

Volume 1 - SUMMARY

# Workplan 2014

## *Implementing the Strategy*

Final – 11 December 2013



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### Document History

Date	File Name	Description
1 November 2013	GWP Workplan 2014 Vol 1 Exec Sum_V4.docx	Draft for presentation to Financial Partners Group meeting
13 November 2013	GWP Workplan 2014 Vol 1 Exec Sum_V7	Draft revised for presentation to GWP Steering Committee
20 November 2013	GWP Workplan 2014 Vol 1 Exec Sum_V8	Revised Organsational Chart
11 December 2013	GWP Workplan 2014 Vol 1 Exec Sum_V9	Revised logframe targets

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# 1 Introduction

The 2014 GWP Annual Workplan was developed through a process of consultation within the 13 Regional Water Partnerships (RWPs) and the GWPO. The annual process began during the joint Regional Days annual meetings in Stockholm (August 2013) and continued through the period September and October 2013.

This workplan is based on the results framework underlying the new Strategy “Towards 2020”. Although still in final draft form at the time of workplan preparation, the framework building on the present Strategy (2009-2013), with the vision, mission, 3 goals and 6 thematic focal areas broadly agreed, allows us to use it as a basis. The Annual Workplan is situated in the context of the 3-year Work Programme 2014-2016 which forms the first phase of the new Strategy.

The scope of work contained in the 2014 Workplan describes the activities and the results executed by the various entities in the GWP Network, carried out through routine support activities and functions, as well as specific projects and programmes. The required human and financial resources are also defined.

The 2014 Budget presented below of €17.7 million represents a 50% increase over the projected total for 2013 of €11.6 million, which represents a significant scaling up of GWP activities both globally and regionally.

Guiding the process is a *Work Programme Management Manual* - first drafted in 2012 and further developed in 2013 to support the evolving programme management requirements. The *Manual* summarises all planning and reporting requirements identifying synergies and simplifications where possible and has been positively received across the Network.

The 2014 Workplan is presented in 3 volumes:

- Volume 1: Summary (this document) which is supported by two companion documents:
- Volume 2: GWPO workplan and budget 2014 (detailed workplan for GWPO secretariat and Technical Committee and related budgets)
- Volume 3: GWP Workplan 2014 (13 regional workplans and summary GWPO workplan)

A separate *Annual Progress Review for 2013* has been prepared and issued as a separate document available in parallel and providing the background context.

## 2 Workplan Context – GWP’s Strategy “Towards 2020”

### 2.1 A results chain across 3 strategic goals – GWP’s “theory of change”

GWP works to advance global water governance and management at all levels, from global to local. The GWP Network is organized around the 13 Regional Water Partnerships and 84 Country Water Partnerships, as well as the Global Secretariat and Technical Committee (together forming the Global Water Partnership Organization or GWPO) based in Stockholm. Hence we work with partners at global level and in 13 regions worldwide, each of which has their own priorities, agendas and programmes to support GWP’s Strategy. These 14 entities are reflected in this summary workplan.

The GWP Strategy for the period 2014 to 2019 has been developed on the basis of a *theory of change* with a new mission and three well-defined goals developed in consultation with stakeholders across the GWP Network. The Strategy is summarised in the diagram following.



Figure: GWP Strategy – Towards 2020

## Workplan 2014: Implementing the Strategy Summary

The *results* from goals 2 and 1 are achievable in a sustainable and cost-effective manner only through strong partnerships – Goal 3.

GWP’s broad multi-stakeholder network enables knowledge to be generated and shared globally, regionally, and at country level through Goal 2, empowering the GWP partner organizations and key actors and allies in other sectors.

Available human and financial resources are deployed through the Network, to help countries and regions develop and implement their strategies and plans as a basis for investments - Goal 1.

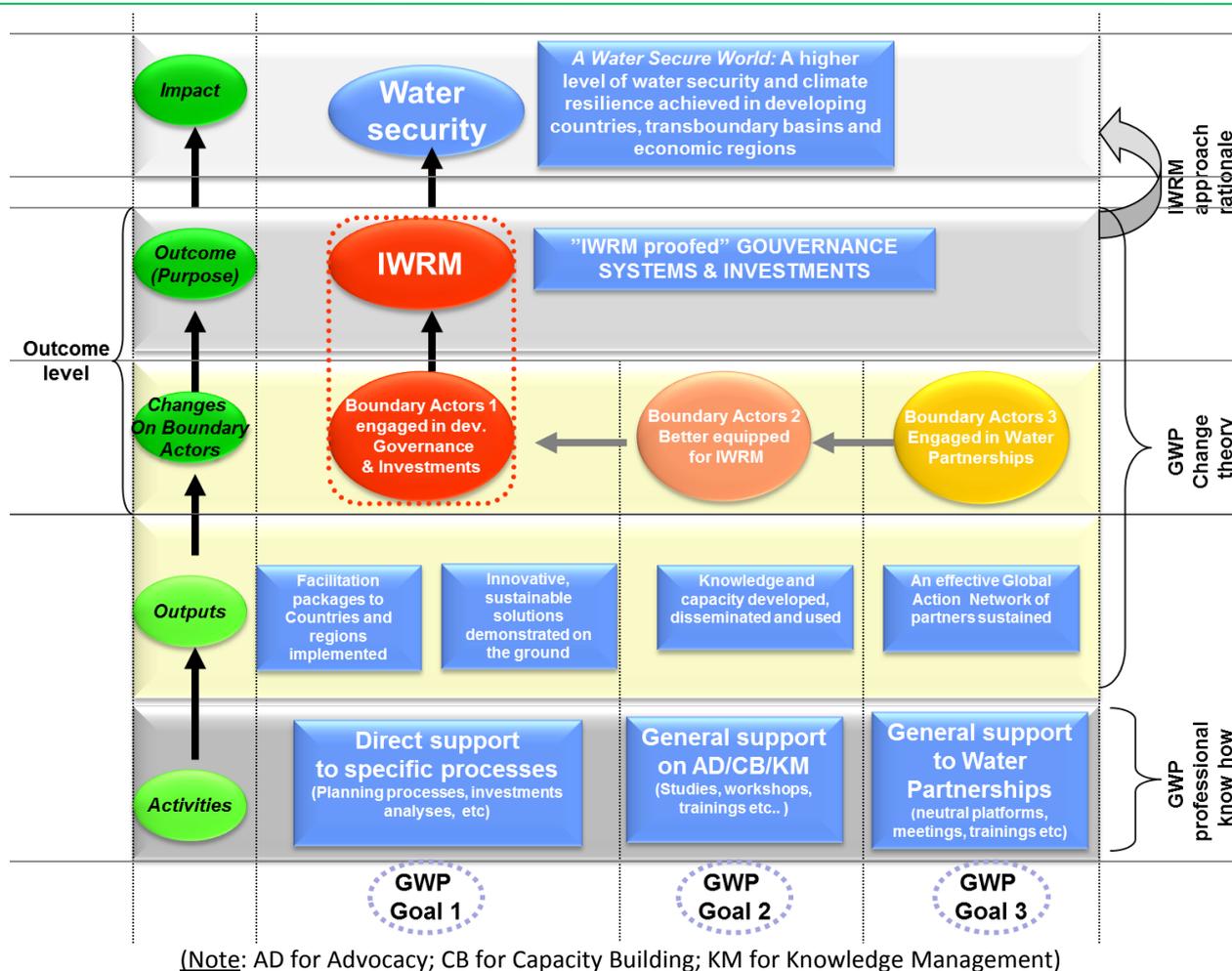
These three strategic action goals are mutually reinforcing, in supporting the changes taking place in the behaviour of the key actors that GWP works to support and influence, to advance an integrated approach to good water governance and sustainable management and development.

The corresponding *Results Chain* is summarised in the table below.

**Table: GWP results framework – the Theory of Change**

Description of outcome challenges by goals		Value added at different stages leading to real impact
<b>Goal 3</b>	<b>Actors</b> build partnerships within a network mode, at all levels.	<b>Contribution of</b> networking arrangements <b>to lead to Impact (via Goal 2 and Goal 1 mostly)</b>
<b>Goal 2</b>	<b>Actors</b> are empowered by advocacy, knowledge sharing and capacity building activities on IWRM, through the Knowledge Chain (working in one or several ‘ <b>thematic focus areas</b> ’).	<b>Contribution of</b> advocacy, capacity building and knowledge sharing activities on IWRM <b>to lead to Impact (via Goal 1 mostly)</b>
<b>Goal 1</b>	<b>Actors</b> reform their water governance system towards IWRM with strong intersectoral linkages (working in one or several ‘ <b>thematic focus areas</b> ’).	<b>Contribution of</b> IWRM oriented water governance <b>to lead to Impact</b>
<b>Impact</b>	<b>Actors work within the governance system to address concrete water-related problems affecting beneficiaries directly, leading to sustainable development.</b>	Real Impact on the lives and well-being of beneficiaries

The links between the various elements contributing to delivering results envisioned in the Strategy are reflected in the following logical framework.



**Figure: GWP results framework**

The detailed logical framework analysis (ref. Annex B) provides indicators at all levels:

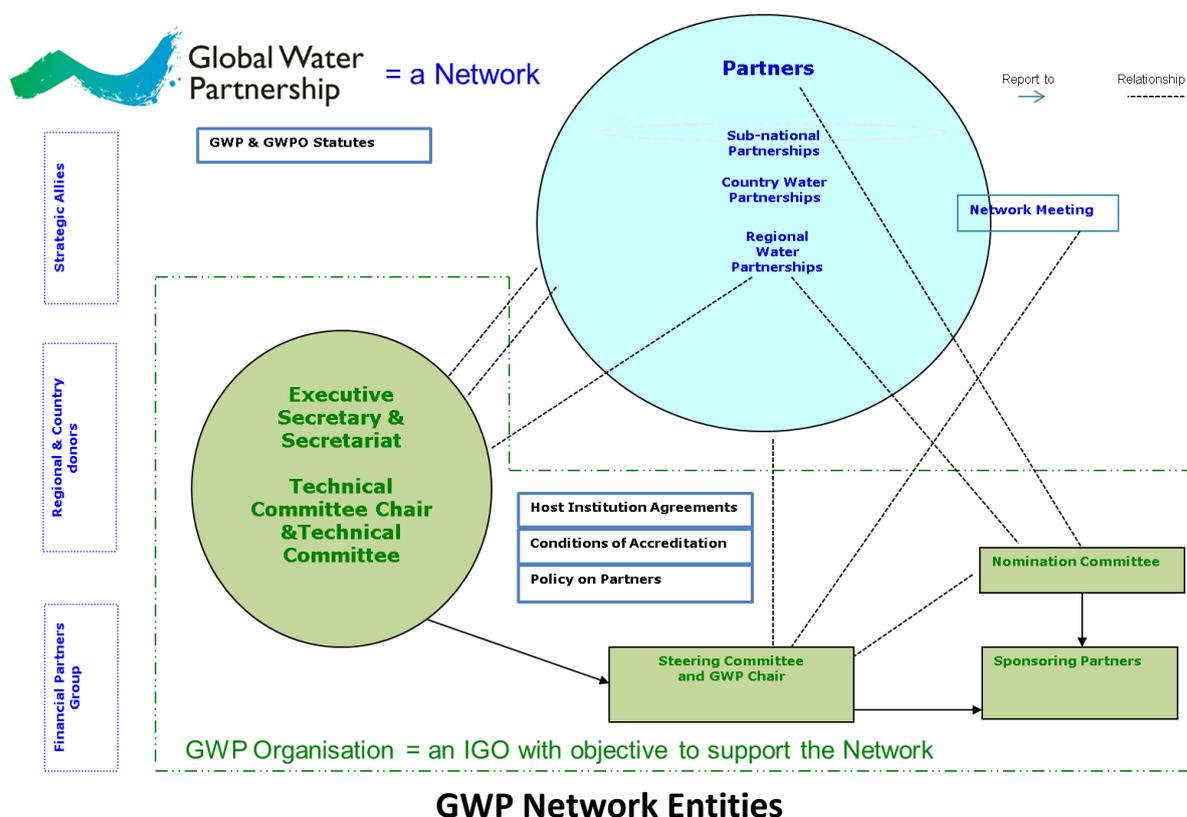
1. Impact (based upon the GWP vision) : **2 impact indicators**
2. Outcomes (based upon the GWP mission and associated outcomes) : **6 outcome indicators**
3. Outcome challenges and progress markers (these are defined separately for GWPO and for each of the 13 RWPs, hence there are a **large number of progress markers**, in the various thematic areas, depending upon regional strategic priorities)
4. Outputs and deliverables : **16 output indicators**

## 2.2 The GWP – A Global Action Network

The GWP is a Global Action Network (GAN)<sup>1</sup> of more than 2,800 diverse Partner organisations united by a joint vision of water security – managing water sustainably for people, economies and the environment. GANs are increasingly recognised as prominent features of the evolving development and humanitarian landscape<sup>2</sup>. Networks such as the GWP, are distinct from more formally constituted hierarchically-based organisational entities. Effective workplanning and monitoring of networked organisations is no small challenge.

Since its inception, the GWP Network has evolved to be a complex group of independent Partner organisations aligned in most cases in semi-autonomous Country and Regional Water Partnerships, supported by a Global Secretariat (an inter-governmental organisation called the GWPO, including the Technical Committee) based in Stockholm. The ‘glue’ that holds the Network together is its shared vision, mission and goals as outlined in the current Strategy. The Regional and Country Water Partnerships are required to adhere to certain conditions of accreditation, in order to use the GWP name and logo, and to be linked in to the GWP family. Workplanning is not done in isolation, but rather each entity within the Network seeks to “blend” within the overall workplan to link coherently with the workplans of the other entities.

A graphical representation of the various entities in the GWP Network and their relationships is shown below.



<sup>1</sup> Global, multi-stakeholder, inter-organisational change networks (Wadell, Steve. 2011. Global action networks: creating our future together. Bocconi University Press).

<sup>2</sup> Ramalingam, Ben. 2011. Mind the network gaps. Overseas Development Institute. London, UK. 16pp. <http://www.odi.org.uk/resources/download/5736.pdf>

## 3 Global Programme Highlights

### 3.1 *Global Dialogue for Water Security and Sustainable Growth*

A major activity for 2014 will be the *Global Dialogue for Water Security and Sustainable Growth* – carried out by GWP together with the OECD - which is designed to support the development of a Global Water Goal and feed into the Post-2015 Development Framework, by illustrating and influencing pathways to water security globally and in selected nation states and transboundary river basins. The approach will highlight the broader economic growth implications of alternative scenarios. Substantive new knowledge derived through the process will support the definition of robust water management and development targets, at all levels, regional (basin), national and locally.

The Global Dialogue is designed with 3 interlinked components (see diagram below) to be carried out over a period of about 24 months:

- A. **Global Dialogue Panel.** The Global Dialogue seeks to motivate action on water security by providing new information on the economic implications of water security at the global and basin scales, and to bring this information to the attention of policy makers at the highest levels. The Co-Chairs of the Global Dialogue Panel are Angel Gurría, the Secretary General of the OECD, and President Ellen Sirleaf Johnson of Liberia, acting in her capacity as Goodwill Ambassador for Water and Sanitation.
- B. **Expert Task Team.** A multidisciplinary team of recognized economists, water managers and scientists will develop, model and economically assess a set of water security scenarios at the global and selected basin levels in order to illustrate and compare alternate strategies and pathways for achieving water security. The Task Team will be led by the Dialogue Chair, supported by a technical Task Force Leader. The final report of the Policy Dialogue will be written by the Task Team and launched by the Chair at the 2015 World Water Forum (WWF) in South Korea. The report launch will include a high level panel of champions including Heads of State, Heads of Agencies (OECD, IFIs), Ministers of Finance, etc.
- C. **National Stakeholder Consultations.** Country-level consultations on the priorities and practicalities of developing a Sustainable Development Goal and associated targets for water security will be organized by the Country Water Partnerships in 26 countries, to interact with the Global Dialogue. The National Stakeholder Consultations will feed questions and information into the science/policy dialogue process, disseminate relevant findings of the Task Force, and inform and influence the SDG process. This will be a second phase of the 22 country consultations already carried out, which formed an official input into the the SDG process.

A key objective of the Global Dialogue is to influence the negotiations of the Open Working Group in New York, on the Global Water Goal and its role in the post-2015 agenda. Close links will be kept between the national stakeholder consultations and the country representatives on the OWG in New York, so that they can inform the negotiations with sound evidence-based arguments for water security from their own country. Work done with the Open Working Group is carried out by GWP in close collaboration with UN-Water. Ongoing input will be given into the post-2015 development framework for the design of global goals, as well as for regional, basin and national goals and verifiable targets and indicators.

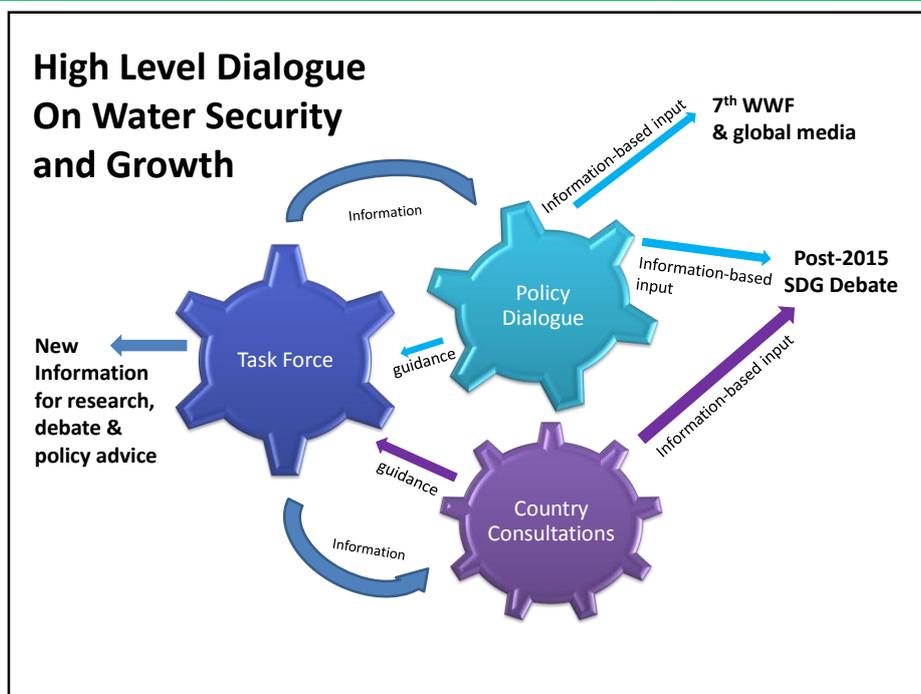


Figure: The Global Dialogue Project

## 3.2 Cross-cutting Strategic Issues

### 3.2.1 Gender

GWP recognizes gender as a key factor of development at all levels and is one of the key principles of the Rio-Dublin Principles. Although gender awareness raising activities have been carried out by GWP in many countries, the actual implementation of gender sensitive policies and programs needs to be revived and consolidated, and GWP will work with its partners to promote gender mainstreaming activities.

GWP will operationalize gender equity within its structures, operations, and programmes; establish gender focal points at regional and country levels; and form alliances at all levels with women’s organizations and gender experts to provide technical support for mainstreaming gender in programs and projects. To achieve this it will institute gender-sensitive budgeting and set-up a gender-responsive monitoring and evaluation system.

GWP and the Water Resources Commission of South Africa are partners in the development of a Pan-African wide study on Gender and Water that will be presented at the Gender, Water and Development Conference to be held in February 2014. GWP will also consolidate its Gender Strategy in close consultation with its Gender Focal Points and on-going thematic programs.

### 3.2.2 Youth

GWP at all levels will support the stronger engagement of youth groups and young water advocates, professionals, and entrepreneurs into the water community by:

- a) providing access for representatives of youth networks to contribute to meetings and conferences;
- b) supporting and giving technical advice to state actors, national and international institutions, on developing policies for youth participation and empowerment;

- c) assisting national and international institutions to develop financing plans for youth entrepreneurship in water resources management, and encouraging youth groups to formalise associations, in order to enhance their legitimacy and enable them to receive public funds and / or enter into valid contracts with public institutions; and
- d) partnering youth networks to set up special funds providing small grant opportunities to youth with water management projects, and highlighting youth achievement.

In 2014, GWP will consolidate and launch its youth strategy during World Water Day, and will explore ways to include the youth issue into its thematic programmes. GWP will also create structures at all levels to coordinate youth-related activities and communication, such as “Youth Councils” and “Youth Focal Points” at regional and country levels, and ensure that youth plays an influential role within GWP partnership structures and activities.

## 4 Thematic Programme Highlights

### 4.1 Thematic Programme Management and Coordination

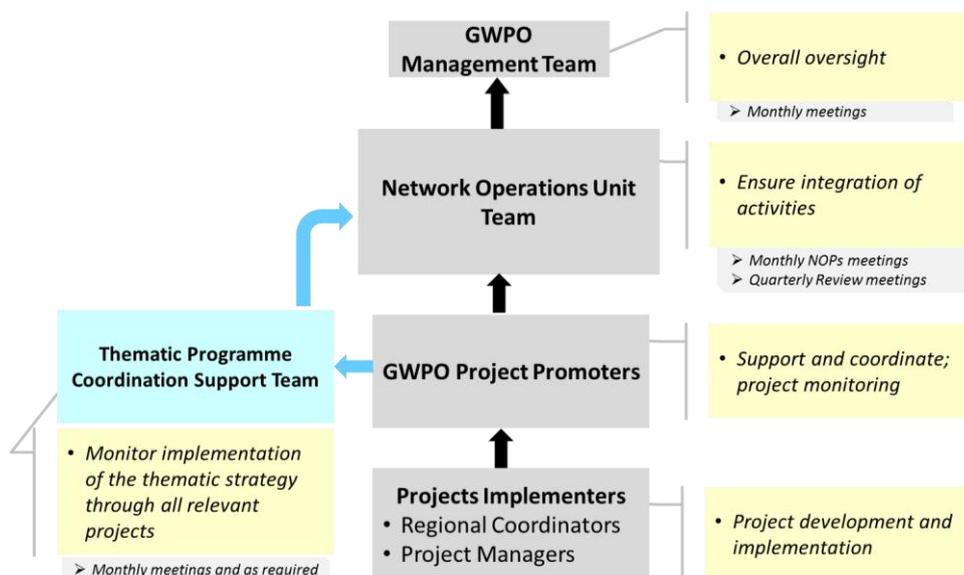
The GWP Strategy advances water resources governance, management and development, with a view to solve *actual problems* influencing the delivery of tangible results within the following key focus thematic areas:

<b>T 1</b>	Food and Water Security
<b>T 2</b>	Energy and Water Security
<b>T 3</b>	Ecosystems and Water Security
<b>T 4</b>	Urbanisation and Water Security
<b>T 5</b>	Transboundary Water Security
<b>T 6</b>	Climate Resilience and Water Security

This programme approach is a major thrust of the new Strategy. Each of these thematic focus areas offers opportunities to develop and implement programmes and projects depending on GWP's strengths as exhibited in the various part of the Network, and the opportunities enabled through available financing and synergies with other initiatives. GWP has already been very successful within the present Strategy period in developing programme opportunities in the thematic focus area of water and climate change adaptation through what is now known as GWP's *Water and Climate Programme*.

In the context of this workplan, a thematic programme is a set of activities addressing a clearly defined thematic focus area and packaged in global and/or regional projects managed in a coordinated manner. In the context of this workplan, this is limited to activities financed via GWPO-raised funding.

Overall management of global and thematic programmes is under a structure put in place during 2013 summarised in the following figure. For a detailed description of this management structure and the respective roles and responsibilities of the various entities highlighted, refer to the *GWP Work Programme Management Manual*.



**Figure: Management and coordination of global and thematic programmes**

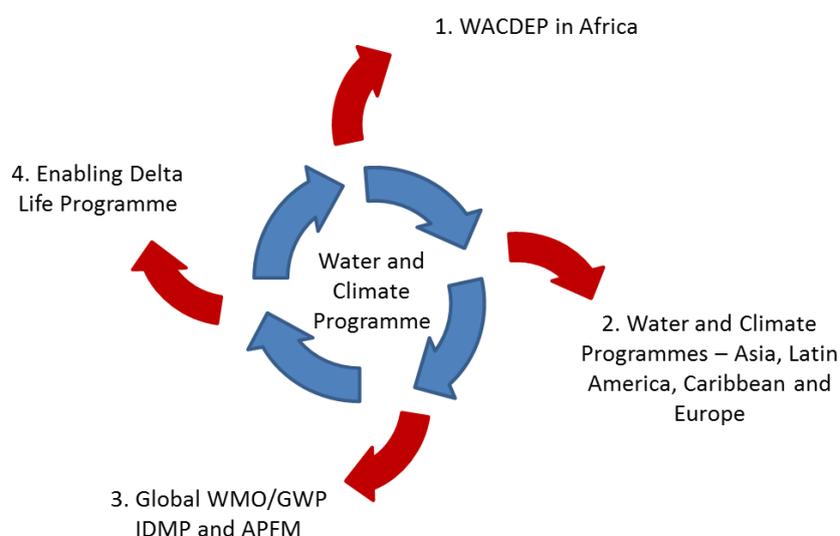
## 4.2 Water and Climate Programme

### 4.2.1 Global Water and Climate Programme

The Water and Climate Programme (WCP) builds on:

- GWP's global action network of partners,
- More than a decade of work across sectors providing evidence based IWRM knowledge including climate change adaptation approaches that go beyond a single sector,
- Bridging development agendas across line ministries and between scales from local to the global level, and
- Influencing the global climate policy agenda on adaptation while drawing on evidence and outcomes from the work of its partners at all levels.

Following the successful development and ongoing implementation of the Water, Climate Development (WACDEP in Africa) since 2010, the programme model was scaled up, adapted to specific regional development contexts and developed with regional ownership in the Caribbean, South Asia, Latin America, Central Asia and Caucasus thus establishing a strong foundation for GWP's leading thematic program. The WCP was further consolidated by streamlining and establishing synergies with other GWP climate related interventions on flood management, drought management and climate resilience in delta regions.



**Figure: The Water and Climate Programme**

The goal of the Water and Climate Programme (WCP) is to promote water as a key part of sustainable regional and national development and contribute to climate change adaptation for economic growth and human security. The overall objective is to support integration of water security and climate resilience in development planning and decision making processes, through enhanced technical and institutional capacity and predictable financing and investments in water security and climate change adaptation.

The WCP contributes to achievement of the objectives of the UNFCCC national adaptation plan (NAP) process that aims to reduce vulnerability to the impacts of climate change, build adaptive capacity and resilience and facilitate the integration of climate change adaptation into relevant new and existing policies, development planning processes and strategies

The expected outcomes of the WCP are:

- Water security and climate resilience integrated in development planning and decision-making processes
- Capacities of partnerships, institutions and stakeholders enhanced to integrate water security and climate resilience in development planning and decision-making processes
- “No regrets” investment and financing strategies and plans for water security, climate resilience and development formulated and governments enabled to access funding from new and emerging climate funds and other sources such as development banks
- Contribute to development of national adaptation plans (NAPs) and formulation of projects and programmes to support water security and climate resilient development
- Enhanced design of national drought and flood management policies through improved knowledge and access to scientific understanding of drought and floods, risk assessment, monitoring, prediction and early warning;
- Framework for analysis and governance of deltas developed and contribute to increased cooperation worldwide between delta communities

The WCP regional programmes and projects are developed by GWP Regional Water Partnerships in collaboration with relevant governments and regional economic development communities.

### **4.2.2 Water and Climate Programme – Global**

At the global level, the focus continues to be influencing the global climate discourse to advance the profile of water in adaption and advocacy to prioritise climate funding for water management across the world. GWP is finally strongly collaborating with key organisations influencing global adaptation efforts-the UNFCCC, the Global Environment Facility (GEF) as host to several climate funds, UNDP-GEF ( has the largest portfolio of adaptation programmers and climate funding), UNEP-GEF and others. Once fully operational, GWP intends to work closely with the Green Climate Fund and help countries to leverage climate funding for water management. Key global activities in 2014 and beyond include:

- GWP joined the Global Support Programme (GSP) for National Adaptation Projects (NAPs) led by UNDP and UNEP with support from UNFCCC, GEF (LDCF), WHO, FAO, IFAD and UNITAR. The GSP is the official lead global programme on adaptation responding to UNFCCC COP 17 mandate and is closely linked to GWP’s WAC objectives and goals. GWP is part of the GSP Board and will continue to support the development of the thematic supplement for NAPs technical guidelines on water.
- GWP participated in the 3rd meeting of the Adaptation Committee in Bonn and will continue to support this initiative as the lead global home charged with ensuring coherence and synergy on adaptation under the UNFCCC.

### **4.2.3 WACDEP in Africa**

The programme has 4 components as follows:

1. Support countries and regions to develop and integrate 'no/low regrets' investments into development plans, budgets and programmes
2. Support development of Innovative green solutions addressing critical water security challenges to enhance climate resilience
3. Promote knowledge and capacity development for water security and climate resilience
4. Support to partnership development, programme management and fundraising for water security and climate resilience in development

WACDEP Africa has inspired other GWP regions and policy makers beyond Africa to develop similar programmes, recognising their own regional context. WACDEP continues to be fully embedded in the AMCOW work plan with a dedicated AMCOW programme officer in place and contributing to the programme. AMCOW structures have been engaged at all levels including the AMCOW Presidents

office, the AMCOW Technical Ministerial Advisors, AMCOW Secretariat led by its Executive Secretary. GWP has so far submitted three progress reports to the AMCOW Executive Council of Ministers that have been positively acknowledged.

Overall, WACDEP Africa implementation is on track and has continued to receive remarkable and unprecedented political ownership from AMCOW. The Programme is now being referred to as a 'model programme' for how AMCOW works with its partners in implementation of high level decisions of African Heads of state and water ministers.

Following the 2012 launch of the African Union and AMCOW Framework for Water Security and Climate Resilient Development by the AMCOW President, witnessed by 33 cabinet ministers from across the continent, WACDEP expanded its partnership with CDKN on capacity development and project preparation to include CapNet, UNDP-GEF, AfDB through the Infrastructure Consortium for Africa (ICA), NIRAS and others. A capacity development programme has been developed and training materials advanced with training, including workshops and on the job mentoring, to begin in November 2013.

#### **4.2.4 Water and Climate Programme – highlights from other regions**

Central and Eastern Europe: the IDMP is the most advanced regional programme focusing on drought with a focus on key intervention areas:

- Drought management by agricultural practices.
- Assessment of drought impact on forest ecosystems prepared.
- Natural small water retention measures.
- Drought Risk Management Scheme: a decision support system - identification of national measures for drought susceptibility and drought vulnerability assessments.
- Policy oriented study on remote sensing agricultural drought monitoring, and
- Upgrading agricultural drought monitoring and forecasting.

Central America: GWP's Water, Climate, and Development Programme has been formally introduced in Central America. Launch events have taken place in Honduras, Nicaragua, Costa Rica, and Panama, and there will be events in Guatemala and El Salvador by the end of October. GWP partners in the region, as well as actors in the water and climate sectors, participated in the consultations and launch events and now the region is readying for the implementation phase.

GWP Central America initiated the programme together with agencies of the Central American Integration System and other relevant actors. It links integrated water resources management (IWRM) with resilience to climate change and the sustainable development of the countries.

The programme has already received recognition from the Economic Commission for Latin America and the Caribbean (ECLAC) that has commented the WACDEP's potential in the region to harmonize the efforts that can be done at the local and productive levels with the different stakeholders of Central America.

Together with ECLAC, GWP has started shaping joint work on the promotion of the economic value of water in relation to water security and sustainable development, while the regional central bank (BCIE) has been approached to identify joint work opportunities regarding development of bankable projects.

The programme shows great promise and will benefit from its strong bottom up and regional ownership from regional organisations drawn from the Central American Integration System (SICA), Central American Commission of Environment and Development (CCAD), Regional Committee of Hydraulic resources (CRRH), Central American Coordination Centre for Natural Disasters Prevention and Central

American Agricultural Council. The Programme will also count on a Group of Technical Advisers drawn from made up by ECLAC, FAO, CABEI, UNEP, UICN, UNISDR, and other people/organisations.

South America: The Water and Climate Programme in South America will initially focus on a sub-basin-Santa Eulia river in Peru that will be progressively scaled-up with the country and region capitalising on lessons learned and using the basin strategic geopolitical and ecological linkages to the Amazon basin, straddling several countries in the region.

The programme will be launched in December 2013 with participation expected from local and sectorial governmental authorities and key stakeholders. Key organisations to with potential to be involved include the Ministry of Agriculture, Ministry of Housing, Infrastructure and Sanitation, SEDAPAL-Lima Water and Sewage Service-, CONCYTEC –Council of Science and Technology-, Lima Geographic Society and private companies) have already shown interest in providing a financial contribution.

Caribbean: The future resilience of Caribbean communities to climate change impacts, depends on the success of water management interventions which increased resilience. Following the ministerial decision in October 2012 by nine Caribbean Ministers including two Deputy Prime Ministers which recommended GWP Caribbean and its partners to develop the WACDEP for the Caribbean, the programmes was in recently (October 2013) launched by five ministers at an annual high level forum for ministers responsible for water.

The WACDEP Caribbean has all the basic building blocks that led to the success of the WACDEP Africa-ministerial decision, high level political ownership including a recent MOU with Caribbean Community (CARICOM). Ministers have been engaged from the following countries The Bahamas, Anguilla, Barbados, Belize, Dominica, Jamaica, Nevis, St. Kitts, and St. Vincent and the Grenadines,

The programme supports implementation of the recommendations of the 23rd Inter-Sessional Meeting (2012) of the Conference of Heads of Government of the Caribbean Community (CARICOM) that adopted a Regional Implementation Framework for Achieving Development Resilient to Climate Change. Developed by the Caribbean Community Climate Change Centre (CCCCC), a lead CARICOM agency for coordination of climate change interventions in the region, the Plan identifies Global Water Partnership-Caribbean (GWPC) as one of the implementing agencies for climate change adaptation actions related to water management. The WACDEP Caribbean is GWPC's response to the commitments in the Plan and is being implemented as a joint initiative between GWP-C and the CCCCC.

Collaboration with the CDKN: and building on the success of the African Union and AMCOW framework for water security and climate resilient development, GWPC is developing a framework for integrating climate risks on water in national development plans and process focusing on water. The Caribbean Climate Online Risk and Adaptation Tool for water "CCORAL-Water" builds upon the online support system for climate resilient decision-making; a platform hosted by the CCCCC.

In South Asia, the Water and Climate Resilience Programme (WACREP), South Asia has been initiated in November 2012 and Work Plan of WACREP 2013-15 has been finalized. It has taken a very consultative approach in developing the workplan in 6 participating countries: Sri Lanka, Bhutan, Bangladesh, Pakistan, India and Nepal.

WCP projects are still under development in South East Asia and China. The two regions are the least advanced and GWPO has scaled-up its support to these regions to compliment regional capacity and build on the opportunities and previous related work on climate change and IWRM in the two regions.

### 4.2.5 GWP/WMO Floods and Droughts Programmes – the APFM and IDMP

#### WMO/GWP Associated Programme on Flood Management (APFM)

The APFM has a history of 12 years of advancing the concepts of Integrated Flood Management (IFM). In this period the APFM has developed a concept paper, four policy papers, case studies, training material and over 20 tools covering different topics on flood management. It has carried out several capacity development activities, demonstration project and relies on over 30 Support Base Partners that have committed resources in support of the APFM. Its [HelpDesk](#) was launched in 2009 and is the main entry point to the programme to receive technical support and advice on integrated flood management.

In 2014 the APFM will continue to develop tools on a number of flood related issues, particularly on social aspects and flood mapping. Demonstration projects and support to the regional and national level will move into the focus for the APFM. So will capacity building at the regional and national level in cooperation with CapNet. The APFM is looking to GWP to apply its capacity at the country level in a more concerted way than in the past. A Senior Programme Officer has been seconded from GWP to WMO to help among other tasks bring the GWP network closer to the APFM.

The APFM HelpDesk will continue to strengthen and promote the APFM and provide the primary entry point into the programme. A more targeted effort will be made to promote it as a resource for actors needing support on integrated flood management. Making use of the over 30 Support Base Partners, which have committed staff time in carrying out activities under the HelpDesk will be key. The programme will be engaging in specific requests in the following countries: Bangladesh, Benin, Bhutan, Cambodia, Cameroon, Cote d'Ivoire, Ghana, Mali, Moldova, Nepal, Nigeria, Sudan Vietnam and Senegal. A project on "Transboundary flood management in the Dniester River Basin in Moldova and Ukraine" will be supported by GWP as soon as co-funding has been secured by WMO.

#### WMO/GWP Integrated Drought Management Programme (IDMP)

Launched in March 2013 at the High Level Meeting on National Drought Policy (HMNDP), the IDMP became operational in mid-July 2013 with the appointment of a Senior Programme Officer seconded from GWP to WMO in Geneva. A series of meetings have been held to build the support of key partner organizations and introduce the IDMP as a platform for action at the regional and national level on drought management.

In 2014, the IDMP will continue to support the regional IDMP in Central and Eastern Europe noted above. In addition, regional drought programmes in West Africa, the Horn of Africa, Northern Africa and South Asia are being supported and can be expected to move into implementation. The Mexican Government will be supported by the IDMP in the Mexican Governments' undertaking, which is costing 33 Million CHF, to develop a national drought programme over the next six years. The work plan furthermore foresees for 2014 the development of tools, publications and technical support in response to the needs identified at the High Level Meeting on National Drought Policy (HMNDP) in 2013.

The deliverables of the IDMP for 2014 include: guidelines to develop national drought management policies, a capacity building course on drought management, publications on drought indicators and early warning systems, as well as a reference document to develop the concept of integrated drought management further. A virtual library will be developed and case studies collected. Linking these activities with action at the national and regional level will be key during its first year of implementation. The relationships with 15 organizations that have approached the IDMP with a concrete interest to work with the IDMP will be formalized through an Expression of Interest from each. The website of the IDMP will be further developed with a view to establish an IDMP HelpDesk similar to that of the APFM to provide an entry point to the IDMP and provide support on drought management.

### 4.2.6 Enabling Delta Life

GWP and the Delta Alliance (DA) are developing a global programme of action to enhance climate resilience and strengthen the governance of deltas worldwide. This programme builds on workshops held in 2012 which launched in a joint GWP/DA initiative entitled 'Enabling Delta Life'. A follow-up discussion paper entitled *Enabling Delta Life: What Makes Managing Land and Water in Deltas Different?* was published in March 2013.

During 2013 stakeholder consultation workshops were held in a number of countries to articulate further the key objectives and outcomes, and also to strengthen key partnerships (government agencies, local Universities, etc.) for the pilot activities in each country or region. Each region is identifying an action project that can strategically complement and add value to on-going activities in the respective deltas, based on joint GWP and the DA expertise and on the GWP water and climate programme.

Stakeholder workshops were held in the following deltas areas in 2013 and project concepts, workplans and budgets developed for possible implementation.

Country	Delta	Project value/duration	Comments
1. <b>Bangladesh</b>	Ganges / Brahmaputra Delta	\$700,000 3 years	Climate Resilience in the Bangladesh Delta by means of Managing for Effective Water Solutions
2. <b>Benin</b>	L'Ouémé Delta	\$673 420 3 years	Support the adaptation and management of deltas within Benin
3. <b>Egypt</b>	Nile Delta	€800,000 3 years	Better capability of the farming community to deal with less water in the future
4. <b>Myanmar</b>	Ayeyarwady Delta	Phase 2 follow-up assessment in 2014 valued at €60,000 of which GWP contribution will be €20,000.	Scoping/identification mission (Phase 1) was completed in 2013. A follow-up (Phase 2) is proposed for early 2014 and included in this workplan. A decision on a full implementation project, likely on the impacts of progressive salinity intrusion, is to be taken following, which may take shape as a 3-year \$750,000 project.
5. <b>Cambodia / Vietnam</b>	Mekong Delta	\$700,000 3 years	Support the adaption and management of the Mekong delta in four transboundary provinces to upscale this to the greater Mekong delta area.

Further consultations will continue in 2014 with Thailand (Chao Phraya river delta), and possibly for delta areas in Indonesia, China and the Volta river delta/Ghana.

The outcome of these consultations are detailed and consolidated proposals contributing to a global programme of action anchored through on-the-ground pilot activities. These are to be submitted to potential financial partners or implemented through the Water and Climate Programme. Apart from the pilot activities the Global Program will also include two other components:

- facilitating structured learning and information sharing among stakeholders, and
- developing a framework that would guide the management initiatives for global deltas.

Ultimately a programme will be implemented globally with pilot projects in selected countries and a global coordination component, including structured learning activities and the development of the framework.

### **4.3 Transboundary Cooperation Programme**

#### **4.3.1 Strengthening Institutions for Transboundary Water Management in Africa**

The SITWA project is a three-year, EC funded project (3 million Euros) aimed at strengthening regional cooperation for the sustainable management of transboundary water resources in Africa, with emphasis on supporting ANBO as the African continent's common transboundary water resources management platform as recommended by the *Tekateka Committee*. SITWA is implemented by the GWPO in partnership with the ANBO Technical Secretariat, currently hosted by OMVS in Dakar, Senegal. The project has two main objectives:

1. ANBO transformed into a sustainable and influential organization as a pillar under AMCOW
2. ANBO Program implemented and TA provided through the RECs

The project is implemented in two phases, an inception phase and an implementation phase. The inception phase is implemented between October 2012 and October 2013 (1 Million Euros) and the project activities of the subsequent Implementation Phase (2 Million Euros), until the end of 2015, will be determined and prioritised based on the findings and recommendations of this Inception Report.

The inception report has been approved by the SITWA Steering Committee, and recently presented to the EC, which will be officially submitted shortly after taking into considerations comments made. As a whole, AMCOW, RBO and RECs have been involved in the whole inception phase and ANBO has received considerable support from all, however some questions remain concerning its long term sustainability.

It is expected that the implementation phase should start by the end of 2013, and focus primarily on getting the new ANBO approved by the ANBO General Assembly, and by initially setting an information support system. The TITWA Project has managed to leverage possible interests from other Organizations and Programs such as the CIWA Program of the World Bank, CapNet for capacity building activities and GEF for institutional development.

#### **4.3.2 Water for growth and poverty reduction in the Mekrou transboundary river basin (Burkina Faso, Benin and Niger) – a sub-basin of the Niger River**

*The Water for growth and poverty reduction in the Mekrou transboundary river basin (Burkina Faso, Benin and Niger)* is a pilot project aiming to develop tools and planning approaches for policy makers and water managers to enable sustainable management and development of the water and related resources of this sub-basin of the Niger River.

The Mekrou River Basin covers an area of about 57,000 km<sup>2</sup> or about 3% of the total Niger River Basin. It is a transboundary basin encompassing parts of Benin, Burkina Faso and Niger. The overall objective of this project is to support Economic Green Growth and Poverty Reduction in these 3 countries. The specific objectives of the project are:

1. Establishment of the Cooperation Framework on Water for Growth long term planning in the Mekrou transboundary basin
2. Development of an Integrated Water Resources Management Strategy for green growth in the Mekrou River basin (food security, appropriate urban and rural development and environmental conservation to meet challenges arising from climate change) and water sector investment promotion.

The project has been designed with two phases: a) an inception phase of one year duration, and b) an implementation phase of 3 years. It will be executed jointly by:

1. Global Water Partnership Organisation (GWPO) as the Implementing Organisation also focussing on the institutional and stakeholder consultations aspects (€2,000,000), and
2. Joint Research Centre (JRC) of the EC, based in Ispra, Italy focussing on the technical aspects supporting basin planning and development – e.g. numerical modelling (€2,900,000).

The EC contract for this project is expected to be signed in October with start date in January 2014. GWPO will establish a Project Unit based in the GWP West Africa Office in Ouagadougou. The Project Unit will be composed of a full time Project Manager and a Project Assistant, and work under the supervision of the GWP West Africa Regional Coordinator. The Project Unit will be responsible for developing ToRs for the various studies and assessments and monitor the delivery of relevant outputs.

### **4.3.3 International Water Law**

Since 2011, GWP has been working with the University of Dundee in implementing an International Water Law 2-week short-course training programme to support GWP's strategic goal of enabling transboundary cooperation. The programme is aimed at persons within in water resources who are able to apply the knowledge of international water law directly in their work. Up to 30 professionals have been trained each year. The programme provides an overview of international water law. Participants should be able to use the information and knowledge gained to further influence processes that lead to cooperation resulting in investments in transboundary water management and development.

The programme has succeeded in generating great interest within the Network and the need for a programme focusing on the particular legal and language requirements in Latin America thus developed. This programme in Latin America is included in the 2014 workplan for delivery for the first time.

### **4.4 Integrated Urban Water Management (IUWM)**

Based on a review of country needs and regional consultations with key partners, it is proposed that GWP uses its comparative advantages in promoting IUWM. It will try to benefit from GWP's Regional and Country's network and local presence to promote IUWM, responding to specific needs and context, starting with the creation of Urban Water Partnerships that will subsequently analyze and plan its urban water and waste water in a new integrated way.

However, the concept of IUWM itself needs to be better understood by sector professionals and decision makers at all levels, and GWP will contribute together with other key strategic partners (UN-Habitat, ICLEI, OECD, WIN; IWA; AFD; IDB; ADB; WB; MED Cities and AFE) and technical partners (PCGS from USF, UNECSO-IHE, CapNet, UCT, SIWI, SEI and PsEAU) in the development and dissemination of awareness raising events at Regional and Local levels. It will therefore consolidate its knowledge base on issue related to IUWM as well as design processes for its implementation at policy and at municipal levels.

The key activities for 2014 include the following main three areas:

1. **Advocacy activities** in close consultation with key technical partners and RWPs:
  - Development of awareness raising and specific technical planning material for IUWM to be implemented at regional and municipal levels, in the format of 1 day modules for decision makers, and 5 days modules for urban planners.
  - Convening awareness raising events on the IUWM approach in Mongolia, Cameroon, China, the seminar organized by the African Association of water and the Africa Water Week.
2. **Knowledge management** in close consultation with GWP Communication and Knowledge Management Units

- Development of joint publication on IUWM approach with key strategic and technical partners
  - Creation of a blog on GWP Website on IUWM that will provide hands on information on IUWM most recent developments
  - Development of a script for the production of a film on IUWM
3. **Program development** in close consultation with RWPs and key strategic partners
- Development of an overall Program for GWP based on an analysis of demand and innovative responses to key urban challenges that would also include the development of two pilot projects (one in the Caribbean and the other one in Mongolia)
  - Specific IUWM promotional plans will be discussed with key financial and strategic partners in Africa, Asia, CEE and Latin America.

### **4.5 Thematic Programmes in Water and Food, Energy and Ecosystems**

Thematic strategies to support programmes in the focus area of food and water security has been developed, and a wide variety of activities engaged in by the GWPO and through existing programmes within the Network. However this has yet to emerge as a focus area with an implementable programme supported by strong interest amongst financing partners.

The new thematic areas under the Strategy 2020 are 1) energy and water security, and 2) ecosystems and water security. The 2014 workplan assigns these areas to staff within the Network Operations Unit supporting initiatives of expert members within the GWP Technical Committee.

## 5 Regional Highlights

### 5.1 GWP Caribbean

#### Workplan summary (highlights)

- This year there will be a focus on strengthening relationships and strategic partnerships with other IWRM related organisations (regional and international) and a renewed focus on securing additional sources of for joint activities.
- GWP-C will continue implementation of its Water Climate and Development Programme (WACDEP) to promoted water security in light of expected impacts of climate change on the development of the Caribbean small island developing states (SIDS) and low-lying coastal nations. The programme will be implemented through a coordinated approach involving key regional actors including the Caribbean Community Climate Change Centre (CCCCC) and the CARICOM Secretariat; and at the national level with government and non-government agencies and stakeholders at all levels.
- Emphasis will be placed on incorporating gender issues, land management/urbanisation, food security, ecosystems and energy into the activities of GWP-C as we work toward achieving the strategic goals.

### 5.2 GWP Central Africa

#### Workplan summary (highlights)

- Finalisation de la stratégie de financement du secteur de l'eau en Afrique Centrale en collaboration avec la CEEAC: Les documents de stratégie de financement du secteur de l'eau de l'Afrique Centrale ont été élaborés par le Global Water Partnership Afrique Centrale (GWP-CAf), Aux fins d'appropriation par les parties prenantes, lesdits documents ont été enrichis et validés lors d'un atelier régional organisé à Douala (Cameroun) en juin 2010 , organisé par le GWP, en partenariat avec la CEEAC, le Conseil des Ministres Africains de l'Eau (AMCOW), la Facilité Africaine de l'Eau (FAE), l'initiative de l'Union Européenne pour l'Eau et le Groupe de travail sur les questions financières (EUWI-FWG)., L'étude étant menée dans 4 ( RCA, Cameroun, Congo, Tchad) des 10 Etats membres , il faut la compléter pour couvrir l'ensemble des Etats membres, et compléter l'étude pour la mise en place du 4eme pilier de la stratégie régionale , qui n'est autre que le Fond Régional de Solidarité pour l'Eau. La réunion des Ministres en charge de l'eau de l'Afrique Centrale, réalisée le 6 avril 2012 à Bangui, (RCA) à recommander à la CEEAC de finaliser la stratégie.
- Appui à CEEAC dans l'élaboration du programme de promotion de la politique régionale de l'eau: La politique régionale de l'eau a été adoptée par les Chefs d'Etats et de Gouvernement de la CEEAC en octobre 2013, un projet de mise en œuvre de la dite politique régionale de l'eau est en cours d'exécution pour entre autre, doter le SG/CEEAC d'un PARGIRE, Il est important qu'un programme de promotion soit élaborée pour que les Etats puissent s'y approprier,
- Mise en œuvre d'une stratégie de communication du GWP-CAf dans la région.
- Appui aux CWP dans la mise en œuvre de leur plan d'action 2014 et dans le fonctionnement des secrétariats nationaux

### 5.3 GWP Central America

#### Workplan summary (highlights)

- In contribution to the implementation of the new strategy, during 2014 we will strengthen GWP CAM's support to the important role that women have in water management, by carrying out a regional exchange event between women involved in water management at different levels.
- We will continue impelling the implementation of the IUWM approach by preparing a base study in two of the main cities of the region. This will give important information about the

<p>context of urban water management, such as main challenges and lessons learned, that will contribute to the identification of basic actions needed for the implementation of IUWM and the exchange of experiences.</p>
<ul style="list-style-type: none"> <li>• The translation of the Toolbox to Spanish is an important step forward for the promotion of IWRM among the academic sector in Central America. In order to share this important tool and increase its use, during 2014 we will carry out a regional event with universities.</li> </ul>
<ul style="list-style-type: none"> <li>• Next year we will prepare and publish informative material to raise awareness about the nexus between water security, energy and food.</li> </ul>

### 5.4 GWP Central and Eastern Europe

Workplan summary (highlights)
<ul style="list-style-type: none"> <li>• Country Water Partnerships in Bulgaria, Poland, Romania and Slovenia carry out country consultations on the proposed Sustainable Development Goal on Water</li> </ul>
<ul style="list-style-type: none"> <li>• National policy dialogue workshops will be organized in pilot countries in frame of the second cycle of river basin management planning</li> </ul>
<ul style="list-style-type: none"> <li>• Summary of Natural Ways of Wastewater Treatment Guidelines will be translated into national languages</li> </ul>
<ul style="list-style-type: none"> <li>• In frame of the project Building a Framework for Collective Action in the Management of the Transboundary Waters in Kaliningrad (Russia) Lithuania, and Poland, a web-based database system for trans-boundary waters will be developed</li> </ul>
<ul style="list-style-type: none"> <li>• Trans-boundary flood management in the Dniester River basin increases the overall resilience to flood risks in the Dniester River basin</li> </ul>
<ul style="list-style-type: none"> <li>• Review of the current status of the implementation of Drought Management Plans and measures within river basin management plans according to European Union Water Framework Directive within 10 countries of Central and Eastern Europe involved into IDMP CEE</li> <li>• National consultation dialogues in Bulgaria, the Czech Republic, Hungary, Lithuania, Moldova, Poland, Romania, Slovakia, Slovenia and Ukraine with key stakeholders to support national process of the development of the Drought Management Plans</li> <li>• Implementation of 6 demonstration projects to test concrete measures which can be later used in Drought Management Plans</li> </ul>
<p>Two regional workshops and capacity building training</p>

### 5.5 GWP Central Asia and Caucasus

Workplan summary (highlights)
<p><b>Strategic Goal #1: Catalyse Change in Policy and Practice.</b> This goal focuses on improving water resources management putting IWRM into practice to help CACENA countries towards growth and water security emphasizing an integrated approach, good governance, appropriate infrastructure and sustainable financing. In doing so, it also focuses on contributing to and advocating solutions for critical for CACENA challenges to water security, such as water diplomacy for transboundary water management, climate change, food, energy and ecosystems sustainability.</p>
<p><b>High level Output:</b> Facilitation packages for CACENA countries and two sub-regions (Caucasus and central Asia) implemented and innovative, sustainable IWRM solutions and water diplomacy tools promoted</p>
<p><b>Strategic Goal #2: Generate and Communicate Knowledge.</b> This goal focuses on developing the capacity to share knowledge and to promote a dynamic communications culture over the CACENA region, so as to support better water management.</p>

**High level Output:** Better IWRM understanding and knowledge and capacity developed, disseminated and used over CACENA region

**Strategic Goal #3: Strengthen Partnerships.** This goal focuses on enhancing the GWP CACENA network's resilience and effectiveness through stronger partnerships, good governance, measuring performance to help learning and financial sustainability.

**High level Output:** An effective GWP CACENA Network of partners sustained. Mongolia will come as a partner to the GWP CACENA network

### 5.6 GWP China

#### Workplan summary (highlights)

In the 2014 Work Plan, GWP China manages to bring in Workshop on Water Resources Protection and Water Ecosystem Restoration in China with key activities planned at national and river basin levels, i.e.:

- Workshop on Water Security and Ecosystem Restoration in China to be held by GWP China Secretariat in May
- Roundtable of Flood Control and Strategies of Floodplain Economic Development in the Downstream of Yellow River, to be organized by GWP China Yellow River (the Yellow River Basin Water Partnership)

At provincial level, there are four key activities that address provincial priorities within the IWRM, with a focus on water security issues:

- Workshop on Extreme Climate Adaptation Strategies for Water Security, GWP China Hunan
- On-Site Meeting of Implementation of the Strictest Water Resources Management System in Pilot Area, GWP China Fujian
- Forum of Climate Resilience Strategy of Hebei Province, GWP China Hebei
- Studies on the Impact of Global Climate Change on Groundwater Management and Development of the Strictest Water Resources Management in Shaanxi, GWP China Shaanxi

Under the new strategy of *GWPO Toward 2020*, the focus of 2014 Work Plan is also put to knowledge generation, sharing and dissemination to implement strategic goal 2. The activities planned under strategic goal 3 will reinforce relationship and cooperation between GWP China and its partners in China

### 5.7 GWP Eastern Africa

#### Workplan summary (highlights)

- **Highlight 1:** The WACDEP Program in Eastern Africa will be implemented to support Burundi and Rwanda to integrate water security and climate resilience in their national development planning and decision-making processes, support development of no/low regret investment and financing strategies, and to develop projects for funding. It will support EAC and LVBC in strengthening cooperation for water security and climate resilience regarding Kagera basin. Demonstrating innovative green solutions in Lake Cyohoha catchment (Bugesera) with the aim to enhance the resilience of communities' to climate change will be the major focus.
- **Highlight 2:** The integrated drought management program in the Horn of Africa (IDMP-HOA) will be implemented to demonstrate innovative approaches of integrated drought management such as strengthening partnerships for drought management, shifting approaches in policy and practice from relief to drought to sustainable development in arid areas, and sharing best practices and knowledge
- **Highlight 3:** Develop knowledge products on key issues such as in understanding the linkages between water, food and energy security, and the interrelationships of water security and climate resilience. Also disseminate knowledge among stakeholders in the region, including

developing media features and publications for raising awareness
<ul style="list-style-type: none"> <li>• <b>Highlight 3:</b> Strengthen existing CWP's to obtain sustained financing and networking. Strengthen Young Water Professional Associations and women groups.</li> </ul>

## 5.8 GWP Mediterranean

Workplan summary (highlights)
<p>Advance <b>Integrated Water Resources Management (IWRM) planning, implementation and monitoring</b> through policy dialogue, catalytic actions and capacity building on targeted issues and at different scales, including:</p> <ul style="list-style-type: none"> <li>• at Mediterranean level, with emphasis on contributing to on-going regional processes like that of the draft Strategy for Water in the Mediterranean within the Union for the Mediterranean, the Arab Water Strategy within the Arab League or other such initiatives like the 5+5; debating content of the water-related Sustainable Development Goal(s) in the region; assessing status of the joint IWRM/Integrated Coastal Zone Management (ICZM) Planning;</li> <li>• at national level, with emphasis on Algeria, Albania, Egypt, Jordan, Lebanon, Libya, Mauritania, Morocco, Palestine, Tunisia, and United Arab Emirates and possibly Montenegro and Kosovo, depending on their specific country IWRM agendas, and promoting Country Water Partnerships as possible and needed;</li> <li>• at local and/or river basin level, including finalizing the joint IWRM/ ICZM Planning methodology and applying it in Buna/Bojana River (shared by Albania and Montenegro) and in Damur River Lebanon,</li> <li>• by continuing activities on the Water Governance &amp; Financing nexus with an emphasis on Private Sector Participation as well as Corporate Social Responsibility, at regional, national and transboundary levels</li> </ul>
<p>Advance integrated <b>Transboundary Water Resources Management</b> through region-wide and local policy dialogue, stakeholder consultation and capacity building as well as by assisting competent partners in management planning, with a focus on the Drin River Basin (shared by five riparians in Southeastern Europe), the Dinaric Arc Karstic System (shared by most countries of Western Balkans) and the North Western Sahara Aquifer (shared by Algeria, Libya and Tunisia) as well as targeted activities in the Sava River Basin (shared by Bosnia and Herzegovina, Croatia, Serbia and Slovenia) and, possibly, the Medjerda River Basin (shared by Algeria and Tunisia). Furthermore, assist UNECE to promote the Water Convention in the region. Advance activities on the <b>Water &amp; Energy nexus with emphasis on transboundary basins</b> in South eastern Europe and initiate activities on the <b>Water, Food, Energy &amp; Ecosystems nexus</b>, with emphasis on the North Western Sahara Aquifer</p>
<p>Contribute in tackling <b>Climate Change Adaptation and Variability</b> challenges through support to regional policy making linked with the UfM Ministerial Conference on Environment and Climate Change as well as the MAP UNEP / MCSD Regional Framework for Climate Change Adaptation; development of national strategy on water, land and climate change as well as national vulnerability mapping (in Tunisia); local modelling of impacts of climate variability and change in coastal areas (in Tunisian island); climate modelling as well as initiation of policy dialogue and stakeholder engagement (in the North Western Sahara Aquifer); and capacity building, with emphasis on droughts, floods, impacts on the coastal zone and on aquifers.</p>
<p>Promote sustainable management of <b>Non-Conventional Water Resources</b> through</p> <ul style="list-style-type: none"> <li>• region-wide dialogue and capacity building on aspects of Desalination and of Wastewater Treatment and Reuse,</li> <li>• piloting technical interventions at local level with installation of small-scale Rainwater Harvesting and Grey Water Reuse systems in Mediterranean islands (Malta, Dodecanese/Greece, Cyprus, etc) as contribution to local climate change adaptation</li> <li>• designing and launching the GWP-Med agenda on integrated urban water resources management in collaboration with partners</li> </ul>

Promote **education for sustainable development** with emphasis on water, **raise awareness** and **build capacities** of targeted stakeholders groups including **parliamentarians and media**, and promote **knowledge management & sharing through elaboration and distribution of success stories on IWRM & TWRM aspects**. Design with partners GWP-Med agendas on Water & Youth, Water & Gender, and Water & Employment.

## 5.9 GWP South America

### Workplan summary (highlights)

#### Effective governance and integrated planning

WCP development in South America through the pilot project in Santa Eulalia (Peru) is aimed at building governance in the sub-basin through the transectoral interaction to successfully elaborate and implement the GIRH plan in this sub-basin. Argentina and Peru are committed to assess and train representatives from different governmental organizations in order to incorporate water security and climate resilience in the local and national development plans as transectoral treatment and key topics.

#### Capacity development and sharing knowledge

Santa Eulalia Project (WCP) has an important component of capacity development and sharing knowledge. This Project will offer learnt lessons around the carrying out of GIRH processes that will be applied at the sub-basin level as well as at national level and at the GWP network. The development of the International Water Legislation Programme in South America and the dissemination of the training modules in five capital cities in South America will contribute to the professional training in these specific fields and will reinforce the image of GWP SAM as a platform to create and spread knowledge. It is expected to continue both training programmes in the following years.

Every CWP has considered in their action plans to create capacities in CC, water security and GIRH academically.

#### Institutional strengthening and sustainable financing

To facilitate experience and knowledge sharing processes, and to strengthen the GWP SAM Steering Committee, it is expected to reactivate GWP Uruguay and GWP Brazil and incorporate at least two GWPs more (Colombia, Ecuador, Paraguay, Bolivia).

GWP SAM communication area will be strengthened in order to achieve a better dissemination of the activities, results and the reinforcement of the GWP SAM image.

## 5.10 GWP South Asia

### Workplan summary (highlights)

- Water and Climate Resiliency Program (WACREP) will be implemented by the CWPs and GWP SAS in year 2014 and it is expected that the Resiliency will be enhanced in the Water and Agriculture sectors. The analytical capacity in the region for providing policy inputs will be mobilized with capacity building in climate science and projections for effective policy and institutional responses in collaboration with UNDP-GEF. Data sharing for early warning and Disaster preparedness will be addressed in collaboration with SACEP.
- Integrated Drought Management Program will develop tools to understand drought's magnitude, spatial extent, and potential impact in collaboration with IWMI and WMO. The output could be used by a broad user community that includes agricultural producer's, drought and natural resource specialists, policy makers and other stakeholder to make more informed decisions at regional, national and state to district level. The relevant stakeholders will have the ownership and the capacity to use the tool.
- Technical Publications and Policy Briefs with APAN and CDKN. Collaboration with UNISDR along with APAN for Hyogo Framework work carried out by SAARCC Disaster Management Centre.

- Bangladesh, Pakistan and India collaborate in the collection and use of information related to delta management and 50 projects launched in 3 delta zones in Bangladesh

### 5.11 GWP South East Asia

#### Workplan summary (highlights)

Under Strategic Goal 1 the following will be implemented :

1. support countries through respective CWP specific activities (a) to incorporate water security in their IWRM and climate related policies and plans as well as in national development policies and plans (Cambodia, Malaysia, Myanmar, Philippines and Vietnam) , (b) to develop “no regrets” financing strategies for water security, climate resilience and development strategies in respective countries and presented for funding (Cambodia) , (c) to discuss and implement pilots and demonstration projects on integrated drought management and integrated flood management programmes (Indonesia, Lao PDR and Thailand ) , (d) to include measures to improve water security in their national policies on food /agriculture (Lao PDR and Vietnam), and (e) to develop domestic gender mainstreaming policies and instruments in water resources management that are regularly monitored, evaluated and reported (Myanmar).
2. WCP Work Packages 1, 2, 3, 4 and 5 (Regional and Transboundary cooperation, National development and Sector Plans, Investment, Project Preparation and Financing, and Demonstration Projects);

Under Strategic Goal 2 the following will be implemented :

1. support countries through respective CWP specific activities (a) to develop an agreement on a system of monitoring and reporting for water resources and operational by 2016 , in collaboration with UN Water (Indonesia) , (b) to increase stakeholders’ political awareness and commitment to deliver water security, with demonstrable follow-up commitments and actions (Philippines and Thailand), (c) to implement activities for dissemination of major publications on regional and country issues, translation into languages which are needed for reaching local and global stakeholders and the corporate world (Cambodia, Thailand, Vietnam), (d) to produce publication of media features for sharing water knowledge to support better water management and water security among various stake holders (Myanmar), and (e) to influence universities and training institutes to incorporate the GWP Tool Box in their curriculum (Lao PDR and Malaysia).
2. WCP Work Packages 6 and 7 : Capacity Development and Knowledge and awareness

Under Strategic Goal 3 the following will be implemented :

1. CWPs will implement activities to strengthen partnership through specific activities : (a) to carry out study to establish a robust monitoring framework and associated reporting mechanism with regular reporting on outcomes (Cambodia) , (b) to organize consultation to select young people under age 25 to be supported through the WaY (Water and Youth) leadership programme (Lao PDR), and (c) organize activities with active involvement of partners (Malaysia and Philippines), and (d) to organize GWP-SEA Strategy and Programme Implementation Workshop in Singapore, June 2014.
2. WCP Work Packages 8 : Governance and Fund Raising.

### 5.12 GWP Southern Africa

#### Workplan summary (highlights)

- SADC-GIZ programme: support the development of the SADC regional investment plan for addressing water security and building climate resilience. GWPSA will improve stakeholder engagement (through strengthening national basin wide forums and developing their

<p>capacity through conducting knowledge and priority sharing national water weeks in 14 countries) on issues relating to investments for water security and climate resilience.</p> <ul style="list-style-type: none"> <li>• In this programme GWPSA at regional and country (4) levels, will provide support to the SADC RBO - ORASECOM, in development of the basin IWRM plan – through stakeholder engagement &amp; capacity development in issues relating to the development challenges and prospects for the Orange-Senqu basin – fostering closer national-transboundary linkages.</li> </ul>
<ul style="list-style-type: none"> <li>• WACDEP – southern Africa region: Develop the Limpopo basin consolidated report on the economics of climate change studies (cost of inaction) - informed by 4 country studies (the 4 riparians Botswana, Mozambique, South Africa and Zimbabwe). A tool will be developed (incorporating (ToRs, methodology and application guidance) for other basins to adopt and apply</li> <li>• WACDEP Zimbabwe: The National Climate Change Response Strategy will be in place. Sector plans and national development plans will demonstrate how to respond to climate change (in response to NCCRS).</li> <li>• WACDEP Mozambique: The capacity of national stakeholder with respect to responding to extreme weather events will be developed. Mozambique will also develop an investment plan that identifies national priority investments that address water security and climate resilience (and variability and extremes) The investment plan will inform the national development plan</li> </ul>
<ul style="list-style-type: none"> <li>• RESILIM – GWPSA will review the UN Habitat Disaster Risk Reduction strategy developed in 2005 and prepare the Limpopo basin action plan for reducing vulnerability to floods and droughts</li> <li>• GWPSA and RESILIM partners will support the development of the LIMCOM Communications &amp; Knowledge Management strategy to support transboundary water management in the basin as well as a Communications Strategy for the DRR.</li> </ul>
<ul style="list-style-type: none"> <li>• Harnessing knowledge from Goal 1 programmes – SADC-GIZ/ WACDEP/ RESILIM and package appropriately for different stakeholders</li> <li>• GWPSA will further engage key strategic partners and SADC directorates to develop relevant integrated Research For Development (R4D) programmes or a framework – research agenda, design &amp; stakeholder engagement, partners for R4D, respecting institutional mandates and learning/systems for knowledge uptake/use and sustainability</li> </ul>
<p>GWPSA Secretariat, SC and RTEC members will support CWP as follows</p> <ul style="list-style-type: none"> <li>• Accreditation plan and support to ZAMBIA/MALAWI/BOTSWANA (and or Zimbabwe and Lesotho)</li> <li>• Raise awareness &amp; develop deeper understanding on the role and value of the CWPs, strengthen the CWPs and reinforce the partnership spirit among their membership; organise country-level participatory &amp; interactive workshops to educate existing orientate new partners - on CWP members, skills, CWP value-add and service to country, CWP niche, building strategic alliances, including governments / donors and work towards developing relevant &amp; realistic country programmes in at least one of the countries listed above.</li> </ul>

### 5.13 GWP West Africa

#### Workplan summary (highlights)

- GWP WA will contribute in the implementation of the regional water Policy and carry out Capacity building activities of key stakeholders including counsellors at municipal level. The Regional dialogue on the joint Management of Groundwater taking into account climate change in West Africa will have a special focus as a regional initiative for the management of aquifers. The WACDEP and the projects on the management of Mekrou basin water resources and Drought management in West Africa will be implemented to help GWP achieve its objectives.

## Workplan 2014: Implementing the Strategy Summary

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- Collaboration with major stakeholders including journalists will be continued through new initiatives. The regional IWRM bulletin “Running Water” will be revitalized and partners will be encouraged, invited and supported to contribute to the GWP knowledge chain. The results of GWP actions in the region will be documented for dissemination.
- GWP WA is willing to consolidate the regional network with an improved follow-up/ support to the Country Water Partnerships. The 13 CWP should be supported to have functional secretariats so that they can hold the statutory meetings of the various organs, to develop and implement an action plan. The challenges related to self-hosting of the regional Secretariat will be overcome expectedly with more visibility and credibility for fundraising activities.
- Efforts on fund raising will be a focus of GWP in the region during 2014 and throughout the 2014-2020 strategy period. This is expected to be jointly undertaken with key partners such as IUCN-PACO, ECOWAS/WRCC, and ACPC. Implementing the MOUs signed with these partners, and building joint proposals are part of the strategy.

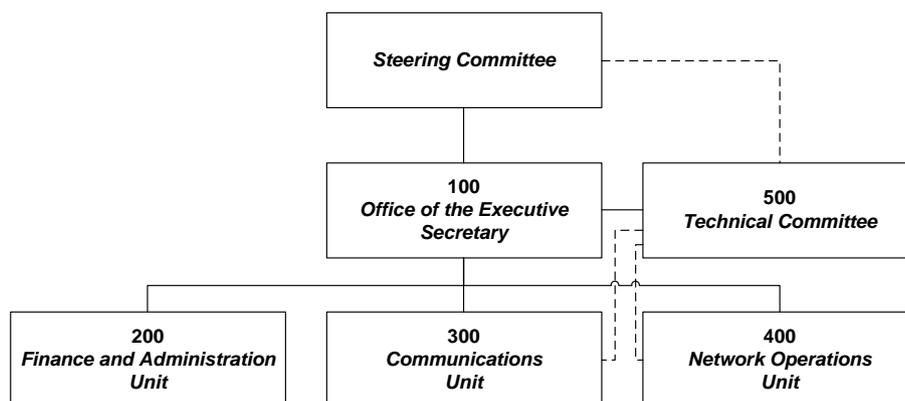
## 6 GWPO Secretariat – Highlights

The detailed Workplan for the GWPO Global Secretariat and Technical Committee are provided in Volume 2 of the Workplan. Following is a summary of the main activities planned during the year.

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.

### Global Water Partnership Organisation Framework – 2014 Workplan



A detailed Organisational Chart for GWPO for 2014 can be found in Annex E.

### 6.1 100 Office of the Executive Secretary

The Executive Secretary is responsible for overall management and direction of the GWPO and its staff, ensuring the delivery of the new Strategy, and developing the global profile of the organization as well as continued support to the development of the GWP Network. Operationally, the activities under the Office of the ES include the support to the Global Steering Committee, the Sponsoring Partners, and the Financing Partners Group; ensuring the budget; providing technical and administrative support to the GWP Chair and the Chair of the Technical Committee; and responsibility for human resources management and the legal underpinning of GWPO.

#### WORKPLAN 2014 (Highlights)

- Launch the GWP Strategy Towards 2020 on World Water Day 2014
- Conduct the Review of the Strategy period 2009-2013 and publish an overview of GWP achievements
- Conduct the Governance and Organizational Development Review to make sure GWP has a well-functioning governance model which supports its further organizational development
- Develop a long term strategy for sustainable financing of the GWP Network and global activities
- Launch the GWP Youth and Gender Strategies
- Transfer the Secretariat office to Garnisonen resulting in a fresh and productive working environment, and developing the *water hub* with SIWI and SEI at the same location
- Achieve a dedicated goal on water within the Post-2015 Development Agenda through active communication and advocacy with key stakeholders through the GWP/OECD Global Dialogue.

### 6.2 200 Finance and Administration Unit

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

#### WORKPLAN 2014 (Highlights)

- Confirmed accurate and robust financial and administrative management of the two self-hosted RWPs
- Secure continued high quality financial management of the EC funded SITWA Project
- Support the start-up of the EC funded Mekrou project
- Assist the RWPs and the Network Officers in the execution of the Water and Climate Projects
- Identify a new cost and time efficient accounting software
- Implement the Secretariat's Environmental Policy
- A smooth move to new premises

### 6.3 300 Communications Unit

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

#### WORKPLAN 2014 (Highlights)

##### Capacity building

- Plan and organize 2014 Communications Officers meeting and Communications Training Workshop
- Support regions in recruitment and training of Communications Officers
- Support programmes (e.g., WACDEP)

##### Knowledge management

- Support at least three GWP regions in IWRM knowledge management (SEA, SAF, CHINA)
- Map universities that provide IWRM education and identify at least two IWRM education courses that GWP wants to collaborate with
- Support to developing knowledge materials under WAC, WACDEP, IDMP, WACREP

##### Publishing

In addition to the usual items such as GWP in Action Annual Report, Technical Committee material, editorial services, etc.:

- 2009-13 GWP Achievements during strategy period
- Country consultations document with UN-Water re SDGs and Global Dialogue
- Evaluation of GWP technical publications

##### Outreach

- Revise and develop GWPO Media Strategy
- Develop an editorial calendar to target specific events, publication specials, and op-ed opportunities
- Develop a speakers bureau to have spokespersons 'on call'

##### Information Technology

- Document Sharing and Collaboration platform for GWPO (all units)
- Video conference system (Lync, replacing Skype where applicable)
- Fully functional server room, stable internet access, etc. at new premises

### 6.4 400 Network Operations Unit

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.

#### WORKPLAN 2014 (Highlights)

##### Thematic programme management and implementation:

- The rapid evolution in 2013 of programmes and projects globally and regionally (e.g. the Water and Climate Programme) has required substantial revision of the roles and responsibilities for members of the NO Unit, including recruitment of several new unit staff, and the development and implementation of new procedures for financial and programmatic management of significant human and financial resources. These procedures will be consolidated in 2014 as programmes move to full implementation. Development of operational strategies for all focus themes will continue with the 2 new thematic areas of ecosystems and energy.

##### Continued support to the GWP RWPs:

- As the role of programmes implemented through the RWPs and CWPs continues to grow, the role of NOs as project/programme facilitators assisting the regions to development approved project documents in a manner consistent with GWP's programme management and results-frameworks will continue. At the same time RWPs and CWPs are developing increasing autonomy through self-government structures and local fundraising for project implementation.

### 6.5 500 Technical Committee

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.

#### WORKPLAN 2014 (Highlights)

- Creating useful knowledge (production of 3 perspectives papers, 2 background papers, 4 technical focus papers)
- Engagement with RWPs and Knowledge Partners (support of regional workshops (2 planned), support in production of regional knowledge products (2 envisaged))
- Influencing international debate (participation of TEC Chair and TEC members at the key international conferences, events as requested by GWP)

The planned Technical Committee publications timetable for 2014 is included as Annex A.

## 7 GWP 2014 Budget

### 7.1 Workplan 2014 Budget

The 2014 Budget presented below of EUR 17.7 million represents a 50% increase over the projected total for 2013 of EUR 11.6 million. This is being achieved through an increase of 20% in the budget of the Global Secretariat, and a 60% increase in the budgets of the 13 GWP Regions for carrying out a range of programmes and activities, across the six thematic areas. Regional core budgets have been increased by 10% to enable a strengthening of the Regional Secretariat functions and their participation in essential activities of the GWP Network as a whole. 2013 regional core budgets included a provision of EUR 20k/RWP to enable active participation in the development of the Strategy.

Special provision has been made in the GWPO budget for 2014 for the Governance and Organizational Development Review to be carried out; for the assessment of the 2009-2013 GWP Strategy period; and for the office move to larger premises. While the costs of the new premises are fully covered by the Government of Sweden, together with part of the moving costs, there will be other one-off costs associated with the move that will be borne by GWPO.

In addition, the Knowledge Management budget has increased by 40% which will enable an increased level of support to be provided by GWPO directly to GWP partners. Finally, the Global Dialogue project represents a new level of global activity for GWPO, which has until now focused entirely upon supporting the GWP Network. The Global Dialogue is a first step in raising GWP's global profile and there will be further fundraising activities specifically for this purpose.

The projected budget for 2015 is EUR 15.8 million which represents a drop of nearly EUR 2 million. This has been projected on the basis of planned activities which are already known. However, as committed revenues for 2015 are only EUR 10 million, this represents a shortfall of EUR 5.8 million which is of grave concern.

## BUDGET 2014



	ACTUAL 2012	BUDGET 2013	FORECAST 2013	BUDGET 2014	B2014/ F2013	ESTIMATE 2015
<b>Secretariat</b>						
Staff	1,206,835	1,303,000	1,395,000	1,762,000	126%	1,800,000
Travel	55,498	86,000	60,000	107,000	178%	114,000
Office	299,080	342,000	328,000	492,000	150%	500,000
Audit & Legal	56,587	47,000	80,000	83,000	104%	50,000
IT/Communications	269,361	477,000	452,000	336,000	74%	350,000
Financial costs/revenues	(37,974)	15,000	15,000	15,000	100%	15,000
<b>Total Secretariat</b>	<b>1,849,388</b>	<b>2,270,000</b>	<b>2,330,000</b>	<b>2,795,000</b>	<b>120%</b>	<b>2,829,000</b>
<b>Global Governance</b>						
Steering committee	241,314	220,000	214,000	217,000	101%	220,000
Strategy Development	-	107,000	80,000	-	n/a	-
Governance Review	-	-	-	35,000	n/a	-
Evaluation Strategy 2009-2013	-	-	-	61,000	n/a	-
Network meeting	38,150	45,000	45,000	45,000	100%	45,000
Financial/Sponsoring Partners	5,166	6,000	6,000	6,000	100%	6,000
<b>Total Global Governance</b>	<b>284,630</b>	<b>378,000</b>	<b>345,000</b>	<b>364,000</b>	<b>106%</b>	<b>271,000</b>
<b>Technical Committee</b>	<b>383,456</b>	<b>471,000</b>	<b>500,000</b>	<b>486,000</b>	<b>97%</b>	<b>550,000</b>
<b>Knowledge Manag./Toolbox</b>	<b>138,323</b>	<b>263,000</b>	<b>263,000</b>	<b>372,000</b>	<b>141%</b>	<b>370,000</b>
<b>Progr. Development Support</b>	<b>292,219</b>	<b>262,000</b>	<b>240,000</b>	<b>126,000</b>	<b>53%</b>	<b>130,000</b>
<b>Total Global</b>	<b>1,098,628</b>	<b>1,374,000</b>	<b>1,348,000</b>	<b>1,348,000</b>	<b>100%</b>	<b>1,321,000</b>
<b>Regional Support</b>						
Network Operations	748,364	1,020,000	900,000	1,201,000	133%	1,300,000
Regional and Thematic support	107,868	198,000	198,000	198,000	100%	200,000
Network institutional strengthening	-	-	25,000	40,000	160%	40,000
Annual Regional Meeting	39,426	45,000	48,000	50,000	104%	50,000
Local financial support RWP/CWP	2,623	5,000	5,000	8,000	160%	10,000
<b>Subtotal</b>	<b>898,281</b>	<b>1,268,000</b>	<b>1,176,000</b>	<b>1,497,000</b>	<b>127%</b>	<b>1,600,000</b>
<b>Programmes</b>						
Enabling Delta Life	18,382	157,000	40,000	70,000	175%	-
WMO/GWP - floods and droughts	-	117,000	70,000	280,000	400%	430,000
IUWM Programme Development	-	-	-	200,000	n/a	-
<i>Transboundary Cooperation</i>						
Transboundary EC SITWA	55,220	930,000	600,000	1,380,000	230%	830,000
Transboundary EC Mekrou	-	-	-	490,000	n/a	500,000
Transboundary Water Law	-	-	50,000	117,000	n/a	-
Global Dialogue Project	-	-	100,000	900,000	n/a	300,000
Country Reports	-	126,000	15,000	100,000	667%	-
Water & Climate Global	-	195,000	80,000	200,000	250%	160,000
WACDEP Africa Global	692,917	282,000	389,000	350,000	90%	170,000
WACDEP Africa regional	-	1,609,000	1,729,000	2,813,000	163%	3,700,000
Water & Climate regional	7,976	2,877,600	811,000	2,300,000	284%	1,100,000
<b>Subtotal</b>	<b>774,495</b>	<b>6,293,600</b>	<b>3,884,000</b>	<b>9,200,000</b>	<b>237%</b>	<b>7,190,000</b>
Regional Core	2,591,166	2,860,000	2,890,000	2,860,000	99%	2,860,000
<b>Total Regional</b>	<b>4,263,942</b>	<b>10,421,600</b>	<b>7,950,000</b>	<b>13,557,000</b>	<b>171%</b>	<b>11,650,000</b>
<b>TOTAL EXPENDITURES</b>	<b>7,211,958</b>	<b>14,065,600</b>	<b>11,628,000</b>	<b>17,700,000</b>	<b>152%</b>	<b>15,800,000</b>
<b>TOTAL REVENUES</b>	<b>7,465,000</b>	<b>14,066,000</b>	<b>11,628,000</b>	<b>17,700,000</b>		<b>10,000,000</b>

33,500,000

27,700,000

## 7.2 Global and Thematic Programmes – 2014

<b>Water and Climate Programme</b>	
WCP Global Programme	200,000
<b>WACDEP in Africa</b>	
Central Africa	} 2,813,000
Eastern Africa	
Mediterranean	
Southern Africa	
West Africa	
WACDEP Coordination	350,000
<b>Water and Climate Programme - other regions</b>	
Central America	} 2,300,000
Central and Eastern Europe	
Caribbean	
Central Asia and the Caucasus	
China	
South America	
South Asia	
South East Asia	
<b>Enabling Delta Life</b>	
Programme development	70,000
<b>GWP/WMO Global Programmes - floods and droughts</b>	
Associated Programme in Flood Management	40,000
Integrated Drought Management Programme	240,000
	<b>6,013,000</b>
<b>Integrated Urban Water Management Programme</b>	
IUWM Programme Development Programme	200,000
	<b>200,000</b>
<b>Transboundary Cooperation Programme</b>	
EC-SITWA Project	1,380,000
EC-Mékrou River Basin Project	490,000
International Water Law - Latin America	117,000
	<b>1,987,000</b>
<b>Global Programmes and Projects</b>	
Global Dialogue Project	900,000
Country Water Briefs	100,000
	<b>1,000,000</b>
	<b>9,200,000</b>

### 7.3 Programme “Pipeline”

A major challenge for the GWP in 2014 is to plan and manage the “pipeline” of programmes and projects developed and/or under development in the context of the variety of funding sources and funding period. The present programmes and projects is summarised in the Gantt chart following, with indications of the period during which the programmes and projects were developed and have moved into implementation. Many of the projects, particularly in regions outside of Africa, have only recently entered into implementation in 2013. The duration of funding provided by several financial partners is limited in some cases. Notable is the limited duration of the funding under the UK/DFID Water Security Programme which presently concludes in March 2015. An extension of funding period is under discussion.

Programme and Region	2012				2013				2014				2015				2016																																																																																							
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4																																																																																				
<b>WACDEP in Africa</b>																																																																																																								
Central Africa	Funded		Funded		Funded				Funded				Funded				Partially funded																																																																																							
Eastern Africa	Funded		Funded		Funded				Funded				Funded				Partially funded																																																																																							
Mediterranean	Funded		Funded		Funded				Funded				Funded				Partially funded																																																																																							
Southern Africa	Funded		Funded		Funded				Funded				Funded				Partially funded																																																																																							
West Africa	Funded		Funded		Funded				Funded				Funded				Partially funded																																																																																							
<b>Water and Climate Programmes - other regions</b>																																																																																																								
Central America	Funded		Funded		Funded				Funded				Funded				Unfunded																																																																																							
Central and Eastern Europe	Funded		Funded		Funded				Funded				Funded				Unfunded																																																																																							
Caribbean	Funded		Funded		Funded				Funded				Funded				Unfunded																																																																																							
Central Asia and the Caucasus	Funded		Funded		Funded				Funded				Funded				Unfunded																																																																																							
China	Funded		Funded		Funded				Funded				Funded				Unfunded																																																																																							
South America	Funded		Funded		Funded				Funded				Funded				Unfunded																																																																																							
South Asia	Funded		Funded		Funded				Funded				Funded				Unfunded																																																																																							
South East Asia	Funded		Funded		Funded				Funded				Funded				Unfunded																																																																																							
<b>Enabling Delta Life</b>																																																																																																								
Programme development	Funded		Funded		Funded				Funded				Funded				Unfunded																																																																																							
<b>GWP/WMO Global Programmes - floods and droughts</b>																																																																																																								
Associated Programme in Flood Management	Funded		Funded		Funded				Funded				Funded				Unfunded																																																																																							
Integrated Drought Management Programme	Funded		Funded		Funded				Funded				Funded				Unfunded																																																																																							
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IUWM Programme Development Programme	Funded		Funded		Funded				Funded				Funded				Unfunded																																																																																							
<b>Transboundary Cooperation Programme</b>																																																																																																								
EC-SITWA Project	Funded		Funded		Funded				Funded				Funded				Unfunded																																																																																							
EC-Mékrou River Basin Project	Funded		Funded		Funded				Funded				Funded				Unfunded																																																																																							
International Water Law - Latin America	Funded		Funded		Funded				Funded				Funded				Unfunded																																																																																							
<b>Global Programmes and Projects</b>																																																																																																								
Global Dialogue Project	Funded		Funded		Funded				Funded				Funded				Unfunded																																																																																							
Country Water Briefs	Funded		Funded		Funded				Funded				Funded				Unfunded																																																																																							
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## 7.4 Revenue

BUDGET 2014 GLOBALLY RAISED INCOME				Global Water Partnership			
	TEUR			TEUR	TEUR	TEUR	TEUR
FINANCING PARTNER	ACTUAL 2012	Income 2014 agreement currency 000'	Rate	BUDGET 2013	FORECAST 2013	BUDGET 2014	ESTIMATE 2015
Austria WACDEP	465	€ 580	1.00	586	425	580	1,000
China	23	-	0.78	-	31	-	-
Denmark	553	DKK 12 000	0.13	540	-	1,600	1,600
Denmark WACDEP	228	DKK 10 000	0.14	1,305	960	1,300	800
Denmark Global Dialogue Project	-	DKK 6 700	0.13	-	100	900	300
France	Secondment	Secondment		Secondment	Secondment	Secondment	Secondment
Germany	400	€ 400	1.00	400	400	400	400
Netherlands	1,900	€ 1,500	1.00	1,500	1,500	1,500	1,500
Netherlands additional	-	-	1.00	1,100	1,100	-	-
Norway	525	-		-	-	-	-
Sweden MfFA (rent & taxes)	484	SEK 6,500	0.11	530	550	700	730
Sweden	1,728	SEK 15,000	0.11	1,725	1,720	1,700	1,720
Switzerland	1,088	CHF 400	0.83	331	331	330	330
UK	-	£5,700	1.18	4,800	3,600	6,700	200
Other	8	€ 0	1.00	15	16	-	-
<b>Income from Designated Funds</b>							
EC SITWA, adm fee	4	€ 100	1.00	60	42	100	60
EC Mekrou, adm fee	-	€ 20		-	-	20	30
EUWI FWG, host fee	4	-	1.00	-	-	-	-
EC SITWA	55	€ 1,380	1.00	930	600	1,380	830
EC Mekrou	-	€ 490		-	-	490	500
<b>SUB TOTAL</b>	<b>7,465</b>	<b>SUBTOTAL</b>		<b>13,822</b>	<b>11,375</b>	<b>17,700</b>	<b>10,000</b>
		TRANSFER FROM 2012		244	253	-	-
<b>TOTAL INCOME</b>	<b>7,465</b>	<b>TOTAL INCOME</b>		<b>14,066</b>	<b>11,628</b>	<b>17,700</b>	<b>10,000</b>
<b>EXPENDITURES</b>	<b>7,212</b>	<b>EXPENDITURES</b>		<b>14,066</b>	<b>11,628</b>	<b>17,700</b>	<b>15,800</b>

### BUDGET 2014 GLOBALLY RAISED DESIGNATED FUNDS

	TEUR			TEUR	TEUR	TEUR	TEUR
FINANCING PARTNER	ACTUAL 2012	Income 2014 agreement currency 000'	Rate	BUDGET 2013	FORECAST 2013	BUDGET 2014	ESTIMATE 2015
ADB	-	0 USD	0.78	780	-	-	-
EUWI AWG	-	€ 0	1.00	-	31	-	-
CAPNET	12	€ 0	1.00	-	-	-	-
EUWI FWG	11	€ 0	1.00	-	-	-	-
Switzerland	-	€ 0	0.76	40	70	-	-
UNDP	-	0 USD	0.77	-	94	-	-
<b>TOTAL DESIGNATED</b>	<b>23</b>			<b>820</b>	<b>195</b>	<b>-</b>	<b>-</b>

Not confirmed - ongoing discussion

## Annex A – Technical Committee Publications Timetable 2014

Product	Lead Author(s)	Launch date/venue
1. Groundwater Governance and Irrigated agriculture Background paper	T.Shah	2014
2. Coordinated land and water management Perspectives paper	M. Niasse	2014
3. Groundwater management and land use change Perspectives paper	M.Niasse/S.Foster	2014
4. Drafting transboundary treaties Technical Focus paper	TBD	2014
5. Water and Energy Perspectives paper	D. Fields	SWWW 2014
6. Water security Indicators Technical Focus paper	E. van Beek	2014
7. Economics of water security Technical Focus paper	D. Whittington	2014
<b><i>In cooperation with RWPs:</i></b>		
8. Workshop on Land and Water Governances	In cooperation with ILC	
9. Workshop on Integrated Urbanization Water Management	RWP WAF	
10. Implementation of IWRM in the regions (CAR, CACENA)	RWP	

## Annex B – GWP Results Framework

### Impact

GWP impact lies in the **socio-economic and environmental benefits** derived from better water resources governance & management in the countries and regions where GWP is active.

These benefits can be related to one or several thematic areas depending on the *concrete problems* solved.

The detailed logical framework analysis following provides indicators at all levels:

1. Impact (based upon the GWP vision) : **2 impact indicators**
2. Outcomes (based upon the GWP mission and associated outcomes) : **6 outcome indicators**
3. Outcome challenges and progress markers (these are defined separately for GWPO and for each of the 13 RWP, hence there are **a large number of progress markers**, in the various thematic areas, depending upon regional strategic priorities)
4. Outputs and deliverables : **16 output indicators**

Targets for each of these indicators for 2014 are presented following based on inputs from the regional and global workplans. These targets are to be confirmed and will be presented separately with the progress markers and outcome challenges in the 2014-2016 3 year Work Programmes separately.

IMPACT			
<b>Vision</b>	<b>“A water-secure world”</b>	<b>GWP Impact Statement:</b> A higher level of water security and climate resilience achieved in developing countries, transboundary basins and economic regions	<b>Impact:</b> <ul style="list-style-type: none"> <li>• Benefits accrued to people from improved water resources planning and management</li> <li>• Value of investment influenced which contributes to water security for climate resilience <i>and other key issues (food, energy, ecosystems, urbanization and transboundary basins)</i> through improved WRM &amp; water services</li> </ul>

Indicators followed at GWP level		Target 2014*
<b>I1</b>	Number of <b>people</b> benefiting from improved water resources planning and management	260 Million
<b>I2</b>	Total <b>value of investment</b> influenced which contributes to water security for climate resilience <i>and other key issues (food, energy, ecosystems, urbanization and transboundary basins)</i> through improved WRM & water services	€20 Million

\*Based on the best available information at the time of document finalisation. Targets may change following an ongoing review.

### Key Water Governance Outcomes

GWP main Outcomes lie in the **governance<sup>3</sup> improvements** introduced by actors at all levels where GWP is active. These governance improvements are called hereafter GWP Key Water Governance Outcomes and occur in **“change areas”** which cover the wide array of the water governance spectrum.

<sup>3</sup> Governance is "the process of decision-making and the process by which decisions are implemented (or not implemented)" (UNESCAP, 2009). Good governance has 8 major characteristics: It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. (OECD, 2001).

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A comprehensive classification of these “change areas” and related Integrated Water Resources Management (IWRM) tools has been developed by GWP, as reflected in the GWP ToolBox classification structure (ref. [www.gwptoolbox.org](http://www.gwptoolbox.org)) organised in three main clusters:

- A. The **enabling environment** (policies, legal frameworks)
- B. The **institutional arrangements**; and
- C. The **management instruments** for sharing data/information, assessing, planning, negotiating, cooperating, regulating and financing management and development.

There is a great diversity of **change areas** and related key water governance outcomes. They can be related to one or several thematic areas depending on the *concrete problems* targeted.

KEY WATER GOVERNANCE OUTCOMES			
<b>Mission</b>	<b>“To advance water governance and management through knowledge-intensive partnerships for sustainable development”</b>	<b>GWP Work Programme Overall Outcome:</b> Sustainable development and management of water resources at all levels	<b>Key water governance outcomes:</b> <ul style="list-style-type: none"> <li>• Enabling Environment elements influenced</li> <li>• Institutional Arrangements influenced</li> <li>• Management Instruments influenced</li> </ul>
KEY WATER GOVERNANCE OUTCOMES - EXAMPLES			
<ul style="list-style-type: none"> <li>• Policies, plans and strategies which integrate water security for climate resilience</li> <li>• Approved investment plans associated with policies, plans and strategies which integrate water security for climate resilience</li> <li>• Agreements/commitments on enhanced water security at transboundary/regional level influenced.</li> <li>• Investment strategies supporting policies and plans which integrate water security for climate resilience</li> <li>• Legal frameworks / policies / strategies integrating water security and climate change facilitated by GWP.</li> </ul>			
Outcome indicators followed at GWP level – Draft Revised November 2013			Target 2014*
<b>01</b>	Number of <b>policies, plans and strategies</b> which integrate water security for climate resilience <i>and other key issues (food, energy, ecosystems, urbanization and transboundary basins)</i>		9
<b>02</b>	Number of <b>approved investment plans</b> associated with policies, plans and strategies which integrate water security for climate resilience <i>and other key issues (food, energy, ecosystems, urbanization and transboundary basins)</i>		11
<b>03</b>	Number of <b>agreements/commitments</b> on enhanced water security at transboundary/regional level influenced.		4
<b>04</b>	Number. of <b>investment strategies</b> supporting policies and plans which integrate water security for climate resilience <i>and other key issues (food, energy, ecosystems, urbanization and transboundary basins)</i>		7
<b>05</b>	Number of enhanced <b>legal frameworks / policies / strategies</b> integrating water security for climate change <i>and other key issues (food, energy, ecosystems, urbanization and transboundary basins)</i> facilitated by GWP		6
<b>06</b>	Gender: <b>Percentage of women and girls</b> benefiting from interventions to improve water security (min %)		50%
<b>07</b>	Youth: <b>Number of youth organizations</b> involved in partnerships and decision-making bodies		TBD

\*Based on the best available information at the time of document finalisation. Targets may change following an ongoing review.

### Outcome Challenges

The governance improvements listed above are happening on the ground via the actors of the water sector benefiting from GWP interventions.

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Each GWP entity applies the Outcome Mapping approach to identify the key **boundary actors** to influence in order to have a chance to foster these changes. The way GWP would like to see these boundary actors influenced is articulated via “Outcome challenges”. These Outcome Challenges are decomposed for the global and regional agendas in smaller goal posts to be reached along the way: the GWP Progress Markers.

There is a great diversity of **Boundary Actors** and related outcome challenges: Governments, RBOs, Research organizations, NGOs, Funding agencies etc. They can be related to one or several thematic areas depending on the *concrete problems* targeted.

		OUTCOMES CHALLENGES	PROGRESS MARKERS
Goal 1	“Catalyse change in policy and practice”	Boundary actors ensure that water is a key part of sustainable development	<ul style="list-style-type: none"> <li>Steps of boundary actors engagement in processes such as governance reform, planning, investments</li> </ul>
Goal 2	“Generate and communicate knowledge”	Boundary Actors use increased knowledge & communication capacity	<ul style="list-style-type: none"> <li>Steps of boundary actors engagement in developing, sharing and institutionalizing knowledge for change</li> </ul>
Goal 3	“Strengthen partnerships”	Boundary Actors use increased networking capacity	<ul style="list-style-type: none"> <li>Steps of boundary actors engagement in developing, governing and sustaining partnerships</li> </ul>

	OUTCOMES CHALLENGES - EXAMPLES
Goal 1	<ul style="list-style-type: none"> <li>Regional Economic Communities River Basin Organisations (RBOs) and governments advance regional cooperation in climate change adaptation in transboundary waters and shared aquifers for regional and economic development</li> <li>Countries integrate water security and climate resilience into national development planning, decision-making processes</li> <li>Stakeholders at all levels develop gender sensitive ‘No/low Regrets’ investments and financing strategies</li> <li>Governments demonstrate enhanced efficiency in Project preparation to leverage funding from traditional sources of water financing and adaptation funds</li> <li>Stakeholders develop and implement innovative pro-poor and gender sensitive ‘green’ solutions for addressing critical water security challenges such as water, food, and energy, to enhance climate resilience of countries and communities</li> </ul>
Goal 2	<ul style="list-style-type: none"> <li>Institutions and stakeholders have enhanced capacity to develop no/low regrets investment and integrate water security and climate resilience in development plans</li> <li>Institutions and stakeholders have access to and use information and knowledge on how to enhance water security and climate resilient development</li> </ul>
Goal 3	<ul style="list-style-type: none"> <li>Regional/ country level partnerships’ have enhanced competencies in fund raising, project coordination, financial management, stakeholder engagement, monitoring and evaluation</li> </ul>

### Outputs

GWP outputs lie in **the services and products** delivered by the GWP network which foster sustainable governance improvements of the water systems (via influenced boundary actors).

There is a great diversity of **services and products**: facilitation packages for global, regional, transboundary, national or local processes; knowledge or capacity building products; networking and partnerships tools etc. They can be related to one or several thematic areas depending on the *concrete problems* targeted.

	HIGH LEVEL OUTPUTS	OUTPUTS / DELIVERABLES
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## Workplan 2014: Implementing the Strategy Summary

<b>Goal 1</b>	<b>“Catalyse change in policy and practice”</b>	Facilitation packages for countries, regions and global level implemented, incl. innovative, sustainable IWRM solutions demonstrated	<ul style="list-style-type: none"> <li>Studies, analysis, workshops, coaching, specific water management tools, demonstration projects etc</li> </ul>
<b>Goal 2</b>	<b>“Generate and communicate knowledge”</b>	Knowledge and capacity developed, disseminated and used	<ul style="list-style-type: none"> <li>Knowledge products, trainings, media features etc</li> </ul>
<b>Goal 3</b>	<b>“Strengthen partnerships”</b>	An effective Global Action Network of partners sustained	<ul style="list-style-type: none"> <li>Services via neutral platforms, meetings, agenda setting, agenda development, fund raising</li> </ul>

OUTPUTS / DELIVERABLES - EXAMPLES	
<b>Goal 1</b>	<ul style="list-style-type: none"> <li>Basin wide climate risk, hotspot analysis and vulnerability assessments and climate impact assessments</li> <li>WMO User Interface for the water sector supported by GWP to provide tailored information to users</li> <li>Country Climate Risk and Vulnerability Report</li> <li>Country Stakeholder Analysis for Water, Climate and Development</li> <li>Guidance on how water related sectors can identify investment options in on-going plans and new innovative options.</li> <li>Economic case for investment options</li> <li>Database of existing regional projects</li> </ul>
<b>Goal 2</b>	<ul style="list-style-type: none"> <li>Training material developed</li> <li>Articles on water and climate media (print, electronic and visual)</li> <li>Policy briefs, fact sheets, briefing notes key issues and outcome stories to consider for water security and climate resilience</li> </ul>
<b>Goal 3</b>	<ul style="list-style-type: none"> <li>Major stakeholder groups participate in country water partnerships and are represented in overall project management and a system for wider national consultation is established and used at strategic steps in the programme</li> <li>Regions and countries have implementation plans with a clear M&amp;E Framework</li> </ul>

Indicators followed at GWP level		Target 2014*
<b>OT1.1</b>	Recognition of GWP contribution to the global debate measured by number of <b>acknowledgments in official documents</b>	6
<b>OT1.2</b>	Number of <b>regional organisations</b> supported in developing agreements/commitments /investment options and tools that integrate water security for climate resilience <i>and other key issues (food, energy, ecosystems, urbanization and transboundary basins)</i>	22
<b>OT1.3</b>	Number of <b>national organisations</b> supported in developing legal frameworks / policies / strategies, sectoral and development plans- integrating water security for climate resilience <i>and other key issues (food, energy, ecosystems, urbanization and transboundary basins)</i>	16
<b>OT1.4</b>	Number of <b>organisations (all levels)</b> supported in the development of investment strategies supporting policies and plans which integrate water security for climate resilience <i>and other key issues (food, energy, ecosystems, urbanization and transboundary basins)</i>	26
<b>OT1.5</b>	Number of <b>countries</b> supported in the development of capacity and projects to access climate and climate-related finance to improve water security.	21
<b>OT1.6</b>	Number of <b>demonstration projects</b> undertaken for which innovation has been demonstrated	26
<b>OT1.7</b>	Number of <b>documents</b> produced outlining the lessons from GWP demonstration projects and a plan for replicating solutions	22
<b>OT1.8</b>	Number of <b>beneficiaries</b> supported in demonstration projects on water security and climate resilience undertaken	22,000
<b>OT2.1</b>	Number of <b>government institutions/other stakeholders</b> with demonstrably enhanced capacity to integrate water security for climate change <i>and other key</i>	43

## Workplan 2014: Implementing the Strategy Summary

Indicators followed at GWP level		Target 2014*
	<i>issues (food, energy, ecosystems, urbanization and transboundary basins) in the design and implementation of policies, plans &amp; projects</i>	
OT2.2	Number of <b>south-south lesson learning &amp; knowledge</b> transfers initiatives with commitments for concrete follow up	6
OT2.3	Number of <b>media features</b> on water security for climate change <i>and other key issues (food, energy, ecosystems, urbanization and transboundary basins)</i> . All media including radio, television, print, internet.	59
OT2.4	Number of <b>publications, knowledge products</b> (including strategic messages) and tools for water security for climate resilience <i>and other key issues (food, energy, ecosystems, urbanization and transboundary basins)</i> developed and disseminated	36
OT2.5	<b>User satisfaction</b> across knowledge products and services produced, managed and disseminated by GWP.	
OT2.6	Number of <b>joint global/regional activities</b> by GWP and WPP water security for climate <i>and other key issues (food, energy, ecosystems, urbanization and transboundary basins)</i> which lead to demonstrable follow-up actions.	4
OT3.1	Implementation of <b>Results Framework &amp; associated M&amp;E</b> across the GWP network.	
OT3.2	Increased <b>financial performance</b> across all Regional and Country Water Partnerships.	

\*Based on the best available information at the time of document finalisation. Targets may change following an ongoing review.

## Annex C – Abbreviations and Acronyms

ADB	Asian Development Bank
AfDB	African Development Bank
AMCOW	African Minister's Council on Water
ANBO	Africa Network of Basin Organisations
APWF	Asia-Pacific Water Forum
BhWP	Bhutan Water Partnership
CAADP	Comprehensive Africa Agricultural Development Programme
CABEI	Central American Bank for Economic Integration
CACENA	Central Asia and the Caucasus
CAF	Central Africa
CAM	Central America
CapNet	International network for capacity building in sustainable water management
CAR	Caribbean
CARICOM	Caribbean Community and Common Market
CCA	Climate Change Adaptation
CCAD	Central American Commission on Environment and Development
CCCCC	Caribbean Community Climate Change Centre
CDKN	Climate and Development Knowledge Network
CDM	Clean Development Mechanism
CECCC	Capacity Enhancement for Coping with Climate Change
CEE	Central and Eastern Europe
CHI	China
CICOS	Congo Basin Organisation
CILSS	Permanent Inter State Committee for Drought Control in the Sahel
CIWA	Cooperation for International Waters in Africa (World Bank Trust Fund)
COP	Conference of Parties
COTED	Council of Ministers of Trade and Environment
COWI	Consultancy within Engineering, Environmental Science and Economics
CP	Consulting Partners
CPWF	Challenge Programme on Water and Food of the CGIAR
CREPA	Centre Régional pour l'Eau Potable et l'Assainissement
CWP	Country Water Partnership
DANIDA	Denmark – Ministry of Foreign Affairs
DFID	UK Department for International Development
DHI	International consulting and research organisation, Copenhagen Denmark
DIKTAS	Project initiated by the aquifer-sharing states in the Mediterranean region
EAF	Eastern Africa
EAWU	Economic Accounting of Water Use
EC	European Commission
EC IFAS	Executive Committee of the International Fund for Saving the Aral Sea
ECCAS	Economic Community of Central African States
ECLAC	UN Economic Commission for Latin America and the Caribbean
ECOWAS	Economic Community of West African States
ERCC	Regional Strategy for Climate Change
ES	Executive Secretary

EU	European Union
EU WFD	EU Water Framework Directive
EUWI	European Union Water Initiative
EUWI-FWG	European Union Water Initiative – Finance Working Group
FAO	Food and Agricultural Organisation of the UN
FO	Finance Officer
FORSEAU	Regional Solidarity Funds for Water
FPG	Finance Partners Group
GA	General Assembly
GEF	Global Environment Facility
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GWP-C	GWP Caribbean
GWPO	Global Water Partnership Organisation
GWPSA	GWP Southern Africa
HI	Host Institution
HIA	Host Institution Agreement
HLS	High Level Session
ICZM/IWRM	Integrated Coastal Zone Management/IWRM
IDM	Integrated Drought Management
IDRC	International Development Research Centre
IFAD	International Fund for Agricultural Development
IFAS	Institute of Food and Agricultural Sciences
INBO	International Network of Basin Organisation
IPCC	UN Intergovernmental Panel on Climate Change
IUCN	International Union for Conservation of Nature
IUWM	Integrated Urban Water Management
IWMI	International Water Management Institute
IWRM	Integrated Water Resources Management
JICA	Japan International Cooperation Agency
LWP	Lao Water Partnership
MED	Mediterranean
MOU	Memorandum of Understanding
NBI	Nile Basin Initiative
NGO	Non Governmental Organisation
NO	Network Officer
NSWP	New Rajasthan State Water Policy
OECD	Organisation for Economic Co-operation and Development
OM-RBF	Outcome Mapping – Results-Based-Framework
OOSKA	Water Newsletter (ref. <a href="http://www.ooskanews.com/">http://www.ooskanews.com/</a> )
PAGIREN	National IWRM Planning process in Niger
PIWAG	Programme for the improvement of Water Governance in West Africa
PO	Programme Officer
PSP	Private Sector Participation
PWA	Palestinian Water Authority
PWP	Pakistan Water Partnership
RBM	River Basin Management
RBOs	River Basin Organisations

RC	Regional Coordinator
RECs	Regional Economic Communities
RMB	Renminbi – Official currency of the People’s Republic of China
RSC	Regional Steering Committee
RWH	Rain Water Harvesting
RWP	Regional Water Partnership
SADC	Southern African development Community
SAF	Southern Africa
SAM	Southern America
SAS	South Asia
SC	Steering Committee
SDC	Swiss Agency for Development Cooperation
SEA	South East Asia
SICA	Central American Integration System
SITWA	Strengthening Institutions for Transboundary Water Resources Management in Africa
SIWI	Stockholm International Water Institute
SWOT	Strengths, Weaknesses, Opportunities and Threats
SWWW	Stockholm World Water Week
TAC	Technical Advisory Committee
TEC	Technical Committee
UEMOA	Union économique et monétaire Oeust-africaine
UK	United Kingdom
UN ESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNCED	United Nations Conference on Environment and Development
UNDP	United Nations Development Programme
UNECE	United Nations Economic Commission for Europe
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UN-Water	United Nations Water Programme
USAID	United States Agency for International Development
USD	US Dollars
W&S	Water & Sanitation
WACDEP	Water Climate and Development Programme
WAF	West Africa
WB	World Bank
WCDP	World Community Development Programme
WCPS	Water and Climate Programmes of the GWP
WIN	Water Integrity Network
WMO	UN World Meteorological Organisation
WPP	Water Partnership Programme of the World Bank
WRCC	Water Resources Coordination Centre
WRM	Water Resource Management
WSS	Water Supply and Sanitation
YR	Yellow River

## Annex D - Glossary of Key Terms

Term	Definition
Activities	The actions performed to produce specific outputs (by mobilising the intervention's inputs)
Attribution	The ascription of a causal link between observed (or expected to be observed) changes and a specific intervention.
Boundary actors	The parties which are to change as a result of GWP's activities
Global Action Networks	Global, multi-stakeholder, inter-organisational change networks (Waddell 2011)
Impact	The long-term effect produced by an intervention (intended or unintended, directly or indirectly related to the intervention, positive or negative)
Income from GWP's Financial Partners:	<ul style="list-style-type: none"> <li>• <b>Core Income:</b> Income that can be used for any agreed activities in GWPO or the GWP Network in accordance with approved GWP Strategy and workplans. Examples include present core funding by SIDA, Danida, the Netherlands, DFID, etc.</li> <li>• <b>Designated Income:</b> Income that is used and accounted for separately for a specific programme, project or activity as stipulated by the donor. Examples include present designated funding by the EC for the SITWA Project.</li> <li>• <b>Earmarked Income:</b> Income that comes in as Core but where the donor explicitly or implicitly wants the funds to be used and accounted for primarily for a specific programme, project or activity in accordance with approved GWP Strategy and workplans. Examples include present earmarked funding for WACDEP in Africa provided by Austria.</li> </ul>
Inception phase	The first period of <b>project implementation</b> from start-up until the writing of the inception report, often two to three months. The Inception Report is usually the first report produced at the end of the inception period, which updates the project design document and/or the terms of reference and sets the implementation work plan for the rest of the project.
Inputs	The resources (human, financial and material) used for a development intervention
Logical Framework (Logframe)	Management tool used to improve the design of interventions, most often at the project level. It involves identifying strategic elements (inputs, outputs, outcomes, impact) and their causal relationships, indicators, and the assumptions or risks that may influence success and failure. It thus facilitates planning, execution and evaluation of a development intervention.
Outcome	The short-and medium term effects of an intervention's outputs (OECD, 202) Changes in relationships, activities, actions, or behaviours of boundary actors that can be plausibly linked to a programme's activities although they are not necessarily directly caused by it (IDRC, 2001).
Outcome Mapping	<p>An Outcome Mapping approach inherently recognises that direct <i>attribution</i> of results to indirect outcomes is not possible in policy and advocacy organisations such as the GWP. Monitoring and reporting on the work of the organisation is being done through Outcome Mapping methodologies which seek to identify and report on the <i>plausible linkages</i> between outputs and outcomes across the <i>attribution gap</i>.</p> <p>Following an <i>outcome mapping</i> approach, <i>results</i> are planned and assessed based on monitoring and reporting on the <i>influence</i> on the <i>boundary actors</i> with whom GWP is working to effect behavioural change. The outcomes of GWP's work are measured through monitoring <i>changes in the behaviour</i> of these actors and</p>

Term	Definition
	others. Such <i>results</i> can be monitored and reported only through describing <i>plausible linkages</i> between GWP's activities and interventions, and the desired outcomes.
Outputs	The products (e.g. goods or services) as well as trained or otherwise supported persons which result from the intervention's activities
Progress Markers	Behavioural change outcomes or actions the programme would expect the boundary actor to exhibit during the period of the strategy
Resilience – in the context of climate change	The ability of a social or ecological system to absorb disturbances while retaining the same basic structure and ways of functioning, the capacity for self-organisation, and the capacity to adapt to stress and change (IPCC Fourth Assessment Report, 2007)
Result	The outputs, outcomes and impacts of a development intervention (intended, unintended, positive or negative)
Results-Based-Management (RBM)	A management strategy focusing on performance and achievement of outputs, outcomes and impacts.
IWRM Tools	Integrated Water Resources Management (IWRM) tools comprise (ref: <a href="http://www.gwptoolbox.org">www.gwptoolbox.org</a> ): <ol style="list-style-type: none"> <li>1. The <i>enabling environment</i> (policies, legal frameworks and financing and incentives)</li> <li>2. The <i>institutions and required capacity</i>; and</li> <li>3. The <i>management instruments</i> for sharing data/information, assessing, planning, negotiating, cooperating, regulating and financing management and development</li> </ol>
SWOT Analysis	A strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats (SWOT) involved in a project, programme or venture. It involves specifying the objective of a venture or organisation and identifying the internal and external factors that are favourable/helpful and unfavourable/harmful to achieve that objective.
Water Security	<i>"...the capacity of a population to safeguard sustainable livelihoods, human well-being, and socio-economic development, for ensuring protection against water-borne pollution and water-related disasters, and for preserving ecosystems in a climate of peace and political stability"</i> (UN Water 2013)

## Annex E – GWP Organisational Chart - 2014

