GWP Regional Days - *23-24 May 2018, Budapest, Hungary*

Minutes of the GWP Strategy Session *– June 2018*

Introduction

The Global Water Partnership held its Regional Days 2018 - its annual gathering of the Global and Regional Secretariats staff and Chairs (13 Regional Water Partnerships) - in Budapest, Hungary, from 22-25 May 2018.

This year, it was decided to hold a two days strategy session on 23-24 May 2018 as part of a broader process to discuss, deliberate and decide about strategic options for GWP. This strategy development process has already begun in late 2017 with various information & fact gathering activities and is set to conclude in mid-2019 with decisions taken by the GWP Network Meeting and other GWP governance bodies. The specific objectives and agenda of the strategy session are detailed below.

These minutes have been compiled based on notes taken during sessions and records from flipcharts. They have been put together according to the overall process flow. All digital images taken are available on a separate drive at GWP (not included here to contain the file size).

Objectives of the Strategy Session

The objectives of the strategy session were specified as:

- **Initiate & establish ownership**
  - Anchoring it in a deeper understanding of **our IDENTITY today**;
  - Considering **key external TRENDS** that affect GWP's work;
  - Reflecting on **our ASPIRATIONS** in the light of both;
  - Generate **strategic OPTIONS** for GWP & consider possible choices.
- **Identify topics**
    based on our discussions - to consider further
        (commission research, testing and piloting related activities).
- **Identify individuals amongst you**
    who want to contribute more actively - over the coming six months -
    in research or in testing/piloting innovative approaches or activities.

Agenda of the Strategy Session

In order to achieve these objectives, the two days were structured as follows:

Day 1 - 23/05/2018	**CURRENT REALITY, Trends, Aspirations**
8.30	**Welcome**, Introductions & Session Context
10.30	*(Break)*
11.00	**GWP: Our Identity** - Who we are & What we do
12.30	*(Lunch)*
13.30	**External Developments & Trends** (that matter to us)
15.00	*(Break)*
15.30	**Aspirations for GWP 2030**
17.00	Brief reflection on Day 1
17.30	End

Day 2 - 24/05/2018	**STRATEGY GOING FORWARD**
8.30	**Orientation** & Future Outlook
9.15	**Transformative Strategic Options**
10.30	*(Break)*
11.00	**Adjustment Strategic Options**
12.30	*(Lunch)*
13.30	Building our **Strategy Process**
15.00	*(Break)*
15.30	What kind of **GWP in 2030**
16.30	Closing Session
17.00	End

Day 1 – Current Reality, Trends & Aspirations

Context - Coming together & Going forward

The first day focused on the particular strategic context that GWP is presented with today. Data from the questionnaire were presented to engage in a swift exchange of various important perspectives on both GWP and its changing external environment. During this *tour d'horizon*, a number of key concepts were also introduced to nurture and stimulate the strategic thinking amongst all participants.

The strategic reflection than addressed the structural parts of the strategic reflection: (1) the organisational self (GWP today), (2) the changes in the external environment and (3) participants' aspirations with respect to GWP in the decade ahead.

To kick off the reflection on the organisational 'self', participants were asked to have a rapid exchange with each other - in high diversity mixed groups - on their responses to the following statement (results are shown in the table below):

About GWP – "What I LOVE & What DRIVES ME CRAZY"	
LOVE	*DRIVES ME CRAZY!*
People - Network Diversity / Variety - Flexibility & Space Mission - Commitment - Inclusiveness Family spirit - Togetherness Organisational culture / Listen well International character at Multiple levels (global, regional, national) Consultation / I.W.R.M. Independence & neutrality Learning opportunities Practical experience in/from other regions	Lack of Innovation Inertia - Administrative - Stubborn Poor decision making Governance (no control of process) Governance structure doesn't reflect partnership Hard to explain what GWP does - Complexity Language barriers - Jargon / Acronyms Lack of specificity - IWRM an unclear 'container' Think big, Act small (much talk, little outcome) Bridging theory to practice - M.I.A. (missing in action) Financial instability - Fundraising Lack of resources (filter to country level) - Lack of capacity - Workload too high / Spread too thinly Salaries

GWP Identity - Who we are & What we do

Next, participants were assembled per Region and (t)asked to come up with a one paragraph description of the following (results are shown in the table below):

A one paragraph description of "Who we are & What we do today"

Region: CAM & SAM (Group 1)

What we are? A flexible and diverse network working in water issues
What we do?
CAM: supporting countries in water governance, climate change adaptation, knowledge management
SAM:
- Under construction
- Countries topics identifies
- Membership in the whole region
- Starting decentralization (i.e. from main cities to the whole territories)
- Starting to profit GWP (i.e. profit from being part of the network)
  - ⇨ A starting region present in the whole area, working for being present beyond capitals, identifuing countries agendas and starting to profit to be part of GWP to strengthn our brand

Challenges:
Both: fundraising
CAM: CWP institutional strengthening
SAM: positioning

Region: SEA & CAR (Group 2)

- We are a unique, <u>neutral and diverse network of partners</u> that <u>focus on water security</u>.
- We bring different actors together to ensure IWRM is adopted and implemented. This is done through responding to partners' needs from the community to decision-makers. We add value through sharing and creating knowledge, <u>facilitating discussions, collaboration and acting as catalysts of change on water</u>.

<u>Challenges:</u>
SEA: getting to the decision-makers <u>and</u> stakeholder engagement for all partners
CAR: resource mobilisation <u>and</u> building climate resilience for water

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Region: CHI (Group 3)

GWP China is a neutral <u>MSP</u> and a major voice for <u>IWRM</u> in China. Our unique selling point is the MSP that enables us to support at global, regional, country and local level.

⇨ Facilitator for IWRM including policy and practice
⇨ Coordinator for IWRM
⇨ Communicator of IWRM – knowledge = thinktank

<u>Challenges:</u> expanding the influence of GWP China to different sectors and provinces and cities (geography)

Region: CEE (Group 4)

Action oriented network connecting North-South East-West and 3 seas. Sharing common history of successful transition to be shared with the others. <u>Knowledge-based</u> broker towards practical solutions in water management. Bringing up <u>innovative</u> topics within IWRM – climate change, nature-based solutions, decentralised sanitation and transboundary cooperation (SDGs)

<u>Challenge:</u> seed funding

Region: MED (Group 5)

- No CWPs
- Many conflicts in the region, at regional level no antagonism compared to country level. Important to find balances
- MED a partnership through networks with representatives in countries (instead of CWPs)
- Convening power – not possible without pilot/demonstration projects/examples
  o MED's role to make available to national level
  o Adaptation at local level
  o Applied solutions = actions
- Partners: balance links with priorities of the countries
- Strength of MED RWP: continuity / don't start from scratch
  o Builds trust
- Regional governance (compared to country gov) – perceived as neutral, and accepted by regional organisations (less political barriers, no interference of countries)
- Regional governance helps with fund raising. Donors prefer to fund activities that have an impact to a whole region, compared to specific countries

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Region: SAS (Group 6)

GWP is the mother of IWRM driven by (individual) professionals at local level. Promoting water resources management through fragmented activities.

Challenges:
Resources mobilization (financial, human, institutional)
Institutional constraints (legal/legitimacy)

Region: CACENA (Group 7)

GWP CACENA is a regional platform and expert community on IWRM.
Our competence is recognized by international agencies because we can demonstrate the advantages of IWRM practically at national, local and transboundary level to achieve and implement SDG6.

Region: SAF & EAF (Group 8)

- Address water to politicians to promote the national strategy.
- We engage with partners.
- We are a regional network of partners supporting the <u>implementation of IWRM</u> for water security and development, <u>providing space and knowledge</u> for multi-stakeholder dialogue:
    - o Governments
    - o Legal institutes
    - o Partners including civil society organisations and NGOs

<u>Challenges</u>
- o Governent buy-in to GWP mission
- o Resourse mobilization
- o Capacity at CWPs level
- o RWP and CWP host institutions

Region: CAF (Group 9)

GWP CAF is a trusted and structured network / institution of partners with the aim of implementing IWRM through national mulit-stakeholders platforms, capacity building, knowledge sharing and development of action plans.

Region: WAF (Group 10)

- We are a network of stakeholders intervening at different scales. We have more than 400 engaged members from different sectors : government institutions, river basin organizations, NGOs and civil society, private sector, academic and research institutions, water utilities.. In the 15 countries of WAF, we have 13 CWPs and 1 executive secretariat conducting daily activities.
- We are a neutral and independent platform.
- We work towards effective governance within the water and water related sectors for advancing regional and national development priorities, to ensure water security at all levels.
- We facilitate IWRM planning, investment planning and implementation at regional, transboundary and national levels.
- We generate, capture, and disseminate knowledge and best practices through various channels including the 'running water'.
- We support the design and implementation of technical and institutional IWRM related capacity building initiatives.
- We connect various scales of IWRM planning and implementation.
- We design and implement dedicated programs focusing on gender mainstreaming and youth engagement / employment.

<u>Challenges</u> :
- o Financial resources mobilization
- o Weak CWPs

External Developments

After a reflection on the nature of GWP (the organisational 'self'), attention turned to the external environment where change is happening that is not within control of the organisation. This includes Social, Technological, Economic, Ecological and (Geo)Political developments as well as changes in the competitive environment (other actors contributing to a more 'water secure' world) and changes at the level of funding organisations.

Participants were seated by Function and were asked to *brainstorm a list of external developments that matter to* :

- *How water management decisions are taken* (Vertical Axis)*;*
- *How GWP operates* (Horizontal Axis)*;*
- *Both* (top right corner).

For each category, a Top 5 was provided. The resulting long list of external developments was then synthesised into the following:

External developments that influence how water management decisions are taken:	*External developments that influence both:*
- Environmental degradation - Water pollution - Infrastructure, investments - Financial flows - Demographic change - Urbanisation, migration, population growth - Legislation, policies	- Institutional reforms / changes - Climate change + natural disasters - Resilience + business continuity - International / National politics - Data + information technologies - Jobs - Behavioral change - Youth + water education

• Nationalism • Tourism	
	External developments that influence how GWP operates: • Changing communication + knowledge transfer • Education, culture, capacity building • Partnership • Nexus • Different funding models + competition

The long list of external developments identified is the following:

| *External developments that influence how water management decisions are taken*:	*External developments that influence both*:
• Population growth • Demographic changes • Urbanisation • Growing inequality • Financing • SDGs (Nexus of water goal and others) • Environmental degradation • Water pollution • Increase in energy and food demand • Loss of biodiversity • Unemployment, jobs • Data revolution • Climate change • Internal displacement • Changing political, cultural situation • Nationalism • Land grab • Legislation, policies • Energy production • Inequalities, marginalisations • Tourism • Infrastructure investment • Globalisation, trade	• SDG (global landscape) • International development agenda (SDG, Paris agreement, Sendai) • Gender • Institutional reforms (PSP, more water partnerships) • Response to emerging needs and themes • Population, migration, urbanisation • W-E-F Nexus • International and national politics • Data / information technologies • Cloud-based infrastructure • Migration • Population growth • Youth • More actors involved in ater resources management • Armed conflicts • Technology – digitalization • Resilience and business continuity • National development priorities • Change in consumption pattern • Climate change – natural disasters • Climate finance • Crowd-sources knowledge generation • Evolution in aid: decentralisation, climate finance • New legislation on water management • Behaviour change • Trade regimes • Disease breakout • Push for blended finance – private sector engagement
	External developments that influence how GWP operates: • Governance donor demands

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	- Change donor landscape - Different funding models (competition) - Decrease willingness to finance core - Declining ODA (financing for water) - Increase of competition for donor funds - More competition for GWP - Internal agreements - Shift to integrated approaches - Gender focus - Youth focus - Water education of future generations - Science and technology (non-conventional, dissemination, advocacy) - Education, culture, capacity building - Changing communication and knowledge transfer - Decentralisation of knowledge / information - Mobile-based story telling communications - Less need for a group identity for GWP in "new social media era" - SDG 6 / 17 - Institutions in IWRM space (e.g. UNICEF, IUCN) - Institutional issues (complementarity, competition - Government collaboration - Nexus - Private sector role - Strategies of regional commissions - Partnership - Water rationale political agenda - Transboundary

Aspirations for GWP 2030

After holding '*in suspension*' the various perspectives on (1) the 'organisational self' and on (2) external developments - thus creating a field of 'creative tension' - participants remained seated by Function and their imagination guided to project themselves some 10 years into the future… where a journalist asks…

Why the GWP has won the Stockholm Water Award ?

Each group was then also instructed to visualise their response. This resulted in a series of 'Strategic Thrusts' which were used as a basis for the generation of strategic options during the following day.
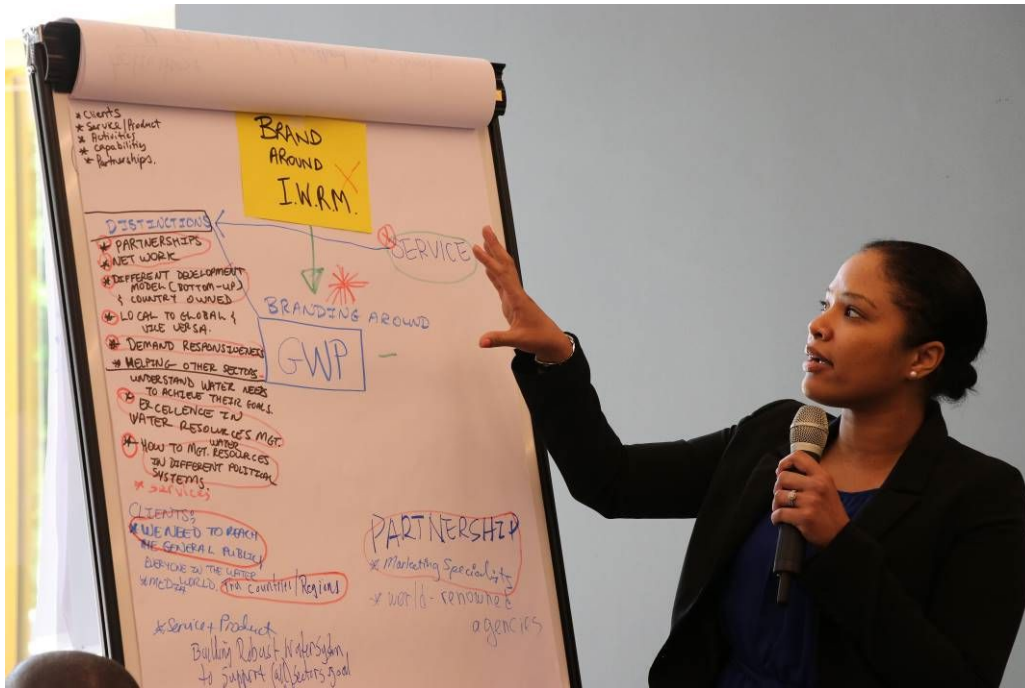
The detailed responses are provided below.

Function: Regional Coordinators 1 (Group 1)

0. Increased water related investments for adaptation to climate change
1. GWP raise the profile of water governance – recognised in COPs (IWRM been the best way to adaptation which unlocked finances from climate finance)
2. GWP unlocked investment
3. Effective collaboration platform (multistakeholders) for implementing solutions for sustainable water management
4. IWRM => SDG 6.5.1
5. Increase droughts and floods but less people were affected, increase drought and flood resilience because of IWRM
6. Much better water management including transboundary and development

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Function: Regional Coordinators 2 (Group 2)

GWP Certified – GWP Gold standard, water security index
Criteria: innovation and impact
- Circular economy at 80% of enterprises
- SDG 6.5 achieved 100% with GWP contribution
    - IWRM and transboundary – all transboundary basins and aquifers have cooperation mechanism due to GWP facilitation
- Water and peace
- Carbon emission
- CWPs in all countries globally fully recognized MSP on water
- GWP established water security index
- Global water security index – annual monitoring
- Education course on water virtual reality

Function: Chairs 1 (Group 3)

- We are the single largest water network for smart water management with 80 countries drivng the national water agenda which mean that the SDG 6 was achieved.
- 80 governments have identified us as the key partner in helping them achieve SDG 6 because

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we have 5,000 engaged partners.

- Thanks to us, SDG 6 was achieved
- We have many success stories to tell
- Impact of water-related disasters has reduced, water related investments are sustaining econic growth, rural water supply and sanitation has improved for all, thanks to GWP and CWPs especially
- GWP is a key player for nexus implementation in SDG agenda
- GWPs are driving water agenda in 80 countries.
- GWP introduced water diplomacy students

Function: Chairs 2 (Group 4)

- Contribute to achieving SDG 6++ (4, 5, 7, 17, …) – 6.4 ecosystems, 6.5 IWRM, 6.6
- Water value social, ecological, economic interrelations
- How? Catalyse movement => partners mobilizing champions
- What? Exemplified partnership
- Major transboundary agreement – use of technology

Championing mobilization of partnerships in order to achieve and sustain a water secure world (and SDG6) – transboundary, ecosystems, behavior change, nexus

Function: Communications 1 (Group 5)

- "WatSec" GWP App store
- The idea is that the network is generating knowledge based on best practice that is tuned into smart apps for different contexts/needs (such as water saving, water governance, water recycling, gender equality, irrigation, flood & drought, purification etc.). The apps also connect to people in the network (community of practice)
- The apps are following the concept EAST (Easy, Attractive, Social and Timely)
- The apps are then targeted to both decision makers/policy makers as well as practitioners (who also feed in to the knowledge generation/best practice – captured in the apps)
- The GWP Appstore (WatSec) will in this way influence a water secure world

Function: Communications 2 (Group 6)

The future is us
Award motivation => using innovation technology combined with live data, bring data to stakeholders. It's a smart watch, a future cooperation between GWP and Apple, NASA, LinkedIn, Facebook and Amazon. This watch is used also for early warning water related disasters for all users.
- Apple – watch (smart) – including apps
- NASA – data from satellites – live, early warning
- LinkedIn – expert pool
- Facebook – MSP platform
- Amazon – drone technology to deliver the water solution

Function: Finance (Group 7)

- We won the price because:
- Our vibrant network
- Major contribution towards implementation of SDG 6.5 consistance persistant to succeed the goal
- Major impact to behavioural change through active awareness raising

Function: Mix 1 (Group 8)

"According to the results indicated through our multi-faceted digital platform, IWRM implementation through GWP's and its 10,000 partners work reached 97% around the globe. Stakeholders involved in the participatory processes facilitated by IT technologies, indicated 100% satisfaction from all inclusive, equitable and gender balanced participation and empowerment to improve water management.
SDG implementation indices measured in 193 countries by the SDG app indicated 90% poverty alleviation, 95% increase in access to safe water and sanitation, while investments facilitated through creating a transparent and appropriate enabling environment, including also the private sector, has led to the creation of 1 billion jobs globally. We have not yet reached 100% but it's our mission to continue!"

Function: Mix 2 & 3 (Group 9/10)

- Natural disaster reduction in countries – policy and operational levels
- Publishing every year the water governance quality index
- Recognised as the IPCC for water resources
- Helped significant number of countries achieve SDGs
- 30 billion investment for SDG 6 leveraged and contribute to at least 5 million jobs for vulnerable youth and women
- "Water cities" demonstration including waste water re-use, water saving technology => best practice for water management

Additional points from Plenary

- Intermediate step needed when thinking about GWP positioning:
  GWP should position itself based on institutional reaction to external trends, rather than positioning itself directly in relation to external trends
- Risk in the lack of innovative and forward thinking

Day 2 – Strategy Going Forward

Whereas the first day was about immersing participants in the situation 'today', the second day focused more on a 'future outlook'. Both transformative and adjustment strategic options were generated and discussed, to be considered during the strategy development process, as possible parts of a pathway ahead.

Participants also expressed their preferences as to the nature of the strategy development process, their involvement and an initial sense of priority amongst the various strategic options.

The day was ended through a creative exercise where participants physically represented - in artistic ways (using 'Play-Doh') - what they believed to be essential characteristic features of their GWP of the future.

Open Space - Transformative Options

Based on work of Day 1 and additional identification in plenary, the following 9 Transformative Strategic Options were developed further (covering aspects such as: clients, offerings (products/services), activities, capabilities, partnerships, …):

- **PPP - Public Private Partnership**
- **Peace**
- **create pull**
- **Grow big**
- **IWRM product**
- **Tech coalition**
- **Know !**
- **Global eureka**
- **One health**

The detailed descriptions of these options are provided below.No group was formed around the 'JUMP ON TRAIN' option.

Strategic Thrust: **Public Private Partnership (PPP)**
Anchors: Diluka (SAS), Armand (WAF), Minh (CWP Vietnam)

Engage strategically with PPP advisors
- Neutral convening role
- Enough comfort
- Infrastructure investments
- Unlocked

Clients => leading to deliver large and small-scale infrastructure
1) Governments (Local/National)
   - Water
   - Energy
   - Agriculture
   - Planning
   - Health
   - Urban development

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2) Development Banks
        • National / Regional
        • Private banks
    3) Private sector
    4)
        • Water agencies
        • Water utilities
        • River Basin Organisations
        • Irrigation schemes

Service / Product
    1) Fundability dialogue
        • Small scale infrastructure
            o Innovative technology
            o Consultations
        • Large scale infrastructure
            o Developing MSP
            o Governance and transboundary water management
    2) Capturing and sharing knowledge on best practices – knowledge management
    3) Facilitating establishment of enabling environment (legal status)
    4) Identification and prioritisation of project investments
    5) Gender and youth mainstreaming / targeting – social evaluation
    6) Nexus
    7) Assistance for demo applications

Capabilities
    1) Need a flagship programme
    2) Do pilot programme / initiative & ? cases
    3) Investment planning capabilities
    4) Strategic partnerships with
        • Private sector
        • Development banks
        • Governments
        • Knowledge hubs - analysis

Strategic Thrust: **PEACE**
Anchors: Francois (GWPO), Dimitris (MED), Winnie (CAF), Camille (EAF), Watt (SEA)

Transboundary moto: water is a catalyst for cooperation

Clients
• Ultimately, the clients are the people.
• However, the main direct beneficiaries from the approach are stakeholders involved in a dialogue process through a multi stakeholders platform that has a convening power.
• Are also benefiting from the process: governments, civil society, academia, private sector and faith based communities.

Services - Products
• Organization of Platforms for dialogue through
    o IWRM collaboration, hydro-diplomacy, conflict resolution, exchange of information and technical data, case studies, support structuring needs as well as mediation services
• Training and awareness raising on
    o IWRM, involvement of all stakeholders including gender and youth
• Processes leading to agreements through
    o Joint fact finding, visioning, planning and project development.

Activities

1. Promotion of dialogue
- Identification and priorization of critical zones and issues at stake together with RWPs and who would be the stakeholders involved
- This will lead to define potential niche and pattners in order to start a political process.
- Participatory development of a Concept with clear objectives, targets and agreed with all partners of the initiative.
- Facilitate the development of multi-staholders platform for the starting of dialogues

2. Development of training tools and evets on participatory processes and IWRM

Capabilities
- GWP has a wide experience in developing MSPs
- Resources could come within the Transboundary Program and beyond with donors (SDC – SIDA) as well as UNECE, UNESCO, UNDP and faith based Communities (for example: The International Partnership on Religion and Sustainable Development)

Strategic Thrust: **CREATE PULL**
Anchors: Lal (SAS), Yumiko (GWPO), Alejandra (SAM), Sandra (GWPO), Jacques (GWPO), Josh (GWPO), Hycinth (CAF), Susanne (GWPO), Sidi (WAF), Corina (SAM)

It is a certification rather than an award: it is a process

Capabilities
- Resources
  - Money
  - People
- Stronger partners / Partnership
- Scientific / Technical know-how

Partnership
- CEO Water Mandate
- Alliance for Water Stewardship
- …

Clients
- Countries
- River Basins
- Municipalities / councils / local governments
- Private sector

Service / product
Global Water Security Index "IWRM" => GWP "IWRM" Certification

Activities
1) Build the metrics for auditing
2) Create / establish coalition
3) Prepare and publish a baseline
4) Establish / recruit a network of auditors (experts/institutions)
5) Fundraise / marketing
6) Create a certification BOARD

Strategic Thrust: **GROW BIG**

Anchors: Michael (MED), Julienne (GWPO), Konstantina (MED)

Clients
- Countries / Government / Youth / Civil Society
- Local authorities
- Donors
- Private sector
- GWP Partners

- Indirect:
  - UN Agencies
  - RECs
  - RBNOs

Service / Product
- Capacity building
- Technical Assistance (demand growing currently)
- SH engagement – consultation
- Strengthen institutional setting
- Demonstrate solutions
- Awareness raising
- Ad-hoc MSPs

Activities (timeline)
1) New narrative (accent on improvement of people's lives)
2) Increase GWP capacity (or tap more in existing capacity)
3) Explore partners potential
4) Engage more with political decision-makers
5) Align with national priorities & global targets
6) Invest in fundraising (with new narrative "it should be easier"
7) Bring in technical capacity
8) Demonstrate solutions (demand growing currently)
9) Investments potential

Capabilities
- Convening capacity
- Technical capacity
- Brokering
- Communication improvement (to reach donors)
- Innovative tools – utilise technology advancements

Partnerships
- Generate resources and innovative solutions
  - Substancial people / substance / wherence partnership and priorities
  - Capacity increase
  - Water security => NCWR
- Mobilise partners (?)
  - Indicators of performance
  - Need: how to build robust water-sharing mechanisms
  - Geographical scope – link global-regional-national-local

⇨ "Grow big" goes back to the basics and foundations of what we do
⇨ It is about changing the narrative to present who we are and what we do
⇨ Building on what we already have

Strategic Thrust: **IWRM PRODUCT**
Anchors: Martin (GWPO), Ligia (CAF), Yilin (CHI), Trevor (CAR), Lam (SAS), Monika E. (GWPO)

IWRM => Water Cloud for Water Security
Operationalise IWRM => data water cloud (need curators) – apps translated in different languages

People ⇔ Information => Decision-makers and users

Partners: Used to maintain cloud and apps: CSR, Apple, Google, NGOs, Melinda Gates
Knowledge: Apps – irrigation, sanitation, IWRM, …
Services: regional, country => data => link to certification group for data validation
Partnerhsip: network facilitators
- CWP
- Partners
- For profit – CSR (e.g. pumping companies)
- NGOs
- Universities

Clients: users / countries / IT
- Feed information – anonymous reporting
- Read information
    - Municipalities
    - Farmers
    - Surveyors
    - Water treatment plant operators
    - Meteorologists
    - Decision-makers

Strategic Thrust: **TECH COALITION**
Anchors: Aldo (SAM)

- Existing gap data – engineers => produce citizens' science and be closer to decision-makers processes
- Tech coalition relies on citizens science, provides quick answers for decision-makers
- Joint venture with Google, Apple, IBM, etc.

Clients: communities / citizens (e.g. Laos, Brasil etc.)

Service / product:
- Efficiency / consumption
- Health / quality
- Source of water

Product:
- Smart watch/phone/device
- Data-based iCloud
- To update your products, to reuse everything

Activity:
Data collection [e.g. water quantity / quality locally]
Device update / new device / citizen update

Capability:
Partnership with specific tech partners

Partnership:

- Private
- NGOs
- Health org.
- Education institutions
- Etc.

Strategic Thrust: **KNOW !**
Anchors: Danka (TEC), Richard (CEE), Edgar (CAM), Alena

Focus:
- Knowledge products and specialised platforms to share them
- Standardised IWRM process

Clients: Governments
Secondary financial institutions

Service / Products:
1)
- Knowledge products
- Water security index
- SDG 6.5.1
- Indicators of IWRM implementation
- Database of IWRM
2) Platform useful for governments

Activities:
- Long-term programs to apply methodologies at national level (SDG 6.5.)
- Technical studies
- Workshops, training, summer school (capacity building)
- Data collection / reporting
- Media coverage

Capabilities:
- Technical expertise working in coordinated way
- Young professional mobilisation
- Money

Partnerships:
- Academia
- RBOs
- Municipalities
- Industry (water users)

Strategic Thrust: **GLOBAL EUREKA**
Anchors: Fabiola (CAM)

Focus:
- Revitalise IWRM brand within climate (UNFCCC) – strengthening climate change rationale for water/IWRM in adaptation (in mitigation it is clear) – WASH, urban, irrigation etc.
- Mainstream IWRM within climate finance, contributing to SDG implementation
- Influence water and adaptation plans
- Support proposal development
- Strengthening M&E mechanisms that include water, adaptation and mitigation options

Activities:
- Analytical product/method for climate rationale for water
- Clarify / motivate
- Investment need for IWRM
- Link climate + water agenda / communities

  ⇨ Mainstream gender and youth
  ⇨ Disaster Risk Management

- Aggregate data on IWRM needs – impacts related to climate change
  ⇨ Present available vs. future demands
  ⇨ Pilot projects

Capabilities :
- Expertise
- Strong + relevant national partners (capabilities are strong within GWP, but can be improved)

Partnerships :
- WMO – IPCC
- NDC Partnership
- UNDP / FAO / UNEP
- GCF accredited entities (national, global)
- Multilateral Development Banks
- Regional Economic Commissions
- River Basin Organisations

Strategic Thrust: **ONE HEALTH**
Anchors: Yota (MED), Fany (SAS), Sara (GWPO)

Health at the center of human, environmental and animal interrelations through water
A water secure wirld with a water healthy world
A more innovative and holistic 2030

Human ⇔ Animal:
- Issue: water-borne diseases
- Action: sanitation

Animal ⇔ Environmental
- Issue: waste & biodiversity loss
- Actions: recycling and reuse

Environmental ⇔ Human
- Issue: natural disasters
- Actions : storm water, rainwater, resilience

Areas of work:
- Solid waste ban and credit (practical example provided by Fany – credit reimbursed with waste)
- Ecosystem services
- Styrofoam recycling

Clients:
- Government

- Industries
- Communities

Service: integrated programme
Activity: address one health
Capability: network and expertise
Partnership: (health professionals to be brought in)
- International organisations
- Biotec companies
- Environmental services NGOs
- Climate change partnership
- Alliance water stewardship

Strategic Thrust: **JUMP ON TRAIN**
Anchors: no group formed

(null)

Strategic Thrust: **PLENARY**

- **Fany (SEA)** : would a shift scare donors? Would it mean that we think that what we are currently doing is not right? Will donors not recognize us anymore?

- **Michael (MED)**: we have not been heard for years. We need to be based on what we do, *not* statistics or numbers. What we have achieved is what we have to present. The Strategy should follow the foundations of what we are: build on our foundations. Regions can have different formats. We need to combine ideas to add to areas where we have excellence. Need to work with the gold we have, not the dreams of future that are really nightmares. We need to work with the *people* who are doing the work, not just for a number of partners. "We have gold in our hands and we are looking for copper".

- **Watt (SEA)**: The Strategy has to link with implementation => bring Stratgy to the country-level. Peace is an important focus.

- **Alex (SAF)**: we have core activities at the center, then agenda-setting and transformational (high risk) activities (drawing impact - influence). We can't lose the core, but it is boring and we can't be limited by it. If we stick to core activities, GWP will get stuck and become a follower organization. AIP is transformational.

- **Vangelis (MED)**: the success of a strategy depends on its workplan/programme. How do we make implementation more successful? We are not unique and I am okay with that – we have distinction but we need more volume of work and to still deliver excellence and innovation (not just tech innovation but policy/process innovations).

- **Tomasz (CEE)**: The "create pull" thrust is not as far as it seems from our core business: support for it – great potential. Bring water security at the basin level => IWRM. At basin level, you can make investments and improve people's lives.

- **Monika WF (GWPO)**: 1-2 of the other strategic pushes can not only intersect with one another, but can feed the Grow Big thrust.

- **Trevor (CAR)**: partnership is everything – I was worried we were not being called in as a partner on key issues – we need to keep partnering.

Open Space - Adjustment Options

Equally based on work of Day 1 and additional identification in plenary, there was high energy to further develop the following 8 Adjustment Strategic Options:

- **Communities of practice**
- **Innovation, technology & research**
- **Manage partner base**
- **One gwp**
- **Business model for gwp at large**
- **Generate income, fundraising for income**
- **Brand around iwrm**
- **Private sector**

More detailed descriptions of these options are provided below:

Adjustment Strategic Option: **COMMUNITIES OF PRACTICE**
Anchors: Julienne (GWPO)

Communities of practice => low-investment area and a way to revitalize the partnership, provide a service to our partners and strengthen external alliances

Partnerships and key allies:
- Thought leaders on themes
- Existing communities of practice of professionals (e.g. Water network, IAHS, IWRA)

Topics:
- Flood and drought
- Transboundary
- Youth
- Gender
- (Migration)

Clients:

- Partners
- Staff

Service/product/business process: incentives and visibility needed
- Development of joint knowledge product based on existing knowledge
- Events/sessions together at forums / TEDx talks
- Webinars
- People share their experience + updates
- Guests (experts) come to discuss
- Reach out to key strategic allies on these themes

Activities
- Announce issues/themes
- Reach out to some experts/allies
- Look at existing communities of practice and 6am (World Bank)
- Start from IWRM Toolbox and build from it
- Communcation tool? / Mailing list / Newsletter / Yammer / Meetings (virtual)
- Facebook / LinkedIn / Whatsapp

Capabilities
- 1 manager for each community (or 2-persons team)
- Time commitment (1-2 weeks?)

Adjustment Strategic Option: **INNOVATION, TECHNOLOGY & RESEARCH**
Anchors: Susanne (GWPO)

Internal - Services / product
- Common / one reporting system for narrative and financial reporting, make communications with donors faster and easier
- Common document management / knowledge management

External – Knowledge (easily accessible)
- Online courses on IWRM
- Custom-made webinars
- Online depository that can generate other products / reports

Solutions:
- Innovative applications, e.g.:
- ICT (irrigation, drought, early warning)
- IoT
- Smart systems (Rainwater harvesting, stormwater, reuse, etc.)
- Technologically advanced solutions (e.g. "Water machines, blue and green infrastructires")

Communication:
- Online communities
- Social media engagement
- More visuals
- E-learning

Tools:
- Serious games
- Living labs

Adjustment Strategic Option: **MANAGE PARTNER BASE**
Anchors: Steven (GWPO)

- Provide clear roles when they sign up
- Give opportunity to present
- Keep them involved, hooked
- Rotating hosting of GWP meetings
- No action / no response – re-consider partner / partner out
- Number does not matter – policy
    - ⇨ Improve quality, engagement
- Approval process of partners
    - ⇨ More delegated to CWPs
- Clarify mission for MSP
    - ⇨ Only seed fund
    - ⇨ Any bigger?
- Incentive – clarify
- Money
- Recognition
- Action together
- Improve communication
- Benefits of key partners more clear
    - ⇨ "proud"
- Approach strategic partners

Adjustment Strategic Option: **ONE GWP**
Anchors: Hycinth (CAF)

Unique systems and mechanisms for all GWP

Client:
- GWPO
- RWPs
- CWPs
- AWPs

Services:
- Statutes
- Conditions of Accreditation
- Financial guidelines
- Mutual support

Focus of uniformity:
- Administrative, structural, financial systems and procedures (link with Host Institution)
- Branding
- Learning and knowledge
- Programming => vision, strategic issues

Adjustment Strategic Option: **BUSINESS MODEL FOR GWP AT LARGE**
Anchors: Richard (CEE)

Needs:
- Reflect projects / programmes
- Strategy alignement

- Political processes / create
- Fit for purpose: core and outer layers

Change:
- From volunteer hope => business (volunteer creates frustration)
- Project based "CWPs"
- Do we need CWPs? Project offices? Countries offices?

Partnerships: active partners

Clients:
- Partners
- Donors

Capabilities:
- Hosting vs. self hosting, legal + costs
- Water-related expertise + management
- Scenario analysis
- What kind of knowledge is needed? For which services? Technological, managerial?

Adjustment Strategic Option: **GENERATE INCOME, FUNDRAISING FOR INCOME**
Anchors: Nicolas (GWPO)

Core: (rule of 80%-20%)
- Financing partners ++
- Emerging, oriented, countries:
  - Australia
  - Canada
  - Korea
  - Arab/ Gulf countries

Designated (clients):
- Private sector
- Foundations
- Multilateral Development Banks
- Climate finance
- UN- IGOs (UNDP, GEF, EU) => project-oriented

Services / products / Activities: need to expand some of the current activities and others require a change of narrative (e.g. climate finance)
- Existing
- IWRM application
- Projects / programmes
- Demonstration projects
- Youth

Capabilities:
- Water sensitization for investment projects (water adaptation)
- Value proposition – Comms

New:
- Serious board games for government, utilities, civil society organisations
- Environmental education material for WRM
- Training courses for private sector => employee engagement and CSR for mindset change
- Membership fees offering for Government and private sector

Adjustment Strategic Option: **Brand around IWRM**
Anchors: Winnie (CAF)

Changing IWRM branding towards GWP (IWRM within GWP)

Service – distinctions:
- Partnerships
- Networks
- Different development model (Bottom-up, country-owned)
- Local to global and vice-versa
- Demand responsiveness
- Helping other sectors understanding water needs to achieve their goals
- Excellence in water resources management
- How to manage water resources in different political systems

Clients:
- We need to reach the general public
- Everyone in the water world
- Media

Service + product:
Building robust water system to support all sectors goals

Partnership:
- Marketing specialists
- World-renowned agencies

GWP brand: voice for managing and sharing water throughout the world

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Adjustment Strategic Option: **PRIVATE SECTOR**
Anchors: Trevor (CAR), Aldo (SAM), Fabiola (CAM), Alex (SAF)

Clients:
- WBCSD
- Pellagio
- World Economic Forum
- Blue Economic Forum
- Energy => trade and innovation
- Investment secure
- Agricultural industry
- Water utility
- Aquaculture industry
- Mining industry

Services:
- Methods to reduce water use => risk
- Private policies on wter efficiency
- Water reduce / reuse / plan / treat
- Introduce technology water efficiency
- Water merkets new!!
- Certification water efficiency
- MSP / Water policies

Capabilities:

- Water engineering
- Chemical engineering
- Funding
- Joint ventures

Strategy Process

Informed by the strategic conversations and emerging insights from the past 1,5 day, a group conversation was then held with respect to the strategy development process ahead. Participants made several suggestions concerning ways of engaging the organisation (who & how), possible inputs/contributions to the process, time horizon, report format & length and ways of giving more visibility to the GWP strategy.

- **Fany (SEA)**: The business model determines who are your clients, how you channel and maintain relationships => need supporting activity
- **Oyun (GWPO):** In relation to the Regional Chairs discussion, the need to exchange more ideas was highlighted
- **Jozsef (CWP Hungary)**: gave historical perspective on where we were in 2014: 9 regions, etc and highlighted the need to build on lessons learned (learned by documenting the process)
- **Francois (GWPO)**: webinars to reach out to the 3000 and keep partners kicking – foster the online community. Look at other networks e.g. IWA
- **Monika WF (GWPO)**: the network owns us – even if you say they are just email addresses, they must approve the strategy. Network meeting modality idea: Follow the Sun. Each region would invite 30-50 people.
- **Fabiola (CAM)**: last time, the strategy was brought to a regional workshop that was also used to prepare the programme
- **Michael (MED)**: don't raise expectations and not follow through. Don't want to hear lots of input and then not use it. Suggestion: core orgs can input earlier into the strategy, then consult with partners with something more developed. (MWF: yes, don't ask for input unless you are prepared to act on it)
- **Monika WF (GWPO)**: any evaluations to add to the list of inputs?
  - **Yilin (CHI)**: we have an analysis of CHI comms materials (evaluation on dissemination and workshops satisfaction survey)
  - **Alex (SAF)**: include analysis of GWP's positioning in the global agenda
  - **Watt (SEA):** Achievements analysis
  - **Francois (GWPO):** Potential coalitions
  - **Michael (MED):** identify other SDG areas where orgs need alies, eg. Agriculture, Energy
  - **Fany (SEA):** Do we have an evaluation of other organisations about us? (e.g. APWF)
  - **Frederik (GWPO):** Joint external eval with WMO, as well as Global Framework for Climate Services
- **Monika WF (GWPO)**: invite anyone interested in writing strategies to join the team. Suggest: 15 pages, 1 per region and 2 global?
  - **Oyun (GWPO)**: People read max. 5 pages
  - **Danka (TEC)**: 10 pages ok. Suggests to organize by topic, not region (MWF: good to note, but also need to capture the excitement around regional perspectives)
  - **Vangelis (MED)**: 10 pages for global themes, ½ page per region.

It must be implementable, and a real registry of the programme we have running regionally and globally, otherwise it will remain unaccomplished. Global strategy has to unite us all, then regions develop their own.

- o **Francois (GWPO)**: QR code on business card

- **Monika WF (GWPO)**: 5 year or 10 year strategy?
    - o **Yotta (MED)**: 10 year landmark, with room to adjust (the Strategy should capture changes)
    - o **Vangelis (MED)**: 5+5 = 10. We should not align directly with 2030
    - o **Jozsef (CWP Hungary)**: longer period allows you to have 2 smaller action plans
    - o **Alex (SAF):** we should benchmark with the SDGs => sends the signal
    - o **Michael (MED)**: 10 year, with a 5 year review (general support for this)
    - o **Oyun (GWPO)**: strategy *towards* 2030 (alignement with global processes, but only 5 years.
    - o **Lam (SAS)**: 10 with 5 year work programmes
- **Global or regional?**
    - o We need to be global and speak as one GWP (not just Stockholm)
      e.g. Coca Cola tastes the same all over the world, with local adjustments
    - o Voting (hands raised): majority for global/unifying
- **Monika WF (GWPO)**: will give partners the strategy in fairly final form
  and ask them how they will operationalize it
- **How to involve TEC?**
    - o **Jerry (TEC)**: should be involved from the start, including regional TEC
    - o How to involve regional TECs?
        - ▪ Jerry: 1-2 global TEC people communicate with regional TECs (Hycinth agrees) – ad-hoc expertise group involvement convened by TEC
        - ▪ TO DO: send mailing list of all regional REC members to Danka
    - o **Armand (WAF):** can use WAF TEC to take stock of work on WAF current strategy and involved in identifying key issues to be considered in the Strategy => they can comment on drafts, communication channeled through global TEC
    - o **Jerry (TEC):** this strategy exercise will help TEC and strengthen connections with Regional TECs
    - o **Trevor (CAR):** TEC involvement as early as possible, with a couple of touch points on drafts to comment
    - o **Yilin (CHI):** long-list of TEC in China – keeping a list of experts to mobilise depending on the project (Monika WF: the region to decide who should be involved in this process)
- **Monika WF (GWPO)**: we need help with knowing the key *regional* partners who need to be part of the process. Each region should know 4-5.
- **Fany (SEA)**: a question - if we didn't have 3000 partners, could we still work? Monika WF: legally we can still work with no partners, but pragmatically we need to work with them and we must consult them for strategy. Regions can also consult key partners in a different way, as well as non-partners.
    - o **Richard (CEE)**: let's consult strategic well-known partners, as well as non-partners beyond the water box. We should manage the expectations to work with comments. What if 40% provide active comments?
- **Yilin (CHI)**: consult potential donors? Monika WF: yes.

Images of the future GWP

Inspired now, by the strategic conversations and emerging insights from the past 1,5 day, participants were assembled per region and (t)asked to

build a (3D) Visualisation of GWP 10 years from now,

which might illlustrate and/or contain elements of our aspirations, our identity today, major external developments, distinctive assets, problems we are seeking to solve or any other particular traits they saw part of the(ir) future GWP.

The creative juices flowed and a series of meaningful and arty-crafty representations were built with Play-Doh (images available). The plenary conversation around each of these collectively created masterpieces yielded insight into what participants saw as important characteristic features of the future GWP. These are listed below.

- **Overall themes**
  - Connecting
  - Diversity
  - Resources
  - Ecosystem
  - Love
  - Peace
  - GWP letters

- **CAM & SAM**

- o Healthy ecosystems and basins => GWP made it possible
- o Agriculture, healthy cities
- o GWP has same mission as before, but perhaps different ways to get there
- **CAF**
  - o Love: IWRM (heart) and partnership
  - o Men and women partners of GWP
  - o Water secure world through technology
- **EAF & SAF**
  - o GWP and IWRM: lake with buffer zones, healthy environments, forest
  - o Different industries
  - o Investment in infrastructure
- **CACENA**
  - o Genius in simplicity
  - o Diversity (culture, language)
  - o Earth water
  - o GWPs convening power: everyone around one table to find solutions
  - o Difference based on strategic discussion: GWP recognized globally, finds solutions locally
- **GWPO**
  - o Network - linkages with partners
  - o Big pot of services
  - o Partners, values (heart)
  - o Resources incl. bitcoin
  - o Women, youth
  - o Circular economy, turning waste to gold
  - o Difference: multiple points of value and services
  - o Climate change uncertainty - GWP found the way to deal with it

- **WAF**
  - o Key player for SDG 6 implementation
  - o Influence investments in water
  - o Sustainable infrastructure
  - o GWP connects partners and key sectors; contribution in building a sustainable world
  - o Difference: we are more convinced we're on the right track
- **CEE**
  - o 2 bridges, 3 seas
  - o Landscape and nature-based solutions
  - o Boat with people => cooperation, other species
- **CAR & SEA**
  - o Network
  - o Water storage, landscape, house, renewable energy, healthy families
  - o Heart
  - o Difference: GWP apps
- **SAS & CHI**
  - o Human systems => fully functioning organization
  - o GWP as one
- **MED**
  - o Brings partners, themes, sectors together
  - o Allowing all flowers to grow in a structured way
  - o Unity in diversity
  - o All connected

Closing Session - 1 word expressing how I feel now

Finally, all participants stood in a circle, saying just one word to express what they felt in the closing moment of the two-day strategy session, whilst the microphone ('talking stick') was passed around. The participants' words are listed below.

Heart	Better	Positive	Exciting
Innovation	Realistic	Family	Promise
Understanding	Create	Optimization	Let's do it
Power	Team	Productive	Yes we can
Work together	Funding	Diversity	Success
Engagement	Technology	Value	Healthy
Partnership	Sharing	Mobile	Synthesis
Collaboration	Activity	Passion	Meaningful
Be the change	Realistic	Openness	Global
Innovation	Bored	Focus	Youthful
Green	Creative	Visible	Woman
Engagement	Robust	Digital	Inclusion
Agility	Solidarity	Ecosystems	Together
Sustainability	Creative	Flexible	Participation
Concept	Honest	Choice	Commitment
Investments		Integrity	