

Conditions for Accreditation for Regional and Country Water Partnerships

Preamble

GWP is composed of two parts: (1) the GWP Organisation (GWPO); and (2) the GWP Network. The term GWP is used throughout this document to denote these two parts. The GWP day-to-day activities are managed by the Executive Secretary and the Secretariat, which form part of the GWPO, and is referred to below as the GWP Secretariat.

GWPO is an international organisation with legal status under international public law and is regulated by Statutes agreed by the Sponsoring Partners in 2002. GWPO is recognized as a legal entity under the national law of most countries. Consequently, GWPO can enter into contracts in most countries and can sue and be sued.

The GWP Network is an assembly of Partners. The GWP Statutes cover the Network and they clearly state that the GWP Network is not a legal entity. This is fundamental to the operations of GWP.

The Regional Water Partnerships (GWPs) and the Country Water Partnerships (CWPs) are not covered specifically in the Statutes of GWP. Article 5 (1) states: “The Network operates through relations with accredited Regional Water Partnerships, Regional Technical Committees and Country Water Partnerships, and other separate co-operating entities that have been given a role in the Network in accordance with these Statutes.”

Article 7(7)(1) of the Statutes notes that one of the functions of the GWPO SC is to “Establish links with and accredit Regional Water Partnerships, Regional Technical Committees and Country Water Partnerships, and authorise such and other entities to use the name “Global Water Partnership” as part of their name or in a similar manner to indicate stronger links than normal partnership.” This statement indicates that the RWPs and CWPs have a special link with the GWPO which takes many forms, including in practice the provision of core funding.

RWPs and CWPs are not Partners of the GWP Network in themselves. They are a grouping of Partners operating in a specific geographical area as the functional part of the GWP Network in that area.

Since its establishment in 1996, the GWP Network has developed from the concept of interim regional committees, to mature partnerships, the Regional Water Partnerships (RWPs). More recently Country Water Partnerships (CWPs) have been established as well as sub-national level partnerships in some countries. A consequence of this

development is a broader buy-in by stakeholders as well as increased responsibilities for the RWPs and CWPs to ensure proper operation of their partnerships.

Following the establishment of the GWPO in 2002 and the External Evaluation in 2003, the governance arrangements for the GWP Network were reviewed by the Secretariat, which produced a paper in November 2003 entitled “Framework of the GWP Network Governance Gaps Requiring Guidelines of Engagement, Position Paper”. This set out the key gaps that needed to be filled to enable the GWP to operate effectively whilst maintaining its flexible *modus operandi*. In preparing the governance documents the aim has been to achieve homogeneity in diversity; this recognises that each region and country is different with specific political and cultural characteristics. The diverse and flexible nature of the Network gives GWP a comparative advantage and helps to make it relevant and responsive to local social/cultural conditions.

However, it is essential that the GWP establishes a minimum set of standards that are applicable to the GWPO and the Network. This policy document is based on earlier governance papers of GWP, including the GWPO Statutes, the GWP Policy on Partners and the Conditions of Engagement for the GWP Regional and Country Water Partnerships and Guidelines for Formation of RWPs, (Islamabad SC, December 2002). It also builds upon other documents such as the “Guidelines for the Formation of Regional Water Partnerships (RTACs to RWPs), (Stockholm SC, August 2003).

The Conditions for Accreditation set out a formal basis for relations between GWP entities on global, regional and national levels. They apply equally to existing RWPs and CWPs as well as any future partnerships. The remaining RTACs that are now changing to RWPs are required to adopt the Conditions for Accreditation when establishing the new RWPs.

The document comprises two parts: (1) formal conditions; and (2) an Appendix. The formal conditions are inviolable. These have been kept to a minimum commensurate with good governance and operational management of the GWP. The second part, the Appendix sets out guidelines on good governance and management practices in the region and countries and this part is advisory in nature.

The document was approved by the GWP Steering Committee at the meeting in Alexandria in November 2005 and enters into force on 22 November 2005.

Conditions for Accreditation as Regional and Country Water Partnerships

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1. Introduction

The Global Water Partnership (GWP) works through a decentralized and inter-connected global network of member institutions, called GWP Partners (please see GWP Policy on Partners) that are organized on a regional and country basis in Water Partnerships.

It is vital that all entities within the GWP embody the same principles and values whilst operating within different arrangements as suited to their specific geo-political situation. These requirements serve to create a greater sense of identity and coherence within the GWP worldwide. At the same time, they ensure that the Water Partnerships address the GWP mission.

GWPO is an international intergovernmental organisation and it is the legal custodian of the GWP name and protector of its reputation. The GWPO comprises the GWP Steering Committee and the Secretariat based in Stockholm, Sweden. In order to safeguard the network's name, it is essential to ensure that those who are allowed to use the GWP name are committed and capable to act responsibly, and are also eligible to receive GWP funds. Therefore, the main purpose of this document is to establish the conditions for the acceptance by GWPO of Regional Water Partnerships and Country Water Partnerships as part of the GWP Network. The Statutes for the GWP Network and GWPO (Article 7, (7) (1)) use the term "accredit" for the procedure of accepting RWPs and CWPs into the GWP Network, and that term is thus used in this document.

This document should be read in conjunction with the following two basic governance documents of GWP:

- GWPO Statutes, December 2002
- GWP Policy on Partners, December 2004

Together these three documents set the standard conditions to join the GWP Network in order to enable the network to operate effectively while retaining its flexibility.

2. Definition of Regional and Country Water Partnerships

The mission of GWP is “to support countries in the sustainable management of their water resources”. GWP’s immediate objective is “to ensure that Integrated Water Resources Management is applied in a growing number of countries and regions, as a means to foster equitable and efficient management and sustainable use of water” (GWP Strategy 2003).

An essential element of GWP’s strategy is the establishment of and operation through regional and country multi-stakeholder groups constituted as Water Partnerships. These water partnerships aim to mobilize and facilitate actions to achieve sustainable water resources management through an integrated approach. They are dedicated groups of GWP Partners facilitating policy change processes at various levels. The water partnerships are guided by basic operating principles such as having transparent processes, and having broad representation from the stakeholders in the water and associated sectors.

At the core of the Partnership are the GWP Partners, which include key institutions operating in a specific geographical area as the functional part of the Network in that area. Water partnerships operate at the regional level – Regional Water Partnerships (RWP) – and Country level – Country Water Partnerships (CWP)¹. These Water Partnerships are an integral part of the GWP Network but are not organisationally a part of GWPO. Nevertheless, in order to be accredited as a “GWP” Water Partnership and to benefit from the Network as well as use of GWP’s name and logo they must formally commit to abide by the conditions stated in this paper so that GWP can maintain its network standards and protect its reputation.

The Regional and Country Water Partnerships have different visions and structures according to local conditions. The Regional Water Partnership has a special function to ensure sharing across national boundaries and should not be seen as simply a source of funds or expertise for Country Water Partnerships or Partners. A new Country Water Partnership should only be established if it has an expectation to be able to secure its financial self-sustainability in a reasonable period after its initial launch. Whilst a CWP should not be dependent on funding from either the GWPO or RWP, it is expected that some funds would be available in the regional work plan to help start up new CWPs as well as to carry out specific activities in the work plan.

¹ Other water partnerships operate at sub-national level, for example, Area Water Partnerships (AWPs). They are not covered under these Conditions for Accreditation but operate under the auspices of the appropriate Country Water Partnership.

3. GWP principles and values

The RWPs and CWPs are expected to have an open, inclusive and gender sensitive membership policy for bringing together, over time, as wide a group of stakeholders as possible. Partners comprise representatives from institutions including *inter alia* government agencies, regional and local government institutions, training and research institutions, companies and organizations in the private and public sectors, civil society including non-governmental and grassroots organizations, international and professional organizations, and bilateral and multilateral development agencies. Not only should there be wide representation and transparency in conducting the business of the RWP and CWP, but each GWP Partner should be encouraged to participate in the activities of the GWP as a whole.

RWPs and CWPs shall adhere to the guiding *principles* of water resources management and development adopted by GWP in pursuing its mission. These guiding principles stem from the Dublin and Rio statements, the Millennium Assembly and the World Summit on Sustainable Development, among others, and adapted and elaborated over time to reflect the international understanding of “equitable and efficient management and sustainable use of water”. These guiding principles are as follows:

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

The main *values* that RWPs and CWPs shall strive for are inclusiveness, openness, transparency, accountability, tolerance, equity and solidarity. The GWP has a non-commercial, voluntary culture and is not a bureaucracy. Those involved are often employed elsewhere and contribute their time freely to GWP activities, for example as members of governing committees.

4. Basic conditions for accreditation as a GWP water partnership

To operate under the GWP name and logo, each Regional and Country Water Partnership is required to:

- a) Abide by the GWP principles and values** as stated in section 3 above.
- b) Abide by GWP Policy on Partners** approved by the GWP Steering Committee in December 2004 or any subsequent policies or updated versions as approved by the GWP SC.

c) Abide by GWP's Graphical Policy on use of name and logo as approved by the SC on December 2002 and updated October 2004 or any subsequent policies or updated versions as approved by the GWP SC.

d) Establish a neutral platform for the region or country comprising a range of stakeholders from different institutions covering different sectors and disciplines. The range of institutions represented should be as detailed in section 3 above and every effort should be made to achieve a gender balance among representatives. Each region/country partnership should establish Statutes that delineate principles of governance as outlined in Article 8 below. The RWPs and CWPs should use the neutral platform to dialogue with partners and non-partners to achieve sustainable water resources management.

e) Have financial and operational accountability. Accountability will be ensured through producing high quality audited accounts on an annual basis in conjunction with its annual activity report and creating a good governance structure with the regional/country secretariat accountable to the regional/country governing body (eg regional council). For funds provided by GWP Secretariat the water partnerships shall follow the appropriate GWP Secretariat financial requirements. For funds raised elsewhere the water partnerships shall follow the rules of the funding agency and shall on request make available to GWP Secretariat all accounts for such funds.

f) Prepare and implement annual work plans that promote the GWP mission. Within the context of GWP Strategy and overall GWP Work Programme, each water partnership shall develop its own approach and as much as possible engage its country/regional partners in developing an annual work programme that outlines their role in promoting the GWP mission. The GWP Partners are expected to be involved in the implementation of the RWP and CWP activities whenever possible.

g) Cooperate with the wider GWP Network. A cooperative mode of operation is required that includes proactively participating in the Network activities at every level, where and when appropriate and affordable, promoting transparency in selection of delegates to represent RWP or CWP in any regional or global activities and providing complete reports on such activities to their respective water partnerships.

h) Ensure high quality content by being open to external review and advice and having the Partnership's activities and structures assessed from time to time by an expert panel for relevancy to the GWP mandate and adherence to the GWP Conditions for Accreditation as a GWP water partnership and establishing an appropriate mechanism for technical advice to support initiatives, and contribute to learning reviews as and when required.

5. Procedures for accreditation

Even though the establishment of RWPs and CWPs is decided by the concerned local Partners, their accreditation is a decision by the GWP Steering Committee. The Statutes

state in Article 7, sub-section (7)(1): “The Steering Committee shall establish links with and accredit Regional Water Partnerships, Regional Technical Committees and Country Water Partnerships, and authorise such and other entities to use the name “Global Water Partnership” as part of their name or in a similar manner to indicate stronger links than normal partnership”.

Responsibility for accepting a Water Partnership into GWP lies with the GWP Steering Committee. The GWP Secretariat works with the respective RWP or CWP to ensure that the proposed RWP or CWP meets the requirements of this document and the GWP Secretariat is responsible for conveying to the GWP SC a recommendation as to whether or not to accredit a RWP or CWP. The formal accreditation of such RWP or CWP is thus contingent upon the proposed Water Partnership meeting the current Conditions for Accreditation.

a) Procedure for accreditation of a RWP as part of the GWP Network

1. Decision by Partners in a region to establish an RWP.
2. Adoption of a Governance Structure that conforms with GWP principles and values
3. Election of a Steering Committee or Council by the regional constituency.
4. Application to GWPO for accreditation.
5. Review by GWP Secretariat of the status and preparedness of the RWP, including the identification of a host institution.
6. Assessment of compliance with these Conditions.
7. Recommendation GWP Secretariat to the GWP SC to accredit
8. Decision by the GWP SC to accredit.
9. Letter of accreditation jointly signed by the GWP Secretariat and RWP.

b) Procedure for accreditation of a CWP as part of the GWP Network

There is a range of advantages for a CWP to be affiliated to the GWP Network. Should a CWP choose to become formally accredited, the following procedure should be followed:

1. Decision by Partners in a country to establish a CWP.
2. Adoption of a Governance Structure that conforms with GWP principles and values
3. Election of a Steering Committee or Council by the country constituency.
4. Application for accreditation to the GWPO with copy to the RWP (if in place).
5. Review by RWP together with the GWP Secretariat of the status and preparedness of the CWP.
6. Assessment by RWP of compliance with these Conditions.
7. Recommendation by RWP Regional Council to the GWP Secretariat for submission to the GWP SC to approve accreditation.
8. Decision by the GWP SC to accredit.
9. Letter of accreditation jointly signed by the GWP Secretariat, RWP and the CWP.

c) Making the Conditions applicable to existing Water Partnerships

These conditions are binding on those RWPs and CWPs that are in existence at the time of approval of this document. Existing RWPs and CWPs are thus considered temporarily accredited. However, in cases where the Conditions for Accreditation are not yet fully met or the existing water partnership has not yet achieved reasonable representation, as based on the assessment of the GWP Secretariat, the water partnership is expected to take action to comply with these conditions within two years of this document entering into force. The GWP Secretariat will assess compliance with this document by such RWPs

and CWPs, provide feedback so the RWP can act as required and provide the GWP SC with status on progress. The GWP SC will at the appropriate time confirm or withdraw accreditation to the existing RWP or CWP subject to compliance to these conditions.

6. Dissolution of a Water Partnership

Partners that comprise the RWP or the CWP may decide to dissolve the Water Partnership and the water partnerships should allow mechanisms for this in their statutes. In such case the accreditation is automatically withdrawn for that region or country. Similarly, if a RWP or CWP becomes inactive and no longer fulfils its function the GWPO SC will decide if it will cease to be recognised as such. Any and all institutions comprising the relevant RWP or CWP will cease from using the GWP name and logo at that time.

If a RWP or CWP fails to meet the GWP Conditions for Accreditation at any point in time once it receives accreditation, the Executive Secretary together with the relevant coordinating regional body is responsible for taking steps to ensure that corrective actions are implemented.

In the event that corrective action is not taken by the water partnership, or that action does not result in rectification of the shortcomings in meeting the Conditions for Accreditation, the Executive Secretary shall recommend to the SC that the accreditation be withdrawn. If the SC decides in accordance with such proposal, the GWP status of such water partnership shall be withdrawn along with the right to funding and use of the GWP name and logo.

7. Roles and responsibilities

In the implementation of regional and country activities, the GWPO and the accredited RWP and CWP will have the following roles and responsibilities. More detailed terms of reference for specific water partnerships may be developed and agreed with the GWP Secretariat.

a) GWPO

- Conduct fund raising activities at the global level for the operations of the GWP networking activities in the region and ensure relations with the international financiers of the GWP Network.
- Oversee the Work Plans and Budgets for the operations of the RWPs, (and the CWPs when relevant). This includes approval of GWPO funded activities and review of complementary activities.
- Ensure that GWPO funds are used exclusively for the purposes agreed with the financiers and approved by GWPO.
- Provide instructions and guidance on financial reporting to meet donor and GWPO standards.
- Support programme implementation by providing support and guidance on technical matters on a demand-basis, when such competence is not available at the RWP and/or the CWP.
- Provide political support as required and requested by the regions and countries
- Make regular disbursements in accordance with the agreed budgets of the regional and country

programmes.

- Foster inter-regional dialogue and sharing of experience
- Promote linkages between the GWP Technical Committee (TEC) and Regional and Country Water Partnerships.
- Periodically arrange for external learning reviews of RWP activities.
- Track compliance by the RWPs and CWPs with the Conditions for Accreditation and recommend corrective action to ensure compliance as appropriate.
- Review all applications for RWPs and CWPs according to the procedures set out in article 5 and 6 above.

b) Regional Water Partnerships

- Plan regional activities and coordinate feedback from the CWPs and Partners to be included in the overall regional annual work plan and budget, ensuring that CWP work plans, budgets and reporting are in line with global and regional principles.
- Implement regional activities in the concerned region as per Work Plans and Budgets.
- Prepare periodic regional progress (narrative and financial) reports as required by GWP Secretariat for the entire Network, coordinating feedback from the CWPs and Partners as appropriate.
- Establish links with financiers and conduct fund raising activities at the local level for RWP activities in the region.
- Have a general oversight function with regard to programme implementation and funds management at regional and country level.
- Provide support to the implementation of activities at regional and country level as set out in the Work Plans and Budgets. RWPs shall thus endorse budgets, work-plans and reports and prepare consolidated versions for GWPO (when relevant) based on information provided by the RWP or CWP. RWPs may request clarification and amendments on documents from the CWPs before endorsement.
- Obtain audit reports as required by GWPO and/or financiers
- Maintain regular communication within the region and with the GWP Secretariat.
- Broaden the base of GWP Partners.
- Encourage lessons learning and sharing within the region and with other regions of GWP Network, including periodic Learning Reviews to assess performance.
- Comply with the Conditions for Accreditation.

c) Country Water Partnerships

- Plan country activities involving GWP Partners and main stakeholders (with special emphasis on the national government) and coordination of feedback to be included in the overall regional annual work plan, budget and reporting.
- Implementation of the GWP country programme activities as set out in their work plans and budgets.
- Prepare periodic country progress (narrative and financial) reports as required by GWP Secretariat for submission to the RWP.
- Obtain audit reports as required by GWPO and/or financiers.
- Conduct fund raising activities at the local level.
- Make professional contributions to the GWP Network, GWP Secretariat and its Partners (on a voluntary basis or under mutually agreed conditions).
- Broaden the base of GWP Partners.
- Maintain regular communication within the country and with the RWP and the GWP Secretariat.
- Encourage lessons learning and sharing within their country and with other countries in the region.

- Comply with the Conditions for Accreditation.

8. Governance structures and operational principles

a) Legal registration

Each RWP and CWP is a separate entity within the GWP Network and does not necessarily have legal personality and does not have to be legally registered to enable use of the GWP name and logo. However, in some cases local regulations or other reasons may require some form of legal status to operate effectively. In this context, several options are available:

(i) The water partnership remains unregistered and operates through agreements with “Host Institutions”. This solution allows the water partnership to use the legal personality of the host institutions for a) financial transactions, including banking matters, b) employment of staff at the regional secretariats c) entering into commercial contracts d) channelling funds from GWP Secretariat or donors within an existing and proven accountability framework. In this case the Host Institution agreement must specify clearly that the Host is not responsible for the GWP programme but only for the administrative duties. The host institution agreement is signed by the GWP Secretariat, the RWP and the Host. The CWP also signs as necessary, for example when the host is for a specific programme.

(ii) The water partnership legally registers as a NGO, Association or similar entity in the country (for CWP) or in one of the countries of the region (for RWP). Registration as a national legal entity should only be undertaken if agreed by the regional or country Partners. For a RWP legal registration should be in one of the countries of the region with a mandate to work throughout the region. Should the RWP register in one country of the region it should not prevent the representatives from other countries in the region holding office. Similarly, it should not prevent the rotation of the secretariat to other countries in the region subject to meeting all legal requirements of the country in which it is officially registered. Legal registration would normally enable the RWP or the CWP to enter into contracts, employ personnel and be legally accountable for funds in its care. The GWP Steering Committee, acting in the name of GWPO is the custodian of the values, credibility and name of the entire GWP Network. Even though GWPO does not have any legal or financial responsibility for any regional or country water partnership, it will provide guidelines and advice with regard to the management of such partnership and to the management and application of funds to the extent that this may affect the overall perception and operations of the GWP Network and the function of the Network in line with the Statutes. Even if legally registered the RWP or CWP would normally continue to use a host institution to provide administrative duties as this is more cost effective.

(iii) Other options may exist in different regions/countries for legal registration and the RWP will seek a ‘no objection’ from the GWP Secretariat prior to any legal registration. It is not acceptable for a RWP to register as a legal intergovernmental organisation or international (global) NGO as this would create confusion with the GWPO. It is also bureaucratic and costly since an international treaty may be required.

b) Governance arrangements

All RWPs and CWPs must operate through regional and country governance structures that comply with these Conditions for Accreditation and the Policy on Partners. Each RWP or CWP should establish its own statutes that are agreed upon by the constituency comprising the Partners in the region or country concerned. The statutes should set out important aspects of governance including *inter alia* the following:

- Functions of the different parts of the regional and country governance structure and their relationships with the members.
- Terms of Office of all the water partnership representatives and staff and the terms and conditions of service.
- Linkages of the regional and country governance structure to the GWP Secretariat and to other entities within the Network.
- Set out the roles and responsibilities of other bodies within the partnership, for example, a technical committee.
- to ensure mechanisms for direct participation and representation by any Partner in the region.

RWPs and CWPs should establish a high governing body² to provide overall strategic direction and a small secretariat to manage day-to-day operations. Each RWP/CWP should periodically hold a general assembly meeting with its Partners as stated in its statutes and according to budget availability. This should be every two years.

All RWPs should establish an expert group, independent of operational structures, to provide expert technical advice that will ensure high quality content in programme activities as well as advice to the Regional Council on programme matters.

The GWP aims for a flexible arrangement that enables each RWP and CWP to develop its own structures to suit local conditions. The attached Appendix to this document provides Guidelines on Good Governance and Management Practices to help water partnerships develop robust systems acceptable to all. All RWPs and CWPs are strongly encouraged to make use of the Guidelines and incorporate them as appropriate into their structures.

To comply with principles and values set out in article 4 above, to avoid ‘capture’ by specific groups and to extend participation and benefits as widely as possible, it is necessary to rotate the RWP Chair and Regional Council members. The RWP Chair is selected from among Partner institutions within the region. The outgoing and incoming chair should not be from the same country.

Similarly, and to ensure equal benefits across the region, the RWP statutes should set out a mechanism to rotate the regional secretariat to another member country. The Partners

² different terms are used in each region for this body such as steering committee, partnership council, regional council, etc, the latter is used in this document for all such entities to avoid confusion.

should be given the opportunity to confirm or reject the existing arrangement at least every three years, or earlier if the GWP Secretariat or Partners consider it is not fulfilling its function. The statutes should also enable the RC to confirm or reject the Host Institution arrangement at least every three years (or earlier in case of poor performance).

The statutes should set out the basis for reimbursement for the members of Regional Councils (or equivalent):

- Regional Council members should undertake their governance responsibilities with a voluntary spirit, as is common practice in the non-profit sector and is the practice for the GWPO Steering Committee.
- Each RWP should set the nature of compensations (travel, per diems etc) for the involvement of Regional Council members at RC meetings.
- In special cases a small honorarium may be acceptable to ensure the full participation and representation from poorer countries in the region or for representatives from voluntary or unfunded institutions.
- The Chair of the RC is an honorary position for which an honorarium can be paid as determined by the Regional Council

If GWPO finds the level of compensation excessive or inappropriate, and if not amended, it may refuse to approve the corresponding annual budget for the RWP or CWP.

c) Network Officers

The Network Officers (NO) based at the GWP Secretariat provide liaison between the GWP Secretariat and RWPs to support the implementation of the GWP Strategy at regional, country and sub-national levels. The NO works at the interface of the global and regional level and is a resource person to support the regions and countries (when necessary) and to ensure GWP network standards are attained. The NO is the representative of the partnerships at the GWP Secretariat. The NO is responsible for monitoring the financial and programmatic performance of the RWP within the agreed strategy and work plan, and should be kept informed on all administrative aspects of the region. The NO is an ex-officio member of the highest governing body of the Regional Water Partnership as a representative of GWP Secretariat and has the right to sit as an observer on the highest governing body for the Country Water Partnerships.

9. Clarifications

In the event of any gap of information or need for further clarification relating to these Conditions for Accreditation, the RWP or CWP should formally raise the issue with the GWP Secretariat. The latter will be responsible for addressing the issue raised unless there is no clear solution, in which case the Secretariat will bring the matter before the GWP Steering Committee.

APPENDIX

GUIDELINES ON GOOD GOVERNANCE AND MANAGEMENT PRACTICES

Accredited water partnerships should establish operational procedures and practices in line with GWP principles and values. In operational terms, good practices should reflect important elements such as involvement of Partners, broad based, transparent and gender-sensitive selection of representatives and staff, financial accountability, etc. This Appendix provides recommendations on operational and governance matters that allows flexibility but ensures good practice throughout the Network. While different practical arrangements can be adopted, depending on local circumstances, experience suggests the following as some good practice throughout the Network. All RWPs and CWPs should, to the extent possible, make use of these Guidelines and incorporate them as appropriate into their structures.

1. General aspects

- Each RWP and CWP, is a group of Partners operating in a specific geographical area as the functional part of the Network in that area.
- Each RWP and CWP is expected to have proper governing statutes as well as a governing body (whether it is legally registered or not).
- The RWPs have the right to be represented in the GWP Steering Committee by one representative for all the RWPs. (Article 7 (2) of the GWPO Statutes). The representative of the RWPs (commonly referred to as the Chair of Chairs) serve as an ex-officio member on the GWP Steering Committee and is appointed according to by-laws for the selection of chair of chairs. Once elected he or she will serve in his/her personal capacity
- Some RWPs and CWPs have registered as legal entities. Legal registration may be a complex matter and should be discussed and agreed upon between the GWPO and the concerned water partnership.
- The GWP Policy on Partners clearly states that the Partners are organisations and not individuals.
- The Global Water Partnership Network is made up of institutional Partners. An institution from any part of the world should register with the GWP Secretariat as a Partner of GWP Network. Application can be made either directly or through the RWP or CWP and once registered is a partner of the whole GWP Network.
- Umbrella organisations, such as networks, can register as a Partner. In addition, institutional members of that umbrella organisation may register separately if they wish to be recognised as GWP Partners in their own right.

2. Openness and inclusiveness

RWPs and CWPs are encouraged to continually strengthen their openness and inclusiveness by:

- Actively promoting the exchange of experience, results, documents and other material among other RWPs and CWPs, together with experience of partnership building processes used to broaden the quantity and quality of membership and action.

- Having open and transparent policies regarding all aspects of operation of the partnership.
- Seeking to expand the partnership so that any water related organization that is prepared to sign and agree to the terms stipulated in the Membership Application Form (See Policy on Partners) may become a Partner in the GWP Network.
- Creating a Council or other body as the highest governing body - nominated and selected in an open and transparent process by the membership with balanced composition across disciplines, stakeholder groups, geographic area and gender.
- Individual members of the Regional Council of the RWP or CWP should not carry out any work that arises from decisions they have made on the assignment as this would breed corruption or conflict of interest.
- Keeping the number of paid staff to an absolute minimum by sharing the work among Partner organizations.
- Ensuring that adequate representation with respect to gender, race, ethnicity, and geographical location is achieved on the employment of staff and in the use of consultants.
- Keeping local Partners informed of RWP/CWP activities and holding meetings of the local Partners at regular intervals of 2 years. Notices and announcements should be given in advance of these meetings, providing a draft agenda for review and comment by the Partners.
- Each RWP should have a system of performance measurement in place as appropriate for the RWP concerned

3. Regulations for the Regional and Country Council

- The Regional/Country Council should comprise a majority of selected representatives from their constituency – the Partners in the region – as agreed upon by the region/country. For example, in GWP Central and Eastern Europe, the Council of Regional Water Partnerships (the highest decision making body) is comprised of representatives from each of the CWPs. In GWP Southern Africa and GWP West Africa, the Steering Committee members are elected from the constituency of its regional Partners, ie the regional stakeholders. In GWP-Med the Partnership Council is composed of representatives of regional networks of water stakeholders and representatives of CWPs. In GWP South Asia, the Regional Council comprises representatives from each CWP – with one man and one woman elected from each CWP to maintain the gender balance.
- The chair of the Regional/Country Council is selected by an open process and each region/country will design its own process for selection.
- The Term of Office of the members of the Council is normally expected to be a maximum of three years. A phasing out system should be worked out to ensure a smooth transition and continuity of the Council.
- The Chair's Term of Office shall be determined by the Council, normally for 2 to 3 years, with one term extension if nominated and selected.
- After completion of a RC member's term, she or he is expected to step back and support and strengthen the RWP/CWP in other capacities.
- GWP Secretariat maintains a database of key persons in the RWP and CWP and should be informed of changes of members of staff on a timely basis. Some positions require ratification by the GWP Secretariat or Executive Secretary.

4. Regional/Country Secretariat staff and employment conditions

- The regional/country secretariat should be a lean structure, making sure that the following functions are covered to ensure effective operation of the RWP:
 - Coordinator/Officer (most likely full time)

- Communication Officer (may be part time)
- Administration / financial Officer (may be part time)

Efforts should be made to make the regional/country secretariat reflect a balanced representation from the region/country, and of different sectors as well as gender. The recruitment process of the staff should be transparent and subject to competition.

- In some regions or countries with significant programme funds or special programmes, the secretariat may need to recruit other staff or consultants for programme implementation.
- The salaries of the staff are set and approved by the Chair for the Coordinator and by the Coordinator for the other staff. Salaries should be set in consultation with the host institution, if applicable, and with the Head of Human Resources at the GWP Secretariat. The level of salary should take into account salary levels applying in the country and/or region as appropriate. All compensation should be in compliance with the requirements of the host institution and the laws of the country in which the partnership is established.

5. Technical content and performance

- The GWP mission can only be achieved with high quality substantive outputs and governance issues should not be the dominant aspect of the water partnerships activities but rather the means to allow a high quality programme of work with the minimum of bureaucracy.
- The Water Partnership should establish a group to provide advisory and expert services. Regional/country budgets should include adequate funds for this to be an effective entity.
- The technical body would consist of a pool of experts who could be called upon or meet as and when required on an as needs basis. RWPs should avoid the cost of a permanent sitting committee.
- It is advisable that this body is accountable to the Council and not to the secretariat.

6. The location and mode of operation of the regional/country secretariat

- The Council decides on the location of the secretariat. This implies deciding if the secretariat is to be located in the same country as the Chair, which is advisable.
- The secretariat should be hosted by a reputable organization that has been identified and agreed upon by the GWP Secretariat and RWP/CWP. The Host Institution agreement shall be signed by all parties and clearly set out the roles and responsibilities of each party. The host institution agreements establish a contractual relationship for administrative services only. It is not a partnership agreement with the host institution and the latter is not accountable for GWP operations (which are implemented by the RWP/CWP). The RWPs/CWPs are not part of the host institution (even if individual members may be).
- When the Water Partnership or its secretariat have legal personality they may consider operating without a host institution although this is discouraged as the cost and risks (eg accountability and transparency) are very high. It should be noted that the secretariat will be determined based on all applicable legal requirements as well as consideration of the financial operations of the GWP Secretariat.
- The detailed provisions guiding the work of the host institution should preferably be set out in Terms of Reference for host institutions. These may of course vary from region/country to region/country. This forms part of the first Article of the standard host institution agreements. However, if more detail is required in order to avoid a lack of clarity in the relationship between the RWP/CWP and the host institution, additional terms of reference should be developed on a case by case basis to take account of the local situation and included as an annex to the host institution agreement.

7. Financial management

The statements below are extracts from the GWP Secretariat Financial Guidelines. Further details are provided in the full guidelines that are updated periodically and take precedent over the outline given below.

Budget allocation

- All regions will be allotted basic core funds from GWP Secretariat for each financial year. Country partnerships will not normally be allocated core funds although the RWP may use some of its core funds for country activities. The richer OECD countries are expected to access their own funds and should not be allocated core funds.
- The Regional Chair, the RC and the Network Officer work together with the secretariat to prepare an annual work plan and from that work plan calculate the annual budget. The budget will be prepared in October ready for the GWP Steering Committee for approval in late November.
- Any unspent funds from the core budget will not be carried over into the next financial year. In the unlikely event of a core budget overdraft GWP Secretariat will cover for the overdraft but the same amount will be deducted from next year's budget.

Funds request

- The core budget is transferred in four quarterly payments once the GWP Secretariat has received the financial reports from the previous quarter and a written request (signed by the Regional Chair or Regional Coordinator mandated by the RC), and the Network Officer has approved the transfer of requested funds. The request should be accompanied by a cash flow forecast for the remaining part of the financial year.
- The requested amount should correspond to the regions need for liquidity during the current quarter and three additional weeks.

Reporting

- The Financial Year starts on January 1st and ends on December 31st. By the 10th of the month following the quarter, the financial reports (Financial Q report and Balance Report) are to be finalized by the regional secretariat and sent to the GWP Secretariat in Stockholm. The financial reports submitted by the RWP should cover all expenditures in the region financed by or channelled through GWP Secretariat, as well any regionally raised funds in the name of GWP.
- A separate narrative Progress Report is produced on a semi-annual basis by the regional secretariat and submitted to the Network Officer.
- The RWP is responsible for managing and reporting to GWP Secretariat on funds provided to any CWP in its region. All financial requirements of the GWPO and respective donors are to be met by the RWPs and CWPs

Fundraising

- The partnership is expected to actively engage in fundraising activities to expand its scope of action.
- Any additional funding regionally raised by the RWP/CWP in the name of GWP is to be deposited in the GWP regional/country account
- Any additional funding can roll over from one financial year to another.

Auditing

- Annual accounts should be audited by a qualified and internationally recognized audit firm.
- For restricted funds allocated to the region or countries, specific audits may be required for each programme according to donor requirements.