2018 EVALUATION OF THE GLOBAL WATER PARTNERSHIP

Commissioned by the Dutch Directorate-General for International Cooperation (DGIS) in partnership with the broader Global Water Partnership (GWP) Financing Partners' Group, the 2018 evaluation of GWP was conducted by the consultancy Dalberg between May and July 2018.

The evaluation pursued two objectives: to help inform funding decisions by DGIS, and to provide recommendations on changes needed to strengthen GWP. The evaluation included a backward-looking component covering the relevance, the accomplishments (considering notions of effectiveness, efficiency and impact), the governance and the sustainability of GWP since 2014 (start of GWP's 2014-2019 strategy), and a forward-looking component drawing strategic and operational implications.

The following documents are hereby enclosed:

Looking back, looking forward – Evaluation of the Global Water Partnership *(Dalberg, 10 November 2018)*

Management Response to the Draft Evaluation "Looking back, looking forward – Evaluation of the Global Water Partnership" *(GWP, 17 August 2018)*

GWP Management follow-up note to the External Evaluation "Looking back, looking forward – Evaluation of the Global Water Partnership" *(GWP, 21 November 2018)*

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Looking back, looking forward

Evaluation of the Global Water Partnership

10 November 2018

Confidential

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EXECUTIVE SUMMARY

Context, objective and approach

Commissioned by DGIS in partnership with the broader Financing Partners' Group, this evaluation of GWP pursued two objectives: to help inform funding decisions by DGIS, and to provide recommendations on changes needed to strengthen GWP. The evaluation included a backward-looking component covering the relevance, the accomplishments (considering notions of effectiveness, efficiency and impact), the governance and the sustainability of GWP since 2014 (start of GWP's current strategy), and a forward-looking component drawing strategic and operational implications.

It was conducted over a period of 10 weeks between mid-May and end July 2018 and relied on three instruments: a review of key external reports and GWP's internal documents, quantitative analyses based on financial data and surveys, and a series of interviews, including through field visits in three RWPs.

Overall, this evaluation concludes that GWP is an important and needed player in water resources management, but it also highlights the need for major reforms to ensure that GWP maximizes its impact.

Relevance

Changes in the global context strongly validate the relevance of GWP's mission, while also suggesting a need to refine its strategic focus and delivery model.

The growing global water crisis and renewed emphasis on IWRM under the SDGs create a fresh opportunity for GWP (as the historical IWRM champion) to play a central role in global water efforts under the 2030 Agenda. The steady expansion of GWP's network (+6% new Partners per year since 2014) reflects a widespread interest for its mission.

Other trends point to a need for GWP to refine its model and focus. Social media are transforming network and community management; new initiatives driven by big data, the growing private sector role in water management, the evolving IWRM needs, and the regionalization of development agendas are changing the nature of IWRM interventions. Last, but not least, the multiplication of efforts linked to water governance over the past 15 years is leading to a greater degree of specialization and calling for more strategic focus.

In refining its core areas of engagement, GWP can build on distinctive assets and capabilities: A network of unique breadth and depth that anchors GWP's role as a neutral convener; a multi-level structure that positions GWP to inform global processes from the local level; broad technical expertise in water resources management; and a unique legitimacy and track record on IWRM.

Accomplishments

GWP has delivered against its strategic plan, thanks to its performance in core areas where it is effective and efficient.

For the 2014-19 period, GWP's strategy covers a very broad spectrum and GWP has launched activities across geographies, levels (from global processes to local support), and themes (climate, transboundary, urbanization, nexus, youth, and gender). GWP has delivered against its strategic plan and far exceeded a majority of its targets. The allocation of resources has been very uneven, thematically and geographically, and target achievement has been driven by a few themes and programs concentrating the bulk of the budgets (particularly the climate and transboundary themes), while other areas (urbanization, nexus, gender, youth) were launched with very limited resources.

Existing program evaluations suggest that GWP has been efficient in its execution. They also highlight GWP's tendency to spread thin, across areas of interventions and within programs, which raises the question of the sufficiency of resources to bring the full current portfolio to scale.

Finally, as for all players in WRM, establishing the link to impact remains a challenge for GWP and an area to strengthen.

Governance

The mandate of GWP's key organs is well defined and GWP's governance is cost-effective, but its legitimacy (i.e., the clarity of stakeholder representation) and effectiveness (i.e., the existence of overlaps in responsibilities) are major weaknesses.

Considering structures and staffing, we found the mandate of governance organs to be clear at both global and regional levels and GWP's governance to be cost-effective, but identified seven important governance issues related to legitimacy and effectiveness: (i) The role of Partners in GWP's governance is unclear; (ii) The legitimacy of decision-making is ill-defined among the different organs; (iii) The identification of independent Nomination Committee members with adequate experience is challenging; (iv) The responsibilities of the Secretariat have expanded over time and lack a clear definition; (v) Programs are not well integrated in GWP's governance, (vi) GWP must tackle unresolved hosting issues, and (vii) Given the diversity of CWPs, they are complex to integrate in global governance or program delivery efforts.

Considering key processes, we found that GWP has put in place a robust backbone for the operation of the network. It has rolled out a structured system of financial controls, result monitoring and risk management across regions and levels. Two areas require strengthening – knowledge management and strategic planning.

Sustainability

GWP's sustainability is uneven, with weaknesses in terms of financial and leadership stability and a strong record in terms of embedding sustainable benefits.

Financially, the organization is confronted to a significant challenge. GWP's funding has declined in recent years and issues identified in the 2014 financial review remain – high funding concentration and declining fungibility of globally raised funds, volatility and concentration of locally raised funds. Most RWPs remain heavily dependent on global funds and will be impacted by the anticipated discontinuation of funding from DFID after 2019. The resulting fundraising needs are pushing GWP towards a program implementation model even though the inherent cyclicality of programs has been a challenge in the past. The senior leadership has been unstable over the strategy period, making it harder to tackle these issues.

The sustainability of the benefits of GWP's work is robust: As a multi-stakeholder platform, GWP leverages and promotes broad stakeholder engagement; it enhances institutional support to WRM; it has developed a broad network of strategic partners; and it builds government ownership through its delivery model anchored in RWPs and CWPs. Its sustainability could be further improved through a sharper strategic focus and a KM system helping disseminate learnings.

Conclusions and recommendations

This evaluation delivers a dual message. It first underscores the potential and the accomplishments of GWP: the organization has delivered against its strategic plan and put in a place an effective global architecture to monitor funding and results. It also highlights the important changes needed: a more focused strategy, a revised governance, and a more agile operating model.

Over past the past decade, GWP has been slow to correct some of the weaknesses identified by external reviews (for example, the 2010 evaluation conducted by the World Bank highlighted the need to "clarify GWP's comparative advantage in generating and disseminating global knowledge about IWRM", as did reviews in 2014, 2015 and 2017). The development of GWP's next strategy, changes in its senior leadership and donor base offer an opportunity for the organization to take some bold steps to leverage its full potential.

To accompany the changes that have been initiated within GWP, we make ten recommendations at two levels: a set of proposals to guide the important decisions needed on GWP's strategy, governance, and delivery model; and a set of no-regret moves that can be implemented independently of these choices.

Regarding long term plans, we encourage GWP to:
#1. Develop a focused strategy
#2. Adapt GWP's delivery model
#3. Redesign GWP's governance
#4. Ensure good coordination across the strategy, organization and governance workstreams

Meanwhile, we also suggest six no-regret moves:
#5. Clarify the process for developing an interim strategy
#6. Ensure the stability of GWP's senior leadership during the transition period
#7. Make GWP processes more agile and analytical
#8. Transform the knowledge management approach and the role of the TEC
#9. Reassert GWP's leadership role on IWRM in global initiatives
#10. Launch an initiative to assess impact

This report is structured in three sections presenting our approach, our findings, and our conclusions and recommendations, supported by appendices. The abbreviations used are explained in Appendix 9.

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CONTENTS

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1. CONTEXT AND METHODOLOGY FOR THIS REVIEW

Commissioned by DGIS in partnership with the broader Financing Partners' Group, this evaluation of GWP pursued two objectives: to help inform funding decisions by DGIS, and to provide recommendations on changes needed to strengthen GWP. It came at an important time for GWP, including a change in the senior leadership (with a new Executive Secretary in May 2018 and new interim GWP Chair in June 2018), and the launch of the development of GWP's new strategy in June 2018.

The evaluation was conducted over a period 10 weeks between mid-May and end July 2018. It was initially intended to start in early 2018 and occur over a period of 6 months in Q1 and Q2 2018, informing the new Executive Secretary and the SC/FPG/SPG meetings in June 2018.[1] After a delayed procurement, the inception meeting took place mid-May 2018 after the new Executive Secretary had started her term, and in parallel to the launch of strategy and governance initiatives by GWP. In order to provide actionable input, the evaluation team adjusted their work plan, attending the Regional Days held in late May 2018, reviewing the initial hypotheses on Governance and Strategy discussed at GWP's June 2018 Steering Committee, and accelerating the preparation of its report to hold Q&A sessions with the FPG ahead of the World Water Week.

The scope of the evaluation included backward-looking and forward-looking components. The evaluation included a backward-looking component covering the relevance, the accomplishments (considering notions of effectiveness, efficiency and impact), the governance and the sustainability of GWP since 2014 (start of GWP's current strategy),[2] and a forward-looking component drawing strategic and operational implications. The Terms of Reference for this evaluation are presented in Appendix 1 and the detail of our research questions and key analyses in Appendix 2.

The evaluation was conducted in link with an evaluation advisory group meant to ensure that the methodology conformed to international standards and to liaise with key governance bodies. It included representatives of the SPG (DGIS), the FPG (DFID), and the SC. Given the timing of the evaluation and as proposed by DGIS, the new Executive Secretary was included in the communications within the group to ensure that the forward-looking component of the evaluation would factor in the latest thinking within GWP.

Our approach addressed four main methodological challenges:

Evaluating a multi-layered network: GWP operates at three levels: a Secretariat, 13 Regional Water Partnerships, and 63 Country Water Partnerships;[3] an assessment of its accomplishments requires an understanding of the delivery chain across levels. Given the focus of previous reviews on GWPO, this evaluation put significant emphasis on the RWP/CWP levels, reviewing the CWP assessments conducted in 2016-17, conducting field visits to three RWPs/CWPs, and taking advantage of the Regional Days in May 2018 to interview additional stakeholders from the GWP network.

Attributing impact in a collaborative endeavor: WRM activities are collaborative by nature and the challenges to assessing their efficiency and impact are substantial (complex result chain, time lag, important share of voluntary work in inputs). As was the case in the 2010 evaluation conducted by the World Bank, we collected anecdotal evidence on the efficiency of GWP, but did not attempt a detailed independent analysis of GWP's efficiency or impact.

Factoring in GWP's dual role as a convener and program implementor. Large programs (esp. WACDEP, which represented 58% of global program budgets over 2014-17) represented a significant share of

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[1] Minutes of the SC meeting, Nov. 2017
[2] The team occasionally went beyond the scope of the assignment and conducted analyses over a longer period to highlight relevant trends
[3] As of June 2018, 63 CWPs are accredited (out of 86 initially formed)

GWP's activities. In the different areas of our evaluation (governance, delivery model, funding model), we systematically reviewed the impact of the expansion of programmatic activities.

Capturing a fast-moving picture. As noted above, the evaluation took place in a context of rapid changes within GWP. In order to understand the latest thinking within the organization, the evaluation team attended the strategy discussions within the GWPO and regional team at GWP's 2018 Regional Days[4], and collected the minutes of relevant recent discussions (e.g., minutes of the June 2018 SC meeting and strategy session). In order to maintain its independence and neutrality, the team did not take an active role in these discussions.

The evaluation relied on three instruments: a review of key external reports and GWP's internal documents, analyses based on financial or survey data, and a series of interviews, including through field visits in three RWPs.

The team reviewed key external reports and carried out a very thorough review of GWP's internal documentation (see full detail in Appendix 3), building on the findings of a multiplicity of internal initiatives over 2014-2018 (Exhibit 1): program evaluations at the regional and global level (APFM, IDMP, and WACDEP evaluations); reviews of GWP's strategy, governance, knowledge management and organization; surveys of the staff and the network.

Exhibit 1: Key pieces of context for this evaluation
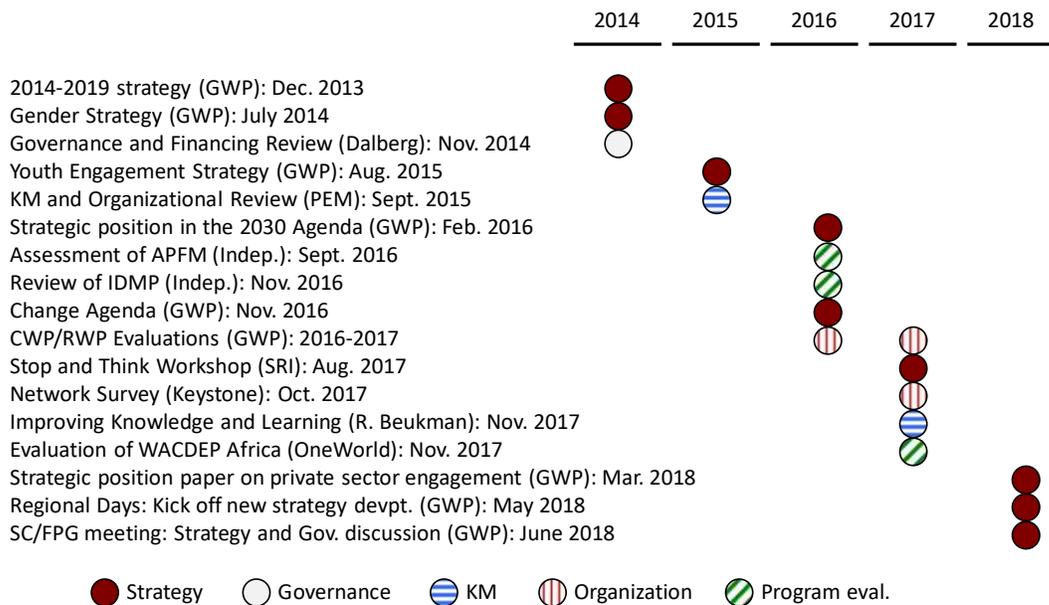
Source: Dalberg analysis

The team also used raw survey data and financial data to develop its own analyses, and conducted a mapping of capabilities across the network.

Finally, the team collected first-hand information through a very large set of over 100 interviews (40% more than discussed in the inception phase), which were conducted over the phone or in person during the May 2018 Regional Days, a visit to GWPO in Stockholm, and field visits to three RWPs (Southern Africa, South Asia and Mediterranean).[5] The interview sample was designed to serve two

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[4] Yearly meeting of GWPO and the regional teams

[5] The regions were selected based on an overall criteria of regional diversity, and individual criteria including: local fundraising performance, number of partners (aka network members), population represented, level of activity (based on GWP's yearly Progress Reviews), and potential safety constraints. The 3 regions selected were: Southern Africa (hosting the Secretariat of WACDEP, an essential program for GWP over the period),

priorities: a strong focus on regional and country operations (70% of the interviews, vs. 30% global), and a strong external perspective on GWP (about 50% of the interviews). In order to gain a balanced perspective, we included six stakeholder groups in our interviews: RWP/CWP members, GWPO staff, Partners, mandated institutions served by GWP (e.g., the Union for the Mediterranean), global experts, and funders. (Exhibit 2) The list of interviewees is included in Appendix 4 and the interview questionnaire is included in Appendix 5.

Exhibit 2: Detail of the interviews conducted

Breakdown of interviewees by entity
(In % of total. Total = 102)

Breakdown of interviewees by link to GWP
(In % of total. Total = 102)
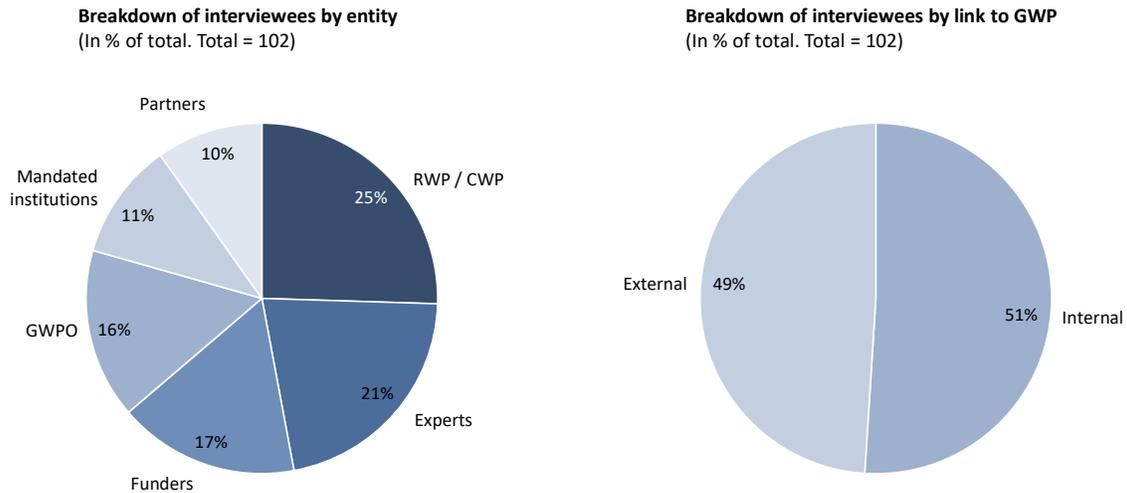
Source: Dalberg analysis

The methodology for each area reviewed (relevance, accomplishments, governance, sustainability) is presented at the beginning of each section.

Mediterranean (most successful local fundraiser and a very active region programmatically), and South Asia (a region with limited fundraising representing a very large share of the global population facing significant water problems)

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2. KEY FINDINGS

2.1. Relevance

To assess GWP's relevance, we reviewed major trends in the global context and their impact on GWP, prepared a landscape of other major players and initiatives in the sector, and identified GWP's distinctive assets and capabilities. Two trends highlight the relevance of GWP's mission (the intensifying water crisis and the implementation of the post-2015 agendas); other trends point to a need for GWP to refine its model and focus (social media are transforming network and community management; new initiatives driven by big data, the growing private sector role in water management, the evolving IWRM needs, and the regionalization of development agendas are changing the nature of IWRM interventions). Overall, we conclude that GWP is a needed player with unique assets and capabilities.

To assess the evolution of GWP's relevance, we focused on five major trends, identified through a literature review and through interviews: the intensifying water crisis, the impact of key international agreements since 2014, the development of social media, the growing role of the private sector, and the evolution of IWRM adoption; these trends were consistent with those discussed within GWP (2018 Regional Days discussions, 2018 Steering Committee discussions) and by major global development institutions and think tanks.[6]

Overall, changes in the global water context and in the development agenda during the strategic period strongly validate the relevance of GWP's mission: "to advance the governance and management of water resources for sustainable and equitable development", and its vision for "a water secure world".

The intensifying water crisis underscores the need for integrated approaches to water resources management. The water crisis has been discussed for over four decades at major conferences: in 1977, the Mar del Plata conference assessed the status of water resources; In 1992, the International Conference on Water and the Environment in Dublin [7] and the United Nations Conference on Environment and Development in Rio de Janeiro highlighted the competing uses of water and the need for integrated approaches to water resources management; in 2002, the World Summit on Sustainable Development in Johannesburg affirmed the need to develop integrated water resources management and water efficiency plans; and in 2012, the Rio+20 Conference reviewed the progress in the development of these plans. Unfortunately, global efforts have failed to delink economic development from water consumption and address the water crisis. A decade ago, the 2030 Water Resources Group projected a 40% shortfall in water availability by 2030[8] and this estimate still stands, as the anticipated water crisis materializes: (i) Water deficits keep growing, driven by demographics, socio-economic changes, urbanization and climate change; (ii) Water pollution is increasing: Greater scarcity leads to greater contaminant concentration, and new pollutants have emerged, for example from personal care products and antibiotics, or from growth promoters and hormones from farms;[9] (iii) Climate change is making hydrological cycles more unpredictable: the frequency and intensity of floods and droughts is growing, and changes in water availability during the lifetime of major infrastructure projects can no longer be reliably predicted based on historical trends, making it harder

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[6] For example: ODI (2017). Global Development Trends and Challenges

[7] The "Dublin principles" have since then guided development interventions in the water sector. They state that: (i) water should be regarded as a finite resource that has an economic value with significant social implications; (ii) local communities must participate in all phases of water management; (iii) water resources management must be developed within a comprehensive set of policies; and (iv) there is a need to recognize and actively support the role of rural populations with particular emphasis on women.

[8] 2030 WRG (2009). Charting our Water Future: Economic Frameworks to Inform Decision-Making

[9] UNESCO WWAP (2017). UN World Water Development Report: Wastewater, the Untapped Resource

to plan new infrastructure. These changes highlight the value of integrated approaches to water resources management.

The transition from the MDGs to the SDGs and the Paris Agreement have renewed the focus on IWRM and offered GWP the opportunity to play a central role in the global water effort[10]

While the MDGs focused the international effort on increasing access to water supply and sanitation, the water goal under the SDGs (Goal 6) covers water supply and sanitation, water resources management, and irrigation, as well as their sustainability. It includes a dedicated goal on IWRM (Goal 6.5: "By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate"). Beyond Goal 6, water is the "common currency" linking most SDGs, and its good management will be a critical determinant in achieving them: Abundant water supplies are vital for the production of food and will be essential to attaining SDG 2 on food security; clean and safe drinking water and sanitation systems are necessary for health as called for in SDGs 3 and 6; and water is needed for powering industries and creating the new jobs identified in SDGs 7 and 8. None of this is achievable without adequate and safe water to nourish the ecosystem services identified in SDGs 13, 14 and 15. A few months after the adoption of the 2030 Agenda, the Paris Agreement on Climate Change also helped broaden the lens on water issues in global development by discussing water in climate context, in link with issues such as deforestation or urban migration.[11] It can also be noted that GWP's approach leverages all aspects of SDG 17 ("Strengthen the means of implementation and revitalize the global partnership for sustainable development") in order to help governments achieve SDG 6.

With mutually supporting agendas, the Sustainable Development Goals and the Paris Agreement transformed funding flows for the sector. For example, between 2014 and 2016, the activities of the World Bank's Water Global Practice in WRM have grownfrom 23% to 30%, and they are set to grow further – 41% of the pipeline in 2017 was expected to be in WRM.[12]

Overall, the transformation of the water agenda offers GWP the opportunity to play a central role in the global effort to tackle the water crisis.

The steady expansion of GWP's network reflects a widespread interest for its mission[13]

GWP's network has grown regularly over 2014-17: +6% new members joining every year, a growth rate similar to that of the previous strategy period (+7% per year over 2009-13) and an indication of the widespread interest for GWP's mission.

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[10] Other international agreement during the period with relevance for GWP include: The Addis Ababa Financing for Development Agenda, adopted in July 2015; The Sendai Framework for Disaster Risk Reduction 2015-2030, adopted in 2015; and The New Urban Agenda (Habitat III) adopted in 2016
[11] World Bank (2016). High and Dry: Climate Change, Water, and the Economy
[12] World Bank's website
[13] The membership question is examined in greater detail in subsequent sections of the document

Exhibit 3: Growth in the number of Partners (number of partners, CAGR in %)
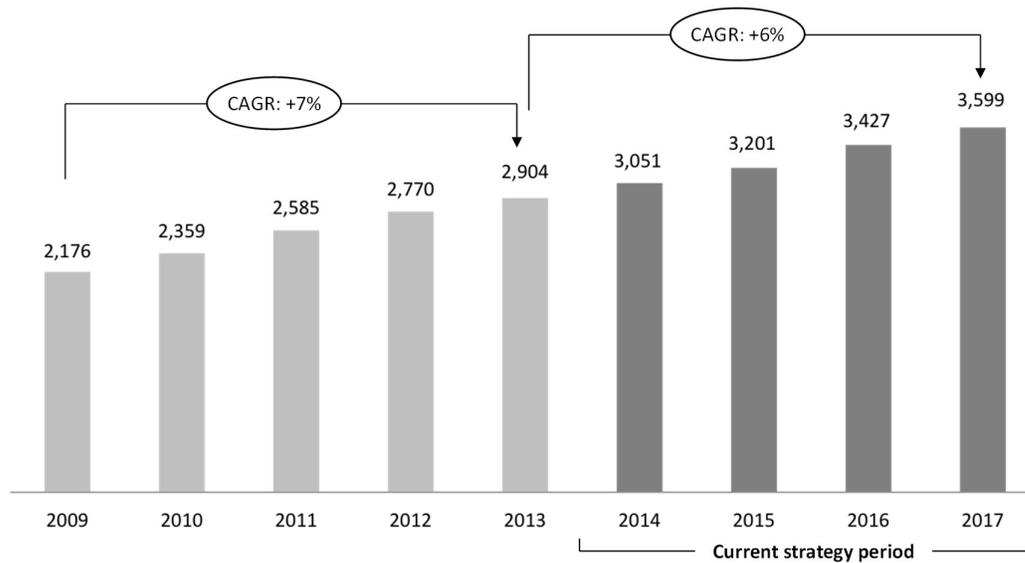
Source: GWP's annual reports, Dalberg analysis

Other trends point to a need for GWP to refine its model and focus

Social media are transforming network and community management; big data, the greater private sector role in water management, the regionalization of development agendas, and the evolving IWRM needs change the nature of IWRM support.

Social media are transforming network and community management

With knowledge now available in abundance on many topics related to WRM, the KM need is evolving from knowledge generation to knowledge curation. By creating new ways to share information, social media make it easier to develop communities of practice and encourage an evolution towards decentralized KM models.

By creating new ways to mobilize for action, social media also reduce the value of maintaining formal networks vs. cultivating the capacity to mobilize and bring people together on specific issues. While the size of the network remains an important signaling device of GWPs reach, the size of formal membership may become less important in the future than its outreach capabilities.

"Big data" is transforming policy advocacy efforts

New technological solutions help generate new data at different scales: through satellites, drones, sensors, or crowd-sourced information, they can transform the sector's capacity to quantify and monitor water supplies and flows. Projects such as GRACE (NASA) and Aqueduct (WRI) could eventually become important contributors to policy discussions, for example on transboundary dialogue.

The growing role of the private sector in the water sector will require GWP to further refine its involvement or partnerships in this area

Three factors will support a growing involvement of the private sector in water, as investors and stewards: (i) The investment requirements to reach SDG6 far exceed public sector resources – The financing need is estimated at USD 114 billion per year, for water and sanitation alone (not including

irrigation and WRM) [14] and for capital costs alone (not including O&M), three times the current investment levels; (ii) The post-2015 water agenda is more conducive to investments: Historically, WRM is more conducive to investments than water supply and sanitation, and climate finance has fostered the development of corporate and municipal green bonds where the share of water is growing (the issuance of green bonds in 2016 was almost double that of 2015, and investment in water grew from 9% to 14%);[15] (iii) Corporate players increasingly acknowledge the importance of water risks and try to quantify it – Over the past five years, water has been in the top three risks in the WEF Global Risks Report.[16]

The share of the private sector in GWP's Partners was 14% as at March 2018 (425 Partners),[17] but the group seems to consist largely in small and medium enterprises, primarily engineering firms involved in water projects (as illustrated by the list of new private sector partners in Q1 2018 – see below), not the MNCs and industries that account for a large share of water consumption in developing countries. Building on notable initiatives across the network (e.g., the project on "Governance & Financing for the Mediterranean Water Sector")[18] and on recent thought pieces (GWP strategic position paper titled, "Engaging the Private Sector in Water Security", March 2018), GWP will need to define its involvement or partnerships in private sector engagement in the context of its overall strategy. In doing so, it may need to increase its collaborations with organizations more focused on- or experienced with- private sector engagements (e.g., 2030 WRG, WWF) and with private sector conveners (e.g., WEF, WBCSD, CEO Water Mandate), an intention it already signaled through a joint declaration with key global partnerships on World Water Day 2018.[19]

Exhibit 4: List of new private sector partners in Q1 2018

Country	Organization
Algeria	African Geosystem Company
Bhutan	Centre for Environment and Development
Bhutan	ChhimiD Consulting
Ethiopia	Green Vision Plc.
Germany	Mageco Ocean GmbH
Indonesia	Sustainability & Resilience Co.
Iran	Nilfam Engineering Company
Romania	Genmod Serv SRL Ltd.
Venezuela	Fábrica de Bombas de Venezuela FBV C.A.

Source: GWP Partnership data

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[14] FAO did produce an estimate of irrigation investment needs for 93 countries (USD 20 billion). Other investment needs in irrigation and WRM have not been quantified. See: World Bank (2016). The Costs of Meeting the 2030 SDGs.

[15] Climate Bonds Initiative (2016). Green Bonds Highlights 2016

[16] See also: CDP. Global Water Reports 2016 and 2017; Task Force on Climate-Related Financial Disclosures (Jan. 2017). Overview of Report and Implementation Guidance

[17] Out of 3,067 partners in GWP's internal records

[18] Conducted over 2013-16, it aimed to diagnose key governance bottlenecks to mobilizing financing for the Mediterranean water sector and support the development of action plans

[19] On World Water Day 2018, GWP, together with The World Bank Water Global Practice, 2030 Water Resources Group, World Water Council, and UN Global Compact's CEO Water Mandate announced their commitment to coordinate a set of actions toward increased water security. Water security underpins economic growth, social development and environmental sustainability.

The evolving IWRM practice and beneficiary needs may require more engagement in infrastructure financing

Since the Johannesburg Conference in 2002, the nature of the interventions needed to support IWRM implementation has evolved. In the SDG Synthesis Report released in July 2018, the average degree of implementation of IWRM globally was 48 per cent, with strong contrasts across IWRM components – "putting in place enabling policies, laws and plans"; "setting up the institutional framework"; "applying management and technical instruments"; and "developing investment in infrastructure" (Exhibit 5). Lagging behind the other three key components of IWRM by about 10 per cent, the financing component will be an important focus area. As it becomes a higher priority in IWRM implementation, GWP will need to assess to which aspects of the investment process it can contribute most effectively.

*Exhibit 5: Key components of the IWRM questionnaire 2017/18 (score in %)*

	Score
1. Policy, laws, plans	50
2. Institutions and participation	53
3. Management instruments	49
4. Financing	39
Overall IWRM score	48
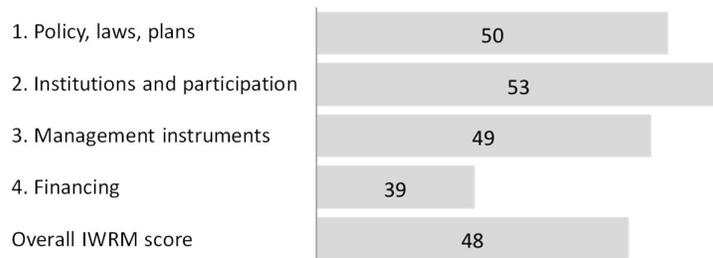
Source: SGD 6 Synthesis Report, July 2018

The regionalization of development agendas will translate into different priorities across the network

Driven by socio-economic trends and the transformation of the aid landscape, a more nuanced development agenda is emerging with differentiated priorities across regions. For example, demographic issues will play out very differently in Africa and in other regions: Of the 30 countries expected to have the fastest-growing populations between 2015 and 2050, 29 are in Sub-Saharan Africa. The continent will account for more than half of the global population growth between 2015 and 2050, making youth and jobs a foremost priority across the continent: Between 2015 and 2050, the number of children will grow by 305 million in Sub-Saharan Africa while decreasing by 148 million in the rest of the world. Africa will account for two-thirds of the global working age population increase over the In the 2015–50 period.[20] (Exhibit 6)

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[20] World Bank (2015). Global Monitoring Report 2015/2016

Exhibit 6: Regional contributiosn to the growth of the global working age population, 1980-2015 vs. 2015-50
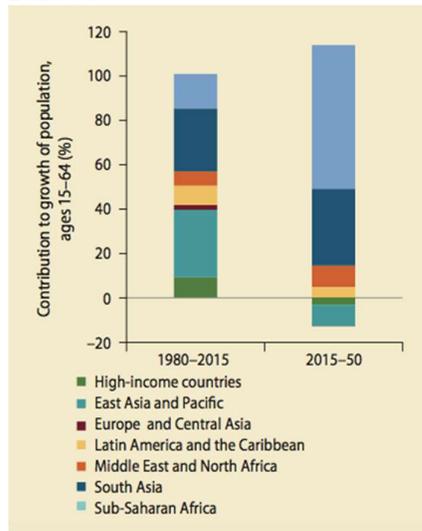
Source: World Bank calculations, based on data from UN 2015. From: World Bank (2015). Global Monitoring Report 2015/2016

As this example illustrates, regional agendas vary sharply. GWP's strategy will need to accommodate the diversity of regional priorities to meet the needs of regional mandated institutions and national governments (e.g., migrations in Europe, jobs and investments in Southern Africa).

GWP is seen as having distinctive assets and capabilities

GWP is seen as having four distinctive strengths:

- Its multi-level structure (global / regional / local), that positions the global network to meaningfully inform global processes from the local level;
- A global network combining diversity (across civil society, government, academia and the private sector), breadth and depth (over 3,000 member institutions in 87 countries,[21] with few parallels in water or the environment – TNC has 1 million members, but who are individuals; IUCN, with one of the largest networks, gathers 1,400 institutions members in 62 countries) that anchors GWP's unique role as a "neutral" convener not representing the interest of the private sector or major donors;
- Broad technical expertise in water resources management; and
- A unique legitimacy and track record on IWRM, based on GWP's pioneering role in defining its key concepts and 20 years of experience implementing it.

On this, the findings were very consistent across our interviews and aligned with those of the staff survey conducted for the "Improving Knowledge and Learning in GWP" report led by Ruth Breukman[22] and with the consultations conducted at the 2018 Regional Days (Exhibit 7).

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[21] Partner Statistics as at March 2018
[22] Ruth Beukman (2017). Improving Knowledge and Learning in GWP

Exhibit 7: Unique Selling Proposition: Is there anything that a GWP member does or contributes that other organizations do not or cannot do? (34 responses from members of the regional teams)
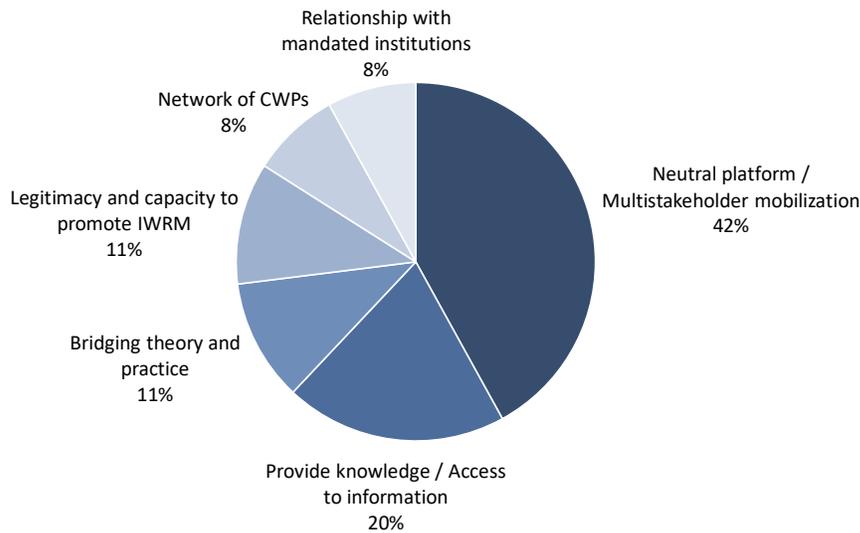
Source: 2018 Regional Days Questionnaire, Question 5

While no other organization matches GWP's capabilities, the multiplication of new initiatives in water governance requires GWP to better define its areas and mode of engagement.

No major initiative has appeared since 2014, but multiple efforts related to water governance have emerged since GWP was established, particularly after the World Summit on Sustainable Development in 2002 (Exhibit 8). These include: initiatives to provide better data on water uses and water exposure (2002 - NASA/GRACE; 2008 - Water Footprint Network; 2012 - WRI-Aqueduct and DEG/WWF Water Filter); initiatives related to private sector involvement (2007 - CEO Water Mandate; 2008 - WWF's Water Stewardship Program, 2030 WRG and Alliance for Water Stewardship; 2009 - CDP Water Disclosure project and Water Futures Partnership); initiatives around specific themes (2004 - Women for Water Partnership; 2006 - Water Integrity Network, 2010 - AGWA); and broader water governance efforts (2003 - UN Water; 2005 - SIWI UNDP Water Governance Facility; 2013 - OECD Water Governance Initiative).

Interviews highlighted three main messages, consistent with take-aways from the sector landscape:

- Some of our interviewees shared a view that GWP had been slow to react to some of the new concepts that had emerged in WRM over the past decade (Nexus[23], Water Stewardship[24]) or to help shape new initiatives in the sector: For example, WIN was founded in 2006 by IRC, SIWI, Swedish Water House, Transparency International and the World Bank's Water and Sanitation Program to respond to increasing concerns regarding the impact of corruption in the water sector.

- There is no clear "white space" today, but GWP can play a unique role given its assets and capabilities. In particular, few organizations have the potential to act as a watchdog or neutral broker carrying the voice of civil society in solutions developed for the water crisis.

- GWP must clearly define its areas and mode of engagement in a more crowded landscape.

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[23] Hoff, Holger (2011). Understanding the Nexus. Background Paper for the Bonn 2011 Conference: The Water, Energy and Food Security Nexus. Stockholm Environment Institute, Stockholm

[24] WRI and JP Morgan (2008). Watching Water, A Guide to Evaluating Corporate Risks in a Thirsty World; WWF (2009). Understanding Water Risks, A Primer on the Consequences of Water Scarcity for Government and Business; Ceres and Pacific Institute (2009). Water Scarcity and Climate Change: Growing Risks for Businesses and Investors

Exhibit 8: Key organization and programs related to water governance[25]

Mar del Plata, 1977
WRI, 1982
IWMI, 1984
IUCN's Global Water Program, 1985
SIWI, 1991
International Secretariat for Water, 1991

Rio, 1992
INBO, 1994
WBCSD, 1995
GWP, 1996
WWC, 1996
IWA, 1999

Millenium Assembly, 2000
Circle of Blue, 2000

Johannesburg, 2002
Cap Net, 2002
NASA Gravity Recovery and Climate Experiment, 2002
UN Water, 2003
Women for Water Partnership, 2004
SIWI UNDP Water Governance Facility, 2005
AquaFed, 2005
Water integrity network, 2006
CEO Water Mandate, 2007
2030 WRG, 2008
WWF's Water Stewardship Program, 2008
Alliance for Water Stewardship, 2008
Water Footprint Network, 2008
CDP Water disclosure project, 2009
Water Futures Partnership, 2009
Alliance for Global Water Adaptation, 2010
WaterLex, 2010

"Rio+20", 2012
WRI Aqueduct, 2012
DEG/WWF Water filter, 2012
OECD Water Governance Initiative, 2013
GIZ Int[al] Water Stewardship Program, 2013

SDGs, COP 21, 2015

Source: Dalberg analysis

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[25] This landscape differs from the presented in the Aug. 2017 Think and Stop Workshop and the June 2018 Steering Committee, which covered 36 organizations and compared them based on 4 criteria: (1) multi-stakeholder partnership, (2) agenda setting, (3) knowledge broker and (4) leveraging/mobilizing finance. It took a broader lens not focused on WRM specifically, including a large number of development institutions and conventions not included in our review (FAO, UNCCD, UNECE, UNEP, UNESCO, UNFCCC, WB, WMO), international partnerships (GEF/IW: Learn), think tanks (International Institute for Sustainable Development, Stockholm Environmental Institute) and specialized organizations (Sanitation and Water for All, International Land Coalition). Conversely, a number of the organizations presented here were not covered.

2.2. Accomplishments

This section reviews the effectiveness of GWP's interventions and provides indications on its efficiency and impact. For the 2014-19 period, GWP's strategy covers a very broad spectrum, and GWP has launched activities across levels (from global processes to local support), geographies, and themes (climate, transboundary, urbanization, nexus, youth, and gender). GWP has delivered against its strategic plan and far exceeded a majority of its targets. The allocation of resources has been very uneven, thematically and geographically, and target achievement has been driven by a few themes and programs (climate, transboundary) concentrating the bulk of the budgets, while other areas (urbanization, nexus, gender, youth) have been developed with very limited resources. Evaluations of GWP's climate work, covering one third of the global funding over the period, suggest that GWP has served all goals in its strategy and been efficient in its execution. They also highlight GWP's tendency to spread thin, across areas of interventions as well as within programs, which raises the question of the sufficiency of resources to bring the full current portfolio to scale. Finally, as for all players in WRM, establishing the link to impact remains a challenge for GWP and an area to strengthen.

To review GWP's accomplishments, we complemented existing documents and evaluations with financial analyses and interviews to understand salient inputs and outputs. As a first step, we reviewed GWP's strategy, the detail of GWP's activities, and logframe target achievement. We then conducted budget analyses to understand the weight of GWP's effort by theme, program and geography. In the absence of granular quantitative output data that we could assess against inputs, we leveraged existing program evaluations[26] (they cover about 1/3rd of the expenditures over the period,[27] and cover GWP's three strategic goals under its current strategy) to support an assessment of GWP's efficiency and complement quantitative indications from our interviews. It must be noted, however, that all three evaluations relied on qualitative feedback, limiting the specificity of their positive assessment of efficiency.

For the 2014-19 period, GWP's strategy covers a very broad spectrum of themes and activities. The strategy is thematically and geographically broad (6 themes and 2 cross-cutting themes; cities, deltas, countries, transboundary basins across 13 regions), and spans policy, practice, knowledge and partnerships. It was frequently described as over-ambitious in our interviews, and GWP's reporting notes: "When viewed collectively, it can appear as if GWP tries to address an overly ambitious range of agendas. However, it needs to be recognized that engagement is determined by the priorities identified by the partnerships at regional and country levels. The total range of priorities for the organization is inevitably broad due to the diversity of the network." (GWP, Progress Review 2017)

GWP launched activities in all areas and tried to deliver against all themes; GWP's monitoring shows that it tackled every theme in every region (Exhibit 9)[28] and achievements are wide-ranging, by geographic level, by region, and by theme.[29]

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[26] The evaluations used included: A. Magalhaes (2016). Integrated Drought Management Program : Review Report; C. Barret & C. Wittwer (2016). Assessment report of the WMO/GWP Associated Program on Flood Management and OneWorld (2017). Evaluation of WACDEP Africa, 2011-2016. In addition, while applied to GWP MED and not the global level, SIDA (2017). Evaluation of Three Projects on Transboundary Water Management provided indications on GWP's work on transboundary issues

[27] Expenditures of EUR 17.6 M broadly covered by existing evaluations over EUR 54.5 M in total global expenditures over 2014-17

[28] The chart shows the number of "hits" tracked in GWP's yearly progress review, i.e., the number of references to a specific theme collected from the monthly reports shared by regions

[29] A majority of the achievements presented here fall under Goal 1.
Goal 2 (Generate and communicate knowledge), covered the following groups of activities: (i) Capacity building activities, many of which were in direct support of IWRM processes, e.g. International Water Law workshops, partnerships with UNDP-CapNet and WMO to deliver an online drought risk reduction course); (ii) South-south lessons learning and knowledge exchange (15 events in 2017 e.g., a Pan-Asian workshop on integrated flood

Exhibit 9: Breakdown of activities by theme (based on categories used in GWP's Progress Reviews)[30]
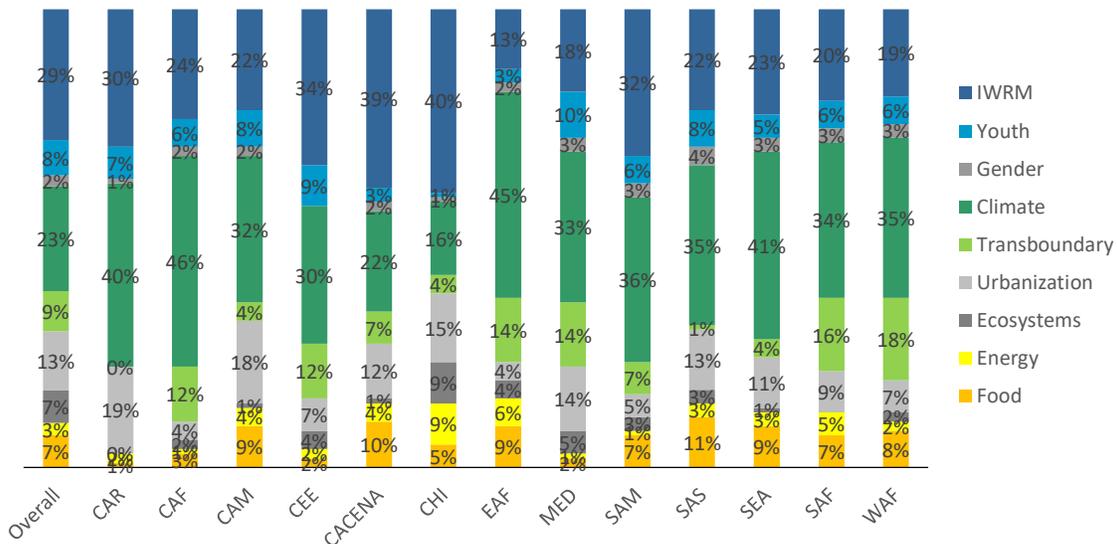
Source: GWP 2017 Progress Review, Dalberg analysis

By <u>geographic level</u>, a review over the period highlights several global successes, linking global processes to the local level, as well as a multiplicity of efforts at regional or national levels. Selected results include:

- Global processes: (i) GWP's contribution to developing a Water SDG goal (in 2014): GWP made use of its global status in the UN and coordinated efforts across levels (global, regional, national), to lobby for a Water SDG. It led more than 30 country consultations and submitted the stakeholder report to the High-Level Panel's Open Working Group, making an important contribution towards ensuring that water was prioritized as a SDG; (ii) Support to the "Valuing Water" initiative within the High Level Panel on Water (2017): GWP mobilized its network through the organization of a series of regional and national consultations to elicit feedback on draft valuing water principles and their operationalization; (iii) Contribution to OECD's Water Governance Initiative: in the period since 2014, GWP conducted country consultations (e.g., DR Congo in 2017); (iv) Support to the SDG 6 reporting process (2017): GWP was involved in the GEMI initiative led by UN-Water and organized workshops to support quality monitoring of SDG 6.5.1; donor interviews suggested that the data collection for SDG 6.5.1 was more developed and comprehensive than for the other goals and credited the role of GWP.

- Regional cooperation: This included support to regional/continental mandated institutions (e.g., SADC, ECCAS, ECOWAS, AMCOW, UfM) across a range of agendas including investment planning, the nexus, gender and cross-border water management, and to basin authorities across regions (e.g., Commissions of the Limpopo, Orange-Senqu and Zambezi, basin authorities in the Danube, Aral Sea, Volta and Niger).

- Support to National Governments: This was an important focus of GWP. In 2017, for example, almost 100 national institutions received assistance in direct relation to governance processes,

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management involving the four GWP Asian regions along with key regional stakeholders); (iii) Publications: (development of knowledge products within programs like WACDEP, the IDMP and the International Water Law courses; 100 products in 2017); use of social media to advertise GWP's work.

Goal 3 – Strengthen partnerships – focuses on enhancing the viability and effectiveness of GWP's Network by strengthening partnerships and Partner organizations to catalyze change, enhance learning, and improve financial sustainability. This is covered in the subsequent sections.

[30] The GWP team clarified that the "IWRM" category used in its progress reviews means in fact "Other IWRM"

including initiatives under the SDGs and continued support to national adaptation planning and access to climate finance.

A underline thematic review shows the diversity of the activities:

- Transboundary: GWP's work on transboundary waters covers direct support to River Basin Organizations, Regional Economic Communities and other actors dealing with cross-border coordination, as well as larger scale IWRM promotion through capacity building and knowledge generation. More specifically, key activities over 2014-17 included IWRM support in key cross-border river basins (Danube, Drin, Limpopo, Aral Sea) and aquifers (North-West Saharan Aquifer); major projects such as SITWA (Strengthening International Transboundary Waters in Africa) and Mekrou (Water for growth and poverty reduction in the Mekrou transboundary river basin); and globally coordinated activities, such as the expansion of the International Water Law course and collaboration with UNECE and IW:LEARN.

- Urbanization: The urbanization theme was mostly developed over the period. After the development of a knowledge base and the development of collaborations with global partners, support to IUWM planning was provided across a number of large and medium-sized African cities and a small grant was secured from the World Bank to support urban work (EUR 60K). Subsequently, a MoU was developed in 2017 between GWP and the African Water Facility of the African Development Bank to implement a "Program for Urban Water Security and Sustainable Development in Africa for Job Creation, Industrialization and SDG implementation".

- Food, Energy And Ecosystems were Initially presented in the GWP Strategy 2014-2019 as three separate themes; in 2015 a decision was made to combine them into a "water, food, energy, ecosystems" (WFEE) nexus theme, with the following rationale, explained in the 2017-19 work program: "Merging three of the themes into a 'water-food-energy-ecosystems Nexus' group has not only helped to make more of the resources available but also provided a logical approach to the three themes in the context of the emerging nexus concept".[31] GWP's work is increasingly integrated into existing processes such as the Committee on World Food Security (CFS) and the Food and Agriculture Organization of the Global framework for water scarcity in agriculture, launched by the Food and Agriculture Organization of the UN (FAO). Within this partnership initiative, GWP leads of the Working Groups on Water and Migration and on Drought Preparedness. Further program developments can be anchored on the EC-funded nexus work developed with the Southern Africa region (a budget of EUR 380K over 2017-18).

- Climate: GWP has been very actively involved since 2011 on building climate resilience through the Water, Climate and Development Programme (WACDEP); GWP is guiding the inclusion of water perspectives into the NAPs and NDCs, and supporting countries to access climate finance and implement national climate commitments. Initially implemented in Africa jointly with the African Union and its African Ministers Council on Water, the program has spread to all other GWP regions during the current strategy period. GWP's climate work is complemented by the joint GWP-WMO Associated Program on Flood Management (APFM) and the GWP-WMO Integrated Drought Management Program (IDMP) as well as the Deltas Climate Resilience initiative. GWP has developed collaborations with UNFCCC (e.g., updating the Water Supplement to the Technical Guidelines Supporting the NAP process), with the UNDP-UNEP Global Support Program for NAP (e.g., contribution to a regional workshop on NAPs for African anglophone countries), with UNITAR (which contracted GWP to be the lead trainer for the NAP Regional Training Workshop for Asia on 'Mainstreaming Climate Change Adaptation into Water Resources'), and with UNDP-GEF (support to national adaptation plans and climate finance).

- Gender: GWP's gender strategy was launched in 2014. At the regional level, GWP is working to embed the gender dimension in its work. Individual achievements of the program seem to be at

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[31] GWP (2016). Work Programme 2017-2019

an early stage. They included a scoping study to analyze key gaps and opportunities in the mainstreaming of gender-equality issues in water-related policies, development and investment programs. Based on the findings of the study and with support from DFID (EUR 13K), GWP convened a high-level meeting with experts in water resources management and developed a Gender Action Piece, whose four recommendations were adopted by the High Level Panel on Water's outcome document.[32]

- Youth: GWP launched its Youth strategy in 2015 and has since conducted a number of initiatives to mobilize around that theme, at the global and regional level. At the global level, GWP and partners supported francophone youth from more than 20 countries to prepare a White Paper to address water and climate challenges for COP 21. In 2017, GWP developed with external partners the Youth for Water and Climate Platform, an ambitious initiative to connect potential donors and partners that are interested in helping these innovative youths achieve their goals.

Finally, a review of GWP's activities across regions illustrates the reach of the network. Selected results include:

- Central Asia and the Caucasus: Support to a water sector reform program for the Republic of Tajikistan over 2016-2025 (2016); Facilitation of stakeholder input to the new water law for Georgia (2015)

- Central Africa: Support to the development of an investment plan for the implementation of the Cameroon NAP (2016); Support to the development of the Lake Chad Basin Commission Strategic Action Plan (2015); Support in the development of a Regional Action Plan for IWRM in Central Africa (2014)

- Central America: Update of the Panama IWRM Plan (2016); Support on the inclusion of IWRM in the Central American Environmental Commission Regional Environmental Strategy 2015-2020 (2015)

- Caribbean: Support to the Caribbean Community in strengthening the regional framework for climate proofing water investment (2015)

- Central and Eastern Europe: Drought action plan developed for Slovakia (2017); National dialogues prompted Ukraine's Ministry of Environment to reformulate its National Water Strategy (2017); Support to the development of the first Danube Flood Risk Management Plan (2016)

- China: Support to the establishment of provincial regulations for groundwater management in Shaanxi Province (2016); Contribution to the development of the Yellow River Basin 2014 Annual Water Regulation Plan (2014)

- East Africa: National consultations in Uganda guided the application for Green Climate Fund funding (2017); Support to the testing of SDG indicator monitoring methodologies for IWRM in Uganda (2016)

- Mediterranean: Ministerial approval secured for a formal regional water agenda (2017); Support to the Draft UNEP MAP Regional Framework for Climate Change Adaptation (2015); Agreement with the UfM to provide technical support to formal regional policy processes on Climate Change in the Mediterranean (2014)

- Southern Africa: Facilitation of the Limpopo Basin Disaster Risk Reduction Action Plan (2016); Substantial support to the SADC Water Division in the development of the Regional Strategic Action Plan IV, 2016-2020 (2015); Contribution to the Zimbabwe National Climate Change Response Strategy finalization and implementation plan (2014)

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[32] HLPW (2018). Making Every Drop Count: An Agenda for Water Action

- South Asia: Capacity building in Bangladesh led to the formulation of several water management plans; The development of an action plan to promote IUWM in a pilot project in Rajasthan, India (2017)"; Review of 91 local adaptation plans in Nepal thereby identifying EUR 40 M of potential climate investments (2016)

- South East Asia: Substantial contribution to the National Capacity Building Plan on Water Security for Climate Change Adaptation and Management in Lao PDR (2015); National dialogue to discuss the Gender Mainstreaming targeted at government organizations, universities, NGOs, and media/journalists held in Myanmar (2014)

- West Africa: Master plan developed for water management in the transboundary Mékrou basin (2017); Resources secured from the Adaptation Fund to support flood and drought programme proposals for the Volta basin (2017); Key role in the development of the National Adaptation Plan of Burkina Faso (2015). An example of GWP's action is presented in Exhibit 10.

Exhibit 10: Anecdotal evidence on effectiveness

GWP led the technical preparation of Mali's Integrated Water Resources Management Plan and acted as an "honest broker" to lead national and local dialogue. The dialogue involved parliamentarians and representatives from the private sector who helped to identify water security priorities.

It also organized a donor roundtable to mobilize financial support for the implementation of the plan, which unlocked investment of about 6.5 million euros from the Danish and Swedish governments, the African Development Bank, and the national budget.

Source: GWP Impact Story. (July 2015). An action plan for water management in Mali

GWP has delivered against its strategic plan and far exceeded a majority of its targets. GWP's target achievement is synthesized in Exhibit 11, and a commentary of some of weaker areas follows.

Exhibit 11: GWP target achievement over 2014-17

		Indicators	Unit	Sum 2014-16 results	Achievements 2014-16	Results 2017	Achievement 2017
Impact	I1	No. of people benefiting from improved water resources planning and management	M	0	n/a	60	n/a
	I2	Total value of investment influenced which contributes to water security and climate resilience through improved WRM & water services	m$	868	203%	322.50	58%
Outcomes	O1	No. of policies, plans and strategies which integrate water security for climate resilience and other key issues	#	55	71%	19	86%
	O1g	No. of policies/plans/strategies that have gender mainstreamed in water resource management	#	10	250%	7	70%
	O2	No. of approved investment plans associated with policies, plans and strategies which integrate water security for climate resilience	#	14	45%	13	260%
	O3	No. of agreements/commitments on enhanced water security at transboundary/ regional level influenced.	#	18	129%	7	78%
	O4	No. of investment strategies supporting policies and plans which integrate water security for climate resilience and other key issues	#	19	112%	7	100%
	O5	No. of enhanced legal frameworks / policies / strategies integrating water security for climate change and other key issues facilitated by GWP	#	13	76%	4	36%
	O6	Gender: Percentage of women and girls benefiting from interventions to improve water security (min %).	%	50%	100%	50%	100%
	O7	Youth: No. of youth organizations involved in partnerships and decision-making bodies	#	21	525%	23	115%
Outputs — Goal 1 - Catalyze change in Policies and Practice	OT1.1	Recognition of GWP contribution to the post-2015 development agenda measured by number of acknowledgments in official documents	#	24	133%	7	50%
	OT1.2	No. of regional organisations supported in developing agreements/commitments /investment options and tools that integrate water security and climate resilience and other key issues	#	90	243%	30	115%
	OT1.3	No. of national organisations supported in developing legal frameworks / policies / strategies, sectoral and development plans- integrating water security and climate resilience and other key issues	#	227	267%	113	188%
	OT1.3g	No. of national/subnational organisations supported in integrating gender perspectives into water resource management policies/plans/legal frameworks	#	16	320%	6	55%
	OT1.4	No. of organisations (all levels) supported in the development of investment strategies supporting policies and plans which integrate water security for climate resilience and other key issues	#	100	175%	24	73%
	OT1.5	No. of countries supported in the development of capacity and projects to access climate and climate-related finance to improve water security.	#	96	168%	21	100%
	OT1.6	No. of demonstration projects undertaken for which innovation has been demonstrated	#	101	191%	19	66%
	OT1.6g	No. of initiatives/demo projects specifically targeting gender issues	#	34	680%	28	70%
	OT1.7	No. of documents produced outlining the lessons from GWP demonstration projects and a plan for replicating solutions	#	83	138%	6	33%
	OT1.8	No. of beneficiaries supported in demonstration projects on water security and climate resilience undertaken	#	204,258	53%	134,385	71%
Goal 2: Generate / Communicate Knowledge	OT2.1	No. of government institutions/other stakeholders with demonstrably enhanced capacity to integrate water security and climate change and other key issues in the design and implementation of policies, plans & projects	#	783	253%	600	300%
	OT2.1g	No. of capacity building and professional development workshops/initiatives with a significant focus on women and youth	#	46	n/a	50	217%
	OT2.2	No. of south-south lesson learning & knowledge transfer initiatives with commitments for step-wise follow up	#	25	208%	15	167%
	OT2.3	No. of media features on water security for climate change and other key issues. All media including radio, television, print, internet.	#	650	186%	216	144%
	OT2.4	Number of publications, knowledge products (including strategic messages) and tools for water security for climate resilience and other key issues developed and disseminated	#	367	149%	109	237%
	OT2.4g	No. of publications and knowledge products that have a prominent gender perspective incorporated	#	11	n/a	17	100%
	OT2.5	User satisfaction across knowledge products and services produced, managed and disseminated by GWP.	#	n/a	n/a	86%	115%
	OT2.6	No. of joint global/regional activities by GWP, development banks and other multilateral agencies integrating water security with climate and other key issues, leading to demonstrable follow-up actions.	%	25	357%	19	380%
Goal 3: Partnerships	OT3.1	Implementation of Results Framework & associated M&E across the GWP network	#	0	100%	OK	n/a
	OT3.2a	Increased financial performance across all RWPs and CWPs – Locally raised funds.	M	4.0	n/a	2.5	96%
	OT3.2b	Increased financial performance across all RWPs and CWPs – In kind contributions.	M	4.0	n/a	1.3	n/a

Source: GWP 2014-2017 Progress Reviews, Work Programs, Dalberg analysis

Under its 2014-16 work plan, GWP's average output target achievement was 226%, its outcome target achievement 163% and its impact target achievement was 203%. GWP far exceeded most output targets (achievement ranging from 100-680%)[33] except for output target 1.8 (Number of beneficiaries

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[33] The achievement of 5 indicators is not measured due to changes in the monitoring framework over the period: Number of capacity building and professional developments initiatives with a significant gender component (OT2.1g); User satisfaction across knowledge products (OT2.5); Number of publications and knowledge products

supported in demonstration projects). It met or exceed most outcome targets (achievement rates of 100-250%) except for one significantly below target (O2: Number of investment plans: 45% achieved) and two below targets (O1: Integration of climate resilience in policies, plans and strategies, at 71%; O2: Integration of climate resilience in policies, plans and strategies, at 76%).

Under its 2017 work plan, GWP' average output target achievement was 136%, its outcome target achievement 106% and its impact target achievement was 58%. GWP outperformed on a majority of indicators, with a few areas lagging, notably: (i) Outcome indicator O5 (No. of enhanced legal frameworks/policies/strategies): The target set was overambitious and did not take into account the long time frames and frequent delays that are typically associated with legal processes. Such delays were experienced in, among others, Central America, Eastern Africa and South Asia where planned targets were not met; (ii) Output indicators OT1.6, OT1.7 and OT1.8 (demonstration projects): The implementation of demonstration projects in 2017 was ultimately considerably less than planned. In comparison to other outputs, demonstration projects are particularly susceptible to delays due to the involvement of a range of stakeholders, often at community level, as well as reliance on implementation partners to put in place the pilot interventions. Delays in setting up the projects naturally has a knock-on effect regarding the associated results, namely the documentation of results and the number of people who have benefitted.

An analysis of resource allocation shows very contrasted levels of effort thematically and geographically.

As noted in the 2017-19 work program, "variations in the allocation of resources has led to unequal progress on each of the themes, which have consequently developed unevenly".[34] As GWP does not monitor funding allocation by theme or goal at the global level, we used existing financial data to develop an analysis of resource allocation across themes, programs, and geographies (Exhibit 12-13) to put in perspective GWP's achievements and efficiency. Two themes (climate, transboundary) concentrate the bulk of the program budgets and a multiplicity of initiatives (urbanization, nexus, gender, youth) have been developed with shoestring resources. Three geographies (GWP Mediterranean, Southern Africa, and West Africa), buoyed by a strong local fundraising activity, stand out in terms of budget size.[35]

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with a significant gender perspective (OT2.4), and Increased financial performance across all RWPs and CWPs, financial and in kind (OT3.2a and OT3.2b).

[34] GWP (2016). Work Program 2017-19

[35] While the GWP team highlighted the difference in nature between WACDEP, a structuring vehicle for core program implementation, and designated programs such as SITWA or Drin, an analysis of regional budgets under WACDEP did not show a strong diversification of thematic activities under WACDEP and confirmed its predominant climate focus: In 2014, climate represented about 88% of the regional WACDEP budgets in aggregate (with about 5% of budgets covering transboundary activities and 6% nexus activities); in 2017, climate represented 92% of these budgets (with about 4% of budgets covering transboundary activities and 2% nexus activities). In balance, GWP's activities are therefore predominantly focused on climate and transboundary.

Exhibit 12: Allocation of program budgets (goal 1) over 2014-17 by theme and donor-funded program (in % of total)[36]

By theme (Total = EUR 26.8 M)

Climate	66%
Transboundary	22%
Urbanization	1%
Nexus	1%
Youth	0%
Gender	0%
Global and misc.	9%
Total	100%

By donor-funded program (Total = EUR 26.8 M)

WACDEP	58%
SITWA	8%
Mekrou	7%
IDMP	7%
DRIN	6%
Global Dialogues	5%
Water Security - SDGs	2%
Other programs	8%
Total	100%
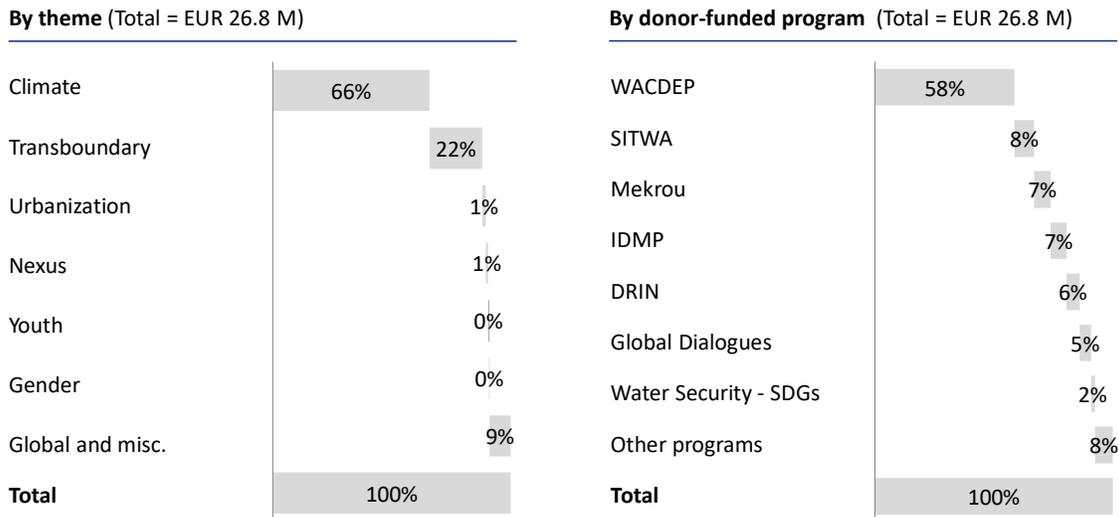
Source: GWP financial data, Dalberg analysis

Exhibit 13: Overview of RWP budgets, 2017 example (in EUR M)[37]

■ Core and Program funding from GRF   ■ LRF
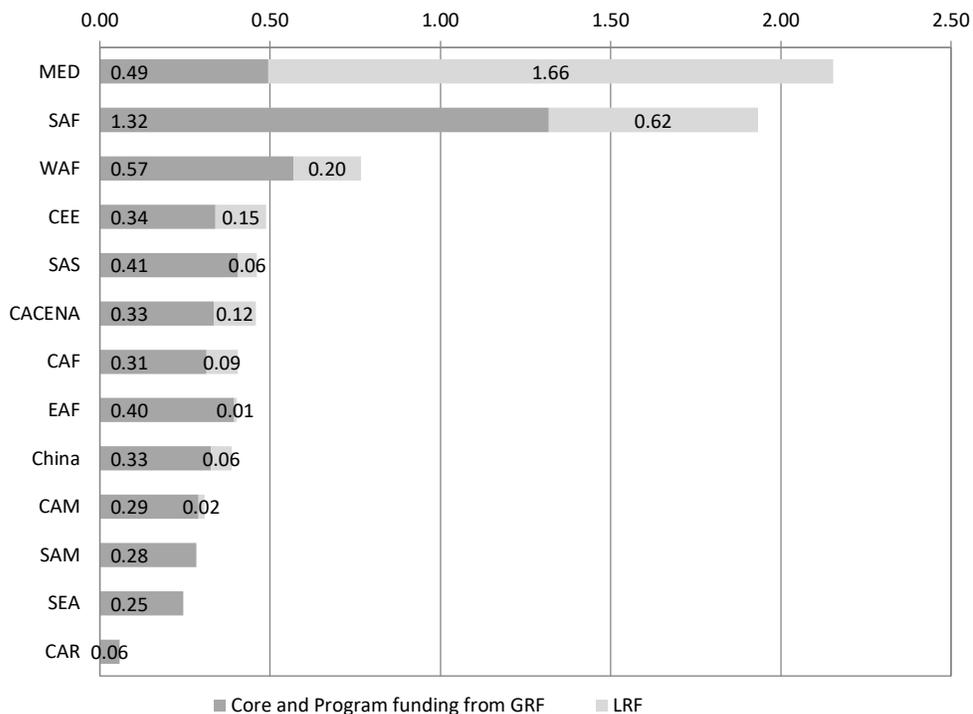
Source: Regional financial data shared by GWPO (Balance budgets), Consolidated LRF data shared by GWPO, Dalberg analysis

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[36] Note: IDMP and APFM are joint programmes with WMO and have benefitted from contributions of WMO that do not go through the GWP financial system, but are managed at WMO.

[37] Note: Core and Programme funding from GRF for SAF (1.32M) includes the African Coordination Unit which serves all African regions.

We used our interviews to identify perceived areas of strength in the network. Geographically, they corresponded to the level of fundraising activity in the regions, which partly reflects the proactivity of the teams and reputation of RWPs with global donors. Three regions stand out in particular, GWP Mediterranean, Southern Africa and West Africa, which have initiated or implemented some of GWP's large programs (e.g. DRIN, WACDEP, Mekrou).

Interviews also highlighted the positive perception of GWP's role on global processes (contribution to the SDG 6 goal, support to the Value Water initiative, contribution to OECD's governance initiative, to the SDG 6.5.1 reporting process), where GWP leverages its multilevel model and provides a precious ground-truthing mechanism for global development institutions.

Finally, our interviews confirmed that WACDEP is very highly regarded, as confirmed by the expansion of the program in Phase II and the conclusion of the WACDEP evaluation conducted in November 2017. While no external evaluation was available for GWP's transboundary work, it is also seen as robust by external stakeholders. Other thematic areas (Urbanization, Nexus, Youth, Gender) are at early stage and current results have been developed with shoestring global resources (in terms of staffing: one Senior Network officer in charge of both the Nexus and Youth themes in addition to her regional responsibilities; one Senior Network Officer leading the urbanization work, one Program Officer working on Gender; in terms of budget: EUR 75K per year for Urban, EUR 72K for Gender, EUR 120K for Youth, 60K for the Nexus).[38]

Evaluations of GWP's climate work covering 1/3rd of the global funding over the period suggest that GWP has been efficient in its execution

The results of the recent evaluations of the climate programs (WACDEP, IDMP and APFM), suggest that GWP has been efficient in its execution. The IDMP evaluation states that: "The analysis shows that the work program of the IDMP was implemented in a cost-efficient way. The activities were carried out by the TSU, which was kept very light. (…) The activities were implemented with the collaboration of partners in different parts of the world. This strategy of working in partnership was crucial to increase the capacity of the IDMP of implementing its activities under constraint of financial and human resources."[39] The WACDEP evaluation notes: "Limited resources successfully covered dispersed geographies and a wide range of activities. The program delivered results in all eight countries and most regions, which helped WACDEP to leverage funding".[40]

GWP will need to avoid the pitfall of fragmented resources

The flipside of positive comments on efficiency was a recurrent comment on the excessive ambition of the scope over the budget: "The program has been understaffed and underfunded" (APFM)[41]; "The activities were carried out by the Technical Support Unit, which was kept very light. In fact, the size of the Technical Support Unit should be increased in order to improve its capacity to execute the work program" (IDMP)[42]; "Objectives were ambitious overall and countries were expected to go a long way with very limited resources. Investment planning was under-resourced: [it was] unrealistic to expect results under this work package within the short program period." (WACDEP).[43] This feedback echoes comment by GWPO staff and external stakeholder that many of the themes were under-resourced,

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[38] Due to perimeter changes, expenditure data was not available for the full period for Youth and Gender. Averages for Youth and Gender are based on 2017-18E data and averages for the Nexus based on 2016-18E data, assuming comparable envelopes in previous years.

[39] A. Magalhaes (2016). Integrated Drought Management Program : Review Report

[40] OneWorld (2017). Evaluation of WACDEP Africa, 2011-2016

[41] C. Barret & C. Wittwer (2016). Assessment report of the WMO/GWP Associated Program on Flood Management

[42] IDMP review. Ibid.

[43] WACDEP evaluation. Ibid.

and GWP's strategy was over-ambitious. Going forward, it seems important to ensure that a sufficient level of resources is available for globally funded initiatives to reach impact at scale.

Establishing the link to impact remains a challenge

Another caveat highlighted by recent evaluations as well as some of our interviews regards the link to impact. As noted in the WACDEP evaluation: "WACDEP has not clearly articulated the program's pathways of change and impact. Usually, there are intermediaries that create pathways between a programme and its target audience. These are government institutions, RECs, related programs, NGOs, consultancies, academia and civil society. There is no doubt (…) that creating networks and pathways is a GWP strength and that this has been successfully deployed in delivering WACDEP. However, the relationship between these institutional networks and the impact pathways for the most vulnerable is not clearly set out as an integrated strategy to achieve a theory of change". Measuring impact was a challenge met by all other water governance actors interviewed for this study, and exploring partnerships and options to create a more compelling case to help donors justify the social and economic return of investing in WRM seems important to consider.

2.3. Governance

In this section, we reviewed the robustness of GWP's governance organs and the strength of key processes (financial controls, result monitoring, risk management, knowledge management, and strategic planning), using criteria of relevance, effectiveness, legitimacy, cost and adaptability. Considering structures and staffing, we found the mandate of governance organs to be clear at all levels and GWP's governance to be cost-effective, but we identified seven important issues related to legitimacy and effectiveness: (i) The role of Partners in GWP's governance is unclear; (ii) The legitimacy of decision-making is ill-defined among the different organs; (iii) The identification of independent Nomination Committee members with adequate experience is challenging; (iv) The responsibilities of the Secretariat have expanded over time and lack a clear definition; (v) Programs are not well integrated in GWP's governance, (vi) GWP must tackle unresolved hosting issues, and (vii) Given the diversity of CWPs, they are complex to integrate in global governance or program delivery efforts. Considering key processes, we found that GWP has put in place a robust backbone for the operation of the network. It has rolled out a structured system of financial controls, result monitoring and risk management across regions and levels. Two areas require strengthening – knowledge management and strategic planning.

2.3.1. Approach

This review of GWP's relevance took the same approach as the 2014 governance review, with a broader lens including RWP/CWPs and programs

We evaluated GWP's governance using 5 criteria: (i) Relevance: Clarity of the mandate of each organ and alignment with the organization's mission; (ii) Effectiveness: Absence of gaps or redundancies, and accountability to results; (iii) Legitimacy: Representation of key constituencies in the governance organs; (iv) Cost-efficiency; and (iv) Adaptability: Whether the organization can quickly adapt to factor in changes in its environment.

Our analysis of the governance examined in turn GWP's structure and staffing, and its systems:

- Structure / Staffing: We reviewed the key governance organs, their composition, reporting lines and division of tasks. At the global level, our analysis covered the 7 governance organs included in the Statutes (Sponsoring Partners Meeting, Steering Committee, Financing Partners Group, Nomination Committee, Technical Committee, Network Meeting, Secretariat). At the regional level, we reviewed the role of the Partners, Steering Committee, Technical Committee, and Secretariat. For the country level, we relied on the validations conducted by GWP as part of the Rapid Country Level Assessments conducted in 2016. For programs, we reviewed governance information available in existing program evaluations.

- Systems: We reviewed the processes and procedures through which things get done from day to day, focusing on financial controls, result monitoring, risk management, knowledge management, and strategic planning.

The table below summarizes our approach. A description of the governance organs is presented in Appendix 6, and the following sections highlight the key findings from our analyses and interviews.

Exhibit 14: Approach followed for the governance review

	Structure / Staffing	Systems
Relevance	Clarity of the mandate of each governance organ	-
Effectiveness	Gaps or overlaps in responsibilities between each organ	Effectiveness of processes and procedures
Legitimacy	Whether key governance bodies are representative of the key stakeholders	-
Cost	Overall cost of governance	
Adaptability	Ease of reforms	

Source: Dalberg analysis

2.3.2. Structure and staffing

GWP has well defined governance structures at all levels

As presented in Appendix 6, GWP has defined a clear mandate for its governance organs at the global and regional levels, as well as for its programs. This is confirmed by existing external evaluations. For example, an evaluation of GWP Mediterranean commissioned by SIDA and conducted by KPMG in 2016 concluded that "The GWP-Med has a clear governance structure and clearly defined roles and responsibilities set by the GWP-Med Rules of Procedure. The formal decision-making mandate and delegation of the work is adequately organized given the size and activities of the organization (…). The capacity of the Steering Committee is sufficient." This is also aligned with the self-perception from RWPs. Among the areas reviewed in regional self-assessments, governance is that receiving the highest score from respondents (Exhibit 15).

Exhibit 15: Overview of 2017 results from the regional self-assessment[44]

Regions	Strategic plan. & prog.	Comm. and reporting	Financial mgt. and HI	Network Governance	Knowledge sharing	Fundraising
Caribbean	n/a	n/a	n/a	n/a	n/a	n/a
Central Africa	57%	29%	50%	62%	38%	50%
CACENA	43%	43%	60%	54%	38%	63%
South America	43%	50%	60%	85%	38%	0%
Central America	79%	57%	50%	69%	25%	25%
South East Asia	36%	40%	94%	67%	0%*	88%
East Africa	79%	64%	65%	81%	63%	38%
West Africa	71%	86%	65%	81%	38%	50%
China	64%	57%	94%	79%	75%	50%
CEE	86%	86%	83%	67%	38%	88%
Mediterranean	79%	60%	100%	77%	50%*	88%
Southern Africa	86%	79%	89%	96%	100%	100%
South Asia	93%	100%	90%	88%	75%	100%
Overall average	68%	63%	**75%**	**76%**	53%	62%

Source: Regional Self-Assessments 2017

At the CWP level, the diversity of situations is too great to assess without detailed individual reviews, but the accreditation revalidations and rapid country level assessments conducted by GWP in 2016 constituted a thorough governance review and confirming the strength of the governance of 63 CWPs (see example of the governance questionnaire in Appendix 6).

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[44] This table presents GWP's data from the self-assessment as received from RWP by GWP's M&E team. It has not been calibrated by GWPO.

Largely based on voluntary support, the cost of GWP's governance is low

At the global level, the average yearly cost of governance is about EUR 250 K,[45] including Chair fees, two meetings of the global Steering Committee meetings per year (per diem, travel and meeting costs), the costs of the network meeting, as well as ad hoc consulting costs for strategy and governance support. The global governance budget has decreased over time given the reduction in the number of days included in the mandate of the Chair and transition to a virtual Network Meeting.

At the regional level, governance costs include the costs of the regional chair (in four regions only – South Asia, Central Africa, West Africa, Southern Africa – being harmonized to EUR 5 K), the cost of two regional Steering Committee meetings per year, and a general assembly every second or third year (e.g., EUR 15 K for Southern Africa).

At the country level, a large share of the activities rely on voluntary work (as illustrated by the CACENA example in Exhibit 16), allowing GWP to have a remarkable reach across geographies, but also representing a limitation with regards to program implementation, as discussed at the end of section 2.3.2).

Exhibit 16: Funding of GWP staff – Example of GWP CACENA

CWP	Function	% of full time/year	Financed by GWP core funds	Financed by GWP WACDEP funds	Financed by GWP "Other" funds	Financed by LRF	In Kind/ volonteer/ unpaid
Armenia	Country Coordinator	100%	100%				
	Project Manager	50%			25%	25%	
	Financial Admin	100%	25%	25%	25%	25%	
Azerbaijan	Country Coordinator	50%	50%				50%
	Project Manager	50%		50%			50%
	Financial Admin	25%	25%	25%			50%
Georgia	Country Coordinator	70%	25%			50%	25%
	Project Manager	60%		50%		25%	25%
	Financial Admin	20%	25%	50%		25%	
	Individual Consultants	20%		50%		50%	
Kazakhstan	Country Coordinator	50%					100%
	Project Manager	100%					100%
	Financial Admin	100%					100%
Kyrgyzstan	Country Coordinator	70%	25%			50%	25%
	Project Manager	50%		50%		25%	25%
	Financial Admin	100%	25%	50%		25%	
	Individual Consultants	25%		50%		50%	
	IT-service	100%	75%				25%
Mongolia	Country Coordinator	50%					100%
	Project Manager	100%		50%			100%
	Financial Admin	25%		25%			50%
Tajikistan	Country Coordinator	60%	50%				50%
	Project Manager	40%		50%			50%
	Financial Admin	20%	25%	25%			50%
Turkmenistan	Country Coordinator	40%				50%	50%
	Project Manager	25%		50%			50%
	Financial Admin	100%	75%				25%
	IT-service	100%	75%				25%
	Library maintenance service	100%	75%				25%
	Individual Consultants	25%		100%			
Uzbekistan	Country Coordinator	100%	100%				
	Project Manager	25%		50%			50%
	Financial Admin	20%	50%	25%		25%	

Source: Survey CWP Human Resources, July 2018

Despite adjustments brought to GWP's governance since 2014, seven major governance issues remain

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[45] 2014-17 average

Since the governance review conducted in 2014, GWP made some adjustments to its governance (a review of the implementation of the recommendations from the 2014 review conducted by Dalberg is presented in Appendix 7) but six important issues, remain, related to legitimacy and effectiveness: (i) The role of Partners in GWP's governance is unclear; (ii) the legitimacy of decision-making is ill-defined among the different organs; (iii) the rules guiding the Nomination Committee restrict the pool of talent for the SC; (iv) the responsibilities of the Secretariat have expanded over time and lack a clear definition; (v) programs are not well integrated in GWP's governance, (vi) GWP must tackle unresolved hosting issues, and (vii) Given the diversity of CWPs, they are complex to integrate in global governance or program delivery efforts.

Issue #1: The role of Partners in GWP's governance is unclear

GWP's Statutes state that GWP is a member organization whose objectives focus on building members capacity. However, GWP is more and more dependent on responding to project and program funder's requests.

Three points must be considered when clarifying in GWPO's governance: the current role of Partners in GWP's delivery model, the nature of the Partnership, and the expectations of the Partners themselves.

The nature and the boundaries of the Partners' body itself is a challenge from a governance standpoint. Partners may represent institutions, or they may themselves be networks of networks – GWP MED, for example, was established as a network of networks. Besides, the boundaries of the Partnership are problematic. In 2015, GWP carried out an extensive review of its partners with the aim of updating membership records and gaining a better understanding of the type of partner within different regions and countries. GWP was able to identify dormant partners (417 members, i.e., -14% between 2014 and 2015); but while the acceptance of new Partners is the responsibility of the Executive Secretary, the official records of GWP can only be amended once validated by the Network Meeting and these members have not yet been removed.

Finally, the expectations of the Partners themselves seem diverse and may have greatly evolved over the 20 years of operations of GWP. The perspective of a cross-section of regional teams is presented below, based on answers to the questionnaire circulated ahead of the 2018 Regional Days; the Network Survey conducted in 2017[48] similarly highlights the diversity of expectations across Partners.

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[48] Keystone (2017), Network Survey 2017

Exhibit 17: In your region, why do organizations join a CWP? What do they get out of being part of GWP? (34 responses from members of the regional teams)
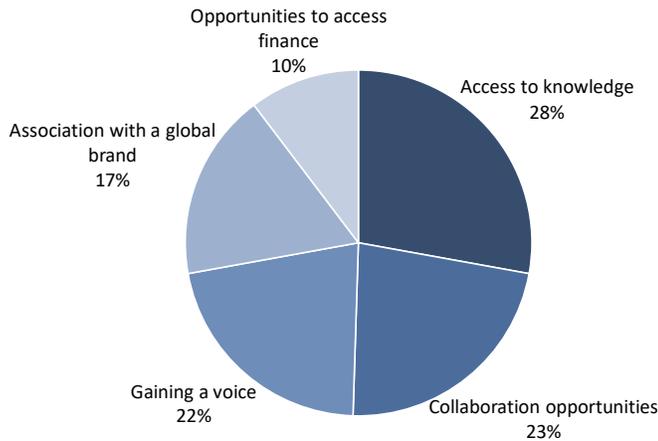
Source: 2018 Regional Days Questionnaire, Question 3

Issue #2: At the global level, the legitimacy for GWP's governance is unclear

GWPO's governanceis not built on a a representation of its members as is for example the case at IUCN or WWC, or on a representation of the stakeholder groups impacted by GWP's work, as is the case at GAVI (See Exhibit 18).

As discussed, there is unclarity on the Partnership base and its expectations. The participation to the Network Meeting, which plays an important statutory role, is minimal.[49] It was in the range of 40 participants constituting around 1% of the membership until 2015, when the NM became virtual, and GWP has no indication that this change increased the attendance by Partners.[50]

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[49] Held annually, The Network Meeting is meant to function as a general assembly of the Network and offer an opportunity for Partners to participate in steering the organization (by adopting the strategic directions and policies for the Network, recommending actions to be taken by the Steering Committee, and commenting on the yearly activity report and financial statements).

[50] Beyond the Network Meeting, partners are involved in CWPs and RWPs general assemblies and other decentralized organs but as explained, CWPs and RWPs have very limited influence on GWPO's governance

Exhibit 18: Two models of Board structures

World Water Council: example of a Board elected by the members
- 300 WWC members belonging to 5 colleges (Intergovernmental organizations, governments, public and private enterprises, civil society, and academic institutions)
- Members elect Board of Governors of 36 members: 1 ex-officio member (city of Marseilles which hosts the WWC) and 35 Governors elected by the WWC members in 5 colleges based on the population of the colleges
- The Board of Governors elects a President, who nominates a Bureau of 6 people

The GAVI Alliance: example of a Board with multiple constituencies
The Board is comprised of 18 "representative" seats, 9 seats for independent or "unaffiliated" individuals and one seat for Gavi's CEO (ex-officio non-voting Board member); Two-thirds of the voting members of the Board are representatives from key Vaccine Alliance partner institutions and stakeholders ("representative Board member") and one third of its voting members are independent (or unaffiliated) individuals who are appointed in their personal capacity on the basis of their skills and networks.
- The Board's representative seats ensure that institutions and constituencies can provide formal input into the development of all Gavi's policies and the management of its operations. They include:
  – World Bank (permanent seat)
  – UNICEF (permanent seat)
  – WHO (permanent seat)
  – Bill & Melinda Gates Foundation (permanent seat)
  – 5 seats, donor country governments
  – 5 seats, developing country governments
  – 1 seat, Vaccine industry industrialized countries
  – 1 seat, Vaccine industry developing countries
  – 1 seat, Civil society organizations
  – 1 seat, Research and technical health institutes
- Independent Board members are private individuals with no professional connection to Gavi's work. They bring independent and balanced scrutiny to all of the Board's deliberations. These individuals also provide expertise in a number of critical areas such as investment, auditing and fundraising.

Source: Interviews; websites; Dalberg analysis

The current Steering Committee is not designed as a representation of the stakeholder groups impacted by GWP. It currently includes 12 voting members, including 7 members from a regional pool (individuals proposed by the regions but acting in their personal capacity, not as mandated representatives of the RWPs), 1 FPG representative, and 4 independent members (Exhibit 19).

Exhibit 19: Direct representation of the regions at the Steering Committee
(Black dots represent voting seats, white dots non-voting seats)

| 5 ex-officio members | 4 members from a global pool | 7 members from a regional pool | 1 FPG rep | 4 observers |

Note: The 5 ex-officio members include: The SC Chair, ES, TEC Chair, Chair of Regional Chairs, and UN representative; observers include the WB, UNDP, and WWC. Since 2013, the Steering Committee has also invited a representative of the World Youth Parliament for Water.

Source: Statutes, Dalberg analysis

A contrario, GWP remains formally accountable to the eight governments and two multilateral organizations who signed the Memorandum of Understanding establishing GWP in 2002.[51] They form the Sponsoring Partners' Meeting, which appoints the Steering Committee and the Chair and exercises its governance role over the Steering Committee. SP members not funding GWP's activities[52] are

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[51] Governments of Argentina, Chile, Denmark, Hungary, Jordan, Pakistan, Sweden, The Netherlands; World Meteorological Organization; World Bank

[52] Major financial contributors include The Netherlands and Sweden, and until 2019, Denmark. WB also provides some funding. WMO is conducting joint programs with GWP

typically not closely involved in its work – understandably for a group meeting once a year, on an organization working on a broad range of complex topics.

In practice, the Secretariat, whose team prepares the meeting agenda and supporting documents, plays an important role in shaping the points discussed at the SC, FP and SP meetings.[53] The practice of governance within GWP is therefore misaligned with its theory.

Exhibit 21: theory vs. practice in GWP's governance

	In theory			**In practice**
SPM	Highest authority. Appoint SC, Chair and Auditors. Approves Audit reports	●	○	No influence on nominations. Approval is purely formal
SC	Oversees the Secretariat	◐	◐	Self nominates. Oversees Secretariat but no independent resources
FPG	1/12 voting seat on the SC (since 06/2015)	◐	●	Drive organization's sustainability
Secretariat	-	○	●	Writes the agenda of the SPG and SC meetings
RWPs	Not formally part of the Governance	◐	◐	Propose nominees for 7/12 voting SC members
Network	In theory driving the strategy through the NM	●	○	NM purely formal

Note: Black = High weight, Grey = Medium, White = Low
Source: Dalberg analysis

Issue #3: The identification of independent Nomination Committee members with adequate experience is challenging

The nomination committee is a statutory body of GWPO, whose most important task is to nominate the Chair and the members of the Steering Committee for appointment by the Sponsoring Partners. It comprises 5 or 7 members, appointed by the Steering Committee for 3 years, renewable once. As stated in the Steering Committtee's Code of Conduct, the Nomination Committee must include two members of the Steering Committee and at least three independent members (who may have served on the Steering Committee).[54] GWPO has experienced challenges identifying independent members with appropriate experience and sufficient insight into GWP activities.

Issue #4: The responsibilities of the Secretariat have expanded over time and lack a clear definition

The accountability of RWPs has been increased through stronger reporting requirements and a reduction of the regional core (which supports the administrative infrastructure of the regions and is regarded as seed funding).[55] Unlike for RWPs, however, GWPO has not defined for itself a clear set of KPIs, and the budget of the secretariat has grown over the strategy period (even if moderately in relation to GWP's global budget).

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[53] The Chair discusses the agenda of SC and SP meetings with the ES and validates them, but has limited bandwidth and no separate resources: as at the time of this report, a reduction of the time allocation to the role was under discussion following to a change in the job description validated at the June 2018 SC meeting (reduction to 15-30 days, from 50 days per year for the 2016-18 Chair, and 100 days per year for the 2013-16 Chair)

[54] This rule was reformed at the June 2018 SC meeting, prior to which independent members needed to not have served on the SC for at least 6 months.

[55] The regional core has decreased from EUR 200 K per region per year in 2014, 2015 and 2016 to EUR 180 K + EUR 20 K conditional on an equivalent amount being raised in the region in 2017, and to 170 +EUR 20 K conditional on LRF in 2018.

Exhibit 22: Evolution of the Secretariat's budget over 2014-2018E

| | Secretariat, PRM and regional support costs | | x% | % of global yearly budget (i.e. all funds excl. LRF) |
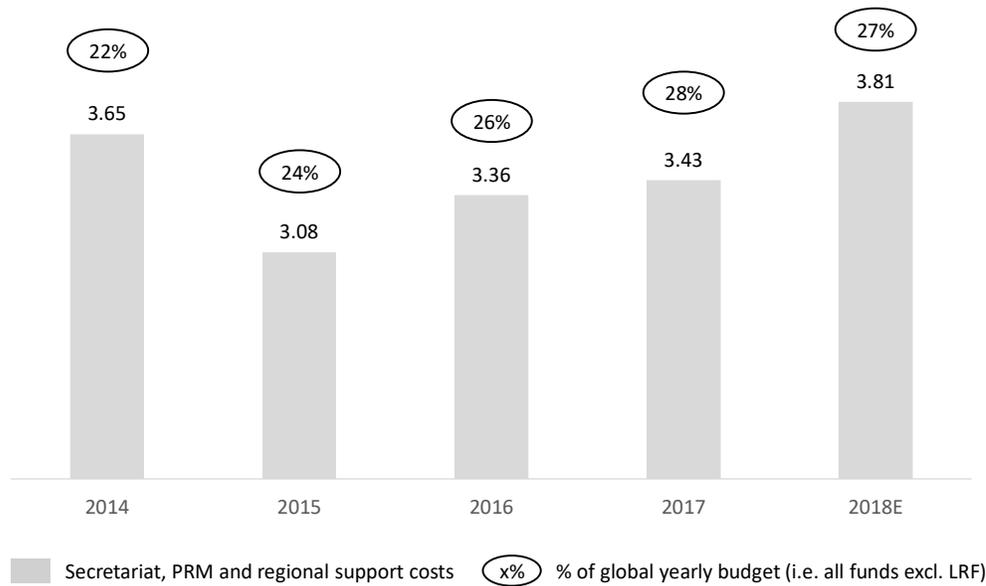
Source: GWP financial data, Dalberg analysis

Issue #5: The reform of hosting issues could have a major governance impact

The RWPs and the CWPs are independent organizations and do not form part of GWPO as set out in the Statutes. They may or may not decide to establish themselves formally as legal bodies. As at June 2018, 2 RWPs are legally registered and self-hosted (CEE and WAF), three are legally registered and hosted (CHI, CAM and SAF), and other RWPs are not registered and hosted by a separate legal institution, which they are required to do to receive funding from GWPO.

Several RWPs (particularly GWP MED and GWP SAF) have underscored the limitations of hosting arrangements and requested a change in the operating model. These challenges include the cost of hosting arrangements (typically 7-10% of the expenditures of the RWP or CWPs), concerns about their "standing" with key counterparts, and cumbersome processes, including for hiring. The challenges are particularly significant where regional teams are large in headcount or budgets. Besides renegotiating bilateral agreements with hosts, potential options would be to set up GWPO "daughters" as separate legal entities linked directly to GWPO in Sweden through host agreements with governments, or setting up a local legal entities independent of GWPO.

Issue #6: The integration of programs in GWP's governance is not well defined

Some of the large programs have their own management structures, technical support and advisory groups, duplicating existing structures within GWP without a clear articulations of the links and responsibility allocation between them; it is the case in particular with WACDEP, IPDM and APFM (See Appendix 6), which represent a sizable share of the budgets (Exhibit 23).

WACDEP, for example, is endorsed by AMCOW and hosted by its Secretariat. It has set up its own structures, with program coordination handled by a Coordination Unit located in Pretoria and playing a Pan-African role; a Reference Group playing a technical advisory role; and an Advisory Group exists, comprising of AMCOW, Regional Economic Communities, River Basin Organizations and other strategic pan-African bodies and national governments. At the regional and national level, the supervision and monitoring of WACDEP implementation was done through Regional and National Steering Committees, and arrangements varied depending on the existing GWP management arrangements. At the country level, accredited CWPs existed in 5 out of the 8 WACDEP implementation countries and alternative management arrangements were created to oversee

WACDEP in the other three countries. The WACDEP evaluation concluded that "locating WACDEP coordination unit in Africa is a success but ambiguity surrounds some of the overarching program governance structures."

Similar remarks can be made regarding IDMP and APFM, which have three governance entities: a management committee, an advisory committee, and a designated Technical Support Unit, meant to assist with the technical implementation of the program.

To a large extent, these programs developed their own structures, a situation likely to occur again for large programs conducted in partnership. They raise the question of whether the overall organizational architecture of GWP should be revised to avoid excessive complexity and unclarity in the allocation of roles and responsibilities.

Exhibit 23: Share of global dedicated funding and LRF
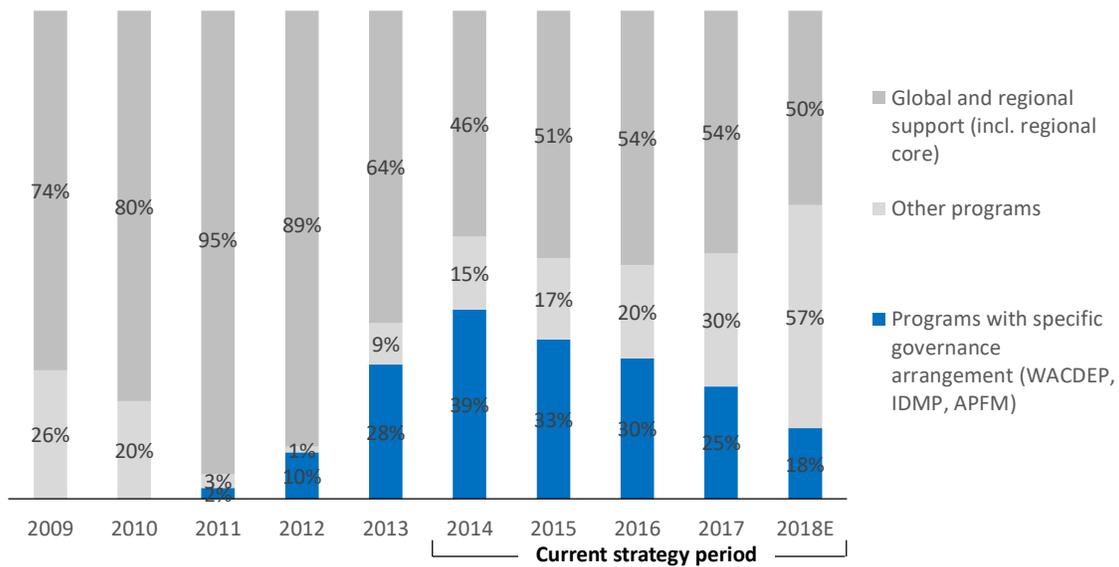
Source: GWP financials, Dalberg analysis

Issue #7: Given the diversity of CWPs, they are complex to integrate in global governance or program delivery efforts

GWP has made a significant investment to strengthen the fabric of its CWPs, including Rapid Country-Level Assessments, a revalidation of CWP accreditation, and operational capacity assessments. These efforts provided a clear diagnostic of CWP situations, and led GWP to reduce the number of CWPs due to shortfalls in the compliance with conditions of accreditation.[56]

However, while it is acknowledged that GWP's network and global presence are important assets and that action at the national level is essential in the context of SDG implementation, there remains a high level of diversity across CWPs, making it hard to build regional or global governance mechanisms, or program implementation efforts, on that foundation.

In particular, the WACDEP evaluation notes that CWPs are primarily built to convene, not to support programs: "The structure of GWP is, in specific instances, not fit for WACDEP's purposes. The Country Partner and CWP model appears to be structurally at odds with program implementation. It is one of the key departures from the otherwise synergistic relationship between GWP and WACDEP – and

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[56] Number of CWP reduced from 86 to 60 due to shortfalls in the compliance with conditions of accreditation; this number is now rising again as some of the excluded CWPs address the necessary accreditation requirements, and had reached 63 as at June 2018.

therefore between GWP and programming. These country partnerships are not structured for delivering programs; rather, they exist to deliver networks. They are typically not resourced, mandated or organized for program delivery. Yet, the program design, particularly through Work Package #8, partnerships and sustainability, raised expectations of these structures that they could not meet, in terms of delivery and participation. This in turn appears to have raised tensions between GWP and some CWPs, rather than strengthening these partnerships, as was a strategic goal of the program."

A comparison of delivery models in the three regions visited (Exhibit 24) highlights the challenge of decentralizing operations to the CWP level; in the case of GWP SAS, budgets are passed on to the country level, resulting in a duplication of administrative layers between the regional and country level, and a fragmentation of the budgets (numerous initiatives in the 1K / 3K range at the CWP level), making monitoring extremely complex. Conversely, GWP MED and GWP SAF have strong regional offices (about 20 people) generating economies of scale, workplans organized around a few priorities, and they appear able to roll out programs at the country level based on very strong relationships with regional mandated institutions (UfM for GWP MED; AMCOW and SADC for GWP SAF), providing a bridge into engagement at the country level. Initially built as a network of networks, GWP MED has no CWPs but paid staff in 7 countries; GWP Southern Africa has one accredited CWP (Tanzania), and pays staff at the Tanzania and Botswana CWPs through WACDEP, and in other countries on an ad hoc basis.

Exhibit 24: Comparison of 3 regional models

GWP MED

Expenditures of EUR 2.2 M, incl. running costs of EUR 206 K		
Core: EUR 244K	+ WACDEP EUR 250 K	+ LRF EUR 1.7 M
Running costs: 10%, Leverage (LRF/core): x7		

⯆

18 FTEs / 18 people in 7 countries: Head Office in Greece, antenna Office in Tunisia and staff based in Lebanon, Macedonia, Montenegro, Kosovo and Albania

⯆

Work organized by programs.
Selected activities (besides WACDEP):
- **Policy dialogue at regional, national and local level**
  Sida UfM/GWP-Med/OECD Programme on Governance and Financing for Med Water Sector
  SIWI/Sida Programme on Water Integrity in the MENA
  EU FP7 project BeWater
  Sida 'Making Cooperation Happen in the Mediterranean' Project
  JRC-Food Water Energy Nexus in Algeria Libya Tunisia
- **Transboundary**
  IW:LEARN 4-GEF , Drin Project
  UBA Nexus Project in SEE
  GEF IW:LEARN 4 Project
  GEF UNDP Drin Projects
  ADA Nexus Project in SEE
  GEF UNEP Med Programme Nexus Project in MENA and SEE
  GEF UNEP Med Programme Source-to-Sea Project in MENA and SEE
- **Local pilot applications and non-conventional water resources management**
  NCWRM Programme supported by a multi-annual CSR Programme of the Coca Cola Foundation
  'Water for the City' Project supported by the CSR Programme of the Coca Cola Foundation
  Water Conservation Awareness Centre Games, Malta

GWP SAS

Expenditures of EUR 461 K, incl. running costs of EUR 112 K		
Core: EUR 281 K	+ WACDEP EUR 124 K	+ LRF EUR 56 K
Running costs: 23%, Leverage (LRF/core): x0.2		

⯆

3.15 FTEs in the regional office + 19.1 FTE / 35 people in 6 CWPs (Bangladesh 2.2 FTE, Bhutan: 0.2 FTE, India 6.4 FTE, Nepal 0.6 FTE, Pakistan 8 FTE, Sri Lanka 1.7 FTEs)

⯆

Work organized by CWP
About 200K in audited CWPs expenditures, with **15-60K per country + LRF** (Bangladesh 33K, Bhutan 13K, Nepal 29K, India 57K, Pakistan 34K, Sri Lanka 29K)

Example of activities besides WACDEP:
- Bangladesh: Youth and gender capacity building (3K)
- Bhutan: Improve access to water for 2 vulnerable rural communities (4 K), Impact assessment of waste on WRM (1.5 K)
- India: Rapid IUWM program in 1 city of Rajasthan (6 K), Wetland Management Plan for 5 villages (2.5 K), Demonstration of high quality low cost bio-sand filters (5K), youth outreach (2.7K)
- Nepal: Impact of urbanization n water availability (3.5 K), study on benefits of water sharing (5K)
- Pakistan: NA
- Sri Lanka: RBM sub-basin and source area conservation/Mini Hydro (1K), wetland activity (2 K), gender dialogue (1K), school dialogues (1K)

GWP SAF

Expenditures of EUR 1.9 M, incl. running costs of EUR 209 K		
Core: EUR 308K	+ WACDEP EUR 1 M	+ LRF EUR 600 K
Running costs: 13%, Leverage (LRF/core): x2		

⯆

17 FTEs / 17 people in South Africa + Coordinators in Botswana and Tanzania (1.6 FTEs / 2 people) + volunteer Chairs / Coordinators in 6 countries (3.25 staff / 9 people)

⯆

Work organized by programs.
Key programs:
- SADC projects on Transboundary water governance
- NEXUS
- Progress in WACDEP implementation
- Support to GWP Africa programmes through the Africa coordination unit
- Support to GWPO on climate resilience.

Source: GWP data, regional documentation, Dalberg analysis

2.3.3. Key processes

A robust architecture has been developed for the operation of the network:

GWP has put in place a well-functioning system of financial controls

In conjunction with the expansion of its programmatic wok since PAWD (2004-08) and WACDEP (since 2011), GWP has taken steps to strengthen financial capacity at RWP and CWP level and put in place robust controls within its network combining internal monitoring and external audits.

During the strategy period, the global audit resulted in clean audits with no issues raised in the Auditor´s Report or in the Management letter, and GWPO´s controls have been endorsed by the GWP funding partners, as evidenced by the successful completion of DGIS's Checklist for Organisational Capacity Assessment (2016), SIDA Self-Assessment (2016), and European Commission Pillars Assessment (2016).[57]

At the regional level, the financial planning cycle mirror the strategy cycle, with detailed yearly budgets developed in line with the yearly work plans for each RWP and GWPO. The financial records of RWPS have three levels of control: quarterly reports, which are reviewed by GWPO, controls by the host institution,[58] and yearly audits by professional firms. In some cases, donors to the regions also conduct independent audits.[59]

At the country level, GWPO is also reinforcing its understanding of CWPs operational capacity, including their financial management capacity. In 2017, annual audit instructions were strengthened to include the auditors´ assessment of the CWPs´ internal control,[60] and GWPO conducted an operational capacity check across CWPs, conditioning the channeling of funds in 2018 to the survey answers.

GWP has demonstrated an ability to take remedial measures for financial management issues arising at regional and country level. For instance, in 2015 the Pakistan Water Partnership (PWP) faced an issue related to allegations of embezzlement by a former employee. GWPO immediately froze fund transfers to the country partnership and commissioned a Special Audit of PWP by a joint team of KPMG auditors and GWP representatives; minor irregularities for amounts under EUR 1,500 were eventually identified and addressed – to be compared with expenditures of EUR 12.85 M in 2015.

Overall, GWP has put in place a robust set of financial controls that enable transparent and safe funds transfer across the network, with a very granular control of the funding.

GWP has built a robust monitoring system that documents results qualitatively and quantitatively

GWP, as other organizations involved in policy and advocacy work, faces a challenge to demonstrate direct attribution between its activities and the outcomes and impact that they aim to achieve. In order to meet that need, it has implemented a hybrid M&E system that combines two approaches (Exhibit 25):

An outcome mapping approach, which was initially introduced in 2008 to "plan, monitor and evaluate the success of annual work plans".[61] It assesses observed behavioral changes of "boundary actors", defined as stakeholders who have responsibility in the water sector and who can successfully influence governance improvements. In their multi-year work programs, global, regional and country entities identify boundary actors they will try to influence and what outcomes could emerge from a successful

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[57] Executive Secretary´s Report on Internal Control, May 2018

[58] Apart from CEE and WAF, self-hosted, all RWPs are hosted and must abide by the operational procedures and controls of their host institutions

[59] Example: Review of Internal Management and Control of GWP Med conducted by KPMG at SIDA's request, June 2016

[60] GWP (2017). Work Programme Management Manual

[61] GWP Annual Report, 2008

influence. GWP monitors progress towards the achievement of these outcomes on a yearly basis through the qualitative review of smaller goal posts called "progress markers".

This qualitative approach was complemented in 2013 with the introduction of a result-based monitoring logframe approach, which measures tangible outcomes against a set of quantitative indicators and targets. The log frame contains 21 output indicators directly linked to GWP's three strategic goals, 8 outcome indicators linked to GWP's role to improve water governance, and 2 impact indicators linked to GWP's vision (increase socio-economic and environmental benefits derived from better water resources governance).

This hybrid M&E system is complemented by qualitative "impact stories", 2-pagers illustrating how GWP's work has triggered change; 11 impact stories are available on the website.[62]

Exhibit 25: Overview of GWP's monitoring system
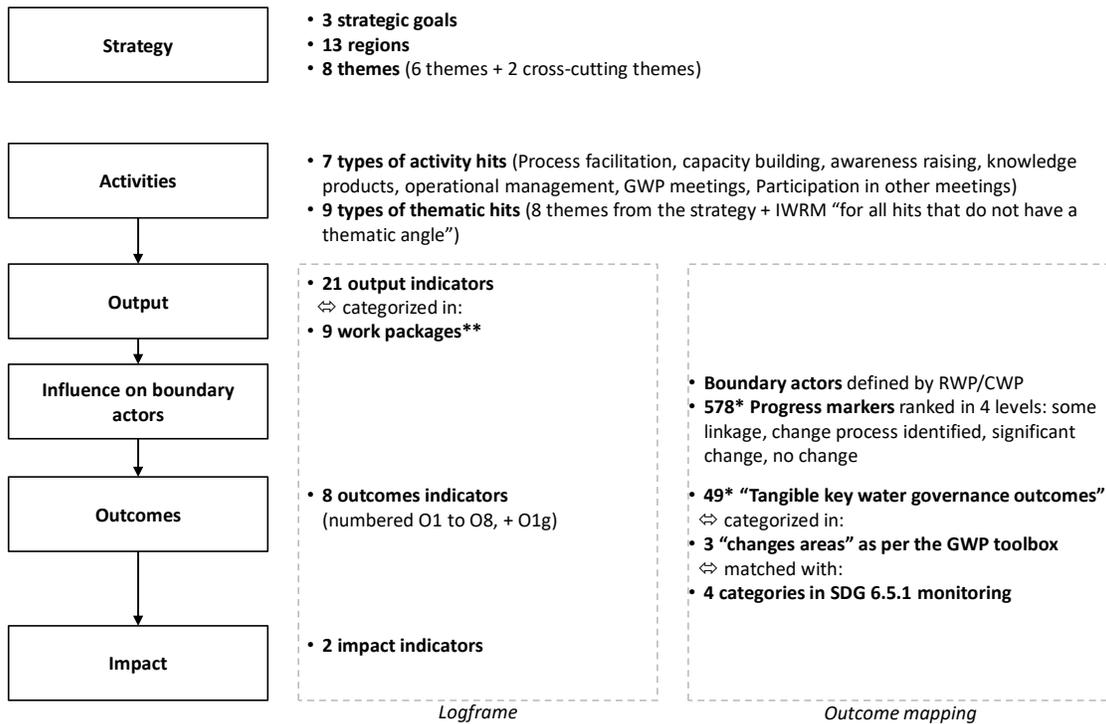
Note: *Figures given for the current period ("Progress markers" are for the full period, "Tangible key water governance outcomes" are for 2017); **The "work packages" included: Global governance processes (WP#0),Regional and transboundary cooperation (WP#1), National development planning (WP#2), No/low regret investments at all levels (WP#3), Project preparation and financing (WP#4), Demonstration projects (WP#5), Capacity development (WP#6), Knowledge and awareness (WP#7), Partnerships governance and financing (WP#8)

Source: Progress Review 2017, Dalberg analysis

GWP has successfully rolled out its M&E system across RWPs: RWPs collect information from CWPs and report to GWPO on a monthly, quarterly and yearly basis. GWPO supports RWPs in this process, through the publication and the update of guidelines and monitoring templates and reporting trainings for Country Coordinators and Communication officers. In our interviews, several RWPs reported facing a challenge in collecting information from volunteer teams within CWPs, but RWPs

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[62] Including 7 impact stories in 2015 (Armenia, Botswana, Burundi-Rwanda, Gambia, WASH in Karachi, Mali and Zambia), 1 in 2016 (Alternative water supply solutions in Mediterranean), 1 in 2017 (Malawi) and 2 in 2018 (Cameroon and Transboundary cooperation in the Drin Basin)

overall believe that they are able to provide quality reports.[63] Overall, the current M&E system allows GWP to collect detailed information on the different dimensions of its work. It meets most of its stated objectives, with the exception of value for money, which is a formidable challenge in WRM given the nature of the interventions (collaborative endeavor, complex result chain, time lag, important share of voluntary work in inputs), and a difficulty faced by all WRM players interviewed in our study.

Exhibit 26: Achievements of the objectives of GWP's M&E system

Stated objectives of GWP's M&E	Comments on objectives' achievements
1. Identify and understand the plausible linkages between GWP's work and the desired outcomes and impact	**Addressed** by the combination of quantitative and qualitative reporting; the assumptions underlying GWP's theory of change could be refined in the light of behavioral change theory
2. Budget management	**Addressed**. Strong process in place
3. Network understanding	**Partial**. Based on interviews, the system is largely top-down, and the regional teams are not well aware of all analyses conducted with the data
4. Organizational planning and program design	**Addressed**. Outcome mapping activities help set target mandated institutions and activities in planning efforts, and results can be compared against target under the logframe
5. Communication	**Addressed**. Thematic hits in the monthly reports are used to select impact stories
6. Demonstration of value for money to funding partners	**Partial/Not met**. The current system does track "investments influenced" (one of the two impact indicators) and the "impact stories" prepared by GWP provide some indications of impact, but they (i) do not clearly outline the resources mobilized vs. the impact generated and (ii) cover a fraction of GWP's activities. More importantly, the current system does not track budgets by goal or themes at the global level and match them with outputs, outcomes and impacts which would be needed to support efficiency or value for money analyses.
7. Resource Mobilization	**Partial**. The current hybrid system and detailed grasp over the work conducted across the network seems appreciated by donors, with the limitation highlighted under #6.

Source: GWP, Induction for Regional Coordinators, Programme Management Session, Regional Days 2018; Dalberg analysis

GWP has a structured approach to risk management

GWP has developed as structured risk mapping and monitoring approach at the global, regional and country levels.

At the global level, GWP developed a risk management strategy just ahead of the current strategy period (2013). It covers external and internal threats to good governance and effective management

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[63] This is illustrated by their answers to the Management & Governance Performance Self-Assessment in 2017. To the statement "We submit a good quality annual outcomes report (for the Progress Review and Annual Report) within deadline, based on a record of regional and national processes, and activities that may lead to outcomes", five regions self-assess themselves as "Excellent", six as "Good" and one as "Fair".

at 4 key levels: strategic, institutional/governance, programmatic, administrative (including financial and human resources). A risk assessment review is undertaken annually, in the context of the preparation of the work plans. It identifies the main risks facing the organization, their significance, their likelihood, and how they will be managed or mitigated. This is documented in a risk register and reviewed semi-annually under the responsibility of the ES chairs by a committee currently composed of 6 staff members, namely the ES, Head of Network Operations, Head of Communications, Head of Finance and Administration, one representative of the Network Officers team, and the Senior Legal and HR Officer.[64] GWP's risk register currently tracks 18 risks; it is primarily descriptive, and does not include a ranking by likelihood and impact.

Under its "change agenda", GWP has also implemented a structured effort to create better controls within RWPs and CWPs.

At the regional level, an annual regional assessment grid reflecting numerous performance data markers has been used to assess each RWP since 2017. These include target achievement, financial and programmatic reporting, resource mobilization and overall governance. Performance agreements to address the recommendations arising from these assessments is now part of the formal accountability parameters between the RWPs and GWPO.[65]

At the country level, it launched an extensive network engagement exercise to review the strengths and weaknesses of its country level entities. The exercise comprised the following steps:

- Rapid Country Level Assessments to better understand CWP capacity and assess it against countries' needs, particularly in the context of the SDGs

- Checkpoint on CWPs accreditation status on the basis that only CWPs that adhere to the GWP conditions of accreditation are entitled to use the GWP name and branding, and be eligible to receive globally sourced funding.

- Operational Capacity Assessment to review financial management, human resources and other administrative aspects of CWP capacity with the output of a categorization of countries determining the extent to which they can handle globally sourced funds.

GWP's knowledge function needs to be redesigned

Initially anchored in the central Technical Committee team, whose regional meetings were the nucleus around which RWPs were developed in the early 2000s, GWP's knowledge effort has evolved over time towards more diversity and fragmentation, both thematically and due to the evolution from theory to local practice. As noted in the 2017 Knowledge and Learning report: "There has been an overall shift in GWP regarding Knowledge and Learning towards being more responsive to the knowledge needs and demands; (…) from IWRM capacity building to program-based thematic and demand-driven capacity development and (…) from individual to more institutional capacity development. There has also been much "learn by doing" in strategic programs but the lessons, best practices and necessary reflection processes are not always adequately addressed thus not institutionalized for future use. Neither have adequate mentoring practices been instilled in the organization. This raises another sustainability concern for GWP when technical consultants' contract end when project and staff leave GWP."[66]

As one of GWP's three strategic goals, Knowledge is an important priority for GWP. However, recent reviews by PEM (2015) and Ruth Beukman (2017), and discussions during the regional Days 2018 have highlighted the need to adjust the model from paper-based support to new media, from generation

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[64] GWP: Risk Management Strategy, May 2013
[65] GWP, Progress Review 2017
[66] Ruth Beukman (2017). Improving Knowledge and Learning in GWP

to curation and action, and from a centralized approach to a more distributed and peer-to-peer model (Exhibit 27).

*Exhibit 27: Evolution of focus of the KM effort at GWP (Illustrative)*
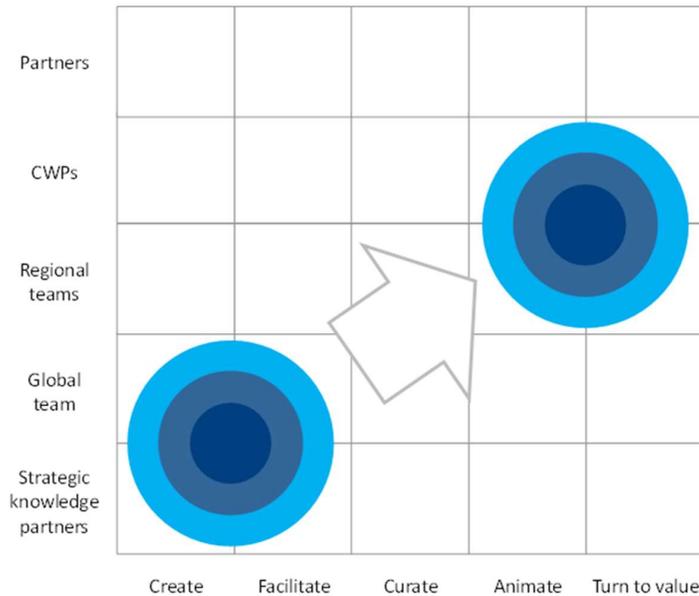
Source: GWP's Regional Days Presentation ("Coming Together, Going Forward"), May 2018

Another aspect of this transition is a reexamination of the role of the TEC. It was initially set up as a partly voluntary effort (TEC members were expected to contribute about two weeks of their time a year that are compensated much below their standard rates in their professional activities), focused on answering questions from the Network. Over time, the expectations from the TEC have expanded and they currently include three types of activities: a quality assurance role on the work done at regional and global level, a technical guidance role towards the SC, Network Officers and regions, and a thought leadership role through publications. In spite of efforts to bring the TEC closer to the network, the fixed size of the TEC and the part-time involvement of its members (who otherwise hold full time positions) makes it hard for the TEC to meet the increasingly diverse needs of the network, and offer the responsiveness and specialized expertise needed in specific programs.

Since 2014, the size of the TEC has been reduced from 12 to 8 members, and its budget reduced by about 20% compared to the previous period (Exhibit 28), but little has been done to clarify its function; no significant action has been taken on the findings or recommendations of successive reviews conducted in 2013, 2014, 2015, and 2017,[67] and the June 2018 SC and SPM approved an effort to review options for its role, shape and engagement modalities.

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[67] GWP (2013). Internal Review of GWP Strategy, 2009-2013; Dalberg (2014). Governance and Financing Review of GWP; PEM (2015). Knowledge Management and Organizational Review of GWP; Ruth Beukman (2017). Improving Knowledge and Learning in GWP

Exhibit 28: Evolution of the TEC budget, 2009-17, in '000 EUR
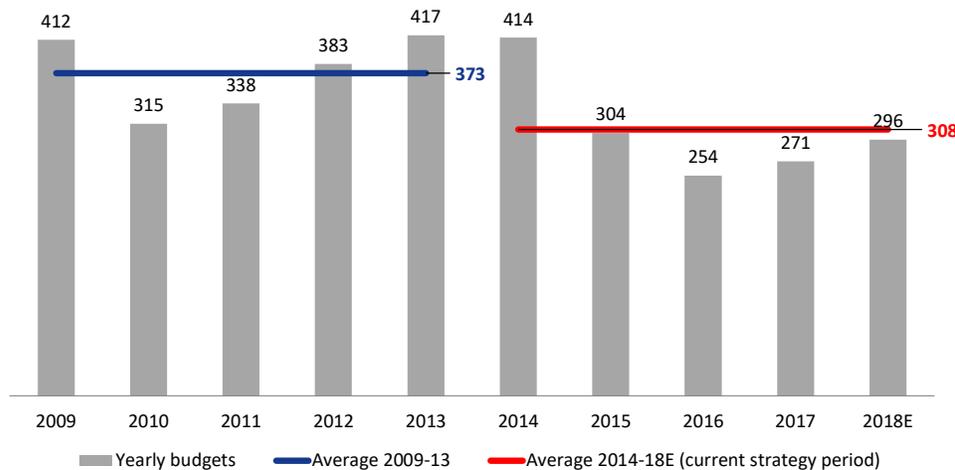
Source: GWP financial data, Dalberg analysis

GWP's strategic planning process requires significant strengthening

At a high level, GWP's basic strategic planning process is clear: GWP is currently guided by a 6-year strategy ("Towards 2020, 2014-19"), complemented by three-year work programs (2014-16 and 2017-19) and yearly work plans. Our review of the strategic process over the period highlight two major challenges: a growing disconnect between GWP's strategy and the global development agenda over the last decade, and a lack of clarity in the strategy development process.

While GWP had been firmly aligned with the development agenda from the 2002 World Summit on Sustainable Development in Johannesburg (which affirmed the need to develop integrated water resources management and water efficiency plans) to the Rio+20 Conference in 2012 (which reviewed the progress in the development of these plans), it has since lost alignment with the global development agenda. While GWP had advocated for an SDG goal on water (and IWRM), its current strategy, released a year before the adoption of the SDGs (and target 6.5 on IWRM), did not refer to IWRM, charting a long (6-year) trajectory misaligned with development priorities.

Over the strategic period, GWP has taken multiple initiatives to amend and adjust its strategy: It has grouped some of the themes developed (creating of a "Nexus" theme by grouping its thematic work under food, energy, and ecosystems in 2015); developed additional strategies for gender (July 2014) and youth engagement (August 2015), a "strategic position paper" on private sector engagement (Engaging the Private Sector in Water Security, March 2018); published a "strategic position in the context of the 2030 Agenda for Sustainable Development" (Global Water Partnership: a key global asset, Feb 2016); and launched a "change agenda" to help address some specific issues identified (Nov. 2016). Overall, the practice of its strategy development process has diverged from its stated process. The multiplicity of documents and initiatives has not added up to a coherent strategy and has made it hard to project a clear message on GWP's priorities, internally or externally.

2.4. Sustainability

The section on sustainability reviews three questions: What is the financial sustainability of the program? Is the team stable? What is the sustainability of the benefits of the program's activities? Financially, the organization is confronted to a significant challenge. GWP's funding has declined in recent years and issues identified in the 2014 financial review remain – high funding concentration and declining fungibility of globally raised funds, volatility and concentration of locally raised funds. Most RWPs remain heavily dependent on global funds and will be impacted by the anticipated discontinuation of funding from DFID after 2019. The resulting fundraising needs are pushing GWP towards a program implementation model even though the inherent cyclicality of programs has been a challenge in the past. The senior leadership has been unstable over the strategy period, making it harder to tackle these issues. The sustainability of the benefits of GWP's work is robust: As a multi-stakeholder platform, GWP leverages and promotes broad stakeholder engagement; it enhances institutional support to WRM; it has developed a broad network of strategic partners; and it builds government ownership through its delivery model anchored in RWPs and CWPs. Its sustainability could be further improved through a sharper strategic focus and a KM system helping disseminate learnings.

Our analyses were based on financial analyses using information collected at the global and regional levels.

To assess financial sustainability, we reviewed the funding growth, concentration, composition (designated vs. core, globally vs. locally raised funds). We used our field visits to discuss in greater detail the financing flows within regions. We considered specifically the impact of the end of DFID's contribution in 2019. To assess team stability, we reviewed turnover at global and regional levels. To assess the sustainability of the program benefits, we considered the extent to which GWP builds in measures to strengthen local capacity and ownership, and reviewed four main dimensions: how it builds ownership by beneficiaries and the general public, how it enhances institutional support; how it embed its works in partnerships, and how it builds demand and ownership by mandated institutions.

2.4.1. Financial sustainability

GWP's funding has declined markedly in recent years and its concentration creates a financial risk

After a surge in funding over 2011-14, GWP's global funds have decreased by 28% (CAGR -10%) over 2014-17 (See Exhibit 29). As discussed in the next paragraph of this section reviewing funding projections, the total funding seems set to increase again in 2018E (to EUR 14.1 M), thanks primarily to the DRIN project (EUR 3.2 M in 2018E), before a potential sharp drop in subsequent years, unless new sources of funding can be secured.

Exhibit 29: GWP's total global funding (core, earmarked and designated) over 2009-17, in EUR M
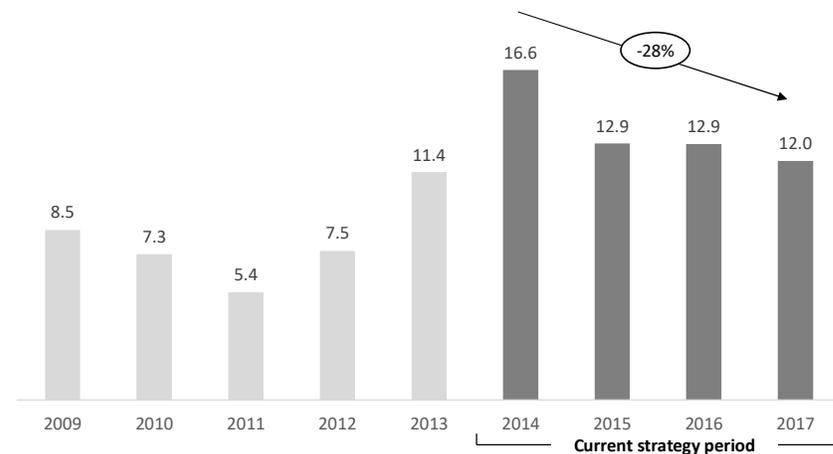
Source: GWP data, Dalberg analysis

The visibility over future funding is limited

Some incremental revenue secured includes an expansion of Sweden's core agreement, a new multi-year core contribution by Norway (EUR 270K p.a.), a two-year agreement by Germany (EUR 750K over 2 years), an expansion of Switzerland's core agreement (EUR 1,150 M over 2018-19), and various designated agreements including UNEP-DHI (SDG 6-SP), World Bank (Valuing Water consultations), EU (Nexus Dialogues) or DFID (Gender High Level meeting). Engagement with high potential new bi-lateral financing partners (e.g. Australia, Canada, Japan) indicate some opportunities ahead, primarily as programmatic funding, but these discussions have not matured to an advanced stage.

These new funding sources do not offset the impact of the termination of funding by DFID. As a result, the organization faces the possibility of a funding cliff in 2019: As of July 2018, confirmed funding for 2019E is EUR 6.3 M, vs. EUR 14.1 in 2018 (-55%), barely above budgets needed to maintain running operations, not including programs (secretariat costs, global governance, network support and KM represent between EUR 5.8 M and EUR 5.1 M in the high and low budget scenarios prepared by GWPO for 2019).

Exhibit 30: Fundraising status for globally raised funds, May 2018 (in EUR M)
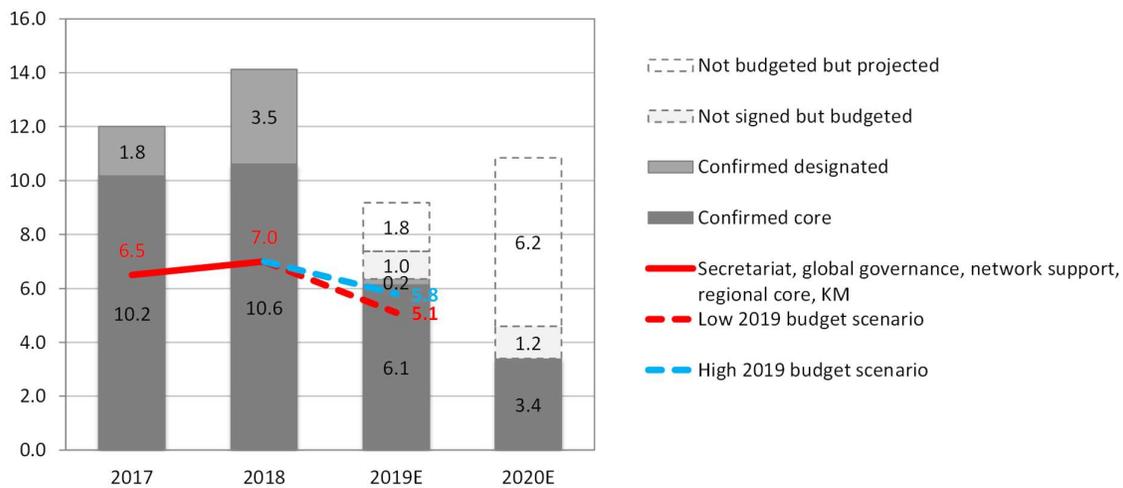
Source: GWPO's Resource Mobilization Strategy Update, May 2018; GWP expenditure data, Dalberg analysis

The funding base is very concentrated

The three largest donors represent about 70% of the total global funds, the five largest donors over 80%, and the seven largest donors over 90%; the funding concentration is even greater if considering only the core funds or core and earmarked funds, with the three largest donors representing in both cases about 75% of the funding and the five largest donors (UK, Sweden, Denmark, Netherlands, Switzerland) about 90% of the funding (see Exhibit 31). In 2016, the UK (DFID) announced that they would have to discontinue their contribution by 2019. This creates a significant challenge for GWP, as they represented 30% of GWP's global funding (core, earmarked and designated) over 2014-17.

Exhibit 31: Cumulated total global funding (core, earmarked and designated) by donor over 2014-17, in EUR M
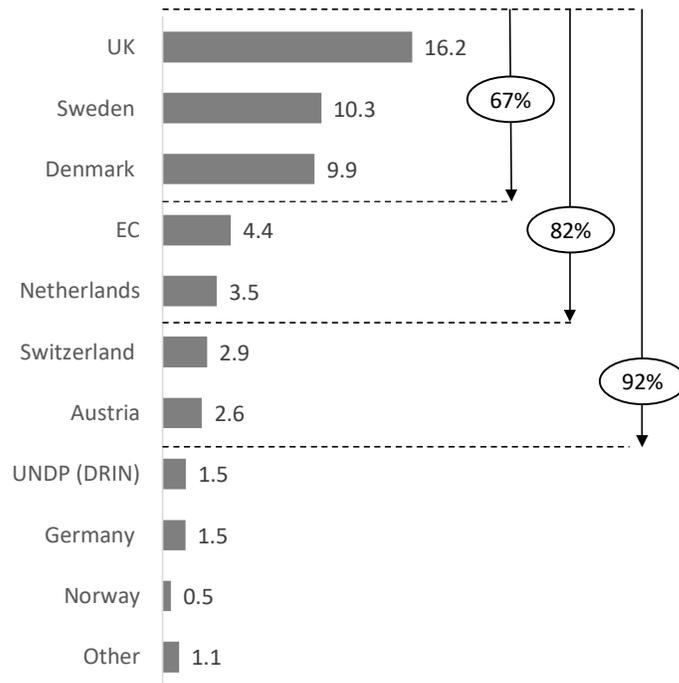
Source: GWP data, Dalberg analysis

Donors are moving away from unrestricted funding, which is pushing GWP towards a program delivery model

As shown below, GWP's funding is increasingly earmarked or designated: [68] combined, these categories of funding grew from 19% in 2014 to 33% in 2017. In addition, DFID represented a significant part of GWP's core funding (42% of the core funding over 2014-17), so GWP is likely to have to revisit its funding model in order to operate with a smaller level of core funding after 2019. While interviews underscore that GWP's competitive strength is not to operate "as a consulting entity", funding needs are pushing the organization, at both the global and regional level, to seek program funding; the lower core funding levels underscore the necessity of a re-articulation of GWP's model.

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[68] GWP uses the following definitions: (i) Core funding: Unrestricted contributions, with the only requirement that the funding shall be used in accordance to the GWP Strategy and Work Program; (ii) Earmarked funding: Restricted funding used for programs partly financed by core funding; (iii) Designated funding: Income where specific requirements, programmatic and /or geographical, are set by the donor. GWP is requested to submit separate narrative and financial reports. The accounts are kept separate from core and earmarked, and larger designated programs have separate bank accounts.

Exhibit 32: Breakdown of GWP's global funding, 2009-2017 (in % of yearly total)
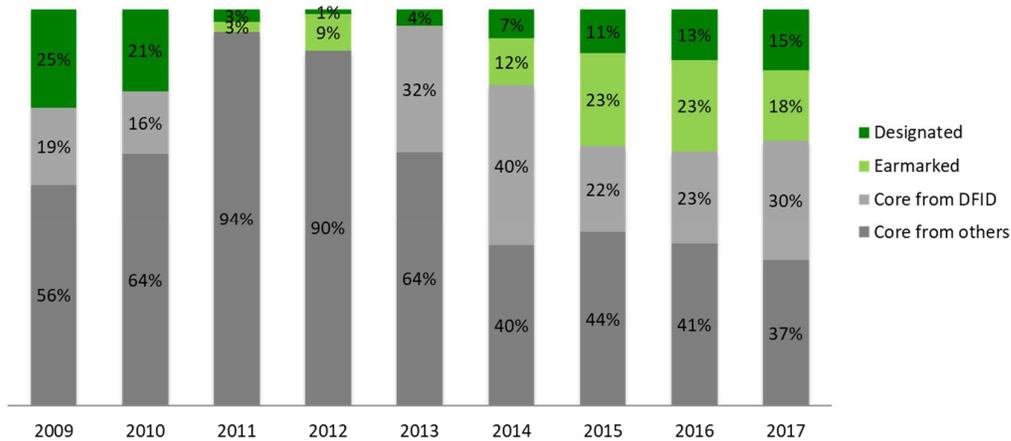
Source: GWP data, Dalberg analysis

An analysis of GWP's expenditures shows a long term growth of the share of programs in GWP's use of funds (Exhibit 33). Over 2014-17, the share of programs in GWP's global expenditure represents about 50% of the funding.

Exhibit 33: Breakdown of GWP's global expenditure, 2009-2017 (in % of yearly total)
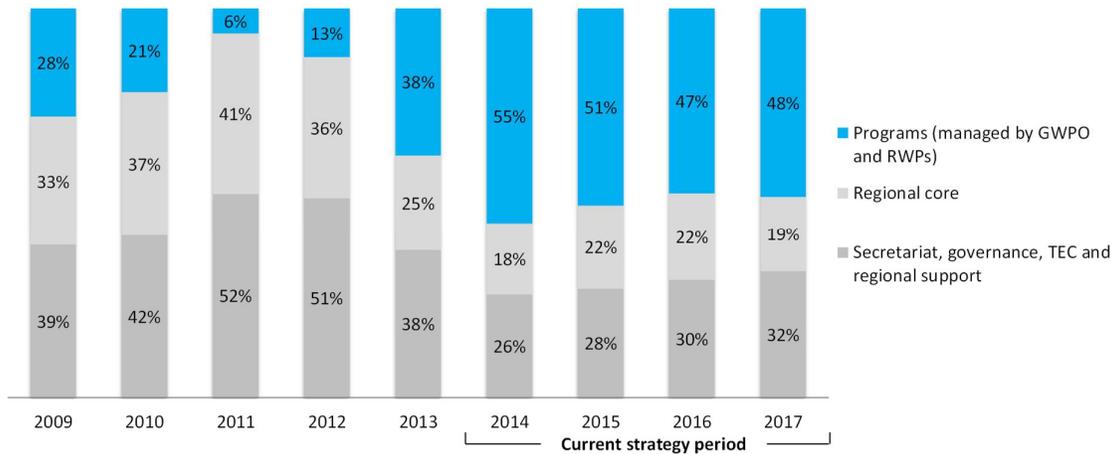
Source: GWP data, Dalberg analysis

Going forward, GWP's management seems to be considering a significant expansion of programmatic work. For example, the recent resource mobilization strategy update notes that: "Back of the envelope calculations suggest that 5 global programs in the amount of EUR 2 M per annum would be needed to generate income of EUR 3-3.5 M comprising management/overhead and additional built-in core expenses"[69] and GWP's recent SC documents explains that "programmatic funds up to EUR 4-6 M per annum could be raised if around 10 new financing partners or more were to be brought in".[70]

The cyclical nature of program funding has proven challenging to manage at both the global and the regional level

At the global level, key milestones in GWP's involvement in programs were the Partnership for Africa's Water Development Program (PAWD), a USD 10 M program conducted over 2004-2008, and the

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[69] GWPO's Resource Mobilization Strategy Update, May 2018
[70] Ibid.

WACDEP program, a EUR 13 M program over 2011-16 (for phase I),[71] which have contributed to major revenue swings at global and regional level: Exhibit 34 presents the income of GWPO and one of GWP's most active regions (GWP Southern Africa), indexed at 100 in 2006 (based on data availability for GWP SAF), and illustrates the stop-and-go nature of programs, and the difficulty to manage these cycles (our interviews also captured concerns from GWP's on-the-ground partners about the risk of losing some of the gains from the WACDEP program).

Exhibit 34: Income volatility over 2002-17 for GWPO and 2006-2017 for GWP-SAF (Index 100 in 2006)[72]

Index (100 in 2006)
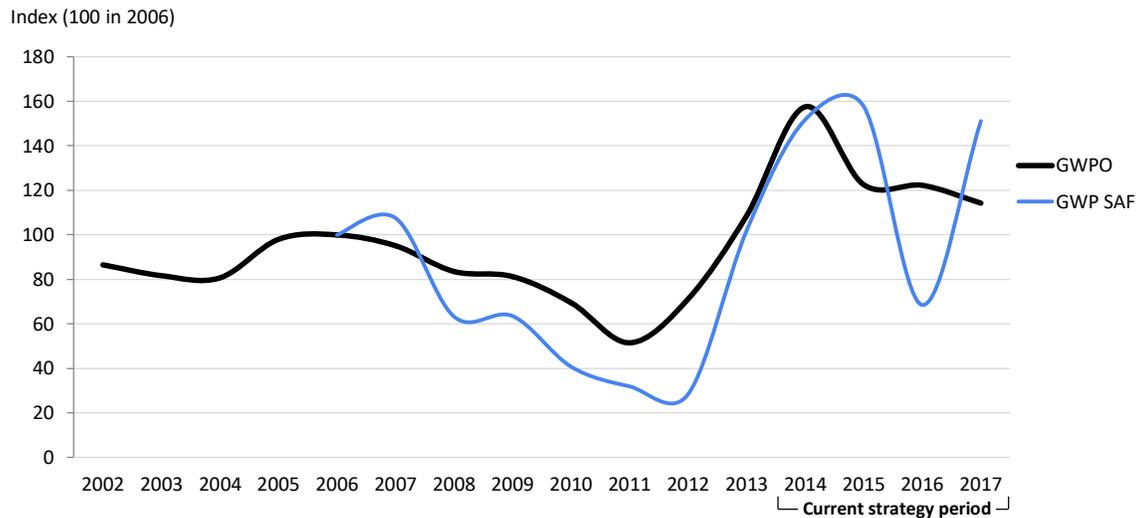
Source: GWPO data, GWP-SAF data, Dalberg analysis

A relatively large share of GWP's budget can be considered as fixed under its current model

Taken together, secretariat costs, TEC and governing bodies, and regional core funds amount to EUR 6-7M per year (EUR 7.4 M in 2014, EUR 6.1 M in 2017) at a minimum.[73] Unless new sources of core funding can be found, an important gap will appear between these expenditures and non-designated global funds, requiring a significant change in the nature of GWPO's operations.

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[71] Draft response to the evaluation, 31 July 2018

[72] These two data sets are not mutually exclusive. Some of the funds are raised by GWP SAF but signed by GWPO for accounting purposes, counted by GWP SAF as LRF but considered as GRF by GWPO. Some of the LRF are in-kind.

[73] In estimates presented at the June SC, GWPO used a higher base budget: EUR 7.5 M with EUR 3.5 M in Secretariat costs and et EUR 4 M in minimum program spending

Exhibit 35: Comparison of core funding and "core" expenditures, 2012-17[74]
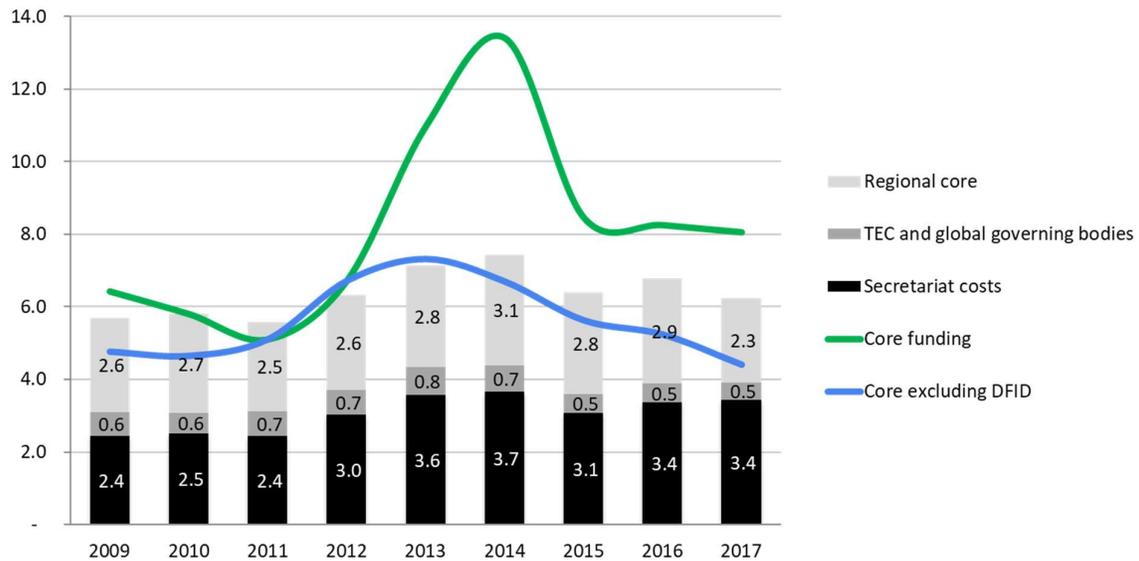
Source: GWP data, Dalberg analysis

Locally raised funds are not a likely solution to improve the sustainability of the network as a whole

Indeed, regional fundraising is volatile (Exhibit 36) and concentrated in a handful of regions (Exhibit 37): GWP Mediterranean, Southern Africa and West Africa represent 83% of the funding over 2014-17, and funding concentration has grown since the last strategy period, with the top three regions going from 73% in 2009-13 to 83% in 2014-17, and the top five regions from 87% to 92%. While several of GWP's report state that "The GWP regions are on an upward curve in terms of fund raising",[75] it seems premature to identify on a clear trend at this stage.

Exhibit 36: Total locally raised funds across RWPs, 2012-17 (in EUR M)
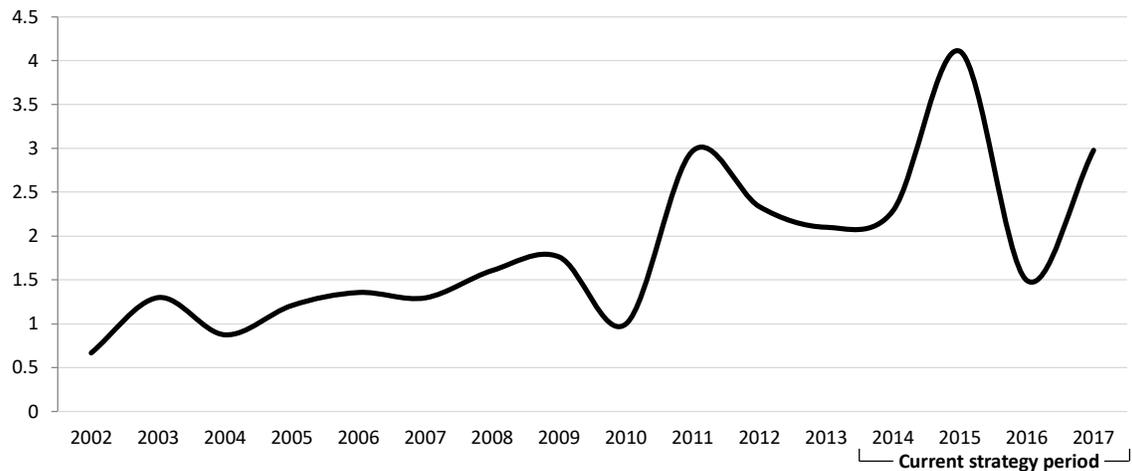
Source: GWP data, Dalberg analysis

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[74] GWP typically presents core regional funding (about EUR 200 K by region by year) under program funding
[75] Quoted from GWP's 2017-19 Work Program

Exhibit 37: Locally raised funds by RWP, cumulated over 2014-17 (in EUR K, share of total in %)

Region	Value	
MED	4,577	42%
SAF	2,661	
WAF	1,791	83%
CAF	623	92%
CEE	392	
CHINA	254	
CACENA	211	
SAS	167	
EAF	84	
CAM	71	
CAR	36	
SAM	0	
SEA	0	
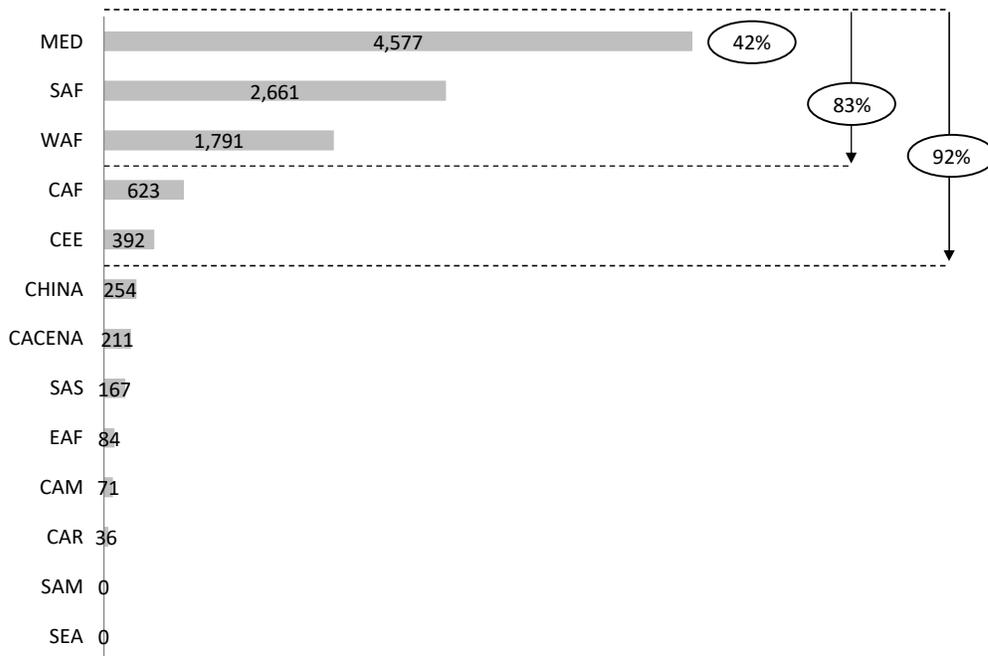
Source: GWP LRF data, Dalberg analysis

In addition, regional fundraising efforts tap for the most part the same sources of funds than the global fundraising effort (Exhibit 38). So while the trend towards a decentralization of funding creates potential for the regions, regional funding is also submitted to some of the same risks as global funds in terms of country commitments.

Exhibit 38: Overlap of regional LRF sources with the top 10 global GWP core funders (GWP-SA example)

	Global core funds, 2014-17 % of total	GWP Southern Africa, LRF, 2014-17 % of total
UK	42%	1%
Sweden	18%	
Denmark	16%	11%
Netherlands	9%	
Switzerland	7%	
Germany	4%	49%
Norway	1%	
UNICEF	1%	1%
EC	1%	5%
Other	0%	33%
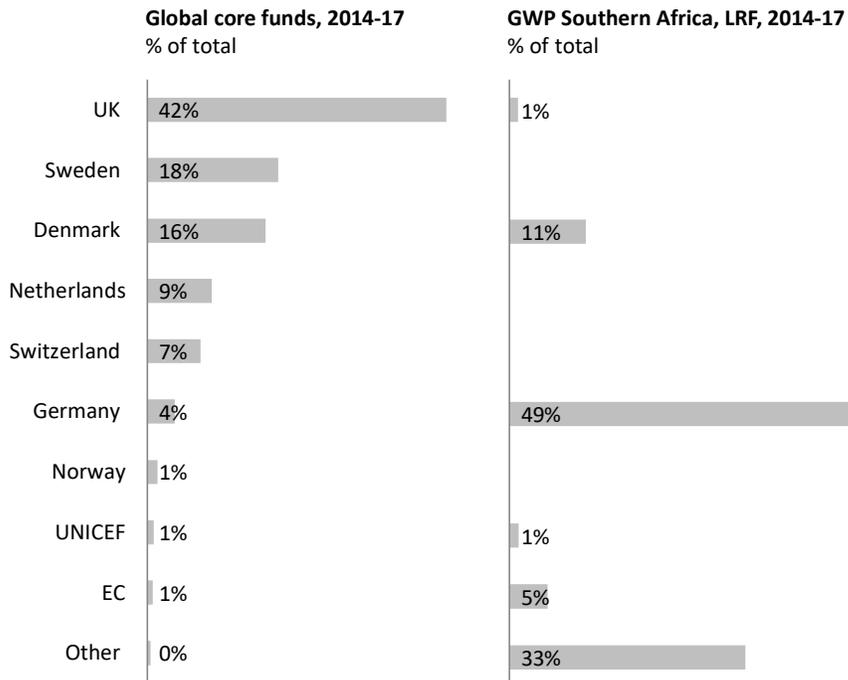
Source: GWP LRF data, Dalberg analysis

Dalberg

The discontinuation of funding from DFID will put significant stress on the RWP/CWP fabric

At the regional level, three regional partnerships (GWP Mediterranean, GWP Southern Africa and West Africa), with demonstrated fundraising skills and strongly anchored to regional mandated institutions, appear self-sustainable. Most other regions depend primarily on the core regional funds distributed by GWP for their operations (about EUR 200 K per region per year, plus programmatic funds); within these regions, a few countries (e.g., Bangladesh, Benin) seem able to raise resources on their own, with the level of activity in most other countries depending on programs funded by RWPs. The decrease in the regional core is therefore likely to significantly impact the RWP and CWP fabric (Exhibit 39).

Exhibit 39: Example of GWP South Asia funding (in '000 EUR)[76]
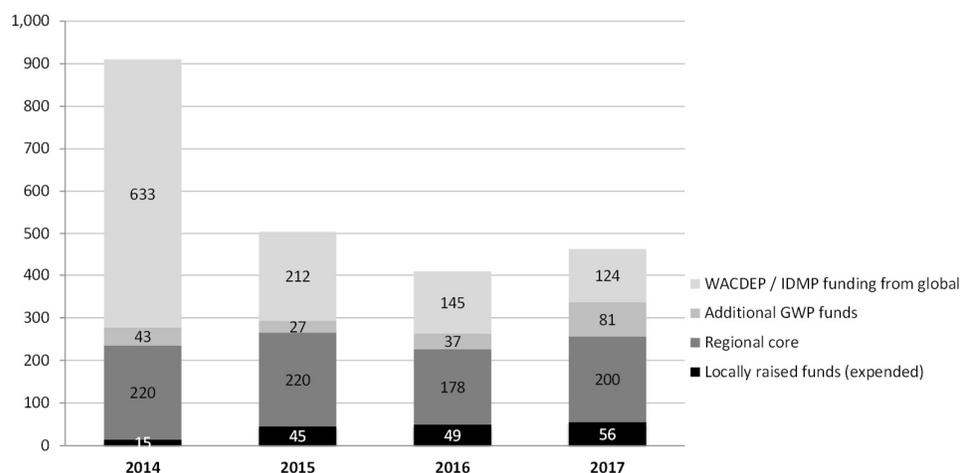
Source: GWP financial data, Dalberg analysis

CWP fundraising is typically in the form of consulting assignments and can represent a source of income to support local office operations, but not regional or global levels. (Exhibit 40)

Exhibit 40: Example of fundraising by selected CWPs in GWP South Asia, 2017 (in EUR)

Locally raised funds 2017	EUR
HNB Programme	22,774
COC Programme	1,898
UNDP Programme	1,891
Capnet Programme	769
Exchange gain from LRF	674
Total LRF - Sri Lanka Water Partnership	28,006
IFC's Fund Management Fee for WRG2030 Program	4,791
DeltaCap Program	579
Membership fees	545
Total LRF - Bangladesh Water Partnership	5,915
The World Bank	23,119
CSIRO	21,376
Total LRF - Nepal Water Partnership	44,495

Source: GWP LRF data, Dalberg analysis

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[76] Note that these figures do not match the RWP fundraising information for GWP given GWPO's policy to only recognize funds raised once expensed

2.4.2. Sustainability of teams

Over the strategy period, the senior leadership of GWP has been very unstable: two Chairs and one interim Chair, three Executive Secretaries, two TEC Chairs and one interim TEC Chair. Conversely, the global secretariat team has remained largely unchanged: it has an average tenure of close to 6 years (Exhibit 41),which is high considering the effect on turnover of secondments and of the expansion of the team.[77]

Exhibit 41: Tenure within GWP of secretariat staff (in years)
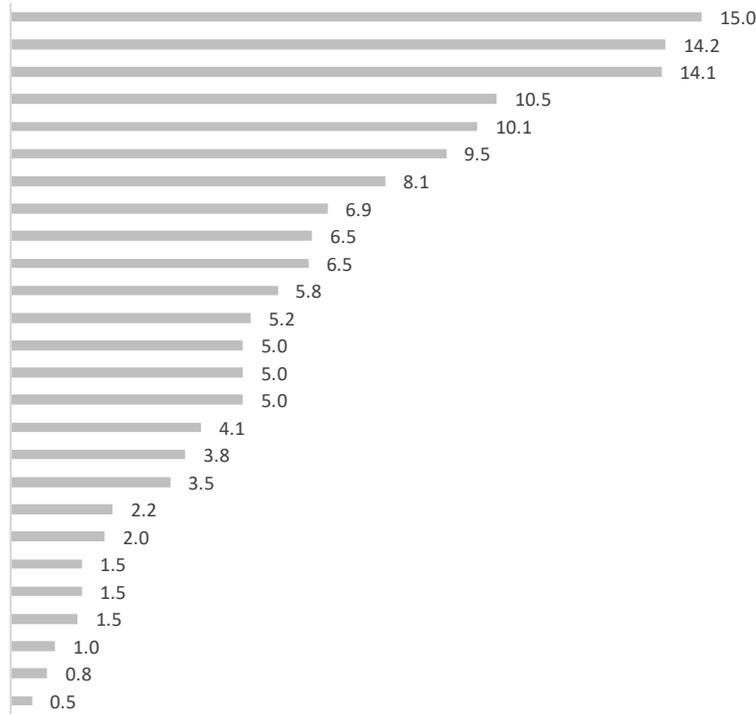
Source: GWP HR data, Dalberg analysis

At the regional levels, Chairs typically have a mandate of 2-3 years and appear to have a stable leadership.

Exhibit 42: Mandate of regional Chairs

RWP	Chair's mandate
CAC	Chair elected in 2016
CAF	Chair elected 11/15
CAM	Rotation every year – follow pre-established CWP rotation
CAR	Chair elected 02/18 (2Y)
CEE	Rotation new Chair 01/17 (Tomasz Okrusko)
CHI	Chair elected March 2016
EAF	Chair rotated alphabetically among countries Burundi to Egypt spring 2016 (Rotation every 2Y, Ethiopia spring 2018)
MED	Since 2002, change planned
SAF	Chair elected 11/15
SAM	Rotation every year – elected by SC members. Chair elected 20 March 2018
SAS	Chair elected 01/16 (Rotation end 2018)
SEA	Chair elected 01/16 (Rotation end 2018)
WAF	Chair elected for 2Y 09/17

Source: GWP data (RWP Dashboards)

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[77] The staff of the Secretariat was stable at around 20 FTE over 2008-2012; it grew to about 30 FTE in 2014-15, and went down to 27 FTE in 2016-17.

2.4.3. Sustainability of impact

Our analysis of sustainability of impact focused on four questions

An important question in assessing GWP's sustainability was the extent to which it builds in measures to strengthen local capacity and ownership. To do this, we considered four main dimensions: [78]

- Ownership by beneficiaries and the general public – local participation, beneficiary incentives, civil society/NGO advocacy, and private sector linkages;

- The enhancement of institutional support, such as supportive legal and regulatory frameworks, organizational and management effectiveness in implementing entities, and support for capacity strengthening;

- The enhancement of social support, including safeguard policies and the availability of complementary services from other agencies or NGOs in case of an interruption of GWP's activity.

- Government demand and ownership – by both central government agencies and implementing agencies;

We therefore focused our analysis of the sustainability of program benefits on four questions: how GWP encourages local participation; how it develops institutional support; and how it relies on strategic partners, and with which mandated institutions it is working.

As a multi-stakeholder platform, GWP leverages and promotes broad stakeholder engagement

GWP's work at all levels is fully aligned with the means of implementation outlined within the 19 targets of SDG 17: "Strengthen the means of implementation and revitalize the global partnership for sustainable development". GWP acknowledges the critical role of civil society engagement when laws are approved or governance agreements are made and plays an important role giving a voice to civil society in water resource management.

An illustration of GWP's work as a multi-stakeholder platform at the country level is its facilitation of the creation of a National IWRM Plan in Botswana: In Botswana, at the request of the Department of Water Affairs, GWP led the technical preparation of the country's Plan for Integrated Water Resources Management (IWRM). This included the facilitation of stakeholder consultations and the coordination of demonstration projects on efficient water management solutions. The formal approval of the national IWRM plan in 2012 resulted in an integrated approach being firmly embedded into the National Development Plan 10 (NDP 10), through which IWRM activities have been allocated funds of more than USD 31 million.[79]

Connecting global to local, GWP's global initiatives leverage the input from local multi-stakeholder groups to inform global processes. For example, in its contribution to developing a Water SDG goal, GWP made use of its global status in the UN and coordinated efforts across levels (global, regional, national), to lobby for a Water SDG, leading more than 30 country consultations and submitted the stakeholder report to the High-Level Panel's Open Working Group, ultimately making an important contribution towards ensuring that water was prioritized as a SDG. In its support to the "Valuing Water" initiative within the High Level Panel on Water (2017): GWP organized of a series of regional and national consultations to elicit feedback on draft valuing water principles and their operationalization.

A significant share of GWP's work is dedicated to developing institutional support

As shown by GWP's log-frame (Exhibit 43), the enhancement of institutional support is core to GWP's work, including the development of legal and regulatory frameworks, the development of

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[78] OECD (2007). Sourcebook for Evaluating Global and Regional Partnership Programs
[79] Impact Story: Facilitating the creation of a National IWRM Plan in Botswana, August 2015

implementing entities such as RBOs, and support for capacity strengthening; these activities represent most of the work conducted under Goals 1 and 2.

Exhibit 43: Overview of outputs in GWP's logframe (and corresponding "work packages" used in GWP's programming)

Goals	Outputs	Work packages
Goal 1: policies and practice	Facilitation packages for Global processes implemented (aka Contribution to the global debate)	Global governance processes (WP#0)
	Support packages to Regional Organizations and governments in developing agreements/commitments that recognize transboundary water cooperation and joint operations as a key part of national and regional development processes	Regional and transboundary cooperation (WP#1)
	Support packages to national organizations in developing legal frameworks/ policies/strategies, sectoral and development plans – integrating water security for climate resilience and other key issues (food, energy, ecosystems, urbanization and transboundary basins)	National development planning (WP#2)
	Support packages to organizations in the development of investment plans and strategies supporting policies and plans which integrate water security	No/low regret investments at all levels (WP#3)
	Support packages to countries in the development of projects to access funds	Project preparation and financing (WP#4)
	Green interventions in place that demonstrate the potential of innovative solutions for critical water security challenges of countries and communities.	Demonstration projects (WP#5)
Goal 2: Knowledge	Capacity building packages for institutions and other stakeholders to integrate water security in the design and implementation of policies, plans & projects	Capacity development (WP#6)
	Knowledge for water security developed and disseminated at all levels	Knowledge and awareness (WP#7)
Goal 3: Partnerships	An effective Action Network of partners sustained	Partnerships governance and financing (WP#8)

Source: GWP's logframe

Using the WACDEP program to understand the weight put on each activity (Exhibit 44), we see that Goal 1 and Goal 2 represent 2/3rd of the budgets, with a very strong emphasis on capacity development in particular (about 1/5th of the budgets).

Exhibit 44: Achievement levels and budget allocation by work package for WACDEP Phase I

Work packages	Output targets	Achievement (% of target)	2014-16 budget (EUR M)	% of 2014-16 budget
Regional and transboundary cooperation (WP#1)	OT1.2	113%	0.6	8%
National development planning (WP#2)	OT1.3, 1.3g	175%	0.5	6%
No/low regret investments at all levels (WP#3)	OT1.4	no target	0.2	2%
Project preparation and financing (WP#4)	OT1.5	no target	0.4	5%
Demonstration projects (WP#5)	OT1.6, 1.6g, 1.7, 1.8	200%	1.1	13%
Capacity development (WP#6)	OT2.1, 2.1g	379%	1.4	18%
Knowledge and awareness (WP#7)	OT2.2, 2.3, 2.4, 2.4g, 2.5, 2.6	218%	1.1	13%
Partnerships governance and financing (WP#8)	OT3.1, 3.2a, 3.2b	88%	2.7	34%
Overall		**195%**	**8.0**	**100%**

Source: WACDEP reporting, Dalberg analysis

The example of GWP's support to IWRM support in Malawi provides a good example of its involvement in developing institutional support.

In Malawi, GWP provided long-term backing to the adoption of an IWRM approach to water management. Its support included the development and implementation of a national IWRM and Water Efficiency (WE) plan to guide Malawi towards increased water security. Political will and awareness were mobilized among key actors, including the Office of the President, Cabinet Office, and the Ministry of Economic Planning resulting in a 64 percent budget increase to the water sector in 2005/06. Validated in 2008, the process contributed to Malawi's commitment to IWRM within its

national planning and investment frameworks, most notably the Malawi Growth and Development Strategy (MGDS) and the National Water Development Programme II (NWDP II).[80]

GWP's work relies significantly on external partnerships

As illustrated in Exhibit 45, GWP currently has 62 strategic allies at the global level, not including partnerships at regional and country level. This list includes close collaborations, for example with WMO (with which GWP is partnering for the IDMP and APFM programs) or with Cap-Net (with whom it is partnering for trainings and is currently developing a proposal for a SDG 6 support program, and for an interregional project on Deltas). By diversifying the human and financial resources supporting GWP's work, these partnerships improve the sustainability of the benefits of GWP's program.

Exhibit 45: Overview of GWP's Strategic Allies at the global level

UN Organisations	NGOs/IGOs/Networks
Cap-Net	2030 Water Resources Group
Food and Agriculture Organisation (FAO)	Action Platform on Source to Sea Management
UNESCAP	Delta Alliance
UNESCO-IHE	European Water Partnership
UNESCO-IHP	French Water Partnership
UNFCCC	Gender and Water Alliance (GWA)
United Nations Convention to Combat Desertification (UNCCD)	Global Network to Advance Integrated River Basin Management (IRBM)
United Nations Development Programme (UNDP)	*GWP Regions in Asia*
United Nations Economic and Social Council (ECOSOC)	ICLEI – Local Governments for Sustainability
United Nations Economic Commission for Europe (UNECE)	International Commission on Irrigation and Drainage (ICID)
United Nations Environment Programme (UNEP)	Inter-Governmental Agency on Development (IGAD)
UN-Water	International Land Coalition (ILC)
Water Supply and Sanitation Collaboration Council (WSSCC)	International Network of Basin Organisations (INBO)
WHO	International River Foundation/European Centre for River Restoration
World Meteorological Organization (WMO)	International Union for the Conservation of Nature (IUCN)
International financial institutions	Organisation for Economic Co-operation and Development (OECD)
African Development Bank (AfDB)	Overseas Development Institute (ODI)
Asian Development Bank (ADB)	South Pacific Applied Geoscience Commission (SOPAC)
Global Environment Facility (GEF)	Stakeholder Forum
Green Climate Fund (GCF)	Stockholm International Water Institute (SIWI)
Infrastructure Consortium for Africa (ICA)	Union for the Mediterranean
International Fund for Agricultural Development (IFAD)	Water Integrity Network (WIN)
World Bank	Women for Water Partnership
Academic institutions	World Water Council (WWC)
International Water Centre (IWC)	World Youth Parliament for Water (WYPW)
McGill University	Worldwide Fund for Nature (WWF)
UNESCO-IHE Delft	The International Secretariat for Water (ISW)
University of South Florida	**Other**
Research organisations	African Ministers' Council on Water (AMCOW) and African Union (AU)
German Development Institute	Climate and Development Knowledge Network (CDKN)
International Water Management Institute (IWMI)	EU Water Initiative, Finance Working Group (EUWI-FWG)
CGIAR	Institute for Water Resources of the U.S. Army Corps of Engineers (IWR)
Stockholm Environment Institute (SEI)	The Global Green Growth Institute (GGGI)

Source: NOPs Strategic Allies Dashboard

The structure of GWP, anchored in RWPs and CWPs, allows GWP to develop a strong level of government ownership, whose strength varies based on strength of GWP's local presence and relationships

At the global level, GWP works closely with globally mandated institutions. For example, it supports the SDG 6 reporting process and involved in the GEMI initiative led by UN-Water and organized multi-stakeholder workshops to support quality monitoring of SDG 6.5.1, and donor interviews suggested that the data collection for SDG 6.5.1 was more developed and comprehensive than for the other goals and credited the role of GWP.

At the regional level, the proximity of RWPs with regional/continental mandated institutions varies. It is particularly strong in the Mediterranean region (UfM), in Central and Eastern Europe (though links with the EU) and across Africa, through support to a continental mandated institution (AMCOW) and

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[80] GWP Impact Story. (May 2017). Integrated approach increases funding for water in Malawi

to regional institutions, for example SADC in Southern Africa and ECOWAS in Western Africa; it seems weaker in other regions.

At the national level, GWP is engaged in multiple fronts (In 2017, for example, almost 100 national institutions received assistance in direct relation to governance processes); the level of demand and ownership may vary with the nature of the agency support and the level of political stability, and could only be assessed through detailed research.

Our interviews also underscored two avenues to further strengthen the sustainability of the benefit of GWP's work

Interviews underscored that the high level of program ambition noted earlier may create difficulties for establishing deep and wide ownership, which concurs with the conclusions of program evaluations. For example, the WACDEP evaluation noted: "The level of integration between multiple WPs was well noted by stakeholders, but so was the fact that there were not enough skills or financial resources to implement these to the level required/desired. As discussed earlier, a greater level of integration between WPs is desirable and will yield greater levels of effectiveness and efficiency. This will also stimulate greater levels of ownership in an emergent institutional group (e.g. multi-sector stakeholders and institutions that come together to do iterative investment planning). This would allow program concepts and approaches to gain greater traction."

A second area of improvement to strengthen the sustainability of GWP's impact is that of knowledge management. The APFM evaluation notes for example: "Although excellent results were obtained in various countries such as Mexico, Pakistan, Bangladesh, India, Paraguay, Kenya, and in the transboundary Lake Chad basin in promoting IFM, there was a lack of follow-up to continue the process of implementing IFM in these countries. Furthermore there was a lack of feedback on the results of these studies, workshops and training efforts as to the impact and benefits of moving towards IFM. We really don't have the results of a good lessons learned exercise on this program on how IFM actually works and on-the-ground data as to how it improves flood management."[81]. Similarly, the WACDEP evaluation noted: "A learning by doing approach would support program target groups in taking ownership of the process, of resultant knowledge products, and therefore, of the program. Updating the Strategic Framework and developing knowledge products are among the tools that WACDEP could use in informing and influencing the global community."

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[81] C. Barret & C. Wittwer (2016). Assessment report of the WMO/GWP Associated Program on Flood Management

3. CONCLUSIONS AND RECOMMENDATIONS

3.1. Looking back: 2014-18 performance

Overall, this evaluation concludes that GWP is an important and needed player in water resources management, but it also highlights the need for major reforms to ensure that GWP maximizes its impact.

The relevance of GWP has been strengthened over the evaluation period by the worsening water crisis and the renewed emphasis on IWRM under the SDGs. The organization remains uniquely positioned to bring stakeholders together to solve water issues, thanks to the combination of its multi-level model, global presence and convening ability, broad expertise in water resources management, and legitimacy and track record on IWRM. It has delivered on its strategic plan, with solid results in a few core areas and a multiplicity of achievements in others. Program evaluations indicate an efficient use of resources in its core programs.

Partly echoing previous reviews, this evaluation also underscores the seriousness of the financial challenges confronting GWP, the need to clarify the organization's focus, and the major changes needed in its governance and aspects of its delivery model.

3.2. Looking forward: Recommendations

Putting our recommendations in the context of GWP's evolution

A brief reminder of GWP's history is useful to contextualize GWP's current priorities and our recommendations. The development of the organization went through three main phases:

Over 1996-2002, GWP played a pivotal role in IWRM promotion: It articulated a definition of IWRM that remains widely quoted today,[82] and its Technical Committee was instrumental in IWRM's broad adoption. The organization played a key role in the World Water Forum in The Hague (2000) and the World Summit on Sustainable Development in Johannesburg (2002), which affirmed the need to develop IWRM plans and created a clear role, linked to the development agenda, for GWP.

Over 2002-2012: GWP responded to that need and assisted countries in the development of their plans. The capacity of the partnership was developed and knowledge was shared to inform critical national government processes, plans and budgets. GWP was also involved in the monitoring of the progress of the IWRM implementation, which was presented in 2012 at Rio+20. With core donor funding receding, GWP had a first experience with program funding with the Partnership for Africa's Water Development Program (PAWD), a USD 10 M program conducted over 2004-2008 with funding by CIDA and DGIS.

2012 opened a period of transition. As donor interest for IWRM waned and in the absence of a clear anchor to the development agenda, GWP leveraged its network to tackle a broader set of development challenges, and increased its involvement in programmatic work, particularly around the climate theme (WACDEP, IDMP, APFM). The breadth of the thematic work significantly increased the complexity of network operations, especially result monitoring and knowledge sharing, and created unclarity about the positioning of GWP in the sector – a very consistent feedback from our interviews. While GWP made use of its global status in the UN and its reach across the world to effectively lobby for a Water SDG, the organization has not yet refounded its strategy and delivery model on the SDGs.

More generally, over the past decade, GWP has been slow to correct some of the weaknesses identified in its model: For example, as mentioned in the June 2018 Steering Committee documents, "The TEC has been reviewed in recent years: e.g., the Mid-Term Review for the 2009-2013 strategy period, the Internal Review of GWP Strategy 2009-2013, the Governance and Financing Review 2014 (Dalberg), the Knowledge Management and Organizational Review 2015 (PEM), and the Knowledge

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[82] GWP (2000). TAC Background Paper #4: Integrated Water Resources Management

and Learning Review in 2017. No significant action has been taken on the findings or recommendations of those reviews".[83] It has made tactical adjustments on specific aspects rather than comprehensively reconsidering its strategy, governance and delivery model.

To accompany the changes that have been initiated within GWP, we make ten recommendations at two levels: a set of proposals to guide the important decisions needed on GWP's strategy, governance, and delivery model; and a set of no-regret moves that can be implemented independently of these choices.

Regarding long term plans, we encourage GWP to:
#1. Develop a focused strategy
#2. Adapt GWP's delivery model
#3. Redesign GWP's governance
#4. Ensure good coordination across the strategy, organization and governance workstreams

Meanwhile, we also suggest six no-regret moves:
#5. Clarify the process for developing an interim strategy
#6. Ensure the stability of GWP's senior leadership during the transition period
#7. Make GWP processes more agile and analytical
#8. Transform the knowledge management approach and the role of the TEC
#9. Reassert GWP's leadership role on IWRM in global initiatives
#10. Launch an initiative to assess impact

The following paragraphs detail each of these recommendations.

#1. Develop a focused strategy

This recommendation is guided by findings across the Relevance section of this document (multiplication of efforts linked to water governance is leading to a greater degree of specialization by existing players), the Accomplishment section (highlighting the very uneven allocation of resources across themes and within programs), and the Sustainability section (highlighting the breadth of the global partnership strategy). It also echoes comments consistently made in evaluations of GWP and its programs, during and before the strategy period, for example in the 2011 Mid-Term Strategy Review ("The targets in the work program are too ambitious"), in the 2013 DANIDA Appraisal ("The level of ambition of the projects appears unrealistic compared to the capacity.")[84] or in the 2017 GWP Review by DFID ("GWP cannot address the breadth of water security agendas. It must prioritize its work program considering which agendas at global, regional and country level provide a unique selling point with no duplication with other institutions in order for GWP to articulate a clear, focused and strategic agenda which delivers impact on WRM in the SDG framework.")[85]. We propose the following steps:

#1a. Define the key parameters of the new strategy.

While numerous options exist for the strategy, we believe that five principles can guide its development:

- Strongly anchoring the strategy in the SDGs. Under its change agenda and the 2017-19 work program, GWP has shown a clear intent to realign its activities with the 2030 Agenda, and the new strategy offers an opportunity to formally do this.

- Reaffirming GWP's involvement in IWRM. As presented in the relevance section, GWP's track record and legitimacy on IWRM is seen as one of its key assets. There too, while "IWRM" was not

[83] GWP (June 2018). SC meeting documents: Towards a more effective Governance
[84] DANIDA (2013). GWP Appraisal
[85] DFID (July 2017). GWP Review, in WSP Annual Review

mentioned in the 2014-19 strategy, the term was extensively mentioned in GWP's work programs and workplans and seems to still be seen as central by the GWP teams.

- Ensuring that GWP's approach is not "water centric" – IWRM has been criticized for having been "initiated and run by water people. While anchoring the strategy back to IWRM, GWP should ensure that the strategy creates opportunities to engage beyond the water community.

- Proposing a two-tier strategy, consisting of core themes and a broader set of areas accommodating the diversity of regional agendas. As shown by the budget analysis, the current strategy has in practice developed clear layers (major investments in the Climate and Transboundary themes: smaller investments in Nexus, Urban, Gender, Youth and other themes explored at the regional level such as migration and jobs). By reflecting that reality, the next strategy would allow GWP to communicate a clearer message globally and regionally. A tiered strategy would require a clear articulation of criteria characterizing major and minor initiatives, particularly in terms of funding level and use of GWP's multi-level structure.

- Ensuring that all strategic goals are outcome-based: in the current strategy, one of the three goals is a means to an end (Goal 3: "Strengthen partnerships", largely consisting of the running budgets for RWPs and CWPs). While the development of the network was indeed a goal in itself in the early stages of development of the partnership when GWP was pursuing a very focused agenda focused on IWRM development and adoption,[86] it does no longer seem adequate under a broader strategy pursuing several themes and activities, in a context of broad IWRM acceptance.

1b. Clarify key strategic questions.

While we believe that it would beyond the scope of this report to propose specific themes, we recommend that GWP clarifies its position on four points:

- Its involvement in infrastructure investments (area #4 in SDG 6.5.1 monitoring). As noted in section 2.1 of this report (Relevance), SDG monitoring shows that the financing component is lagging behind the others and will likely be a high priority going forward. The WACDEP evaluation has highlighted that GWP is currently not equipped to tackle all steps in the investment process, and the team will need to clarify its ambition in this regard.

- Its degree and mode of engagement with the private sector. The SC and FPG have encouraged GWP to increase its engagement with the private sector but it has not clarified the role of private sector engagement in its model, its positioning compared to other WRM players active in this area (such as 2030 WRG, WBCSD and WWF), specific targets and levels of investments.

- The path forward for existing themes. As noted, GWP may not be able to keep supporting all themes in its current strategy, given the resources available. It should develop a clear path for the current portfolio (scale or exit/transfer).

- The value of a role of GWP as a watchdog, helping carry the voice of civil society in the development of solutions to the water crisis – a potential role highlighted in our interviews.

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[86] For example, the 2004-2008 strategy had 5 goals, 2 focused on IWRM development and three on the development of a supporting infrastructure:
IWRM water policy and strategy development facilitated at relevant levels
IWRM programs and tools developed in response to regional and country needs
Linkages between GWP and other frameworks, sectors and issues ensured
GWP partnerships established and consolidated at relevant levels
GWP network effectively developed and managed

#1c. Define resource levels and a partnership strategy matching strategic priorities.

Based on these choices, we would recommend to define the high-level allocation of resources (financial and human) by priority and re-prioritize the partnership strategy – As noted, GWP currently has 62 strategic allies at the global level, not including partnerships at regional and country level, which appears over-ambitious given the size of the team and may need to be prioritized.

#2. Adapt GWP's delivery model

This recommendation is guided by findings in our Governance section (Expansion of the responsibilities of the Secretariat; Programs not well integrated in GWP's governance; Unresolved hosting issues; a number of CWPs not built for program implementation). We propose the following steps:

2a. Define KPIs for GWPO.

The budget of the secretariat has expanded without a clear articulation of its function and KPIs, which seems important to guide resource allocation.

2b. Map capacity by function for GWPO and RWPs.

We recommend that GWP maps capacity by function (see illustrative example on Exhibit 46) across GWPO and RWPs in order the confirm the feasibility of GWP's objectives – For example, that the knowledge management function is sufficiently resourced; or that fundraising resources are sufficient for proposal development, reporting, and donor cultivation, given an increasingly fragmented donor base.[87]

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[87] As noted, GWP's management is considering a significant expansion of programmatic work. GWP's recent SC documents assume that this workload can be handled with existing resources: "programmatic funds up to EUR 4-6 M per annum could be raised if around 10 new financing partners or more were to be brought in. The effort associated with engaging with (…) new financing partners will largely fall on the Executive Secretary who would increasingly leverage also regional GWP directors and chairs for business development, supported by the coordinated work of a small and focused RM team". Based on our visits and interviews, unpaid regional Chairs may not be able to contribute. Assessing the additional burden on regional coordinators and GWPO staff and clarity in the allocation of responsibilities would help ensure an efficient effort.

Exhibit 46: Illustrative allocation of staff capacity based on staff list

Illustrative presentation of GWPO capacity by functional activity (Total = 26.5 FTE)		Assumptions
Strategic planning	0.30	10% of ES + Assistant, 10% of Head of NO
Thematic program development	2.70	40% of SNO time + 50% of SDG PO
Network management	4.35	10% of ES and Assistant, 50% of HNO, 30% of SNO, 100% of Assistant, 50% of PO and Assistant
M&E	2.65	10% of Senior NO and Head of NO time, 1 FTE, 50% of PO and Program Assistant
Fundraising	3.80	50% of ES and Assistant+ 1 FTE + 50% SDG-RM PO+ 20% of SNO x 5.5 + 20% of HNO
Financial management	5.00	Finance team: 5 FTEs
Administrative, legal & HR	2.40	1 Senior Officer + 1 Admin Assistant + 20% of ES and Assistant
Communications	4.70	10% of ES + Assistant +4 FTEs + 50% of Knowledge and Comms Officer
KM	0.60	50% of Knowledge and Comm. Officer, 10% of Head of NO
Total	26.50	

Source: Dalberg

2c. Review the number and mode of operation of regions in link with hosting scenarios.

As noted, some RWPs have requested a change in their legal status to address the issues raised by current hosting situations. At the same time, the decrease in global program budgets appears to have pushed to high levels the share of running costs[88] as a % of RWP budgets for a number of regions, given the critical size of a regional office to carry out basic administrative, reporting and program management functions (Exhibit 47); this raises the question of the potential benefit of regrouping RWPs.

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[88] Note: Running costs cover a perimeter broader than overheads, e.g. including communication resources

Exhibit 47: Comparison of regional budget and running costs, 2017 (EUR M, % of regional budgets)
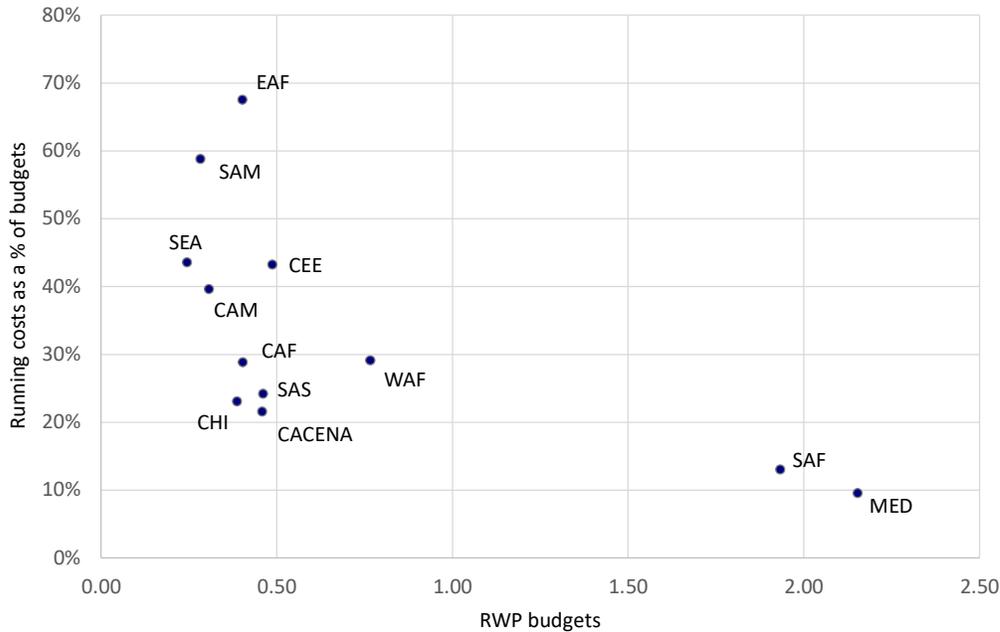
Source: Regional financial data shared by GWPO: budgets and running costs under goal 3, Dalberg analysis

2d. Define the role of CWPs in GWP's delivery model.

While it is acknowledged that GWP's global presence is an important asset, and that action at the national level is essential in the context of SDG implementation, some of GWP's successful country-level work, for example under WACDEP, has been conducted without CWPs; the examples presented in Exhibit 24 show that GWP can achieve active country engagement through different models.

The WACDEP evaluation noted that, in many cases, CWPs were not built for program implementation, and it is important to clearly identify the role envisioned for CWPs in GWP's delivery model and the amount and finality in investments in the CWP fabric.

2e. Integrate programs in the organizational structure.

The GWP team is actively developing proposals for new programs, many of them in partnership (See Exhibit 50). To avoiding an excessive complexity of the organizational structure, it would seem useful to lay out the organizational structure in different scenarios.

#3. Redesign GWP's governance

This recommendation is guided by findings in our Governance section (Unclear role of Partners in GWPO's governance; Legitimacy of decision-making ill-defined among the different organs; Unclear legitimacy of the Nomination Committee). We propose the following steps:

#3a. Define the role of Partners in GWPO's governance and revise the application form/process.

As noted, the role of Partners in GWP's governance has evolved, and there is currently an ambiguity on whether they are vectors for implementation, a pillar of GWP's governance, or have specific interests (knowledge, association with a global brand, etc. – see Exhibit 17). We recommend to clarify the role of Partners and to revise the admission process; the current form is generic and does not set clear expectations from the Partners (Exhibit 48).

Exhibit 48: Application form to join GWP

Apply Now

Please complete this application in full and in English. (*=required information)

* Name of Organisation

Acronym

☐ I hereby confirm that I have the authority to submit this application on behalf of this organisation

☐ I agree to the GWP policies as described below:

- Agree to abide by the Dublin-Rio Principles
- Pledge a willingness to actively participate in the GWP network
- Agree to act in accordance with the Statutes for the Global Water Partnership
- Confirm that the information submitted with the application is correct, and ensure that any changes in the information are reported to GWP.

Source: GWP website

#3b. Redefine the legitimacy of decision-making among the different organs.

The Governance section explained the unclarity surrounding the legitimacy of GWP's current Governance. We recommend to redefine the foundation of GWP's governance, noting that proposed changes affecting the Statutes will take time to be implemented (any proposed change in the Statutes requires a unanimous approval by the Sponsoring Partners and a two-third majority from the Network Meeting; the change in the Statutes come into force one year after that approval).

#3c. Revise the rules guiding the composition of the Nomination Committee.

The legitimacy of the Nomination committee, in majority consisting of independent members, is unclear, we recommend to make it a subcommittee of the Steering Committee or to change its composition to include a majority of Steering Committee members so that its legitimacy does not seat outside the remit of GWP's governance

#4. Ensure good coordination across the strategy, organization and governance workstreams

There is an obvious need to coordinate the work across strategy, organization and governance design – also stressed in past evaluations. As an illustration, if regional offices access to the INGO status, as may be the case based on the review of hosting options, GWP's delivery model could change significantly, with more of the programmatic activities of GWP managed directly from RWPs.

At its June 2018 Steering Committee and Sponsoring Partners' Meeting, GWP already kicked off a reform agenda on its Governance, and launched the development of its new strategy. Building on this foundation, we recommend to: (i) Articulate a process and timeline for the work of the governance task force (as already done for strategy development); (ii) Define the team members involved in each effort (including the involvement of external consultants)[89]; (iii) Either broaden the mandate of the governance task force to include organizational issues, or set up a separate organizational task force with an identified process and team; and (iv) Define the coordination points between work streams.

#5. Clarify the process for developing an interim strategy

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[89] The tender invitation prepared by GWP to "Support to the formulation of GWP Strategy 2020-2025" envisions specialists separately contracted to undertake specialized work feeding into the strategy, including a reviews of the current Theory of Change and Results Framework, and of the governance systems.

This recommendation is guided by an analysis of the calendar proposed for the development of the new strategy.

As presented on Exhibit 49, GWP has defined a clear process for the development of its strategy: it envisions a very participative approach over 2018-19, towards a launch over August-December 2019.

Exhibit 49: Timeline for the development if GWP's new strategy

	2018	2019
Activities		
Consultation and analysis (May-Nov. 2018): RWPs, FPs, SP, TEC, Strategic Partners, NM		
Drafting (Nov. 2018-Feb. 2019)		
Second round of consultations (March-May 2019)		
Approval of Final Draft by SC and NM (June 2019)		
New strategy launch (Aug.-Dec.2019)		
Key milestones		
Regional Days		
SC meetings		
SP meetings		
FP meetings		
Network meetings		
World Water Week		
COP		
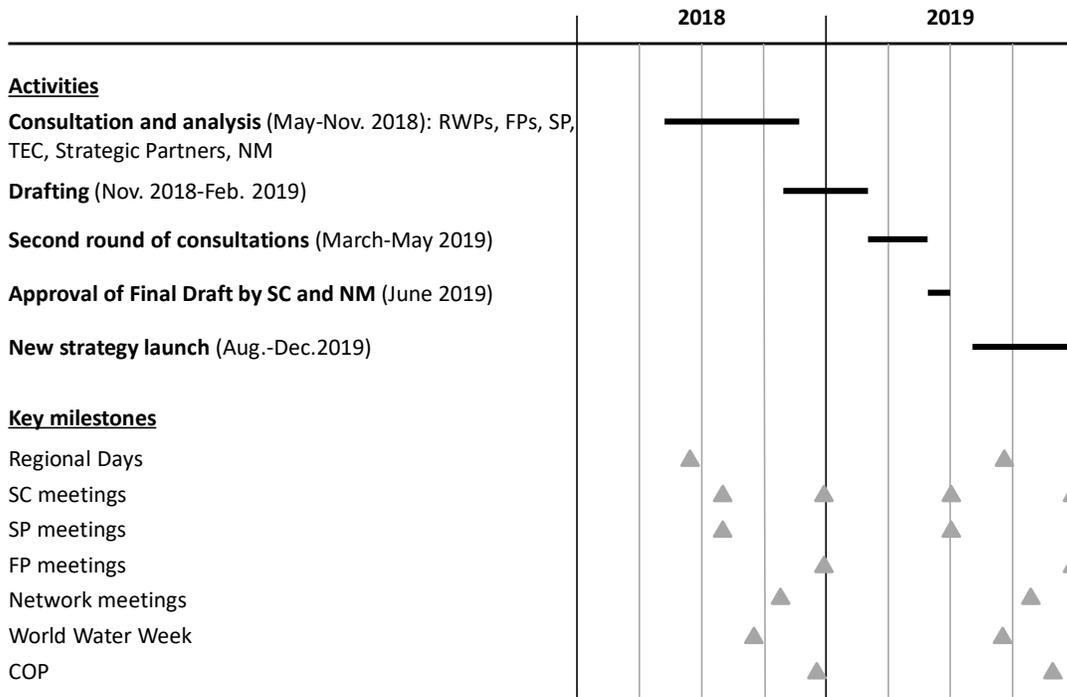
Source: GWP Strategy Proposal Note (Agenda item 7), SC meeting, June 2018

However, GWP will likely need to clarify its strategic choices in a much narrower timeframe: it will need a strategic plan to fundraise and ensure that the very active ongoing proposal development effort at the global level (as presented on Exhibit 50) combines into a consistent strategy. The development of an interim strategy in the Fall 2018 therefore seems a necessity; to manage the expectations of all stakeholders, it seems important to define how it would be developed and how it would fit in the broader timeline defined for strategy development over 2018-19.

Exhibit 50: Ongoing global program development efforts

Theme	Global program development efforts
SDG 6 Support Program	• Global program proposal developed with UNEP and CAPNET
Transboundary	• Interregional project proposal on Deltas under development with CAPNET support • Global program on TB Dialogues and CB considered for proposal development
Urban	• Specific interregional projects considered for development: e.g. (i) Rainwater harvesting / small island (MED, CAR, SEA); (ii) Sponge cities and nature based solutions (CEE, CHI); (iii) Private sector uptake of water related innovations (MED) • A number of urban related activities in Africa (i.a. support to the development of investment plans) will be implemented via AIP (see below)
Nexus	• Project proposals for West Africa, East Africa and Zimbabwe.
Climate	• The Africa Investment Programme (AIP) is under development as the new vehicle for implementing the WACDEP agenda in Africa. • Global proposal considered to sustain the global component of APFM/IDMP (with WMO) • A phase 3 proposal (with CAPNET), focusing on building capacity and facilitating technical support for country implementation of the WASH climate resilience strategic framework is under discussion with UNICEF
Youth	• Global program building on the youth for climate initiative is considered for proposal development.
Gender	• Global program proposal on women and water initiated. Funding conversation with SIDA, CIDA

Source: GWP Programme & Finance – June 2018 Update, SC meeting, June 2018

#6. Ensure the stability of GWP's senior leadership during the transition period

This recommendation is guided by findings in our Sustainability section: The senior leadership of GWP has been very unstable over the strategy period: two Chairs and one interim Chair, three Executive Secretaries, two TEC Chairs and one interim TEC Chair. As GWP launches strategic, governance, and organizational reforms, together with an active fundraising effort, we recommend to maintain stability in GWP's senior leadership, and in particular to postpone the search for a new Chair.

#7. Make GWP processes more agile and analytical

This recommendation is guided by findings in our Sustainability section (Improvement areas in GWP's strategic planning, risk monitoring and result monitoring processes) and Accomplishments section (Need for budget analyses to understand the weight of different themes, regions, activities). We propose the following steps:

Strategic planning

#7a. Adopt a shorter strategy period. Other peers in WRM have strategies over three years (2030 WRG), four years (SIWI, IUCN) or five years (IWMI) vs. six years for GWP under the current strategy.

#7b. Release the strategy together with a single high-level work program presenting high level targets and budget allocations (vs. two 3-year work plans today) ensuring a clear identification of priorities and clear link between strategic and financial planning.

Risk monitoring

#7c. Prioritize key risks based on likelihood and impact. Primarily descriptive, GWP's global risk monitoring currently identifies 18 risks;[90] a ranking would make the risk register more actionable.

Financial reporting

As noted in our diagnostic, GWP has put in place a robust system of financial controls. Our work highlight the value of combining financial and result monitoring data to inform strategic discussions within GWP, and we propose the following steps to facilitate the interpretation of financial data:

#7d. Break down revenue data in three categories: globally raised funds, locally raised funds with global contracts, and locally raised funds (vs. two today: GRF and LRF).[91] In our discussions with RWPs and GWPOs, we noted some divergence in the presentation of global funds raised locally, and a clear fact base is important to ground discussions on local fundraising.

#7e. Clarify the presentation of earmarks and suppress the "complementary funding" category. We recommend to simplify the presentation of earmarks, from three categories today (core, designated, earmarked), to two (non-earmarked, earmarked).[92] We also recommend to suppress the category of "'complementary funding" a separate section of expenditure budget currently covering both Designated Globally raised fund and Locally raised funds, which could be reintegrated in the main budget for more clarity.

#7f. Present a breakdown of expenditures by geographical entity (GWPO and RWPs) and adjust the presentation of line items in the expenditure budget to allow for it.[93] For example, the amount of global funding managed by each region is available in GWP's financial data, but not regularly compiled and reported. Some of the information necessary to prepare a full breakdown is aggregated in other categories.

#7g. Break down expenditure data by goal, theme, and activity, to allow GWP to validate how its resource allocation aligns with strategic directions and provide the basis required for efficiency analyses.

#7h. Monitor key ratios for efficiency (e.g. running costs / budget managed by region) and allocation (% by theme, % by program, % by activity, % by GWPO and RWP) to better monitor exposure.

Result monitoring

As noted, GWP has put in place a robust result monitoring and risk management system across the network, which is an important asset for GWP. However, interviews showed that the current system

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[90] GWP Risk Register, Dec. 2017

[91] For example, UNDP Drin (GWP MED) and EC Nexus (GWP SAF) are designated projects raised locally, contracted through GWPO and therefore currently reported as GRF

[92] Based on our discussions, both earmarked and designated funds involve requirements by the donors, and the level of fungibility seems a function of donor reporting needs (e.g., EU having specific reporting requirements) as well as their thematic or geographic requirements.

[93] For example, the budget for the regional thematic coordination is included in broader line items: Youth is a single EUR 135 K line item under "Programs managed by GWPO", which includes EUR 65 K managed at GWPO and EUR 40 K transferred to GWP SAS as core budget.
This would be a partial reversal of a change made in 2017. Regional core funds included until 2016 activities performed by the regions budget budgeted on the global themes budget lines. In 2017 GWP changed the reporting, and reported the regional expenditures by the global themes budget-lines. Taking the Youth theme as one example: In 2017, GWP SAS used EUR 21 K of the Youth budget, and the expenditure is reported under "Programs managed by GWPO" (line item: Youth, together with global expenditures). In 2016 it would have been reported under the regional core. Approx. EUR 350 K that would have been reported 2017 as regional core are thus reported 2017 under Global Programs, Regional Thematic Support and TEC, etc. The suggestion is not to revert to the previous system, but to identify both core regional funding and global program expenses by region

is not always well understood and owned at the local level. Its user-friendliness could be increased by taking the following steps:

#7j. Modify Toolbox categories to fully match with SDG 6.5.1. GWP has establish a clear equivalence between the GWP toolbox and SDG 6.5.1 indicators (Exhibit 51) and makes dual references to SDG 6.5.1 and the Toolbox in some of its reports. Modifying the Toolbox to match SDG categories would clarify its communication.

#7k. Standardize the list of activities tracked. Numerous are currently used, making this information hard to analyze:

- Work program: 6 categories (Process facilitation; Capacity building; Awareness raising; Product development; Advocacy; "Organisational")
- Progress reviews: 7 categories in the "hits by activity", some very generic and process-oriented (Process facilitation; Capacity building; Awareness raising; Knowledge products; Operational management; GWP meetings; Participation in other meetings)
- Work plans: 8 "work packages", which combine levels of intervention and activities (Global governance processes; Regional and transboundary cooperation; National development planning; No/low regret investments at all levels; Project preparation and financing; Demonstration projects; Capacity development; Knowledge and awareness; Partnerships governance and financing)
- In addition, GWP's work is typically mapped against the toolbox and 6.5.1 monitoring (respectively 15 and 8 categories under enabling environment, financing, institutions, and management instruments).

#7l. Replace the reporting on "hits" by activity and theme by a monitoring of the budgets by activity and theme. "Hits" correspond to a count of the number of mentions in the monthly reports shared by the regional teams. A given paragraph (e.g. participation of a meeting with a regional mandated institution) can therefore be tagged under multiple themes and types of activities. Budgetary allocation by activity and theme would provide a more objective picture of inputs to GWP's work.

#7m. Use boundary actors in the planning stage, but drop the monitoring of progress markers. There are currently 578 progress markers across the regions.[94] Having no associated targets, they seem to have marginal value in the communication of GWP's accomplishments, while being heavy to track.

#7n. Ensure that reporting for all thematic areas capture data on both breadth and depth (e.g. tracking the number of members in the youth networks supported).[95]

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[94] GWP, Database for Progress Marker Monitoring, 2014-19
[95] For example, the 2017-19 Work Program provides only vague information on the progress achieved: "In the case of empowering youth involvement in water management, the previous three years has seen substantial progress in the mobilisation of youth networks around the world"

Exhibit 51: Matching between the GWP toolbox and SDG 6.5.1 categories

Source: Progress Review 2017

#8. Transform the knowledge management approach and the role of the TEC

This recommendation is guided by findings in our Sustainability section (GWP's knowledge function needs to be redefined). We propose the following steps:

#8a. Create a KM function. In order to foster the development of knowledge management within GWP, we propose the development of a knowledge management function, focusing on knowledge curation rather than knowledge generation; on connecting people and sharing experience rather than generating knowledge; on institutionalizing lessons and best practices from existing projects and programs; and on increasing connectivity between GWP entities.

#8b. Reposition the TEC as a think tank on WRM. As noted, the global Technical Committee has played a central role in the development of GWP. Over time, demands from the TEC have grown while its resources have been reduced, and while separate technical advisory units were set up for some of GWP's programs (WACDEP Reference Group, Advisory Committee for IDMP and APFM). We propose to suppress the quality assurance role of the TEC and position it as a rapid-response think tank, spotting new trends in water resource management on the basis of a dialogue with the SC, the FPG, the regional coordinators and Chairs, and releasing short briefs on current topic (longer papers could possibly be developed on that basis outside of the TEC, in partnership with other organizations).

#9. Reassert GWP's leadership role on IWRM in global initiatives

This recommendation is guided by findings in our Governance section (Multiplication of initiatives on water governance; GWP slow to react to some of the concepts that have emerged over the years) and our interviews, which reflected a general sense of an erosion of GWP's thought leadership on IWRM.

GWP could take advantage of support from its alumni, for example its former TEC Chair Torkil Jonch Clausen, who offered that GWP co-chairs the IWRM Task force at WWC (which he currently chairs), or generate new options to restore its visibility and leadership.

#10. Launch an initiative to assess impact

This recommendation is guided by findings in our Accomplishment section: measuring impact was a challenge met by all other water governance actors interviewed for this study. While the SDGs have brought more focus on WRM, and while the value of an integrated approach to water resources seems

intuitive in a context of growing scarcity, players in that space have collectively struggled to offer a compelling case to help donors justify the social and economic return of investing in WRM. GWP could consider two types of initiatives:

It could partner with other major WRM players (e.g., World Bank Water Global Practice, 2030 WRG, WWF, IUCN, WWC) to conduct a major study to document how activities by various stakeholders over time lead to outputs, outcomes and impact, and how this translates into SDG monitoring results.

It could support big data initiatives to make water resources management a transparent and participatory process. Collaborating with initiatives such as WRI's Aqueduct's initiative, GWP could help put in place a ground-truthing mechanism to help make this information real time – as already implemented by WRI under its Global Forest Watch initiative, for example (See Exhibit 52).

Exhibit 52: WRI's Global Forest Watch Initiative

Source: WRI's website

APPENDIX 1: TERMS OF REFERENCE

ToR evaluation Global Water Partnership Organisation, Version January 16, 2018

I. Introduction

The Global Water Partnership (GWP) is a global network of public and private actors in the water sector, in particular in the area of Integrated Water Resource Management (IWRM). GWP has more than 3000 members in 13 regional networks or chapters and 86 country networks or –chapters.

Established in 1996, GWP offers a platform for multi-stakeholder dialogue on water at local, national, regional and global level. GWPO is the intergovernmental organisation which is the legal representative of the GWP Network. GWP fulfills different functions, such as promoting IWRM, policy advocacy (e.g. the discussion on global water governance); capacity development (e.g. of local and national governments on IWRM) and knowledge management and dissemination.

De GWP strategy 2014-2019 includes three strategic aims (1) Catalyze Change in Policy and Practice; (2) Generate and Communicate Knowledge; (3) Strengthen Partnerships. The GWP Strategy is to be renewed, a process that will take place from summer 2018 onwards.

The Netherlands, being one of the founding partners, is funding the Global Water Partnership Organisation since the year of its establishment, 2002. In order to prepare for a new funding decision, an evaluation is mandatory according to DGIS regulations.

II. Objective of the evaluation

The objective of the evaluation is two-fold.

1. To assess whether DGIS should fund GWPO again for a longer funding period (backward looking: relevance, efficiency, efficacy, sustainability, impact);

2. To give input on a number of critical issues related to GWP mandate and strategy and corresponding organizational setups and provide input for decisions by the governance and management bodies of GWP/GWPO and Network for e.g. the new strategy document 2019-2014 (forward looking)

III. Research questions

1. Performance – this question -also required for funding decision DGIS- should follow DAC evaluation criteria (efficiency, efficacy, relevance, sustainability and impact) and be supported by a strong factual analysis. It should cover the international work as well as regional/national chapters and the secretariat; and it should cover all three area's GWP is covering: catalyzing change; networking and partnership; knowledge management).

2. How did the 2014-2019 strategy work out (GWP): what progress has GWP made towards meeting its strategic objectives; and what were decisive factors in success and failure?

3. What should the elements be for the way forward? What is the context around IWRM and how is it developing? What is the wider institutional landscape in which GWP operates and what is GWP's added value/unique selling point? How does this translate in to opportunities and challenges for GWP? What are the implications for possible (desired) developments within GWP, its organisation and its strategy?[96]

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[96] This includes the ability of GWP to contribute to debates on IWRM and the capacity of different levels within GWP to deliver and leverage practical on-the-ground programs and initiatives on water management and governance. The role of the GWPO Secretariat, the Country Water Partnerships, the Regional Water Partnerships, the Global/Regional Steering Committees and the interconnectivity and accountability between the different parts should be taken should be taken into account.

Procedure/timeline

1. Writing the ToR (DGIS, week 49/50)

2. Preparing for tendering process(DGIS, week 51/-3)

3. Bids coming in (at least 3 companies invited, preferably public info on the tender latest 9/2

4. Assessing Bids, selecting winner (Advisory Group, week 7)

5. Contracting winning company (DGIS, week 8)

6. Detailed Inception Report setting out how it will respond to the ToRs and key questions for clarification prepared by the successful bidder/Plan of action (Company, week 9,10)

7. Meeting on plan of action (Advisory group and company, IRL or skype, week 11)

8. Implementation period (week 12-22) with (skype/telcon) meetings with Advisory Group on intermediate milestones.

9. Discussing draft report (Advisory group, company[97], week 23)

10. Final report (company, week 25)

IV. Implementation

The research will include a desk study of all relevant documents; and field visits to at least two, probably four regional/national chapters, one which is very active and one that is less active. It will include interviews with key persons; a list of key stakeholders will be provided.[98]

1. Professional Qualifications

A team is expected to be led by a Senior TL (m/f) and comprised of team members with a diverse and appropriate skill set, experience and attitude.

Team leader and team members need to have experience with:

- Institutional development, capacity building and network organizations;

- Integrated Water Resource Management in the broad sense (including nexus food/climate) in developing countries;

- Strategic positioning and strategy development;

More specific, expected competencies include, but are not limited to familiarity, affinity and documented experience with:

- Strategy impact assessments and evaluations meeting OECD/DAC criteria;

- Knowledge and proven work experience in assessing the impact of advocacy, policy dialogue, knowledge management and capacity building activities;

- Networking and knowledge based global MSP organizations;

- Competencies in organizational development and institutional strengthening of network based org, financial/administrative management and sound business principles and practices;

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[97] Factual check by GWPO management/Advisory Group; a GWPO management response to go with the final report.

[98] A broad group covering those already associated in some way with GWP i) internal – GWP RWPs, CWPs; External : ii) Direct association through funding or partners in programmes ie FPs, WMO, World Bank, UN water, WRG etc); and iii) some with an interest in IWRM but who do not/rarely engage with GWP (ie why not?) including private sector, energy and agriculture associations/ partnerships, NGO's.

- Engagement in water/natural resource development, management and governance in various geographical contexts;

2. Deliverables and Schedule

The expected outputs are to be delivered as word documents in English and supported by powerpoint presentations as appropriate in commonly used and structured formats.

The deliverables will be:

1. An inception report

2. A draft report for discussion

3. A final report.

The final report will contain at minimum:

- Executive summary (max 10 pages)

- Evaluation methodology

- Findings

- Conclusions (answers to the Evaluation Questions)

- Recommendations

- Annexes (list of people interviewed, key documents consulted, data collection instruments)

APPENDIX 2: RECAP OF KEY QUESTIONS AND ANALYSES

Operationalization of the results measurement: presentation of analyses and indicators used

Relevance[99]

Key questions	Analyses	Sources

• What are the key changes in the global context impacting GWP's relevance / how?	• Review of key global trends and relevance for GWP's activities. Specifically:
	  – Impact of demographic, economic and social trends on water availability and quality
	  – Impact of key global agreements
	  – Impact of emerging data initiatives on the relevance of GWP's work and its capacity to shape the public debate
	• Evolution of the maturity / the adoption of IWRM globally
		• External docs: global trends
		• Internal docs: key trends in internal strategy discussions
		• Interviews: All stakeholder categories

• What are GWP's distinctive assets and capabilities?	• Comparison of scope of activities with key players • Comparison of the value-add of a global network vs. regional or local platforms • Changes in the membership of the network	• External docs: research on key players • Internal docs: membership data • Interviews: All stakeholder categories
• Who are the other key players in GWP's space?	• Landscape analysis of key organizations/initiatives in water management	• External docs: sector research. • Internal docs: sector mapping • Interviews: All stakeholder categories

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[99] Compared to the inception report, "Change in GWP's mission over time" was covered under the recommendation section; "Discussion of GWP's contribution to global processes (SDG 6.5.1, HLPW)" was covered under the Accomplishments section.

Accomplishments[100]

Key questions	Analyses	Sources
• What results did GWP achieve under the goals set in its strategy? In particular: – Role in influencing policy and development strategies for sustainable WRM at global, regional and national levels and extent to which GWP has facilitated "action on the ground" – Appropriateness and effectiveness of GWP's knowledge management and communication approach and activities.	• Performance against targets at the global, regional level and program level	• Docs: Detailed documentation for key programs (WACDEP and IDMP); Progress reviews
• How does effectiveness vary within GWP; what areas of excellence and weaknesses emerge from these results, by activity and theme?	• Review of key achievements by theme and activity globally and by region • Discussion of GWP's contribution to global processes (SDG 6.5.1, HLPW) • Review of key achievements of the non-programmatic activities • Comparison of effectiveness data across programmatic and non programmatic work, across RWPs	• Interviews • Internal docs: Annual reports, progress reviews, documentation on specific activities (GWP's knowledge development), SC meeting minutes, program documentation
• What are the indications of GWP's efficiency and link to impact?	• Comparison of cost effectiveness data across RWPs • Review of common threads in existing evaluations regarding efficiency and impact	• Internal docs: Program evaluations • Interviews (donors)

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[100] Compared to the inception document: Documentation from 2030 WRG was not publicly available to conduct a benchmark. The primary sources of data to inform an assessment of efficiency were existing program evaluations (WACDEP, IDMP, APFM) and interviews

Governance and management[101]

Key questions	Analyses	Sources
• Is GWP's governance structure robust and well understood?	• Global level: Review of actions taken since last governance review (no additional research or analysis) • For the three RWPs visited: Effective separation of oversight and operational roles and accountability of the RWP secretariat, documentation and transparency of the governance process • Respective role and mandate of GWP globally at RWP and CWP levels • Clarity of organizational structures, as laid down in guiding documents • For the three RWPs visited: Understanding among staff of this structure	• Interviews • Internal docs: SC minutes, Statutes, regional self evaluations, evaluations of regional offices when available
• Are core processes robust? Rapid assessment of: – Strategic and financial planning – M&E – Financial reporting – Knowledge management	• M&E: Clarity of GWP's results framework, timeliness and completeness of reporting • Other processes: Mapping of key processes at global, regional and country level and links across key processes • For the three RWPs visited: Understanding among staff of organizational procedures • Time burden at regional and country level • Timeliness and completeness of the reporting provided • For the three RWPs visited: Use of reporting for future planning purposes	• Interviews • Review of internal documentation (internal guidelines for each key process)

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[101] Compared to the inception report:

- Structure: We merged "Is GWP's governance robust" and "Is GWP's organizational structure well defined and understood"
- Core processes: We did not present HR and fundraising processeses in this report. They seem well defined at the global level. At the regional level, they are typically described in procedure manuals from the host institution. We believed that presenting this additional information would further extend this already detailed report, and dilute the useful information.

Sustainability

Key questions	Analyses	Sources
• Is GWP financially sustainable?	• Analysis of resource mobilization at global and regional level • Analysis of expenditure at global and regional level, mechanisms for regional funding allocation	• Internal docs: Financial reporting, financial projections, progress reviews • Data analysis
• Is the team stable?	• Staff turnover rate at senior level and overall (Secretariat and RWPs)	• Internal docs: HR data
• Is the sustainability of impacts ensured by an integration with external partners?	• Analysis conducted at global, regional and program levels	• Internal docs: List of GWP's strategic partners, Progress reviews, program evaluations • Interviews

APPENDIX 3: KEY DOCUMENTS REVIEWED IN THE EVALUATION

Strategy documents
- Towards Water Security : A framework for Action, 2000
- GWP Strategy 2004-2008
- GWP Strategy 2009-2013
- GWP Strategy 2014-2019
- GWP Strategy 2009 to 2013: Internal Assessment, GWP, 2014
- GWP Youth Engagement Strategy, 2015
- GWP Gender Strategy
- Briefing note : Global Water Partnership : A Key Global Asset, 2016
- Network Status : GWPO Brief Update Note (Allies)
- The Change Agenda : An Introduction, 2016
- GWP 2020 Strategic Planning : Process Note, 2017
- GWP Stop & Think Workshop Material, 2017

Previous evaluations
- External Review of Global Water Partnership - PARC, 2003
- Global Water Partnership Joint Donor External Evaluation - PARC, 2008
- The Global Water Partnership : Global Program Review - The World Bank Independent Evaluation Group, 2010
- Governance and Financing Review of GWP - Dalberg, 2014
- Knowledge Management and Organizational Review of GWP - PEM Consult, 2015
- Organizational Review of GWP-Caribbean - Dalberg, 2016
- Assessment report of the WMO/GWP Associated Program on Flood Management - C. Barret & C. Wittwer, 2016
- Integrated Drought Management Program : Review Report - A. Magalhaes, 2016
- WACDEP Capacity Building Program : End of Project Review and Recommendation Report - CDKN, 2016
- Evaluation of WACDEP Africa (2011-2016) - OneWorld, 2017
- Mid-Term Review of the Global Framework for Climate Services - A. Gerlak & al., 2017

Core planning documents and reports
- GWP Annual Report, 2014-2018
- Work programs 2014-2016 and 2017-2019
- Annual Workplans, 2014-2018
- GWP Progress Reviews, 2014-2018

Financial documents
- GWPO Organizational Chart, 2018
- GWP Operations Manual, 2017
- Progress markers assessment 2014-2017
- GWP Budget, 2014-2018
- Annual financial report, 2014-2018
- Details of Locally Raised Funds, 2006-2017
- Details of RWP spending, 2017
- Financial projections for GWP's budget, 2018-2020
- Detail of GWPO salary commitments
- RWP financials, 2009-17

Governance documents

- Steering Committee (SC) Meeting Minutes, 2014-2018 (mid-year and annual)
- Financing Partners Group (FPG) Meeting Minutes, 2014-2018 (mid-year and annual)
- TEC Meeting Minutes, 2014 – 2018 (mid-year and annual)
- Sponsoring Partners Meetings Minutes, 2014-2018

Key programs and initiatives

- WACDEP Africa Strategic Framework, 2012
- WACDEP Africa ADA proposal, 2011-2016
- WACDEP Africa, Annual reports, 2012-2016
- WACDEP Africa, Progress Reports to AMCOW, 2012-2014
- WACDEP Africa Reference Group Country Missions, Summary report, 2014
- WACDEP Africa phase 2, Proposal to ADA, 2016-2019
- Africa water Investment Program (AIP) overview
- Operational Guidelines of the WMO/GWP IDMP
- WMO/GWP IDMP: Programme Document, 2013-2016
- WMO/GWP IDMP: Program Description and the First Year Workplan (2013)
- WMO/GWP IDMP: Activity Reports, 2014-2015 to 2016-2017
- WMO/GWP IDMP: Plan 2015-2016 to 2017-19
- APFM Strategic Plan, 2014-2018
- APFM Activity Plan: Phase IV, 2014-2015
- APFM Annual Reports 2013-14 to 2016-17
- High Level Panel on Water (HLPW) Valuing Water Initiative: Final Report (2017)
- High Level Panel on Water (HLPW) Valuing Water Initiative: Southern Africa, Mexico, Central Asia, South Asia and Peru Consultation Documents, 2017
- SDG 6 IWRM Support Program : Draft proposal (internal), 2018
- SDG-PF in the context of the SDG6-AP
- How to/Guidance Note for SDG-PF projects on Partnerships & Resource Mobilization (PRM), 2017
- SDG-PF Project document : Uganda, 2016
- SDG-PF Country Factsheets, 2016

Knowledge management

- Improving Knowledge and Learning in GWP, R. Beukman, 2017
- Q&A on knowledge products, 2017
- Knowledge resource analytics, 2017
- Update on GWPO's Partnership for Resource Mobilization Strategy, 2017
- GWP (2000). TAC Background Paper #4: Integrated Water Resources Management
- UNEP/MAP-PAP/RAC, GWP Med and UNESCO-IHP (2015). An Integrative Methodological Framework (IMF) for coastal, river basin and aquifer management. M. Scoullos (ed.)

Fundraising

- Partnership and Resource Mobilization plan (PRM), 2018
- PRM Roadmap, 2018
- Globally Raised Funds Pipeline and Status of pending discussions with key donors, 2018
- DFID : The Water Security Program Business Case, 2012
- SIDA: Proposal for financial support to GWP for the period 2016 – 2020, 2015
- SDC: List of information items requested in support of GWP's application for core funding 2017-2020, 2017
- Germany: Proposal for financial support to Global Water Partnership for the period 2018-2019, 2017

- Donor briefing documents for Austria, GEF, Finland and Canada, 2018
- Global Water Partnership: A key global asset for Canada, 2018
- Global Water Partnership: A key global asset for Australia, 2018
- Donors mapping database, 2018
- Eastern Africa donors landscape analysis, 2017
- Top Tier Global Donors Synoptic Overview, 2018
- GWP presentation - Water management: An enabler of development, 2018
- GWP Pitchbook
- GWP Private Sector Engagement Strategy, 2018

Trainings
- Capacity Development on Economics of Adaptation, Water Security and Climate Resilient Development in Africa, 2014
- NAP-GSP Training Workshops for LDCs in Africa - Concept note, 2014
- WACDEP, Financing of sustainable water resources management and development: economics, financing opportunities and project preparation: training report, 2014
- GWP IWRM ToolBox Survey analysis, 2015
- International Water Law Training Africa reports, 2015-2017
- International Water Law Training Latin America report, 2017
- GWP-Southeast Asia training workshop on monitoring and reporting, 2016
- Finance workshop 2016, Agenda and Evaluation
- Finance workshop 2017, Minutes
- GWP Southeast Asia - Accounting software training, 2018
- GWP-UN Water campaign training
- GWP Communications training, 2014 and 2016

Network management
- Note on CWP/RWP information, 2018
- CWPs Dashboard, 2018
- Rapid Country Level Assessment (RCLA), Approach and Preliminary results, 2016
- RCLA, East Africa regional report, 2016
- RCLA, Uganda country report, 2016
- RWPs Dashboard, 2018
- RWP self-assessment grids, 2017
- Regional days strategy questionnaires and answers, 2017

Network Partners
- Application form to GWP (online), 2018
- Why become a partner (online), 2018
- Network members Statistics, 2010-2018
- GWP Monitoring and Evaluation System: Summary, 2018
- GWP Monthly Report: Guidance Brief, 2017
- M&E poster, 2018
- GWP Regional Coordinators induction presentation on program management, 2018
- GWP Eastern Africa monthly report, narrative and monitoring table, 2018
- GWP Central & Eastern Europe Quarterly report progress update tabs, 2017
- Network Survey 2017 - Keystone Performance Surveys, 2017

List of internal documents received from GWP-Southern Africa and Country Partnerships
- GWP SA Organizational Chart, 2018
- GWP SA Staff list, 2018
- GWP SA Steering Committee Meeting Minutes, 2017 and 2018
- GWP SA Board Meeting, Financial Overview 2017-2018
- Botswana Water Partnership Committee Meeting Minutes, 2012
- Tanzania Water Partnership Planning Meeting Minutes, 2016
- Tanzania Water Partnership Annual General Meeting Minutes, 2017
- IWMI (Host Institute) Organizational Statute, Code of Conduct, Risk Management Policy, Duty Travel Policy and Finance Policies and Procedures
- GWP-SAS budgets, 2006-2017
- Program Development Strategy, 2018
- GWP Southern Africa: The Partnership, Program & Experiences, 1998-2016 - Presentation by Ruth Beukman, 2016

List of internal documents received from GWP-South Asia and Country Partnerships
- GWP-SAS Organigram
- GWP-SAS Statutes
- GWP-SAS General Assembly Meeting Minutes, 2014-2017
- GWP-SAS Regional Council Meeting Minutes, 2014-2017
- GWP-SAS Working Guidelines
- GWP-SAS Audited financial statements, 2010-2017
- GWP-SAS Management letter, KPMG, 2017
- GWP-SAS Budgets 2014-2018
- GWP-SAS Logframe, 2017
- Water and Climate Resilience Program (WACREP) Project Completion Report Phase I, 2013-2015
- WACREP Annual report, 2016
- Learning Deltas Asia Initiative, Scoping phase report, 2017
- Sri Lanka Water Partnership, Steering Committee Minutes, 2014-2017
- Sri Lanka Water Partnership, Working Guidelines`
- Sri Lanka Water Partnership, Highlights 2017
- India Water Partnership Activity reports, 2012-2016
- Pakistan Water Partnership, List of Board of Directors, 2018
- Pakistan Water Partnership, List of Company Members, 2018
- Pakistan Water Partnership, Country Stakeholders Workshop for SDG 6.5.1, 2017

List of internal documents collected from GWP-Mediterranean
- GWP-MED Organigram, 2018
- GWP-MED Partnership Council Meeting Minutes, 2014-2016
- Host Institute Agreement
- GWP-MED Rules of Procedures and Note on Responsibilities
- GWP-MED Report of Activities, 2014-2018
- GWP-MED Audited Financial statements, 2014-2018
- GWP-MED Estimated Budget 2018
- Work Program 2017-2019
- Work Plan 2018
- GWPO Assessment of GWP-MED, 2016
- Review of Internal Management and Control commissioned by SIDA, KPMG, 2016
- A brief introduction to GWP-MED, 2018
- SIDA's Evaluation of Three Projects on Transboundary Water Management

Key external documents reviewed

- Charting our Water Future: Economic Frameworks to Inform Decision-Making – 2030 WRG, 2009
- Watching Water, A Guide to Evaluating Corporate Risks in a Thirsty World – WRI and JP Morgan 2008
- Water Scarcity and Climate Change: Growing Risks for Businesses and Investors – Ceres and Pacific Institute, 2009
- Understanding Water Risks, A Primer on the Consequences of Water Scarcity for Government and Business – WWF, 2009
- Investments in land and water – FAO, 2010
- Understanding the Nexus. Background Paper for the Bonn 2011 Conference: The Water, Energy and Food Security Nexus. Stockholm Environment Institute, Stockholm – Hoff Holger, 2011
- IRWM Post-2015: A New Way Forward – WWC, 2015
- Global Monitoring Report 2015/2016 – World Bank, 2015
- Green Bonds Highlights – Climate Bonds Initiative, 2016
- High and Dry. Climate Change, Water and the Economy – World Bank, 2016
- Financing Options for the 2030 Water Agenda – World Bank, 2017
- Global Water Report – CDP, 2016 and 2017
- Overview of Report and Implementation Guidance – Task Force on Climate-Related Financial Disclosures, 2017
- Revitalizing IRWM for the 2030 Agenda – WWC, 2017
- UN World Water Development Report, Wastewater: The Untapped Resource – UNESCO WWAP, 2017
- Unchartered Waters – World Bank, 2017
- Global Development Trends and Challenges – ODI, 2017

APPENDIX 4: LIST OF INTERVIEWS CONDUCTED

- **2030 WRG**: Karin Krchnak, Program Manager
- **2030 WRG**: Qayyum Sayef Tanzeem, Bangladesh Country Coordinator
- **2030 WRG**: Nicholas Tandi, South Africa Program Manager
- **African Ministers Council On Water**: Canisius Kanangire, Executive Secretary
- **African Union**: Rashid Mbaziira, Technical Advisor IWRM
- **Asia Pacific Water Forum**: Ravi Narayanan, Vice Chair
- **Austrian Development Agency**: Dr. Klaus Leroch, Specialist Water and Urban Hygiene
- **Bangladesh Country Partnership**: K A Haq, President
- **BMZ**: Franz Maree, Head of Water Division
- **Botswana Water Partnership**: Piet Kenabatho, Country Chair. Associate Professor at University of Botswana
- **Center for Environmental and Geographic Information Services**: Waji Ullah, Executive Director
- **Coca Cola**: Liopoulou Sissy, Public Affairs and Communications Manager for Greece, Cyprus, Malta,
- **CRIDF**: Leonard Magara, Professor, Climate Resilient Infrastructure Development Facility
- **DANIDA**: Dorthea Damkaer, Senior Advisor
- **DBSA**: Farai Tunhuma, Fund Manager SADC Water Fund
- **Dept of Meteorology, Sri Lanka**: Sarath Premalal, Director General
- **DFID**: Jean-Paul Penrose, Senior Advisor, Climate & Environment Department
- **EU Water Initiative Finance Working Group**: Alan Hall, Former GWP Head of Network and Chair of the EU Water Initiative Finance Working Group
- **European Commission**: Marta Moren Abat, Desk Officer for International Water Issues, DG Environment
- **European Commission**: Mercedes Marin-Nortes , SADC Section
- **GIZ**: Thomas Schild, Responsible SADEC countries
- **Gorai Area Water Partnership**: Karim Anwarul, President
- **GWP Caribbean**: Trevor Thompson, Regional Chair
- **GWP Central & Eastern Europe**: Richard Muller, Regional Coordinator
- **GWP Central Africa**: Hycinth Sunjo Banseka, Regional Coordinator
- **GWP Central America**: Edgar Fajardo, Regional Chair
- **GWP China**: Yunzhong Jiang, Secretary General
- **GWP Mediterranean**: Vangelis Constantianos, Regional Coordinator
- **GWP Mediterranean**: Michael Scoullos, Regional Chair
- **GWP South Asia**: Diluka Piyasena, Communication Officer
- **GWP South Asia**: Lam Dorji, Regional Chair
- **GWP South Asia**: Lal Kithistri Induruwage, Regional Coordinator
- **GWP South Asia**: Ranjith Ratnayake, SLWP Country Coordinator
- **GWP South Asia**: Kusum Athukorla, RC Member/Partner, SLWP
- **GWP South East Asia**: Fany Wedahuditama, Regional Coordinator
- **GWP Southern Africa**: Andrew Takawira, Senior Network Officer
- **GWP Southern Africa**: Isaac Khaguika Esipisu, Communications Officer
- **GWP Southern Africa**: Tendai Gandanzara, Financial Officer
- **GWP Southern Africa**: Kuiri Tjipangandjara, Regional Chair
- **GWP Southern Africa**: Alex Simalabwi, Regional Coordinator
- **GWP West Africa**: Armand Houanye Kocou, Regional Coordinator
- **GWP West Africa**: Sidi Coulibali, Communications Officer
- **GWP**: Letita Obeng, Former Chair
- **GWP**: Jerome Priscoli, TEC Chair
- **GWP**: Oyun Sanjaasuren, Former Chair

- **GWPO**: Susanne André, Senior Legal & HR Officer
- **GWPO** : Francois Brikké, Senior Network Officer (covers Mediterranean)
- **GWPO** : Rudolf Cleveringa, Former Executive Secretary
- **GWPO**: Nicolas Delauney, Resource Mobilisation and Partnership Manager
- **GWPO** : Steven Downey, Head of Communications
- **GWPO** : Joshua Newton, Senior Network Officer (covers SDG-PF)
- **GWPO** : Ralph Philip, Senior Monitoring and Evaluation Officer
- **GWPO** : Frederik Pischke, Senior Programme and Network Officer (covers Southern Africa)
- **GWPO**: Jacques Rey , Head of Network Operations
- **GWPO** : Julienne Roux, Senior Network Officer
- **GWPO** : Catharina Sahlin Tegnander, Head of Finance & Administration
- **GWPO**: Monika Weber Fahr, Executive Secretary
- **GWPO** : Yumiko Yasuda, Senior Network Officer (covers South Asia/South East Asia)
- **H Strategic**: Ross Hamilton, SC member
- **Hatton National Bank**: Hemantha Seneviratne, Risk Management Division
- **ICIMOD**: David Molden, Director
- **ICLEI**: Geeta Sandal , Senior Project Officer, Sustainability Management
- **Independent Consultant**: Lotte Pang, Communication Expert
- **Independent Consultant**: Ruth Beukman, Formerly GWPSA Executive secretary, 2004-2016
- **Institute of Water Modelling**: Hossain Monowar, Executive Director
- **Irrigation Department, Sri Lanka**: t.J, Meegastenna, Deputy Project Director (Climate Resilience Improvement Project)
- **IWMI**: Claudia Sadoff, Director General
- **IWMI**: Mark Smith, Deputy Director General – Research for Development (Former Head of Water at IUCN)
- **IWMI**: Chris Dickens, Principal Researcher and Head of the Office, South Africa
- **Lebanese Ministry of Energy & Water**: Mona Fakih, Water Director
- **Len Abrams Consulting**: Len Abrams, ex-World Bank. GWP-SA RG member
- **Lions Club of Pilimathalawa**: Lalith Seneviratne
- **Mediterranean Information Office for Environment, Culture and Sustainable Development (MIO-ECSDE)**: Anastasia Roniotes, Head Officer
- **Mediterranean Network of Basin Organisations (MENBO)**: Ramiro Martinez, Coordinator
- **Mediterranean Water Institute (IME)**: Milagros Couchoud, Chair
- **Minbuza**: Rita Tesselaar, Senior evaluator
- **Minbuza**: Marteen Gischler, Senior Advisor
- **NARBO and Japan Water Agency**: Tadashige Kawasaki, Deputy Director (Japan Water Agency)
- **National Water supply & Drainage Board, Sri Lanka**: Ruwan Liyanage, Assistant General Manager (Rural Water Supply)
- **India Water Partnership**: Veena Khanduri, Executive Secretary/Country Coordinator
- **Nepal Water Partnership**: Tejendra Bahadur, Country Coordinator
- **Orange-Senqu River Basin Commission (ORASECOM)**: Thamae Lenka, Executive Secretary
- **Organization for Economic Cooperation and Development**: Aziza Akhmouch, Head of OECD's Water Governance Program
- **Pakistan Country Partnership**: Muhammad Akhtar Bhatti, Country Coordinator
- **PEGASYS**: Guy Pegram, Managing director
- **SACEP**: Muhammad Khurshid, Director General
- **Swedish International Development Agency**: Mats Åberg, Senior Policy Specialist
- **Swedish International Development Agency**: Esse Nilsson, Senior Programme Officer
- **Swedish International Development Institute**: James Leten, Programme Officer

- **Swedish International Development Institute**: Anton Earle, Director, African Regional Centre
- **Swiss Development Corporation**: Pierre Kistler, Programme Manager
- **Tanzania Water Partnership**: Victor Kongo, Country Chair / Independent Research Consultant
- **UNDP**: Pradeep Kurukulasuriya, Head- Climate Change Adaptation & Global Focal Point (Adaptation/Mitigation)
- **UNEP Mediterranean Action Plan**: Lorenzo Galbiati, MedProgramme Coordinator
- **Union for the Mediterranean**: Abadi Almotaz, Managing Director, Division on Water & Environment, Barcelona
- **University of Colombo**: Deepthi Wickramasinghe, Department of Zoology and Environment Sciences, Head - Project implementer
- **WaterNet**: Jean-Marie Kileshye Onema, Network Manager
- **World Bank**: Winston Yu, Senior Water Specialist (also TEC member)
- **World Resources Institute**: Betsy Otto, Director of WRI's Global Water Program
- **World Water Council**: Torkil Jønch Clausen, Governor
- **World Water Council**: Danielle Gaillard-Picher , Director of Policy and Programs
- **World Water Council**: Teresa Ligori, Project head - IRWM

APPENDIX 5: INTERVIEW QUESTIONNAIRE

	GWPO / Committees	RWPs / CWPs	Network members	External partners / regional	Sponsoring / Financing Partners	External experts
Context						
Your history with the organization / what collaboration of GWP with your organization	x	x	x	x	x	x
Nature of your role / activity	x	x	x	-	-	-
Relevance (context, core assets, other players)						
Key changes in the global context impacting GWP's relevance / in the IWRM context	x	x	x	x	x	x
Impact of big data on GWP's activities	x	x	x	x	x	x
What you see as the main assets/capabilities of GWP	x	x	x	x	x	x
Who could play GWP's role if it were not there	x	x	x	x	x	x
Key players in GWP's 'space'	x	x	x	x	x	x
Is the composition of the network adequate to deliver on GWP's mission and strategy	x	x	x	x	x	-
Value-add of a broad global network vs targeted network	x	x	x	-	x	x
How does GWP fit with your priorities as a funder	-	-	-	-	x	-
Accomplishments (strategy fulfilment, global/reg contributions, effectiveness)						
What you see as GWP's success metrics	x	x	x	x	x	x
GWP's strategy is broad, by topic and activity type; does GWP deliver on all aspects	x	x	-	-	-	-
What areas of excellence / weaknesses emerge from GWP's results (by activity / theme)	x	x	x	x	x	x
How did GWP contribute to global processes (HLPW, SDG 6.5.1)	x	x	x	x	x	x
Do you actively use GWP's publications and knowledge development effort	x	x	x	x	x	x
Effectiveness of programmatic vs. non programmatic work	x	x	-	-	x	-
Cost-effectiveness of GWP vs other players in the space	-	-	-	x	x	-
Governance						
Global gov.: Were recommendations on the 2014 global governance review implemented	x	-	-	-	-	-
Global gov.: Was GWP's governance strengthened as a result of changes since 2014	x	x	-	-	x	-
Global gov.: What additional changes might be needed	x	x	-	-	x	-
Global gov.: Cost of global governance	x	x	-	-	-	-
Global gov.: Is better performance rewarded, worse performance sanctioned	x	x	-	-	-	-
RWP gov.: Clarity of the mandate of each governance organ	-	x	x	-	-	-
RWP gov.: Composition of the regional SC	-	-	x	-	-	-
RWP gov.: Gaps or overlaps in responsibility between key organs	-	x	x	-	-	-
RWP gov.: Are the voices of members well represented	-	x	x	-	-	-
RWP gov.: Cost of regional governance	-	x	-	-	-	-
RWP gov.: Is RWP governance adaptable	-	x	x	-	-	-
RWP gov.: Do members perceive benefits of their association with the network	-	-	x	-	-	-

	GWPO / Committees	RWPs / CWPs	Network members	External partners / regional	Sponsoring / Financing Partners	External experts
Operations (review of key processes)						
Overall: How does the global secretariat support the network	-	x	x	-	-	-
Overall: How does the regional secretariat support the network	-	-	x	-	-	-
Overall: What collaborations are in place across regions	-	x	x	-	-	-
Overall: What use of social media and technology	x	x	x	-	-	-
Result monitoring: Clarity of GWP's results framework, timeliness and completeness of reporting	-	x	-	-	-	-
Result monitoring: How would you assess the nature and quality of the reporting from GWP	-	-	-	-	x	-
Financial reporting: Clarity of existing processes	-	x	-	-	-	-
Financial reporting: timeliness and quality of reporting	-	-	-	-	x	-
KM: Does the TEC effectively support the network	-	x	-	-	-	-
KM: Nature of activities at the regional level	-	x	-	-	-	-
KM: How do you regard GWP's KM activities	-	-	-	-	x	-
Strat planning: Clarity of existing procedures, possible simplifications	-	x	-	-	-	-
HR: Current onboarding, training and evaluation procedures	-	x	-	-	-	-
HR: Which HR challenges in RWP/CWP operations	-	x	-	-	-	-
Fundraising: what is the role allocation	x	x	-	-	-	-
Fundraising: How does GWP cultivate its funders / how does that experience compare with other progra	-	-	-	-	x	-
Comms: How is it currently organized	x	x	-	-	-	-
Sustainability (financial, team)						
What is the trend and outlook re GWP-financing	x	x	x	-	x	x
What do you see as the minimal / optimal resource level for GWP to operate	x	x	-	-	x	-
How could GWP better monetize its global programs	x	x	-	-	x	x
How stable is GWP's leadership (at global and regional level)	x	x	x	-	-	-
Does GWP leverage partnerships to ensure the lasting impact of its work	x	x	x	-	-	-
Wrap-up						
Should organization and network make fundamental choices going forward, and if so which	x	x	x	x	x	x

Dalberg

APPENDIX 6: PRESENTATION OF THE GOVERNANCE ORGANS AS AT JULY 2018

This appendix presents the global governance, regional governance and program governance.

GLOBAL GOVERNANCE

The governance structure of GWP was formalized in a Memorandum of Understanding signed in 2002 by eight governments and two multilateral organizations. [102] It established GWPO as an intergovernmental organization hosted by the government of Sweden; per se, the GWP Network has no legal personality. The Statutes annexed to the Memorandum of Understanding have been adjusted over the years and complemented by by-laws clarifying their interpretation and implementation.

GWPO's governance is conducted through seven entities:

Exhibit: Overview of the global governance organs supporting the Network

	Governance	**Support and coordination**
Organs established in the GWP/GWPO statuses	Sponsoring Partners' Meeting	Secretariat (and Executive Secretary)
	Steering Committee (and Chair)	Technical Committee
	Nomination Committee	
	Network Meeting	
Informal entities / coordination mechanisms	Financing Partners Group	

Source: GWP/GWPO Governance, Crucial Defining Principles and Documents, August 2013; Dalberg analysis

Sponsoring Partners Meeting

Members: The present signatories of the Memorandum of Understanding establishing GWPO are the 10 current[103] Sponsoring Partners of GWP.

Role and reporting relationships: The Sponsoring Partner's Meeting is the highest authority of GWP: As per the GWP/GWPO Statuses, it appoints the Steering Committee Chair and members on the basis of names proposed by the Nominations Committee. It exercises its governance role over the Steering Committee by receiving and considering the annual activity reports and the annual financial

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[102] Governments of Argentina, Chile, Denmark, Hungary, Jordan, Pakistan Sweden, The Netherlands; World Meteorological Organization; World Bank
[103] States and intergovernmental organizations who would subsequently accede to the Memorandum of Understanding would also become Sponsoring Partners.

statements of the Steering Committee and by approving the audit reports. It also appoints external auditors for the GWP.

Meeting frequency: The Sponsoring Partners' Meeting is held annually.

Steering Committee

Members: As per the statuses, the Sponsoring Partners determine the number of SC members, which can range from 11 to 21, not including possible observers. Since the amendment to the by-laws in June 2015, the SP Meeting has set the following composition:

Voting:
- 7 appointed members nominated from regional candidates
- 4 independent members appointed members selected to bring a specific expertise
- 1 member for the financing partners.

Non-voting:
- Five ex officio members including the GWP Chair, the Executive Secretary, the Chair of the Technical Committee, one member representing all Regional Water Partnerships and Regional Technical Committees (elected by the Chairs of the GWP Regional Water Partnerships), and a UN Water representative
- The Chair may also invite observers to SC meetings. Permanent observers currently include The World Bank, United Nations Development Program, and World Water Council. Since 2013, the Steering Committee has also invited a representative of the World Youth Parliament for Water.

Voting members of the Steering Committee are appointed by the Annual Meeting of the Sponsoring Partners after nomination by the NC for a period of 3 years with a one-time renewal permitted. The members of the SC serve in their personal capacity.

Role: The Steering Committee is the executive body of the organization. It develops, steers and organizes the work of the organization and guides the cooperation between the Partners within the Network. It supports the Network in the pursuit of its objective and implements the strategic directions and policies adopted by the Network Meeting. The SC appoints the Executive Secretary and is entitled to create and appoint any sub-committees it finds necessary. It currently operates through three such committees: the Audit and Finance sub-committee, the HR sub-committee and the Program subcommittee. According to the Statutes, the SC is responsible for the following activities:

- Develop the policy of the Network and the work of the Organisation in support of the Network, taking into account the strategic directions and policies adopted by the Network Meeting
- Create and appoint a Technical Committee
- Create and appoint such other committees or groups as it finds necessary for the performance of its functions
- Issue by-laws, work-plans, budgets and instructions for the Organization and for groups and committees that it has established and review their work
- Decide on proposals and recommendations from such committees and groups (unless submitted to the Network Meeting or Sponsoring Partners' Meeting)
- Appoint the members of the Nomination Committee
- Recruit, appoint or remove the Executive Secretary;
- Recommend new Sponsoring Partners
- Supervise that Partners respect the principles of the Network and recommend expulsion of Partners if required.
- Recommend amendments to the Statutes if required
- Establish links with and accredit Regional Water Partnerships, and Country Water Partnerships, and authorize entities to use the name "Global Water Partnership"
- Convene the Network Meeting and the Sponsoring Partners' Meeting

- Present a yearly activity report and financial statements to the Partners and the Sponsoring Partners; comment on and distribute the audit report or reports to the Partners and to the Meeting of Sponsoring Partners

Meetings: The SC convenes twice a year.

Nomination Committee

Members: According to the Statutes, the Nomination Committee consists of five to seven members. The members of the Nomination Committee serve in their personal capacity and are appointed by the Steering Committee for 3 years and a one-time renewal. Two members of the Steering Committee shall be selected to serve on the Nomination Committee. The remaining members are identified and selected through a public call for applications. The Nomination Committee Chair may also invite the GWP Chair to participate as an observer.

Role: The NC is responsible for nominating the GWP Chair, the members of the Steering Committee, the external and internal auditors, who are then appointed by the Sponsoring Partners.

Reporting: The Nomination Committee reports to the Sponsoring Partners Meeting.

Meetings: The NC operates through distant communication and there is no set frequency to its meetings.

Network Meeting

Members: The Network meeting is open to all GWP Partners.

Role: The role of the Network Meeting is four-fold:

- Adopt strategic directions and policies for the Network
- Recommend action to be taken by the Steering Committee on the basis of the adopted strategic directions and policies
- Comment on the yearly activity report and the yearly financial statement of the Steering Committee
- Consider and decide on the expulsion of Partners from the Network, after recommendation of the Steering Committee

Meetings: The Network Meeting is held annually on the convocation of the Steering Committee

Secretariat

Role: The secretariat provides overall coordination and support to the Network. It supports the Technical Committee, the Regional Water Partnerships and other GWP committees and bodies on governance, finance, communications, planning, and operational management of programs and administration. It manages GWP's finances and reports on funding received at the global level. It also helps with the exchange of knowledge, resources, and ensures communication and coherence across the Network. The Secretariat of GWPO is located in Stockholm, Sweden. The staff is composed of both administrative and operational/scientific/technical positions and consisted of 28 positions as at July 2018.

Reporting: The ES reports to the SC.

Technical Committee

Members: The Technical Committee is currently composed of 8 internationally recognized professionals selected for their experience in different disciplines relating to integrated water resources management. TEC members and its Chair are appointed by SC. The appointments are made

for a period of three years, which may be renewed once; approximately one third of the TEC members are replaced every year. The selection of the TEC Chair is through an international search process.

The members serve in a personal capacity and are expected to go beyond their respective disciplinary/sectional background. **Technical Committee members are expected to work for 30 days per year, including two annual Technical Committee meetings of 3-4 days in different parts of the world.** The Chairperson carries out his responsibilities on a half-time basis.

Role: The Technical Committee is the 'technical hub' of the Network and performs five roles:

- Perform analyses of strategic issues impacting water management
- Facilitate and support the development of GWP programmes, agendas and plans
- Provide guidance on prioritisation and quality assurance of proposals submitted to the FSG
- Monitor the implementation of GWP programmes
- Ensure consistency and quality of technical advice throughout the GWP system

Reporting: The Technical Committee Chair reports to the ES, and the TEC's workplan is guided and approved by SC.

Meetings: The TEC holds at least three regular meetings per year, of which one meeting is in connection with the CG meeting.

Financing Partners Group

Members: Representatives of committed Financial Partners who provide core funding to the GWP.

Role: The Financing Partners Group (FPG) was created in 2003 to develop donor relationships. It is an informal body and not a part of the formal GWP governance structure. Separate agreements are signed with each Financial Partner and one consolidated financial report is prepared. At the end of each financing agreement, Financial Partners conduct their own review/evaluations, separate from any internal/external review of GWPO, as needed.

The current functions of the FPG, (although not formally stated) are:

- Advising and commenting on various GWP draft products before they are approved by the SC
- Commenting on financial, annual and other reports before they are finalized by the SC
- Maintaining a strategic dialogue and sharing ideas with members and with the GWPO across issues related to water resources management
- Participating in SC meetings as a permanent observer (appointed by the Meeting of the Sponsoring Partners), through one representative.
- Sharing relevant issues with members and with GWPO.

Meetings: The FPG meets twice a year with the GWP Chair, ES and the Management Team of the GWPO Secretariat (and a Network Officer) and the Chair of the Technical Committee.

Partners

Members: A GWP Partner is defined in the Statutes as follows: "*Any entity, except individuals, may become a Partner of the Network. Partners of the Network may include States, national, regional and local Government Institutions, Intergovernmental Organizations, international and national Non-Governmental Organizations, Academic Institutions and Research Institutions, Companies, and service providers in the public sector.*" As at December 2017, GWP had 3,599 registered Partners. Partners of GWP are also organized on regional and country level – There are 63 accredited Country Water Partnerships and 13 Regional Water Partnerships as at June 2018. The RWPs and the CWPs are independent organizations and do not form part of the GWP/GWPO organization as set out in the Statutes.

Role: RWPs and CWPs are formed by GWP Partners in a specific geographical area as separate entities. They are granted the right to use the name Global Water Partnership in connection with their own name through accreditation by the Steering Committee of GWP/GWPO. GWP/GWPO organs cannot direct or instruct the RWPs and the CWPs unless this has been mutually agreed, e.g. in the accreditation agreement.[104] The RWPs and the CWPs are thus bodies in their own right, which may or may not decide to establish themselves formally as legal bodies – as presented in the exhibit below, 4 RWPs out of 13 have been legally registered to date. In those cases where the RWPS and the CWPs are not established with legal capacity, they are required to be hosted by a separate legal institution in order to receive any form of funding from GWPO.

Each RWP, and the Country Water Partnerships, Area Water Partnerships, City Water Partnerships and River Basin Partnerships that may be established in the regions, has its own operational strategy, work program and administrative structure. The RWPs may be attached to host institutions that administer funds and employ staff on their behalf. CWPs receive funding from the RWPs for activities carried out at national level but depend heavily on voluntary work and locally raised funds. The fundraising and implementation capacity varies significantly between the CWPs; a few have the capacity to, and experience with, implementing projects but most operate on small budgets.

Each partner is expected to perform the following activities:

- Co-ordinate relevant activities with those of other concerned organizations
- Share information and experience with the other Partners
- Provide advice and professional contributions to the Network, the Organization and to other Partners either free of charge or at an agreed upon charge

Meetings: The annual Network meeting is opened to all of the GWP Partners.

REGIONAL GOVERNANCE (EXAMPLE OF GWP MED)[105]

According to the GWP-Med Rules of Procedure, the management structure of the GWP-Med consists of the following five organs: the 91 Consulting Partners (as at March 2018), Steering Committee, Chair, Technical Committee and Secretariat. The different organs are described in the Picture below, except for the Technical Committee, which is not currently active. Each of the organs are described more closely after the Picture.

Consulting Partners

The GWP-Med has 91 Consulting Partners. Any organization involved with water issues or having an impact on them, and having its base in a Mediterranean country, can become a member of the Consulting Partners. The application is available on the GWP-Med's website. All Consulting Partners are considered equal and they are informed and invited to participate in the GWP-Med's activities, they are provided reporting and they have meetings at least once every two years. In addition, the nominations for members of the Steering Committee are made by members of the Consulting Partners and only among themselves. Overall, the role of the Consulting Partners is mostly information sharing. The Consulting Partners do not have responsibilities and they do not have any decision making mandate.

Regional Steering Committee

The Steering Committee is the highest decision-making body of the GWP-Med. The Steering Committee has 11 different organizations as members. The Steering Committee is responsible for determining policies, reviewing and approving the work program, reports of activities, annual budget and financial balance, convening meetings of the Consulting Partners, deciding on the Host Institution by following provisions and guidelines by the GWP, electing its Chair and appointing the Executive

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[104] GWP/GWPO Governance, Crucial Defining Principles and Documents, August 2013
[105] KMPG for SIDA (2016). GWP-Med: Review of Internal Management and Control

Secretary. The Steering Committee monitors on-going activities and provides guidance on all work areas, including the political aspects. The Steering Committee meets at least once a year.

The Steering Committee meets on yearly basis. Based on the meeting minutes and according to the interviews, the Steering Committee is operating as stated in the Rules of Procedure. Based on KMPG's review (2016), the members of the Steering Committee have sufficient capacity to contribute towards the GWP-Med's operations.

Regional Chair

The Chair of GWP-Med represents the GWP-Med and the Steering Committee to all authorities and other organizations, manages the Steering Committee and the Consulting Partners affair, proposes the draft agenda, convenes and chairs the Steering Committee and Consulting Partners meetings, reports to the Steering Committee and Consulting Partners on all major developments and events in which the Chair participates, supervises the implementation of the decisions of the Steering Committee, provides general policy guidance to the Secretariat and leads fundraising efforts. According to the interview of the Chair, the collaboration between different parties in the organization is smooth and he has a close collaboration with the Secretariat.

Regional Technical Committee

According to the GWP-Med Rules of Procedure, the organization should have a Technical Committee comprising of experts assisting the Steering Committee on the GWP-Med development and activities in fields identified by the Steering Committee. The Technical Committee should provide technical advice, quality control, assess the technical quality and effectiveness of the yearly program and evaluate the general progress made in the implementation of the IWRM. The Technical Committee should meet at least once a year in coordination with the meetings of the Steering Committee. However, no Technical Committee was in place at the time of the review and GWP-Med was relaying on the expertise of the members of the Steering Committee.

Regional Secretariat

The Secretariat has the overall responsibility for the coordination and execution of the annual work plans of the GWP-Med. It is responsible for the organizations' outreach activities, and for promoting collaborations and synergies with other organizations, institutes and processes active in the Mediterranean. The Secretariat manages all initiatives, programs and projects of the GWP-Med. In addition, it manages the finances of the GWP-Med and reports accordingly to the Chair, Steering Committee and GWPO. The Secretariat is headed by the Executive Secretary. The responsibilities of the Executive Secretary include for example selecting and appointing the personnel, implementing the work plans and fundraising, and informing the Chair and the Steering Committee on a regular basis. The GWP-Med Secretariat is based in Athens, Greece, has an office in Tunis, and side officers in Croatia, Lebanon and the Balkans. The GWP-Med Secretariat is hosted by the Mediterranean Information Office for Environment, Culture and Sustainable Development (MIO-ECSDE), which legally represents the GWP-Med.

Overall governance evaluation in KPMG's audit

KPMG's audit concluded to the good governance of GWP Med, with the following statement: "GWP-Med is an independent organization with no legal status. The GWP-Med is hosted by the Mediterranean Information Office for Environment, Culture and Sustainable Development (MIO-ECSDE), which is a legal entity. The GWP-Med has a clear governance structure and clearly defined roles and responsibilities set by the GWP-Med Rules of Procedure. The formal decision-making mandate and delegation of the work is adequately organized given the size and activities of the organization. The Steering Committee is the highest decision making body of the organization. The Steering Committee comprises of 11 members and based on the interviews, the capacity of the Steering Committee is sufficient."

Input from the regional self-assessments

In our evaluation, we also took advantage of the regional self-assessments conducted by GWPO's Network Operation team. The self-assessment template contains a total of 45 questions in six categories: (i) Strategic Planning and program implementation (including thematic issues); (ii) Communications and Reporting; (iii) Financial Mgt. and HI performance; (iv) Network Governance; (v) Knowledge and Learning; (vi) Fund raising. Specifically, the relevance questions included the following:

- We hold an annual general assembly (or each other year if defined by Statutes).
- We keep a record of the RWP and all the CWPs' annual assemblies and the composition of their Steering Committee.
- We provide support on governance issues to the CWP to ensure compliance to the Conditions for Accreditation.
- We hold regular Regional Committee/ Council meetings in accordance with our Statutes.
- We actively ensure a transparent election of SC members broadening up participation in the RWP and CWP governing bodies, and preventing capture of the Partnership by individuals holding vested interests.
- We keep a record of the agreements reached in the RC meetings and use it to follow up on progress in the following meetings.
- We provide the Steering Committee with an anti-fraud compliance report
- Level of reliability on the information in our partners database
- We promote the recruitment of new Partners as stated in the Policy on Partners.
- We contribute to ownership building by keeping GWP Partners in our region well informed of main developments throughout the Network.
- We maintain regular communication within the region, with the CWP and with GWP Secretariat.
- Our SC members are actively engaged in supporting the RWP planning, implementation and reporting processes.
- We fully comply with the Conditions for Accreditation.

GOVERNANCE AT THE COUNTRY LEVEL (UGANDA EXAMPLE)

The following illustrates the information collected by GWP as part of its "rapid country level analyses" conducted in 2016[106]

How was the host (or self-hosting) selected (i.e., who approved the host and describe the process)?

A decision of the Country Water Partners in March 2016 agreed to the proposal that Uganda Water Partnership (UWP) be hosted. The number of Partners who expressed interest in hosting the UWP were five. The Consulting Partners in the same meeting in March 2016 instructed the UWP Steering Committee to proceed with the process of selecting the Host Institution for UWP. The selection process involved the invitation of the 5 Partner organizations that had expressed interest. Only two organizations beat the deadline for submitting their bids according to the statement requirements which the UWP issued to the five Partners

Does the host (or self-hosted legal entity) have a proven track record in managing separate projects for donors?

UWASNET has a proven track record of managing donor-funded projects. Some examples are summarized in the table below:

Ministry of Water and Environment JOINT water and Environment Sector Support Programme (JWESSP)-Uganda. The project has been under implementation from October 2008 with the expected

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[106] GWP (2016). Rapid Country Level Analysis Uganda

completion date being June 2018. Under this project has undertaken capacity building the member organizations in good governance, budget tracking, and rights based approach, documentation, information management and dissemination research and financial management. The total contact sum is Ugx 2,855,000,000

Strengthening the civil society capacity to promote good governance in the water and sanitation sub-sector in Uganda with funding from the Royal Danish Embassy to a tune of Ugx 1,679,273,577. The Project duration was 2011 to 2013 and was coordinated by UWASNET Secretariat in partnership with 12 of her member organizations in the Central, Northern, Eastern and Rwenzori Regions in Uganda.

Coordination and Advocacy in the Sector (Sector Engagement and Coordination, Improving equitable access for the Urban poor to water and sanitation services in Kampala Uganda and Good Governance and Transparency Fund and Civil Society Organizations) with funding from WaterAid Uganda to a tune of Ugx 1,345,685,817.

Improvement of governance Coordination and communication among water and sanitation sector NGOs-Uganda with funding from Support Healthy Solutions By Local Communities (SIMAVI) to a tune of Ugx 1,207,968,530 from 2011 to 2015. It was framed within the Dutch Alliance Programme 2011-2015.

Transparency and Accountability Project- Uganda with funding from the Democratic Governance Facility (DGF). The project run from October 2013 to June 2016 with a total contract sum of Ugx 930,300,203. The Transparency and Accountability Project is a build up of the NGO Fund Project that was funded by DANIDA and is largely a scale up of the interventions that were implemented under the previous project

How are the Country Level Partners involved in the governance of the CWP?

Uganda Water Partnership Secretariat: Consulting partners from time to time decide on the institution or organization to provide a secretariat. It is headed by an Executive Secretary who is appointed by the host institution. All other staff of the secretariat are appointed by the Steering Committee with the approval of the host institution. Article 15(4) of the UWP Constitution lists the functions of the Secretariat

Host Institution for the Uganda Water Partnership: The secretariat is hosted by a member of the partnership. The agreement to this effect is yet to be reached between the steering committee and the host institution. The agreement when signed may be referred to as 'the UWP and UWASNET Host Institution Agreement'. The host institution agreement is expected to provide for facilitation for the activities of the secretariat, payment of staff, compensation for services offered, resource mobilization and any other issues the steering committee will consider necessary. The steering committee selected the UWASNET after getting instruction that arose from the approval of the consulting partners' meeting of March 2016. To note here is that the Steering Committee of UWP, following a rider in the Constitution of UWP, determined that the HI shall not be the Chair of the Uganda Water Partnership.

The Uganda Water Partnership Steering committee (UWP-SC): The UWP-SC is a gender sensitive steering committee composed of 9 members elected at the meeting of the consulting partners in March 2016. The UWP-SC oversees the functions of secretariat and is accountable to the consulting partners meeting. The UWP-SC is headed by a chairperson elected by the consulting partners meeting who doubles also as the chair of the partnership and shall serve an office term of not more than three years. UWP-SC elects a vice chairperson to deputize the Chairperson of UWP. The Chairperson and Vice Chairperson of the partnership are members of UWP. The executive secretary of UWP serves as

the secretary of the steering committee and has NO voting rights. UWP-SC serves a term of 3 years after which the consulting partners may appoint a new steering committee

GOVERNANCE OF KEY PROGRAMS

WACDEP

In Africa, the regional WACDEP was developed and jointly implemented by the five African GWP Regional Water Partnerships and AMCOW, with the objective of stimulating investments that build water security and climate resilience (GWP, 2014). Generally, GWP programs are coordinated by the Secretariat in Stockholm. However, for the purpose of WACDEP management, this function has been devolved to the WACDEP Coordination Unit (CU) located in Pretoria, South Africa. This aspect of the program's governance structure locates the responsibility for program oversight much closer to where it is implemented and allows for a pan-African perspective to feed through. The CU team consists of a Head Coordinator, a Senior Program Officer and a number of experts on the critical aspects of WACDEP program implementation, such as capacity building and project preparation and financing. Another aspect of the governance structure, which contributes to the pan-African ownership of the program is the endorsement from AMCOW and the fact that WACDEP is hosted by its Secretariat. The AMCOW Program Officer for Climate Change related programs, sitting in the AMCOW Secretariat is the officer responsible for overseeing WACDEP activities on the continent. At the African level, an Advisory Group exists, comprising of AMCOW, Regional Economic Communities, River Basin Organizations and other strategic pan-African bodies and national governments. WACDEP was also designed to include a Reference Group (RG). The RG provides on-demand technical support, and collective oversight to the technical implementation of the program. Until late 2015, the RG played an important role in overseeing the WACDEP implementation and the extent to which it linked to the WACDEP strategic direction and framework. For this purpose, the RG members conducted country missions during WACDEP implementation, which served a two-fold purpose: i) they provided implementers and stakeholders with support and advice on WACDEP activities, and ii) they provided feedback to GWPO on the progress of activities on the ground. Supervision and Monitoring of WACDEP Implementation is done at both national and regional level though National and Regional Steering Committees (RSCs). The set up and composition of the steering committees varies according to the specific WACDEP country and region. Often, the governance structures were defined differently in each of the different regions and countries, depending on the existing GWP management arrangements. It is important to note that accredited CWPs exist in 5 out of the 8 WACDEP implementation countries, namely Cameroon, Ghana, Burundi, Burkina Faso and Rwanda. Therefore, in the other 3 countries, alternative management arrangements were created to oversee WACDEP implementation.

IDMP

IDMP has a very clearly defined organizational and governance structure (See governance overview ion the Exhibit below). These are both structured in line with the framework foreseen in the program Concept Note from July 2011 (WMO-GWP, July 2010). The program is implemented according to specific Operational Guidelines, which were documented in August 2014 and revised in May 2016. These Guidelines describe the program's governance and implementation structure and represent them in graphic format. The program's governance structure (figure 5 above) comprises of two management bodies - a MC, and an AC). In addition, the program has a designated Technical Support Unit (TSU), which is meant to assist with the inception and technical implementation of the program. The MC and AC meet annually to assess the implementation of the program and to make recommendations for the way forward. The AC is comprised of representatives of an array of GWP and WMO relevant technical commissions. It AC serves as a resource by providing information about the latest scientific and technical advances in drought-related issues. Based on the most up to date information, the AC will review and assess the IDMP TSU activities. The MC is the monitoring and evaluation body of the program, which also makes decisions regarding the program's budget plan

(GWP and WMO, November 2011). According to a recent external review of IDMP, the program's governance structure has the characteristics which could help lead to the attainment of its objectives.

Exhibit: Overview of IDMP's governance
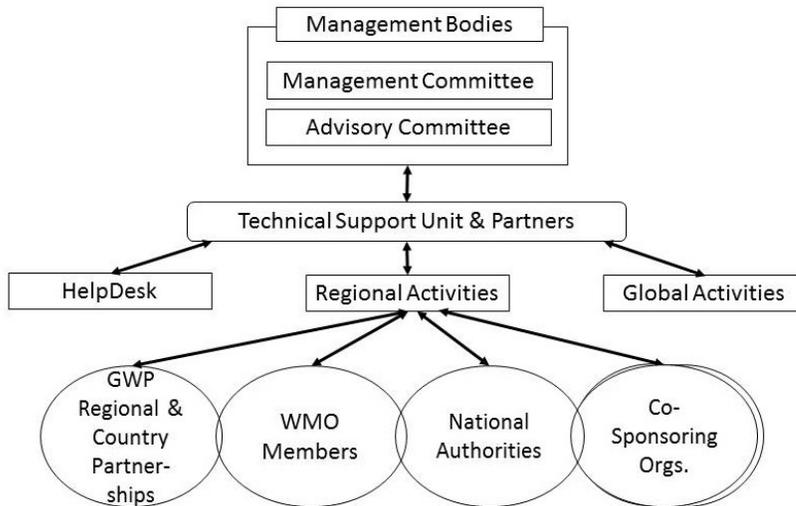
Source: IDMP Operational Guidelines

APFM

APFM's governance is similar to IDMP's The program is governed by an Advisory Committee, comprised of interested partner organizations, including donors, and a Management Committee. In addition, the program has active partnership with 30 Support Base Partners. The AC plays the role of a think-tank and provides guidance to the program's activities. The MC consists of GWP and program donors and plays a monitoring and review role. The program's M&E framework is based on the GWP Logframe.

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APPENDIX 7: STATUS OF THE GOVERNANCE RECOMMENDATIONS FROM THE 2014 REVIEW

Recommendations	Key information in statutory documents	Legal feasibility	Changes brought since 2014
#R2. Strengthen the Steering Committee and consider a change in the number of regions • A Board size around 20 members • 6-8 voting seats for regional representatives • 1 voting seat for a representative of the donors • 4 voting seats for independent members • 1 voting, ex officio seat for the Chair; 2 non-voting, ex officio seats for the Executive Secretary and TEC Chair • A maintained Board presence of UN Water, UNDP, WB and WWC	Statutes mention: • Minimum (11) and maximum (21) number of members • Composition of ex-officio members (GWP Chair, ES and Chair of TC), permanent members (one representative from UN Water and RWP each); rest to be appointed by SP • "Members of the Steering Committee shall serve in their personal capacity"	**No constraint**: • Proposed SC size is compatible with the # of members in the Statutes (11-21) • Ex-officio seats for GWP Chair, ES and Chair of TC compatible with the Statutes **Changes in the by-laws**: • Introduction of 6-8 regional representatives • Introduction of 4 global independent experts • Introduction of 1 seat for a donor representative **Change in the Statutes**: • RWP Chairs representing the regions rather than acting in their personal capacity	**Changed:** • Ex officio seats for the ES and TEC Chair • 1 additional seat for regions • Decrease in the number of independent seats (from 6 to 4) • 1 seat for donor representative **Unchanged:** • Number of regions unchanged • All SC members acting in their personal capacity • Chair seat remains non-voting
#R3. Redefine TOR of Chair and ES • Redefine TOR of Chair • Redefine TOR of ES • Change ES title to ED • Change criteria for recruitment	• Chair: Statutes contain a very broad overview of Chair's role as head ("The Global Water Partnership Chair (the Chair) is the head and spokesperson for the Network as well as the Organization. The Chair represents the Network and the Organization in all forums, and chairs the Network Meeting and the meetings of the Steering Committee") • ES: Statutes list out key responsibilities ("a) Implement the decisions of the Steering Committee; b) Execute instructions from the Chair relating to the Chair's position as head and spokesperson of the Network and the Organisation; c) Approve new Partners of the Network; d) Support the committees and groups established by the Steering Committee; e) Appoint such staff as may be required to carry out the objectives of the Network and the Organisation; f) Be responsible for the financial management and accounting of the Organisation; g) Be authorised to issue statements and enter into obligations in the name of and on behalf of the Organisation within the scope of her or his mandate or as authorised by the Steering Committee; h) Make an oral presentation at the Annual Network Meeting of the yearly activity of the Network and the Organisation.")	**Changes in the by-laws**: • Redefinition of roles of the Chair and ES as per our proposal **Change in the Statutes**: • Transfer of the approval of new Partners from ES to SC • Change of the Executive Secretary title to an Executive Director title	**Changed:** • Redefinition of roles of Chair and ES **Unchanged:** • Transfer of the approval of new Partners from ES to SC • Change of the Executive Secretary title to an Executive Director title

Recommendations	Key information in statutory documents	Legal feasibility	Changes brought since 2014
#R4. Create opportunities to better know and engage the Network • Conduct study to validate the membership of GWPN • Launch an annual e-survey of the Network • Map the capabilities of GWP at the regional level • Add criteria to the application process • Replace the Network Meeting by an electronic vote • Organize yearly pan-RWPs regional meetings • Improve the dissemination of information from GWP to RWPs • Develop an on-line strategy to engage the Network	-	**No constraint**	**Changed:** • Conduct study to validate the membership of GWPN • Map the capabilities of GWP at the regional level • Replace the Network Meeting by an electronic meeting **Unchanged:** • Transfer of the approval of new Partners from ES to SC • Launch an annual e-survey of the Network • Add criteria to the application process • Organize yearly pan-RWPs regional meetings • Develop an on-line strategy to engage the Network
#R5. Adjust the positioning of the Technical Committee • Assess the impact of TEC's publication activities • Articulate the role of the TEC • Reduce the size of the TEC • Define role of Senior Advisors	Statutes mention: "The Organisation consists of the Meeting of the Sponsoring Partners, the Chair, the Steering Committee, the Nomination Committee, the Technical Committee, the Executive Secretary, the Secretariat and such other organs that the Steering Committee may decide to establish in accordance with these Statutes."	**Change in by-laws:** • Redefinition of the focus of the TC • Reduction in the size of the TC • Change of the reporting of the TC Chair from ES to SC	**Changed:** • Reduction in the size of the TC (from 12 to 8 members) **Unchanged:** • Redefinition of the focus of the TC • Change of the reporting of the TC Chair from ES to SC
#R6. Simplify the nomination, selection and evaluation process • Make evaluation of the ES and TC Chair (+ possibly DES) yearly • Organize the selection of NC members through an e-vote	Statutes mention: "In the appointment of members of the Steering Committee, the Meeting of the Sponsoring Partners shall: a) Aim to assure that the composition of the Steering Committee reflects a balance in terms of professional background, geographical representation, gender and level of development of the person's home State; b) Take into consideration the member's capacity to take active part in the work of the Steering Committee."	**No constraint:** • Change in the evaluation of the ES and TC Chair to a yearly cycle **Change in by-laws:** • Change in nomination criteria	**Changed:** • Evaluation of the ES under a yearly cycle • Adjustment in the nomination criteria for regions **Unchanged:** • Nomination criteria for independent candidates

Recommendations	Key information in statutory documents	Legal feasibility	Changes brought since 2014
#R7. Simplify the organization's structure and titles • Delegate decision making from SPM to SC • … and organize the SPM immediately after the SC meeting • Make the Nomination Committee a subcommittee of the Steering Committee • Suppress the possibility for direct Partner affiliation to GWPO, and reallocate the 200 members directly affiliated to GWPO to affiliate to a RWP • Transfer the approval of new members from ES to SC • Reduce or suppress the practice of observers across committees • Merge the titles of Ambassadors and Patrons	SPM: "- The SP shall hold an Annual Meeting as notified by the Steering Committee. - The SPM shall: a) Select a Sponsoring Partner representative to act as Chairperson of the SP for a maximum period of three years, which may be subject to renewal. b) Receive and approve the yearly activity report of the Steering Committee; c) Receive and approve the yearly financial statement of the Steering Committee; d) Receive and consider the audit report or reports; e) Consider if the members of the Steering Committee shall be discharged of liability for the decisions of the preceding year and decide accordingly; f) Approve new SP after recommendation by the SC g) Appoint the Chair, in accordance with Article 6; h) Appoint members of the SC, in accordance with Article 7 and paragraph 7 of this Article; i) Appoint External Auditors, in accordance with Article 15; GWP & GWPO Statutes j) Appoint Internal Auditors, when so requested by Partners in accordance with Article 8, paragraph 4." Nomination Committee: "- The Nomination Committee shall consist of five or seven members, as decided by the Steering Committee."	No constraint: • Change in the date of the SPM to couple it with SC meetings • Request to the 200 members directly affiliated to GWPO to affiliate to a RWP • Reduction or suppression of the practice of observers on committees Change in by-laws: • Change of the NC from a Committee to a Subcommittee • Change in the title of Ambassadors and Patrons Change in Statutes: • Formal transfer of the powers of the SPM to the SC • (Transfer of the approval of new Partners from ES to SC)	Changed: • Change in the date of the SPM to couple it with SC meetings Not changed: • Change of the NC from a Committee to a Subcommittee • Change in the title of Ambassadors and Patrons • Request to the 200 members directly affiliated to GWPO to affiliate to a RWP • Reduction or suppression of the practice of observers on committees • Formal transfer of the powers of the SPM to the SC • Transfer of the approval of new Partners from ES to SC

APPENDIX 8: RECAP OF THE RECOMMENDATIONS IN THIS REPORT

Recommendations	Findings addressed
#1. Develop a focused strategy #1a. Define the key parameters of the new strategy (Proposed: strong anchor to the SDGs and to IWRM; two-tier strategy with a clear definition of key parameters for programs at each level, more outcome-based) #1b. Clarify key strategic questions (Proposed: involvement in infrastructure investments, mode of engagement with the private sector, path forward for existing themes) #1c. Define resource levels and a partnership strategy matching strategic priorities	Section 2.1 (Relevance): Multiplication of efforts linked to water governance leading to a greater degree of specialization Section 2.2 (Accomplishments): Very uneven allocation of resources across themes and within programs Section 2.4 (Sustainability): Breadth of existing partnerships and unclarity of partnership strategy Feedback from past evaluations underscoring need to focus
#2. Adapt GWP's delivery model 2a. Define KPIs for GPWO 2b. Map capacity by function for GWPO and RWPs 2c. Review the number and mode of operation of regions in link with hosting scenarios 2d. Define the role of CWPs in GWP's delivery model	Section 2.3 (Governance): Expansion of the responsibilities of the Secretariat; Programs not well integrated in GWP's governance; Unresolved hosting issues; CWPs in many cases not built for program implementation
#3. Redesign GWP's governance #3a. Define the role of Partners in GWPO's governance and revise the application form/process #3b. Redefine the legitimacy of decision-making among the different organs #3c. Revise the rules guiding the composition of the Nomination Committee	Section 2.3 (Governance): Unclear role of Partners in GWPO's governance; Legitimacy of decision-making ill-defined among the different organs; Rules guiding the Nomination Committee restricting the pool of talent for the SC

#4. Ensure coordination across the strategy, organization and governance workstreams	Feedback from past evaluations underscoring need to coordinate change agendas across areas
#5. Clarify the process for developing an interim strategy	Analysis of the calendar proposed for the development of the new strategy
#6. Ensure the stability of GWP's senior leadership during the transition period	Section 2.4 (Sustainability): unstable senior leadership
#7. Make GWP processes more agile and analytical *Strategic planning* #7a. Adopt a shorter strategy period #7b. Release the strategy together with a single high-level work program, stating high level targets and budget allocations *Risk monitoring* #7c. Prioritize key risks based on likelihood and impact *Financial reporting* #7d. Break down revenue data in three categories: globally raised funds, locally raised funds with global contracts, locally raised funds #7e. Clarify the presentation of earmarks and suppress the "complementary funding" category #7f. Present a breakdown of expenditures by geographical entity (GWPO and RWPs) and adjust the presentation of line items in the expenditure budget to allow for it #7g. Break down expenditure data by goal, theme, activity and region #7h. Monitor key ratios for efficiency and allocation to better monitor exposure *Result monitoring* #7j. Modify Toolbox categories to fully match with SDG 6.5.1 #7k. Standardize the list of activities and track them rigorously	Section 2.4 (Sustainability): Improvement areas in GWP's strategic planning, risk monitoring and result monitoring Section 2.2 (Accomplishments): Need for budget analyses to understand the weight of different themes, regions, activities

#7l. Replace the reporting on "hits" by activity and by theme by a monitoring of the budgets by activity and theme #7m. Use boundary actors in the planning stage, but drop the monitoring of progress markers #7n. Ensure that reporting for all thematic areas capture data on both breadth and depth (e.g. tracking the number of members in the youth networks supported)	
#8. Transform the knowledge management approach and the role of the TEC #8a. Create a KM function #8b. Reposition the TEC as a think tank on WRM	Section 2.4 (Sustainability): GWP's knowledge function needs to be redefined
#9. Reassert GWP's leadership role on IWRM in global initiatives	Section 2.1 (Governance). Multiplication of initiatives on water governance; GWP slow to react to some of the concepts that have emerged over the years
#10. Launch an initiative to assess impact	Section 2.2 (Accomplishments): All water governance actors interviewed facing a challenge demonstrating impact.

APPENDIX 9: ABBREVIATIONS

2030 WRG	2030 Water Resources Group
AC	Advisory Committee (IDMP, APFM)
AGWA	Alliance for Global water Adaptation
AMCOW	African Ministers' Council on Water
APFM	Associated Program of Flood Management
AU	African Union
CAGR	Compound Annual Growth Rate
CDP	Carbon Disclosure Project
CU	Coordination Unit (of WACDEP)
CWP	Country water Partnerships
DEG	Deutsche Investitions- und Entwicklungsgesellschaft (German Investment Corp.)
DFID	Department for International Development
DGIS	Directorate-General for International Cooperation (NL)
EC	European Commission
ECCAS	Central African regional economic community
ECOWAS	Economic Community of West African States
ES	Executive Secretary
FAO	Food and Agriculture Organization
FPG	Financing Partners' Group
FTE	Full Time Equivalent
GRF	Globally Raised Funds
GRPP	Global and Regional Partnership Programs
GWP	Global Water Partnership
GWP CACENA	GWP Central Asia and the Caucasus
GWP CAF	GWP Central Africa
GWP CAM	GWP Central America
GWP CAR	GWP Caribbean
GWP CEE	GWP Central and Eastern Europe
GWP CHI	GWP China
GWP EAF	GWP Eastern Africa
GWP MED	GWP Mediterranean
GWP SAF	GWP Southern Africa
GWP SAM	GWP South America
GWP SAS	GWP South Asia
GWP SEA	GWP South East Asia
GWP WAF	GWP West Africa
GWPO	Global water Partnership Organization
HLPW	High Level Panel on Water
ICZM	Integrated Coastal Zone Management
IDMP	Integrated Drought Management Program
IPCC	Intergovernmental Panel on Climate Change
IUCN	International Union for Conservation of Nature
IUWM	Integrated Urban Water Management
IWA	International Water Association
IWMI	International Water Management Institute
IWRM	Integrated Water Resources Management
KM	Knowledge Management
LRF	Locally Raised Funds
MC	Management Committee

MDG	Millennium Development Goals
MSP	Multi Stakeholder Platform
NAP	National Adaptation Plan
NDC	Nationally Determined Contributions
O&M	Operation and maintenance
OECD	Organization for Economic Cooperation and Development
PAWD	Partnership for Africa's Water Development Program
Q&A	Questions and Answers
REC	Regional Economic Communities
RBO	Regional Basin Organization
RG	Reference Group
RWP	Regional Water Partnership
SADC	Southern African Development Community
SC	Steering Committee
SDG	Sustainable Development Goals
SIDA	Swedish International Development Agency
SIWI	Stockholm International Water Institute
SP	Sponsoring Partners
SPG	Sponsoring Partners' Group
TEC	Technical Committee
TNC	The Nature Conservancy
TSU	Technical Support Unit (IDMP, APFM)
TOR	Terms of Reference
UfM	Union for the Mediterranean
UK	United Kingdom
UN	United Nations
UNCCD	United Nations Convention to Combat Desertification
UNECE	United Nations Economic Commission for Europe
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNDP	United Nations Development Program
UNEP	United Nations Environment Program
WACDEP	Water and Climate Development Program
WB	World Bank
WBCSD	World Business Council for Sustainable Development
WEF	World Economic Forum
WIN	Water Integrity Network
WMO	World Meteorological Organization
WRI	World Resources Institute
WWC	World Water Council
WWF	World Wildlife Fund for Nature

Management Response to the Draft Evaluation "Looking back, looking forward – Evaluation of the Global Water Partnership" (July 31, 2018)

17 August 2018

This Management Response, shared by the Global Water Partnership (GWP) with GWP Financing Partners on August 17, 2018, in response to the revised draft of the evaluation of GWP submitted by the consultancy Dalberg on 31 July 2018[1], reflects the consolidated views of GWP's Regional Water Partnerships, its global Technical Committee (TEC) and the GWP Global Secretariat (The Global Water Partnership Organisation (GWPO)). The Response includes four sections:

1. Overall reflection
2. Direct responses to the individual recommendations
3. General comments and reflections on key findings with a focus on information that has been overlooked or misinterpreted (by sections)
4. Identification of factual errors

1. Overall reflection

The evaluation of the Global Water Partnership comes at a critical time: Being both a Multi-Stakeholder Platform that provides the "voice of water" in many fora, locally, at the country level, regionally and globally, and, as well, a delivery partner for development agencies around the world, the Partnership is an important counterpart for countries working to implement Sustainable Development Goal 6 by deploying integrated water resource management practices and approaches. Growing, competing and often mismanaged demands on water have brought rising attention to the critical dimension of good governance and management of this precious and limited resource, as have the effects of a changing climate. The Global Water Partnership is currently developing a new strategy to ensure its contributions accelerate and improve the way governments, civil society and the private sector interact with each other, across the boundaries of organizations, sectors, and countries, in addressing their shared water challenges. The Partnership considers the evaluation as an important background and input for developing this strategy.

The draft submitted by the consultant provides a helpful and constructive evaluation of the Global Water Partnership's performance and governance structure. The evaluation was put together within a very short time (10 weeks) by a dedicated team that we found to be both committed and professional. We wish to thank the Government of the Netherlands for financing the study and for directing the consultant to take a collaborative and learning-oriented approach to the evaluation, and we are appreciative of the constructive engagement of the Global Water Partnership's Financing Partners throughout the process.

While the evaluation identifies many important facts and insights, its reflections and conclusions would benefit from a number of critical corollary considerations regarding some specific aspects of the unique set-up and structure of the Global Water Partnership:

- A Partnership – the "Voice of Water" - not (just) an Organization: The Multi-Stakeholder Platform side of the Partnership is largely built on voluntary engagement by many individuals in a variety of organizations. While this at times may pose challenges in terms of the quality

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[1] Looking back, looking forward: Evaluation of the Global Water Partnership REVISED DRAFT, Dalberg, 31 July 2018

of interventions, being able to mobilize this kind of support is a testament to the legitimacy afforded to many Country Water Partnerships, regions and the global network. The value of the partnership approach is largely ignored – and we consider this to be an oversight by the evaluators in the context of the relevance of SDG 17 and the need for global organizations to be well synched and lean on locally relevant expertise at the local level[2].

- An action network with a delivery function, with legitimacy in engagement and convening: While operating as the 'voice of water', the Partnership also acts as a Delivery Partner – specifically and only in areas in which it draws specific effectiveness from its legitimacy and reputation as an independent and neutral actor. While operating within this duality of roles certainly represents challenges, it is part of GWP's distinct assets and has proven to be critical for its success as a Delivery Partners.

- Clarity and vagueness, tight management and loose agreements: Across the Partnership, there are some aspects of its functioning that are clear and tightly managed – for example, financial management, procurement, corporate planning and monitoring, the GWPO's governance. At the same time, there are other aspects that are more vaguely defined and loosely managed: How regions appoint their chairs, strategic partnerships, how regions engage with the political level. The combination of clarity, on the one hand, and vagueness on the other hand, with regard to roles, accountabilities, and decision-making processes, has created the necessary flexibility and agility for the network to exist and grow in very different regional and country contexts and with very little resources.

Expecting 100% consistency across all aspects of the network would miss the point: here is an organization that is able to mobilize high quality action with very little resources precisely because the ambiguities with which it is able to live and which it is able to manage. Rather than eliminating ambiguity, GWP has chosen to manage ambiguity with a view to preserve diversity and flexibility within the available resources; and the evaluation should assess the processes and resources for managing this ambiguity rather than recommending to eliminating it altogether.

2. Responses to the individual recommendations

Recommendation	Management response
#1. Develop a focused strategy	
#1a. Define the key parameters of the new strategy.	Agreed. Considered in the new Strategy development
#1b. Clarify key strategic questions.	Agreed. Considered in the new Strategy development
#1c. Define resource levels and a partnership strategy matching strategic priorities.	Agreed. Considered in the new Strategy development
#2. Adapt GWP's delivery model	
2a. Define KPIs for GWPO.	Agreed. Embedded in GWPO workplanning; can be further formalized and will need to play a role in the planned overhaul of the Partnership's governance structure.
2b. Map capacity by function for GWPO and RWPs.	Agreed. Embedded in GWPO workplanning; can be extended to RWPs
2c. Review the number and mode of operation of regions in link with hosting scenarios.	Agreed in principle. GWPO has initiated a working group to develop governance/institutional options for its regional teams following a decision by the Global Steering Committee and

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[2] See for example https://www.swp-berlin.org/fileadmin/contents/products/research_papers/2017RP14_bsh_elk_01.pdf

Recommendation	Management response
	Sponsoring Partners in June 2018 ("RWPs institutional arrangements")
2d. Define the role of CWPs in GWP's delivery model.	Agreed. We see Country Water Partnerships as a key part of the GWP institutional setup for "voice" as well as for being an effective delivery partner. Brining greater clarity to their role will be an important step in improving their effectiveness. Efforts to strengthen Country Water Partnerships have begun in 2017-18, and these need to be further refined, improved, and in some cases intensified.
2e. Integrate programs in the organizational structure.	Agreed in principle to clarify further the programme management responsibilities, and, as needed, to adjust related systems. We feel that our current approach forms a good basis for development.
#3. Redesign GWP's governance	
#3a. Define the role of Partners in GWPO's governance and revise the application form/process.	Agreed in principle. We note that engaging the Partners more actively – building and growing a vibrant community of Partners – will be critical for the Partnership's success in accelerating SDG6 implementation. Defining the role of Partners in the governance will help – but more important will be investing in knowledge management and community building, strategically recruiting and engaging Partners in GWP's work.
#3b. Redefine the legitimacy of decision-making among the different organs.	We agree that the different governance bodies – of the GWP Network and of the GWP Organization – need to be better aligned, and that roles and responsibilities need to be both re-structured and clarified, to allow for broader growth and more effective collaboration. While not primarily an issue of legitimacy, a review of the necessary changes has been requested by the Global Steering Committee in June 2018 and approved for further study by the GWPO Sponsoring Partners in June 2018.
#3c. Revise the rules guiding the composition of the Nomination Committee.	Agreed in principle. While our analysis of the issue pertaining to the Nomination Committee's functioning is different to the consultant's, we do agree with the conclusion that the rules guiding the composition – and the functioning – of the Nomination Committee need to be revised. A review of the necessary changes has been requested by the Global Steering Committee in June 2018 and approved for further study by the GWPO Sponsoring Partners in June 2018.
#4. Ensure good coordination across the strategy, organization and governance workstreams	Agreed.
#5. Clarify the process for developing an interim strategy	A zero-draft strategy document is planned to be submitted to the Steering Committee at its meeting in December 2018.
#6. Ensure the stability of GWP's senior leadership during the transition period	Our view is that the search process for a new Chair should proceed so as to ensure that the new Chair can contribute to and own the new strategy, and actively engage in roll-out and engagement with critical development partners.
#7. Make GWP processes more agile and analytical	
#7a. Adopt a shorter strategy period.	Our view is that 5-6 years is a good timeframe to provide stability and ownership to a partnership that is as broadly networked as GWP. We also note the opportunity afforded by such a time-frame to course-correct mid-way without having to

Recommendation	Management response
	re-start with a fully-fledged new strategy. We will seek further input on the issue.
#7b. Release the strategy together with a single high-level work program.	Agreed in principle.
#7c. Prioritize key risks based on likelihood and impact.	Agreed in principle.
#7d. Break down revenue data in three categories: globally raised funds, locally raised funds with global contracts, and locally raised funds	Budget presentation issue. Can be considered. Easily available already
#7e. Clarify the presentation of earmarks and suppress the "complementary funding" category.	Agree to review terminology and clarify as needed
#7f. Present a breakdown of expenditures by geographical entity (GWPO and RWPs) and adjust the presentation of line items in the expenditure budget to allow for it.	Budget presentation issue. Can be considered.
#7g. Break down expenditure data by goal, theme, and activity	It is available for regional budgets. The break down by goals has been practiced for GWPO budget as well in the past but not seen as very useful – can be reconsidered.
#7h. Monitor key ratios for efficiency (e.g. running costs / budget managed by region) and allocation (% by theme, % by program, % by activity, % by GWPO and RWP) to better monitor exposure.	Agreed in principle to consider compiling additional relevant ratio. Our system allows it.
#7j. Modify Toolbox categories to fully match with SDG 6.5.1.	Agreed in principle. Considering SDG 6.5.1 sub items were largely inspired by the GWP ToolBox, we will consider a final alignment. We also feel that ongoing updates of the ToolBox in light of innovation in the sector will need to continue.
#7k. Standardize the list of activities tracked.	We feel the present tracking system serves us well (diversity of purposes)
#7l. Replace the reporting on "hits" by activity and theme by a monitoring of the budgets by activity and theme.	Our system allows both.
#7m. Use boundary actors in the planning stage, but drop the monitoring of progress markers.	Our view is to continue working on simplifying the formulation of progress markers and decreasing the number but keep monitoring. It allows process monitoring, essential to document change pathways.
#7n. Ensure that reporting for all thematic areas capture data on both breadth and depth	Agreed and already implemented via hybrid monitoring (incl. quantified indicators).
#8. Transform the knowledge management approach and the role of the TEC	
#8a. Create a KM function.	Agreed. While recruitment for a senior position is currently underway, the function will need to be refined and defined further.
#8b. Reposition the TEC as a think tank on WRM.	Agreed to review TEC role; we plan to consider several aspects of repositioning the TEC. Other organizations exist that, as entire organizations, are positioning themselves as think-tanks on WRM, and to this end repositioning the TEC as such may not be the only or best choice. A 'curation' role could be very appealing, in particular in the context of 'crowd-sourcing' learning and insights on good and integrated water resource managements from across the Partnership.

Recommendation	Management response
#9. Reassert GWP's leadership role on IWRM in global initiatives	Agreed.
#10. Launch an initiative to assess impact	Agreed. Initial steps considered in the new Strategy development.

3. General comments and reflections on the key findings

Section 2.1 – Relevance

- **The IWRM context:** IWRM, and its relationship to the 'water crisis', is rightly highlighted throughout the report as the basis for GWP's work and engagement. Yet the use of terms such as "the changing nature of IWRM interventions" and "the evolving IWRM practice" are not unpacked in a way that provides the reader with a clear idea of how GWP needs to reposition itself to remain relevant. The relationship between the data provided in exhibits 5 and 6 and IWRM evolution is not immediately obvious beyond what has been known for some time (i.e. the importance of financing and regional diversity). A stronger analysis of the development of IWRM would form a more robust basis for the subsequent recommendations for GWP's strategic development.

- **Areas of engagement:** The observation that GWP has been slow to react to new initiatives that have emerged in water resources management over the last decade (p. 19) should be qualified in the context of recommendations made elsewhere of maintaining focus and not falling into the trap of being overambitious and fragmenting efforts (i.e. jumping on every 'potential' next big thing).

- **Private sector engagement:** The argument for GWP to further refine its involvement or partnerships with the private sector, while not in dispute, is weak. The report does not touch upon the nuances of the sector as well as the positive and negative roles it plays in water resources management. Without additional analysis the finding simply restates what is already known.

Section 2.2 – Accomplishments

- **Allocation of resources across themes:** The report implies that the uneven allocation of resources across themes has been detrimental. Notwithstanding flaws in data interpretation (see factual errors below), it is unclear what point is being made regarding this issue, particularly in the context of the recommendation to apply greater focus and prioritisation in the use of resources. The lack of analysis of high-level results by theme further suggests that a comprehensive analysis of this aspect of strategy implementation is incomplete. In addition, under-resourcing areas of work and 'operating on a shoe-string' is not uncommon in the NGO/CSO space – and it is often choice made, if only for a transitory period ("until we have enough funds"). The evaluation should highlight the consequences, if any, of doing this rather than saying it's the wrong thing to do (other people may call 'shoe-string operations' being 'effective').

- **Establishing the link to impact:** The absence of impact level (and to a large extent outcome level) results analysis excludes a key aspect of evaluating accomplishments and to some extent implies that GWP did not address the challenge (on the basis that this is standard practice within WRM). Significant efforts were in fact made during the strategy period to establish a more robust monitoring framework for linking GWP's activities and outputs from across the network to outcome and impact level results. This was done to demonstrate tangible progress in water security through the application of an IWRM approach thereby

justifying continued promotion of the concept. Evaluating this level of achievements would have been insightful, particularly in terms of looking ahead to the new strategy period, and added substance to the associated recommendation on further documenting impact.

- **Excessive ambition:** Excessive ambition is highlighted as a pitfall within the strategy period (p. 29) yet the analysis backing up this claim is limited. This finding is based on past reviews of the APFM and IDMP programmes (both jointly undertaken with WMO) and WACDEP Africa, which are not necessarily representative of the work programme as a whole, and comments from GWPO staff. In contrast, it is stated elsewhere that intended achievements were reached and as such it is difficult to see exactly what the implications of this perceived overambition were. Having said that, 'excessive ambition' is an attitude plaguing many civil society organizations working towards important humanitarian goals, and GWP has of course to manage huge expectations from our stakeholders and financing organizations. It is a tight rope that GWP is walking here, and we welcome ongoing engagement with our stakeholders to moderate and align ambitions with achievables.

Section 2.3 – Governance

- **The country level:** As a key arena for future GWP engagement, the country level has rightly been subject to significant scrutiny. However, the report's insights on Country Water Partnerships are limited since the evaluators did not have the time/resources to look at Country Water Partnerships across all regions. A broader look might have led to different conclusions on this issue, compared to getting the view mainly through the lens of three regions – South Asia, Mediterranean (which does not have Country Water Partnerships) and Southern Africa (with only one accredited CWP). Building analysis and recommendations on insights from these three regions has created a certain 'tunnel vision' – as would have any selection of only three regions. A good example for such 'tunnel vision' insights is the conclusion that "The Country Partner and CWP model appears to be structurally at odds with program implementation" (p. 40). This rather general statement seems to indicate that country water partnerships do not have the capacity and aptitude, structurally and in terms of human resources, necessary to deliver programs. In reality, however, many country water partnerships have been successful in implementing both smaller and larger programs – over several years, e.g. Benin, Armenia, Peru, etc. We invite the consultants to draw information to this end.
- **The role of TEC:** While the overall findings are largely valid, the report does not accurately reflect the changes instituted by the TEC in its modus operandi over the past two years, including engaging directly with the regions and involvement with select knowledge products produced outside of the TEC portfolio and in introducing collaborative approaches for knowledge generation and uptake. There have also been efforts to reach out to regional TECs, e.g. in West Africa, and across all regions in identifying demand for specific knowledge products. More broadly, the report fails to acknowledge the breadth, diversity and volume of knowledge products generated also by the regions and by and through regional TECs.
- **Objectives of the M&E system:** Exhibit 26 and accompanying text (p. 44) states that the GWP M&E system does not meet its objective of demonstrating value for money to funding partners. This is disputed as the observation is based on a narrow interpretation of how value for money is demonstrated (a systematic review of financial input vs. impact level results). It could be argued that value for money can be demonstrated in a number of ways across the GWP results chain without establishing linear relationships between detailed expenditure breakdowns and investments mobilised. It should also be noted that the system itself does enable such a detailed analysis to take place (accompanied by the standard

caveats when documenting results across an attribution gap) even if not utilised during the current strategy period. In addition, the second shortfall of the M&E system identified (network understanding) appears to be a misinterpretation of the objective (which rather reflects an understanding of, e.g., strengths and weaknesses of CWPs, extent to which GWP is engaging with its partners, perception of GWP from external sources, etc.)

Section 2.4 – Sustainability

- **GWP's total global funding:** It is stated in several places throughout the report that GWP´s funding has declined sharply in recent years. This observation is founded on using 2014 as the baseline. However, if 2014 is viewed as an outlier across a longer timeframe then the picture looks quite different. A more detailed analysis of budget distribution across the timeframe, including the reasons for the spike in 2014 (e.g. the deliberate distribution of multiyear funding packages unevenly across the annual planning horizon), would have been interesting and potentially led to more informative findings in the context of financial sustainability than simply stating that funding has reduced.

- **Unrestricted funding vs. a program delivery model:** It is stated that GWP's competitive strength is not to operate as a consulting entity yet the basis for this assertion (beyond interview respondents which are unlikely to be representative of the organisation as a whole) is not clear. The "projects equals to consultancy" approach and the position that this should not be practiced by an institution is likely a misconception. For example, the entire system of UN entities is highly program/project-based, at all levels (from global to national). Generally, the report is a bit confusing on the merits of such a project approach, presenting it in some parts as necessary for the way forward and in other parts as a risk, and also lacks analysis of the many occasions when GWP has successfully operated in this way at regional and country levels. Better to present a consistent message on the topic packaged in the context of differing existing delivery models across the network and the need to mount such projects/programs in service of the organisation's strategic objectives. (see also factual correction below)

4. Identification of imprecise or incorrect statements/factual errors

Section	Page	Correction
Ex. Sum.	4	The statement that the "Legitimacy of the Nomination Committee is unclear" is factually incorrect. The Nomination Committee derives its legitimacy directly from the Statutes and is appointed by a GWP Governance Body. It may operate opaquely, it may not be needed – but it is legitimate.
Ex. Sum.	4	It is said in several places that the Danida funding will end 2019. Is this confirmed by Danida or is it the perception of Dalberg? If it is not confirmed by Danida, it should not be stated in the same context as the ending of the current funding package from DFID (which formally ends on 2019)
1	9	1st para: "new GWP Chair" – should be "new interim GWP Chair"
1	9	2nd para: not clear why WWW is an "important fundraising milestone for GWP"
1	9	3rd para: should mention number of meetings with the Evaluation Advisory Group.
2.1	14	Missed link in SDGs to Disaster Risk Reduction (DRR)
2.1	18	It would need to be clarified that our 3000+ partners are in more than 86 countries
2.2	21	3rd para: The quote used from the GWP 2017 Progress Review has been misinterpreted. Rather than acknowledging the challenge created by an overambitious strategy, the quote is making the point that the reason why GWP is active across so many different areas is due to the diversity of the network (in response to criticism that GWP spreads itself too thinly/tries to address too many topics). I.e. the quote is saying that whereas it may appear as if GWP tries to address an overly ambitious range of agendas the reality is that this is a necessity due to regional differences in needs/priorities. In addition, the paragraph implies that working on a variety of activities is also a symptom of overambition whereas this is simply a reflection of implementing activities under the 3 strategic goals – policy/practice (goal 1), knowledge (goal 2), partnerships (goal 3) – i.e. according to the theory of change.
2.2	22, Ex. 9	"IWRM" category is in fact "combined or other"; all thematic activities are meant to be undertaken within an IWRM approach.
2.2	23	3rd bullet: The intention was not to necessarily combine water-food-energy-ecosystem in all activities but to cater for both individual themes (e.g. water for food) and more nexus approaches.
2.2	23	3rd bullet; 2nd sentence: Better expressed as "GWPs work is increasingly integrated into existing processes such as the Committee on world Food Security (CFS) and the Global framework for water scarcity in agriculture, launched by the Food and Agriculture Organization of the UN (FAO). Within this partnership initiative, GWP leads of the Working Groups on Water and Migration and on Drought Preparedness." Note: The Global Framework for Water Scarcity in Agriculture has been initiated by FAO and there are several leads in the different WGs, UNCCD, which they mention, being one of many.
2.2	23	4th bullet: good to add for APFM and IDMP, on which this relevant section does not give any background, something along the lines: "which have launched HelpDesks with the participation and convening of over 60 expert institutions and have developed and applied concepts and knowledge products at national, regional and global scales related to managing climate ex". Otherwise the reader is left to wonder what these programmes are about.
2.2	24	1st bullet: Better to express the first two sentence as follows: "GWP launched its Youth strategy in 2015 and has since conducted a number of initiatives to mobilize around that theme, both at the global and regional levels. At the global level, GWP and partners supported francophone youth from more than 20 countries to prepare a White Paper to address water and climate challenges for COP 21.

Section	Page	Correction
2.2	25	3rd bullet: The Cameroon NAP example is not in West Africa (already included correctly under Central Africa)
2.2	27	Note IDMP and APFM are joint programmes with WMO and have benefitted from contributions of WMO that do not go through the GWP financial system, but are managed at WMO.
2.2	28, Ex. 12	The presentation of thematic funding is inaccurate. Thematic budgets (such as WACDEP) can not be separated on a one-to-one basis as presented in the graph. This is because thematic programmes typically address more than one theme creating overlap in funding across themes. An example is the transboundary work package in the WACDEP Africa projects (WP 1), the budget of which covered both the climate and transboundary themes. It is therefore misleading to present a budget breakdown in this manner without accommodating such overlap. In particular, the negative conclusions for the urban and nexus themes are debateable. Perceptions can be corrected by an evaluation of results associated with these themes.
2.2	28, Ex. 13	To our accounts for 2017, 'Core and Programme funding from GRF' was 5.238.195 euros, and 'Locally Raised Funds' was 2.977.352 euros. Possible differences between GRF and LRF figures are, however, understood as commented (and recommended for action) later in the Report.
2.2	28, Ex. 13	The graph should come with a footnote explaining that the Core and Programme funding from GRF for SAF (1.32M) includes the African Coordination Unit which serves all African regions.
2.2	28, Ex. 13	In many ways WACDEP is a structuring vehicle for core programme implementation (see programme structure in the 2017-19 Workprogramme). It is improper to place it in the same batch as designated programmes (e.g. SITWA or Drin) for analysis
2.3	32, Ex.15	The overall average gives correct pointers but the comparison between regions is misleading (no calibration across regions). The table should not be used to compare the performance across regions but rather to illustrate the relative strengths of different functions within a given region. The table presentation should be changed.
2.3	34	Issue #1: Simple reminder that beyond the Network Meeting, partners are involved in CWPs and RWPs general assemblies and other decentralized organs. It has some bearing on governance.
2.3	34	Para 1: "ill-defined" rather than "all-defined"?
2.3	34	The discussion on the 'role of partners' – should reference (regional differences in) outcomes of the keystone report – it's also about what they 'get'
2.3	34	4th para: "GWP's project" …? Meaning?
2.3	34	2nd to last para: note that we will table the matter of the official records of GWP at the upcoming Network Meeting
2.3	34	The governance section needs to be somewhat rewritten to clarify the difference between: • The GWP Network: Here, in terms of the governance, the role of partners is clear – what is not clear is what they can expect (get from) and contribute (give) to the Network…which is less a matter of governance and more a matter of business model/attractiveness/poor management of partner engagement and outreach • The GWP Organization: Here the governance is clear (e.g. p 36, last para states "GWP remains formally accountable to the eight governments…") • It is incorrect to state: "Sponsoring Partner Meeting members are neither funding GWP's activities nor involved in – or well aware – of its works". It would be correct to say that "five of the 10 Sponsoring Partner Meeting members contribute financially, directly or indirectly, to GWP (DK, NL, S, WB, WMO) and all but two have participated in the majority of meetings. Those countries that do not financially contribute are, however, active either through their Country Water Partnerships or through individual projects.

Section	Page	Correction
		• Please correct Exhibit 20: Pakistan participated in the 2018 Sponsoring Partner Meeting. • Please do not state that sponsoring partners are "not well aware" of how GWP works – without having substance to support this. From what we can observe, the participating country representatives all were well prepared for their meetings. • Exhibit 21 mixes bodies for two different organizations – the Network and the Organization. It should also include, as a 'body' the Chair. The Chair and the Executive Secretary serve both – the Network and the Organization. However, the Sponsoring Partners Meeting, the Steering Committee, and the Financing Partners Group serve only the Organization (same as Secretariate). The Regional Water Partnerships and Country Water Partnerships are separate entities ....with their own governance structure.
2.3	37	The Nomination Committee comprises of 5 OR 7 (not of 5 TO 7) members.
2.3	37, Ex. 21	Unclear what the circles in the diagram refer to. A key/explanation should be added.
2.3	37, Ex. 21	The secretariat is not alone in preparing agenda for SC and SPS meeting, the Chair plays an important role.
2.3	38	Delete "GWP WAF" in the third paragraph "Several RWPs (particularly GWP MED, GWP SAF, and GWP WAF)....." as GWP WAF is self-hosted and could not have requested a change in the operating model for themselves (unless GWP WAF spoke on behalf of the hosted RWPs?).
2.3	38	The sentence *"As at June 2018, 2 RWPs are legally registered and self-hosted, 2 RWPs are registered and hosted (CEE and WAF), two are registered and hosted (CAM and SAF), and other RWPs are not registered and hosted by a separate legal institution, which they are required to do to receive funding from GWPO."* is incorrect. Should be replaced by: As at June 2018, 2 RWPs are legally registered and self-hosted (CEE and WAF), 3 RWPs are legally registered and hosted (CHI, CAM and SAF); other RWPs are not legally registered and typically hosted by a separate legal institution.
2.3	38	1st para: The governance & management of WACDEP is aligned with GWP corporate governance and programme management structure (same for all GWPO core/earmarked funds). The role of the CU is technical support and the role of the reference group is strategic advice/support. The regional Steering committees oversee the regional WACDEP activities as part of the regional portfolios. GWPO reviews progress and expenditures every quarter. The global steering committee reviews progress as part of the overall programme progress review.
2.3	39	Issue #7: "The CWP model is not built for program implementation" – it would be incorrect to say that GWP has "one CWP model". Indeed we have at least three such models – the model of the 'purely representative" organization; the model of the "implementing organization" and the model of the "organization that both represents and implements".... If the WACEP evaluation notes that "CWPs are primarily built to convene, not to support programs" – then this is correct only for some CWPs but not for all... > in either case: the insight that "CWPs are not always good for everything" is an important learning that should be highlighted as such
2.3	40	"Work program #8" change to "Work Package #8"
2.3	40	3rd para: SADC is not in SAS. Should be SAF
2.3	41, Ex. 24	GWP SAS employees should be: 3 Full time staff (Regional Coordinator, Communication Officer & Finance Consultant). Coordinating Officer Youth is working 15% time is for SAS and rest for global. There was a intern recruited for 6 months and left SAS in July 10 2018
2.3	43, ex. 25	The note to "49 tangible key water governance outcomes" should make clear that this refers to 2017 only (whereas the 578 progress markers are correctly referred to as applying for the current period)

Section	Page	Correction
2.3	47	2nd para: While the strategy document remained the same, strategic shifts were included in the Workprogramme as early as 2016 (important ref. 2017-2019 Workprogramme). The role of IWRM and SDGs were clearly recognized as central and guided programme development and implementation (incl. coms, website etc)
2.4	52	1st para: "the WACDEP program, a USD 12 M program over 2011-16 (for phase 1)". The WACDEP Africa programme was €13M 2011-2016, so $12M for all 13 regions WACDEP is understated.
3.2	64	Does Exhibit 46 add up to 100% for the individual roles??
3.2	69, FN 86	Footnote 86: 60K transferred to GWP SAS as core budget should rather be 40K in 2018
3.2	70	#7j: Note that SDG 6.5.1 work has been to a large degree, including in its historic development, influenced by the GWP ToolBox.
3.2	71	Recommendation 9: uses Torkil's offer as an example of GWP re-capturing our global IWRM leadership. The example lacks imagination/new thinking on how we might enhance our global engagement than yet another Task Force that is trying to 'refresh' IWRM far from the local level.
3.2	72	The study with major WRM players mentioned on page 72, sounds a bit like the GWP-OECD study, which does not appear to be referenced elsewhere in the report. A look at the outcomes/impacts of this OECD-GWP work may inform this useful suggestion by the reviewers further.
App. 4	85	Mr Qayyum is not a Bangladesh Country Coordinator
App. 4	85	Misspelling of SLWP
App. 4	86	Duplication of Nepal Water Partnership at the expense of the India Water Partnership
App. 4	86	Waji Ullah is rather part of the CEGIS - The Center for Environmental and Geographic Information Services (CEGIS)
App. 4	86	Ruwan Liyanage's title is rather Assistant General Manager (Rural Water Supply)
Gen.	Gen.	The report does not seem to acknowledge that separate technical advisory units were set up for some of GWP's programs (WACDEP Reference Group, Advisory Committee for IDMP and APFM) primarily to ensure appropriate technical input. At the time, the global TEC had not been in a position to respond to the demands of these emerging programs, and thus a different and more in-depth format for providing relevant expertise was needed for WACDEP, APFM and IDMP. I.e. in the IDMP and APFM we manage to gather a good part of the main players on the subject of the programme and involve the TEC.

External Evaluation "Looking back, looking forward – Evaluation of the Global Water Partnership" (10 Nov. 2018): GWP Management follow-up note

21 November 2018

This GWP Management follow-up note has been produced as a forward-looking response to the recommendations stemming from the external evaluation of GWP submitted by the consultancy Dalberg on 10 Nov. 2018[1]. The content note reflects the consolidated views of GWP's Regional Water Partnerships (RWPs), of its global Technical Committee (TEC) and of the GWPO Global Secretariat, borne from the various stages of the evaluation process. The final version of the GWP Evaluation and the present GWP Management follow-up note are the formal outputs from the overall evaluation process.

Evaluation process

Commissioned by DGIS in partnership with the broader GWP Financing Partners' Group, the external evaluation process consisted of the following key steps and milestones:

- Draft evaluation development based on a review of internal and external documents, quantitative analyses, and a series of interviews including through field visits in three Regional Water Partnerships *(Mid-May to end of July 2018)*
- GWP Management Response to the draft evaluation based on consolidated views garnered from GWP's Regional Water Partnerships, of its global Technical Committee (TEC) and of the GWP Global Secretariat *(17 August 2018)*
- GWP Financing Partner dialogue on the evaluation and on GWP's strategic directions with the aim of giving the GWP Financing Partners the opportunity to explore the evaluation in view of insights relevant for the strategy process *(27 August 2018)*
- Final evaluation updated based on the GWP management response to the draft and the discussions during the GWP Financing Partner dialogue *(TBD)*
- GWP Management follow-up note *(8 November 2018, this document)*

List of agreed follow-up actions

The final evaluation report provides ten high-level recommendations and a further 20+ sub-recommendations. Based on the GWP Management Response to the draft evaluation and the dedicated Financing Partner dialogue meeting minutes, the following is a list of actions that GWP has committed to in reply to the evaluation recommendations. The list will be presented to the GWP Steering Committee in December 2018.

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[1] Looking back, looking forward: Evaluation of the Global Water Partnership, Dalberg, 10/11/2018

Recommendation	GWP response and follow-up actions	Timeline	Means of verification
#1. Develop a focused strategy			
#1a. Define the key parameters of the new strategy.	Agreed. → *Action: To be addressed in the new Strategy development*	June 2019	• Contents of the strategy document
#1b. Clarify key strategic questions.	Agreed. → *Action: To be addressed the new Strategy development*	June 2019	• Contents of the strategy document
#1c. Define resource levels and a partnership strategy matching strategic priorities.	Agreed. → *Action: To be addressed in the new Strategy development and associated Workprogramme*	June 2019 (Strategy) December 2019 (Workprogramme)	• Contents of the strategy and Workprogramme documents
#2. Adapt GWP's delivery model			
2a. Define KPIs for GWPO.	Agreed. → *Action: Propose for adoption to the GWP Steering Committee; upon adoption will be further formalized and incorporated in GWPO workplanning and monitoring*	December 2018 (draft) June 2019 (adoption)	• Material for SC meetings and ES quarterly reports
2b. Map capacity by function for GWPO and RWPs.	Agreed. → *Action: To be compiled as part of the Strategy Development ("form follows function")*	June 2019	• Material for SC meeting
2c. Review the number and mode of operation of regions in link with hosting scenarios.	Review will take place as part of the broader GWP governance reform. The working group that is developing options for establishing "Regional GWPO branches" will, also review number and mode of operation of regional teams in link with hosting scenarios. →*Action: To investigate further through the established working group on regional institutional set-up and governance*	December 2018 (options and issues) June 2019 or earlier (recommendations)	• Material for SC meetings
2d. Define the role of CWPs in GWP's delivery model.	Country Water Partnerships (CWPs) are a key part of the GWP institutional setup for "voice" as well as for being an effective delivery mode. Bringing greater clarity to their role will be an important step in improving their effectiveness. → *Action: To further refine, improve and, in some cases, intensify efforts begun in 2017-18 to strengthen CWPs. Will be part of the 2019 program for strengthening Country Water Partnerships*	March 2019 (issues) June 2019 (recommendations)	• Material for SC meeting • Dashboard of CWP key parameters (e.g. accreditation status, control environment, financial sustainability, etc.)
2e. Integrate programs in the organizational structure.	Agreed in principle. We feel that our current approach forms a good basis for this development.	June 2019	• Updated programme and project management manuals

Recommendation	GWP response and follow-up actions	Timeline	Means of verification
	• *Action: To further clarify the programme management responsibilities, and, as needed, to adjust related systems.*		to adequately reflect roles and responsibilities
#3. Redesign GWP's governance			
#3a. Define the role of Partners in GWPO's governance and revise the application form/process.	Agreed in principle. We note that engaging the Partners more actively – building and growing a vibrant community of Partners – will be critical for the Partnership's success in accelerating SDG6 implementation. → *Action: To revisit partner engagement as part of GWPO governance reform;* → *Action: Invest in knowledge management and community building, strategically recruiting and engaging Partners in GWP's work together with further defining the role of Partners in governance.*	Proposal for governance reform to GWP statutory bodies in December 2018; approval June 2019 and steps throughout June 2019	• Contents of governance reform document • Content of the strategy document • Contents of GWP Annual Progress review 2019 • Revised application form
#3b. Redefine the legitimacy of decision-making among the different organs.	While not primarily an issue of legitimacy, we agree that the different governance bodies – of the GWP Network and of the GWP Organization – need to be better aligned, and that roles and responsibilities need to be both re-structured and clarified, to allow for broader growth and more effective collaboration. → *Action: To conduct a review of the necessary changes to governance bodies as requested by the Global Steering Committee in June 2018 and approved for further study by the GWPO Sponsoring Partners in June 2018.*	December 2018 (analysis and draft recommendations) Throughout June 2020 (specific proposals for changing statutory documents as appropriate)	• Material for SC meetings
#3c. Revise the rules guiding the composition of the Nomination Committee.	Agreed in principle. While our analysis of the issue pertaining to the Nomination Committee's functioning is different to the consultant's, we do agree with the conclusion that the rules guiding the composition – and the functioning – of the Nomination Committee need to be revised. → *Action: To conduct a review of the necessary changes to governance bodies as requested by the Global Steering Committee in June 2018 and approved for further study by the GWPO Sponsoring Partners in June 2018.*	December 2018 (analysis and draft recommendations) Throughout June 2020 (specific proposals for changing statutory documents as appropriate)	• Material for SC meetings
#4. Ensure good coordination across the strategy, organization and governance workstreams	Agreed. Role of the Management Team. →*Management Team will systematically ensure that coordination across strategy, organization and governance workstreams take place.*	Ongoing coordination through regular/bi-weekly Management Team meetings	• ES quarterly reports
#5. Clarify the process for developing an interim strategy	The need for an interim strategy is considered to be superseded by the zero-draft strategy document due for completion in 2018	December 2018	• zero-draft strategy document

Recommendation	GWP response and follow-up actions	Timeline	Means of verification
	→ *Action: To submit a zero-draft strategy document to the Steering Committee at its meeting in December 2018.*		
#6. Ensure the stability of GWP's senior leadership during the transition period	Our view is that the search process for a new Chair should proceed so as to ensure that the new Chair can contribute to and own the new strategy, and actively engage in roll-out and engagement with critical development partners. → *Action: Search Committee established and actively developing proposals for the Nomination Committee to consider for proposing to the Sponsoring Partners.*	Early 2019	• Meetings of the Search Committee and the Nomination Committee • GWP Chair on board
#7. Make GWP processes more agile and analytical			
#7a. Adopt a shorter strategy period.	Our view is that 5-6 years is a good timeframe to provide stability and ownership to a partnership that is as broadly networked as GWP. We also note the opportunity afforded by such a time-frame to course-correct mid-way without having to re-start with a fully-fledged new strategy. → *Action: To seek further input on the issue and build consensus on the most appropriate timeframe*	Consultation on Strategy throughout Q1 of 2019	• Decision on strategy period as contained in strategy proposal submitted to Steering Committee for discussion in June 2019 and to the Network Meeting by September 2019
#7b. Release the strategy together with a single high-level work program.	Agreed in principle. → *Action: To develop a high-level work programme to accompany the finalisation of the new strategy*	June 2019 (Workprogramme framework) December 2019 (Workprogramme)	• Workprogramme document
#7c. Prioritize key risks based on likelihood and impact.	Agreed in principle. → *Action: To introduce the prioritisation of risks as part of the existing risk management process and aligned with regular risk and performance reporting*	December 2018	• Material for SC meeting
#7d. Break down revenue data in three categories: globally raised funds, locally raised funds with global contracts, and locally raised funds	This is a budget presentation issue which can be produced and will be considered. → *Action: To explore alternative ways of presenting revenue data in corporate documents*	December 2018	• Material for SC meeting
#7e. Clarify the presentation of earmarks and suppress the	Agreed in principle to review terminology (aligned with current Workprogramme). → *Action: To review terminology and clarify as needed in the new Workprogramme*	December 2019	• Material for SC meeting

Recommendation	GWP response and follow-up actions	Timeline	Means of verification
"complementary funding" category.			
#7f. Present a breakdown of expenditures by geographical entity (GWPO and RWPs) and adjust the presentation of line items in the expenditure budget to allow for it.	Budget presentation issue. Can be considered. → *Action: To explore alternative ways of presenting expenditure breakdowns in corporate documents*	December 2018	• Material for SC meeting
#7g. Break down expenditure data by goal, theme, and activity	The breakdown is available for regional budgets. The break down by goals has been practiced for GWPO budget as well in the past but is not seen as very useful. Break-down of expenditure data by theme may be useful and will be explored as part of the preparation for the new strategy period (re-coding) → *Action: To explore alternative ways of presenting expenditure breakdowns in corporate documents in preparation for the 2020-2022 workprogramme.*	June 2019 and December 2019	• New proposed Workprogramme and budget templates
#7h. Monitor key ratios for efficiency (e.g. running costs / budget managed by region) and allocation (% by theme, % by program, % by activity, % by GWPO and RWP) to better monitor exposure.	Agreed in principle. Our system allows it. → *Action: To compile additional relevant ratios when 2018 financial data are available.*	June 2019	• Material for SC meeting
#7j. Modify Toolbox categories to fully match with SDG 6.5.1.	Agreed in principle (considering SDG 6.5.1 sub items were largely inspired by the GWP ToolBox this is already largely the case). We also feel that ongoing updates of the ToolBox in light of innovation in the sector will need to continue. → *Action: To align ToolBox categories and SDG 6.5.1 as part of a larger update of the ToolBox structure and content*	December 2019	• Contents and structure of the GWP ToolBox
#7k. Standardize the list of activities tracked.	We feel the present tracking system serves us well (diversity of purposes)		
#7l. Replace the reporting on "hits" by activity and theme by a monitoring of	Our system allows both.		

Recommendation	GWP response and follow-up actions	Timeline	Means of verification
the budgets by activity and theme.			
#7m. Use boundary actors in the planning stage, but drop the monitoring of progress markers.	Our view is to continue working on simplifying the formulation of progress markers and decreasing the number but keep monitoring. It allows process monitoring, essential to document change pathways.	June 2019	• New proposed Workprogramme and budget templates
#7n. Ensure that reporting for all thematic areas capture data on both breadth and depth	Agreed and already largely implemented via hybrid monitoring (incl. quantified indicators). → *Action: Explicitly include in GWP Annual Progress Review for 2019 if data structure allows and if required for specific decisions.*	December 2019	• Contents of the GWP Annual Progress Review 2019
#8. Transform the knowledge management approach and the role of the TEC			
#8a. Create a KM function.	Agreed. Recruitment for a senior position is currently underway → *Action: The Knowledge Function will be re-defined as "Water Resource Management Knowledge Function" (not as "KM function" purely) and set up in light of a new knowledge strategy that is to be part of the new GWP Network Strategy, pending appropriate funding. A Senior WRM Specialist will be recruited to further describe and put appropriate arrangements in place.*	March 2019	• Senior position recruited
#8b. Reposition the TEC as a think tank on WRM.	Agreed to review TEC role. Other organizations exist that, as entire organizations, are positioning themselves as think-tanks on WRM, and to this end repositioning the TEC as such may not be the only or best choice. A 'curation' role could be very appealing, in particular in the context of 'crowd-sourcing' learning and insights on good and integrated water resource managements from across the Partnership. → *Action: Draft, consult on and agree on TEC Reform proposal with new TORs for the TEC and the TEC chair. Recruit strategic partners for the new TEC set-up and reposition the TEC with new ToRs through appropriate activities.*	June 2019 December 2019 December 2020	• New TEC TORs • New structure supports vision of the TEC as a think tank on Water Resource Management • Specific collaboration with Strategic Knowledge Partners in place for the TEC role to be operational
#9. Reassert GWP's leadership role on IWRM in global initiatives	Agreed. → *Action: To implement appropriate global initiatives, incl. establishing an IWRM task Force.*	June 2019	• Progress Reporting to the SC meeting
#10. Launch an initiative to assess impact	Agreed in principle. → *Action: To launch one or more developmental/learning evaluations to better understand impact mechanisms and draw insight for future program design.*	December 2020	• Progress Reporting to the SC meeting

Residual point where agreement could not be reached between GWP and Dalberg on evaluation statements

The GWP Management Response to the draft evaluation report raised a number of points of clarification, information that has been overlooked or misinterpreted and factual corrections. The majority of these were addressed/clarified in a way that was acceptable to both parties in the final evaluation report. However, there remained a small number of residual points where agreement could not be reached between GWP and Dalberg on specific evaluation statements. These are as follows:

- **Allocation of resources across themes:** The report identifies an uneven allocation of financial resources across the thematic areas targeted by the 2014-2019 Strategy and implies that this has been detrimental to strategy achievement. Whereas it is acknowledged by GWP that the different themes were not funded equally within the strategy period (due to a combination of strategic choices, donor priorities and earmarked funding), the extent of this disparity is inaccurately reflected in the evaluation report. The methodology used to calculate financial resource allocation to the different themes is based on the assumption that thematic programmes, such as the Water, Climate and Development Programme (WACDEP), address only the primary theme under which they were developed. The reality is that much of GWP's programmatic work addresses (and achieves results against) multiple themes. For example, five of the 13 WACDEP Africa projects targeted climate resilience in transboundary river basins thereby addressing both the climate and transboundary themes simultaneously. This overlap was not reflected in the thematic resource allocation analysis resulting in a skewed interpretation of GWP's commitment to the different strategic themes.