for action and develop solutions for critical challenges.	Ania Grobicki		20
	Administrative support	Helena Gunnmo Lind		10
	Support	Torkil Jønch Clausen		10
Main Outputs	Establish 8 key strategic thematic programmes (and build the GWP Knowledge Chain by including people from Secretariat, Regions, Strategic Partners and Senior Advisors – Climate Change, Urbanisation, Food Security, Conflict Resolution, Transboundary Cooperation, Financing Water Management, Water Infrastructure and Monitoring IWRM) to increase focus on ways to meet critical global, regional and national development challenges.			
	Goal 1	Goal 2	Goal 3	Goal 4
	20	40	20	20
OC / Progress Markers	4.3			

Strategic element	4.1 Partnership and alliance building			
Activity title	104 New Programme Development			
Activity leader	Ania Grobicki			
	Description	Responsible		Days (initial)
	Be a key part in building new programmes together with strategic allies (ex. WMO, PAWD III) and integrating these with the strategic goals of the network.	Ania Grobicki		15
	Administrative support	Helena Gunnmo Lind		10
	Support Integrated Drought Management Programme	Hartmut Breul		10
	Support	Torkil Jønch Clausen		20
Main Outputs	To find new sources for global and regional funding, broaden the substantive scope of GWP activities and ensure that the outcomes of Strategic Goals 1 and 2 (on promoting water in national development and meeting critical development challenges) are met in a variety of contexts.			
	Goal 1	Goal 2	Goal 3	Goal 4
	30	30	20	20

OC / Progress Markers	4.3
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Strategic element	4.1 Partnership and alliance building			
Activity title	105 Strategic Allies and FPG Cooperation & Development			
Activity leader	Ania Grobicki			
	Description	Responsible		Days (initial)
	Programmatic development - interact, build, maintain and develop relations with Strategic/Financial Partners	Ania Grobicki		20
	Administrative support – make research and prepare “travel binders” with necessary documentation, keep up correspondence, book meetings etc.	Helena Gunnmo Lind		30
	FPG content preparations and attendance	Ania Grobicki		4
	FPG x 2 - Set budget and agenda, plan & coordinate meetings, documentation and attendance, Minutes taking	Helena Gunnmo Lind		10
	Support with legal advice on collaboration with Allies, through review of MoUs and ensure that these define programmatic focus and areas of cooperation.	Li Axrup		5
Main Outputs	Strengthen cooperation and the number of co-funding activities of GWP with Strategic/Financial Partners to increase the level of funding for the network, and to promote IWRM, linked to a variety of new development challenges such as climate change, urbanization, food security etc.			
	Goal 1	Goal 2	Goal 3	Goal 4
	10	20	20	50
OC / Progress Markers	4.3			

Strategic element	4.2 GWP performance measurement			
Activity title	106 Human Resources Management			
Activity leader	Ania Grobicki			
	Description	Responsible		Days (initial)
	Ensuring a stable organizational structure and good working environment. Be responsible for and make decisions related to staff contracts, recruitment, salaries, performance reviews etc. Participate in and plan for Staff retreat	Ania Grobicki		13
	Administrative support , Participate in and plan for Staff retreat	Helena Gunnmo Lind		14
	Support Management with legal aspects of Human Resources management i.e. draft and issue staff contracts, renewal offers, support HR subcommittee, provide legal guidance to discussions about staff related rules and documenting changes made to these rules. Participate in Staff retreat	Li Axrup		22
	Development and review of financial procedures and guidelines respecting human resources management	Catharina Sahlin-Tegnander		20
	Ensure good working environment by smooth and efficient staff administration, including liaison with the host country authorities on behalf of internationally recruited staff as well as provide assistance to new staff members re their integration into new working/living environment.	Suzanne Strömberg		82
	Plan and make arrangements for staff retreat and training/development courses, as deemed necessary			
	Support recruitment processes for GWPO staff	Sandra Lindholm		25
	Ensure timely and correct payroll, pension fees, insurances, and allowances	Karin Dreik/Peter Nyman		6

Main Outputs	Plan for organizational system and structure, human resources and skills mix needed to support the implementation of the 2009-2013 GWP Strategy; ensure a positive, harmonious and productive work environment within the GWP Secretariat.			
	Goal 1	Goal 2	Goal 3	Goal 4
	10	10	10	70
OC / Progress Markers	4.1			

Strategic element	4.3 GWP financial sustainability			
Activity title	107 Fundraising			
Activity leader	Ania Grobicki			
	Description	Responsible	Days (initial)	
	Develop and implement the Fundraising Strategy at global and regional level and manage fundraising initiatives in partnership with GWP Secretariat and Regions.	Ania Grobicki	10	
	Interact, build, maintain and develop relations with existing and new bilateral and other Donors	Ania Grobicki	17	
	Administrative support – keep up relationships and correspondence, including FPG.	Helena Gunnmo Lind	30	
	Support management and NOs in developing the regions ability to access new and diverse sources of increased funding at regional and local level.	Li Axrup	15	
	Support accurate implementation of core Donor conditions, through reviewing Donor agreements and advice on integration of conditions in RWP/Hosts relationships.	Li Axrup	5	
	Support accurate implementation of restricted Donor conditions, through reviewing Donor agreements and drafting of special conditions for restricted funding.	Li Axrup	25 per new restricted programme	
	Interact with current and potential donors on financial and administrative issues	Catharina Sahlin-Tegnander	10	
	Support accurate implementation of donor conditions			
Main Outputs	Increase fund raised at Global, Regional and National levels (both core and programmatic funding) to be able to meet the requirements needed to fully implement the 2009-2013 strategy.			
	Goal 1	Goal 2	Goal 3	Goal 4
	10	20	20	50
OC / Progress Markers:	4.3			

Strategic element	4.4 Supporting the GWP network			
Activity title	108 Corporate Management & Governance			
Activity leader	Ania Grobicki			
	Description	Responsible	Days (initial)	
	Strategic Leadership of GWP Network through overall view and understanding of needs and requirements to develop and lead GWP through the implementation and outcomes of the Strategy 2009 – 2013. Be updated on global, regional, country and secretariat activities, progress and development for decision making.	Ania Grobicki	20	
	Lead the Risk Management Team and follow up on risks and actions.	Ania Grobicki	5	
	Revision of HQ agreement	Ania Grobicki	3	
	Administrative support	Helena Gunnmo Lind	25	

Increase understanding of GWP governance structures, support organisational changes and ensure that these are done in a legally correct way which suits GWP.	Li Axrup	20
Support Management and NOs in the process towards improved regional organisation and management as well as streamlined governance structures, through legal advice on the accreditation process.	Li Axrup	35
Support GWPO contractual arrangements, including host agreements, though review of template agreements, drafting of special contracts and/or conditions. Support on going GWPO procurement processes, including host selection processes, though providing legal advice to selection groups and review documents in the process.	Li Axrup	40
Provide legal input to review of Headquarters agreement and if new agreement comes in place, ensure necessary updates of GWPO staff rules and policies – through Li and hired consultant.	Li Axrup	10 + 15 for review if new agreement is adopted
Support the Risk Management Team by monitoring and documenting revisions of the risk management registry and prepare update for SC.	Li Axrup	5
Main Outputs	To lead and support the GWP Network and Secretariat to meet the goals to be achieved half way in to the 2009-2013 strategy, through establishing stream lined and well functioning HI and HQ agreements, procurement, staff rules and regulations and other policies, and in addition minimize potential risks to the organisation.	
	Goal 1	Goal 2
	10	10
	Goal 3	Goal 4
	10	70
OC / Progress Markers	4.1	

Strategic element	4.4 Supporting the GWP network		
Activity title	109 Internal Management		
Activity leader	Ania Grobicki		
	Description	Responsible	Days (initial)
	Participate in Management-, Staff-, and Senior Leadership Team Meetings, in order to manage Secretariat and Network development.	Ania Grobicki	11
	Participate in Management and Staff meetings	Helena Gunmo Lind	9
	Participate in Staff meetings and other generic meetings	Li Axrup	8
	Direct report meetings	Ania Grobicki	20
	Follow up on items generated by above meetings	Ania Grobicki	6
	Follow up on items generated by above meetings/Administrative support	Helena Gunmo Lind	15
	Execute decisions and exercise responsibility for financial management.	Ania Grobicki	5
	Mid Term Strategy Review	Ania Grobicki	2
Main Outputs	See to that each Secretariat staff member delivers their part of the implementation of the 2009-2013 strategy, according to each individual performance cycle; oversee the structure and functioning of the Secretariat and Technical Committee.		
	Goal 1	Goal 2	Goal 3
	20	20	40

OC / Progress Markers	4.1
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Strategic element	4.4 Supporting the GWP network			
Activity title	110 Statutory Meetings of GWP Governing Bodies			
Activity leader	Ania Grobicki			
	Description	Responsible	Days (initial)	
	SP, SC and RD/CP content preparations and attendance	Ania Grobicki	15	
	SC x 2 - Set budget and agenda, plan & coordinate meetings, documentation and attendance	Helena Gunnmo Lind	20	
	SP - Set budget and agenda, plan & coordinate meeting, documentation and attendance, write Minutes	Helena Gunnmo Lind	5	
	Administrative support – research and prepare meeting binders and book meetings in preparation for RD/CP meeting.	Helena Gunnmo Lind	10	
	Support Senior Leadership Team by Minute taking, documenting and monitoring decisions and actions from SC meetings, updating governance documents and alert SLT of necessary actions.	Li Axrup	30	
	Organising (logistical arrangements) Regional Days (initial) & Consulting Partners meeting	Karin Linde Klerholm	70	
	Identify mechanisms for a more participatory Network meeting, possibly through electronic means.	Li Axrup	10	
	Advice on a process to ensure a correct and adequate Partners Database and facilitated future management. (Part of Karin L-K's activities).	Li Axrup	10	
	Preparations, participation and follow-up to Steering Committee Meetings, Sponsoring Partners Meeting, Consulting Partners Meeting, Financial partners Meeting, and Audit and Finance Subcommittee Meeting Regular contacts with the Audit and Finance Subcommittee Secretary of the Nomination Committee	Catharina Sahlin-Tegnander	16	
		Suzanne Strömberg	39	
Main Outputs	To serve the GWP Governing Bodies(Sponsoring Partners, Steering Committee, Regional Days and Consulting Partners Meeting) in order to make decisions and guide the organization in implementing the GWP Strategy 2009-2013 – e.g. approval of GWPO Work Plan 2011.			
	Goal 1	Goal 2	Goal 3	Goal 4
	20	20	20	40
OC / Progress Markers	4.1			

200 – Finance and Administration Unit led activities

SE	No	Activity Title	Activity Leader
4.3	201	Accounting	Catharina Sahlin Tegnander
4.3	202	Financial Management	Catharina Sahlin Tegnander
4.4	203	Audit Network (Global and Regional)	Catharina Sahlin Tegnander
4.3	204	Regional Partners and Network Operations Financial Management support	Catharina Sahlin Tegnander
4.4	205	Hosting of EUWI Finance Working Group and support to Technical Committee	Catharina Sahlin Tegnander
4.4	206	Office Administration	Catharina Sahlin Tegnander
4.1	207	Internal Finance and Admin. Unit Management	Catharina Sahlin Tegnander

Strategic element	4.3 GWP financial sustainability			
Activity title	201 Accounting			
Description	<ul style="list-style-type: none"> Process invoices and claims; secure timely payments; record quality checked regional expenditures in the general Ledger, monthly reconciliations to secure updated accurate information; verify and follow-up supplier invoices Update and keep the accounting system in good working conditions Keep the practical accounting guide updated 			
Main Outputs				
Lead responsibility, and others		Name		Days (initial)
	Activity leader	Catharina Sahlin Tegnander		7
	Others	Karin Dreik/Peter Nyman		22
		Sandra Lindholm		164
		Suzanne Strömberg		17
	TOTAL			210
	Goal 1	Goal 2	Goal 3	Goal 4
	19	25	29	27
OC / Progress Markers	4.1			

Strategic element	4.3 GWP financial sustainability			
Activity title	202 Financial Management			
Description	<ul style="list-style-type: none"> Secure a robust internal control by a participatory process for budget preparations, budget follow-up, and forecasts Monitor budget execution and assist all units on budget issues Manage the annual closing process to allow a smooth process Prepare useful financial reports to be used as decision making tool for Management, Technical Committee, and units within the Secretariat Prepare a high quality Annual Financial Report Prepare correct and timely VAT and tax reports to the Swedish Authorities Control decisions and manage the outputs from the Decisions Archive Plan and monitor liquidity and currency accounts Liaise with the bank 			
Main Outputs				
Lead responsibility, and others		Name		Days (initial)
	Activity leader	Catharina Sahlin Tegnander		63
	Others	Karin Dreik/Peter Nyman		40
		Sandra Lindholm		16
		Suzanne Strömberg		7

	TOTAL			127
	Goal 1	Goal 2	Goal 3	Goal 4
	19	25	29	27
OC / Progress Markers	4.1			

Strategic element	4.3/4.4 GWP financial sustainability/Supporting the GWP network			
Activity title	203 Audit Network (Global and Regional)			
Description	<ul style="list-style-type: none"> • Prepare for and assist the auditors during the spring and autumn audit of the Secretariat • Assist the global auditors in the audit of the RWP • Contribute to the Audit Guidelines • Interact and develop a good relationship with the GWPO auditors • Prepare the required audit documents (representation letters etc) 			
Main Outputs				
Lead responsibility, and others		Name		Days (initial)
	Activity leader	Catharina Sahlin Tegnander		15
	Others	Karin Dreik/Peter Nyman		15
		Sandra Lindholm		6
	TOTAL			36
	Goal 1	Goal 2	Goal 3	Goal 4
	19	25	29	27
OC / Progress Markers	4.1			

Strategic element:	4.4 Supporting the GWP network			
Activity title	204 Regional Partners and Network Operation Financial Management Support			
Description	<ul style="list-style-type: none"> • Quality control the quarterly financial reports from the regions and liaise with the regions and network team on recommendations for improvement • Support the RWP on any financial queries • Provide capacity building financial training for the regions as requested or deemed necessary • Conduct internal audits and host institution visits • Liaise with the Network team and regions on financial queries and requests • Prepare and update financial guidelines for best practice at the regions • Liaise with potential Host Institutions on Financial and Administrative matters as part of the host selection process 			
Main Outputs				
Lead responsibility, and others		Name		Days (initial)
	Activity leader	John Metzger		
	Others	Karin Dreik/Peter Nyman		92
		Catharina Sahlin Tegnander		54
		Sandra Lindholm		18
TOTAL			164	
	Goal 1	Goal 2	Goal 3	Goal 4
	19	25	29	27
OC / Progress Markers	4.1			

Strategic element	4.1 Partnership and alliance building			
Activity title	205 Hosting of EUWI Finance Working Group and support to Technical Committee			
Description	Provide high quality support on financial and administrative matters including accounting, supplier payment, preparation of monthly financial status reports, preparation of the annual financial report, and support as requested during the			

	audit process.			
Main Outputs				
Lead responsibility, and others		Name		Days (initial)
	Activity leader	Catharina Sahlin Tegnander		5
	Others	Sandra Lindholm		16
		Karin Dreik/Peter Nyman		11
	TOTAL			32
		Goal 1	Goal 2	Goal 3
	19	25	29	27
OC / Progress Markers	4.1			

Strategic element	4.4 Supporting the GWP network			
Activity title	206 GWPO Office Administration			
Description	<ul style="list-style-type: none"> • Provide an efficient, cost-effective and ergonomically-sound work environment • Secure good cooperation with SIWI/UNDP/FAO/UNEP • Provide user-friendly administrative procedures and tools • Review of the Secretariat Handbook • Assist SIWI with reception duties 			
Main Outputs				
Lead responsibility, and others		Name		Days (initial)
	Activity leader	Catharina Sahlin Tegnander		1
	Others	Suzanne Strömberg		64
		Sandra Lindholm		3
	TOTAL			68
		Goal 1	Goal 2	Goal 3
	19	25	29	27
OC / Progress Markers	4.1			

Strategic element	4.3/4.4 Supporting the GWP network			
Activity title	207 Internal Finance and Administration Unit Management			
Description	<ul style="list-style-type: none"> • Secure a well functioning Finance and Admin Unit with dedicated, motivated, and skilled staff • Improve efficiency through information sharing, best practice, and manual and electric tools • Participate in management -, unit-, staff-, and other generic meetings 			
Main Outputs				
Lead responsibility, and others		Name		Days (initial)
	Activity leader	Ania Grobicki		
	Others	Suzanne Strömberg		12
		Sandra Lindholm		16
		Catharina Sahlin Tegnander		29
		Karin Dreik/Peter Nyman		12
TOTAL			69	
	Goal 1	Goal 2	Goal 3	Goal 4
	19	25	29	27
OC / Progress Markers	4.1			

300 – Communications Unit led activities

SE	No	Activity Title	Activity Leader
3.1	301	Communications capacity-building across the GWP Network	Steven Downey
3.2	302	Events	Helene Komlos-Grill
3.2	303	Website	Matt Evans
3.2	304	Stockholm World Water Week	Steven Downey
3.3	305	GWP IWRM ToolBox	Danka Thalmeinerova
3.3	306	Upgrade Document Management System	Matt Evans
3.3	307	Storage and Distribution	Helene Komlos-Grill
3.4	308	Publishing	Helene Komlos-Grill
3.4	309	Press / Strategic Messaging	Steven Downey
4.4	310	Decision Archive	Matt Evans
4.4	311	Partners Database (and other software)	Matt Evans
4.4	312	GWPO IT Equipment/IT Service Provider	Matt Evans
4.4	313	Support to GWPO	Helene Komlos-Grill

Strategic element	3.1 Improving communications capacity			
Activity title	301 Communications capacity-building across the GWP Network			
Description	A major element of the GWP global strategy (2009-13) is for GWPO to support communications capacity-building across the network.			
Main Outputs	<ul style="list-style-type: none"> • Work with regions to improve reporting so outcomes are clearly articulated (through monthly and annual reports, news releases, etc.) • Communications Guidance document and ppt • ppt on Outcome Mapping • Maintain online tools for regions which make publications creation easier and seek ways to economically translate, print and distribute materials—both online and in hard copy • Support regions, as requested, in recruitment and training of comms officers • Update GWP Graphical Policy • Photo management (selection, purchase, Flickr) for public awareness material for the network 			
Lead responsibility, and others		Name		Days (initial)
	Activity leader	Steven		30
	Others	Helene, Matt, Danka Network Team		50
	TOTAL			80
		Goal 1	Goal 2	Goal 3
	10	10	70	10
OC / Progress Markers	3.1; 4.2			

Strategic element	3.2 Improving GWP outreach			
Activity title	302 Events			
Description	One key strategy for GWPO is to support regional communications. The annual Comms Officers meeting provides a platform for inter-regional knowledge sharing and a venue for addressing practical matters that face a dispersed international communications team (reporting, media relations, publishing, graphical policy, online presence, etc.). This budget can also be used, when required, to support regions at their events.			

Main Outputs	<ul style="list-style-type: none"> Comms Officers meeting: plan, organize, write Minutes, follow-up Financial support, as necessary, for exhibits at regional events Support advocacy at key events (e.g., UNFCCC, Afr WW, ADB, etc.) 			
Lead responsibility, and others	Name			Days (initial)
	Activity leader	Helene		20
	Others	Steven Matt, Danka		30
		Network Team		
	TOTAL			50
Goal 1	Goal 2	Goal 3	Goal 4	
10	10	70	10	
OC / Progress Markers	3.1			

Strategic element	3.2 Improving GWP outreach			
Activity title	303 Website			
Description	A major milestone achieved in 2010 was the launch of GWP's first website in more than ten years. In 2011 we will maximize its integration with the Partners database by rolling out community features in which Partners can interact with each other. In order to maintain and enhance the website's features so that it does not remain technologically static, we need to make annual investments.			
Main Outputs	<ul style="list-style-type: none"> Community section for Partners on gwp.org Website maintenance and upgrades RWP websites hosted by GWPO, as requested 			
Lead responsibility, and others	Name			Days (initial)
	Activity leader	Matt		40
	Others	Steven, Helene, Danka		85
	TOTAL			125
Goal 1	Goal 2	Goal 3	Goal 4	
15	15	60	10	
OC / Progress Markers	3.1; 4.2			

Strategic element	3.2 Improving GWP outreach			
Activity title	304 Stockholm World Water Week			
Description	This annual event is key to enhancing our visibility in the water world and strengthening our relationship with a strategic ally, SIWI. GWP participates fully as exhibitor and convenor (or co-convenor) of sessions and side events, in addition to roles filled by individual staff (e.g., rapporteurs). This budget contains registration fees for GWPO staff.			
Main Outputs	<ul style="list-style-type: none"> GWP exhibit GWP-convened sessions and side events, as required GWPO staff attendance for networking Media exposure for GWP 			
Lead responsibility, and others	Name			Days (initial)
	Activity leader	Steven		10
	Others	Helene, Danka		25
		Network Team		
	TOTAL			35
Goal 1	Goal 2	Goal 3	Goal 4	
10	10	70	10	
OC / Progress Markers	3.1			

Strategic element	3.3 Strengthening GWP knowledge sharing			
Activity title	305 GWP IWRM ToolBox			

Description	<p>The ToolBox is a central part of knowledge generation, dissemination and sharing that is gradually being implemented over the strategy period. This activity involves the following:</p> <ul style="list-style-type: none"> • Assist Network Officers in all matters related to the regional partnerships and the regional focal points in order to foster inter-regional sharing of knowledge created by the Network as well as by other entities • Assist Communication team in communication of GWP technical knowledge • Enhance tools and update ToolBox database (organization of Focal Point meeting) • Assist RWPs in use and application of ToolBox (provide presentations in regions) • Manage and administer ToolBox database (and its web site) • Establish and maintain cooperation with GWP Partners and other potential collaborators • Promote use of ToolBox among and outside of GWP partners 			
Main Outputs	<ul style="list-style-type: none"> • support regions to document in case studies implementation of IWRM and application of economic tools • regional and country capacity development initiatives using ToolBox as a primary source of knowledge • improve structure of ToolBox by organizing a TEC workshop & RWPs • liaise with strategic partners (CapNet, IWMI; APFM/WMO, EUWI-FWG, UNEP, UNDP and SIWI) to share knowledge resources • promote ToolBox at events (SWWW, TWINtoGo EU project, etc.) • maintain functionality of site • establish and feed new section relating to IWRM plans collection • revise tools identified by TEC with focus on transboundary issues, institutional roles, legislative framework and regulatory instruments • ToolBox web site updated and quality ensured • RWPs assisted in application of ToolBox • Technical knowledge of GWP and its partners communicated 			
Lead responsibility, and others		Name		Days (initial)
	Activity leader	Danka		46
	Others	Helene, Steven, Matt		11
		GWP Technical Committee		
	TOTAL			57
	Goal 1	Goal 2	Goal 3	Goal 4
	15	15	60	10
OC / Progress Markers	3.1; 3.2			

Strategic element	3.3 Strengthening GWP knowledge sharing			
Activity title	306 Upgrade Document Management System			
Description	This project was put on hold in 2010 because of higher priorities (website and Partners database) and a paternity leave departure. In 2011, the priority is to replace the archaic (2003) and expensive document database Sharepoint with an intranet that serves GWPO and RWPs.			
Main Outputs	<ul style="list-style-type: none"> • Replace Sharepoint with new Knowledge Management and document handling system 			
Lead responsibility, and others		Name		Days (initial)
	Activity leader	Matt		45
	Others	Steven, Helene, Danka		22
		Network team		
	TOTAL			67
	Goal 1	Goal 2	Goal 3	Goal 4
			50	50
OC / Progress Markers	3.1			

Strategic element	3.3 Strengthening GWP knowledge sharing			
Activity title	307 Storage and Distribution			
Description	Annual contract for warehousing, occasional printing, and dispatching of GWP publications.			
Main Outputs	<ul style="list-style-type: none"> • Warehouse services • Printing • Mailing services 			
Lead responsibility, and others		Name		Days (initial)
	Activity leader	Helene		10
	Others	Steven		3
	TOTAL			13
Estimated costs (non-salary) costs and % distribution by goal	Estimated cost	€ 33,000		
	Goal 1	Goal 2	Goal 3	Goal 4
	15	15	60	10
OC / Progress Markers	3.1			

Strategic element	3.4 Strategic messages			
Activity title	308 Publishing			
Description	GWPO Comms provides a range of services to the network: writing, editing, design, photos, translations, printing, storage, and distribution of books, CDs, brochures, presentations, electronic communications, etc. In addition, the GWP in Action Annual Report is a flagship publication that documents the activities and financial information of the organization.			
Main Outputs	<ul style="list-style-type: none"> • Produce, support and coordinate production of GWP publications and printed material (translations, editorial services, design, photographs, layout, printing) • Technical Committee papers and publications edited, designed, translated, printed and disseminated • GWP in Action (planning, selecting, writing, editing, design, printing) 			
Lead responsibility, and others		Name		Days (initial)
	Activity leader	Helene		60
	Others	Steven, Matt, Danka		80
		Network Team		
	TOTAL			140
	Goal 1	Goal 2	Goal 3	Goal 4
15	15	60	10	
OC / Progress Markers	3.1			

Strategic element	3.4 Strategic messages			
Activity title	309 Press / Strategic Messaging			
Description	In 2010, GWPO used a service to help disseminate news releases, blogs, and other communications. Given that GWPO still has a way to go to develop a better database of media outlets, this online platform serves us well.			
Main Outputs	<ul style="list-style-type: none"> • NewsFlow: select, write, edit and format articles about the network's activities and achievements, and follow up regional stories. • Support message development so that network is aligned in what it is trying to communicate to its various audiences. • Create and manage website content • Media: develop media list and media plan, test potential areas of coverage, and show relevance of GWP work to events in the news • Develop a 'key influencers' list based on relationships through TEC, SC, NOs, Senior Advisors, etc. • Develop a speaker's bureau 			

	<ul style="list-style-type: none"> Record videos with key GWP people for website and "Beyond the Tap" Possible World Water Day participation 		
Lead responsibility, and others	Name		Days (initial)
	Activity leader	Steven	15
	Others	Helene, Danka	15
		Ania Grobicki	
	TOTAL		30
Goal 1	Goal 2	Goal 3	Goal 4
15	15	60	10
OC / Progress Markers	3.1		

Strategic element	4.4 Supporting the GWP network		
Activity title	310 Decisions Archive		
Description	The Decisions Archive was a major project completed in 2010. It is an online system for creating and processing financial decisions by GWPO. In 2011 it will be improved to ensure it continues to provide the global secretariat with a reliable service for financial management.		
Main Outputs	<ul style="list-style-type: none"> Upgrade and modifications to ensure it provides secretariat with a reliable service for financial management. 		
Lead responsibility, and others	Name		Days (initial)
	Activity leader	Matt	35
	Others	Steven	5
		Catharina	
	TOTAL		40
Goal 1	Goal 2	Goal 3	Goal 4
		10	90
OC / Progress Markers	4.1		

Strategic element	4.4 Supporting the GWP network		
Activity title	311 Partners Database (and other software)		
Description	A milestone reached in 2010 was the launch of a web-based Partners database. This user-friendly and robust software will make keeping accurate and helpful information about GWP Partners easier. The database is now—unlike before—accessible by the regions, allowing for greater participation and enhancing the mapping of GWP's relationships.		
Main Outputs	<ul style="list-style-type: none"> Maintenance fees and upgrades to Partners database. Software upgrades for GWPO, as necessary. 		
Lead responsibility, and others	Name		Days (initial)
	Activity leader	Matt	25
	Others	Steven, Helene	17
		Karin Linde-Klerholm	
	TOTAL		47
Goal 1	Goal 2	Goal 3	Goal 4
		50	50
OC / Progress Markers	4.1		

Strategic element	4.4 Supporting the GWP network		
Activity title	312 GWPO IT Equipment/ IT Service Provider		
Description	Each year provision needs to be made for normal replacement of IT hardware for the GWPO. Also, GWPO pays an outside supplier to provide platforms and licensing for computer-related office systems. In 2010 there was a competitive procurement process which identified a supplier for the next three year period (2010-2013).		

Main Outputs	<ul style="list-style-type: none"> • Replace equipment, as necessary • Maintenance and trouble-shooting • Office IT systems maintained 			
Lead responsibility, and others		Name		Days (initial)
	Activity leader	Matt		20
	Others	Steven, Helene		15
		Peter Tväberg (SIWI)		60
	TOTAL			95
	Goal 1	Goal 2	Goal 3	Goal 4
		10	90	
OC / Progress Markers	4.1			

Strategic element	4.4 Supporting the GWP network			
Activity title	313 Support to GWPO			
Description	Various activities to support internal processes.			
Main Outputs	<ul style="list-style-type: none"> • Participation in and support for SC, FPG, TEC, other internal meetings • Support to various internal meetings • Support fundraising proposals and reports to donors • Support CP (live streaming, Minutes, evaluation, news releases, etc.) • Follow-up and report media coverage "GWP in the News" • General admin in contracting services for communication activities • Book purchases and subscriptions 			
Lead responsibility, and others		Name		Days (initial)
	Activity leader	Steven		17
	Others	Helene, Matt, Danka		32
	TOTAL			49
	Goal 1	Goal 2	Goal 3	Goal 4
	10	10	40	40
OC / Progress Markers	4.1			

400 – Network Operations Unit led activities

1.3	401	Improving water infrastructure	John Metzger
1.4	402	Financing water management	Gabriela Grau
1.5	403	Transboundary cooperation	Aly Kerdany
1.6	404	Monitoring progress on IWRM – status report to UNCED+20	John Metzger
2.1	405	Adapting to climate change	Alex Simalabwi
2.2	406	Food security	Aurélie Vitry
2.3	407	Urbanisation	Björn Guterstam
2.4	408	Supporting dialogues that emphasise negotiation and compromise and allow optimal choices	Mercy Dikito-Wachtmeister
3.4	409	GWP-Dundee Scholarship Program - International Law	John Metzger/Patricia Wouters
4.1	410	Scientific Programme Committee for the Stockholm World Water Week	John Metzger
4.2	411	GWP performance measurement	John Metzger
4.4	412	Support to Eastern Africa	Alex Simalabwi
4.4	413	Support to the Caribbean	Alex Simalabwi
4.4	414	Support to Mediterranean	Aly Kerdany
4.4	415	Support to Southern Africa	Aly Kerdany
4.4	416	Support to Central Africa	Aurélie Vitry
4.4	417	Support to West Africa	Aurélie Vitry
4.4	418	Support to Central and Eastern Europe	Björn Guterstam/Danka
4.4	419	Support to Central Asia and the Caucasus	Björn Guterstam/Danka
4.4	420	Support to China	Björn Guterstam/John/Khalid
4.4	421	Support to Central America	Gabriela Grau
4.4	422	Support to South America	Gabriela Grau
4.4	423	Support to South Asia	Mercy Dikito-Wachtmeister
4.4	424	Support to Southeast Asia	Mercy Dikito-Wachtmeister
4.4	425	Managing of GWP Network Unit	John Metzger
4.4	426	Partners database	Karin Linde-Klerholm

Strategic element	1.3 Improving water infrastructure
Activity title	401 Improving Water Infrastructure
Description	<p>The GWP Strategy proposes the following for this strategic element: <i>“Along with institutional reform, there is a critical need, particularly in poorer countries, to develop and manage appropriate and sustainable water infrastructure. GWP will identify entry points and support multi-stakeholder dialogues to help governments and regional entities investigate cost-effective and appropriate infrastructure options that will benefit all. GWP will seek opportunities to convene stakeholders and contribute to ongoing dialogue between governments, regional development banks and others to expand water management infrastructure and to ensure that an IWRM approach is used in water infrastructure development.”</i></p> <p>During 2011 we will seek to develop and initiate as a first step an operational strategy for GWP to move forward with this strategic element.</p>
Main Outputs	<ul style="list-style-type: none"> GWP Operational Strategy for improving water infrastructure in the context of the available human and financial resources and the vision and mission of the of the GWP and its network

	<ul style="list-style-type: none"> Represent the issue of improving water infrastructure in the context of ongoing stakeholder discussions and dialogues between governments, regional development banks and others to enable and IWRM approach to be applied in investments in water infrastructure development and management. 			
Lead responsibility, and others			Name	Days (initial)
	Activity leader	John Metzger		20
	Others	Alan Hall		10
	TOTAL			30
	Goal 1	Goal 2	Goal 3	Goal 4
100				
OC / Progress Markers	1.2			

Strategic element	1.4 Improving financing for water management			
Activity title	402 Improving financing for water management			
Description	<p>This is a pilot activity to bring together the lessons learned by GWP around initiatives related to financing for water management. The aim will be to take stock and decide how to move forward so that global and regional level activities can be shared at the country level. This will build on the series of regional workshops carried out in partnership with the EUWI FWG and the work on Financing WRM carried out with OECD.</p> <p>Consultations with the 13 RWP's will be carried out to determine priorities for the follow up to the Regional Workshops and other GWP work on financing. The results of this exercise will enable GWPO to set the foundation for a more coherent and structured way of addressing this subject, in particular to extend knowledge to the country level, for the benefit of the Partnership.</p>			
Main Outputs	<ol style="list-style-type: none"> Follow up publication on lessons learned and insights resulting from the GWP and EUWI FWG workshops and OECD report for circulation across the RWP's and CWP's Operational strategy including background information of progress made by GWP on water financing so far. 			
Lead responsibility, and others			Name	Days (initial)
	Activity leader	Gabriela Grau		55 (25%)
	Resource person	Alan Hall		5
	Others	Jim Winpenny		3
	TOTAL			63
Goal 1	Goal 2	Goal 3	Goal 4	
100				
OC / Progress Markers	1.2			

Strategic element	1.5 Facilitating transboundary cooperation			
Activity title	403 Managing transboundary cooperation knowledge among the GWP network			
Description	<p>This is a pilot activity to bring together the lessons learned by GWP around initiatives related transboundary cooperation over surface and ground water. The aim will be to take stock of available knowledge within and without the network in order to identify knowledge GAPS. Concepts such as benefit sharing and scenario modelling will be examined with an eye to what lessons can be drawn from those who have implemented those concepts or applied them partly or whole.</p> <p>Working closely with TEC and key regional partners will identify these knowledge gaps. Throughout this process it is expected that all NOs will participate in focussing on knowledge gaps in this area at regional or basing level.</p>			

	<p>The results of this exercise will enable GWPO to set the foundation for a more coherent and structured way of formulating the messages that would add value to unpacking the obstacles facing improved transboundary cooperation.</p> <p>Engage with major donors concerned with TB cooperation and dialogue with them. Ensure that regional perspectives should guide the donors so that approaches are bottom up and not solution first. Ease tension between regional bodies, countries and donors in this regard. Selling point is that country national planning with an eye on transboundary cooperation should start first and not come last. A River commission is an outcome rather than a force established framework. TB donors are mostly Sida, EU, Germany (BMZ, GTZ and KFW), Danida – who else?</p> <p>2 big targeted brown bag lunches for SIWI and SIDA sensitization.</p>			
Main Outputs	<ol style="list-style-type: none"> 1. Follow up publication on knowledge gaps in that area of water management. based on regional resources, TEC experience and key partners such as basin organizations and regional organizations (ANBO etc) 2. Through a taskforce formulate the key messages that would suit GWP's structure and niche/role (which could be different at different levels and different regions) for different knowledge material and publications. 3. Four new case studies for inclusion in toolbox – inclusive of a study on potential thematic portal development with key partners. 			
Lead responsibility, and others		Name		Days (initial)
	Activity leader	Aly Kerdany		60
	Resource person	Pat Wouters		5
	Others			3
	TOTAL			68
		Goal 1	Goal 2	Goal 3
	100			
OC / Progress Markers	1.1			

Strategic element	1.6 Monitoring progress on IWRM
Activity title	404 Monitoring progress on IWRM
Description	<p>During 2011, this activity will support of a joint project with UN Water entitled: <i>“Status Report to the UNCED plus 20 conference on the application of integrated approaches to the development, management and use of water resources”</i></p> <p>The goal of the project is: To support countries in the sustainable development and management of water resources. The purpose of the project is: To assess progress and outcomes on “the application of integrated approaches to the development, management and use of water resources”, and to develop a long term monitoring and reporting framework for water resources .</p> <p>The project will assess progress based on the recommendations of the UNCED Conference in 1992, as stated in Agenda 21 Chapter 18, and the Johannesburg Plan of Implementation agreed at the WSSD in 2002. The outcomes of the UNFCCC processes will also be taken into account in the procedures and preparation of the progress report. The report has a unique purpose related to the UNCED plus 20 meeting and is the only report that focuses exclusively on water resources. It thus complements the tri-annual World Water Development Report, which gives a comprehensive review of all aspects of water, and reports such as JMP and GLAAS that focus only on water supply and sanitation services. The project does not aim to assess the present physical availability of freshwater resources in the world as this is covered by others. The project will address the need for a more rigorous reporting framework for water resources and will involve countries to promote national ownership and future follow up on long term reporting on water resources.</p>
Main Outputs	The major outputs from this project will be as follows:

	<ol style="list-style-type: none"> 1. A United Nations Progress Report to be submitted to the UNCED+20 Conference including: <ol style="list-style-type: none"> a. An assessment of progress since 1992 on the management of water resources across the world and the adoption of integrated approaches, b. An analysis of the findings and policy lessons for the global, national and regional levels c. A series of operational recommendations on: <ol style="list-style-type: none"> i. How countries could make further progress in their development and management of water resources at the national level including for shared waters, considering various sectoral needs ii. Future indicators and monitoring options (what and how) by UN-Water and partners, based on the experience of producing this report 2. An accompanying Power Point Presentation of the above report to communicate effectively the findings and recommendations of the status of the management of water resources 3. [A visual and interactive presentation of progress over time - at least since 1992 RIO summit. ?] – depending on data availability 4. A proposal for establishing a regular monitoring and reporting framework on the progress in the management of water resources world-wide. <p>Key milestones in the project will include:</p> <ol style="list-style-type: none"> 1. Inception report by November 2010 2. Final survey instrument by March 2011 3. Completed surveys from all countries by August 2011 4. Final status report and accompanying presentations by February 2012 5. Proposal for establishing a regular monitoring and reporting framework by December 2012 			
Lead responsibility, and others			Name	Days (initial)
	Activity leader	John Metzger		10
	Others	Alan Hall		10
	TOTAL			20
	Goal 1	Goal 2	Goal 3	Goal 4
	100			
OC / Progress Markers	1.3			

Strategic element	2.1. Adapting to Climate change
Activity title	405 Support to Climate Change Adaptation
Description	<p>This activity aims at supporting GWP efforts in developing solutions for adapting the management of water resources to climate change. The activity will be guided by an operational strategy on climate change and will support the establishment of a global programme on Water, Climate and Development (WCDP). The objective of the programme is to promote water security as a key part of sustainable regional and national development for economic growth and human security. The programme has the following components.</p> <ul style="list-style-type: none"> • <i>integration of water security and climate change in development processes</i> • <i>development of partnerships and capacity to integrate water security and climate change in development processes</i> • <i>development of financing strategies and investment plans for adapting WRM</i> <p>Specific activities²</p>

² For details, refer to Water, climate development proposal

	<p>1.0 Support to global thematic coordination on climate change adaptation and development of a programme on Water, Climate & Development (WCDP)</p> <ul style="list-style-type: none"> • Develop and roll out a climate change operational strategy • Support WCDP fundraising and package it for individual funding agencies • Support mobilisation of WCDP global alliances: UNDP, UNFCCC, UNCCD, WWF, UNEP World Bank, WMO, AMCOW, AfDB, UNECA, SEI, IRI, etc • Support development of Climate change projects with UNDP • Participate in 2 World Bank, UNEP meetings on adaptation • Facilitate linkages between Caribbean and SREP/SOPAC on SIDS issues • Work with other NOs to map GWP global work on climate change • Provide thematic support, coordination on global climate change processes -- <i>Participate in NOP meetings, online survey and dissemination of global climate change processes, key events, support integration of WCDP in GWP global operations & link to other strategic elements</i> 			
Main Outputs	<ul style="list-style-type: none"> • WCDP fully developed and alliances mobilised • Proposals developed for funding (at least 1) • GWP C establishes link with SREP • WCDP communicated at key international events and promoted • WCDP integrated in GWP operations with linkages to other thematic areas • Projects developed with UNDP for regional implementation • GWP Work on Climate change mapped and promoted 			
Lead responsibility and others	Name		Days (initial)	
	Activity leader	Alex Simalabwi		89
	Others			
	TOTAL			89
	Goal 1	Goal 2	Goal 3	Goal 4
	100			
OC / Progress Markers	1.1; 1.2; 2.1; 2.2			

Strategic element	2.2 Achieving food security			
Activity title	406 Coordination of development and implementation of GWP food security strategy			
Description	<p>Background research on GWP's current involvement and main stakeholders/events/processes in the field of food security</p> <ul style="list-style-type: none"> • Get an understanding of GWP's regional activities in the field of food security and agricultural water management through the Network Officers. • Map GWP's current activities and strategic alliances, at global level. • Identify key regional and global events and processes. <p>Development and implementation of an operational food security strategy for GWP</p> <ul style="list-style-type: none"> • Based on the mapping exercise and identification of key events/processes, coordinate the development an operational strategy for GWP's involvement and representation in relevant international fora and discussions related to food security. • Coordinate with other (TEC, RWPs, GWPO staff as well as strategic allies and knowledge partners) for beginning of implementation of GWP's food security strategy. <p><i>Includes one or several trips to key regional and global events on food security and agricultural water management, to be identified as the strategy is being developed.</i></p> <p>Supervision of conclusions of GW-MATE activities:</p>			

	<p>This activity includes supervision of the residual consultancy to Dr Stephen Foster to conclude the Groundwater Management Advisory Team (GW-MATE) by provision of advisory services to with GWP Technical Committees, Regional Water Partnerships and GWP Regional Technical Advisory Committees (RTACs) (estimated residual total 10 days), including</p> <ul style="list-style-type: none"> • Interactive work with the committees will be carried out on a demand driven basis and will include advisory input to refine / deliver the formulation of key messages relating to the incorporation of groundwater considerations into IWRM Plans. This work and associated meetings will also be undertaken opportunistically (e.g. in conjunction with any other operational travel given limited travel budget – or via Skype or video-conference) • Provision of on-demand advice to GWP regional network officers. This on-demand advice will include support for the formulation of proposals relating to proposed projects, courses and workshops. 			
Main Outputs	<ul style="list-style-type: none"> • GWP’s current activities and strategic alliances mapped, for regional and global levels. • Key regional and global events in the field of food security identified. • Operational strategy for GWP’s involvement in the area of food security developed – beginning of its implementation. 			
Lead responsibility, and others	Name			Days (initial)
	Activity leader	Aur�lie Vitry		60
	Others	TEC members Aki�a Bahri and Tushaar Shah		2 * 5 = 10
	GW-MATE	Stephen Foster		10
	TOTAL			80
	Goal 1	Goal 2	Goal 3	Goal 4
	60	20	20	
OC / Progress Markers	1.2; 2.1			

Strategic element	2.3 Tackling urbanisation (including water supply and sanitation)
Activity title	407 Tackling Urbanisation
Description	<p>The GWP Strategy proposes the following for this strategic element: <i>Today, 50 percent of the world’s population lives in urban areas and, with changing demographics characterised by massive migration into cities, by 2025 the percentage is projected to be 60 percent.</i></p> <p><i>Urban water and wastewater management is a serious threat in most developing countries. Most cities are unable to expand basic water services or manage growing competition among users. Given the trends in urbanisation, the need to improve water and waste management in cities is urgent. But, this must take impacts over a wide area into consideration, both upstream and downstream, as well as across basin and aquifer boundaries. As part of this effort, GWP will continue its work with UN-Habitat Water Operators Partnerships, where the focus will be on managing ‘used water’ as an essential element in overall water management.</i></p> <p>During 2011 we will seek to develop and initiate an operational strategy for GWP to move forward with this strategic element.</p>
Main Outputs	<ul style="list-style-type: none"> • GWP Operational Strategy for tackling urbanisation in the context of the available human and financial resources and the vision and mission of the of the GWP and its network • Represent the issue of urbanisation and water resources management in the context of ongoing stakeholder discussions and dialogues between governments, regional development banks and others to enable and IWRM approach to be applied in investments in water infrastructure development and management.

Lead responsibility, and others	Name		Days (initial)
	Activity leader	Björn Guterstam	
	Others:		
	TOTAL	33	
	Goal 1	Goal 2	Goal 3
	100		
OC / Progress Markers	2.1		

Strategic element	2.4 Resolving conflicts
Activity title	408 Supporting dialogues that emphasise negotiation and compromise and allow optimal choices
Description	<p>Work regarding this strategic activity evolves around supporting regional dialogues that create the space for stakeholders to dialogue, think through water conflict aspects and arrive at negotiated and compromise solutions that reflect stakeholder choices for achieving optimal benefits for all. The importance of dialogues of this nature emanate from the fact that demand for water, degradation of water & related natural resources, climate variability, and rural urban migration and conflicts over water and related resources have increased, and that this increases the possibility of serious conflicts over water and negative impacts on vulnerable groups, including the poor. 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 thru the peaceful management of the world's water resources locally, regionally, and globally. Key to this at the international level is the UN Watercourses Convention.</p> <p>This work in this area will :</p> <ul style="list-style-type: none"> • Facilitate good understanding by the network officer and the Network of the UN Charter article 1, which provides the framework for looking at resolving water conflicts, locally, regionally and globally. • From the information available from the regions, map out the conflict resolutions activities that the network is involved in, and monitor their evolution through the GWP monitoring system. • Feed, inform and catalyse the GWP knowledge chain with approaches/strategies to better understand water related conflicts and realistic scenarios for conflict resolution for practitioners and policy makers.
Main Outputs	<ul style="list-style-type: none"> • An annotated summary of 13 regional work plan 2010 activities regarding conflict resolution prepared and shared with the NO team. • Half yearly summary of 13 regions output reports on conflict resolution activities prepared and shared with the NOs. • Patricia Wouters (Resource person) (and if funds allow a social scientist, most likely Prof Shantha³ from Bangalore India) will have visited GWPO to have half day session with Network Officer on the UNCharter Article 1 (Law of Nations) and the legal and social perspectives to resolving conflicts, by June 2011. If funding situation does not allow, Shantha will only share written work on experiences from the ground, i.e interstate river water sharing of rivers in South of India. This provides the legal and social context for understanding conflict resolution. • Attend 1 global and 1 regional level conflict resolution related seminars at Dundee University or any relevant institution • Attend relevant global and regional conflict resolution events in SEA and SAS, annotate and share some scenarios with Network Officers. • On a yearly basis update a summary map on conflict resolution scenarios emanating from the network (policy and practice) and from theory and

³ Prof Shantha has been conducting river water sharing dialogues focused on the interstate rivers in the South of India. GWP supported the launching dialogues in this area, later dialogues were funded by Tata Industries.

	legal perspectives.			
Lead responsibility, and others		Name		Days (initial)
	Activity leader	Mercy Dikito-Wachtmeister		50
	Others	Prof Pat Wouters, Prof Shantha Mohan (India) & others to be identified		10
	TOTAL			60
	Goal 1	Goal 2	Goal 3	Goal 4
	70	10	30	
OC / Progress Markers	2.1			

Strategic element	3.4 Strategic messages			
Activity title	409 Development of Scholarship Program - International Law			
Description	<p>The program on International Water Law, delivered by the Dundee University should facilitate “<i>Connecting those who can provide knowledge with those who need knowledge</i>” as part of the concept of knowledge chain, aimed at connecting GWP expertise across the network with a specific focus on regional issues. It also meets with Goal 2 addressing critical development challenges.</p> <p>Objective: Develop knowledge sharing scholarship plans.</p> <p>Action: In collaboration with Dundee University, GWP will develop the framework for a GWP-Dundee Scholarship Programme in international water law. The programme is expected to enable training on a cost-shared basis in international water law for 30 professionals per year across the GWP network (5-year programme, i.e. 150 professionals trained).</p>			
Main Outputs	Scholarship programme developed and ready to implement subject to available funding, for 30 professionals /year.			
		Name		Days (initial)
	Activity leader	John Metzger		5
	Others	Patricia Wouters, Dundee University		5
		Karin Linde-Klerholm		10
	TOTAL			
Goal 1	Goal 2	Goal 3	Goal 4	
30	30	40		
OC / Progress Markers	3.3			

Strategic element	4.1 Partnership and alliance building			
Activity title	410 Scientific Programme Committee for the Stockholm World Water Week			
Description	Representing GWP interests in participation as a member of the Scientific Programme Committee for the Stockholm World Water Week.			
Main Outputs	<ul style="list-style-type: none"> • Incorporation of GWP representation in the entire range of WWW programming. • Contribution to effective delivery of a relevant scientific programme. 			
Lead responsibility, and others		Name		Days (initial)
	Activity leader	John Metzger		20
	Others			
	TOTAL			
	Goal 1	Goal 2	Goal 3	Goal 4
25	25	25	25	
OC / Progress Markers	3.1			

Strategic element	4.2 GWP performance measurement			
Activity title	411 GWP performance measurement			
Description	<p>Since GWP does not implement infrastructure projects, but facilitates processes to improve water resources management, GWP has adopted Outcome Mapping as a tool to monitor and report results, and measure performance. This methodology will be applied across the network in 2009 and beyond, with stronger links to the Global Action Network to share experiences on performance measurement. GWP will also share with the donor community its experience of the Outcome Mapping approach to show how it can be adopted in similar policy-related programmes and networks.</p> <p>The main activities here are to continue to develop and strengthen the GWP programme management cycle including:</p> <ul style="list-style-type: none"> • Monitoring the performance of the GWP Network using an outcome mapping approach • Facilitating the use of outcome mapping approach by the RWPs • Developing Progress Markers for regional activities • Working to ensure compilation of the outcome from the GWP regional activities • Support to the ES in reporting to the SC on progress made in regional and programme activities • Participating in evaluations and learning processes as and when required. 			
Main Outputs	Increasingly useful and relevant programme management tools and outputs including planning, monitoring, implementation and reporting tools and reports.			
Lead responsibility, and others		Name		Days (initial)
	Activity leader	John Metzger		20
	Others	Jacques Rey		20
		Ricardo Wilson-Grau		10
	TOTAL			
		Goal 1	Goal 2	Goal 3
	25	25	25	25
OC / Progress Markers	4.1			

Strategic element	4.4. Supporting the GWP Network			
Activity title	412 Support to GWP-Eastern Africa			

Description	<p><i>This activity will involve supporting GWP EA in implementation of their work plans for 2011. The activity will involve routine support to planned activities, providing demand driven advice to GWP EA and supporting their efforts in fund mobilization. The activity will also involve support to program development and participation in key regional meetings. Specific activities⁴</i></p> <p>Support GWP EA in strategic and programmatic matters</p> <ul style="list-style-type: none"> • Support GWP EA operationalise programme on Water, Climate & Development • Support GWP EA inputs and preparation for 4th Africa Water Week • Support GWP EA in developing 2012 work plans • Support GWP EA in fundraising • Support GWP EA in programme management and implementing activities in 2011 work plan <p>Support GWP EA in governance matters</p> <ul style="list-style-type: none"> • Participate in at least 3 GWP EA regional meetings • Support to financial report for GWP EA • Support administrative, management and governance of GWP EA • Support GWPEA reporting on outcomes • Support GWP EA in broadening partnership base <p>Support GWP EA in linking with International processes</p> <ul style="list-style-type: none"> • Support GWP EA participation in global CP, water week and COP 17 • Support GWP EA in documenting outcomes of regional work for international audiences • Support GWP EA's efforts in linking with AMCOW, AU, AfDB and other pan-African bodies 			
Main outputs	<ul style="list-style-type: none"> • GWP EA develop programme for water, climate and development • Africa Water Week effectively supported with inputs from GWP EA • GWP EA 2011 work plan implemented and GWP-EA work plan for 2012 prepared • At least 1 proposal for GWP EA submitted to funding agency • GWP EA outcomes reported in GWPO Annual Report • GWP EA outcomes reported in global international processes 			
Lead responsibility and others			Name	Days (initial)
	Activity leader	Alex Simalabwi		68
	Others			
	TOTAL			68
	Goal 1	Goal 2	Goal 3	Goal 4:
25	25	25	25	
OC / Progress Markers	4.2 & relevant regional OCs			

Strategic element	4.4. Supporting the GWP Network
Activity title	413 Support to GWP-Caribbean

⁴ For details, refer to GWP EA regional work plans for 2011.

Description	<p><i>This activity will involve supporting GWP C in implementation of their work plans for 2011. The activity will involve routine support to planned activities, providing demand driven advice to GWP C and supporting their efforts in fund mobilization. The activity will also involve support to program development and participation in key regional meetings. Specific activities (refer to GWP-C work plan for details)</i></p> <p>Support GWP C in strategic and programmatic development</p> <ul style="list-style-type: none"> • Support GWP-C develop programme on Water, Climate & Development • Support GWP-C to follow up on outcomes of Regional High Level Forum • Support GWP-C to prepare for GWP C 2011 High Level Forum • Support GWP-C's implementation of Water Demand program • Support GWP-C in interregional exchange with at least one region • Support GWP-C submit at least 1 proposal to funding agency <p>Support GWP C in governance matters</p> <ul style="list-style-type: none"> • Support administrative, management and governance of GWP C • Support to financial report for GWP C • Participate in at least 3 GWP C regional meetings • Support GWP-C reporting on outcomes <p>Support GWP C in linking with International processes</p> <ul style="list-style-type: none"> • Support GWP-C participation in global CP and water week • Support GWP-C in interregional exchange with at least 1 GWP region • Support GWP-C participation in global CP, water week and COP 17 • Support efforts in linking with regional bodies-CARICOM, CCCC, COTED and SREP 			
Main Outputs	<ul style="list-style-type: none"> • GWP-C develop programme for water, climate and development • At least 1 proposal for GWP-C submitted to funding agency • Outcomes of Caribbean High Level Ministerial Forum followed up • GWP-C participates in interregional exchange with at least one region • GWP-C 2011 work plan implemented • GWP-C Work plan for 2012 prepared • GWP-C outcomes reported in GWPO Annual Report • GWP-C outcomes reported in global international processes 			
Lead responsibility and others			Name	Days (initial)
	Activity leader	Alex Simalabwi		63
	Others			
	TOTAL			63
	Goal 1	Goal 2	Goal 3	Goal 4:
25	25	25	25	
OC / Progress Markers	4.2 & relevant regional OCs			

Strategic element	4.4. Supporting the GWP network			
Activity title	414 Support to GWP -Mediterranean			
Description	<p>Goal 1: Promote water as a key part of sustainable development</p> <ul style="list-style-type: none"> • Support the process of operationalising the MED water strategy at regional and country level through providing lessons learnt from other regions in facilitating IWRM planning processes. • Provide relevant GWP knowledge for better support to country processes in Tunisia, Mauritania, Lebanon and other country level to improve programme delivery of MED. • Engage in TB cooperation supported action with a view of documenting lessons learnt from MED for adding to GWP knowledge. 			

	<ul style="list-style-type: none"> • Develop the regional capacity for the uptake of knowledge and strengthen the links with EUWI-FWG and OECD as knowledge partners to support GWP-MED work on financing water in context of regional strategy. • Scope for and set-up a support mechanisms for GWP-MED to be better able to inform MED infrastructure programmes and GWP-MED advocacy for sustainable infrastructure. • Document for GWP knowledge tools, lessons learnt from private sector involvement both as a potential financier of GWP regional/global activities and as a financier in IWRM process and involvement in infrastructure development. • Better engage GWP-MED in Pan-African processes for the benefit of North Africa as a sub-region of MED <p>Goal 2: Address critical challenges</p> <ul style="list-style-type: none"> • Support the region in defining its CC strategy within MED context of being a hard hit region in terms of water scarcity and sea level rise. Assist MED in its advocacy for adaptation through improved water resources management as response. • Build on MED’s experiences for a better engagement in food-security issues in the region. Document lessons learnt for other regions. Forge links with Food security focal point. • Support MED to engage with urbanization and demographic mobility issues in the region and at global level given the large city syndrome in the region. Document lessons learnt and link regional work to thematic focal point. • Scope for opportunities of MED’s engagement in conflict resolution processes especially in the West Asia sub-region. Document any lessons learnt (especially from former work in Southern-Eastern Europe) and link to thematic focal point for global engagement. • Forge strong links between MED and TEC on those issues. <p>Goal 3: Reinforce knowledge sharing and communications</p> <ul style="list-style-type: none"> • Assist the region in strengthening its communication function • Support the region in becoming fully conversant in outcome mapping • Support the region in developing its 5-year strategic programme and identifying progress markers • Assist region in harmonizing programme goals and outputs into outcome mapping formats • Assist region in better mining for concrete outcomes and documentation of lessons learnt from their restricted and regional funded programmes. • Support the region in developing communication messages for advocacy on thematic areas <p>Goal 4: Build a more effective network:</p> <ul style="list-style-type: none"> • Continue discussions with MED on improved regional governance of the partnership. • Widen partners’ database for a better representation of sectoral interests and sub-regional interests. • Build on Med strengths in fundraising for building capacities of the African regions working on Pan African processes.
Main Outputs	<ul style="list-style-type: none"> • Improved workplans for 2011 till 2013 • 5-year strategic programme observing outcome mapping is in place. • Concise progress markers identified till 2013 with a working process for updating them annually. • At least four cases studies for toolbox developed. • 3 documented knowledge products based on MED experience in food security, TB and urbanization. • Joint programme prepared for fundraising with all other African regions.

	<ul style="list-style-type: none"> Improved communications function resulting better reporting for monthly, six-monthly and annual reports – more timely. Inclusion of 20 strong regional partners and national level partners from the south. Resolve all partners database issues. 			
Lead responsibility and others		Name		Days (initial)
	Activity leader	Aly Kerdany		80
	Others			
	TOTAL			80
	Goal 1	Goal 2	Goal 3	Goal 4
25	25	25	25	
OC / Progress Markers	4.2 & relevant regional OCs			

Strategic element	4.4. Supporting the GWP network
Activity title	415 Support to GWP-Southern Africa
Description	<p>Goal 1: Promote water as a key part of sustainable development</p> <ul style="list-style-type: none"> Support the process facilitating the work of SADC (Water Division) on developing the 3rd Regional Strategic Action Plan (RSAP). Strengthen regional support to country process for IWRM planning in Botswana, Namibia, and Mozambique. Support the finalization of the extension of Dutch support to Mozambique to finalize its IWRM plan – especially in final reporting and documentation of lessons learnt. Support the region in developing programmes for countries in transition – post conflict (DRC and Angola) linking to the focal point for conflict resolution. Support in finalising proposal to EUWI-ACP on water accounting programme with SADC. Support regional work and link to senior advisor on water financing in developing regional workshop to build on lessons learnt in this field. Support region in engaging in Zambezi Danida-supported activities – work closely with Torkil and Jens Fugl. Support regional concept on approaching transboundary issues from a national perspective rather than from a commission perspective. Link region to TEC work on TB at an early start. Better engage GWP-SA in Pan-African processes for the benefit of SADC countries based on documentation of results in above mentioned countries. <p>Goal 2: Address critical challenges</p> <ul style="list-style-type: none"> Support regional facilitation of the SADC adaptation strategy for Water as the leading theme in the regional adaptation strategy. Document lessons and experience – share with focal point for CC. Provide linkages to global work on CC to regional activities. Document lessons and results from regional work on CC in relation to impacts on water, food security, energy, human security, health and livelihoods. Provide linkages to new knowledge partners at global and regional levels. Support the region in its endeavours in linking research to policy making processes on food security. Documentation of lessons learnt and attribution to results. Use documentation approach of CACENA. Link to thematic focal point. <p>Goal 3: Reinforce knowledge sharing and communications</p> <ul style="list-style-type: none"> Assist the region in strengthening the KM and communication function in regions as well as encouraging learning functions at country level and with partners. Assist region in rolling out the learning system function as per knowledge chain paper and process to arise.

	<ul style="list-style-type: none"> Support regional efforts in creating strong advocacy and awareness raising messages from the results of working on goals 1 and 2. <p>Goal 4: Build a more effective network:</p> <ul style="list-style-type: none"> Support region in strengthening their CWP with the outcome of accrediting up to 6 CWP from GWP-SA in 2011. Assist in strengthening the outcome mapping approach functions at CWP and partner level for improved planning and reporting. Support the region in attracting donor funds through fundraising at global regional and country level. <p>Support the resolution of the partners' database issues (aka 120 partners fate unknown) with KLK.</p>		
Main Outputs	<ul style="list-style-type: none"> GWP-SA doubles its regional raised funds at end of 2011. Six CWPs are accredited and partners' database is clean. Messages developed from results of GWP-SA's work impacts positive changes in countries. Regional strategies for water planning and climate change are improved and better linked. Guidance from exercise should demonstrate leading other regional sectors in developing their CC strategies. At least 3 knowledge products are produced on food security, CC and approaches to TB cooperation. 		
Lead responsibility and others		Name	Days (initial)
	Activity leader	Aly Kerdany	80
	Others		
	TOTAL		80
	Goal 1	Goal 2	Goal 3
25	30	20	25
OC / Progress Markers	4.2 & relevant regional OCs		

Strategic element	4.4. Supporting the GWP network
Activity title	416 Support to GWP-Central Africa
Description	<p><i>This activity will involve supporting GWP-Central Africa in implementation of their 2011 work plan. The activity will involve routine support to planned activities, providing demand driven advice to GWP-Central Africa and supporting their efforts in fundraising, programme development and participation in key regional and international meetings (see generic description of NO's position). Specific activities are (see GWP-Central Africa 2011 work plan for details):</i></p> <p>Support the region in strategic and programmatic matters</p> <ul style="list-style-type: none"> Facilitate and support fundraising strategies and activities – in particular, through: <ul style="list-style-type: none"> support to on-going work on water resources financing in Central Africa support to development of, and advocacy for, a proposal on water and food security support to Central Africa's involvement in fundraising efforts for the pan-African Water, Climate and Development programme. <p><i>Would probably include one specific trip to Central Africa and/or specific trips for meetings with potential donors.</i></p> <p>Support the region in governance matters</p> <ul style="list-style-type: none"> Represent GWPO in the regional Steering Committee (1 SC meeting in 2011). <p><i>Could necessitate a trip to Central Africa in addition to the SC meeting.</i></p> <p>Support the region in representation/advocacy activities</p> <ul style="list-style-type: none"> Support the region in preparation for, and participation in, regional and international meetings, workshops and seminars – <i>including the 2011</i>

	<i>Stockholm World Water Week and 4th Africa Water Week.</i>			
	Work as part of the NOp team to provide improved support to the region <i>Includes participation to the NOp meeting every second week (26 meetings) and to the annual CP and regional meetings.</i>			
Main Outputs	<ul style="list-style-type: none"> • GWP-Central Africa 2011 work plan implemented and 2012 work plan prepared. • At least one proposal developed and submitted to one or several funding agency(ies), possibly on financing of water resources in Central Africa or water and food security. • GWP-Central Africa outcomes reported in relevant regional and international events and publications, including the GWP in Action 2010 (improved reporting) and 2011 (improved monitoring and reporting). • GWP-Central Africa participates in and organises key regional and international events for increased visibility. 			
Lead responsibility, and others		Name		Days (initial)
	Activity leader	Aurélie Vitry		80
	Others			
	TOTAL			80
		Goal 1	Goal 2	Goal 3
	25	30	20	25
OC / Progress Markers	4.2 & relevant regional OCs			

Strategic element	4.4. Supporting the GWP network
Activity title	417 Support to GWP-West Africa
Description	<p><i>This activity will involve supporting GWP-West Africa in implementation of their 2011 work plan. The activity will involve routine support to planned activities, providing demand driven advice to GWP-West Africa and supporting their efforts in fundraising, programme development and participation in key regional and international meetings (see generic description of NO's position). Specific activities are (see GWP-West Africa 2011 work plan for details):</i></p> <p>Support the region in strategic and programmatic matters</p> <ul style="list-style-type: none"> • Facilitate and support fundraising strategies and activities – in particular through: <ul style="list-style-type: none"> • continued support to the proposed groundwater programme in West Africa and dialogue with the GEF and others donors, including the EU/EC • support to West Africa's involvement in fundraising efforts for the pan-African Water, Climate and Development programme. <p><i>Would probably include one trip to West Africa and/or specific trip(s) for meetings with potential donors.</i></p> <p>Support the region in governance matters</p> <ul style="list-style-type: none"> • Represent GWPO in the regional Steering Committee (2 SC meetings in 2011). • Represent GWPO in the regional General Assembly of Partners (1 GA in 2011, probably back-to-back with one of the 2 SC meetings). <p>Support the region in representation/advocacy activities</p> <ul style="list-style-type: none"> • Support the region in preparation for, and participation in, regional and international meetings, workshops and seminars – including the 2011 Stockholm World Water Week and 4th Africa Water Week. <p>Work as part of the NOp team to provide improved support to the region <i>Includes participation to the NOp meeting every second week (26 meetings) and to the annual CP and regional meetings.</i></p>
Main Outputs	<ul style="list-style-type: none"> • GWP-West Africa 2011 work plan implemented and 2012 work plan prepared. • At least one proposal developed and submitted to one or several funding

	<p>agency(ies).</p> <ul style="list-style-type: none"> • GWP-West Africa outcomes reported in relevant regional and international events and publications, including the GWP in Action 2010 (improved reporting) and 2011 (improved monitoring and reporting). • Financial reporting requirements met; improved collaboration with the host institution. • GWP-West Africa participates in and organises key regional and international events for increased visibility. 			
Lead responsibility, and others		Name		Days (initial)
	Activity leader	Aurélie Vitry		80
	Others			
	TOTAL			80
		Goal 1	Goal 2	Goal 3
	25	25	25	25
OC / Progress Markers	4.2 & relevant regional OCs			

Strategic element	4.4. Supporting the GWP network			
Activity title	418 Support to GWP-Central and Eastern Europe			
Description	<p>This activity involves the following components:</p> <p><u>Support the region in strategic and programmatic matters</u></p> <ul style="list-style-type: none"> - Support implementation of 2011 work plan and development of 2012 work plan - Support in facilitation of Danube Strategy (Task Force on PP) - Support in other Task Forces (IDM, SusSan) - Support in inter-regional exchange with GWP CACENA (and MED) <p><u>Support in governance matters</u></p> <ul style="list-style-type: none"> - Support administrative, management and governance - Liaison with GWPO Secretariat, TEC - Support to semi annual, annual and financial reports - Support to develop project proposals for funding - Participate in at 2 regional meetings (one e-meeting) <p><u>Support in international processes</u></p> <ul style="list-style-type: none"> - Support to prepare Ministerial Meeting (Astana 2011) - Support in CP meeting, SWWW - Support in linking CEE with regional initiatives (ICPDR, HELCOM, EU-programs, UNECE, IWAC) 			
Main Outputs	<ul style="list-style-type: none"> - GWP CEE 2011 work plan implemented and 2012 work plan prepared - GWP CEE outcomes reported (Annual report) and financial reports submitted correctly and on time - At least one proposal developed and submitted to funding agency(ies). - GWP CEE participates in and organises key regional and international events for increased visibility. 			
Lead responsibility, and others		Name		Days (initial)
	Activity leader	Danka Thalmeinerova		30
	Others	Bjorn Guterstam		15
	TOTAL			45
		Goal 1	Goal 2	Goal 3
	20	25	50	5
OC / Progress Markers	4.2 & relevant regional OCs			

Strategic element	4.4. Supporting the GWP network			
Activity title	419 Support to GWP-Central Asia and Caucasus			
Description	This activity involves the following components:			

	<u>Support the region in strategic and programmatic matters</u> <ul style="list-style-type: none"> - Support implementation of 2011 work plan and development of 2012 work plan - Support in inter-regional exchange with GWP CEE <u>Support in governance matters</u> <ul style="list-style-type: none"> - Support administrative, management and governance - Liaison with GWPO Secretariat, TEC - Support to semi annual, annual and financial reports - Support to develop project proposals for funding - Participate in at 2 regional meetings <u>Support in international processes</u> <ul style="list-style-type: none"> - Support to prepare Ministerial Meeting (Astana 2011) - Support in CP meeting, SWWW - Support in preparatory meeting for WWF - Support in linking CACENA with regional initiatives (IFAS, UNDP) 			
Main Outputs	<ul style="list-style-type: none"> - GWP CACENA 2011 work plan implemented and 2012 work plan prepared - GWP CACENA outcomes reported (Annual report) and financial reports submitted correctly and on time - At least one proposal developed and submitted to funding agency(ies). - GWP CACENA participates in and organises key regional and international events for increased visibility. 			
Lead responsibility, and others			Name	Days (initial)
	Activity leader		Danka Thalmeinerova	36
	Others		Bjorn Guterstam	20
	TOTAL			56
	Goal 1	Goal 2	Goal 3	Goal 4
15	15	35	35	
OC / Progress Markers	4.2 & relevant regional OCs			

Strategic element	4.4. Supporting the GWP network			
Activity title	420 Support to GWP-China			
Description	This activity involves the following components: <u>Support the region in strategic and programmatic matters</u> <ul style="list-style-type: none"> - Support implementation of 2011 work plan and development of 2012 work plan - Support in facilitation of High Level Roundtable on Extreme Climate Change Adaptation - Support in high level forums: Yangtze and Yellow rivers - Provide strategic advices to priority themes: Integrated groundwater management and irrigation (Shaanxi), Urban water management (Hebei), and Flood control (Fujian) <u>Support in governance matters</u> <ul style="list-style-type: none"> - Support administrative, management and governance - Liaison with GWPO Secretariat, TEC - Support to semi annual, annual and financial reports - Support to develop project proposals for funding <u>Support in international processes</u> <ul style="list-style-type: none"> - Support in CP meeting, SWWW - Support in linking with ADB 			
Main Outputs	<ul style="list-style-type: none"> - GWP China 2011 work plan implemented and 2012 work plan prepared - GWP China outcomes reported (Annual report) and financial reports submitted correctly and on time - Funding opportunities with ADB identified 			
Lead responsibility,			Name	Days (initial)

and others	Activity leader	John Metzger		25
	Others	Björn Guterstam/ Khalid Mohtadullah		20
		Khalid Mohtadullah		10
	TOTAL			55
	Goal 1	Goal 2	Goal 3	Goal 4
25	50	20	5	
OC / Progress Markers	4.2 & relevant regional OCs			

Strategic element	4.4 Supporting the GWP network			
Activity title	421 Support to GWP-Central America			
Description	In addition to supporting the overall implementation of the 2011 work plan, it is expected that some key activities of particular involvement would be the following: promotion of IWRM national planning processes in at least two countries, Latin American workshop for legislators and journalists to be funded by the WB (joint inter-regional activity), fundraising initiatives amongst other regional tasks, as and when required.			
Main Outputs	<p>3.a The Latin American Support Group is consolidated as a source of expertise in the region and interacting with global TEC on a need basis.</p> <p>4a 2011 Regional work plan implemented and 2012 work plan and budget prepared.</p> <p>4b Application of an OM approach is mainstreamed in the RWP and accredited countries, and leading to improved reporting on outcomes. Standard presentation on OM jointly prepared with Communications.</p> <p>4c Fund raising efforts by GWP CAM are reinforced and lead to increased funding for key initiatives (i.e. journalists network, IWRM planning) and more solid relationships with main donors (i.e. FEMSA, BCIE and AECID). At least one proposal submitted to funding agency.</p>			
Lead responsibility, and others		Name		Days (initial)
	Activity leader	Gabriela Grau		75 (35%)
	Others			
	TOTAL			75
	Goal 1	Goal 2	Goal 3	Goal 4
20	20	20	40	
OC / Progress Markers	4.2 & relevant regional OCs			

Strategic element	4.4 Supporting the GWP network			
Activity title	422 Support to GWP-South America			
Description:	Supporting the implementation of the overall 2011 work plan will entail additional support through coaching the Regional Coordinator, who has been hired recently. Some activities of special involvement would be: Latin American workshop for legislators and journalists (joint inter-regional activity mentioned above), high level workshop on water management and climate change adaptation measures to be held in Peru and funded by SDC, development of ToolBox case studies, amongst other regional initiatives, as and when required.			
Main Outputs	<p>3.a The Latin American Support Group is consolidated as a source of expertise in the region and interacting with global TEC as and when required.</p> <p>4a Support the accreditation of at least two CWP, probably Colombia and Ecuador.</p> <p>4a 2011 Regional work plan implemented and 2012 work plan and budget prepared.</p> <p>4b Application of an OM approach is mainstreamed in the RWP and accredited countries, and leading to improved reporting on outcomes. Standard presentation on OM jointly prepared with Communications.</p> <p>4c Fund raising efforts by GWP SAM are reinforced and lead to increased funding for key initiatives (i.e. IWRM planning and climate change adaptation</p>			

	strategies) and more solid relationships with main donors (i.e. FEMSA and AECID). At least one proposal submitted to funding agency.			
Lead responsibility, and others	Name			Days (initial)
	Activity leader	Gabriela Grau		90 (40%)
	Others			
	TOTAL			90
	Goal 1	Goal 2	Goal 3	Goal 4
20	20	20	40	
OC / Progress Markers	4.2 & relevant regional OCs			

Strategic element	4.4 Supporting the GWP network
Activity title	423 Support to GWP-South Asia
Description	<p>Activities to support GWP SAS will mainly entail providing strategic advice and support to the region for the implementation of its 2011 work plan. Support will be provided on programmatic activities, on follow up cooperation activities with the ADB, on Zonal Water Partnerships in India, on strategic cooperation with other organisations, and on governance. I will attend the TEC /IWMI convened regional conference on water, food security and CCA to be held in Colombo week of 20 Feb, 2011. I will also visit India to support the ZWP led programme activities. I may also attend interviews for the recruitment of the new Regional Coordinator GWP SAS.</p> <p>Support GWP SAS in strategic programmatic development</p> <ul style="list-style-type: none"> • Support the region on the implementation of programmatic aspects covering Climate Change, working on IWRM ,floods and droughts, trans boundary issues, water management and productivity, river basin and lower level organizations. • Specifically follow up and nurture the region’s initiative and proposals on drought management • Support India Water Partnership in its Zonal Water Partnership led programmes in the 6 zones covering the whole country. <i>I will also make 1 trip to India during the year.</i> • Support India water partnership in private sector targeted fundraising initiatives for ZWPs. • Support GWP TEC in the planning and hosting of the planned water, food security and climate change conference in Colombo, Feb 2011. • Support the region in the establishment of its Regional Pool of Experts to support the region programmatically. Pool of experts cuts across the sectors <p>Support GWP SAS in governance matters</p> <ul style="list-style-type: none"> • <i>Support the region in the</i> recruitment of the new Regional Coordinator and participate in the interviews • <i>Coach</i> the Coordinator on GWP procedures and the OM approach • Support the new Regional Coordinator in the preparation of the 2012 work plan for presentation at CP 2012. • Support the region in the drafting of its communication strategy. • Support the region in reporting their outcomes. • Support the region in the elaboration of its fund raising strategy • Support the region in the promotion of good governance by CWPs at the country. Explore possibility of external consultant to do an assessment on governance in GWP SAS. • Attend 2 regional SC meetings of GWP SAS. • Support the region in building and strengthening an effective knowledge chain on IWRM in the region. <p>Support GWP SAS in strategic cooperation with regional/international organisations and in fundraising</p>

	<ul style="list-style-type: none"> Update the region with CCA funding information. Support the region in preparing CCA proposals and link the region with possible organisations who provide support in accessing fast funds on CCA Support GWP SAS to implement follow up areas of the GWP/ADB Letter of intent 		
Main Outputs	<ul style="list-style-type: none"> GWP-SAS 2011 work plan implemented GWP SAS 2012 work plan prepared. At least one proposal developed and submitted to funding agencies. GWP-SAS activities, outputs & outcomes reported in the monthly, regional reports , GWP SAS communication strategy elaborated and completed GWP SAS fund raising strategy elaborated and completed 		
Lead responsibility, and others	Name		Days (initial)
	Activity leader	Mercy Dikito-Wachtmeister	70
	Others		
	TOTAL		70
	Goal 1	Goal 2	Goal 3
28	24		48
OC / Progress Markers	4.2 & relevant regional OCs		

Strategic element	4.4 Supporting the GWP network
Activity title	424 Support to GWP-Southeast Asia
Description	<p>This activity entails supporting GWP SEA in implementing its 2011 work plan. Support to the region will mainly entail providing strategic advice and support on programmatic activities, cooperation & linkages with regional organisations in SEA fundraising, establishing the region's long term Regional Secretariat base, and coaching the new Regional Coordinator as is anticipated. I will attend 2 planned SC meetings, 1 Regional workshop to synthesise inputs from country reviews on IWRM, 1 Regional multi-stakeholder dialogue on water security in Sept 2011, a joint GWP SEA/UNESCAP initiative. I will also participate in the recruitment interviews for the Regional Coordinator.</p> <p>Support GWP SEA in strategic programmatic development</p> <ul style="list-style-type: none"> Support the region in reviewing status of IWRM implementation with a special focus on policy, legal and institutional aspects Attend the Regional dialogue and synthesis meeting to review IWRM implementation aspects in the region focussing on policy, legal and institutional aspects Support SEA in implementing climate change adaptation related programmes (Cambodia, Malaysia, Myanmar, Thailand), Support Indonesia in its urban water management expert dialogue. Support Vietnam in its search for possible solutions to solve conflicts of water uses for securing food and energy <p>Support the region in operationalising the knowledge chain.</p> <ul style="list-style-type: none"> Support TEC and GWP SEA in operationalising the Knowledge Chain, i.e. Implementing goal 3 of GWP strategy. Three (3) value propositions were discussed namely (i) transboundary water (ii) food security and through the (iii) water security paper that TEC will work on. <p>Support GWP SEA in governance matters</p> <ul style="list-style-type: none"> Support GWP SEA in transitioning to set up new Regional Secretariat arrangements in long term location. Support region in recruitment of new Regional Coordinator and attend recruitment interviews of the same

	<ul style="list-style-type: none"> • Coach the new Regional Coordinator on GWP operational procedures. • Coach new Regional Coordinator on outcome mapping. • <i>Participate in 2 GWP SEA SC meetings</i> • Support the region in the preparation of the 2012 workplan to be presented at CP 2011 • Support the GWP SEA Chair in explaining the GWPO policy on accreditation of CWP to countries • Support the region in the accreditation of all its CWPs. • Support the region in the presentation of its bi annual outcome report to GWPO • Support the region to set up a pool of technical experts to advise on a range of technical matters <p>Support GWP SEA in strategic cooperation with other regional organisations and in fundraising</p> <ul style="list-style-type: none"> • Support GWP SEA in its cooperation initiative with UNESCAP to influence decision makers to create an enabling environment, to strengthen institutions and appropriate investments to ensure water security for the 21st century • Attend the regional multi-stakeholder dialogue on water security in Sept 2011. • Link the region with possible consultant services to provide support in accessing fast funds on CCA. • Support GWP SEA to strategically position itself in relation to the water agenda in GWP SEA • Support GWP SEA to implement follow up areas on GWP/ADB cooperation Letter of intent. • Support GWP SEA to follow up June Bali meeting follow up areas of cooperation with ASEAN Secretariat • Support GWP SEA to follow up relevant outcomes of the ASEAN LEADERS SUMMIT to be held in December 2010. • Support GWP SEA to better network and strategically positioning itself to link up with strategic initiatives in the region. 			
Main Outputs	<ul style="list-style-type: none"> • 8 Country reports and 1 regional Dialogue report on the status of IWRM implementation in SEA. • GWP SEA multi-stakeholder dialogue reports on water security from 8 countries and 1 regional synthesis report to be ready in Dec 2011. • At least 1 proposal submitted to funding agency for possible CCA funding. • At least 4 GWP SEA CWPs accredited by GWPO. • New GWP SEA Regional Coordinator recruited and in place and conversant with OM. • GWP SEA reports on outcomes. 			
Lead responsibility, and others	Name			Days (initial)
	Activity leader	Mercy Dikito-Wachtmeister		100
	Others			
	TOTAL			100
	Goal 1	Goal 2	Goal 3	Goal 4
20	20		60	
OC / Progress Markers	4.2 & relevant regional OCs			

Strategic element	4.4 Supporting the GWP network
Activity title	425 Managing the GWP Network Unit
Description	<p>This activity entails the following:</p> <ol style="list-style-type: none"> 1. Planning and overall co-ordination including <ul style="list-style-type: none"> • Coordinate and support medium and long-term strategic planning and work programming with special emphasis on the Regional Water

	<p>Partnerships</p> <ul style="list-style-type: none"> • Work with the NOs to support the Regional Water Partnerships’, and Country Water Partnerships’, activities and outcomes, as part of implementation of the GWP Strategy 2009-2013 • Work with the NOs to ensure substantive action by the RWPs within the framework of the 2009-2013 Strategy and the Annual Work Programmes, and focus on capturing and documenting success stories • Advise the NOs in strengthening and developing the GWP Network at regional and country levels, screening new partner applications and supporting regions and countries seeking accreditation as new water partnerships. • Provide back-up to the NOs in regional/country representation when necessary. In consultation with the Network Officers, participate in key regional meetings and events as and when required, based on regional demand or Secretariat need • Promote capacity building on IWRM within the GWP regions through technical assistance and exchange of knowledge and good practices on IWRM • Co-ordinate and secure technical backstopping by Senior Advisers on relevant regional programmatic activities • Promote knowledge sharing among the RWPs and the technical function at global and regional level • Provide co-ordination with strategic allies and build their links with the Regional and Country Water Partnerships <p>2. Management</p> <ul style="list-style-type: none"> • Manage and supervise the Network Team • Manage the activities of Senior Advisers and Consultants • Provide overall strategic direction, advice and support to the Network Officers, including oversight regarding governance, financial and contractual matters with the Regional Water Partnerships and their Host Institutions • Chair regular Network Operations meetings with the Network Team and the Communications Team, building synergy throughout the regions and lessons shared across the network • Contribute to performance evaluations of other staff in Secretariat • Act on behalf of the ES when required • Support the ES in fundraising and in managing the funds available <p>3. Management Team</p> <p>Work pro-actively with the ES, the Head of Finance & Administration and the Head of Communications on the GWP Management Team:</p> <ul style="list-style-type: none"> • Ensure effective communications, learning and knowledge sharing within the GWP Network • Advise and assist with the issuing of contracts, recruitment of staff, etc. • Provide oversight and support to NOs regarding governance, matters relating to accreditations of water partnerships, financial and contractual matters including negotiation with the RWPs and their Host Institutions, thereby working closely with the Legal Officer • Manage the day-to-day activities of Human Resources in the Secretariat • Prepare or review funding applications for regional, country and programmatic activities and ensure initiatives are in line with GWP strategic outcomes
Main Outputs	<ul style="list-style-type: none"> • Increasingly effective Network Operations Unit serving the stated needs of the regions and effectively contributing to the GWP response to the emerging thematic challenges. • Effective facilitation of the knowledge chain through improved inter-regional learning and liaison with the Technical Committee.

Lead responsibility, and others	Name			Days (initial)	
	Activity leader	John Metzger		120	
	Others:	Karin Linde-Klerholm		51	
		Jacques Rey		30	
		Piers Cross		10	
	TOTAL				211
	Goal 1	Goal 2	Goal 3	Goal 4	
25	25	25	25		
OC / Progress Markers	4.1				

Strategic element	4.4 Supporting the GWP network				
Activity title	426 Continue development of database system for GWP Partners in harmony with the Policy on Partners				
Description	Work together with the Communications Unit to enhance the strategic communication and knowledge exchange with the Regions, Countries and Partners by developing the Partners Database further.				
Main Output:	<ul style="list-style-type: none"> • A more accurate Partners database • Having the Partners Database accessible to all Regions • Partner applications made directly through the website • Automated Partner Approval process through Partners Database 				
Lead responsibility, and others	Name			Days (initial)	
	Activity leader	Karin Linde Klerholm		55	
	Others	Matt Evans			
	TOTAL				
	Goal 1	Goal 2	Goal 3	Goal 4	
				100	
OC / Progress Markers	4.1; 4.2				

500 – Technical Committee led activities

1.5	501	Reinforcing GWP's participation in the global debates on transboundary waters	Patricia Wouters
2	502	Making the case for water security	Mike Muller
2	503	Exploring the economics of water security	Dale Wittington and Claudia Sadoff
2.1	504	Participation in the climate change task force	Mike Muller
2.2	505	Water policy to support food security	Uma Lee and Tushaar Shah
2.3	506	Support on integrated urban water management	Akiça Bahri
3.3	507	TEC contributions to the GWP Toolbox	Patricia Wouters, Claudia Sadoff
3.4	508	Information to policy makers on possible solutions to address critical challenges	Umberto Peña, Patricia Wouters and Uma Lele
	509	Technical Committee Meetings	Mohamed Ait Kadi
	510	Management of Technical Committee	Mohamed Ait Kadi

Strategic element	1.5 Facilitating transboundary cooperation			
Activity title	501 Reinforcing GWP's participation in the global debates on transboundary waters			
Description	<p>Partners in the regions requested more technical support and specific guidance on transboundary waters. In addition, contributing to resolve conflict over water is highlighted in the 2009 – 2013 GWP Strategy.</p> <p>Objective: Provide Regional Water Partnerships with tools and knowledge for encouraging genuine transboundary cooperation.</p> <p>Action: TEC develops a background paper on transboundary cooperation in collaboration with RWPs (e.g. South East Asia – Mekong River, East and South Africa, CEE-Danube, CACENA-Aral Sea and CAF- Lake Chad). TEC will involve and interact with RWPs to harvest issues on the ground and lessons learned.</p>			
Main Outputs	<p>Indicators of implementation:</p> <ul style="list-style-type: none"> • A background paper developed and disseminated by the end of 2011. • At least three Regional Water Partnerships involved in the preparation of the background paper. 			
Lead responsibility, and others	Name		Days (initial)	
	Activity leader	Patricia Wouters	14	
	Others:	RWPs	15 (3x5 days)	
		Humberto Peña	5	
		Torkil Jønch Clausen	5	
		Sarah Carriger	5	
	Knowledge Partners	SIWI	10	
TOTAL		54		
	Goal 1	Goal 2	Goal 3	Goal 4
	60	30		10
OC / Progress Markers	1.1			

Strategic element	2.1 Adapting to climate change		
Activity title	502 Making the case for water security		
Description	TEC will publish, by the end of 2010, a brief to rally the global development community behind water security by framing the issues within current economic and development challenges, and identifying key areas for action. It should be “a		

	new intellectual foundation for a new era”.			
	Objective: Complement the water security brief with country and regional evidence and case studies to raise the ‘alarm’ bell enough for action.			
	Actions:			
	<ul style="list-style-type: none"> • TEC co-produces with CWP’s and/or RWP’s country and/or regional water security profiles. • In collaboration with GWP-MED Partnership Council and Plan Bleu, TEC develops a case study on water demand management in the MED Region. 			
Main Outputs	Indicators of implementation:			
	<ul style="list-style-type: none"> • Template of country and/or regional water security profiles adopted by May. • At least three countries and/or a regional water security profiles disseminated by the end of 2011. • Case study on water demand management in MED region disseminated by September. 			
Lead responsibility, and others		Name		Days (initial)
	Activity leader	Mike Muller		5
	Others	Sarah Carriger		3
		Humberto Peña		2
		RWP’s/CWP’s		15 (3x5 days)
	TOTAL			25
	Goal 1	Goal 2	Goal 3	Goal 4
		90		10
OC / Progress Markers	2.2			

Strategic element	All under goal 2: Addressing critical development challenges			
Activity title	503 Explore the economics of water security			
Description	Producing and disseminating information on economics of water security should be an efficient way to “bring the water management issues higher in the political agenda”.			
	Objective: Make a compelling economic case for water security and contribute knowledge to encourage more and better water investments and improved water management.			
	Actions:			
	<ul style="list-style-type: none"> • TEC develops a concept note on the economics of water security. • TEC calls the development of country case studies in collaboration with regions. • TEC revisits and updates TEC Background Paper No.2, “Water as a Social and Economic Good: How to put the principle into practice”, in light of water security. This Background Paper was on the estimation of costs and values in the water sector. The following questions should be addressed when updating it: what are the costs and values to be considered in achieving water security? What are the costs if investments were not be made? 			
Main Outputs	Indicators of implementation:			
	<ul style="list-style-type: none"> • Concept note on the economics for water security finalised by end of March. • Two to three case studies initiated. • TEC Background Paper No.2 updated by the end of 2011. 			
Lead responsibility, and others		Name		Days (initial)
	Activity leaders	Dale Wittington		15
		Claudia Sadoff		10
	Others	Uma Lele, Humberto Peña		4 (2x2 days)
		Mike Muller		6
	Alan Hall and Peter Rogers		5 and 5	

		Sarah Carriger	2
		RWPs/CWPs	9 (3x3 days)
	TOTAL		56
	Goal 1	Goal 2	Goal 3
	90		10
OC / Progress Markers	1.2; 2.2		

Strategic element	2.1 Adapting to climate change		
Activity title	504- Participation in the Climate Change Task Force		
Description	<p>Advocacy has been undertaken and GWP has been at the centre of advocacy especially regarding IWRM. With climate change now under international spotlight, advocacy on water security must target the international debate on Climate Change.</p> <p>A Task Force is being established to help GWP develop an overall plan and road map of communications related activities that support its efforts in making the case for water in the international debate on Climate Change. The objective is to foster clear and consistent messages inspired by the existing TEC and GWP documents and regional activities.</p> <p>Objective: Support to the workplan of the Task Force on Climate Change.</p> <p>Actions: TEC contributes to the following Task Force's activities:</p> <ul style="list-style-type: none"> • Mapping of the outcomes of major international/regional events and the possible messages that GWP should be delivering. • Development of communication toolkits and briefcases to support GWP representatives when meeting with key audiences and to assist in "staying on message" (e.g. briefing notes, talking points, FAQ, PowerPoint presentations, etc.). 		
Main Outputs	<p>Indicator of implementation:</p> <ul style="list-style-type: none"> • Selected TEC Members contribute. 		
Lead responsibility, and others		Name	Days (initial)
	Activity leader	Mohamed Ait Kadi	
	Others	Mike Muller	7
		Merlyn Hedger	5
		Torkil Jønch Clausen	5
	TOTAL		17
Goal 1	Goal 2	Goal 3	Goal 4
	100		
OC / Progress Markers	2.1		

Strategic element	2.2 Achieving food security		
Activity title	505 Water policy to support food security		
Description	<p>Because of its inefficient and low value use of water, agriculture, the largest using sector, had to take a defensive stand in the international debate on water. It was seen as the system's safety valve. After the 2007-2008 food crises, food security was brought higher up the political agenda. The Comprehensive Assessment and several other initiatives brought substantially better understanding of the issues.</p> <p>TEC will help scope out future GWP work on the water, food security and climate change nexus, taking into account GWP's comparative advantages and exploring opportunities to collaborate with partners. TEC considers regional workshops to be the most efficient way to address this issue.</p> <p>Objectives:</p>		

	<ul style="list-style-type: none"> Promote better water policy to support food security in the context of climate change. Document the multifaceted dimension of the issue. <p>Actions:</p> <ul style="list-style-type: none"> TEC organises a regional workshop in South Asia in collaboration with partners (e.g. IWMI, CGIAR, FAO and SIWI). TEC supports the South Asia Water Partnership to establish a policy dialogue platform on water, food security and climate change in the region, linking with the proposed Integrated Drought Management strategy to be developed for the region. 			
Main Outputs	<p>Indicators of implementation:</p> <ul style="list-style-type: none"> A workshop organised in South Asia (Sri Lanka), possibly in February/March 2011, in collaboration with IWMI, as back-to-back meeting with the meeting of the Technical Committee. Proceedings of the South Asia workshop disseminated by the end of 2011. Regional cases studies published and disseminated notably through the ToolBox. A platform for policy dialogue on water, food security and climate change set up in the region. 			
Lead responsibility, and others	Name			Days (initial)
	Activity leader	Uma Lele and Tushaar Shah		15 and 19
	Others	Khalid Mohtadullah		5
		TEC Members		18 (9x2 days)
		Alan Hall		8
		Workshop papers		15*(3x5 days)
		Sarah Carriger		8
	Knowledge partner	SIWI		10
	TOTAL			98
Goal 1	Goal 2	Goal 3	Goal 4	
	70	20	10	
OC / Progress Markers	2.1			

Strategic element	2.3 Tackling urbanisation
Activity title	506 Support on integrated urban water management
Description	<p>Work of the Technical Committee on this subject was initiated in 2010 with a literature review which showed that there are many important players and several key guidelines and publications already developed. The question on the value-added of a TEC paper was thus addressed through a concept note based on the identification of questions put forward by regions, the challenges they have to deal with, the potential solutions in the IWRM framework.</p> <p>Objective: Bring together existing knowledge on integrated urban water management to support the Network.</p> <p>Action: TEC publishes a background paper on integrated urban water management in collaboration with RWPs (i.e. development of relevant city case studies, for example on Karachi).</p>
Main Outputs	<p>Indicators of implementation:</p> <ul style="list-style-type: none"> A background paper prepared for the 2011 Stockholm World Water Week (Theme: urban water management). At least three Regional Water Partnerships involved in the development of relevant city case studies incl. Karachi.

Lead responsibility, and others		Name		Days (initial)
	Activity leader	Akiça Bahri		19
	Others	Humberto Peña		5
		Uma Lele, Mike Muller, Wouter Linklaen Arriens		3 (3x1 day)
		Sarah Carriger		10
		GWPs/CWPs		6 (3x2 days)
	Knowledge Partner	SIWI		10
	TOTAL			53
	Goal 1	Goal 2	Goal 3	Goal 4
		90		10
OC / Progress Markers	2.1			

Strategic element	3.3 Knowledge sharing			
Activity title	507 Technical Committee Enhancements of GWP ToolBox			
Description	<p>The GWP ToolBox is a central tool for knowledge management and directly supports the GWP core functions of awareness raising, knowledge management and capacity building. While the Secretariat has line responsibility for the ToolBox, TEC will support its efforts.</p> <p>Objective: Develop and disseminate high quality global knowledge.</p> <p>Actions:</p> <ul style="list-style-type: none"> • TEC contributes to the clearance of “Tools” to be disseminated through the ToolBox. The functional arrangement will be a participation of designated/relevant TEC Members an additional one (or two) day prior to or following TEC meetings. • TEC contributes to strategic sessions on ToolBox organised by the GWPO Secretariat. 			
Main Outputs	<p>Indicators of implementation:</p> <ul style="list-style-type: none"> • Tools on regulatory institutions and financial instruments cleared. • Participation in GWPO Secretariat Meeting. 			
Lead responsibility, and others		Name		Days (initial)
	Activity leaders	Patricia Wouters Dale Wittington		8 (2x4 days)
	Others	Humberto Peña		4 days
	TOTAL			12
		Goal 1	Goal 2	Goal 3
			100	
OC / Progress Markers	3.2			

Strategic element	3.4 Strategic messages			
Activity title	508 Information of policy makers on possible solutions to address critical challenges			
Description	<p>Policy makers need action-oriented tools to develop solutions and relevant policies.</p> <p>Objective: Elaborate policy briefs on TEC priority topics, as a follow-up to the publication of TEC background papers.</p> <p>Action: TEC publishes policy briefs on:</p> <ul style="list-style-type: none"> • Water and equity (background paper published in 2010), • Transboundary cooperation, • Water, food security and climate change in South Asia. 			

Main Outputs	Indicator of implementation: <ul style="list-style-type: none"> Dissemination of three policy briefs by the end of 2011. 			
Lead responsibility, and others			Name	Days (initial)
	Activity leaders	Humberto Peña Patricia Wouters Uma Lele		3 (3x1 day)
	Others	Sarah Carriger		10
	TOTAL			13
	Goal 1	Goal 2	Goal 3	Goal 4
		100		
OC / Progress Markers	2.3			

Strategic element	Supports all GWP goals			
Activity title	509 Technical Committee Meetings			
Description	The Technical Committee meets two times per year. This activity defines the resources required to enable TEC meetings. Each meeting requires 2 days travel, plus 2 days time in the spring meeting and 3 days in the September meeting totalling 9 days per year			
Main Outputs	Successful execution of 2 annual Technical Committee meetings delivering agreed actions contributing to the outputs noted in other activities.			
Lead responsibility, and others			Name	Days (initial)
	Activity leader	Mohamed Ait Kadi		9
	Committee members	Akiça Bahri		9
		Uma Lele		9
		Wouter Lincklaen Arriens		9
		Mike Muller		9
		Humberto Peña		9
		Claudia Sadoff		9
		Tushar Shah		9
		Dale Wittington		9
		Patricia Wouters		9
RWPs		27 (3 representatives)		
Technical support and facilitation	Sarah Carriger		12	
TOTAL			102	
Goal 1	Goal 2	Goal 3	Goal 4	
40	40	10	10	
OC / Progress Markers	4.1			

Strategic element	Supports all GWP goals			
Activity title	510 Management of the Technical Committee			
Description	This activity encompasses the overall management of the Technical Committee Activities, supported by technical and administrative staff in GWPO Stockholm. In addition, the work of the Technical Committee Chair is supported by Ms Dominique Legros, seconded from the AFD to the Ministry of Agriculture in Rabat, Morocco. In this position she will provide technical support and coordination services to the Technical Committee Chair.			
Main Outputs	Effective management, including planning, organising, directing and controlling the activities of the Technical Committee.			
Lead responsibility, and others			Name	Days (initial)
	Activity leader	Mohamed Ait Kadi		111
		Danka Thalmeinerova (15%)		33

		Karin Linde-Klerholm (20%)		44
		Karin Dreik (5%)		11
	TOTAL			199
	Goal 1	Goal 2	Goal 3	Goal 4
			100	
OC / Progress Markers	4.1			