

Volume 2 – GWPO

Workplan 2014

Implementing the Strategy

1. GWPO 2014 Activities
2. GWPO 2014 Budget

Final – 21 November 2013



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1 GWPO Work Plan 2014

1.1 Introduction

The GWPO workplan is structured around “main activities”. Each of the approximately 70 activities in this workplan are described in activity sheet tables which provide the following detailed information:

- Activity title: *describing the main area of activity*
- Activity leader: *who within the GWPO is the main individual responsible and accountable for delivery of the outputs.*
- Description of the activity to be carried out: *an outline of the content of the activity to be carried out during the year.*
- Main outputs: *what are the main deliverables – i.e. tangible outputs.*
- Related Outcome Challenges & progress markers: *in order to link the activity and output to the Outcome Challenges identified in the 3 year GWPO work programme. These are referred to in each activity sheet by the respective number for the Progress Markers.*
- Contribution of the activity to the 3 Strategic Goals: *Estimate of the contribution of the activity to the 3 goals. In order to reflect the estimated financial resources by Goal.*
- List of the main tasks involved in fulfilling the activity (responsible persons for the tasks; estimated human -no of days of individuals- and financial resources -estimated travel and procurement costs): *in order to enable adequate human and financial resources to be clearly defined and made available during the year.*

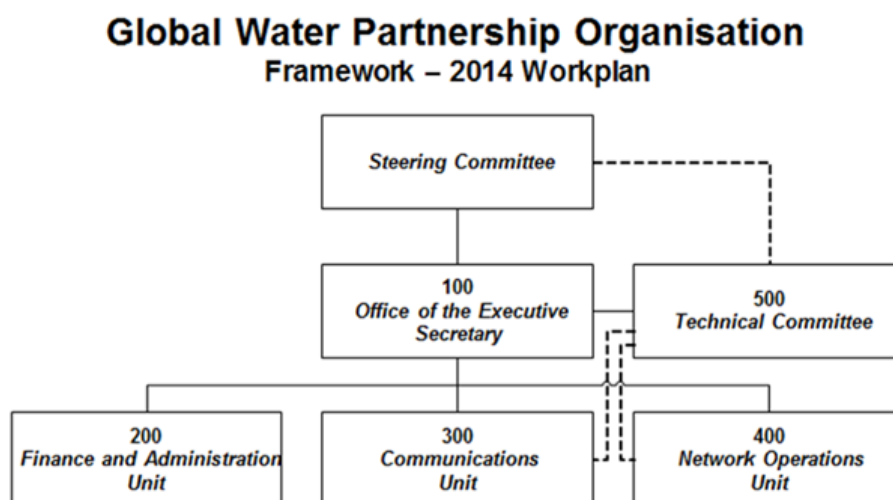
The data provided in the activity sheets are provided in Annex.

1.2 GWPO Management and Coordination

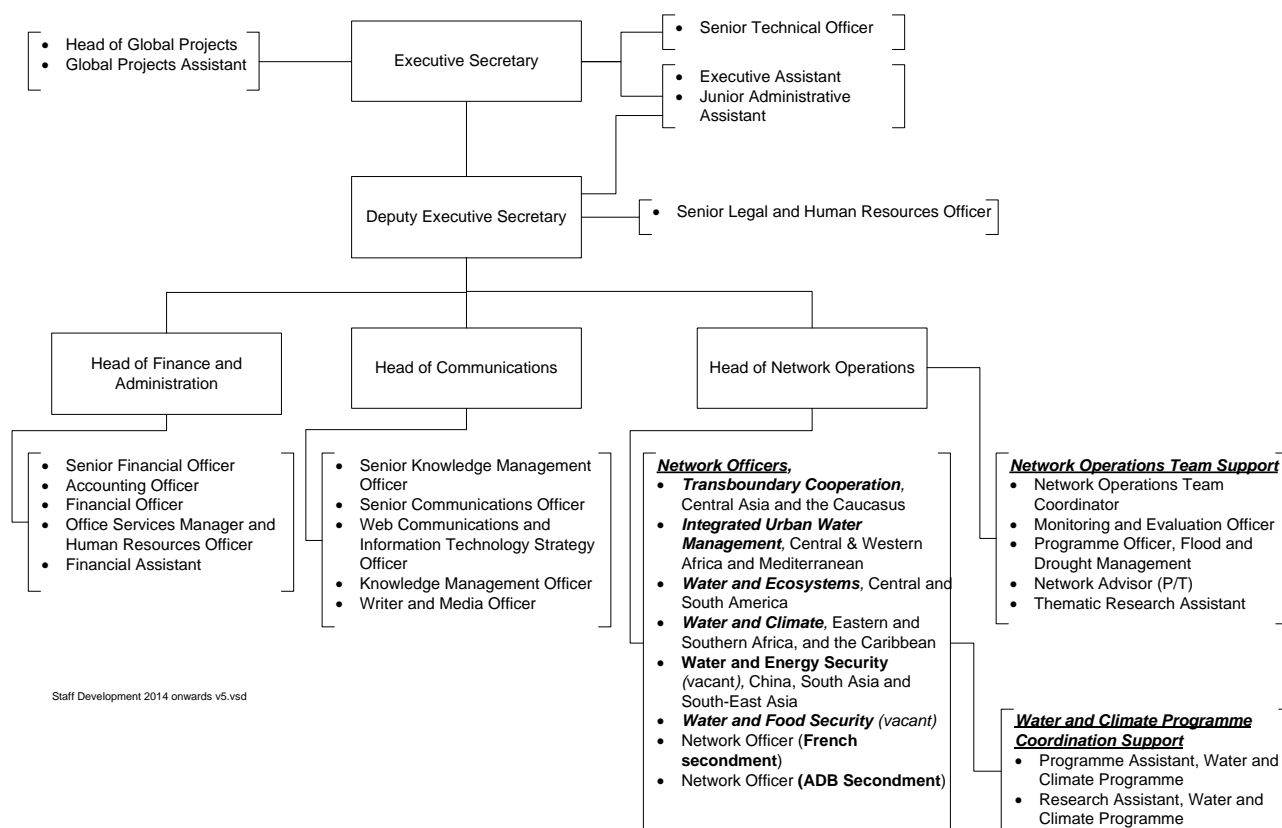
The GWPO comprises 5 entities for management and coordination purposes:

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

The Organisational Chart for the GWPO is as follows:



Global Water Partnership Organisation – Secretariat 2014 onwards



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

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

The list of activities by unit is provided below.

1.3 GWPO Workplan Summary

1.3.1 100 Office of the Executive Secretary

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

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

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

No	Activity Title	Activity Leader
101	Implement the Strategy Towards 2020 through 6 Thematic Areas incl. Programme Development	Ania Grobicki
102	Strengthen External Partnerships + Post 2015 Development Agenda	Ania Grobicki
103	Increase Advocacy and Develop Strategic Messaging	Ania Grobicki
104	Guide the GWP/OECD Global Dialogue and Other Global Projects	Ania Grobicki
105	Review and Strengthen the Governance Structure	Ania Grobicki
106	Guide the GWP Technical Function to Develop the Knowledge Chain and Build Capacity	Ania Grobicki
107	Strengthen the GWP Network	Ania Grobicki
108	Sustainable financing to support the 2020 Strategy	Ania Grobicki
109	Engage Youth Organisations at All Levels	Ania Grobicki
110	Develop and Implement the GWP Gender Strategy	Ania Grobicki
111	Internal Management	Ania Grobicki
112	Human Resources Management	Ania Grobicki

Highlights for 2014 include:

- GWP Strategy Towards 2020 launched on World Water Day 2014
- Conduct the Review of the Strategy period 2009-2013 and publish an overview of GWP achievements
- Conduct the Governance Review to make sure GWP has a well functioning governance model
- A long term strategy for sustainable financing of the GWP Network and global activities will be developed and communicated to the Network, Secretariat and Financing Partners Group
- The GWP Youth and Gender Strategies will be launched
- Secretariat office move to Garnisonen will take place with the result of a new productive working environment, enabling the water hub to continue interaction and development with SIWI and SEI
- Achieve a dedicated goal on water within the Post-2015 Development Agenda through active communication and advocating with key stake holders through the GWP/OECD Global Dialogue Project.

1.3.2 200 Finance and Administration Unit

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

The main activities are responsibilities are summarised as follows:

No	Activity Title	Activity Leader
201	Accounting	Catharina Sahlin Tegnander
202	Financial Management	Catharina Sahlin Tegnander
203	Audit Network (Global and Regional)	Catharina Sahlin Tegnander
204	Network Support	Catharina Sahlin Tegnander

206	Office Administration	Catharina Sahlin Tegnander
207	Internal Finance and Admin. Unit Management	Catharina Sahlin Tegnander
208	Financial/administrative support to network activities outside the RWP's	Catharina Sahlin Tegnander
209	Financial Applications (Decision Archive, Accounting System, Salary system)	Catharina Sahlin Tegnander

Highlights for 2014 include:

- 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

1.3.3 300 Communications Unit

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

The main activities of the Communications Unit are as follows:

No	Activity Title	Activity Leader
301	Communications capacity-building	Steven Downey
302	Events	Helene Komlos Grill
303	Website	Martin Löfgren
304	World Water Week in Stockholm	Helene Komlos Grill
305	Knowledge Management and IWRM ToolBox	Danka Thalmeinerova
307	Storage and Distribution	Helene Komlos-Grill
308	Publishing	Helene Komlos-Grill
309	Press / Strategic Messaging	Eva Blässar
311	Partners Database	Martin Löfgren
312	IT Equipment	Martin Löfgren
313	IT Service Provider & Consultancy	Martin Löfgren
315	Subscriptions	Helene Komlos-Grill
316	Reporting and monitoring of GWP activities	Eva Blässar
317	Communications strategy and global branding	Steven Downey
318	Management of Com/KM unit	Steven Downey

Highlights for 2014 include:

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

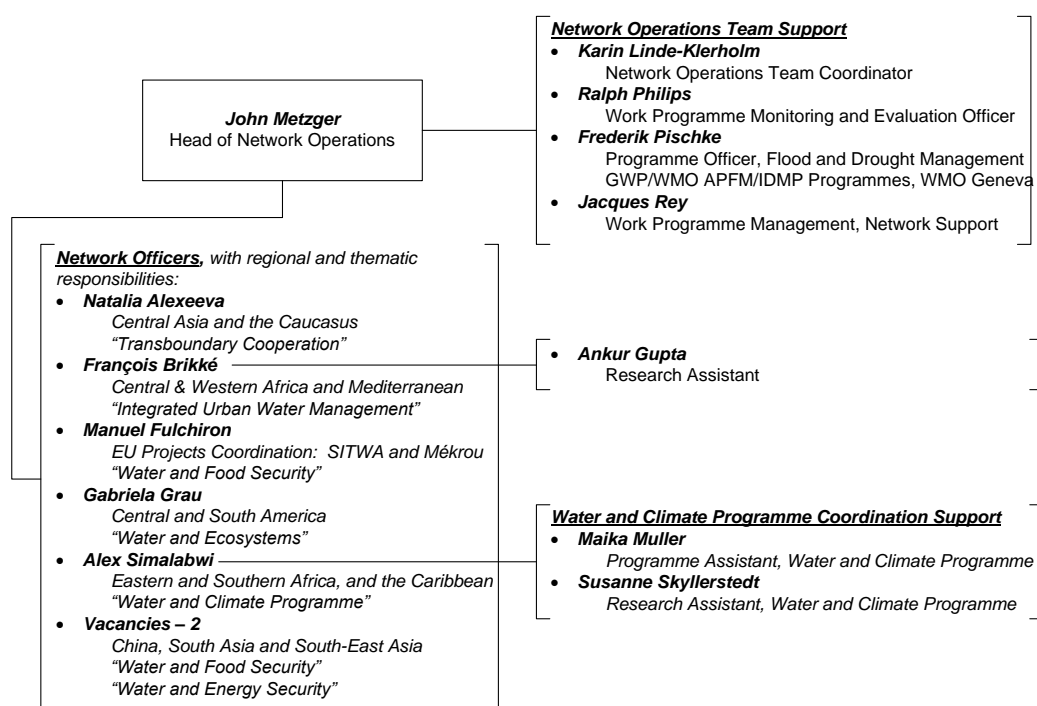
- Document Sharing and Collaboration platform for GWPO (all units)
- Video conference system (Lync, replacing Skype where applicable)
- Fully functional server room, stable internet access both, etc. at new premises

1.3.4 400 Network Operations Unit

Overview

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

The Network Operations Unit as of November 2013 is structured as follows:



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

No	Activity Title	Activity Leader
403	Facilitating Transboundary Cooperation	Natalia Alexeeva
404	Country Water Briefs	Manuel Fulchiron
405	Adapting to climate change	Alex Simalabwi
406	Water and Food Security	NO2/Manuel Fulchiron
407	Urbanisation	François Brikké
411	GWP Programme Monitoring and Evaluation	Ralph Philip
412	Support to Eastern Africa	NO1/Alex Simalabwi
413	Support to the Caribbean	Alex Simalabwi
414	Support to Mediterranean	François Brikké
415	Support to Southern Africa	Alex Simalabwi
416	Support to Central Africa	François Brikké
417	Support to West Africa	François Brikké
418	Support to Central and Eastern Europe	Natalia Alexeeva
419	Support to Central Asia and the Caucasus	Natalia Alexeeva
420	Support to China	NO1/John Metzger
421	Support to Central America	Gabriela Grau
422	Support to South America	Gabriela Grau
423	Support to South Asia	NO1 / NO2
424	Support to Southeast Asia	NO1 / NO2
425	Managing the GWP Network Operations Unit	John Metzger
427	Water, Climate and Development Programme in Africa - Coordination	Alex Simalabwi
428	EU Projects Coordination	Manuel Fulchiron
429	Deltas Climate Resilience Programme	NO1/NO2/John Metzger
430	WMO / GWP Global Flood and Drought Management Programmes	John Metzger
431	Water and Energy Security	NO2
432	Water security and Ecosystems	Gabriela Grau

Highlights for 2014 include:

- 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. Development of operation strategies for all focus themes will continue with 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.

1.3.5 500 Technical Committee

Introduction

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

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

The main activities of the Technical Committee and the responsible leaders are summarised below. Detailed descriptions are presented in the activity sheet tables in the Annex.

No	Activity Title	Activity Leader
501	Transboundary waters cooperation	Mohamed Ait Kadi
502	Making a case for water security	Mohamed Ait Kadi
503	Economics of water security	Mohamed Ait Kadi
504	Climate resilience	Mohamed Ait Kadi
505	Water and Food Security and Integrating Land and Water Governance	Mohamed Ait Kadi
506	Urbanization and water security	Mohamed Ait Kadi
507	TEC contributions to the GWP IWRM Toolbox	Mohamed Ait Kadi
508	Information to policy makers on possible solutions to address critical challenges	Mohamed Ait Kadi
509	Technical Committee Meetings	Mohamed Ait Kadi
510	Management of Technical Committee	Mohamed Ait Kadi
511	Water and Energy	Mohamed Ait Kadi
512	Ecosystem and water security	Mohamed Ait Kadi

Highlights for 2014 include:

- 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)

A summary of the Technical Committee Publication timetable for 2014 is presented in the following table:

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
<i>In cooperation with RWPs:</i>		
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	

2 GWPO budget

2.1 Budgeting GWPO activities

The GWPO activities are implemented by the Secretariat in collaboration with TEC and with the support of senior advisors and external consultants.

All GWPO activities are led by a given secretariat staff member or TEC member. The budgeting of activities allows a bottom-up consolidation of the budget by Goals, by lead-units / TEC for implementation or by expenditures. The budget of GWPO secretariat is thus presented in the tables below against these three different perspectives.

2.2 GWPO 2014 consolidated budget by Goals and Lead Units / TEC

The 2014 budget per lead units is provided below.

	Lead unit (Secretariat & TEC)	Goal 1	Goal 2	Goal 3	Total
100	Office of the ES	786,599	771,373	840,200	2,398,173
200	Finance & Admin	336,706	336,706	346,909	1,020,320
300	Communications	234,522	669,914	243,140	1,147,575
400	Network Operations	2,828,187	599,253	618,359	4,045,798
500	Technical Committee	0	486,270	0	486,270
	TOTAL incl. projects managed via GWPO (e.g. SITWA; OECD)				9,098,136
		49%	27%	24%	100%

2.3 GWPO 2014 consolidated budget by expenditures

The 2014 budget per expenditures is provided below.

Secretariat	
Staff	1,760,740
Travel	106,700
Office	492,000
Audit/legal	83,000
IT/Communications	336,190
Financial costs/revenues	15,000
TOTAL SECRETARIAT	2,793,630

<u>GWP Global</u>	
Steering committee	217,200
Governance review	34,500
Evaluation Strategy 2009-2013	61,000
Network meeting (CP)	45,000
Financial/Sponsoring Partners Meet.	6,046
Total Global Governance	363,746
GWP Technical Committee	486,270
Toolbox / Knowledge management	371,200
Programme development Support	126,000
TOTAL GWP GLOBAL	1,347,216
<u>Regional Support</u>	
Network Operations	1,200,330
Regional and Thematic Support	197,500
Network institutional strengthening	40,000
Annual Regional Meeting	50,000
Local financial support reg./countries	8,000
TOTAL REGIONAL SUPPORT	1,495,830
<u>Programme (i) managed by GWPO</u>	
GLOBAL DIALOGUE_104	900,000
GLOBAL_DELTAS_429	50,000
SITWA_428	1,380,000
URB_CB_407	200,000
GLOBAL_Country IWRM_404	100,000
GLOBAL_WCP_405	200,000
GLOBAL_WMO_APFM_IDMP_430+	281,460
WACDEP GLOBAL_427	350,000
TOTAL PROGRAMME	3,461,460
TOTAL GWPO EXPENDITURES	9,098,136

2.4 GWPO 2014 budget by activities

The 2014 budget per activity is provided below.

NB	Activity title	Leader	Days	Staff costs	Trav. costs	Oth. costs	Total costs
101	Implement the Strategy Towards 2020 through 6 Thematic Areas incl. Programme Development	Ania Grobicki	124	69,954	14,500	21,312	105,766
102	Strengthen External Partnerships + Post 2015 Development Agenda	Ania Grobicki	102	58,752	19,900	30,312	108,964
103	Increase Advocacy and Develop Strategic Messaging	Ania Grobicki	117	65,092	11,500	26,812	103,404
104	Guide the GWP/OECD Global Dialogue and Other Global Projects	Ania Grobicki	455	227,580	50,500	673,212	951,292
105	Review and Strengthen the Governance Structure	Ania Grobicki	296	160,755	21,000	221,208	402,963
106	Guide the GWP Technical Function to Develop the Knowledge Chain and Build Capacity	Ania Grobicki	57	32,832	0	0	32,832
107	Strengthen the GWP Network	Ania Grobicki	140	78,680	14,000	53,000	145,680
108	Sustainable financing to support the 2020 Strategy	Ania Grobicki	80	45,552	7,000	9,464	62,016
109	Engage Youth Organisations at All Levels	Ania Grobicki	20	11,520	7,000	20,313	38,833
110	Develop and Implement the GWP Gender Strategy	Ania Grobicki	20	11,520	10,500	25,813	47,833
111	Internal Management	Ania Grobicki	139	79,096	0	2,000	81,096
112	Human Resources Management	Ania Grobicki	391	212,494	15,000	90,000	317,494
201	Accounting	Catharina Sahlin Tegnander	314	153,232	0	0	153,232
202	Financial Management	Catharina Sahlin Tegnander	122	59,536	0	0	59,536
203	Audit Network (Global and Regional)	Catharina Sahlin Tegnander	48	23,424	0	45,000	68,424
204	Network Support	Catharina Sahlin Tegnander	127	61,976	14,000	25,000	100,976
206	Office Administration	Catharina Sahlin Tegnander	96	47,028	0	492,000	539,028
207	Internal Finance and Admin. Unit Management	Catharina Sahlin Tegnander	103	50,264	0	700	50,964
208	Financial/administrative support to network activities outside the RWP's	Catharina Sahlin Tegnander	27	13,176	0	0	13,176
209	Financial Applications (Decision Archive, Accounting System, Salary system)	Catharina Sahlin Tegnander	43	20,984	0	14,000	34,984
301	Communications capacity-building	Steven Downey	58	30,160	18,000	20,000	68,160
302	Events	Helene Komlos Grill	45	23,400	0	25,000	48,400
303	Website	Martin Löfgren	125	65,000	0	21,690	86,690

NB	Activity title	Leader	Days	Staff costs	Trav. costs	Oth. costs	Total costs
304	World Water Week in Stockholm	Helene Komlos Grill	35	17,425	0	25,000	42,425
305	Knowledge Management and IWRM ToolBox	Danka Thalmeinerova	373	139,245	30,000	202,500	371,745
307	Storage and Distribution	Helene Komlos-Grill	8	4,160	0	35,000	39,160
308	Publishing	Helene Komlos-Grill	150	77,225	0	95,000	172,225
309	Press / Strategic Messaging	Eva Blässar	77	39,730	0	10,000	49,730
311	Partners Database	Martin Löfgren	54	27,870	0	9,000	36,870
312	IT Equipment	Martin Löfgren	17	8,840	0	7,000	15,840
313	IT Service Provider & Consultancy	Martin Löfgren	83	43,160	0	53,000	96,160
315	Subscriptions	Helene Komlos-Grill	3	1,560	0	6,000	7,560
316	Reporting and monitoring of GWP activities	Eva Blässar	90	45,960	0	1,000	46,960
317	Communications strategy and global branding	Steven Downey	45	23,400	0	10,000	33,400
318	Management of Com/KM unit	Steven Downey	65	32,250	0	0	32,250
403	Facilitating Transboundary Cooperation	Natalia Alexeeva	90	44,460	20,000	25,000	89,460
404	Country Water Briefs	Manuel Fulchiron	70	3,530	0	100,000	103,530
405	Adapting to climate change	Alex Simalabwi	250	103,880	10,000	110,460	224,340
406	Water and Food Security	NO2/Manuel Fulchiron	100	14,340	20,000	0	34,340
407	Urbanisation	François Brikké	250	119,500	15,000	200,000	334,500
411	GWP Programme Monitoring and Evaluation	Ralph Philip	265	126,670	16,000	55,000	197,670
412	Support to Eastern Africa	NO1/Alex Simalabwi	60	28,680	7,000	0	35,680
413	Support to the Caribbean	Alex Simalabwi	40	19,120	7,000	0	26,120
414	Support to Mediterranean	François Brikké	30	14,340	5,000	25,000	44,340
415	Support to Southern Africa	Alex Simalabwi	40	19,120	5,000	0	24,120
416	Support to Central Africa	François Brikké	60	28,680	5,000	25,000	58,680
417	Support to West Africa	François Brikké	60	28,680	5,000	25,000	58,680
418	Support to Central and Eastern Europe	Natalia Alexeeva	90	44,460	10,000	20,000	74,460
419	Support to Central Asia and the Caucasus	Natalia Alexeeva	80	38,240	15,000	20,000	73,240
420	Support to China	NO1/John Metzger	50	23,900	10,000	0	33,900
421	Support to Central America	Gabriela Grau	90	43,020	12,000	0	55,020
422	Support to South America	Gabriela Grau	90	43,020	12,000	5,500	60,520
423	Support to South Asia	NO1 / NO2	50	23,900	10,000	0	33,900
424	Support to Southeast Asia	NO1 / NO2	50	23,900	10,000	0	33,900
425	Managing the GWP Network Operations Unit	John Metzger	291	142,528	15,000	77,000	234,528

NB	Activity title	Leader	Days	Staff costs	Trav. costs	Oth. costs	Total costs
427	Water, Climate and Development Programme in Africa - Coordination	Alex Simalabwi	550	223,850	0	122,150	346,000
428	EU Projects Coordination	Manuel Fulchiron	170	38,790	15,000	1,365,000	1,418,790
429	Deltas Climate Resilience Programme	NO1/NO2/John Metzger	60	28,680	7,000	50,000	85,680
430	WMO / GWP Global Flood and Drought Mgt Programmes	John Metzger	225	81,300	32,000	173,800	287,100
431	Water and Energy Security	NO2	60	28,680	10,000	0	38,680
432	Water security and Ecosystems	Gabriela Grau	40	19,120	2,000	17,500	38,620
501	Transboundary waters cooperation	Mohamed Ait Kadi	15	6,000	0	16,410	22,410
502	Making a case for water security	Mohamed Ait Kadi	41	17,040	0	21,050	38,090
503	Economics of water security	Mohamed Ait Kadi	10	4,000	0	8,350	12,350
504	Climate resilience	Mohamed Ait Kadi	11	6,050	6,000	0	12,050
505	Water and Food Security and Integrating Land and Water Governance	Mohamed Ait Kadi	54	24,940	20,000	28,000	72,940
506	Urbanization and water security	Mohamed Ait Kadi	15	6,000	20,000	20,350	46,350
507	TEC contributions to the GWP IWRM Toolbox	Mohamed Ait Kadi	5	2,000	0	0	2,000
508	Information to policy makers on possible solutions to address critical challenges	Mohamed Ait Kadi	21	8,400	31,000	1,500	40,900
509	Technical Committee Meetings	Mohamed Ait Kadi	115	46,600	49,400	20,500	116,500
510	Management of Technical Committee	Mohamed Ait Kadi	215	105,270	0	0	105,270
511	Water and Energy	Mohamed Ait Kadi	20	4,000	0	9,410	13,410
512	Ecosystem and water security	Mohamed Ait Kadi	0	0	0	4,000	4,000

ANNEX: Activity Sheets GWPO Secretariat (abstract)

NB	Activity title	Leader	Activity Description	Main Outputs
101	Implement the Strategy Towards 2020 through 6 Thematic Areas incl. Programme Development	Ania Grobicki	<p>Ensure the successful launch of the new GWP Strategy “Towards 2020” and facilitate its implementation. Facilitate a thorough review of the Strategy 2009-2013 and develop a management response, which ensures that the lessons learned from the last strategy period are carried forward into the new strategy implementation.</p> <p>Provide guidance and support to facilitate the ongoing programmes of 1) Urbanization and Water Security, 2) Transboundary Waters and 3) Climate Resilience and Water Security, including the programmes on Floods, Droughts and Deltas.</p> <p>Provide guidance, support and financial resources to develop new programmes within the Thematic areas of 4) Food and Water Security, 5) Energy and Water Security, 6) Ecosystems and Water Security. Facilitate co-operation with key external organizations and stakeholders to leverage progress and knowledge exchange.</p>	<p>Internal Review of the Strategy 2009-2013 completed and lessons learned built in to the Work Plans for 2015.</p> <p>Funding secured, Network Officers/Thematic Focal Points recruited and co-operation with key allies and project plans established for developing the Thematic areas of Food and Water Security, Energy and Water Security and Ecosystems and Water Security.</p>
102	Strengthen External Partnerships + Post 2015 Development Agenda	Ania Grobicki	<p>Develop and strengthen relationships with Strategic Partners (eg. The UN-Water and the World Water Council) to leverage joint forces to tackle global, regional and national water challenges. Engage with the negotiations of the Open Working Group on the Post-2015 Development Agenda.</p> <p>Actively advocate for water being well covered within the Post 2015 Development Agenda, through a dedicated Water Goal and through water targets being incorporated within other goals including on health, food, energy and environment/biodiversity.</p> <p>Ensure productive relationships with key Strategic Allies of GWP and develop further alliances, in particular with the private sector.</p>	<p>Through active communication and advocating with key stakeholders, a separate Goal on Water has been granted within the Post-2015 Development Agenda.</p>

NB	Activity title	Leader	Activity Description	Main Outputs
103	Increase Advocacy and Develop Strategic Messaging	Ania Grobicki	<p>Coordinate GWP’s strategic involvement and input into global events, raising GWP’s global profile and contributing to raising the profile of water resources management. Ensure that corporate strategic messages are developed and used effectively.</p> <p>In consultation with the GWP Chair and Chair of the Technical Committee, identify strategic events and deploy GWP representatives.</p> <p>Develop a media strategy for GWP’s global visibility, maintaining a network of contacts with media, government agencies, international institutions, civil society organizations, private sector and other key stakeholders. Manage the planning and organization of key global and regional events, Global Dialogue Panel meetings, and related media exposure.</p>	<p>Strategic messages for 1) GWP & WRM and 2) GWP Global Projects are identified and developed.</p> <p>A media strategy to raise GWP’s global visibility is developed and taken into usage.</p>
104	Guide the GWP/OECD Global Dialogue and Other Global Projects	Ania Grobicki	<p>Develop new global projects and raise funding in order to deliver on GWP’s vision and mission. Ensure global events and projects are effectively coordinated and linked into organizational development at all levels of the network.</p> <p>Be a key catalyst and driving force in ensuring progress and financial resources for the GWP/OECD Global Dialogue and other Global Projects, for the purpose of increased advocacy and knowledge sharing to enable changes in policy and decision making on water management. Oversee the different components of the project, ensuring coordination between them (the Co-Chairs and the Global Dialogue Panel, the Expert Task Force, the Country Consultations and liaison with the UN Open Working Group). Develop and maintain positive working relationships with OECD, and with all stakeholders as necessary for the success of the Project.</p>	<p>The GWP/OECD Global Dialogue Project has got its 3 components (The Global Dialogue Panel, the Task Force and the Country Consultations) to work together and output from that common work has started to be implemented on country level.</p> <p>National Consultation Dialogues have been conducted with 22 additional countries for the purpose of increasingly impact countries sustainable development plans.</p> <p>One new global projects has been identified, co-operation with key allies has been established and a project plan developed with secured funding.</p>
105	Review and Strengthen the Governance Structure	Ania Grobicki	<p>Lead and undertake the planned GWP Governance Review to ensure a sustainable and well functioning organizational model for governing the Partnership. Review the role of the Financing Partners Group in the governance of GWP.</p>	<p>The GWP Governance Review completed and adjustments made to ensure a well functioning governing model.</p>

NB	Activity title	Leader	Activity Description	Main Outputs
			In conjunction with the GWP Chair, plan and conduct GWP Governing Bodies meetings – Sponsoring Partners, Steering Committee and Consulting Partners/Network.	2 Steering Committee Meetings, 1 Sponsoring Partners Meeting and 1 Consulting Partners/Network Meeting conducted and decisions made during these meetings completed or taken into plans of action.
106	Guide the GWP Technical Function to Develop the Knowledge Chain and Build Capacity	Ania Grobicki	Provide intellectual input for strengthening the Knowledge Chain, to increase dialogue between the GWP Technical Committee and RWPs, CWPs and Strategic Knowledge Partners, in terms of global projects as well as the six Thematic Areas. Ensure that technical expertise in the regions is organized within the Regional Expert Groups to support each of the thematic areas, depending on the regional strategic priorities (climate, urbanization, transboundary, etc)	Increased dialogue and co-operation established between GWP Technical Committee, RWPs, CWPs and Strategic Knowledge Partners.
107	Strengthen the GWP Network	Ania Grobicki	Strategically lead the GWP Network through identifying the needs and requirements to deliver on the Strategy Towards 2020, including ensuring financial sustainability and human resources. Inform and share knowledge, build capacity and facilitate co-operation between Regions, Countries and Key Strategic Allies within and outside the “water box” through conducting the yearly CP meeting. Support local fundraising efforts, especially within the Country Water Partnerships. Ensure gender balance across the GWP Network and ensure that youth organizations are represented and active within the GWP Network as set out in the respective strategies.	The Partners Database function developed to function as a crucial tool to retrieve information for effective decision making. Active Partners identified and a Partners benefit/obligation package established. Guiding material on how to increase locally raised funds produced and all regions/countries been informed. 2 Inter-regional Induction /Leadership training session for 3-4 coordinators conducted.
108	Sustainable financing to support the 2020 Strategy	Ania Grobicki	Develop a long-term strategy for sustainable financing of the GWP Network and global activities, in support of the new Strategy, incl. initiation and management of fundraising opportunities. Support the dialogue and knowledge sharing between institutional partners and the private sector to help mobilize more funding for water resources management, across the six thematic areas.	A long-term strategy for sustainable financing of the GWP Network and global activities established and communicated to the Network, Secretariat and Financial Partners Group. Key Private sector actors approached and ground for future funding in pipeline.

NB	Activity title	Leader	Activity Description	Main Outputs
			<p>Conduct biannual FPG meetings to harmonize donor relations.</p> <p>Network: Strengthen regional and local level ability to increase funding through developing thematic programmes.</p>	<p>2 Financial Partners Group Meetings conducted and decisions made during these meetings completed or taken into plans of action.</p>
109	<p>Engage Youth Organisations at All Levels</p>	Ania Grobicki	<p>Global: Manage and support the GWP Youth Strategy writing team to finalize and launch the Youth Strategy to be implemented towards 2020.</p> <p>Network: catalyse change through engaging youth organizations, and integrating youth in the water community at all levels to achieve water security.</p> <p>Empower youth and develop their capacity to become agents of change, through scholarships, training, capacity building and involving the youth in the Knowledge Chain.</p> <p>Build intergenerational partnerships at all levels across the network and support the work of the Regional Youth Focal Points.</p>	<p>The GWP Youth Strategy launched.</p> <p>Key Youth Organizations in each of the 13 Regions identified and co-operation initiated.</p>
110	<p>Develop and Implement the GWP Gender Strategy</p>	Ania Grobicki	<p>Manage and support the GWP Gender Strategy writing team to finalize and launch the Gender Strategy to be implemented across all 6 Thematic areas.</p> <p>Initiate and support formation of gender alliances at all levels to communicate, advocate and mainstream gender issues within all activities across the network.</p> <p>Support the work of the Regional Gender Focal Points.</p>	<p>The GWP Gender Strategy launched.</p> <p>Specific tasks for the Regional Gender Focal Points identified and communicated for the purpose of advocating and mainstreaming gender issues across the Network.</p>
111	<p>Internal Management</p>	Ania Grobicki	<p>Guide and support Management Team, other direct reports and the Technical Committee Chair to drive productive and financially secure day to day operations within each unit and the Secretariat as a whole. Conduct and participate in regular Staff-, Management- and Senior Leadership Team Meetings in order to manage Secretariat and Network development, share knowledge and build stronger relationships and understanding among units.</p>	<p>Secretariat staff members guided to deliver their part of the implementation of the Strategy Towards 2020 according to each individual goal setting/performance cycle.</p> <p>Secretariat office move to Garnisonen completed and a productive working environment ensured.</p>

NB	Activity title	Leader	Activity Description	Main Outputs
			<p>Hold quarterly sessions for all staff to monitor progress on implementation of the Strategy towards 2020, including an annual Staff Work shop/Retreat.</p> <p>Ensure an orderly transition to the new GWPO offices in Garnisonen.</p>	<p>Regular Staff-, Management- and Senior Leadership Team Meetings conducted according to set schedules.</p> <p>Quarterly progress monitoring sessions for all staff conducted.</p> <p>Annual Staff Work/Retreat conducted.</p>
112	Human Resources Management	Ania Grobicki	<p>Ensure a stable organizational structure and good working environment in accordance with obligations for Human Resources Management as set out in the GWP Statutes.</p> <p>Ensure that the Human Resources Management Policy, the Staff Rules and the Administrative Instructions are up-to-date and provide for good working conditions, harmonious staff relations and high morale, in consultation with the Staff Association.</p> <p>Be responsible for and make decisions related to staff contracts, recruitment, salaries, and performance reviews.</p>	Organizational system and structure, human resources and skills mix planned in order to support and deliver on the implementation of the Strategy towards 2020.
201	Accounting	Catharina Sahlin Tegnander	<p>Process invoices and claims; secure timely payments; invoicing, Record quality checked regional expenditures in the General Ledger, monthly reconciliations to secure updated accurate information; verify and follow-up supplier invoices;</p> <p>Update and keep the accounting system and coding structure in good working conditions;</p> <p>Keep the practical accounting guide updated, orderly archiving.</p>	<ul style="list-style-type: none"> • Maintain high quality financial and administrative service to the GWPO Secretariat, and other bodies, reflecting Swedish accounting standards through consistent and well-functioning routines and procedures • At any point in time keep an updated General Ledger accurately reflecting authorised and verified expenditures and verified income • Accurate and on time payments of supplier invoices and claims
202	Financial Management	Catharina Sahlin Tegnander	<p>Secure a robust internal control by a participatory process for budget preparations, budget follow-up, and forecasts; Monitor budget execution and assist all units on budget issues; Manage the annual closing process to allow a smooth process ; Prepare</p>	<ul style="list-style-type: none"> • Maintain highest fiduciary control and robust financial management – to be verified by the audit reports.

NB	Activity title	Leader	Activity Description	Main Outputs
			useful financial reports to be used as decision making tool for Management, Technical Committee, and units within the Secretariat; Prepare a high quality Annual Financial Report; Prepare correct and timely VAT and tax reports to the Swedish Authorities; Control decisions and manage the outputs from the Decisions Archive; Plan and monitor liquidity and currency accounts ;Liaise with the bank; Liaise with the AFSC Chair	<ul style="list-style-type: none"> • Provide timely and accurate financial information to all stakeholders (internal and external) to facilitate for the stake holders to take informed decisions on financial matters. • Realistic budgets that are executed within the approved budget and forecast limits
203	Audit Network (Global and Regional)	Catharina Sahlin Tegnander	Prepare for the audits and assist the auditors during the spring and autumn audit of the Secretariat; support the global auditors in the audit of the RWP; Contribute to the Audit Instructions; Interact and develop a good relationship with the GWPO auditors; Prepare the required audit documents (representation letters etc); Communicate with the regional auditors; actively aim for decreasing the number of comments in the RWPs Management Letters.	<ul style="list-style-type: none"> • Lay the grounds for a cost and time efficient audit of the Network and GWPO • Unqualified audit opinion and a Management Letter that confirms the robust financial management of GWP
204	Network Support	Catharina Sahlin Tegnander	Support the RWP on financial issues; Quality control the quarterly financial reports from the regions and liaise with the regions and network team on recommendations for improvement; Provide capacity building and financial guidance for the regions as requested or deemed necessary; Conduct internal audits and host institution visits; Liaise with and support the Network team and regions on financial queries and requests; Prepare and update financial guidelines for best practice at the regions; Liaise with potential Host Institutions on Financial and Administrative matters as part of the host selection process; Encourage RWS to report all LRF; Support the process of securing clear and appropriate delegation of authority at the RWPs Gather information regarding Finance Unit's usefulness through a questionnaire to all RWPs/Network Officers and other supported units.	<ul style="list-style-type: none"> • High quality regional reports submitted on time (4 (1-5 scale) for quality and 5 days delay for timing) • Decrease in number of comments in the regional Management Letters (2013 to 2014) with 20%. • GWP Finance recognized as a useful resource of support by the RWPs and the Network Officers

NB	Activity title	Leader	Activity Description	Main Outputs
206	Office Administration	Catharina Sahlin Tegnander	Provide an efficient, cost-effective and ergonomically-sound work environment; Provide user-friendly administrative procedures and tools; Liaise with the landlord	<ul style="list-style-type: none"> • The move to the new premises to be executed with minimal disruption • The Secretariat has a well-functioning work environment • All staff actively working to implement the Environmental Policy
207	Internal Finance and Admin. Unit Management	Catharina Sahlin Tegnander	Secure a well-functioning Finance and Admin Unit with dedicated, motivated, and skilled staff by regular meetings and other activities; Secure an interesting blend of tasks and responsibilities; Provide work related training, Improve efficiency through information/knowledge sharing, appraisal talks, best practice, and manual and IT tools; Participate in management -, unit-, staff-, CP - and other generic meetings as well as one day at the WWW. Kitchen week.....	<ul style="list-style-type: none"> • Maintain dedicated, motivated, informed, efficient, service minded and sufficiently trained F&A staff • Efficiency activities identified and implemented in three areas • Updated and user-friendly Finance Handbook
208	Financial/administrative support to network activities outside the RWP's	Catharina Sahlin Tegnander	Provide finance/administrative/contractual assistance in relation to network activities outside the RWP's. Ex. SDC activities, Deltas, Toolbox Workshops. Activities where funds are not channeled through the RWPs.	<ul style="list-style-type: none"> • Established routines and easy to use templates prepared and used for GWP regional activities outside the RWP's. • All financial reports, and when applicable, audit reports received on time and quality controlled by GWPO Finance within two weeks upon receipt of report.
209	Financial Applications (Decision Archive, Accounting System, Salary system)	Catharina Sahlin Tegnander	Administer, support updates of, and provide user guidance on the Decisions Archive and VISMA Accounting and VISMA Salary Software. Prepare specifications for a new Accounting system, a short list of five accounting systems received and evaluated. Review possible soft wares, and identify the preferred software Keep in mind the possibility of selecting a software that could be used at the regional offices. Decisions Archive updated and adjusted by a consultant.	<ul style="list-style-type: none"> • Well-functioning Decisions Archive. • A suitable accounting software identified for implementation 2015

NB	Activity title	Leader	Activity Description	Main Outputs
301	Communications capacity-building	Steven Downey	<p>Communications capacity-building is a long-term priority for a global advocacy network that wants to increase the attention and action given to water resources management.</p> <p>GWPO is expected to strengthen the network. One key area is to support and enhance regional and – in the long-term, country – communications. The annual Comms Officers meeting provides a platform for inter-regional knowledge sharing and a venue for addressing practical matters that face a dispersed international communications team (reporting, media relations, publishing, graphical policy, online presence, etc.).</p> <p>In addition to the annual meetings, given the dynamic nature of communications and the usual turnover in regional Comms Officers, GWPO Comms puts on a training workshop so that skills are maintained and enhanced.</p> <p>Senior leadership at the global level (Chair, ES, and TEC Chair) is the most visible face of GWP, particularly at events. Comms support is provided as required.</p>	<ul style="list-style-type: none"> • Plan and organize the 2014 Communications Officers meeting • Plan and organize the 2014 Communications Training Workshop • Support regions in recruitment and training of Communications Officers • Support programmes (e.g., WACDEP) in comms training as required • Support regions at major events (reporting, side events, web publishing, collateral material) • Ongoing support and training of Comms Officers on the creation and maintenance of regional (and possibly programmatic) websites hosted on the global platform • Support senior leadership as required in their participation at key events
302	Events	Helene Komlos Grill	<p>GWP selects key global and regional events where we advocate for an integrated approach to water resources management, and contribute technical expertise.</p>	<ul style="list-style-type: none"> • Support advocacy at key events (e.g., Gender, Water and Development Conference, World Water Day, UNFCCC, regional water weeks, etc.) • Brochures, leaflets, programmes and other collateral material is produced before, during, and after • Reporting from and about these events to communicate GWP participation • Logistical support at selected events • Financial support, as necessary, for global and regional events
303	Website	Martin Löfgren	<p>Enhance network communications through continuous improvement of global website and social media platforms so that GWPO remains state-of-the-art in online technology.</p>	<ul style="list-style-type: none"> • Website maintenance and upgrades for gwp.org and gwptoolbox.org

NB	Activity title	Leader	Activity Description	Main Outputs
				<ul style="list-style-type: none"> • Assist regions with creating their websites on the global platform and ongoing support for these micro-sites • Support for programme micro-sites as agreed • Analyze website and social media statistics • Investigate ways to increase visibility and use of GWP’s online presence • Determine whether and how publication downloads can be plausibly measured • Move from current provider to one with better customer service • Consolidate RWP url registrations at GWPO • Develop platform for capacity building (webinars, interactivity)
304	World Water Week in Stockholm	Helene Komlos Grill	This annual event is key to enhancing our visibility in the water world and strengthening our relationship with a strategic ally, SIWI. GWP participates fully as exhibitor and convener of sessions and side events, in addition to roles filled by individual staff (e.g., ES, SKO). It is also an opportunity for media coverage of GWP.	<ul style="list-style-type: none"> • GWP exhibit • GWP-convened sessions and side events • GWPO staff attendance for networking • Material such as brochures, programmes, side event announcements, etc. • Media exposure for GWP • Communications about GWP participation and impact
305	Knowledge Management and IWRM ToolBox	Danka Thalmeinerova	<ol style="list-style-type: none"> 1. Knowledge management <ul style="list-style-type: none"> - Lessons learnt from WAF, CAR and EAF regional workshops and continue to support min. 3 GWP regions in IWRM knowledge management (SEA, SAF, CHINA) - Mapping universities that provide IWRM education and identification at min. 2 IWRM education courses that GWP want to collaborate - Collaboration with Australia Water Center on IWRM Master program 	<ul style="list-style-type: none"> • Report on IWRM Knowledge Management made by GWP partners’ universities (WAF, CAR, EAF, SEA, SAF, CHINA); 3 regional workshops organized (3*30,000 EUR) • MoU with 2 knowledge partners to collaborate on IWRM curricula and support given to GWP participants (13*1,000 EUR (McGill) + 5,000 EUR) • 1-2 participants financed to attend IWRM Ms program (2*20,000 EUR)

NB	Activity title	Leader	Activity Description	Main Outputs
			<ul style="list-style-type: none"> - Support to developing knowledge materials under WAC, WACDEP, IDMP, WACREP - Support to international water law courses (Dundee, Peru) as necessary (managed by FP and NO) - Support to IUWM courses as necessary (managed by FP and NO) 2. IWRM Toolbox <ul style="list-style-type: none"> - Language versions mobilized - Min. 6 new case studies developed - Revision of tools (B) - Continue to enhance section Critical challenges (Energy, Ecosystem, Food Security) - Establish a new section Cross-cutting issues (Transboundary, Gender, Financing, Youth) - 3. Communication <ul style="list-style-type: none"> - Assistance to communication Unit in communicating technical knowledge - Promote use of Toolbox among GWP Partners - Discussion forum on ToolBox/GWP web site 	<ul style="list-style-type: none"> • Minimum 4 Knowledge products of operation programs disseminated via ToolBox (no cost envisaged) - Output defined by participants trained - Output defined by 400 and 500 • Sp, Fr, Rus, Chin versions established in cooperation with respective RWP (4*500 EUR) • High quality case studies uploaded (12,000 EUR) • Tools B1 and B2 revised (outsourced externally 2,500 EUR) • Sections on Critical challenges and Cross-cutting Issues developed – support given from interns and externally outsources – 2,000 EUR) • Communication of knowledge improved – indicator – min. 5 articles contributed
307	Storage and Distribution	Helene Komlos-Grill	Annual contract for storing, printing, and dispatching GWP publications.	<ul style="list-style-type: none"> • Warehouse services • Printing of selected publications • Shipping services • Evaluate GWP storage to make it more effective and improve order system
308	Publishing	Helene Komlos-Grill	<p>GWP in Action Annual Report is the flagship publication that documents GWP activities and GWPO’s financial information.</p> <p>Translations, Photographs, Printing, etc.: A significant portion of the GWPO Communications budget provides a range of services:</p>	<ul style="list-style-type: none"> • Support, coordinate, and produce GWP printed and digital material (editorial services, translations, design, photographs, layout, printing)

NB	Activity title	Leader	Activity Description	Main Outputs
			<p>writing, editing, design, photos, translations, printing, CDs, brochures, presentations, electronic communications, etc.</p> <p>GWPO Technical Committee Products: GWPO Communications manages the publishing process and produces and prints the material.</p>	<ul style="list-style-type: none"> • Technical Committee products edited, designed, translated, printed and disseminated (materials paid for on TEC budget, but not staff time) • GWP in Action Annual Report (planning, selecting, writing, editing, design, printing) • GWP brochures and other marketing collateral • Video on agreed subject • 2009-13 GWP Achievements during strategy period • Country consultations document with UN-Water re SDGs and Global Dialogue • Evaluation of GWP technical publications
309	Press / Strategic Messaging	Eva Blässar	<p>In conjunction with events and as opportunities arise, GWP engages with media on interviews and disseminates news releases.</p> <p>GWPO Communications gives regular attention to message development so that the network is aligned in what it is trying to communicate to its various audiences. The role of GWPO Communications is to craft language to reflect our strategic niche, create an inventory of key messages and GWP descriptors as agreed by the network, and connect the content of our work (activities) to concrete results (outcomes). The success of this activity depends in part on the Senior leadership (Chair, ES, and TEC Chair) to decide on strategic messages in relation to specific themes and issues.</p>	<ul style="list-style-type: none"> • Revise and develop GWPO Media Strategy • Use NewsFlow as a basis for pitching stories to specific media outlets • Develop and maintain media contact list on database (possibly subscribe to an outside service such as Cision or Media Atlas) • Develop an editorial calendar to target specific events, publication specials, and opened opportunities • Support message development so the network is aligned in what it communicates • Create and manage website content • Use newsworthy events to show GWP relevance • Arrange for media interviews, using key GWP people as spokespersons • Develop a speakers bureau to have spokespersons 'on call' • Follow-up and report media coverage: "GWP in the News" • Pursue opportunities for advocacy at key events and with strategic allies

NB	Activity title	Leader	Activity Description	Main Outputs
				<ul style="list-style-type: none"> • Exploit online opportunities to ‘get the message out’ on water issues
311	Partners Database	Martin Löfgren	<p>The Partners database is GWP’s Customer Relations Management (CRM) system and is accessible to the regions. It should be better utilized, which can be accomplished by more training. Maintenance fees and upgrades require annual investments.</p>	<ul style="list-style-type: none"> • Maintenance fees and modifications to Partners database, work planning, etc. • Re-define the scope of the Salesforce platform and how to best use the current installation and make small customization to help users in their daily work • Provide training to regions • Enable easier access to data, and help in generating reports, newsletters, exports, etc • Look at improving workflows such as partner applications, annual renewal processes with address verifications, etc
312	IT Equipment	Martin Löfgren	<p>Each year provision needs to be made for normal replacement of IT hardware, and support of malfunctioning hardware.</p>	<ul style="list-style-type: none"> • Office IT equipment maintained and supported (broken equipment, etc)
313	IT Service Provider & Consultancy	Martin Löfgren	<p>GWPO pays an outside supplier to provide server space, and methods to access a file server and two hosted applications (Visma and DA). They also provide a shared Active Directory that is used in maintaining a homogeneous platform based on Microsoft Office 365 and Intune.</p> <p>Ongoing training is necessary to maintain and improve staff productivity in regards to Office products as well as Partners DB.</p>	<ul style="list-style-type: none"> • Software licenses kept up to date • Office IT systems maintained • IT support to staff • Launch in Q1 a Document Sharing and Collaboration platform for GWPO (all departments) • Launch in Q1 the video conference system & web conferencing tool Lync, replacing Skype when applicable • Training on Office products and Salesforce (Partners) database • Make sure that we have a fully functional server room, and that all users have stable internet access both to WiFi and Ethernet cable connections

NB	Activity title	Leader	Activity Description	Main Outputs
315	Subscriptions	Helene Komlos-Grill	As the focal point for knowledge resources at the global secretariat, GWPO Communications orders books, periodicals, and other resources as required.	<ul style="list-style-type: none"> • Book purchases and subscriptions
316	Reporting and monitoring of GWP activities	Eva Blässar	Reporting GWP achievements on a regular basis in various channels, i.e., website, newsletter, social media, and printed material. Providing Monthly Reports to database.	<ul style="list-style-type: none"> • NewsFlow: select, write, edit, and format monthly e-newsletter • Write, edit, and publish stories on the website and in social media • Compile Monthly Reports • Add reports to Salesforce database • Follow-up reporting with the regions • GWP in Action (see budget in Publishing) • Adapt Salesforce database as required
317	Communications strategy and global branding	Steven Downey	Ensuring GWP is communicating according to its strategy and follows guidelines for branding.	<ul style="list-style-type: none"> • Graphical policy (update and use throughout the network and in various GWP programmes) • Support regions in how to communicate GWP (logos, branding, collateral material for events, programmes, etc) • Maintain and improve online tools such as our shared publishing platform (EWS) which make publications creation easier and global brand more consistent • Maintain and improve our shared photo platform (Flickr) to maintain public awareness visuals for the network • Marketing strategy for TEC publications • Develop package for “Benefits of being a partner” (logo, video, brochure)
318	Management of Com/KM unit	Steven Downey	Secure a well-functioning Comms and KM Unit with motivated and skilled staff; improve cross-Unit cooperation through information sharing; plan and allocate work assignments; coach and evaluate staff; lead Unit meetings; participate in recruitment and selection of new staff (in the Unit and, as	<ul style="list-style-type: none"> • GWPO comms strategy developed, implemented, and adapted • GWPO comms budget and workplan produced and monitored

NB	Activity title	Leader	Activity Description	Main Outputs
			<p>necessary, in other Units); prepare and manage annual communications budget and work plan; assess overall effectiveness of GWP’s communications strategy and activities</p>	<ul style="list-style-type: none"> • Close collaboration and cohesion within Unit in a productive and transparent work environment where staff are empowered to perform independently, and there is an open and free exchange of views in order to come to the best decisions for the unit and GWP
403	<p>Facilitating Transboundary Cooperation</p>	<p>Natalia Alexeeva</p>	<p>Taking the shared benefits approach, GWP will support regional processes and work with regional and transboundary organizations and initiatives in order to integrate transboundary cooperation into water and development agenda and planning (for example ongoing SITWA and Mekrou projects). Global TW arena will be also considered and addressed in the section (partnership with UN organizations, INBO, GEF and others). In this context the thrust of the current activity is to build upon past and ongoing GWP activities and develop and implement transboundary cooperation arrangements and processes build upon IWRM approach and taking into account CCA issues. Active networking and partners mobilization both within the network and externally will lay the ground for increased visibility and recognition in the area.</p>	<ol style="list-style-type: none"> 1. GWP is represented in strategic fora promoting cooperation in trans-boundary river basins and involving GWP partners into the process, 2. UN WC and UN ECE WC TFP and policy briefs are developed and distributed at global events and among the partners, RWPs are actively participating in the process; 3. At least one global (Dundee) and two regional international water law training events are held (Latin America and Africa), 4. SITWA activities are well-progressing, existing MOU with CIWA to address critical transboundary issues in water resources development and management in Africa is functioning, 5. Mekrou project is advancing in cooperation with JRC, providing the background for other interventions and developments, 6. At least one application to the GEF financing is submitted, options for public-private partnership for transboundary waters under the GEF frameworks are explored, 7. Trans-boundary cooperation project ideas are developed and incorporated in ongoing programs for GWP regions and applied externally for resource mobilization, 8. Active interaction with the UN agencies, international and regional partners on

NB	Activity title	Leader	Activity Description	Main Outputs
				<p>transboundary issues resulting in raising GWP TW visibility and contributing to global TW agenda,</p> <p>9. Inter-regional experience exchange among RWPs is initiated and at least one joint activity is carried out,</p> <p>10. An operational strategy is developed/modified if needed and partly implemented.</p>
404	Country Water Briefs	John Metzger	<p>A two-year pilot project (2011-2013) was implemented by FAO-AQUASTAT on behalf of UN-Water with financial support from the United States Department of State (USDS).</p> <p>The overall objective of the project is to develop communication material which clearly visualize the critical importance of investments in water in a country for human and economic development. The initial project generated briefs for 13 countries. It defined the method and develop the template and framework and apply it to a limited number of countries. The country briefs were presented at Stockholm World Water Week 2013 and very well received.</p> <p>The main purpose of this pilot project was to define the method and develop the template and framework and apply it to a limited number of countries. The intention for producing this framework was that it can then be easily adapted and applied to a larger number of countries, which is what this second phase tries to deliver. GWP has been involved in the first phase, by suggesting in-country consultants and reviewing the final product. The second phase will draw much more strongly on the GWP network and bring in GWP's expertise and human resources. The intention is that the data gathered will not solely contribute to the WCB project but also to FAO AQUASTAT, as the authoritative reference on water resources data globally.</p>	<p>20 Country Water Briefs supporting the critical importance of investments in water for human and economic development.</p> <p>The Country Briefs are intended to send a powerful message about the urgent challenges on water issues that are stifling human and national development, and to prompt donors, governments and other key actors to raise these issues on the political agenda and increase investments. They frame water issues within the larger development equation within a country as a way to stimulate further political attention and investments in water.</p>

NB	Activity title	Leader	Activity Description	Main Outputs
			<p>This activity will take the method, templates and framework already developed, and extend it to additional countries working primarily through the GWP Country Water Partnerships. Each year a total of 20 additional countries will be added.</p>	
405	<p>Adapting to climate change</p>	<p>Alex Simalabwi</p>	<p>This activity supports implementation of the Global Water and Climate Programme (WCP). The goal of the Global Water and Climate Programme 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 WCP supports countries to integrate water security and climate resilience in development plans and economic growth programmes as well as national planning and decision making processes.</p> <p>Key elements of the WCP suite of programmes and projects include development of local capacity and institutional development, development of tools, and generating evidence to inform decision making on climate resilient development through demonstration projects and knowledge products.</p> <p>The WCP promotes a cross-cutting approach to adaptation, building partnerships, strengthening coordination frameworks across sectors while linking local adaptation actions with national and regional economic development to inform global climate policy processes. WCP also contributes to achieving the objectives of the UNFCCC NAPs process WCP includes the following programmes/projects:</p> <ul style="list-style-type: none"> • The Water, Climate and Development Programme (WACDEP) in Africa jointly implemented with the African Union and African Ministers Council on Water 	<ul style="list-style-type: none"> • Update the GWP Manual on WCP to align it with the new GWP global strategy. The WCP manual provides guidance on programming, reporting and implementation of the WCP programmes across the 13 GWP regions. • Prepare 2013 Annual report on WCP and 2014 quarterly progress reports on WCP and coordinate internal GWPO review meetings • Organise a WCP global coordinating meeting to support GWP regions in programme implementation, exchange experiences, lessons and address potential challenges • Represent GWP in key global event/processes on climate change adaptation such as UNFCCC, AGWA, World Bank (WPP), WMO and others • Develop briefing notes and information packages on the WCP projects and policy briefs on water under the UNFCCC • Support development of a Thematic Supplement on water to the UNFCCC NAPs technical Guideline- Support coordination of GWP work on national adaptation plans working closely with UNFCCC, UNDP, GEF, UNEP, FAO and WHO- • Support GWPO Network Operations Team, GWP Regions and countries to enhance their understanding of the NAPs process and identify opportunities for synergies

NB	Activity title	Leader	Activity Description	Main Outputs
			<ul style="list-style-type: none"> • The regional water and climate resilience programmes in Asia, Latin America, Caribbean and Europe modelled on WACDEP in Africa, but developed with regional context • WMO/GWP Integrated Drought Management Programme (IDMP) and Associated Programme on Flood Management (APFM) and the Deltas Climate Resilience Programme 	<ul style="list-style-type: none"> • Support coordination of GWP work with UNFCCC Adaptation Committee and Nairobi work programme and the work programme on loss and damage. Specific tasks: • Keep track of the development under the UNFCCC around water in particular under the NWP, Loss & Damage as well as the National Adaptation Committee • Coordinate GWP inputs to the UNFCCC and Adaptation Committee as may be required • Support coordination of publication climate risk management Framework for Caribbean and Asia in collaboration with CDKN building on the Africa experience in developing a framework for AMCOW and African Union • Support coordination of GWP work with UNFCCC Adaptation Committee and Nairobi work programme and the work programme on loss and damage. • Convene GWP events during the UNFCCC negotiations
406	Water and Food Security	NO2/Manuel Fulchiron	<p>Subject to successful recruitment of NO2:</p> <ol style="list-style-type: none"> 1. Formal mapping of GWP’s current activities at regional and global levels and strategic global allies – based on preliminary background research carried out in previous years 2. Continued development, revision and update of the operational food security strategy for GWP and coordination of implementation 3. Support to design and implementation/coordination of specific food security programmes/projects: 	<p>Revised thematic strategy for this thematic area:</p> <ol style="list-style-type: none"> 1. Describe the global issues and developments relevant to the challenge of achieving food security in the context of the GWP Strategy. 2. Identify the main strengths of the GWP Partnership at global, regional and country levels through a process which includes mapping the present strengths and achievements. 3. Identify the key opportunities of the GWP Network including key strategic partners and donor opportunities.

NB	Activity title	Leader	Activity Description	Main Outputs
407	Urbanisation	François Brikké	<p>GWP has taken the opportunity during 2013 to run a survey through all RWPs and CWPs that has shown the crucial need to promote a new approach to Urban Water Management. In addition, GWP has started to introduce IUWM in several Fora (Asia Water Week, WWW, and IWA Conference) and has highlighted the need for a series of material that could better promote IUWM and trigger interest to start the creation of Urban Water Partnerships and the development of development plans locally.</p> <p>Discussions held with key financial, strategic and technical partners have been important in helping GWP focus on activities that correspond to its mandate. The following activities are therefore proposed.</p> <p>Activities related to Goal 1:</p> <ul style="list-style-type: none"> ▪ Promote IUWM as a key approach to cope with urban challenges as a part of Regional and Country development process, leading to the identification of specific urban demands ▪ Address critical urbanization issues at municipal level, through the development of pilot projects starting with the creation of Urban Water Partnerships ▪ Engage relevant national authorities in the inclusion of IUWM in their urban strategies. <p>Activities related to Goal 2:</p> <ul style="list-style-type: none"> ▪ On-going dialogue between GWPO Secretariat and GWP TEC (Global and Regional) for the production of new material on IUWM ▪ Promote knowledge generation and dissemination of information on IUWM through the tool box and an interactive web page in the GWP webpage. ▪ Production of a film on IUWM <p>Activities related to Goal 3:</p> <ul style="list-style-type: none"> ▪ Establish collaboration with key technical agencies to promote IUWM (eg USF, ICLEI, UN-Habitat, OECD, 2IE, Capnet..) 	<p>Advocacy (in close consultation with RWPs / CWPs and TEC members):</p> <ul style="list-style-type: none"> • Development of high level advocacy (for decision makers) and planning (for urban planners) material for IUWM promotion at regional and municipal levels, in the format of 1 day modules for decision makers, and 5 days modules for urban planners. This is to be tendered. • Advocacy on IUWM approach in Mongolia, the Africa Water Week, Caribbean, Cameroun, China, (as all have expressed an interest). <p>Knowledge management (in close consultation with Comms and Tool Box Units)</p> <ul style="list-style-type: none"> (i) Joint publication on IUWM approach with key strategic partners (ii) Creation of a blog on GWP Website on IUWM (iii) Development of a script for the production of a film on IUWM <p>Programme development (in close consultation with RWPs and other NOs)</p> <ul style="list-style-type: none"> - At least three project proposals have been discussed an approved for the development of Urban Water Partnerships and planning for IUWM related investments.

NB	Activity title	Leader	Activity Description	Main Outputs
			<ul style="list-style-type: none"> ▪ Establish collaboration with key financial partners at Regional level (WB, IADB, EIB, ADB, AfDB, IDB,..) ▪ Involve RWps and CWPs in Regional and Country level activities. 	
411	GWP Programme Monitoring and Evaluation	Ralph Philip	<p>In recognition of the fact that GWP is mainly about facilitating processes to improve water management rather than implementation of infrastructure projects, the M&E system employed is a combination of qualitative and quantitative reporting processes. Monitoring the performance of the GWP Network therefore makes use of a twin-track system consisting of the following two strands:</p> <ul style="list-style-type: none"> • An Outcome Mapping approach which subjectively records the extent to which outcome challenges are being addressed through the scoring of progress markers (applied across the network since 2009) • A results based framework (logframe) which records the achievement of quantified targets set against a suite of performance indicators (introduced for the first time in 2013) <p>The main tasks associated with the dual M&E processes for 2014 include:</p> <ul style="list-style-type: none"> • Processing of monthly reports – Collation and tagging of information submitted by GWP Regions within their monthly communication reports. • Processing of quarterly narrative reports – Critical analysis of actual achievements vs. planned (initially for project specific activities only). • Monitoring of the results framework (indicators and targets) at regional and global level • Preparation of 2014 Progress Review report • Preparation of 2009-2013 Strategy Assessment <p>In addition to the M&E procedures listed above, ongoing tasks include:</p>	<p>Increasingly useful and relevant programme management tools and outputs including planning, monitoring, implementation and reporting tools and reports.</p> <p>More specifically the main outputs are:</p> <ul style="list-style-type: none"> • Updated progress markers database • Updated logframe recording achievements against planned targets • Four quarterly summary reports (initially for project specific activities only) • Progress Review for 2014 • 2009-2013 Strategy Assessment • Complete set of reporting templates for 2014 (GWPO & Regions) • Complete set of planning templates for 2015 (GWPO & Regions)

NB	Activity title	Leader	Activity Description	Main Outputs
			<ul style="list-style-type: none"> • Continuously updated overview of the full portfolio of thematic projects (both ongoing and under development) • Working to ensure compilation of the Outcomes from the GWP regional activities • Support to the ES in reporting to the SC on progress made in regional and programme activities • Participating in evaluations and learning processes as and when required. <p>Finally, this activity also covers the preparation of templates for both the monitoring of progress in 2014 as well as planning for 2015.</p>	
412	Support to Eastern Africa	NO1/Alex Simalabwi	<p>This activity will involve supporting GWP EA in implementation of their work plans for 2014. The activity will involve routine support to planned activities, providing demand driven advice to GWP EA and supporting their efforts in fund mobilization. The activity will also involve support to program implementation and participation in key regional meetings. Specific activities</p> <ul style="list-style-type: none"> • Support GWP EA in strategic and programmatic matters • Support GWP EA in developing 2015 work plans • Support GWP EA in implementation of drought management programme for horn of Africa and WACDEP • Support GWP EA in implementation of 2014 work plan • Support GWP EA in governance matters • Participate in at least 2 GWP EA regional meetings • Support management and governance of GWP EA • Support GWPEA reporting on outcomes 	<ul style="list-style-type: none"> (i) Support implementation of GWP EA implements programme for WACDEP in the region and also in Rwanda and Burundi (ii) GWP EA 2014 work plan implemented and GWP-EA work plan for 2015 prepared; (iii) Drought management programme implementation progresses from inception to full implementation with relevant structures in place to enhance delivery capacity (iv) At least 1 proposal for GWP EA submitted to funding agency; (v) GWP EA outcomes reported in GWPO Annual Report; (vi) GWPEA regional capacity and governance improves and is ready for self-hosting in 2015.
413	Support to the Caribbean	Alex Simalabwi	<p>This activity will involve supporting GWP C in implementation of their work plans for 2014. The activity will involve routine support to planned activities, providing demand driven advice to GWP C and supporting their efforts in fund mobilization. The</p>	<ul style="list-style-type: none"> (i) GWP-C implements and mobilises additional funding for WACDEP (ii) GWPC develops programme on water water management

NB	Activity title	Leader	Activity Description	Main Outputs
			<p>activity will also involve support to program development and participation in key regional meetings. Specific activities (refer to GWP-C work plan for details)</p> <ul style="list-style-type: none"> • Support GWP C in strategic partnership development and implementation of MOU with Caricom Support GWPC in developing MOUT with Caribbean Water Association (CWWA) and Caribbean Development Bank • Support GWP-C implement the Water, Climate & Development programme and mobilise additional funding Support GWPC to develop a new regional programme on waste water management • Support GWP-C to prepare for GWP C 2014 High Level Ministerial Forum • Support GWP C in partnership governance matters • Participate in at least 2 GWP CA regional meetings • Support GWP-C reporting on outcomes Support GWP C in linking with International processes • Support GWP-C in preparation and hosting of the 2014 global CP meeting in Caribbean region 	<ul style="list-style-type: none"> (iii) Outcomes of Caribbean High Level Ministerial Forum followed up; (iv) GWP-C successfully hosts 2014 global GWP Annual CP meeting; (v) GWP-C 2014 work plan implemented; (vi) GWP-C Work plan for 2015 prepared; (vii) GWP-CA outcomes reported in GWPO Annual Report; (viii) MOU with Caricom implemented and new MOU agreed with CWWA
414	Support to Mediterranean	François Brikké	<p>Goal 1: Catalyze change</p> <ul style="list-style-type: none"> • Support the development of the MED water strategy at regional and country level, possibly expanding to other countries such as Tunisia, Mauritania, Morocco, Lebanon and Turkey. • Better engage GWP-MED in Pan-African processes for the benefit of North Africa as a sub-region of MED • Support the region in the implementation of the WACDEP Program • Support MED to engage with urbanization and demographic mobility issues in the region. • Scope for opportunities of MED’s engagement in conflict resolution processes especially in the West Asia sub-region, related to water issues. <p>Goal 2: Generate and communicate knowledge</p>	<p>Regional operational support</p> <ul style="list-style-type: none"> (i) Improved workplans for 2014. (ii) 5-year strategic programme observing outcome mapping is in place. (iii) Improved communications function resulting better reporting for monthly, six-monthly and annual reports – more timely. (iv) Resolve all partners database issues. <p>Knowledge management</p> <ul style="list-style-type: none"> (v) At least four cases studies for toolbox and newsletter developed based on MED

NB	Activity title	Leader	Activity Description	Main Outputs
			<ul style="list-style-type: none"> • Assist region in better documenting lessons learnt and writing case studies, from their restricted and regional funded programmes. • Support the region in developing communication messages for advocacy on thematic areas. <p>Goal 4: Build a more effective network:</p> <ul style="list-style-type: none"> • Continue discussions with MED on improved regional governance of the partnership. • Widen partners' database for a better representation of sectoral interests and sub-regional interests. 	<p>experience, possibly on the following key issues: a) Water Governance; b) Conflict resolution; c) rain water harvesting; d) water and urbanization; e) building resilience to Climate change (focus on vulnerability assessment).</p> <p>Partnerships and programme development</p> <p>(vi) Joint programme prepared for fundraising possibly with other regions possibly on one of the following critical issues: a) water and urbanization; b) Conflict resolution.</p> <p>(vii) Inclusion of at least 4 strong regional partners and national level partners from the south, and from the public or private sectors.</p>
415	Support to Southern Africa	Alex Simalabwi	<ul style="list-style-type: none"> • Support GWPSA in facilitating the work of SADC (Water Division) on implementing the Regional Strategic Action Plan (RSAP). • Support strengthening of GWPSA towards self-hosing in 2015 useling its own legal status • Support in finalizing proposal to AfDB for WACDEP • Support region in implementing WACDEP implementation in SADC region and regional programmes on the Zambezi Danida-supported activities and DFID regional support to SADC • Strengthen technical capacity and provide guidance and capacity building to WACDEP Coordination Unit • Assist the region in strengthening the KM and communication function in WACDEP countries • Support the region in attracting donor funds through fundraising at global regional and country level. 	<ol style="list-style-type: none"> 1. GWP-SA supported implementing programmes funded by regional donors such as DFID, USAID and DANNIDA and others 2. WACDEP Africa coordination Unit strengthened 3. Knowledge management function strengthened in region 4. GWPSA submits proposal to AfDB for funding by WACDEP 5. WACDEP Coordination Unite strengthened trough additional technical capacity
416	Support to Central Africa	François Brikké	This activity involves supporting GWP-Central Africa in implementation of their 2014 work plan, such as: routine support to planned activities, providing demand-driven advice to	Regional Operational Support

NB	Activity title	Leader	Activity Description	Main Outputs
			<p>GWP-Central Africa and supporting their efforts in fundraising, programme development and participation in key regional and international meetings.</p> <p>Strategy and programmes: Facilitate and support fundraising strategies and implementation of programme activities, in particular:</p> <ul style="list-style-type: none"> - Central Africa’s involvement in the pan-African Water, Climate and Development programme (WACDEP) and the SITWA Programme - Development of a workshop on IUWM with the Camerounaise des Eaux <p>Governance:</p> <ul style="list-style-type: none"> - Represent GWPO in the regional Steering Committee - Support the consolidated Cameroon Water Partnership and new HR in place <p>Representation/advocacy activities:</p> <ul style="list-style-type: none"> - Support the region in preparation for, and participation in, regional and international meetings, workshops and seminars 	<ul style="list-style-type: none"> - GWP-Central Africa 2014 work plan implemented and 2015 work plan prepared (including WACDEP) - New HR arrangements in place and Cameroon Country Partnership consolidated - WACDEP Program implemented according to plan <p>Knowledge Management / advocacy</p> <ul style="list-style-type: none"> - The WACDEP Program is implemented according to the plan. - GWP-Central Africa outcomes reported in relevant regional and international events and publications - GWP-Central Africa participates in key regional and international events for increased visibility - Inter-regional sharing of experiences facilitated and synergies with other regions’ activities created (via NOs and FPs on specific thematic areas) <p>Programme development</p> <ul style="list-style-type: none"> - Partnership development in view of future program development linked to WACDEP, URBAN and SITWA activities - Locally funded activities better captured
417	Support to West Africa	François Brikké	This activity involves supporting GWP-West Africa in implementation of their 2014 work plan, such as routine support to planned activities, providing demand-driven advice to GWP-West Africa and supporting their efforts in fundraising,	Regional Operational Support

NB	Activity title	Leader	Activity Description	Main Outputs
			<p>programme development and participation in key regional and international meetings.</p> <p>Strategy and programme:</p> <ul style="list-style-type: none"> - Facilitate and support fundraising strategies and implementation of programme activities, in particular: - Support West Africa’s involvement in the pan-African Water, Climate and Development programme (WACDEP) and SITWA - Facilitate proposed groundwater program and preparation of a new Drought Management project Proposal - Facilitate the development of a IUWM session in the Africa Water week that will be held in Dakar <p>Governance:</p> <ul style="list-style-type: none"> - Represent GWPO in the regional Steering Committee - Support GWP-West Africa in investigating and operationalizing new hosting arrangements <p>Representation/advocacy activities:</p> <ul style="list-style-type: none"> - Support the region in preparation for, and participation in, regional and international meetings, workshops and seminars 	<ul style="list-style-type: none"> - GWP-West Africa 2013 work plan implemented and 2014 work plan prepared (including WACDEP) - Support to the reinforce HR <p>Knowledge management / advocacy</p> <ul style="list-style-type: none"> - At least 4 case studies have been prepared by the WAF Region on key relevant issues - Inter-regional sharing of experiences facilitated and synergies with other regions’ activities created (via NOs and FPs on specific thematic areas) - GWP-West Africa outcomes reported in relevant regional and international events and publications, including the GWP in Action 2012 (improved reporting) and 2013 (improved monitoring and reporting) - PGWP-West Africa participates in and/or organizes key regional and international events for increased visibility <p>Programme development</p> <ul style="list-style-type: none"> - At least one proposal developed and submitted to one or several funding agency(ies) - Locally funded activities better captured
418	Support to Central and Eastern Europe	Natalia Alexeeva	<p>This activity involves the following components:</p> <ul style="list-style-type: none"> - Support the region in strategic and programmatic matters - Support implementation of 2014 work plan, contributing to developing 2015 	(i) GWP CEE 2014 work plan implemented and 2015 developed

NB	Activity title	Leader	Activity Description	Main Outputs
			<ul style="list-style-type: none"> - Support implementation of IDMP and other projects - Support in facilitation of Task Forces and other related processes Support in governance matters - Support administrative, management and governance - Liaison with GWPO Secretariat, global partners - Support to semi annual, annual and financial reports - Support to develop project proposals for funding - Participate in 2 regional meetings (one e-meeting) Support in international processes - Support in CP meeting, SWWW - Support in linking CEE with regional initiatives (ICPDR, HELCOM, EU-programs, UNECE, IWAC) 	<ul style="list-style-type: none"> (ii) GWP CEE outcomes reported (Annual report) and financial reports submitted correctly and on time. (iii) IDM program is implemented according to the plan. (iv) Supporting delivery of training on IDM in cooperation with Capnet and UNEP-DHI. (v) Sustainable Sanitation project proposal is developed and submitted for external funding, its implementation is initiated. (vi) At least one additional proposal is developed and submitted to funding agency(ies). (vii) GWP CEE participates in and organises key regional and international events for increased visibility.
419	Support to Central Asia and the Caucasus	Natalia Alexeeva	<p>This activity involves the following components:</p> <ul style="list-style-type: none"> - Support the region in strategic and programmatic matters - Support to implementation of 2014 work plan, contributing to developing 2015 - Support implementation of WCP - Support in facilitation of new countries joining and other related processes Support in governance matters - Support administrative, management and governance - Liaison with GWPO Secretariat, global partners - Support to semi annual, annual and financial reports - Support to develop project proposals for funding - Participate in at 2 regional meetings Support in international processes - Support in CP meeting, SWWW 	<ul style="list-style-type: none"> (i) GWP CACENA 2014 work plan implemented and 2015 developed (ii) GWP CACENA outcomes reported (Annual report) and financial reports submitted correctly and on time. (iii) WCP program in CACENA is implemented according to the work plan. (iv) UN ECE water-food-energy-ecosystems Nexus proposal for Syrdarja is submitted and implemented. (v) GGGI-2 project proposal is developed and submitted, its implementation is initiated. (vi) At least one additional proposal is developed and submitted to funding agency(ies). (vii) GWP CACENA participates in and organizes key regional and international events for increased visibility.

NB	Activity title	Leader	Activity Description	Main Outputs
420	Support to China	NO1/John Metzger	<p>- Support in linking CACENA with regional initiatives (IFAS, UN, EU)</p> <p>This activity involves the following activities:</p> <ul style="list-style-type: none"> • Support the region in strategic and programmatic matters • Support implementation of 2014 work plan and development of 2015 work plan • Support in participation in High Level forums as proposed by the region • Facilitate development and implementation of Provide strategic advices to priority themes: Integrated groundwater management and irrigation (Shaanxi), Urban water management (Hebei), and Flood control (Fujian) <p>Support in governance matters</p> <ul style="list-style-type: none"> • Support administrative, management and governance • Liaison with GWPO Secretariat, TEC • Support to semi-annual, annual and financial reports • Support to develop project proposals for funding 	<ul style="list-style-type: none"> • GWP China 2014 work plan implemented and 2015 work plan prepared • GWP China outcomes reported (Annual report) and financial reports submitted correctly and on time
421	Support to Central America	Gabriela Grau	<p>Support GWP CAM in strategic and programmatic matters, including the implementation of their 2014 work plan as well as outcome reporting and planning processes.</p> <p>Provide advice and support their fundraising efforts in order enhance and expand programme development beyond 2014.</p> <p>Participation in key regional events. There will be some key activities of particular involvement, such as the establishment of a regional programme on water, climate and development, including support to the design of related initiatives at national level in six countries. Other initiatives where support will be</p>	<p>(i) Overall support to 2014's work plan implementation and planning:</p> <ul style="list-style-type: none"> - improved 2015 regional work plan and budget - extension of PACyD (W&C Programme) beyond December 2014. <p>(ii) Knowledge management and communications:</p> <ul style="list-style-type: none"> - The ToolBox in Spanish is actively used by universities. - GWPO communication endeavours is enhanced by regional timely and quality

NB	Activity title	Leader	Activity Description	Main Outputs
			<p>provided are: enhancement of inter-regional technical exchanges through the IWL capacity building Programme and other W&C initiatives, and other regional tasks, as and when required.</p> <p>Support governance, management and administrative matters, including the representation of GWPO in all RWP SC meetings and supporting any HI related issue.</p>	<p>reporting (i.e. GWP In Action 2013) based on results/outcomes.</p> <ul style="list-style-type: none"> - GWP Knowledge Chain is increasingly involving Latin American expertise. - At least one meaningful technical exchange between CAM and SAM leads to a concrete initiative. <p>(iii) New programmes and fund raising efforts:</p> <ul style="list-style-type: none"> - The regional and international profile and visibility of PACyD is strengthened and new projects are developed as a result of its implementation. - Fund raising efforts by GWP CAM are reinforced and lead to increased funding for key initiatives. At least one proposal submitted for funding to one or more agencies. - Locally raised funding is better reflected in reports.
422	Support to South America	Gabriela Grau	<p>Support GWP SAM in strategic and programmatic matters, including the implementation of their 2014 work plan as well as outcome reporting and planning processes.</p> <p>Provide advice and support their fundraising efforts in order to enhance and expand the W&C Pilot Programme beyond 2014.</p> <p>Participation in key regional events. There will be some key activities of particular involvement, such as: establishment of the W&C Programme in Santa Eulalia basin, enhancement of inter-regional technical exchanges through W&C initiatives, support the design of new initiatives that could build on W&C and IWL programmes, support will be provided to GWP CAM</p>	<p>(i) Overall support to 2014's work plan implementation and planning:</p> <ul style="list-style-type: none"> - improved 2015 regional work plan and budget - extension of PACyD in Santa Eulalia (W&C Programme) beyond December 2014. <p>(ii) Knowledge management and communications:</p> <ul style="list-style-type: none"> - The ToolBox in Spanish is actively used by universities. - GWPO communication endeavours are enhanced by regional timely and quality

NB	Activity title	Leader	Activity Description	Main Outputs
			<p>and SAM's participation in COP 20 and other regional tasks, as and when required.</p> <p>Support governance, management and administrative matters, including the representation of GWPO in all RWP SC meetings, supporting any HI related issue and the accreditation of new CWPs.</p>	<p>reporting (i.e. GWP In Action 2013) based on results/outcomes.</p> <ul style="list-style-type: none"> - GWP Knowledge Chain is increasingly involving Latin American expertise. - At least one meaningful technical exchange between CAM and SAM leads to a concrete initiative. <p>(iv) New programmes and fund raising efforts:</p> <ul style="list-style-type: none"> - The regional and international profile and visibility of PACyD is strengthened and new projects are developed as a result of its implementation. - Fund raising efforts by GWP CAM are reinforced and lead to increased funding for key initiatives. At least one proposal submitted for funding to one or more agencies. - Locally raised funding is better reflected in reports.
423	Support to South Asia	NO1 / NO2	<p>This activity includes administrative, governance and technical support to GWP SAS.</p> <p>Administrative support includes, input and oversight on work plans, budgets, and activity and financial reporting.</p> <p>Governance support includes</p> <ul style="list-style-type: none"> • enhancing and strengthening the capacity of the regional office to develop and deliver its workplan • enhancing the capacity and effectiveness of governance bodies • ensuring that GWP SAS priorities, objectives and workplans are aligned to the GWP vision and mission 	<p>Administrative</p> <ol style="list-style-type: none"> 1. A relevant, coordinated and implementable annual regional work plan and budget 2. Accurate quarterly and annual financial reports 3. Accurate monitoring and evaluation reports 4. Coordinated regional input to GWP communication products <p>Governance</p> <ol style="list-style-type: none"> 1. Orientation and support to new regional coordinator 2. Orientation and support to new regional chair 3. Consolidated and well-functioning regional office 4. A coordinated regional work planning process

NB	Activity title	Leader	Activity Description	Main Outputs
			Technical support includes <ul style="list-style-type: none"> • help develop and implement a fundraising strategy • facilitate coordination and cooperation with donors and other relevant stakeholders, • support the development of proposals 	5. Input on preparation of and attendance in two regional SC meetings 6. Input on preparation of and attendance in regional planning meetings Technical support 1. Strategy, proposal, workplan and budget for regional climate change program. 2. Implementation support and monitoring of regional climate change program 3. Implementation support and monitoring of ADB project in relevant countries 4. New proposals and partnerships as needs arise
424	Support to Southeast Asia	NO1 / NO2	This activity includes administrative, governance and technical support to GWP SEA. Administrative support includes, input and oversight on work plans, budgets, and activity and financial reporting. Governance support includes <ul style="list-style-type: none"> • enhancing and strengthening the capacity of the regional office to develop and deliver its workplan • enhancing the capacity and effectiveness of governance bodies • ensuring that GWP SEA priorities, objectives and workplans are aligned to the GWP vision and mission Technical support includes <ul style="list-style-type: none"> • help develop and implement a fundraising strategy • facilitate coordination and cooperation with donors and other relevant stakeholders, • support the development of proposals 	Administrative 1. A relevant, coordinated and implementable annual regional work plan and budget 2. Accurate quarterly and annual financial reports 3. Accurate monitoring and evaluation reports 4. Coordinated regional input to GWP communication products Governance 1. Orientation and support to new regional coordinator 2. Orientation and support to new regional chair 3. Consolidated and well-functioning regional office 4. A coordinated regional work planning process 5. Input on preparation of and attendance in two regional SC meetings 6. Input on preparation of and attendance in regional planning meetings Technical support 1. Strategy, proposal, workplan and budget for regional climate change program.

NB	Activity title	Leader	Activity Description	Main Outputs
				2. Implementation support and monitoring of regional climate change program 3. Implementation support and monitoring of ADB project in relevant countries 4. New proposals and partnerships as needs arise
425	Managing the GWP Network Operations Unit	John Metzger	This activity entails the following: 1. Overall management and co-ordination of the Network Operations Unit team including: <ul style="list-style-type: none"> • Coordination, support medium and long-term strategic planning and work programming with special emphasis on the Regional Water Partnerships • Support the Regional Water Partnerships and Country Water Partnerships in their activities and outcomes, as part of implementation of the GWP Strategy 2014-2019 • Facilitate substantive action by the RWPs within the framework of the 2014-2019 Strategy and the Annual Work Programmes, and focus on capturing and documenting success stories • Encourage thematic and cross-cutting coordination ensuring the priority thematic areas and cross-cutting issues are integrated and implemented in the context of delivering the results under the Strategy • Advise the NOs in strengthening and developing the GWP Network at regional and country levels, screening new partner applications and supporting regions and countries seeking accreditation as new water partnerships. • Support by the Secretariat to the Network and Partners through the Network Officers, other GWPO staff and/or directly with the RWPs and Partners as appropriate to enable the Network and Partners to more effectively engage with each other and in the work of the GWP. • Provide back-up to the NOs in regional/country representation when necessary. In consultation with the Network Officers, participate in key regional meetings and 	(i) Increasingly effective Network Operations Unit serving the stated needs of the regions and effectively supporting the GWP response to the evolving Strategy and the emerging thematic challenges. (ii) Effective facilitation of the knowledge chain through improved inter-regional learning and liaison with the Technical Committee. (iii) Outputs regarding the Network and Partners in 2014 include: <ul style="list-style-type: none"> • An increasingly accurate Partner database with a better assessment of the needs of the Partners and how the GWPO can facilitate those needs • An ultimate objective would be that GWPO will have the means to communicate with each and every Partner in our database. • Coherent and practical Conditions for Accreditation being understood and applied across the Network of Partners • Continued support to RWPs embarking on the path to independent legal status applying clear guidelines on the pros and cons of independent legal status for RWPs. Facilitation as required for each RWP is included in the support to the specific RWP.

NB	Activity title	Leader	Activity Description	Main Outputs
			<p>events as and when required, based on regional demand or Secretariat need</p> <ul style="list-style-type: none"> • Co-ordinate and secure technical backstopping by Senior Advisers on relevant regional programmatic activities • Facilitate the links in GWP’s Knowledge Chain between the TEC, GWP’s Knowledge Partners, and the RWPs and CWPs at global and regional level, including related capacity building • Provide co-ordination with strategic allies and build their links with the Regional and Country Water Partnerships • Prepare or review funding applications for regional, country and programmatic activities and ensure initiatives are in line with the GWP Strategy • Provide oversight and support to NOs regarding governance, matters relating to accreditations of water partnerships, financial and contractual matters including negotiation with the RWPs and their Host Institutions, thereby working closely with the Legal Officer <p>2. Management</p> <ul style="list-style-type: none"> • Manage, supervise and strengthen the Network Operations Unit as a Team within the GWPO • Manage the activities of Senior Advisers and Consultants providing services to the Network Operations Unit team • Provide overall strategic direction, advice and support to the Network Officers, including oversight regarding governance, financial and contractual matters with the Regional Water Partnerships and their Host Institutions • Chair regular Network Operations meetings with the Network Team and the Communications Team, building synergy throughout the Secretariat and lessons shared across the Network <p>3. Participation in GWP Management Team</p>	

NB	Activity title	Leader	Activity Description	Main Outputs
			<ul style="list-style-type: none"> • Work pro-actively with the ES and all members of the GWP Management Team • Advise and assist with the issuing of contracts, recruitment of staff, etc. • Act on behalf of the ES when required • Support the ES in fundraising and in managing the funds available • Contribute to performance evaluations of other staff in the Secretariat 	
427	Water, Climate and Development Programme in Africa - Coordination	Alex Simalabwi	<p>This activity aims at supporting GWPO efforts in coordination of the Water, Climate and Development Programme (WACDEP) as part of GWP's core work programme. The objective of the WACDEP programme is to promote water security as a key part of sustainable regional and national development for economic growth and human security. The objectives of the programme are to support countries in:</p> <ul style="list-style-type: none"> • the integration of water security and climate resilience in development planning processes • the development of partnerships and capacity of institutions and stakeholders to build resilience to climate change through better water management • the development of "no regret" financing and investment strategies for water security and climate change adaptation 	<ul style="list-style-type: none"> • WACDEP Africa coordination unit and management structures continue to be strengthened supports programme implementation • WACDEP effectively coordinated and implemented in Africa • Support implementation of capacity building activities for the Framework on Water Security and Climate Resilient Development to support implementation of WACDEP • WACDEP Technical Advisor and Finance expert recruited to support WACDEP Unit • WACDEP reference Group missions to WACDEP countries undertaken in 2014 • 2013 Annual WACDEP progress report prepared and presented to AMCOW Tac and AMCOW Executive Council of Ministers and GWP Donors • WACDEP proposal developed and presented to AfDB for funding • Operational WACDEP strategic alliances in place for collaboration: WMO, IWMI, UNCCD, CDKN, UNFCCC, UNECA (ClimeDev), World Bank, Infrastructure Consortium for Africa (ICA) and others

NB	Activity title	Leader	Activity Description	Main Outputs
				<ul style="list-style-type: none"> WACDEP strengthens its support to NAPs working closely with UNDP, UNEP, FAO, WHO, IFAD and others WACDEP experiences, lessons and results documented and shared with other GWP regions outside Africa
428	EU Projects Coordination	Manuel Fulchiron	<p>The European Commission is supporting GWP in two projects:</p> <p>1) “Strengthening African Institutions for Trans boundary Water Resources Management in Africa” (SITWA) with 3 million Euros. The project’s main objectives are:</p> <ul style="list-style-type: none"> Institutional strengthening of the African Network of Basin Organizations (ANBO); Improved governance of African trans boundary water resources under the ANBO platform. <p>The first inception phase has ended in October 2013 and had led to the development of an inception report that is describing the legal, institutional and financing issues linked to the development of ANBO It will be implemented by a Project Management Team (PMT), presently hosted at ANBO’s technical secretariat (the Senegal river basin organization, OMVS), which is accountable to the Project Steering Committee (PSC). GWPO is providing technical support to the PM as well as quality supervision, financial and administrative support to the SITWA team.</p> <p>2) The Mekrou basin development project (2 million Euros). The overall objective of this project is to support Economic Green Growth and Poverty Reduction in Burkina Faso, Benin and Niger, ensuring continued water to developing areas. The specific objectives are:</p> <ol style="list-style-type: none"> Establishment of the Cooperation Framework on Water for Growth long term planning in the Mekrou transboundary basin 	<p>Operational support to PM</p> <ul style="list-style-type: none"> Support to the SITWA PM concerning the implementation of the second phase of the project Support to the GWP WAF Office concerning the implementation of the project. <p>Administrative and financial support to the SITWA and MEKROU projects</p> <ul style="list-style-type: none"> Monitoring and liaison with ANBO/OMVS and other SITWA project stakeholders including the GWP regions, ANBO focal points and AMWCOW has been done according to contractual arrangements Regular communication with OMVS on a monthly basis and as required Monitoring HR and financial arrangements of the MEKROU Project, ensuring that they are done according to contractual arrangements <p>Liaison with EU</p> <ul style="list-style-type: none"> Coordination with GWPO the timely submission of financial and narrative reports, and requests for clarification according to contractual arrangements has been done.

NB	Activity title	Leader	Activity Description	Main Outputs
			<p>2. Development of an Integrated Water Resource 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.</p> <p>The project will be starting in January 2014, and start with an inception phase during which the Coordination mechanisms of the Project. It is being implemented jointly by GWP and JRC, where GWP is responsible of institutional aspects and JRC of technical aspects. Finally, GWP WAF will be strongly involved in the day to day implementation of the project, and hiring a full time project manager based in Ouagadougou.</p> <p>-</p>	<ul style="list-style-type: none"> - Regular communication with EC on a bi-monthly basis and as required
429	Deltas Climate Resilience Programme	NO1/NO2/John Metzger	<p>In 2012 GWP and the Netherlands International Development Programme (DGIS) with technical assistance from the Delta Alliance started development of a global programme of action to enhance climate resilience and strengthen the governance of deltas worldwide.</p> <p>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 Project activities in each country or delta region. Projects identified action plans to strategically complement and add value to on-going activities in the respective deltas, based on joint GWP and DA expertise and on the GWP strategy.</p> <p>During 2013 workshops were carried out in the following countries/regions:</p> <ol style="list-style-type: none"> 1. Benin/Oueme Delta 2. Bangladesh/Ganges Brahmaputra Delta 3. Egypt/Nile Delta 4. Viet Nam: jointly with Cambodia in the Mekong Delta 	<ol style="list-style-type: none"> 1. At least three workshops in selected countries to consolidate agreements and partnerships with key stakeholders (government agencies, local Universities etc.) 2. A detailed proposal, with workplans, budgets etc. for funding 3. Funding procured through engagement with the Water and Climate Programme or other financial partners 4. Implementation and monitoring mechanisms developed and mobilized 5. Regional implementation coordinated 6. Monitoring and reporting coordinated

NB	Activity title	Leader	Activity Description	Main Outputs
			<p>Additional opportunities for programmes in the following regions remain to be explored in 2014:</p> <ol style="list-style-type: none"> 1. Thailand 2. China and 3. Indonesia. <p>The outcome will be a detailed and consolidated proposal for a global programme of action anchored through on-the- ground pilot activities which will be submitted to funding under the Water and Climate Programme, or from other sources, including interest expressed from the Government of the Netherlands.</p>	
430	WMO / GWP Global Flood and Drought Management Programmes	John Metzger	<p>The WMO/GWP Global Flood and Drought Management Programmes provides platforms and mechanisms to enhance flood and drought management capacities in a coordinated, proactive and responsive manner based upon improved flood and drought prediction and monitoring services, and the collaboration of partners representing all relevant sectors in drought management.</p> <p>The overall objective of the Programme is to support stakeholders at all levels by providing them with policy and management guidance through globally coordinated generation of scientific information and sharing best practices and knowledge for integrated flood and drought management.</p> <p>The Programme supports the on-going Associated Programme for Flood Management (APFM) and the newly established (in 2013) Integrated Drought Management Programme (IDMP).</p> <p>This activity supports the GWP seconded position of Programme Officer based in the offices of the WMO in Geneva whose role it is to develop and implement programme activities related to both the APFM and IDMP.</p>	<p>The main outputs of this facilitation will be activities, projects and programmes under the APFM and IDMP which are implemented jointly with the WMO and deliver results in accordance with GWP’s results framework. Initial funding for such activities is through the Water and Climate Programme.</p>

NB	Activity title	Leader	Activity Description	Main Outputs
431	Water and Energy Security	NO2	GWP will bring together the energy and water domains, building on integrated planning philosophies of each sector: IWRM in the water sector and Integrated Resource/Energy Planning in the energy sector. GWP will convene governance authorities to coordinate policies and strategies that support effective resource management across the energy-water nexus. GWP will also encourage effective techniques to reduce the impact of projects on both water and energy security at the local level. Areas for attention include: rigorously accounting for water requirements for energy production (in terms of quantity, timing and quality); mapping such demands against water availability at the local and regional levels; investing in water and energy efficiency; expanding sustainable hydropower where this is feasible; and better understanding the emerging trends in biofuels and related synergies and conflicts with water and land for food production. Connecting with the climate change mitigation and adaptation efforts worldwide could offer additional areas for coordination and leverage. A particular interlinked challenge will be to implement such strategies across borders, and assist with the transboundary implications of energy and water security.	<ol style="list-style-type: none"> 1. Development of a relevant thematic strategy which defines an effective role for GWP in addressing the related challenges. The thematic strategy will <ol style="list-style-type: none"> a. Identify the global and regional issues relevant to the challenges of the thematic area within the context of the GWP Strategy, b. Identify the main experiences and strengths of the GWP Partnership at global, regional and country levels through a process which includes mapping the present strengths and achievements – noting weaknesses as required; and, c. Identify the key opportunities of the GWP Network including strategic partners and financing options, and respecting available and potential human and financial resources. 2. Relevant global and regional programmes developed. 3. GWP represented at the global level discussions and fora where the thematic area is being addressed - as and when requested and appropriate.
432	Water security and Ecosystems	Gabriela Grau	Ensuring a sustainable use of the world’s ecosystems should be at the heart of water management. In our time, taking full consideration of the nexus between water, food, energy and health is a major global challenge, and functioning ecosystems are essential for ensuring the water security upon which we could find sustainable solutions to this challenge. However, politicians and water-related managers often overlook the need for addressing environmental challenges brought up by the ever	<ol style="list-style-type: none"> (i) Develop an “operational strategy” for Ecosystems that is realistic and aligned to GWP’s strategic framework. The document will define GWP’s niche to operate around this theme in order to strengthen the way the Partnership advocates for ecosystems management and address this theme for work around the Ecosystems thematic area. This document will reflect the R/CWP needs and

NB	Activity title	Leader	Activity Description	Main Outputs
			<p>growing demands of economic development. This is reflected in the progressively degrading state of ecosystems conservation throughout the world. The uncontrolled demographic growth paired with an increased demand of resources and consumption of highly water demanding goods and services, is having a severe impact on ecosystems and the availability of water in terms of quantity and quality. This is one of the main drives for GWP to build a case for effectively advocating for ecosystems conservation to be considered as an indispensable component of any Integrated Water Resources Management (IWRM) process.</p> <p>GWP shall not duplicate efforts with organisations that have a long history of working on ecosystem conservation but instead develop synergies with them and other relevant actors. This strategy will focus on capitalising on GWP's main assets (i.e. the Partnership) and strengths (i.e. convening power, capacity to reach out to politicians, legislators and decision-makers, credibility, access to a wide range of actors, etc.). Likewise, the strategy will take into account the evolving development of the IWRM approach, from the simple improvement of transectoral cooperation to a more complex and sophisticated concept that is rather based on the intrinsic nexus amongst sectors.</p>	<p>priorities, and include a list of activities. Therefore, the activities below could be modified and expanded during the course of the year.</p> <p>(ii) Develop a document that will contribute to an improved understanding and consideration of the links between ecosystems conservation/services, and the sustainable use of water for human well-being and prosperity. This would be a tool for the GWP network to approach politicians, law-makers and key relevant actors and advocate for an integrated perspective that puts ecosystems conservation at the heart of water management.</p> <p>(iii) GWP represented in strategic events/fora related to water security and ecosystems.</p> <p>(iv) Alliances built with at least three international organisations working on ecosystems.</p>
501	Transboundary waters cooperation	Mohamed Ait Kadi	<p>GWP seeks to facilitate transboundary cooperation effectively, offering insight (at the conceptual level) and practical guidance (at the operational level). Technical Focus Paper on Treaties drafting will be published.</p> <p>TEC support given to development of regional policy briefs and case studies to capture lessons learnt from interaction/harmonization of national and transboundary planning and policies, involvement of private sector, data-sharing and exchange. To do so, a support from GWPO (focal point) is required.</p>	<p>Indicators of implementation:</p> <p>(i) Publish Technical Focus paper on treaty drafting</p>

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502	Making a case for water security	Mohamed Ait Kadi	<p>The background paper on water security was worked out over the last 2 years and was completed in 2013. Needs to be published. Also, TFP on Water Security Indicators (a follow up from workshop in 2012) will be developed.</p> <p>TEC will be involved in a GWP/OECD Dialogue on Water Security and Sustainable Growth (task force members)</p> <p>TEC will also cooperate with RWPs (CACENA, CAR) to support a development of TFP on implementation of IWRM in these regions, lessons captured.</p>	<p>Indicators of implementation:</p> <ul style="list-style-type: none"> (i) Publish BP on Water Security (ii) Publish TFP on Water Security Indicators (iii) Participation at Task Force on Water Security (iv) Publish 1 TFP in cooperation with a RWP
503	Economics of water security	Mohamed Ait Kadi	<p>Producing and disseminating information on economics of water security should be an efficient way to “bring the water management issues higher in the political agenda”. TEC will make a compelling economic case for water security and contribute knowledge to encourage more and better water investments and improved water management.</p> <p>Technical Focus Paper on economic consequences of poor water and sanitation in Africa will be developed.</p>	<ul style="list-style-type: none"> (i) Publish TFP on economics of water security
504	Climate resilience	Mohamed Ait Kadi	<p>TEC will provide advice to GWP operational programs (WACDEP, WAC, Delta, IDMP) through requests for review on critical knowledge products. Also, TEC will attend technical meetings of Reference groups based on availability.</p>	<p>Indicators of implementation:</p> <ul style="list-style-type: none"> (i) Advisory provided to GWP programs as requested
505	Water and Food Security and Integrating Land and Water Governance	Mohamed Ait Kadi	<p>Follow up from 2012-2013 regional workshops were captured in TFP (India and China experiences) and BP on Groundwater Governance and Irrigated Agriculture.</p> <p>Also, a cooperation of TEC with ILC started and a perspective paper on Coordinated Land and Water Governance is under development. A workshop organized by GWP/ILC held.</p> <p>TEC will also work on novel approaches to manage the impact of land use change on water resources.</p>	<p>Indicators of implementation:</p> <ul style="list-style-type: none"> (ii) Publish BP on GW Governance and Irrigated agriculture (iii) Publish PP on Coordinated Land and Water Management (iv) Workshop on land and water governance (v) Publish PP on Land use change and (ground)water management
506	Urbanization and water security	Mohamed Ait Kadi	<p>Follow up from regional workshop in 2013, the second regional workshop (WAF) will be organized and lessons learnt will be developed (proceedings from 2 regional workshops). Also,</p>	<p>Indicators of implementation:</p> <ul style="list-style-type: none"> (i) Regional workshop

NB	Activity title	Leader	Activity Description	Main Outputs
			training modules (in cooperation with knowledge partners) will be developed to support capacity building at various levels. It will provide a suite of IUWM tools to analyse and design urban water systems. A cooperation with RWPs to practice the training modules will be initiated (GWPO focal point support required).	(ii) Proceedings from 2 regional workshops (in 2013 and 2014) (iii) Training module
507	TEC contributions to the GWP IWRM Toolbox	Mohamed Ait Kadi	The GWP ToolBox is a central tool for knowledge management and directly supports the GWP core functions of awareness raising, knowledge management and capacity building. While the Secretariat has line responsibility for the ToolBox, TEC will support its efforts. TEC contributes to the clearance of "Tools" to be disseminated through the ToolBox.	Indicators of implementation: (i) Tools on financial instruments and institutional setting cleared. (ii) Participation in GWPO Secretariat Meeting.
508	Information to policy makers on possible solutions to address critical challenges	Mohamed Ait Kadi	TEC supports GWP Network at international events to present key messages	Indicators of implementation: (i) Participation at SWWW (ii) Participation at min. 3 global events
509	Technical Committee Meetings	Mohamed Ait Kadi	The Technical Committee meets two times per year. This activity defines the resources required to enable TEC meetings.	2 annual Technical Committee meetings (March 2014 Stockholm, August 2014 ???).
510	Management of Technical Committee	Mohamed Ait Kadi	This activity encompasses the overall management of the Technical Committee Activities, supported by technical and administrative staff in GWPO Stockholm.	Effective management, including planning, organising, directing and controlling the activities of the Technical Committee.
511	Water and Energy	Mohamed Ait Kadi	GWP in cooperation with SIWI will develop policy-relevant tools which seek to improve ways of identifying options to support decision-making and the integration across the water and energy sectors. Perspectives paper on Water and Energy will be developed.	Indicators of implementation: (i) Publish perspectives paper on Water and Energy
512	Ecosystem and water security	Mohamed Ait Kadi	TEC will support GWPO for the development of its operational strategy on Ecosystems and Water	Indicators of implementation: (i) GWPO operational strategy developed