

Workplan 2021

Summary

Implementing the Strategy

December 2020

VOLUME 1



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Introduction

The 2021 GWP Annual Workplan was developed through a process of consultation within the 13 Regional Water Partnerships (RWPs) and GWPO.

This workplan is based on the results framework underlying the GWP Strategy 2020-2025. The annual workplan is situated in the context of the GWP Business Plan 2020-2022 which forms the first phase of the Strategy.

The scope of work contained in the 2021 workplan describes the activities and the results to be executed by the various entities in the GWP Network, carried out through routine support activities and functions, as well as specific projects and programmes. The required human and financial resources are also defined.

Guiding the process is a *Work Programme Management Manual* – first drafted in 2012 and further developed in 2019 to support the evolving programme management requirements. The *Manual* summarises all planning and reporting requirements identifying synergies and simplifications where possible and has been positively received across the Network.

The 2021 Workplan is presented in 3 volumes:

- Volume 1: Summary (this document) which is supported by two companion documents:
- Volume 2: GWPO workplan and budget 2021 (detailed workplan for the GWPO secretariat and related budgets)
- Volume 3: GWP Regions Workplan 2021 (13 summaries)

An *Annual Progress Review for 2020* has been prepared and issued as a separate document available in parallel and providing the background context.

This document contains Volume 1 of the 2021 Workplan. It is structured as follows:

- Part 1 is an **overview** of the 2021 Workplan. It gives pointers on the different agendas to be addressed in 2021 including examples of anticipated high-level results (water governance outcomes) for the coming year and an estimate of the overall budget required.
- Part 2 summarises the sets of activities planned under the **three anchor areas** as outlined in the GWP Strategy 2020-25 (*Water solutions for the SDGs, Climate resilience, and Transboundary water cooperation*) and a **network strengthening** component, including knowledge and learning.
- Part 3 presents a detailed description of the 2021 workplan **budget**.
- Part 4 provides the **quantified targets for 2021** set by the organisation as a whole against the indicators in the GWP logframe.

1. Overview

The 2020-2025 GWP Strategy and its corresponding three-year Business Plan (2020-2022) provide the reference framework according to which the 2021 Workplan has been designed. The workplan describes in more detail how GWP intends to translate the Business Plan aspirations into concrete activities during 2021.

1.1. Key pointers

2021 marks the second year of implementation of GWPs 2020-2025 strategy “Mobilizing for a Water Secure World”. As the world considers how to build back better in terms of health, resilience and environmental and socio-economic development, post global Covid-19 pandemic, we cannot forget that water is a finite and fragile source of life under immense global stress, and that the urgency for clean water for everyone is the foundation for a continue global sustainable transformation. GWPs value proposition - our “global-to-regional-to-national-to local” network – to drive cohesion in the global water development narrative, catalyse finance, political energy and effective integrated policy and financial planning in supporting good water management have a key– and perhaps even more – relevant value in a post Covid 19 recovery period which will demand an increased culture of preparedness and long-term resilience.

The 2021 work plan is an ambitious way forward in an increasingly complex and unpredictable world, ensuring focus on delivering the 2020-2025 strategy and GWP Business plan 2020-2022. We are also bringing the learnings from the year 2020 onboard, adapting flexibly our programmes and projects to the Covid-19 situation – a situation which may be with us to a large extent also in 2021. To build this flexibility, we have made sure to carefully assess our activities and outputs as we are gearing up for another challenging year. This includes preparing to navigate a complex donor landscape with an ever-increasing competition for funding and with many activities potentially moving from physical workshops and meetings to a virtual delivery model. Despite these challenges, we are more committed than ever to deliver the GWP 2020 – 2025 strategy, and we remain agile and innovative to adapt our core functions and impacts, while closely tracking global development and mitigating risks.

In our budget and workplan for 2021, we have reduced our travel costs (global) considerably at GWPO and we are also providing additional support to our Regions and countries to further strengthen our delivery capacity on the ground. The 2021 work plan includes: increased investments in (virtual) learning delivery capacities, enhanced support to Country Water partnerships as part of the StRONG programme, stepping up our collaboration with partners and also the revamping GWPs IWRM Toolbox.

With having stepped up efforts for Partnerships and Resource Mobilization (PRM), including a PRM strategy with actions aligned to the GWP Business Plan period 2020-2022, the financial outlook for this period is positive, covering above 90% of the financial target for the period. While we do have this positive forecast until the end of 2022, we do anticipate that to finance the second part of the GWP strategy and Business Plan period 2023-2025 will present major challenges and we will therefore focus, alongside programmatic efforts within our core thematic- as well as cross-cutting areas, to work proactively and strategically on high value opportunities, developing and implementing a Global Engagement Plan (GEP) that can make GWPs global positioning and outreach more effective. The GEP will convene global processes and partners in a joint global water and water-nexus development narrative, bring examples of bright spots and to mobilize financial

commitments long-term and bring a sense of urgency and greater cohesion to this fragmented development segment.

Finally, the year 2021 marks the 25th Anniversary of GWP which is a rare opportunity to use GWP's success, values, and strengths and to give context to our current achievements and strategies for the future, in close collaboration to GWP's global donor and partner network.

Budget for the 2021 Workplan

The 2021 GWPO budget comprises a basket funding of approximately **10.04M**. A detailed view of this budget per expenditures is provided further below.

In addition to the 10.04M basket funding, 3.82M of designated programmes are being managed from GWPO (e.g. GCF Zambia, 873k), giving a total of approximately **13.85M**.

The total budget of the GWP system includes Locally Raised Funds which are managed via Regional Water Partnerships (RWPs) and Country Water Partnerships (CWPs).

1.2. Expected high-level results in 2021

GWP posits that the achievement of water security is dependent on an integrated approach to water management best achieved through good governance. The GWP Theory of Change is constructed according to the notion that improved governance relies on changing the behaviour of key stakeholders. It notes that the attention and engagement of those stakeholders – needed to move ahead in improving policies, laws, institutions, management instruments and financial space for water management – is best captured in the context of overarching and global policy frameworks in development that are currently underway and have garnered commitments, financing, and broad coalitions.

The implementation of activities and outputs are targeted at specific stakeholders within and beyond the water sector who are in a position to exert influence over the development of governance outcomes such as national policies, new legislation, development strategies, investment plans, institutional reform, etc. These are the high-level results which will lead to tangible progress towards the achievement of water security (impact).

With the adoption of the IWRM indicator for SDG 6.5¹, which is fully aligned to GWP's own IWRM classification framework, it is possible to link GWP's outcome level results directly to the achievement of the SDGs. This means that each GWP outcome can now be categorised according to which SDG 6.5.1 sub-indicator it is moving the needle on. This is important as it allows GWP to connect its high-level results to an internationally adopted IWRM framework while maintaining the integrity of its own results classification structure. See the *2020 GWP Annual Progress Review* for more information on the link between GWP's recorded outcomes and the monitoring framework set up to observe progress in IWRM implementation as formally measured under the SDGs.

¹ Sustainable Development Goal Indicator 6.5.1 on IWRM

A number of key water governance outcomes to which GWP's work contributed are expected to materialise in 2021. These include the following (illustrations only):

At the transboundary level:

- Financing strategy for the Buzi, Pungwe, and Save river basins shared by Zimbabwe and Mozambique
- Ratification of the international convention on transboundary waters in Gambia, Burkina Faso, and Niger

At the national level:

- Fifth Southern African Development Community (SADC) Regional Strategic Action Plan
- Water policies in Honduras, Mali, and Republic of the Congo

At the sub-national level:

- Preparation of local Action Plans to address the challenges identified through the monitoring of SDG indicator 6.5.1 at municipal level in Honduras and Nicaragua.
- Investments for climate resilient development in the Lac Nokoué - Lagune de Porto Novo complex in Benin

It should be noted that the anticipated outcomes are typically the result of medium- to long-term processes which GWP may have been supporting for several years. As such it would be wrong to conclude that the 2021 workplan is designed to achieve the anticipated outcomes listed above (although for certain activities this may be the case). The reality is that most of the workplan content is contributing to processes which are not expected to come to fruition as tangible governance outcomes until 2022 and beyond.

2. GWP Workplan 2021 – Activities and outputs

As described above, the governance change sought through GWP's work and particularly the impact that this ultimately achieves is a long-term process that may take several years to develop and come to fruition. The 3-year Work Programmes for 2020-2022 developed by the 13 GWP regions and GWPO (summarised in the GWP Business Plan 2020-2022) form the implementation framework for the development of annual workplans for each GWP entity at the global, regional, and national levels. The detailed activities defined in the 2021 workplan have been identified in the context of this medium-term planning framework.

The 2021 GWP workplan is structured according to the **three anchor areas** as outlined in the GWP Strategy 2020-25 (*Water solutions for the SDGs, Climate resilience, and Transboundary water cooperation*) and a fourth anchoring area designed as a set of programs for Strengthening Regional Operations and Network Growth (StRONG) – an area around which the workplan is focusing much of GWP's efforts in knowledge and learning.

This section provides a summary of the main groups of activities and initiatives budgeted for by the 13 GWP regions and GWPO in the 2021 workplan under these broad headings. The full GWPO 2021 workplan can be found in *Volume 2* and a summary of all regional workplans is compiled in *Volume 3*.

2.1. Water solutions for the Sustainable Development Goals

Water solutions for the Sustainable Development Goals (SDG) Programmes are supporting countries to accelerate the implementation of IWRM as a necessary means of achieving their water-related SDG targets and goals. Due to its cross-cutting nature, water plays a key role in the linkages between SDGs, nearly all of which have water-related dimensions. The cross-sectoral nature of water lies at the heart of IWRM, and is captured in SDG target 6.5². For this reason, SDG 6.5 is a key entry point through which to advance SDG 6, other water-related goals, and targets, and the 2030 Agenda more broadly.

SDG target 6.5 provides GWP with the optimal entry point through which to promote the application of IWRM principles within national development processes and investments. Accordingly, the monitoring of SDG indicator 6.5.1 which assesses the degree of IWRM implementation is a tangible basis for dialogue to prioritise and formulate responses to broader water and development challenges. 2020 saw the latest round of indicator 6.5.1 reporting with 61 countries supported by GWP to update their baseline scores and it is the priority areas and governance shortfalls identified through this reporting process that will provide context for much of GWP's work on the SDGs in 2021.

The updated country assessments of SDG indicator 6.5.1 are particularly relevant for the continued implementation of the SDG 6 IWRM Support Programme (SDG 6-SP). Coordinated by GWP under the guidance of UN Environment (UNEP) in close collaboration with UNEP-DHI Centre and Cap-Net UNDP, the Support Programme brings together a unique blend of partners in each country, representing governments, civil society, academia and the private sector, in the spirit of SDG 17 on Partnerships for the Goals. The overall goal of the programme is to use the national self-assessments as the basis to develop plans to strengthen water governance thereby addressing broader sustainable development targets. The SDG 6-SP leverages GWP's role as a convenor within and beyond the water sector to assist governments in designing and implementing country-led responses in line with the 6.5.1 assessment, the monitoring of other water-related SDG targets and goals, and the national development objectives and priorities more broadly.

The SDG 6-SP is structured according to the following three stages:

Stage 1 workshops and stakeholder consultations – **Identifying challenges** through SDG 6.5.1 monitoring results and related assessments

² Target 6.5 – Water resources management: *“By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate”*

Stage 2 workshops and support to planning processes – **Formulating responses** in the form of action plans, project documents or similar

Stage 3 support to identified initiatives – **Implementing solutions** that improve IWRM as a contribution to other water-related SDGs

Tangible examples of planned activities under the above stages in 2021 include:

- **Central America:** Preparation and launch of a regional situational analysis on the implementation of SDG 6.5.1 in Central America, including the facilitation of a regional exchange around opportunities and challenges.
- **India:** Mapping the mainstreaming of IWRM as measured through SDG 6.5.1 in the state of Uttar Pradesh in the context of new institutional arrangements and regulatory instruments. The work will involve the development of a status paper and the organisation of a consultation process.
- **Bolivia:** Collaboration with GIZ to support to the government of Bolivia to improve the National Plan of Basins 2021-2025, using an adaptation of the SDG methodology.
- **Africa:** Support through the SDG 6-SP to the development of IWRM Action Plans in Guinea, Kenya, Sudan, Somalia, Rwanda, Uganda, Botswana, and Tanzania, and IWRM roadmaps in Burkina Faso, Ghana, Mali, Senegal, and Niger
- **Global:** Launch of the IWRM Investment Hub to promote and raise funding for the actions included in the national IWRM Action Plans supported through the SDG 6-SP

SDG target 6.5 on implementing IWRM is naturally cross-sectoral in nature and thus provides connections to mandated institutions in a range of sectors that depend upon and/or impact on water resources. As a result, a number of other thematic entry points covered by the GWP work programmes are organised for planning purposes under the *Water solutions for the SDGs* anchor area. These include the Water-Energy-Food Nexus, urban resilience, youth engagement, private sector engagement, and the GWP valuing water initiative. Planning this work conceptually in relation to the SDGs ensures that the diversity of agendas across the network are coherently accommodated under a common framework, including efforts to engage different stakeholder groups, such as youth and the private sector.

Water-Energy-Food-Environment Nexus

GWP's work on the *water, energy, food, and ecosystems nexus* is founded on the organisation's track record of working with agricultural, environmental and energy partners through cross-sectoral projects and initiatives. This experience has positioned GWP as a key partner for the implementation of nexus specific projects, several of which will be ongoing in 2021 and beyond. Projects in Africa and the Mediterranean region are complemented by a light global coordination function which both supports knowledge exchanges across the network and fosters alignment with relevant global processes, such as the Global Framework on Water Scarcity in Agriculture (WASAG) hosted by FAO.

In addition to projects designed to address the nexus agenda, GWP is also implementing a range of activities centred on agriculture or ecosystems which, while not necessarily presented using the language of the nexus, inevitably involve cross-sectoral engagement that touches upon the equivalent links. In 2021 this will include the implementation in three countries (Argentina, Kazakhstan, Kenya) of a project in collaboration with UNDP Cap-Net and support from UNEP and UNDP, on 'Integrating freshwater data into sector-wide decision making to improve the protection and restoration of freshwater ecosystems'. The project has been designed in the context of SDG indicator 6.6.1 which tracks the extent to which freshwater ecosystems are changing over time. It will be piloting an approach to support governments to improve their evidence-based decision-making and increase actions that protect and restore water-related ecosystems, thus accelerating progress towards SDG target 6.6.

See the *GWP Business Plan 2020-2022* for more details on GWP's overall approach to the nexus theme.

Specific highlights for 2021 include:

- **Southern Africa:** Facilitation of Water, Energy, Food Nexus dialogues at regional and country levels on behalf of the Southern Africa Development Community (SADC). The work will be conducted as part of an ongoing SADC EU WEF Nexus Project which aims to support the transformation required to meet increasing water, energy, and food security demand in the context of climate change in the SADC region, through the development of an integrated nexus approach.
- **Mediterranean:** Technical assistance to the Regional Cooperation Council and the countries of Southeast Europe (SEE) to implement the water-related and nexus-related actions of the new 'SEE Strategy 2030: Towards European Integration' through the Water-Food-Energy-Ecosystems Nexus approach as well as the SEE/EU Green Agenda for the Western Balkans.
- **South America:** Enhancement of the value chain of selected crop/livestock commodities through the review and improvement of water infrastructure and services in selected watersheds leading to recommendations concerning best practice for sustainable resource management and livelihood improvements.
- **Global:** Implementation, in collaboration with UNDP Cap-Net, of the SDG indicator 6.6.1 pilot project on the integration of freshwater data into sector-wide decision in order to improve the protection and restoration of freshwater ecosystems in Argentina, Kazakhstan and Kenya.

Water Solutions for Urban Resilience

GWP promotes and supports an integrated approach to water management at the urban level and is active in many countries where rapid urbanisation is resulting in increasingly unsustainable use of water resources. Defined based on a level of governance rather than a theme as such, GWP's urbanisation focused work tends to materialise in the context of other thematic programmes – particularly climate change and disaster risk reduction – where the local level as an entry point can be the most appropriate and effective. Pilot and demonstration projects are an example of this

where buy-in from local authorities and community-based stakeholders is often essential for success and subsequent upscaling.

As such, many of the urban/local level focused activities planned for 2021 are being implemented through a mix of projects and programmes, and under a range of thematic development frameworks.

See the *GWP Business Plan 2020-2022* for more details on GWP's overall approach to the urbanisation theme.

Specific highlights for 2021 include:

- **Trinidad and Tobago:** Demonstration project on the use of solar-powered water desalination as a renewable energy-based solution to mitigate water scarcity and improve drinking water quality.
- **Greece:** Launch of the 'Zero Drop' project focusing on advancing water efficiency and mobilisation of non-conventional water resources solutions in the tourism sector, in partnership with local authorities and the Coca-Cola Foundation, including pilot demo applications, youth engagement, capacity building, education and awareness raising.
- **Benin:** Preparation of the second phase of the ongoing project to promote investments resilient to climate change for economic growth, human security and sustainable management of water resources and associated ecosystems in the Nokoué Lake - Porto-Novo Lagune complex in collaboration with five municipalities of the Inter-municipal Council for Ecodevelopment-Nokoué (Cied-Nokoué).

Water Solutions for Youth Engagement

Enabling youth engagement in water-related decision-making and investment processes is a key aim of the GWP 2020-2025 Strategy. GWP seeks to advance towards this objective through a combination of support to facilitate meaningful youth representation in governance processes, cultivating youth-led initiatives for advancing good water management, and encouraging joint learning and capacity building to assist participation. In addition, GWP has the goal of leveraging water resources management to build employment opportunities and innovative approaches. In practice this means:

- Supporting youth participation in traditional water programmes and processes
- Supporting youth organisations and youth-led projects and initiatives
- Multiplying opportunities for connections between youth and senior organisations and professionals
- Knowledge-sharing with and supporting both youth and senior organisations and professionals

GWP's youth engagement agenda is diverse, with most regions identifying the topic as a priority and exploring ways to mobilise young stakeholders in the context of regional work programmes.

Whereas this takes many forms depending on local circumstances and opportunities, the objectives remain similar as do the success factors and typical barriers faced. This has highlighted the need for a more cohesive global programme that can coordinate the many individual initiatives and projects across the network, enhance partner connections and knowledge exchange, and provide fund raising support. Global support to the establishment of specific youth focal points in the regions is also viewed as a requirement for enhanced youth engagement integration into regional work and thematic programmes.

See the *GWP Business Plan 2020-2022* for more details on GWP's overall approach to youth engagement.

Specific highlights for 2021 include:

- **Central and Eastern Europe:** Implementation in collaboration with the International Secretariat of Water (ISW) of the ERASMUS+ funded Youth for Water and Climate Programme with the aim of supporting European youth in acquiring transversal and specific skills including the preparation of bankable projects and access to employment opportunities. The project will include the development of common and innovative methodologies to strengthen a global youth partnership addressing climate and water related issues and enhance their outreach and impact.
- **West Africa:** Implementation of the second phase of the TonFuturTonClimat (TFTC, YourFutureYourClimate) project, building on the 3-year initiative by GWP, the ISW, and partners to strengthen the capacities of rural and semi-urban young people for climate change adaptation in Benin, Togo and Burkina Faso.
- **Venezuela:** Continued implementation of the youth programme 'Young people as change makers for IWRM', with the further ambition of extending the partnership and scaling up the programme to other countries in the region.
- **Nepal:** Review of water laws in relation to the integration of youth and gender in water management and conservation, with the aim of making recommendations to strengthen meaningful participation of disenfranchised groups in decision making for water management.
- **Global:** Establishment of a GWP Youth Water Academy in collaboration with UNDP Cap-Net as a basis for knowledge exchange, partnership building, and capacity development.

Private sector engagement

The 2020-2025 global GWP Strategy contains the clear objective to mobilise private sector engagement with the aim of mobilising investment, reducing impacts on water by key industries, and promoting innovation and entrepreneurship through joint initiatives with private sector actors. Globally this remains a challenge for the organisation with the ambitious agenda set for 2020 failing to materialise as intended. However, at the regional level progress was more positive and this has provided a firm basis from which to further develop a more coherent network-wide programme on private sector engagement.

Acknowledging the specific risks that inevitably arise when cooperating with certain areas of the private sector, the recently developed checklist and draft code of conduct will provide guidance to the network when exploring corporate engagement. In addition, under the Africa Water Investment Programme (AIP) a framework to guide private sector engagement across Africa is evolving with the aim of harnessing the expertise of the private sector to unblock constraints in preparation of priority employment-orientated water investment projects, including through the promotion of innovative public private partnership models to unlock private sector investments in water, energy and agriculture.

The advancement of the AIP, together with the code of conduct and a number of ongoing regional initiatives involving private sector partnerships – including in the Mediterranean, Southern Africa and South Asia – are helping to ensure that GWP is entering 2021 with an increasingly robust basis from which to build a coordinated and low risk approach to private sector engagement across the network.

See the *GWP Business Plan 2020-2022* for more details on GWP's overall approach to private sector engagement.

Specific highlights for 2021 include:

- **Pan-Africa:** Through the Africa Water Investment Programme (AIP) GWP will strengthen and promote innovative public-private partnerships to address bottlenecks and critical gaps constraining project preparation and financing. This will be done by harnessing the expertise of the private sector in the preparation of priority employment orientated-water investment projects and the execution of the legal, technical, procedural, and managerial functions required to implement large water investment projects.
- **West Africa:** Innovative and sustainable finance mechanisms, including dedicated levies focusing on local private sector engagement and economic principles of IWRM, to advance IWRM implementation in Mali, Niger, Guinea, and Benin building on the experience of Burkina Faso.
- **Lesotho:** Facilitation of private sector involvement in the development of the Lesotho Water Security Investment Plan
- **Belize:** Support to the establishment of a Public-Private Partnership for the Belize Water Basin including a roadmap for implementation.
- **Global:** Position GWP as a relevant stakeholder to bridge the gap between corporate water stewardship and IWRM working with relevant global partners, including the CEO Water Mandate and UNEP.

Valuing Water

“Valuing Water” – one way or another – is part of any decisions relating to water allocation, water use, water pollution, water treatment, and so on. The conscious awareness of the values underlying such decisions is what is typically missing, as are the processes for different stakeholders to align around possibly different values that they would bring to such decisions. GWP supported platforms

can contribute significantly in supporting sustainable, efficient and inclusive decision making in water allocation, including efforts to understand what is needed to mobilise broader use of “**valuing water principles**”³, be this motivation, inspiration, or actual guidance and specific support to the multi-stakeholder dimension of such decision-making.

With a focus on operationalising the “valuing water principles”, in 2021 GWP will support the Government of the Netherlands Valuing Water Initiative. Participating in the Valuing Water Initiative has been a strategic decision, driven by both the desire for GWP’s community to benefit from the knowledge generated by the Initiative and by the intent to contribute, putting GWP’s network and activities at the service of this important effort. Two questions are thus guiding GWP’s contributions to the Valuing Water Initiative:

- How can GWP more consciously improve its own knowledge and technical expertise to enhance the decisions it promotes in utilising the Valuing Water Principles?
- What examples and practical situations already exist across the GWP community for what the incorporation of the Valuing Water Principles would mean in practice?

In 2021, GWP will further advance this work, in collaboration with the Dutch Ministry of Foreign Affairs, through the development of an operational framework for the practical application of Valuing Water Principles, including a governance elements typology and guidance document. This framework will be tested on selected cases (Zambia, and tentatively Kazakhstan and Guatemala) with the aim of refining based on actual experience of water governance change in practice.

2.2. Climate resilience through water

The portfolio of GWP Water and Climate Programmes is multifaceted in both focus and location. It includes a range of projects and initiatives targeted at climate planning and investments (e.g. WACDEP-G, NDC enhancement initiative), access to climate finance (e.g. through the partnership with the Green Climate Fund (GCF)), flood and drought (IDMP and APFM), and climate-resilience WASH (collaboration with UNICEF). Embedded within all of these programmes, and the GWP work programme more broadly, is the cross-cutting topic of gender equality. This is most prominently anchored in the newly launched WACDEP-G which is leading the way in operationalising the GWP publication *Action Piece – From Theory to Practice: Gender equality and inclusion in water resources management*.

Each of the workstreams in the Water and Climate portfolio has a detailed and ambitious programme of activities planned for 2021 as briefly described below.

Climate development planning and investments

GWP’s extensive climate portfolio for 2021 focuses on climate adaptation and disaster risk planning as outlined under the Paris Agreement and Sendai Framework for Disaster Risk Reduction, and manifested through the development of Nationally Determined Contributions (NDCs), National

³ See <https://www.government.nl/topics/water-management/valuing-water-initiative>

Adaptation Plans (NAPs) and National Action Plans to Combat Drought and Water Scarcity. Strengthening the synergies and avoiding overlaps between the climate and broader SDG agendas is increasingly a priority and countries will be actively encouraged to operationalise this relationship.

In Africa this work is being structured under the GWP Africa Water Investment Programme (AIP) that has the goal of transforming and improving the investment outlook for water security and sustainable sanitation on the African continent. With formal buy-in from the African Union, African Development Bank, and other pan-African governance institutions, the AIP provides an overarching framework for all of GWP's work in Africa in relation to planning, investment decision-making, and institutional processes for climate resilient water investments. The AIP approach includes the establishment of:

- High-level leadership on the business case for water investments, including the formation of a High-Level International Panel for Climate Resilient Water Investments in Africa
- An enabling environment and institutions conducive to investment mobilisation for water infrastructure
- Solutions to address the bottlenecks of project preparation
- Public-private partnerships to unlock private sector investments in water, energy, and agriculture.
- Gender transformative approaches in the context of agency, structures, and relations.
- Regional and national water investment programmes supported in African countries to develop and implement climate resilience investment programmes with gender transformative projects that can leverage financial resources from various sources.

The adoption of the above approach is aimed at bridging the gap between the establishment of national commitments and a robust planning framework, and subsequent implementation which is all too often restricted due to financial constraints and inadequate investment commitments.

Whereas the AIP is anchored in the African continent, where it enjoys substantial political ownership, the overall concept, approach, and learnings are informing the climate planning and investment work across the network.

Specific highlights in relation to climate planning and investments from the 2021 workplan include:

- **Eastern Africa:** Revision and enhancement of the Nationally Determined Contributions (NDCs) of Somalia and Sudan through the establishment of an adaptation baseline in Somalia, and the identification and mapping of the most vulnerable groups to climate risks and prioritisation of targeted resilient measures in Sudan.
- **Zambia:** Support to the Government of Zambia to develop the Zambia National Adaptation Plan (NAP) through the GCF Readiness and Preparatory Support Programme
- **West Africa:** Support provided to the development of investment plans for the implementation of the National Adaptation Plans (NAPs) in Burkina Faso, Benin, and Guinea.

- **Mediterranean:** Support to regional policy making and project development linked with the Union for Mediterranean Climate Change Expert Group as well as the UNEP Mediterranean Action Plan and Mediterranean Commission for Sustainable Development Regional Framework for Climate Change Adaptation.
- **Pan-Africa:** Development of the African Water Investment Index to benchmark and measure country progress towards securing water investments across the continent.

Access to climate finance

In recognition of the financial constraints many countries face when seeking to implement climate resilience plans and commitments, a main strategic thrust of the GWP climate portfolio concerns the accelerated implementation of NAPs, NDCs and national drought plans through specifically assisting countries to access climate finance. This includes working with country counterparts in accessing financing for water-related climate resilience investments from the Green Climate Fund, from the Adaptation Fund, and from other climate finance and development organisations. In helping build strong pipelines for such projects, GWP will specifically invest in creating coherence and synergies across climate and development targets more broadly, including the SDGs.

Following on from the 2020 successful acquisition of a grant worth almost €2 million for NAP development in Zambia, the main focus for this workstream in 2021 relates to the Green Climate Fund (GCF). GWP has been appointed by the GCF as a Delivery Partner for countries to access the GCF Readiness and Preparatory Support Programme, meaning that the network is in a position to formally support countries' National Designated Authorities (NDAs) to develop and implement projects funded through the GCF. During 2020, GWP received formal requests for proposal development support from GCF NDAs in eight countries which will be pursued and, if successful, launched in 2021. The total value of GCF projects currently in the pipeline exceeds €25 million.

Accessing climate finance ambitions for 2021 include:

- **Eastern Africa:** Acquisition of GCF Readiness projects worth approximately €2.5 million in Burundi, Sudan, and Somalia.
- **Southern Africa:** Support to the Southern African Development Community (SADC) to access GCF funding of approximately €18 million for the SADC Hydrological Cycle Observing System (HYCOS) project.
- **Lake Chad basin:** Acquisition of approximately €9 million from the Adaptation Fund for the project *Integrated water resources management and early warning system for climate change resilience in the Lake Chad Basin*
- **Limpopo basin:** Acquisition of approximately €5 million from the Global Environment Facility (GEF) for the project *Integrated Transboundary River Basin Management for the Sustainable Development of the Limpopo River Basin*

Floods and drought

In tandem with the Paris Agreement, the Sendai Framework for Disaster Risk Reduction (DRR) is guiding GWP's work on droughts and floods. At the global level, GWP is playing an increasing role in

incorporating the topic of water management into the DRR debate, including a commitment to contribute to the Drought Initiative of the UN Convention to Combat Desertification (UNCCD) through support to countries in developing drought plans and policies. The work on floods and drought benefit significantly from the partnership with the World Meteorological Organisation (WMO) who are joint implementing partners of the Integrated Drought Management Programme (IDMP) and the Associated Programme for Flood Management (APFM). Both programmes and the partnership in general is based on the following priority areas for strategic collaboration:

- Strengthening the management of hydro-climatic extremes through the joint programmes on flood (APFM) and drought (IDMP);
- Strengthening the capacity of countries to develop high impact projects on water and climate;
- Strengthening user engagement on water information development at the regional and country level; and
- Implementing joint programmes, project development, service delivery and joint resource mobilisation.

Specific highlights in relation to flood and drought from the 2021 workplan include:

- **Drin basin:** Demonstration project to test the development of flood micro-insurance schemes as risk transfer mechanisms in the framework of the Global Environment Facility (GEF) Drin project.
- **Eastern Africa:** Development of drought guidelines and plans in Djibouti, Kenya, Sudan and Uganda through the *Strengthening Drought Resilience for Small Holder Farmers and Pastoralists in the IGAD Region* project
- **Caribbean:** Facilitating and hosting the High-level Experts and Leaders Panel on Water and Disasters (HELP) on the Principles on Investment and Financing for Water-related Disaster Risk Reduction in the Caribbean.
- **Central and Eastern Europe:** Development of the Danube River Basin Floodplain Management Strategic Guidance.
- **BuPuSa Tri-basin:** Vulnerability mapping and the development of an early warning flood forecasting system in the Buzi, Pungwe and Save Tri-basin shared by Zimbabwe and Mozambique

Climate-Resilience WASH

In 2014, UNICEF and GWP established a collaboration to support countries and their partners to approach WASH (Water, Sanitation and Hygiene) and climate change resilience in a more integrated manner, in both policy and programmatic domains. The approach sees climate resilience as a cross-cutting issue, encompassing elements of both adaptation to climate change as well as Disaster Risk Reduction.

The GWP-UNICEF collaboration developed a Strategic Framework for WASH Climate Resilient Development along with technical guidance and capacity building materials to support implementation. Based on this framework, GWP and UNICEF has continued to collaborate to support countries to develop WASH infrastructure and services that are sustainable and resilient to climate related risks, leading to greater community resilience to climate change. In 2020 this collaboration included the development of an online course to build the capacity of WASH sector professionals to improve existing WASH programmes, making them more sustainable and climate-resilient.

While the world's focus is currently on fighting the COVID-19 pandemic and its immediate consequences, the GWP-UNICEF collaboration is preparing for the next phase of this crisis: the support needed once governments begin to rebuild economies and introduce recovery plans to bring renewed, sustainable progress in their countries. This is due to be implemented through participation in a new UK government funded programme on Global Water Leadership in a Changing Climate through which, pending final approval, GWP and UNICEF are due to continue the collaboration in 2021 and beyond.

Gender

The GWP Action Piece: *From Theory to Practice: Gender equality and inclusion in water resources management* has since its publication in 2017 provided a framework and practical guidance for GWP and other organisations to adopt more inclusive practices and transition away from treating gender as an “add-on” to core water management business. The Action Piece, and particularly the four Action Areas⁴ outlined within it, were used as the starting point for the *Water, Climate, Gender and Development Programme (AIP-WACDEP-G)* which was launched in 2020 as GWP's flagship programme to deliver on GWP's goal of promoting gender equality beyond statements of intent.

AIP WACDEP-G is developed as a programme to trigger the long-term change process needed to reach the goal of ensuring that the preparation, development, governance and management of climate resilient water investments and institutional development strategically advance gender equality. The programme seeks to address gender inequalities in Africa at three levels in terms of structures, relations and agency as identified by gender analysis carried out in each country where the programme will be implemented.

WACDEP-G aims at providing support to African countries to move from using Gender Sensitive Approach to a truly Gender Transformative Approach in climate resilience building and water security. In doing so, the programme works with a holistic approach, across the scale from individual to systemic change and looking at informal and formal spheres of life, and addressing social norms and barriers that prevent women from fully participating in all aspects of the water and climate sector. Particular attention is devoted to intersectionality, examining the ways in which diverse

⁴ i) Institutional leadership and commitment; ii) Gender inclusion and analysis that drives change; iii) Meaningful and inclusive participation in decision-making and partnerships; iv) Equal access to and control of resources

socially and culturally constructed categories interact at different levels to produce different forms of power relations and inequalities.

Closely related to the WACDEP-G is the global-level knowledge and learning project *A Stake in Water: Advancing Knowledge and Learning for taking Action towards Inclusive IWRM*. A Stake in Water is, amongst others, exploring the role of knowledge, motivation, and opportunity in shaping meaningful progress on gender equality in water resources management. The synergies between the two projects provides a practical and opportune environment through which to develop, ground truth, apply and monitor the success of knowledge and learning outputs from the Stake in Water project within the specific country-level projects developed and implemented through WACDEP-G.

Both WACDEP-G and A Stake in Water will provide valuable guidance, capacity building materials, and structure for UNDP Cap-Net and the gender work of the GWP network as a whole in 2021.

Specific highlights in relation to gender from the 2021 workplan include:

- **Pan-Africa:** Launch of five WACDEP-G country projects in Zambia, Benin, Uganda, Tunisia, and Cameroon designed based on the findings of detailed gender analyses conducted in 2020.
- **Zambia:** Development of guidelines for integrating gender transformation into plans and budgets in Zambia.
- **Limpopo basin:** Development of a Gender Mainstreaming Strategy and Plan for the Limpopo Watercourse Commission (LIMCOM).
- **Global:** Development of an exhaustive inventory of gender tools, frameworks, and methodologies with recommendations on gaps and needs for a revised set of guidelines.
- **Global:** Consolidation of gender knowledge and tools and construction of the gender specific components of the new ToolBox.

2.3. Transboundary water cooperation

The anchor area on transboundary cooperation involves GWP working across sectors and administrative borders to address transboundary-specific development challenges by focusing on the root causes hindering transboundary water cooperation in sharing water resources among sovereign states. Fostering multi-stakeholder dialogues and mobilising relevant actors who do not always have mechanisms to initiate cooperation will be a key vehicle to meet this goal.

In 2021 GWP will be conducting a wide range of initiatives around regional dialogues on transboundary waters, support to transboundary institutions and the establishment of strengthened governance frameworks and management tools, and the development of capacity, learning and knowledge exchange among key transboundary actors. More specifically, this will include:

- Regional dialogues will be implemented to build and/or sustain communities to enable solutions and identification of entry points for specific collaboration among states sharing

water. All activities will include significant peer-to-peer learning among practitioners of transboundary water.

- Support to mandated River Basin Organisations, including facilitation of multinational agreements and commitments, technical assistance in the development and use of river basin management tools, and access to finance for project development and implementation.
- Support to countries to monitor SDG indicator 6.5.2 on the proportion of transboundary basin area with an operational arrangement for water cooperation, and assistance towards national accession support to Global Conventions on Transboundary Waters.
- Knowledge sharing and exchange through the recently launched Massive Open Online Course (MOOC) on Governance for Transboundary Freshwater Security, the setting up of a Network of Practitioners, and a transboundary specific space within the redeveloped GWP ToolBox.
- Participation and support to key global initiatives on transboundary water cooperation, including the processes of the UNECE Water Convention, contributing to technical working groups, and initiating and delivering joint capacity building and activities targeted at countries exploring potential accession to the UNECE Water Convention. GWP also takes part in the expert group on transboundary water within UN Water.

In addition to this existing portfolio of projects and activities, in 2021 GWP will seek to better connect transboundary cooperation for river basin management to the saltwater agenda. This will include the planned launch of a healthy rivers for healthy oceans initiative as well as by identifying potential partnerships from both within the existing Action Platform on “Source to Sea”, of which GWP is a member of the Steering Committee, and beyond to explore where and how transboundary cooperation can help in mobilising action to address oceanic pollution.

See the *GWP Business Plan 2020-2022* for more details on GWP’s overall approach to transboundary water management.

Specific highlights for 2021 include:

- **Gandaki River basin (Nepal/India):** Promotion of transboundary cooperation at the provincial and municipal levels through an assessment of existing water sharing mechanisms and water use practices and recommendations for the establishment of improved coordination between institutions leading to more equitable water allocation and sustainable management of the resource.
- **Central America:** Organisation of a third roundtable on transboundary water management in coordination with the Central American Commission for Environment and Development (CCAD) to seek validation and ownership of regional guidelines for transboundary basin management in the region.

- **Danube River basin:** Development of a public web-based tool making use of GIS data of the Danube floodplains to better highlight data on flood risk in the basin, presented through interactive maps.
- **Mono River basin (West Africa):** Support to the Mono Basin Authority in the development of a project for the management of basin ecosystems in the context of a changing climate, in collaboration with the Sahara and Sahel Observatory (OSS), UNEP and other partners.
- **Drin River basin:** Development of a draft text for an International Agreement for the management of the Drin Basin as the basis for negotiations with the Drin riparian states
- **West Africa:** Development of a Regional Observatory for the Fouta Djallon Highland (a point of origin of a number of transboundary rivers in West Africa) in collaboration with the Economic Community of West African States (ECOWAS), River Basin Organisations, and the governments of several West African states.

2.4. Strengthening Regional Operations and Network Growth (StRONG)

A crucial prerequisite for GWP to achieve the new strategy's ambitious goals is the ability of GWP's regional and country entities to effectively mobilise capacity, relationships, and human and financial resources for enhanced programme implementation. The GWP *Strengthening Regional Operations and Network Growth (StRONG) Programmes* have been developed with the overarching aim of enhancing the capacity of GWP regions and countries to deliver the targets set out by the Strategy 2020-2025 in a consistent, reliable, and agile way.

The StRONG programmes are organised through the following focus areas:

- **Leadership and Skills:** Unlocking personal barriers to delivery (e.g. through training in multi-stakeholder processes, IWRM, and other technical areas), likely including the involvement of the GWP Technical Committee in one-on-one coaching in selected cases and as needed.
- **Institutional set-ups:** Unlock financial, institutional, and administrative barriers to delivery (e.g. through support to reforming governance structures, Country Water Partnership formation and accreditation, operational capacity assessments and support, and selectively allocated additional resources)
- **Network effects:** Unlock barriers to exchanging experience and leveraging brand name and connections cross countries and regions (e.g. through efforts to strengthen and broaden GWP's learning architecture, surfacing unique implementation experience from countries and regions, unique knowledge products, Communities of Practice)

Cross-cutting through each of the above elements is the role of GWP as a provider of a global, decentralised knowledge and learning management system on water resources based on robust knowledge curation, development, and exchange mechanisms.

The advancement of GWP as a learning organisation⁵ is a prominent ambition for the new strategy period. With the overall objective to embed learning into how GWP operates and build a culture of learning in the network, the first step is to better harness the wealth of tacit and explicit knowledge that exists throughout the network through the promotion of an environment that is conducive to learning. This will include the allocation of time for reflection and analysis, strategic thinking, assessment of current systems, and experimentation with innovation and new approaches. More specifically the new knowledge and learning agenda will: 1) make learning accessible, 2) integrate it into the flow of work, and 3) share, welcome and celebrate learning.

The organisational learning processes are being structured according to three interlinked categories, namely:

Knowledge creation: typically occurring when a unit generates knowledge that is new to it.



Toolbox | conferences | webinars | meetings | cross-organizational project teams | GWP supported learning opportunities | new technologies

Knowledge transfer: typically occurring across a boundary, such as thematic programmes, organisational units, or geographic areas



ICT platform | Toolbox | cross unit teams | BBLs | GWP Insights | video interviews | Knowledge repository | GWP Inspirational Talks

Knowledge retention: focusing on both the stock and flow of knowledge in the organisation's memory with the aim of "not forgetting" the knowledge and "re-using" it.

⁵ Interpreted as an organization skilled at creating, acquiring, and transferring knowledge, and at modifying its behaviour to reflect new knowledge and insights.



ICT platform | Toolbox | Knowledge repository | Mentoring & shadowing programs | After Action Reviews | video interviews | Communities of Practice

The benefits of the new approaches and tools are expected to be seen on the cognitive, behavioural and performance side with staff members being exposed to new ideas, expanding their knowledge, and internalizing new insights.

The ongoing implementation of the project *A Stake in Water: Advancing Knowledge and Learning for taking Action towards Inclusive IWRM* is applying the above learning approach across the GWP network with the overall aim of incorporating IWRM principles, inclusive of gender equality, into water governance processes and investments of mandated institutions. The project is directly putting into practice one of the primary roles of GWP as a provider global public goods on knowledge and learning to bring an informed perspective on the role that good water resources governance and management can play in fostering development and helping countries adapting to new economic, social and environmental challenges.

See the *GWP Business Plan 2020-2022* for more details on GWP's approach to knowledge and learning and the StRONG programme more broadly.

The 2021 workplan includes the following groups of activities and large-scale initiatives under the StRONG programme:

- **Caribbean:** Hosting of the GWP Caribbean inaugural Scientific forum on Water for stakeholders in the water sector in the Caribbean region, including the publication of conference papers with involvement of the GWP Caribbean Regional Technical Committee.
- **Central Africa/South America:** Cross-regional knowledge exchange on IWRM, including gender sensitive policies in the context of climate change, through the organisation of webinars and the development of case studies for incorporation in the new GWP IWRM ToolBox.
- **Caucasus and Central Asia:** Enhancement of region-to-country and country-to-country communication through improved use of e-tools, translation of guidance documents and training materials into Russian, and the delivery of targeted training programmes to the regions Country Water Partnerships.
- **Southern Africa:** Submission of nine Country Water Partnership accreditation applications to GWPO in line with the regional objective to rapidly build capacity of the country entities in the region.

- **Global:** Organisation of a series of network peer-to-peer exchange workshops and the development of a suite of knowledge products capturing the wide range of experiences from GWP's network of Regional and Country Water Partnerships regarding the structural features and dynamics of facilitation that has proven successful in turning multi-stakeholder platforms into catalysts of change to advance IWRM.
- **Global:** Design, development and launch of a reinvigorated GWP IWRM ToolBox; a new online platform that creates and supports opportunities to engage users directly, to allow and encourage them to interact with each other and with GWP teams, and to offer a greater diversity of decision-support tools, methods, and knowledge products.
- **Global:** Continued network support in the organisation of online activities in a continuation of the GWP Working in Virtual Environments (WiVE) initiative launched at the onset of the global health pandemic in 2020.
- **Global:** Identification of projects, programmes, and activities across the GWP portfolio suitable to unlock barriers on gender equality and inclusion in water resource management, as well as the development of operational guidelines on how to incorporate gender and water into project and programme design.
- **Global:** Celebration of the 25th Anniversary of GWP through the creation of a blended narrative about the organisation's past, present and future, linked to events, campaigns and stories designed in a creative and contemporary way to validate the network's success and hope for the future.
- **Global:** Systematic support to financial management at regional and country level – with focus on the country level, including: Support implementation of adequate accounting software (where possible ERP/used by GWPO), through FCAs identify weak areas and prepare and implement action plans; and run an active community of practice with the financial officers at CWP, RWP, and GWPO level

3. GWP 2021 Budget

3.1. Workplan 2021 Budget (Euros)

CORE AND EARMARKED FUNDING		BUDGET 2020	FORECAST 2020	DRAFT BUDGET 2021
PROGRAMME				
ANCHOR AREAS				
Water Solutions for SDGs				
SDG 6 Support Programme		510 000	415 000	305 000
Nexus		26 000	18 000	28 000
Total Water Solutions for SDGs		536 000	433 000	333 000
Climate Resilience through Water				
WMO, IDMP and APFM		90 000	54 000	145 000
WACDEP		1 300 000	1 007 000	1 938 000
	WACDEP Global	297 000	214 000	238 000
	AIP WACDEP-G Africa	953 000	743 000	1 700 000
	AIP WACDEP-G AFRICA Global	50 000	50 000	-
Total Climate Resilience trough Water		1 390 000	1 061 000	2 083 000
Transboundary Water Cooperation				
Total Transboundary Water Cooperation		115 000	97 000	100 000
Across Anchor Areas				
Engaging the Private Sector		113 000	74 000	110 000
Contributing to Gender Equality		117 000	86 000	146 000
Mobilising Youth for WRM		75 000	67 000	122 000
Contributing to Global processes		91 000	58 000	103 000
Total Across Anchor Areas		396 000	285 000	481 000
TOTAL ANCHOR AREAS		2 437 000	1 876 000	2 997 000
STRENGTHENING REGIONAL OPERATIONS AND NETWORK GROWTH				
Leadership and Skills				
Network Strengthening Leadership and Skills		57 000	19 000	-
Regional Days		30 000	29 000	50 000
Technical Committee		125 000	90 000	165 000
Total Leadership and Skills		212 000	138 000	215 000
Institutional Set-ups				
Regional Core Programme		2 431 000	2 461 000	2 460 000
Network Strengthening Institutional Set-ups/Leadership and Skills		99 000	40 000	192 000
Network Operations		600 000	570 000	724 000
Communications		216 000	189 000	185 000
Total Institutional Set-ups		3 346 000	3 260 000	3 561 000
Network Effects				
Knowledge Surfacing & Exchange, Capacity Building and Toolbox		490 000	458 000	715 000
Resource Mobilisation		334 000	325 000	385 000
Total Network Effects		824 000	783 000	1 100 000
TOTAL STRENGTHENING REGIONAL OPERATIONS & NETWORK GROWTH		4 382 000	4 181 000	4 876 000
TOTAL PROGRAMME		6 819 000	6 057 000	7 873 000
GLOBAL GOVERNANCE				
25th Anniversary		-	-	90 000
Steering Committee		140 000	75 000	135 000
Network, SP & FPG meetings		30 000	15 000	26 000
TOTAL GLOBAL GOVERNANCE		170 000	90 000	251 000
GWPO SECRETARIAT				
Staff		736 000	636 000	654 000
Staff learning		50 000	50 000	58 000
Travel		20 000	4 000	23 000
IT		210 000	157 000	231 000
Office		60 000	58 000	68 000
Audit/Legal/HR Consultancies		50 000	41 000	53 000
Financial costs/revenues		10 000	(11 000)	20 000
Designated ; office rent & taxes		700 000	782 000	805 000
TOTAL GWPO SECRETARIAT		1 836 000	1 717 000	1 912 000
GRAND TOTAL CORE BUDGET		8 825 000	7 864 000	10 036 000

3.2. Revenues

The 2021 revenues are put in the context of GWP multi-year programming (see GWP Business Plan 2020-2022 for reference) kEuros

1) View on the basket funding: core investors (institutional & programmes) – ambition to stabilize this revenue stream on a mid/long term horizon	TEUR		TEUR		TEUR	
	FINANCING PARTNER	ACTUAL 2018	ACTUAL 2019	REVISED BUDGET 2020	FORECAST BUDGET 2020	BUDGET 2021
CORE /BASKET FUNDING						
Denmark		1 215	399	-	-	-
France	Secondment	Secondment	Secondment	Secondment	Secondment	Secondment
Germany		346	400	400	400	400
Netherlands		850	-	2 150	1 414	3 309
Norway		261	416	-	-	-
Sweden		2 138	2 637	2 400	2 400	2 400
Sweden II		-	-	800	800	-
Switzerland		450	700	810	810	450
Switzerland additional		-	549	-	-	-
UK		2 820	1 104	-	-	-
Austria, management fee		-	3	100	67	164
EC SADC Nexus SAF, adm fee		15	19	-	3	24
CapNet, adm fee		-	64	88	78	88
GCF Zambia, delivery partner fee		-	-	-	10	74
NDC CAEP, management fee		-	-	20	8	70
UNDP DRIN, adm fee		14	16	20	16	11
UNICEF, admin fee		-	-	-	-	11
Other		44	46	28	25	-
Core funding earmarked						
Austria AIP WACDEP-G		500	800	853	623	1 470
Sweden AIP WACDEP-G		-	-	150	150	-
Switzerland AIP WACDEP-G		-	-	-	20	230
Austria A Stake in Water		-	26	300	200	535
China		43	15	26	58	40
Sweden MfFA (rent & taxes)		821	665	680	782	760
Total Core funding		9 517	7 859	8 825	7 864	10 036

2) View on designated funding: complementary projects (subject to changes / fluctuations)	TEUR		TEUR	TEUR	TEUR
	FINANCING PARTNER	ACTUAL 2018	ACTUAL 2019	REVISED BUDGET 2020	FORECAST BUDGET 2020
DESIGNATED FUNDING					
Cap-Net/UNDP	-	797	1 100	975	1 100
DHI/UNEP SDG 6.5	17	-	314	222	126
EC Afri Alliance	12	12	17	14	-
Geneva Water Hub	4	3	-	-	-
Japan Water Forum	18	30	-	15	-
NDC CAEP	-	-	217	85	704
DESIGNATED FUNDING Locally Raised					
EC SADC Nexus, GWP SAF I and II	222	278	-	48	346
GCF Zambia	-	-	-	113	873
GIZ TB Water, GWP SAF	-	347	-	-	-
SICA GWP CAM	-	-	-	46	-
UNDP DRIN, GWP MED	728	842	1 084	800	527
UNESCO IWLearn, GWP MED	103	109	-	38	-
UNICEF WASH, GWP SAF	-	54	89	32	142
UNICEF, GWP CAF/WAF	28	12	-	-	-
UNWater, GWP CAR	-	8	-	-	-
Total Designated funding	1 132	2 491	2 821	2 388	3 818

3) Overall Summary (Revenues GWPO)	TEUR		TEUR	TEUR	TEUR	
	FINANCING PARTNER	ACTUAL 2018	ACTUAL 2019	REVISED BUDGET 2020	FORECAST BUDGET 2020	BUDGET 2021
TOTAL INCOME		10 649	10 350	11 646	10 252	13 854
EXPENDITURES		10 661	10 350	11 646	10 252	13 854
<i>Not confirmed by signed agreement</i>				0	0	2 890
Confirmed core				8 825	7 864	7 186
Confirmed designated				2 821	2 388	3 818
ANTICIPATED				11 646	10 252	13 894
4) Locally Raised Funding (LRF) ⁶	LOCALLY RAISED	ACTUAL 2018	ACTUAL 2019	ESTIMATE 2020	ESTIMATE 2020	ESTIMATE 2021
		3 794	4 386	4 000	4 000	4 000

⁶ Important notes: (1) Figures for 2020-2021 LRF are based on estimates; (2) Some regional projects financing is managed through GWPO (e.g. Drin). It is reflected in the table “designated funding” and not in LRF.

4. Logframe targets 2021

Indicator	Targets 2021	Illustrative examples of targets
Impact level: Water secure, sustainable, inclusive, and resilient development		
I1: Number of people benefiting from improved water resources governance and management	Approx. 393 million	<ul style="list-style-type: none"> Five million beneficiaries of enhanced water management in the Hindon River, India
I2: Total value of water-related investments from government and private sources influenced	Approx. 198 million	<ul style="list-style-type: none"> Investment alignment under the UNEP/MAP Regional Framework on Climate Change Adaptation
Outcome level: Effective and inclusive water governance and management systems and investments		
O1: No. of formally adopted national level policies, plans, strategies, and laws influenced which integrate water security	22	<ul style="list-style-type: none"> Nexus Strategy in Albania NDCs of Sudan, Somalia, Ecuador, Paraguay
O2: No. of formally adopted policies, plans, strategies, and laws influenced which integrate water security at other levels	23	<ul style="list-style-type: none"> IWRM action plans in 3 municipalities in Central America Danube floodplain restoration/preservation action plan
O3: No. of arrangements / commitments / agreements on enhanced water security influenced at transboundary / regional level	9	<ul style="list-style-type: none"> Convention on the creation of the Ogoúé-Ntem-Nyanga-Komo River Basin Organisation Ratification of international convention on transboundary waters in Burkina Faso
O4: No. of capacity building and knowledge development initiatives that can be directly associated with tangible governance change	29	<ul style="list-style-type: none"> Drought management capacity building programmes in Djibouti, Kenya, Sudan, and Uganda OKACOM and LIMCOM Capacity Development Plans
O5: No. of processes / frameworks / institutions established or strengthened to improve cross-sectoral / transboundary coordination	7	<ul style="list-style-type: none"> Stock route agreements between the cross-border points in Kenya and Uganda BuPuSa - Save Water Tri-basin host agreement
O6: No. of formal multi-stakeholder participation processes facilitated on behalf of a mandated institution	24	<ul style="list-style-type: none"> 3rd transboundary dialogue in Central America Water resources exchange platform between China and ASEAN
O7: No. of policies, plans, strategies, and laws influenced that integrate gender inclusion	15	<ul style="list-style-type: none"> Gender inclusion in ECCAS hydromet strategy National Water Policy in Mali
O8: No. of management instruments formally being used by water managers and decision-makers	17	<ul style="list-style-type: none"> Danube River Basin Floodplain Management Strategic Guidance Lesotho Investment Climate Analysis
O9: No. of formal data sharing arrangements established	5	<ul style="list-style-type: none"> Sharing of weather-related data in the IGAD countries Regional Observatory on the Fouta Djallon Highland
O10: No. of approved investment plans and budget commitments associated with policies, plans and strategies that integrate water security	14	<ul style="list-style-type: none"> Budget commitment for the IWRM action plan in Kenya Financing of the IWRM Master plan for the Niger part of the Mekrou basin
O11: No. of funding agreements influenced to implement water-informed National Adaptation Plan and integrated flood and drought management policies and measures	9	<ul style="list-style-type: none"> Support to the SADC Regional Strategic Action Plan V Funding for transforming water chain systems in Kenya's Arid and Semi-Arid Lands
O12: No. of processes in place to raise local revenues from dedicated levies on water users at basin, aquifer, or sub-national levels	3	<ul style="list-style-type: none"> Road Map and Concept Note for the establishment of the Public-Private Partnership for Belize Water Basin Continuation of the water resources tax reform in China
O13: No. of budget commitments from riparian countries to support agreed transboundary cooperation arrangements	3	<ul style="list-style-type: none"> Early Warning System across the targeted IGAD countries Support to transboundary cooperation in the Drina basin
O14: No. of water-related infrastructure interventions founded on robust, inclusive, and effective water governance systems influenced	7	<ul style="list-style-type: none"> Nioubiel and Fomi dams Mini-irrigation schemes in Djibouti, Kenya, Sudan, Uganda
Output level: Services and products delivered by the GWP network which foster sustainable governance improvements of the water systems (via influenced mandated actors)		

Indicator	Targets 2021	Illustrative examples of targets
OT1.1: No. of mandated institutions supported in developing and implementing arrangements for transboundary water management	36	<ul style="list-style-type: none"> Black Sea Commission Lancang-Mekong Water Resources Cooperation Center Mono River Basin Authority
OT1.2: No. of mandated national institutions supported in developing and implementing policies, legal frameworks and/or plans based on IWRM	49	<ul style="list-style-type: none"> Ministry of environment and agriculture of Georgia Lebanon Ministry of Energy and Water
OT1.3: No. of mandated sub-national institutions supported in developing and implementing policies, by-laws and/or plans based on IWRM	40	<ul style="list-style-type: none"> 20 Municipal governance bodies supported in development of IWRM Plans in Central Asia and Caucasus A municipality supported in the development of an early warning system in the Volta Basin
OT1.4: No. of mandated institutions supported in integrating gender inclusive water components into development planning and decision-making processes	21	<ul style="list-style-type: none"> Ministry of Environment of Ecuador Tunisian Ministry of Agriculture, Water Resources and Fisheries
OT1.5: No. of mandated national institutions supported in developing national investment plans or strategies	14	<ul style="list-style-type: none"> Investment Outlook/Strategy for the Djibouti National Drought Plan 8 countries in Southeast Asia supported for the development of 3-year multi-stakeholders IWRM Action/investment Plans
OT1.6: No. of mandated institutions supported in the development of capacity and projects to access finance	44	<ul style="list-style-type: none"> Capacity strengthening of 5 countries in Latin America to access GCF Readiness funds Lake Chad Basin Commission
OT1.7: No. of mandated national institutions supported in monitoring SDG 6	23	<ul style="list-style-type: none"> Support to SDG 6.6.1 monitoring in Argentina Ministry of Environment & Physical Planning of North Macedonia
OT1.8: No. of demonstration projects undertaken for which innovation has been demonstrated	14	<ul style="list-style-type: none"> Solar water desalination demonstration project in Trinidad and Tobago Web of Things for sustainable agriculture, through a WEFE Nexus approach in the Mediterranean
OT1.9: No. of initiatives / demonstration projects specifically targeting gender issues	9	<ul style="list-style-type: none"> Women for water diplomacy in the MENA region Production and management of energy saving stoves demonstration project targeting gender issues in Eastern Africa
OT1.10: No. of documents produced outlining the lessons from GWP demonstration projects and a plan for replicating solutions	6	<ul style="list-style-type: none"> Documentation of the WACDEP-G demonstration project in Tunisia Publication on lessons learnt on the fluorosis pilot in Cameroon
OT1.11: No. of beneficiaries supported in demonstration projects on water security and climate resilience undertaken	Approx. 500k	<ul style="list-style-type: none"> 2,000 beneficiaries of a gender transformational project in Tunisia Approx. 700 beneficiaries from the project <i>Ton Futur Ton Climat</i> in Togo and Burkina Faso
OT2.1: No. of mandated institutions at national, basin and regional levels with demonstrably enhanced capacity to design and implement policies, legal frameworks and/or plans based on shared learning on IWRM processes	68	<ul style="list-style-type: none"> Turkmenistan Water Management Authority trained on the use of IT applications for planning and monitoring climate change adaptation and mitigation actions Ministries of Environment, Planning, Finance, Foreign Affairs of Central America have enhanced capacity on transboundary water management
OT2.2: No. of capacity building and professional development workshops/initiatives with a significant focus on women, youth, and/or other marginalized groups initiated and implemented	29	<ul style="list-style-type: none"> SEEDS Youth Competition in Southeast Asia Youth programme for IWRM project development in South America
OT2.3: No. of publications, knowledge products (including strategic messages) and tools for water security and climate resilience developed and disseminated	50	<ul style="list-style-type: none"> Global Strategic Framework for Gender-transformative Water Security and Climate Resilience Report on challenges of implementing IWRM between inter-provincial governing bodies in Nepal
OT2.4: No. of publications and knowledge products that have a prominent gender perspective incorporated	18	<ul style="list-style-type: none"> Gender responsive indicator development guidelines in Southeast Asia Zambia National Adaptation Plan Policy Brief

Indicator	Targets 2021	Illustrative examples of targets
OT2.5: User satisfaction across knowledge products and services produced, managed, and disseminated	72%	<ul style="list-style-type: none"> • Results of user satisfaction surveys
OT2.6: No. of knowledge exchange and cross-regional learning initiatives with commitments for concrete follow up	47	<ul style="list-style-type: none"> • Collaboration between Central Africa and South America on Toolbox training • Study tour for CWP partners of Caucasus to exchange on transboundary water cooperation experiences in the Chu-Talas region
OT3.1: RWP health check score (composite indicator measuring financial, governance and programmatic reporting parameters recorded in the ARAG)	TBD	<ul style="list-style-type: none"> • Methodology in development in the context of the annual regional assessment process
OT3.2: No. of initiatives that mobilise underrepresented groups (incl. gender and youth) to engage with water management and governance processes and to participate in decision making	18	<ul style="list-style-type: none"> • Youth mobilization through the ERASMUS+ Programme in Central and Eastern Europe • RECOJAC engagement and participation in the 9th World Water Forum
OT3.3: No. of initiatives with private sector actors to mobilise investment, reduce impacts on water by key industries, and promote innovation and entrepreneurship	13	<ul style="list-style-type: none"> • Lesotho Water Security Investment Plan – engagement with the private sector • Country reviews on perspectives of private sector engagement to mobilise investment, reduce impacts on water by key industries, and promote innovation and entrepreneurship

The **Global Water Partnership's**
vision is for a water secure world.

Our **mission** is to advance
governance and management of
water resources for sustainable and
equitable development.

Our **Strategy 2020-2025:**

**MOBILISING FOR A
WATER SECURE WORLD**

