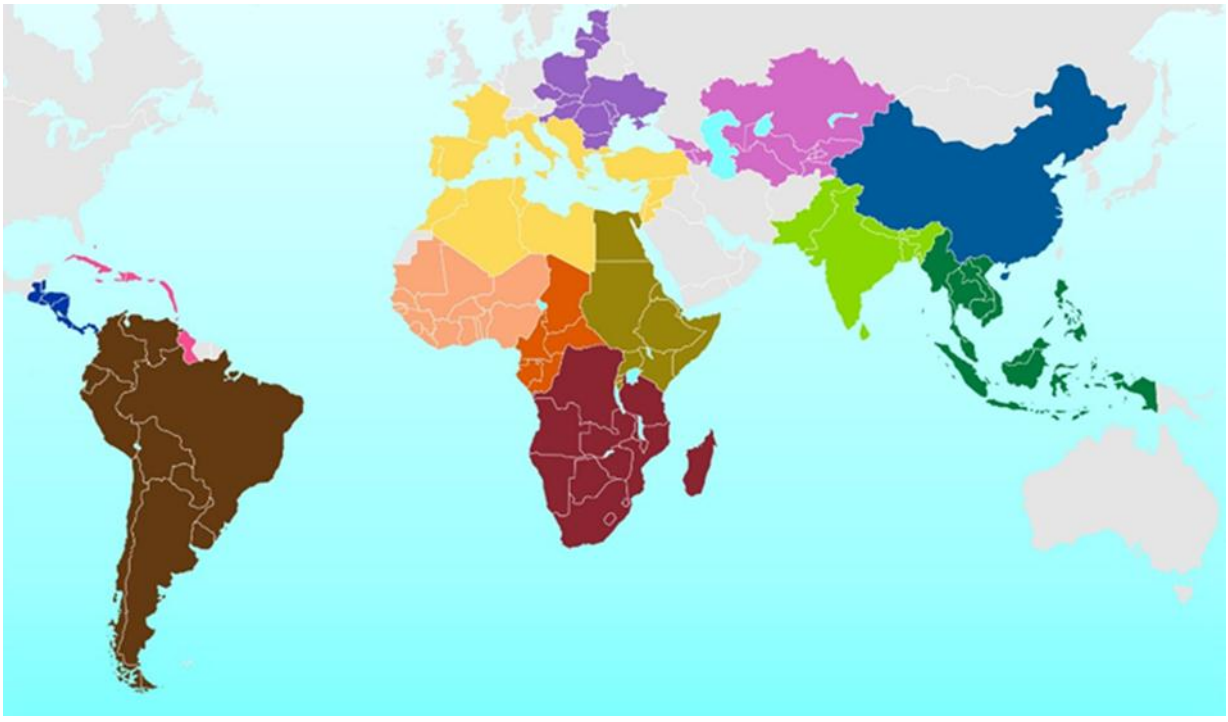
Global Water Partnership

# Work Programme Management Manual

## **DRAFT** – 21 November 2013



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**Document History**

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|---|---|---|
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| 23 November 2012 | GWP Programme Mangement Manual_v6.docx | Detailed Monthly reports for both Communication and Monitoring purpose |
| 01 February 2013 | GWP Programme Mangement Manual_v7.docx | Draft GWP Results Framework and indicators |
| 01 August 2013 | GWP Programme Management Manual_v8 | Indicators data sheets<br>Dealing with projects<br>New Strategy (3 goals) |
| 21 November 2013 | GWP Programme Management Manual_v9 | New and updated indicator data sheets<br>New Strategy figure |

# Global Water Partnership

# Work Programme Management Manual

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# Introduction

The GWP Work Programme Management processes are being continuously improved and simplified. The processes are based on a unique mix of Outcome Mapping and Logical Framework Analysis methodologies.

The overall objective of this manual is to present the various operational elements of the GWP work programme management process as they have evolved in a summarised manner enabling the various entities within the GWP network to apply them through a common approach. We have attempted to simplify and synergise all existing planning, implementation, monitoring and evaluating/reporting procedures.

A few pointers are given as to how the GWP monitoring system may continue to evolve in future to further improve and simplify its Results Based Monitoring.

**Important introductory notes**:

1. The parameters set by the GWP's Strategy, Work Programme and delivery mechanisms are presented as background in Annex A. It is important to bear these in mind in order to fully understand the context within which the GWP monitoring system has been developed.
2. GWP is continuously strengthening its results framework, blending Logical Framework Analysis (LFA) components into its Outcome Mapping methodology. The latest LFA developments are presented in Annex B. This structure is currently being incorporated into the existing monitoring process and information on impact and output indicators is included in the request for a monthly Communication and Monitoring report from each Regional Water Partnership (RWP). Further adjustments may be necessary as GWP LFA evolves.
3. It is important to note that the GWP entities' workplans reflect an annual "portfolio overview" of their activities. These activities are developed through various processes and often packaged in the form of *projects*. The processes leading to the development, review and internal approval of these projects, while being integral part of the programme management, *are not detailed hereafter*[1].

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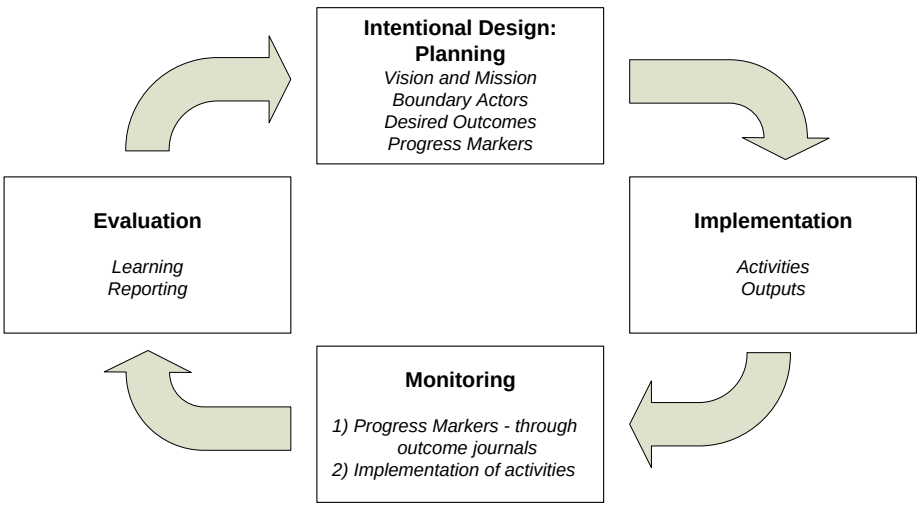
# 1. GWP Work Programme Management

Work planning, implementation, monitoring and evaluation/reporting in the GWP follows a classic management cycle augmented by concepts of Outcome Mapping (OM):




[1] These aspects are dealt with in the complementary document: "GWP Global and Thematic Programmes and Projects Management Manual"

## GWP's Outcome Mapping-based Work Programme Management Cycle

OM has been applied within the GWP since 2007. It inherently recognises that direct *attribution* of outcomes[2] is not possible in policy and advocacy organisations such as GWP which don't directly deliver tangible "outcomes" on the ground but rather set the stage for such results. OM methodologies seek to identify and report on the *plausible linkages* among outputs and outcomes across this *attribution gap*.

### Planning

With the aim of achieving the three goals of the GWP strategy, each entity of the GWP system contributes to implementing the overall GWP Work Programme by undertaking activities at global, regional, national and/or local level.

#### The GWP Work Programme

The Work Programme for achieving the 3 strategic goals is spelled out in:

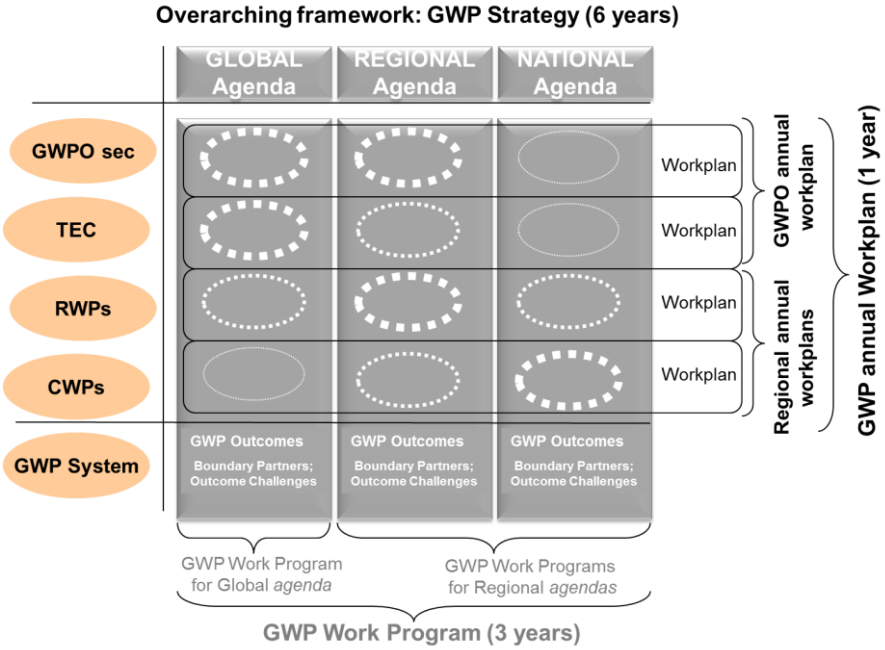
- One **global Work Programme**, addressing the needs and priorities of the global agenda
- Thirteen **regional Work Programmes** addressing the needs and priorities of the regional agenda in each of the thirteen regions where the GWP network is active

The consolidation of these 14 Work Programmes forms the **GWP Work Programme.**

#### Annual work plans

The set of activities implemented by a particular entity[3] is described in the **annual workplan** developed by each entity. The consolidation of the entities' workplans forms the **GWP annual workplan**.

*The implementation framework - synergies in the work plans of GWP entities*




*Remark: Thematic management*

[2] ***Outcomes*** are defined as : "*changes in relationships, activities, actions, or behaviour of boundary actors that can be plausibly linked to a programme's activities, although they are not necessarily directly caused by it"* (IDRC, 2001).

[3] *Entities* within the GWP Network include the 13 RWPs and the GWPO (comprising the Secretariat and the Technical Committee).

In addition to being packaged geographically, the GWP portfolio of activities described in **the GWP annual workplan** can also be packaged by themes according to the strategic elements listed in the GWP Strategy. This packaging provides an opportunity to create linkages on the substance of activities carried out across the whole network, consolidate results and raise funds for specific result areas.

## Monitoring and Reporting

GWPO primarily uses **three key reporting mechanisms** to collect monitoring information from the GWP entities[4]. These are as follows:

1. Monthly Communication and Monitoring reports. These reports are produced according to criteria established jointly by the GWPO Communications and Network Operations Units. They fulfil a dual purpose in terms of communication (production of NewsFlow) and programme monitoring.
2. Quarterly reports. The quarterly financial reports are produced according to criteria established by the GWPO Finance and Administration Unit mainly to monitor and approve financial disbursements. (Quarterly narrative reports are produced for specific projects).
3. Annual monitoring report on: (i) progress markers and logframe indicators, (ii) planned / achieved activities and (iii) self-assessment on progress around critical GWP functions. This report provides an annual feedback on observed changes in the water sector against progress markers established as goalposts towards the outcome challenges identified and spelled out in the three-year GWP Work Programme. The report also gives feedback on progress relating to targets set on specific outcome and output indicators and assesses whether the main activities planned have been implemented. This feedback is complemented by a self-assessment on governance and management performance completed by each entity.

Based on this information, GWPO produces **three consolidated reports and one Newsletter**:

- **GWP Annual Progress Review:** This report is an account of achievements, difficulties encountered and challenges ahead. It is produced annually and is the main vehicle to inform the Senior Management and the global Steering Committee in a critical yet constructive manner on the status of the GWP Network.
- **GWP's Annual Report – *GWP in Action*:** This report is targeted at a wide audience and describes GWP activities and outcomes across the Network.
- **GWP's Monthly e-newsletter *NewsFlow***: With over 2,700 subscribers, *NewsFlow* is an instrument for inter-regional sharing that strengthens the GWP Network in building knowledge and capacity. It is also a reporting mechanism so that donors and other audiences understand what we are doing and why. The articles highlighted in *NewsFlow* come from the material submitted in the Monthly Reports.
- **GWP's Annual Financial Report:** The report presents the consolidated audited financial report for the Network. This official financial report, approved by the Sponsoring Partners, is presented to all donors as part of GWP´s reporting obligations.

## Annual Sequence

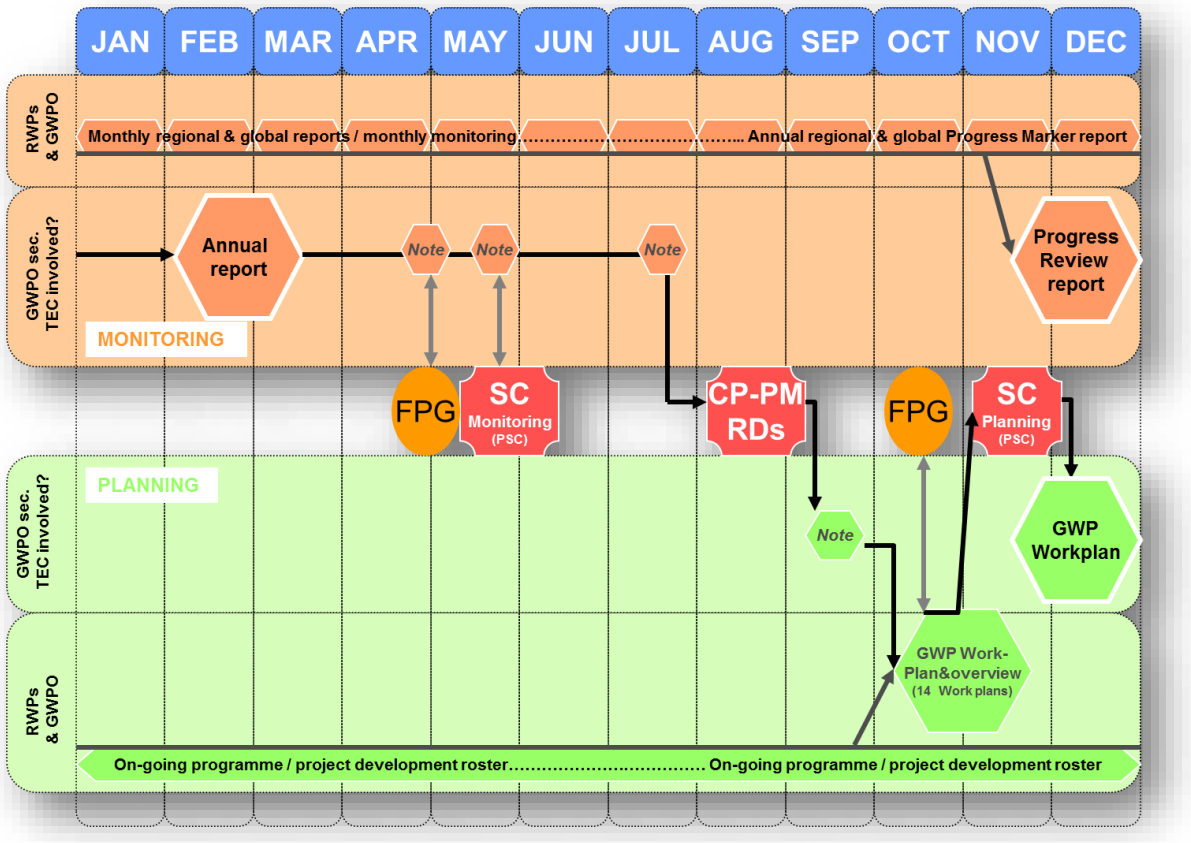
The diagram below shows the sequencing of GWP's Work Programme Management cycle. There are three key checkpoints at the GWP system level:

- Steering Committee (SC)[5] meeting - May: Evaluation and reflection on past activities including approval of the Annual Report – GWP in Action – for the previous year and submission of the Annual Financial Report.

[4] As produced by all GWP entities (GWPO, including the Technical Committee & RWPs). In addition, detailed activity reports are provided by RWPs & CWPs to their respective governing bodies and detailed project reports to the sponsors when relevant.

[5] SC meetings are each preceded by meetings of the Financial Partners Group (FPG)

- Annual Partners Meeting (PM) in August: The Consulting Partners (CP) meeting - reflecting on lessons learned and discussions on new developments.
- Sponsoring Partners (SP) Meeting in August: Approval of the Annual Financial Report.
- Steering Committee (SC) meeting - November: Annual workplans and budgets for the coming year presented for approval in light of conclusions reached at the annual Partners Meeting.




The information used at the different steps of the sequence is provided by the GWP entities in specific templates presented below. The sequence of requests for information is summarised in the following table and in Section 2 of this report:

| Information to be provided by all GWP entities: | Request sent on: | Deadline for submission: |
|---|---|---|
| Request A:<br>Input to Annual Progress Review report<br>see section 2.1 | 1 October | 1 November |
| Request B:<br>Annual Workplan<br>see section 2.2 | 1 October | 1 November |
| Request C:<br>Inputs for Annual Report - "GWP in Action"<br>see section 2.3 | 15 December | 15 January |
| Request D:<br>Monthly Communication and Monitoring Reports<br>see section 2.4 | Monthly | Beginning of each month |
| Request E:<br>Quarterly Financial Reports<br>see section 2.5 | Quarterly | 20th day each of April, July, October and January |

# 2. Information provided by GWP entities

| Request A: Input to Annual Progress Review | A |
|---|---|

| | |
|---|---|
| **Responsible** | Regional coordinator in liaison with regional SC. You will work with the assistance of the GWPO Network Officer responsible for your Region. |
| **Deadline** | 1 November |
| **Purpose of M&E information** | The information requested is split in 5 sections:<br>• M&E 1: Annual Progress Markers Status<br>• M&E 2: Annual GWP Logframe Indicators Status<br>• M&E 3: Summary assessment of implementation of planned activities<br>• M&E 4: Overall Critical assessment<br>• M&E 5: Management & Governance Performance Self-Assessment<br>It is meant to be used for :<br>• Your own analysis of progress and learning, to be used as background/inputs for preparing your Workplan<br>• The production by GWPO of (i) the annual progress review and, (ii) the annual report. Both documents prepared for submission to the GWP Steering Committee and Financial support Group. |

### *2.1.1 Overall assessment of Progress Markers Status*

| | |
|---|---|
| **Section *M&E 1*** | Annual Progress Markers status report. |
| **Template used** | Excel spreadsheet provided separately. |

**TEMPLATE M&E 1 (illustrative view only):**

| NOTE: OC & PM nb to be harmonized | | | | | | | | PROGRESS MARKERS TO BE ADDRESSED BY GWP SYSTEM | MONITORING - OUTCOME JOURNAL | | | | MONITORI |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | / | / | / | / | / |
| | | | | | | | | | + | + | + | + | + |
| | | | | | | | | | ++ | ++ | ++ | ++ | ++ |
| AGENDA | OC | PM | wk 09 | wk 10 | wk 11 | wk 12 | wk 13 | Progress Markers | Nov-10 | Dec-11 | Nov-12 | Dec-13 | TODAY |
| CAF | 1.1 | 1.1.5 | x | | | | | Some development plans are reviewed to reflect an IWRM approach | | | | | 0 |
| CAF | 1.1 | 1.1.6 | | | | x | | Administrations in charge of water in Gabon and Chad coordinate other stakeholders have put in place country teams | / | / | | | / |
| CAF | 1.2 | 1.2.1 | | x | x | x | | The Government of Cameroon has adopted the situation analysis document and the IWRM action plan | / | / | | | / |
| CAF | 1.2 | 1.2.2 | | x | x | | | Governments of Congo, Central African Republic and Sao Tome and Principe have adopted their situation analysis documents | | | | | 0 |
| CAF | 1.2 | 1.2.3 | | x | | | | CICOS has a Strategic Action Plan (SAP) | ++ | ++ | | | ++ |
| CAF | 1.2 | 1.2.4 | | x | x | | | ECCAS Heads of States and Governments have adopted the new regional water policy document and its institutional framework | + | + | | | + |

*Explanation of the headings in the worksheets (Each line of the worksheet refers to a particular progress marker):*

| | |
|---|---|
| **AGENDA** | code of the region or global level |
| **OC** | reference number of the Outcome Challenge to which the Progress Marker is contributing; usually comes from the Work Programme |
| **PM** | reference number of the Progress Marker considered (the GWP database uses a continuous numbering system over the Strategy period) |
| **wkp** | A cross (X) indicates in which annual workplan the progress marker is mentioned |
| **Progress Markers** | Recorded description of the Progress Marker |
| **"Date"** | Appreciation of progress at the given "Date" on a three levels scale (see below) |
| **Comments "Date"** | Comments on the appreciation of the given "Date" |

*Three levels scale:*

| | |
|---|---|
| / | Something can be reported about the boundary actor, mostly in terms of connection / interest / participation to GWP activities (10%) |
| + | A change process is identified while not fully implemented; the discussion of the link to GWP activities is worth reporting (50%) |
| ++ | A significant change can be reported; the discussion of the different influences/ processes leading to this change is worth reporting, including the link to GWP activities (90%) |

**Elements on the TEMPLATE M&E 1:**

*General*

1. The whole set of templates for all GWP regions and global level (14 worksheets) is included in the Excel spreadsheet. You obviously need to work with the worksheet of your region only.
2. The structure of the template does not change from one year to the other; two sets of information are simply added every year: (i) The new Progress Markers mentioned in this year's workplan are added to the existing list; (ii) The assessment and comments made last year on the existing list are recorded, ensuring thus continuity of monitoring of the core set of Progress Markers across the years ;
3. You will note that the list of progress markers of a given region can be sorted in different ways: by OC number, by work-planning year etc. You may use what suits you best for filling the data and analysing (simply keep the integrity of the data while sorting)

*Instructions*

1. Try and assess all Progress Markers.
2. Put the letter "N" (Non relevant) as assessment in two specific cases: (i) if the PM is a duplicate (consolidated in another PM) or (ii) if nothing has ever been reported on this PM and you consider it should be terminated
3. If the PM is still relevant but nothing has changed since the last assessment (nothing to be reported): leave a blank as assessment
4. If a major change has happened which can be related to GWP activities and was not formulated as a PM at planning stage: add a new PM without numbering
5. There may be some inaccuracies in the recording (formulation of progress markers, link to Outcome Challenge); sorry in advance for that…; thanks for clarifying with your NO and correcting them!
6. **PLEASE DO NOT CHANGE THE FORMATS; AND DO NOT MERGE CELLS**

### 2.1.2 Overall assessment of GWP Logframe indicators

| | |
|---|---|
| **Section *M&E 2*** | Annual GWP Logframe Indicators status report. |
| **Template used** | Excel spreadsheet provided separately. |

**TEMPLATE M&E 2 (illustrative view only):**

| | A | B | C | D | E | F | G | H | I | J | K | L | M |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | | | | 2013 | | 2014 | | 2015 | | 2016 | | 2013 | |
| 2 | Agenda | NB | IND | Targets | Achieve. | Targets | Achieve. | Targets | Achieve. | Targets | Achieve. | Comments Targets | Comments Achieve. |
| 3 | CAC | I1 | Number of people benefiting from improved water resources planning and management | | | | | | | | | | |
| 4 | CAC | I2 | Total value of investment influenced which contributes to water security and climate resilience through improved WRM & water services | | | | | | | | | | |
| 5 | CAC | O1 | Number of policies, plans and strategies which integrate water security for climate resilience | | | | | | | | | | |
| 6 | CAC | O2 | Number of approved investment plans associated with policies, plans and strategies which integrate water security for climate resilience | | | | | | | | | | |
| 7 | CAC | O3 | Number of agreements/commitments on enhanced water security at transboundary/regional level influenced. | | | | | | | | | | |
| 8 | CAC | O4 | Number. of investment strategies supporting policies and plans which integrate water security for climate resilience | | | | | | | | | | |
| 9 | CAC | O5 | Number of enhanced legal frameworks / policies / strategies integrating water security and climate change facilitated by | | | | | | | | | | |
| 10 | CAC | O6 | Gender: Percentage of women and girls benefiting from interventions to improve water security (min %). | | | | | | | | | | |
| 11 | CAC | OT1.1 | Recognition of GWP contribution to the global debate measured by number of acknowledgments in official documents | | | | | | | | | | |
| 12 | CAC | OT1.2 | Number of regional organisations supported in developing agreements/commitments /investment options and tools that integrate water security and climate resilience | | | | | | | | | | |
| 13 | CAC | OT1.3 | Number of national organisations supported in developing legal frameworks / policies / strategies, sectoral and development plans- integrating water security and climate | | | | | | | | | | |
| 14 | CAC | OT1.4 | Number of organisations (all levels) supported in the development of investment strategies supporting policies and plans which integrate water security for climate | | | | | | | | | | |

*Explanation of the headings in the worksheets (Each line of the worksheet refers to a particular Logframe indicator):*

| | |
|---|---|
| **AGENDA** | code of the region or global level |
| **NB** | reference number of the Indicator |
| **IND** | Name of the Indicator |
| **Targets sets** | Numerical Targets set for the indicator in the Workplan of the year |
| **Achievements** | **Observed numerical achievements at the end of the year** |
| **Comments targets** | Brief reference to activities planned in the Workplan justifying the targets set |
| **Comments achievements** | **Brief explanations on achievements observed at the end of the year** |

**Elements on the TEMPLATE M&E 2:**

*General*

1. The whole set of templates for all GWP regions and global level (14 worksheets) is included in the Excel spreadsheet. You obviously need to work with the worksheet of your region only.
2. The structure of the template does not change from one year to the other; one set of information is simply added every year: (i) The assessment and comments made the previous year are recorded, ensuring thus continuity of monitoring across the years ;

*Instructions*

1. **PLEASE DO NOT CHANGE THE FORMATS; AND DO NOT MERGE CELLS**

### 2.1.3 *Summary assessment of implementation of planned activities*

| | |
|---|---|
| **Section *M&E 3*** | Summary assessment of implementation of planned activities |
| **Template used** | Summary table illustrated below |

**TEMPLATE M&E 3:**

| Planned activities (highlights only[6]) | Achievements to date |
|---|---|
| • Highlight 1 (as provided in your workplan last year) | • achievements 1 (write 0.5 page max) |
| • Highlight 2 (as provided in your workplan last year) | • achievements 2 (write 0.5 page max) |
| • Highlight 3 (as provided in your workplan last year) | • achievements 3 (write 0.5 page max) |
| • (Possibly 1 more) | • achievements |

### 2.1.4 *Overall Critical Assessment*

| | |
|---|---|
| **Section *M&E 4*** | Overall Critical assessment[7]. |
| **Template used** | Summary table illustrated below (1page max for the three bullets together) |

**TEMPLATE M&E 4:**

| Overall critical assessment |
|---|
| • Critical assessment of achievements as compared to plans for the year. |
| • Overall assessment of Strategy / Work Programme implementation so far |
| • Lessons learned and implications for the coming year. |

### 2.1.5 *Self-assessment on progress around critical GWP functions*

| | |
|---|---|
| **Section *M&E 5*** | Management & Governance Performance Self-assessment<br>It is proposed that the self-assessment process occur as part of the annual regional governance meetings, perhaps extending the duration of Steering Committee meetings or back-to-back to key regional events. It is understood that the Self-Assessment may or may not be available at the time of annual reporting. |
| **Template used** | Summary table illustrated below & companion note provided separately |

**TEMPLATE M&E 5:**

**GWP Region:**……

**Questionnaire prepared by:** …… **Date:** ……..

**Reviewed by:** …… **Date:** ……..

[6] This column is pre-filled with the information provided in last year's Workplan (see WPB 1)

[7] Builds on progress markers and activity implementation reporting above

| GWP Critical Functions | *How would you classify your performance? Or How each statement corresponds to reality in your RWP?* | | | Comments[8] |
|---|---|---|---|---|
| | Fair | Good | Excel. | |
| **1. Strategic Planning and programme implementation (including thematic issues)** | | | | |
| We submit to GWP Secretariat good quality annual work plans within deadlines. | | | | |
| We have mechanisms to involve GWP Partners in the region in the development of our annual work plan and budget. | | | | |
| We have an up to date record of work plans and budgets to ensure some level of continuity. | | | | |
| We monitor outcomes and the effectiveness of activities, and use the findings to feed into our annual planning processes. | | | | |
| Our annual planning builds on progress made through activities undertaken in previous years and actively follow up on opportunities generated by those activities. | | | | |
| Our region is actively supporting improved water governance processes (e.g. institutional reforms, legislative framework, etc) throughout the region. | | | | |
| The critical development challenges to water security identified in our region (e.g. climate change, growing urbanisation, food production, resource related conflict, etc) are duly considered in our annual work planning. | | | | |
| **2. Communication and Reporting** | | | | |
| Our RWP has a Communication Strategy/Plan. | | | | |
| We regularly and timely submit monthly reports to GWP Secretariat. | | | | |
| We submit good quality annual outcomes report within deadline. | | | | |
| We keep a record of regional and national processes, activities that may lead to outcomes. | | | | |
| We often update our website and monitor its use. | | | | |
| The press is invited to cover GWP events and publications. | | | | |
| We monitor media coverage on GWP in our region. | | | | |
| We give training to journalists and regularly share with them information on water related news and issues. | | | | |
| **3. Financial Management and Host Institution (HI) performance** | | | | |
| Our submission of accurate and timely financial reports is: | | | | |
| We secure timely audits. | | | | |
| We secure sufficient level of liquidity throughout the year. | | | | |
| We monitor our budget and liaise with the Network officer and HI whenever an amendment is required. | | | | |
| Our cooperation with the HI could be described as: | | | | |
| The service provided by our HI could be described as: | | | | |
| Our interaction with the GWPO Finance Team is: | | | | |
| Our (RWP Secretariat and HI's) support to the CWP to perform good financial reporting is: | | | | |
| The RWP SC oversees the HI performance. | | | | |
| **4. Network Governance** | | | | |

[8] If "fair": what is the reason why your performance is not considered "good"? What are you planning to do in order to improve performance? And/or what could be done to help you improve it?
If "good": please, define what you think is the determining factor(s) for your good performance.
If "excellent": what would you like to recommend to other RWPs and GWP Secretariat to do in order to improve their performance in this aspect?

| GWP Critical Functions | *How would you classify your performance? Or How each statement corresponds to reality in your RWP?* | | | Comments[8] |
|---|---|---|---|---|
| | Fair | Good | Excel. | |
| 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 e 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. | | | | |
| Reliability on the information in our partners database is: | | | | |
| 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. | | | | |
| **5. Knowledge sharing** | | | | |
| We contribute to the promotion of the ToolBox | | | | |
| We contribute to the enhancement of the Toolbox by submitting case studies and sharing relevant good quality documents that could be used throughout the Network. | | | | |
| Our RWP actively shares with GWP Partners in the region key documentation that could improve their WRM interventions. | | | | |
| Our RWP and CWP support the development of technical publications. | | | | |
| We monitor knowledge generation of GWP Partners in our region. | | | | |
| **6. Fund raising** | | | | |
| We have been very active engaging donors (mention estimate annual amount in "remarks") | | | | |
| We have developed and submitted proposals for funding. | | | | |
| Our success in raising funds could be considered: | | | | |
| Our success in engaging Partners to support our RWP and CWPs (in kind contributions) has been: | | | | |

| Request B: Annual Workplan | B |
|---|---|

| | |
|---|---|
| **Responsible** | Regional coordinator in liaison with regional SC. You will work with the assistance of the GWPO Network Officer responsible for your Region. |
| **Deadline** | 1 November |
| **Purpose of Workplan & Budget information** | The information requested is split into 3 sections:<br>• WPB 1: Context and Workplan Summary<br>• WPB 2: Detailed Workplan<br>• WPB 3: Annual target setting for GWP Logframe indicators<br>• WPB 3: Detailed Budget<br>It is meant to be used for :<br>• The production of your own Workplan<br>• The production by GWPO of the Annual Workplan and Budget document prepared for submission to the GWP Steering Committee and Financial Partners Group. |

### *2.1.6 Introduction and Workplan summary*

| | |
|---|---|
| **Section *WPB 1*** | Introduction and Workplan summary. |
| **Template used** | Summary table illustrated below |

**TEMPLATE WPB 1:**

| **Introduction: Water Management Context and Challenges** |
|---|
| Text (write 1 page max) |

| **Workplan summary (List main highlights only)** |
|---|
| • Highlight 1 (write short description: 1 to 3 sentences max) |
| • Highlight 2 (write short description: 1 to 3 sentences max) |
| • Highlight 3 (write short description: 1 to 3 sentences max) |
| • Highlight (possibly 1 more) |

### 2.1.7 Detailed Workplan

| | |
|---|---|
| **Section *WPB 2*** | Detailed Workplan |
| **Template used** | Summary tables illustrated below |

**TEMPLATE WPB 2:**

**Strategic Goal #1: Catalyse Change in Policy and Practice.** *This goal focuses on improving water resources management to help countries towards growth and water security emphasizing an integrated approach, good governance, appropriate infrastructure and sustainable financing.*

| From Outcome Challenges to Activities | | |
|---|---|---|
| **Outcome Challenge** | **Progress markers** – Describe the change in the boundary actors that you hope to see **over the next twelve months** if GWP is very successful. What will the boundary actors be doing differently? | **Action to be taken by GWP** – Specify what will be done, by whom, when and where. *[High level Output expected from activities: Facilitation packages for countries, regions and global level implemented and innovative, sustainable IWRM solutions demonstrated]* |
| OC #1 | (-) | (-) |
| OC #2 | (-) | (-) |
| OC #3 | (-) | (-) |
| OC #4 | (-) | (-) |
| OC #5 | (-) | (-) |
| OTHER? | (-) | (-) |

**Strategic Goal #2: Generate and Communicate Knowledge.** *This goal focuses on developing the capacity to share knowledge and to promote a dynamic communications culture, so as to support better water management.*

| From Outcome Challenges to Activities | | |
|---|---|---|
| **Outcome Challenge** | **Progress markers** – Describe the change in the boundary actors that you hope to see **over the next twelve months** if GWP is very successful. What will the boundary actors be doing differently? | **Action to be taken by GWP** – Specify what will be done, by whom, when and where. *[High level Output expected from activities: Knowledge and capacity developed and disseminated]* |
| OC #1 | (-) | (-) |
| OC #2 | (-) | (-) |
| OC #3 | (-) | (-) |
| OC #4 | (-) | (-) |
| OC #5 | (-) | (-) |
| OTHER? | (-) | (-) |

**Strategic Goal #3: Strengthen Partnerships.** *This goal focuses on enhancing the network's resilience and effectiveness through stronger partnerships, good governance, measuring performance to help learning and financial sustainability.*

| From Outcome Challenges to Activities |
|---|

| **Outcome Challenge** | **Progress markers** – Describe the change in the boundary actors that you hope to see **over the next twelve months** if GWP is very successful. What will the boundary actors be doing differently? | **Action to be taken by GWP** – Specify what will be done, by whom, when and where. *[High level Output expected from activities: An effective Global Action Network of partners sustained]* |
|---|---|---|
| OC #1 | (-) | (-) |
| OC #2 | (-) | (-) |
| OC #3 | (-) | (-) |
| OC #4 | (-) | (-) |
| OC #5 | (-) | (-) |
| OTHER? | (-) | (-) |

**Elements on the TEMPLATE WPB 2:**

- Ensure a clear logical flow from (i) Activities, contributing to achieve (ii) Progress Markers, which are goal posts along the way to achieving (iii) Outcome Challenges.
- To the extent possible, use the Outcome Challenges that were defined in your regional Work Programme and were already used in your workplans since the beginning of the Strategy period.
- If relevant, use the Progress Markers that were defined in your regional Work Programme; note that you have the option (if justified) to revise them and/or develop new ones for next year. Avoid having too many progress markers if possible.
- To the extent possible, ensure that the numbering for activities is consistent across the planning & budget documents

## How to deal with projects?

As said in introduction, the workplan of a GWP entity reflects an annual "portfolio overview" of its activities. These activities are developed through various processes and often packaged in the form of projects. The detailed description of projects is provided in the respective project documents. The full list of project activities / tasks should not be repeated in the GWP entity workplan document. A project can simply be referred to as 1 action line or 3 action lines (3 components under the 3 goals) in the GWP entity workplan document. In some cases, referring to the breakdown of the 3 components in Work Packages may also be an option.

### 2.1.8 *Annual targets for GWP Logframe indicators*

| | |
|---|---|
| **Section *WPB 3*** | Annual target setting for GWP Logframe indicators |
| **Template used** | Excel spreadsheet provided separately. |

**TEMPLATE WPB 3 (illustrative view only):**

| | A | B | C | D | E | F | G | H | I | J | K | L | M |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | | | | 2013 | | 2014 | | 2015 | | 2016 | | 2013 | |
| 2 | Agenda | NB | IND | Targets | Achieve. | Targets | Achieve. | Targets | Achieve. | Targets | Achieve. | Comments Targets | Comments Achieve. |
| 3 | CAC | I1 | Number of people benefiting from improved water resources planning and management | | | | | | | | | | |
| 4 | CAC | I2 | Total value of investment influenced which contributes to water security and climate resilience through improved WRM & water services | | | | | | | | | | |
| 5 | CAC | O1 | Number of policies, plans and strategies which integrate water security for climate resilience | | | | | | | | | | |
| 6 | CAC | O2 | Number of approved investment plans associated with policies, plans and strategies which integrate water security for climate resilience | | | | | | | | | | |
| 7 | CAC | O3 | Number of agreements/commitments on enhanced water security at transboundary/regional level influenced. | | | | | | | | | | |
| 8 | CAC | O4 | Number. of investment strategies supporting policies and plans which integrate water security for climate resilience | | | | | | | | | | |
| 9 | CAC | O5 | Number of enhanced legal frameworks / policies / strategies integrating water security and climate change facilitated by GWP | | | | | | | | | | |
| 10 | CAC | O6 | Gender: Percentage of women and girls benefiting from interventions to improve water security (min %). | | | | | | | | | | |
| 11 | CAC | O7 | Youth: Number of youth organizations involved in water resources decision making bodies. | | | | | | | | | | |
| 12 | CAC | OT1.1 | Recognition of GWP contribution to the global debate measured by number of acknowledgments in official documents | | | | | | | | | | |
| 13 | CAC | OT1.2 | Number of regional organisations supported in developing agreements/commitments /investment options and tools that integrate water security and climate resilience | | | | | | | | | | |
| 14 | CAC | OT1.3 | Number of national organisations supported in developing legal frameworks / policies / strategies, sectoral and development plans- integrating water security and climate | | | | | | | | | | |
| 15 | CAC | OT1.4 | Number of organisations (all levels) supported in the development of investment strategies supporting policies and plans which integrate water security for climate | | | | | | | | | | |

*Explanation of the headings in the worksheets (Each line of the worksheet refers to a particular Logframe indicator):*

| | |
|---|---|
| **AGENDA** | code of the region or global level |
| **NB** | reference number of the Indicator |
| **IND** | Name of the Indicator |
| **Targets sets** | **Numerical Targets set for the indicator in the Workplan of the year** |
| **Achievements** | Observed numerical achievements at the end of the year |
| **Comments targets** | **Brief reference to activities planned in the Workplan justifying the targets set** |
| **Comments achievements** | Brief explanations on achievements observed at the end of the year |

**Elements on the TEMPLATE M&E 2:**

*General*

1. The whole set of templates for all GWP regions and global level (14 worksheets) is included in the Excel spreadsheet. You obviously need to work with the worksheet of your region only.
2. The structure of the template does not change from one year to the other; one set of information is simply added every year: (i) The assessment and comments made the previous year are recorded, ensuring thus continuity of monitoring across the years ;

*Instructions*

1. **PLEASE DO NOT CHANGE THE FORMATS; AND DO NOT MERGE CELLS**

### 2.1.9 Detailed Budget

| Section *WPB 4* | Detailed Budget |
|---|---|
| **Template used** | Excel spreadsheet provided separately and companion document "Financial Guidelines" |

**TEMPLATE WPB 4 (illustrative view only):**

| 4. FUNDS NOT INCLUDED IN THE BUDGET (see bottom of budget for more details) | |
|---|---|
| Locally raised funds not secured 2012 | 250 |
| Expected in kind contributions 2012 | 12 |

| | EURO | | |
|---|---|---|---|
| | **Total Funds 1+2+3** | 1. GWP Core Budget | 3. Locally Raised Funds Secured |
| TOTAL SECURED FUNDING GOAL 1 - 4 | 275 | 200 | 75 |

| **Strategic Goal 1: To apply and implement IWRM principles and practices to support national development priorities** | **Total Funds 1+2+3** | 1. GWP Core Budget | 3. Locally Raised Funds Secured |
|---|---|---|---|
| *Outcome Challenge: Enabling policy environment for National IWRM plans* | | | |
| Activity 1 Support National IWRM policy dialogues | 24 | 24 | 0 |
| Activity 2 Awareness raising campaign | 16 | 16 | 0 |
| *Outcome Challenge: Capacity development for National IWRM plans* | | | |
| Activity 1 National trainings on IWRM | 32 | 32 | 0 |
| *Outcome Challenge: Fundraising for National IWRM plans* | | | |
| Activity 1 Fundraising | 8 | 8 | 0 |
| SUM STRATEGIC GOAL 1 | 80 | 80 | 0 |

**Elements on the TEMPLATE WPB 3: [To be updated-see financial guidelines]**

To the extent possible, ensure that the numbering for activities is consistent across the planning and budget documents.

**1. GWP Core Budget**; Core budget to be approved by GWPO Steering Committee. Estimated to be Euro xxx.
**2. Approved additional GWP Funds;** Additional funds requested from and approved by GWPO for a specific purpose during the year (e.g. ToolBox).
**3. Locally raised funds secured (regional & country level):** Funds raised locally by the Region will be part of the Budget only when the funds are secured by a signed agreement. The Region will need to request additional information from the CWPs in the region to ensure that locally raised funding secured at the country level are included in the locally raised funds for the region as a whole.

**FUNDS NOT INCLUDED IN THE BUDGET:**
Locally raised funds not yet secured as well as forecasted in kind contributions are noted for information.
Donor and amount could preferably be noted in the space provided in the last part of the sheet.

**RUNNING COSTS SECRETARIAT (REGION AND COUNTRY) Please use the budget lines under Goal 3**
Meetings are activities and should be included under Goal 3 (not in running costs) in respect to: Regional Steering Committee/Council Meetings; Annual Consulting Partners Meeting; Regional Partners Meeting
Include bank interest received under financial costs. Bank interest received will be considered negative expenditure in order to offset bank charges, much in the same way that we offset foreign currency losses with foreign currency gains.

**ACTUAL BY QUARTER:**
The budget template is to be used for the quarterly expenditure reports. The Q report columns are currently hidden in the Budget template

| Request C: Inputs to GWP Annual Report - *GWP in Action* | C |
|---|---|

| | |
|---|---|
| **Responsible** | Regional coordinator. You will work with the assistance of the GWPO Network Officer responsible for your Region. |
| **Deadline** | 15 January |
| **Purpose of M&E information** | The information requested is meant to be used for :<br>• The production by GWPO of the GWP Annual Report |

### *2.1.10 Documentation of significant Outcomes*

| | |
|---|---|
| **Section *M&E 6*** | Selection of most significant outcomes of the previous year for the Annual report. The narrative should include a presentation of detailed background and context information. Relevant images and additional information may be added. |
| **Template used** | Summary template & guidelines illustrated below (2011) |

**GWP [Region] [YEAR]**
**Submission to GWP in Action [YEAR] Annual Report**

*You do not have to use this template but please follow its guidelines.*

*Prepared by:*

*Date:*
*(Please complete by 15/01/**[YEAR]**)*

---

Note: Please provide 4-5 outcomes that occurred in **[YEAR]**. The activities that contributed may have occurred prior to **[YEAR]**, but the actual outcomes must be in **[YEAR]**. An outcome is a change in the behaviour, relationship, and/or actions of boundary actors that can be reasonably linked to the activities and outputs of GWP.

If you report on a meeting or forum or dialogue, the reader needs to know *what difference it made*, not just what the recommendations were. If you say something was 'facilitated', we need to know what specific activities constituted 'facilitation' and which outcomes can be plausibly linked to this facilitation (which should be possible if you answer the questions below).

Recognizing that donors are increasingly seeking 'value for money', please give numbers, if possible, e.g.: (1) how many people can we credibly claim have benefitted (or will benefit) from this outcome? (2) has this outcome leveraged funds for the water sector ? (3) is there some other value-added, e.g., a decrease in disease? Increased access to water? Water savings that can be measured?, etc.

---

*Outcome*
*(Who or what changed? What is the significance of the change? "So what?")*

*What strategic goal in your region does this outcome relate to?*

*Description of the change process*
*(Why did the change happen?)*

*Contributing factors, actors, and background*
*(Who or what contributed to the change? What was GWP's role?)*

*Lessons learned*
*(can be positive and negative, based on the barriers and challenges faced)*

*Other information—web links to reports, news items, images, etc.:*

*People we can interview (email and telephone numbers)—It is one thing for us to say what we've achieved but far more impact when one of our stakeholders says it:*

## Request D: Monthly Communication & Monitoring Reports

**D**

| | |
|---|---|
| **Responsible** | Regional coordinator & regional Communication Officer |
| **Deadline** | 1st Monday of each Month |
| **Purpose of information** | The information requested is meant to be used for :<br>• Communication:<br>  ○ The region's reporting and communications materials<br>  ○ The production of NewsFlow, GWPO's electronic newsletter<br>• Monitoring:<br>  ○ The region's regular monitoring of progress and learning, in particular: background/inputs for preparing annual monitoring reports<br>  ○ The maintenance by GWPO of (i) the monthly reports database which records all the information items submitted (not only those published in NewsFlow) (ii) the governance outcome database, which records the key outcomes submitted. |

### *2.1.11 Recording of the Work Programme Information: Narrative*

| | |
|---|---|
| **Section *M&E 7*** | Account of monthly activities, news, events & outcomes |
| **Template used** | Summary guidelines below |

We ask for the following **information items** (Please **number** the items in your report and start the narrative by a brief **headline** capturing the essence of the information).

1 **ACTIVITIES or OUTPUTS.** A selection of GWP actions or products (usually from your workplan) that are expected to contribute to producing Outcomes at a later stage, for example:
- products (publications, conference papers)
- capacity building, awareness raising (training workshop, seminars, campaigns…)
- facilitation of processes (dialogues, consultation with stakeholders)

2 **OUTCOMES.** Ultimately, GWP exists to bring about change in the management of water resources. These changes, called Outcomes, are significant changes in the water sector that can be plausibly linked to GWP activities and outputs. The Monthly Narrative Report gives you the opportunity to reflect if any Outcomes occurred since your last report. You should not expect to observe such changes every month, but when you do, please report them even if the plausibly linked activities took place months ago. If anticipated, these Outcomes may already be described in current or past workplans (in the form of Progress Markers or Outcome Challenges).Of particular interest are Key Water Governance Outcomes relating to significant changes in water governance systems. These changes can be related to a governance area listed in the GWP ToolBox and it is important for GWP monitoring to record them as such (see below).

3 **NEWS** that increased the visibility or enhanced the reputation of GWP.

4 **COMING EVENTS** that the GWP Network should be aware of.

5 **PHOTOS** are most welcome.

### *2.1.12 "Analysis Table" of the Work Programme Information*

Use the numbering of your information items (from the narrative) and fill in as much as possible the table below UPDATE: LINK TO PROJECT

| PART A) FOR ALL INFORMATION ITEMS (Except News and Coming Events) ←---→ | | | | | | | | | PART B) FOR INFORMATION ITEMS RELATING TO WATER GOVERNANCE OUTCOMES ONLY ←---→ | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Information item NB & Title | Location | Key Partner Organizations involved | Estimate of the nb of people concerned | Public References /Media | Estimate of related GWP costs | Thematic area | Type of Activity / Output | | Connection to ToolBox Area A1.01 to C9.05 | Estimate of investment leveraged | Estimated nb of beneficiaries (people impacted) | Estimate of the value added |
| 1. Headline | | | | | | | | | | | | |
| 2.Headline | | | | | | | | | | | | |
| 3.Headline | | | | | | | | | | | | |
| 4.Headline | | | | | | | | | | | | |
| 5.Headline | | | | | | | | | | | | |
| 6.Headline | | | | | | | | | | | | |
| 7.Headline | | | | | | | | | | | | |
| 8.Headline | | | | | | | | | | | | |
| 9.Headline | | | | | | | | | | | | |
| 10.Headline | | | | | | | | | | | | |
| … | | | | | | | | | | | | |

**Succinct guidelines for filling the "analysis table":**

***PART A)***
***Elements for Monitoring GWP Outputs:***
For all information items reported (except news and coming events), the following data should be provided:

***PART B)***
***Elements for Monitoring GWP Outcomes:***
Some information items go beyond the description of activities / outputs and refer to Key Water Governance Outcomes (not expected every month); for these information items only, the following additional data should be provided:

| Information item NB | Location | Key Partner Organizations involved | Estimate of the nb of people concerned | Public References / Media | Estimate of related GWP costs | Thematic area | Type of Activity / Output | Connection to ToolBox Area A1.01 to C9.05 | Estimate of investment leveraged | Estimated nb of beneficiaries (people impacted) | Estimate of the value added |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Definition** | Country, Basin, region, City. Mention if GWP "demonstration project" | Beneficiary institutions or implementing partners or allies | Estimated nb of people targeted by / involved in the activity (i.e. nb of people involved in a training course) | List of available supporting references. In particular media features & publications | *Optional*; expected in case of discrete activity e.g. Workshop, Training etc | -Climate<br>-food<br>-urbanization<br>-environmt<br>-energy<br>-other | -Facilitation of process<br>-Capacity building<br>-Awareness raising<br>-Knowledge product<br>-Meetings | Governance area impacted (see assessment grid in annex), i.e., B1.02: reform of Transboundary organization | e.g., budgetary allocation; related investments committed (when possible- see assessment grid in annex) | e.g., nb of people living in a basin where new basin entity is established. Gender disaggregated | Est. of socio-economic or environmental value added by the outcome (when possible- see assessment grid in annex) |
| **Example** Research leads to increase in W&S budget | El Salvador | *Implementers:* Three El Salvadoran water networks: GWP El Salvador, the Network of Water and Sanitation of El Salvador (RASES) and Foro del Agua. *Influenced:* ANDA, MARN | Findings presented at forum attended by 175 people from national institutions and meetings with National Authority for Water and Sewerage | Two press conferences and radio interviews | < 3000 Euro | Water supply and sanitation | Knowledge management (Research study) | Infrastructure Investment plan. C2.05 | Allocation of USD 30 million for investment in water management | ? | ? |

## Request E: Quarterly Financial and Narrative[9] Reports

**E**

| | |
|---|---|
| **Responsible** | Host Institutional liaison with the Regional Coordinator (financial)<br>Project Manager in liaison with Regional Financial Officer (narrative) |
| **Deadline** | Quarterly |
| **Purpose of information** | The information requested is meant to be used for :<br>• Finance:<br>○ financial monitoring<br>○ audit<br>○ Annual Financial Report<br>• Monitoring:<br>○ project progress monitoring (assessment of achieved vs. planned activities) in relation to financial expenditure at the project level |

### *2.1.13 Routine recording of financial Information*

| | |
|---|---|
| **Section *M&E 8*** | Account of expenditures against budget |
| **Template used** | Excel sheet provided separately and companion document "Financial Guidelines" |

[Template provided within the annual budget Excel spreadsheet WPB3]

### *2.1.14 Project progress monitoring*

| | |
|---|---|
| **Section *M&E 9*** | Narrative account of project level progress against planned activities |
| **Template used** | Excel sheet provided separately. |

Template #.# - *[Yet to be formally adopted]*

Global Water Partnership

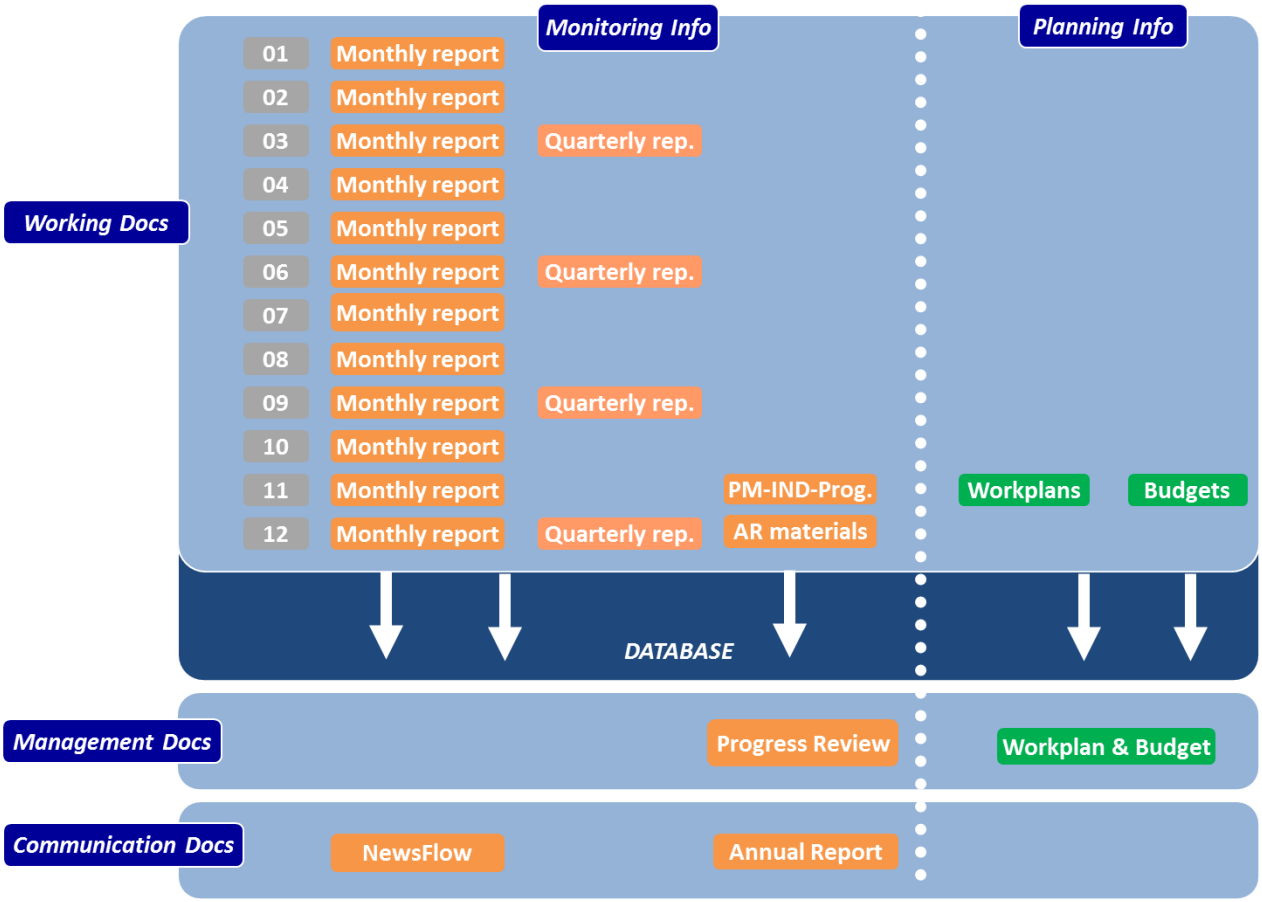
**Water & Climate Project**
**Quarterly Progress Update**

| GWP [Region] | BUDGET 2014 | Forecast budget Q1 | Expenditures Q1 | Details *(brief explanation of achievements as compared to plans in the context of expenditure by individual Outcome Challenge/Work Package)* | Forecast budget Q2 | Expenditures Q2 | Details *(brief explanation of achievements as compared to plans in the context of expenditure by individual Outcome Challenge/Work Package)* |
|---|---|---|---|---|---|---|---|
| Goal 1 – Catalyse change in policy and practice | | | | | | | |
| *Outcome Challenge/ Work Package 1* | | | Select | | | Select | |
| *Outcome Challenge/ Work Package 2* | | | Select | | | Select | |
| *Outcome Challenge/ Work Package 3* | | | Select | | | Select | |
| *Outcome Challenge/ Work Package 4* | | | Select | | | Select | |
| *Outcome Challenge/ Work Package 5* | | | Select | | | Select | |
| Goal 2 – Generate and communicate knowledge | | | | | | | |
| *Outcome Challenge/ Work Package 6* | | | Select | | | Select | |
| *Outcome Challenge/ Work Package 7* | | | Select | | | Select | |
| Goal 3 – Strengthen partnerships | | | | | | | |
| *Outcome Challenge/ Work Package 8* | | | Select | | | Select | |
| | | | | Critical assessment of overall achievements as compared to plans including lessons learned and implications for the remainder of the year | | | Critical assessment of overall achievements as compared to plans including lessons learned and implications for the remainder of the year |

[9] Narrative Quarterly reports are used at the project level only. They assess achieved versus planned activities; challenges and lessons learned.

# 3. Work Programme Management Documents

A list of the main GWP documents relating to planning and monitoring is summarized in the figure below.




**Working documents** contain the information collected from the various GWP entities.

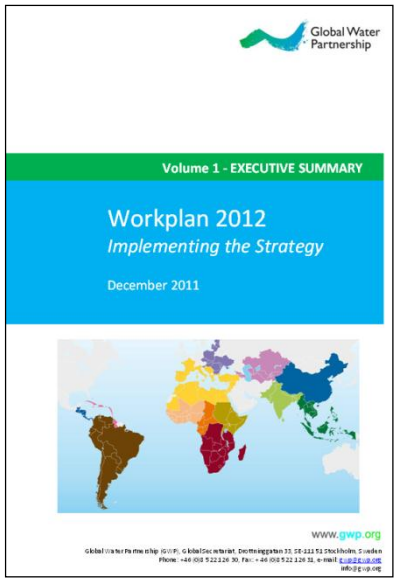
The basic information provided in the workplans and through the various reporting mechanisms is managed through the *GWP Program Information System*. This information has been standardised, indexed and compiled in a *Program Management Database*. The database allows the production of **Summary Reports** presenting the information in a standardized format by regions or by themes (see illustrative table of contents below).

Two main **Management Documents** are produced: Progress Review and Workplan. The Annual Report and Newsflow are the two main **Communication** outlets. These Documents are important to maintain and develop GWP's reputation and visibility.

The table of contents of the management documents are provided hereafter.

## Table of contents of GWP Workplan documents

***Workplan Volume 1: Executive Summary***





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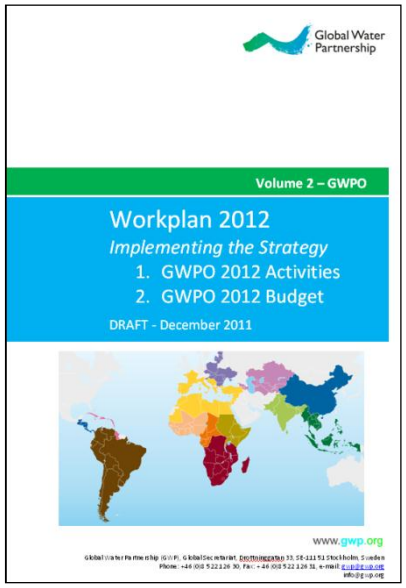



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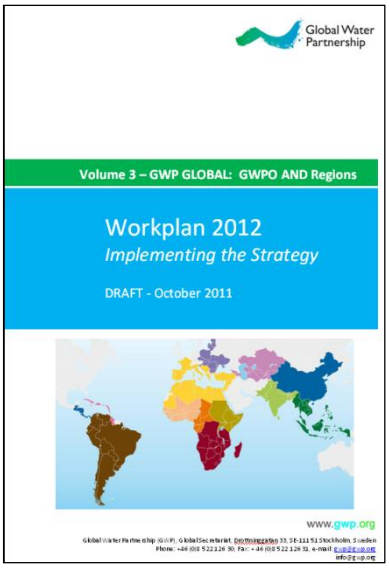
## *Workplan Volume 3: GWP Global*

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# 4. Annex A Background on GWP Work Programme

GWP Work Programme is currently developed within the framework of the GWP Strategy [10]. It is implemented through a Global Secretariat, a Global Technical Committee and 13 Regional Water Partnerships (further decentralized into Country Water Partnerships)[11].

A summary presentation of the content of GWP Strategy, GWP Work Programme and GWP delivery mechanisms is provided below.

## GWP Strategy

### *4.1.1 A results chain across 3 strategic goals – GWP's "theory of change"*

The GWP Strategy has been developed on the basis of a *theory of change* with 3 well defined goals that were developed in consultation with stakeholders across the Network. The Strategy also highlights 6 main thematic impact areas. This is illustrated in the diagram below.

**Figure: GWP Strategy – Towards 2020**

The results derived from goals 1 and 2 are achievable in a sustainable and cost-effective manner only through Goal 3 – an effective network. This broad multi-stakeholder network enables knowledge to be generated and communicated globally, regionally and at country level (Goal 2) and facilitates the use of

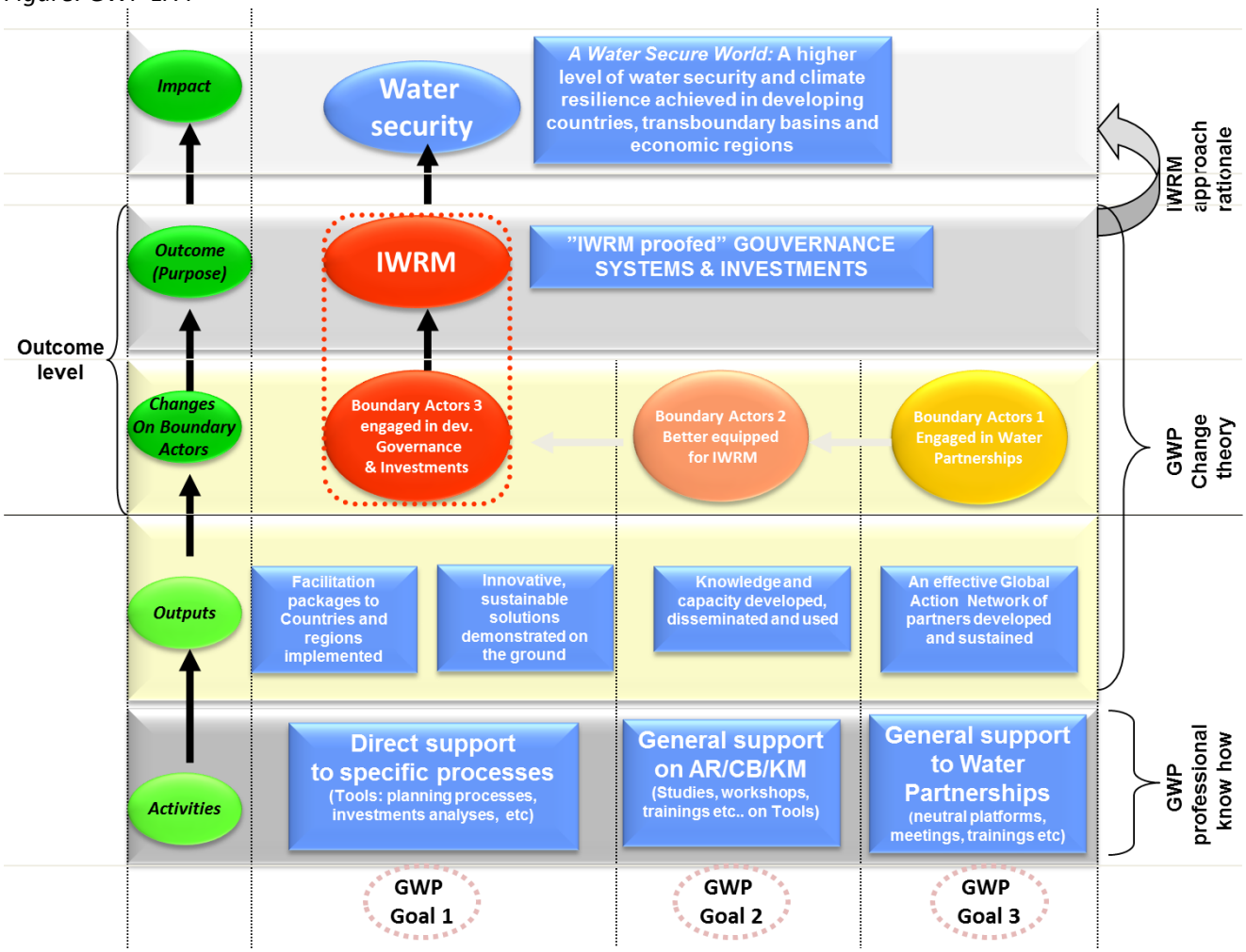
[10] See GWP Strategy
[11] See GWP Corporate Documents for further information on Organization & Governance

available human and financial resources to help countries develop and implement their strategies and plans as a basis for investments (Goal 1). The corresponding Value chain is illustrated in the table below.

| | Description of Outcome Challenges by Goals | Value added at different stages leading to real impact |
|---|---|---|
| **Goal 3** | **Actors** work as "partners" in a network mode | Contribution of **networking arrangements** to Impact (via Goal 1 mostly) |
| **Goal 2** | **Actors** participate to and benefit from awareness raising, knowledge sharing, capacity building activities on IWRM | Contribution of **awareness raising, capacity building, knowledge sharing activities on IWRM** to Impact (via Goal 1 mostly) |
| **Goal 1** | **Actors** reform their water governance system towards IWRM (working on one or several "**change area**" such as items listed in the ToolBox structure) | Contribution of **IWRM oriented water governance** to Impact |
| **Impact** | **Actors** work within the (IWRM oriented) governance system to address concrete water related problems affecting directly beneficiaries. | **Real Impact on beneficiaries** |

The links between the various elements contributing to delivering results envisioned in the Strategy are reflected in the logical framework presented below.

*Figure: GWP LFA*



### 4.1.2 A global & decentralized ambition

**GWP** works globally as well as in 13 regions each having **their own agendas and priorities**.

## GWP Work Programme

The Work Programme for achieving the 3 strategic goals is spelled out in:

- One **global Work Programme**, addressing the needs and priorities of the global agenda
- Thirteen **regional Work Programmes** addressing the needs and priorities of the regional agenda in each of the thirteen regions where the GWP network is active

The consolidation of these 14 Work Programmes forms the **GWP Work Programme.**

### 4.1.3 Targeting Change via Boundary Actors

All GWP activities are geared towards fostering changes via well identified **Boundary Actors**. The comprehensive list of changes GWP would like to see happening at global and regional level during the Strategy period is provided in the GWP Work Programme in the form of "Outcome Challenges". These Outcome Challenges have been decomposed for the global and regional agendas in smaller goal posts to be reached along the way: the GWP Progress Markers. These Progress Markers are monitored every year and updated at the annual planning stage.

There is a great diversity of **Boundary Actors**: Governments, RBOs, Research organizations, NGOs, Funding agencies etc. Similarly, the **change areas** targeted cover the wide array of the water governance spectrum.

### 4.1.4 Typical Activities

GWP activities can be structured along two dimensions: thematic areas addressed and types of intervention.

Thematic focus areas listed in GWP Strategy:

| | |
|---|---|
| **T 1** | Food and Water Security |
| **T 2** | Energy and Water Security |
| **T 3** | Ecosystems and Water Security |
| **T 4** | Urbanisation and Water Security |
| **T 5** | Transboundary Waters |
| **T 6** | Climate Resilience |

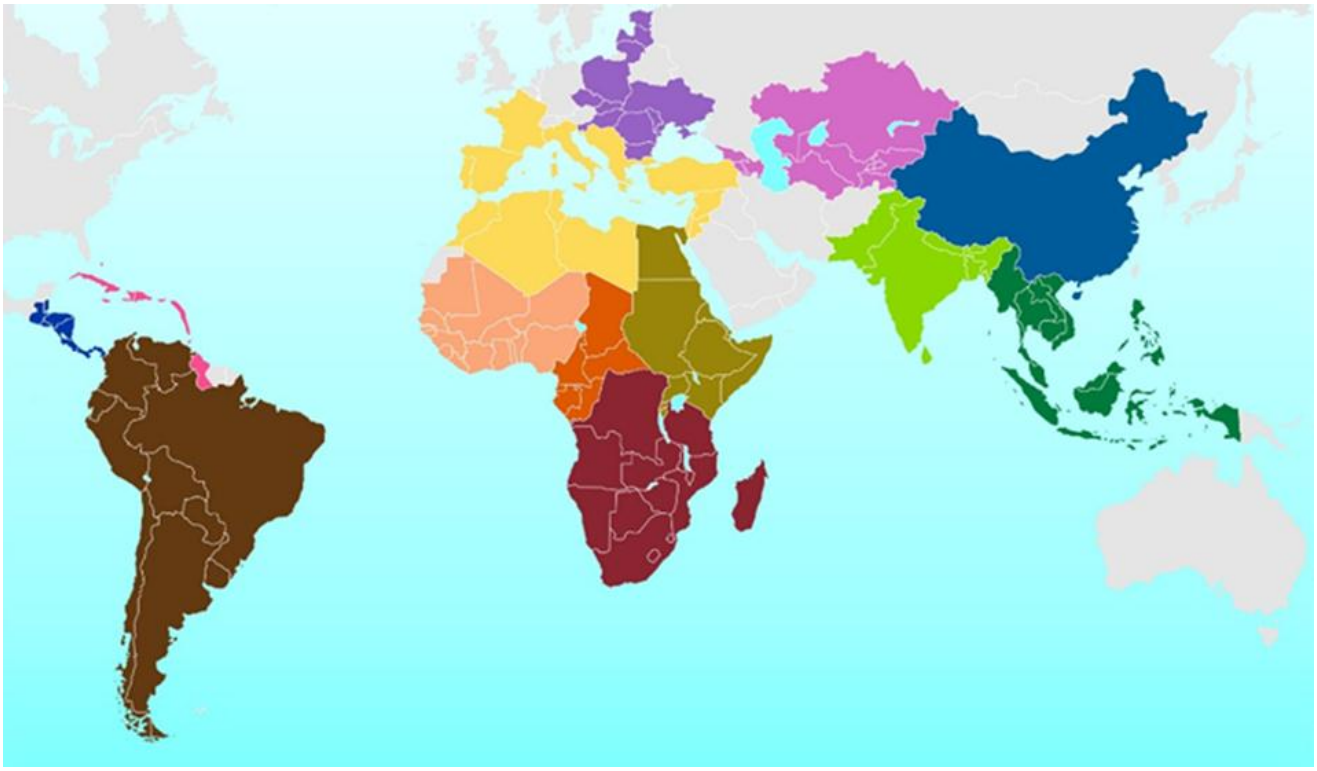
***"Types"* of activities** referring to GWP know-how:

| |
|---|
| **1:** Support to Regional and Transboundary cooperation |
| **2:** Support to National development and Sector Plans |
| **3:** Support to Investments development |
| **4:** Project Preparation and Financing |
| **5:** Demonstration Projects |
| **6:** Capacity Development |
| **7:** Knowledge and awareness |
| **8:** Governance and Fundraising |

## GWP Delivery Mechanisms

### *4.1.5 GWP Network*

The GWP network is organized around the GWPO (Secretariat and TEC), 13 RWPs and 80 CWPs[12]

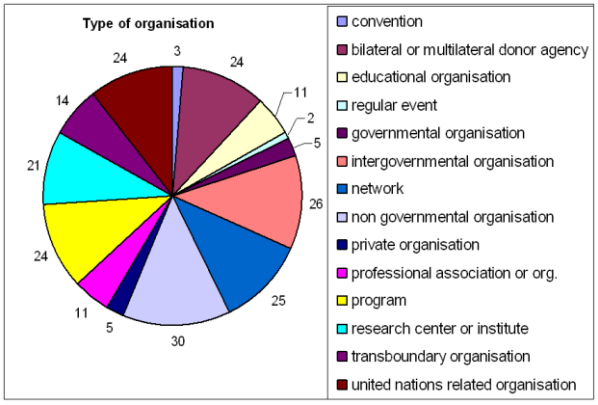


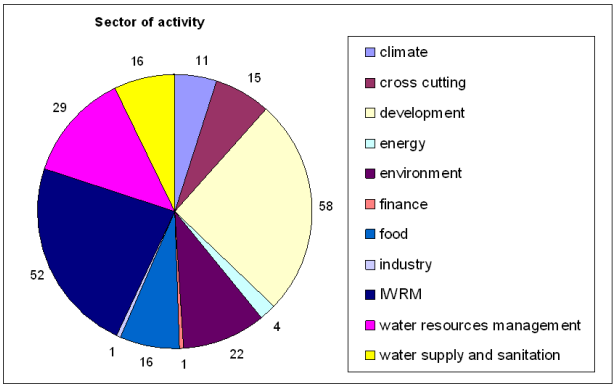
[12] See description in Strategy and other documents

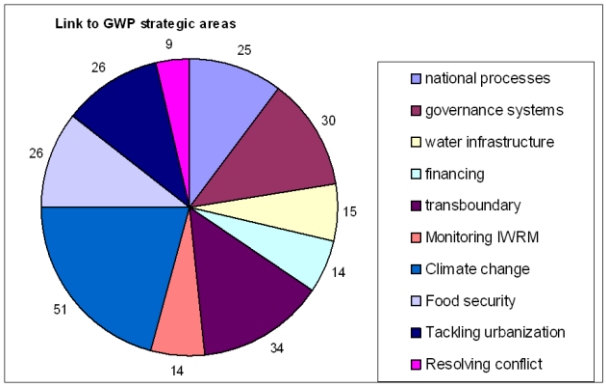
### 4.1.6 GWP Allies

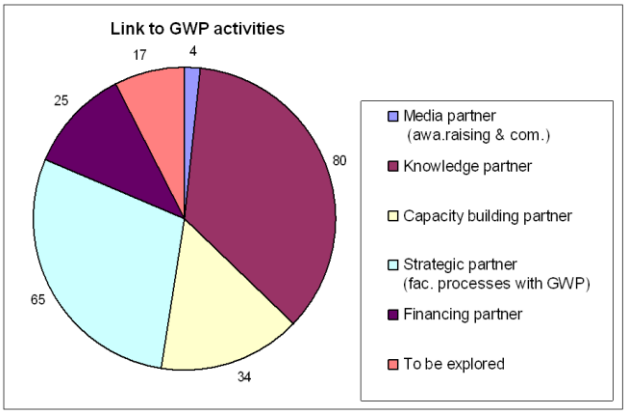
GWP is intervening in 13 regions and globally with a wide array of allies.

*Basic statistics on GWP allies from GWP Strategy and regional Work Programme*



# 5. Annex B GWP Simplified Results Framework

### GWP simplified Results Framework

## GWP Impact

GWP impact lies in the **socio-economic and environmental benefits** derived from better water resources governance & management in the countries and regions where GWP is active.

| LFA level | Description | | Indicators |
|---|---|---|---|
| Impact | A Water Secure World: **A higher level of water security and climate resilience achieved in developing countries, transboundary basins and economic regions** | I1 | Number of **people** benefiting from improved water resources planning and management |
| | | I2 | Total **value of investment** influenced which contributes to water security and climate resilience through improved WRM & water services |

## GWP Key Water Governance Outcomes

GWP main Outcomes lie in the **governance improvements** introduced by actors at all levels where GWP is active. These governance improvements are called hereafter GWP Key Water Governance Outcomes and occur in "change areas" which cover the wide array of the water governance spectrum. A comprehensive classification of these "change areas" and related Integrated Water Resources Management (IWRM) tools has been developed by GWP, as reflected in the GWP ToolBox classification structure (ref. www.gwptoolbox.org) organised in three main clusters:

A. The **enabling environment** (policies, legal frameworks)
B. The **institutional arrangements**; and
C. The **management instruments** for sharing data/information, assessing, planning, negotiating, cooperating, regulating and financing management and development.

Those are the areas where changes are happening on the ground via the actors of the water sector benefiting from GWP interventions. Each GWP entity applies the Outcome Mapping approach to identify the key boundary actors to influence in order to have a chance to foster these changes. The way GWP would like to see these boundary actors influenced is articulated via "Outcome challenges".

| LFA level | Description | | Indicators |
|---|---|---|---|
| **Outcome** | **Sustainable development and management of water resources at all levels** | | ***Series of indicators recording changes in Water Governance influenced by GWP, following ToolBox structure*** |
| | | | # Number of **Enabling Environment elements** influenced<br># Number of **Institutional Arrangements** influenced<br># Number of **Management Instruments** influenced |
| | | | ***<u>More specifically</u>: 6 Indicators followed closely, including Targets*** |
| | | **O1** | Number of **policies, plans and strategies** which integrate water security for climate resilience |
| | | **O2** | Number of **approved investment plans** associated with policies, plans and strategies which integrate water security for climate resilience |
| | | **O3** | Number of **agreements/commitments** on enhanced water security at transboundary/regional level influenced. |
| | | **O4** | Number. of **investment strategies** supporting policies and plans which integrate water security for climate resilience |
| | | **O5** | Number of enhanced **legal frameworks / policies / strategies** integrating water security and climate change facilitated by GWP |
| | | **O6** | Gender: **Percentage of women and girls** benefiting from interventions to improve water security (min %). |
| | | **O7** | Youth: **Number of youth organisations** involved in water resources decision making bodies. |
| **Outcome Challenges Goal 1** | **Boundary actors ensure that water is a key part of sustainable development** | **OC1.n** | *Set of Outcome Challenges defined in the Work Programme of each GWP entity (incl. Progress Markers as Goal Posts)* |
| **Outcome Challenges Goal 2** | **Boundary Actors use increased knowledge & communication capacity** | **OC2.n** | *Set of Outcome Challenges defined in the Work Programme of each GWP entity (incl. Progress Markers as Goal Posts)* |
| **Outcome Challenges Goal 3** | **Boundary Actors use increased networking capacity** | **OC3.n** | *Set of Outcome Challenges defined in the Work Programme of each GWP entity (incl. Progress Markers as Goal Posts)* |

## GWP Outputs

GWP outputs lie in **the services and products** delivered by the GWP network which foster sustainable governance improvements of the water systems (via influenced boundary actors).

| LFA level | Description | | Indicators |
|---|---|---|---|
| Output 1 | **Facilitation packages for countries, regions and global level implemented, incl. innovative, sustainable IWRM solutions demonstrated** | OT1.1 | Recognition of GWP contribution to the global debate measured by number of **acknowledgments in official documents** |
| | | OT1.2 | Number of **regional organisations** supported in developing agreements/commitments /investment options and tools that integrate water security and climate resilience |
| | | OT1.3 | Number of **national organisations** supported in developing legal frameworks / policies / strategies, sectoral and development plans- integrating water security and climate resilience |
| | | OT1.4 | Number of **organisations (all levels)** supported in the development of investment strategies supporting policies and plans which integrate water security for climate resilience |
| | | OT1.5 | Number of **countries** supported in the development of capacity and projects to access climate and climate-related finance to improve water security. |
| | | OT1.6 | Number of **demonstration projects** undertaken for which innovation has been demonstrated |
| | | OT1.7 | Number of **documents** produced outlining the lessons from GWP demonstration projects and a plan for replicating solutions |
| | | OT1.8 | Number of **beneficiaries** supported in demonstration projects on water security and climate resilience undertaken |
| Output 2 | **Knowledge and capacity developed, disseminated and used** | OT2.1 | Number of **government institutions/other stakeholders** with demonstrably enhanced capacity to integrate water security and climate change in the design and implementation of policies, plans & projects |
| | | OT2.2 | Number of **south-south lesson learning & knowledge** transfers initiatives with commitments for concrete follow up |
| | | OT2.3 | Number of **media features** on climate change and water security linked to the Water Security Programme. All media including radio, television, print, internet. |
| | | OT2.4 | Number of **publications, knowledge products** (including strategic messages) and tools for water security & climate resilience developed and disseminated |
| | | OT2.5 | **User satisfaction** across knowledge products and services produced, managed and disseminated by GWP. |
| | | OT2.6 | Number of **joint global/regional activities** by GWP and WPP on climate change and water security which lead to demonstrable follow-up actions. |
| Output 3 | **An effective Global Action Network of partners sustained** | OT3.1 | Implementation of **Results Framework & associated M&E** across the GWP network. |
| | | OT3.2 | Increased **financial performance** across all Regional and Country Water Partnerships. |

## Detailed description of GWP Results Framework indicators

# GWP impact

***Overall impact:*** *A Water Secure World: A higher level of water security and climate resilience achieved in developing countries, transboundary basins and economic regions*

| **Impact 1 (I1) – Quality of life** | |
|---|---|
| **Indicator** | **Number of people benefiting from improved water resources planning and management** |
| **Purpose** | **To measure tangible improvements in the quality of life among target populations attributed to water management** |
| Unit of measurement | Number of people |
| Examples of contributing results *(as influenced by GWP activities)* | Results which demonstrate conclusive change in the wellbeing of people as a consequence of water management interventions, such as:<br>- Flood defence scheme that provides protection to X number of people<br>- Construction and management of urban sanitation system that reduces the risk of disease among a population of X<br>- Drought tolerant crops adopted by X number of farmers<br>- Etc.<br>Note: Results that *may lead to* tangible benefits, such as planning documents, commitment of funds and provision of tools, are not relevant for this indicator |
| **Data collection** | |
| Method & sources | - Direct: GWP internal reporting system<br>- Indirect: Secondary data from national and international development reports (e.g. WHO JMP, World Bank, OECD, national monitoring programmes, etc.) |
| Timing & frequency | The target is set for 2018 with indicative assessments provided at 2 year intervals |
| Monitoring responsibility | - GWP RWPs in liaison with CWPs<br>- GWPO |
| **Other** | |
| Limitations | Secondary data collection sources – It is challenging to measure, attribute and verify the link between GWP-related activities and outputs to impacts resulting from implementation of activities, outputs, outcomes and investments by others |
| Proxy | - Number of incidences of water borne disease<br>- % water supply coverage<br>- % sanitation coverage<br>- Flood/drought risk vulnerability status<br>- Etc. |

| **Impact 2 (I2) – Investment** | |
|---|---|
| **Indicator** | **Total value of investment influenced which contributes to water security and climate resilience through improved WRM & water services** |
| **Purpose** | **To measure expenditure (public, private, donor) contributing to water security and climate resilience that has been directly and indirectly influenced by GWP activities** |
| Unit of measurement | US $ |
| Examples of contributing results *(as influenced by GWP activities)* | Results which record implemented investment, such as:<br>- XX $ of national funds invested in identified strategic water security priorities<br>- XX $ of private capital invested in water service delivery<br>- XX $ from X climate funding mechanism invested in no/low regret initiative<br>- Etc.<br>Note: Results that *may lead to* investments in water security and climate resilience, such as committed development funds and approved allocation of project budgets, are not relevant for this indicator. |
| **Data collection** | |
| Method & sources | - Direct: GWP internal reporting system<br>- Indirect: IFI reports and national investment monitoring reports |
| Timing & frequency | 2016 & 2019 |
| Monitoring responsibility | - GWP RWPs in liaison with CWPs<br>- GWPO |
| **Other** | |
| Limitations | Difficulty of attributing specific investments to the broader GWP contribution. This limitation can be reduced by GWP monitoring individual countries where programmes targeted specifically at financing and investment have been implemented |
| Proxy | - Completion rates of water infrastructure projects<br>- Achievement of national and/or local water resources planning targets |

# GWP Key Water Governance Outcomes

***Overall outcome:*** *Sustainable development and management of water resources at all levels*

| **Outcome 1 (O1) – Policy & strategic planning** | |
|---|---|
| **Indicator** | **Number of policies, plans and strategies which integrate water security for climate resilience** |
| **Purpose** | **To measure the extent to which water security and climate resilience needs have been integrated within government policy and strategic planning frameworks at regional, national and subnational level** |
| Unit of measurement | Number of policies, plans and/or strategies |
| Examples of contributing results *(as influenced by GWP activities)* | Results which demonstrate that **water security and climate resilience principles have been formally recognised** (i.e. listed as a planning requirement, recommendation, or similar) within official government (regional, national, subnational) documentation, for example:<br>- Water security and climate resilience included as criteria for making investment decisions in national development planning system<br>- Water security solutions and initiatives included as part of a local development plan<br>- Water resource management objectives, indicators and targets included within a national strategy on sustainable growth<br>- Climate adaptation highlighted as a priority area in revised policy on land development<br>- Etc.<br>Note: Policy and strategic planning documents that, for example, highlight climate change as a future threat but which do not *address the issue* through concrete policy recommendations, identified climate resilient solutions, etc. are less relevant for this indicator. |
| **Data collection** | |
| Method & sources | - Direct: GWP internal reporting system<br>- Indirect: UN-Water Survey Report |
| Timing & frequency | Annual |
| Monitoring responsibility | - GWP RWPs in liaison with CWPs<br>- GWPO |
| **Other** | |
| Limitations | Although specific policies, plans and strategies can be easily identified, it is a challenge to measure, attribute and verify GWP-related activities and outputs to activities and investments by others. |
| Proxy | |

| Outcome 2 (O2) – Financial commitment | |
|---|---|
| **Indicator** | **Number of approved investment plans associated with policies, plans and strategies which integrate water security for climate resilience** |
| **Purpose** | **To measure the extent to which funds have been secured for the implementation of water security and climate resilience interventions** |
| Unit of measurement | Number of investment plans at regional, national and/or subnational level |
| Examples of contributing results *(as influenced by GWP activities)* | Results which demonstrate the **formal commitment of funds** for the implementation of water security and climate resilience interventions, such as:<br>- XX US $ assigned to selected water security measures included in national budget<br>- Signed-off budget in local development plan to enable the incorporation of climate resilience measures into planned sectoral investments (such as housing, land development, road construction, etc.)<br>- Funding dedicated to climate resilience research included in approved national agriculture plan<br>- Etc.<br>Note: Results that show the *intention* to allocate finances to water security and climate resilience are not relevant for this indicator. |
| **Data collection** | |
| Method & sources | - Direct: GWP internal reporting system |
| Timing & frequency | Annual |
| Monitoring responsibility | - GWP RWPs in liaison with CWPs<br>- GWPO |
| **Other** | |
| Limitations | Although specific investment plans can be easily identified, it is a challenge to measure, attribute and verify GWP-related activities and outputs to activities and investments by others. |
| Proxy | |

| Outcome 3 (O3) – Regional cooperation | |
|---|---|
| **Indicator** | **Number of agreements/commitments on enhanced water security at transboundary/regional[13] level influenced** |
| **Purpose** | **To measure advancements in regional/transboundary water management cooperation** |
| Unit of measurement | Number of agreements/commitments |
| Examples of contributing results *(as influenced by GWP activities)* | Results which demonstrate that a **formal cross-border arrangement has been reached** between two or more parties, such as:<br>- Memorandum of Understanding signed between nations mandating the implementation of a river basin management plan<br>- Financial commitment by members of a Regional Economic Community for the implementation of a regional climate adaptation plan<br>- River Basin Organisation established by representatives of four provincial governments to coordinate the management of a shared catchment<br>- Etc.<br>Note: Activities that *may lead* to agreements/commitments such as regional dialogues, stakeholder consultations, recommendations for cross-border cooperation, etc. are not relevant for this indicator. |
| **Data collection** | |
| Method & sources | - Direct: GWP internal reporting system<br>- Indirect: Information from RBOs and RECs involved in GWP programmes |
| Timing & frequency | Annual |
| Monitoring responsibility | - GWP RWPs in liaison with CWPs<br>- GWPO |
| **Other** | |
| Limitations | |
| Proxy | |

[13] Note: The regional/transboundary level can refer to cross-border interaction between countries (e.g. two or more nations that share a common river basin) as well as within Federal States (e.g. across state boundaries)

| Outcome 4 (O4) – Financial planning | |
|---|---|
| **Indicator** | **Number of investment strategies supporting policies and plans which integrate water security for climate resilience** |
| **Purpose** | **To measure the extent to which funds have been formally requested for the implementation of water security and climate resilience interventions** |
| Unit of measurement | Number of investment strategies developed to which the GWP network has contributed |
| Examples of contributing results *(as influenced by GWP activities)* | Results which demonstrate that there is a formal recognition of the importance of water security and climate resilience and consequently the **identification of public funds designated for this purpose**, such as:<br>- Climate resilient expenditure makes up X proportion of required funding within an agriculture investment strategy<br>- Local government identifies the need for significant investment in water supply infrastructure within its annual budget request<br>- Etc.<br>Note: Reports and studies on the cost of water security and climate resilience measures, even if commissioned by government, are not applicable for this indicator |
| **Data collection** | |
| Method & sources | - Direct: GWP internal reporting system<br>- Indirect: IFI reports and national investment monitoring reports |
| Timing & frequency | Annual |
| Monitoring responsibility | - GWP RWPs in liaison with CWPs<br>- GWPO |
| **Other** | |
| Limitations | |
| Proxy | |

| Outcome 5 (O5) – Legislation | |
|---|---|
| **Indicator** | **Number of enhanced legal frameworks/policies/strategies integrating water security and climate change facilitated by GWP** |
| **Purpose** | **To measure the extent to which water security and climate resilience influences legislative reform and development** |
| Unit of measurement | Number of legal frameworks / policies / strategies |
| Examples of contributing results *(as influenced by GWP activities)* | Results which demonstrate that **legislation and regulation has been developed** and/or revised in accordance with the requirements of achieving increased water security and climate resilience, for example:<br>- The passing of revised planning legislation which restricts the development of land on identified flood plains<br>- The enhancement of regulation which protects by law the discharge of untreated wastewater into natural water bodies<br>- New legislation developed to enable a utility to introduce water tariffs<br>Note: Lobbying activities and *proposed* legal reform is not relevant for this indicator |
| **Data collection** | |
| Method & sources | - Direct: GWP internal reporting system |
| Timing & frequency | Annual |
| Monitoring responsibility | - GWP RWPs in liaison with CWPs<br>- GWPO |
| **Other** | |
| Limitations | |
| Proxy | |

| Outcome 6 (O6) – Gender equity | |
|---|---|
| **Indicator** | **Gender: Percentage of women and girls benefiting from interventions to improve water security (min %).** |
| **Purpose** | **To measure progress towards gender equity through the quantification of the proportion of beneficiaries associated with GWP activities that are female.** |
| Unit of measurement | % of direct beneficiaries that are female |
| Examples of contributing results *(as influenced by GWP activities)* | Results which accurately estimate the **number of women** (as a proportion of the total number of people) that have **benefited from GWP activities**, for example:<br>- Water management investment that targets improved sanitary facilities for girls in schools – Reported result: 100% of beneficiaries are female (all users of the new facilities)<br>- Improved irrigation facilities provided for urban agriculture in city X – Reported result: 66% of beneficiaries are female (two-thirds of those practising urban agriculture in the targeted area are women)<br>- Installation of Early Warning System for floods – Reported result: 50% of beneficiaries are female (intervention benefits the target community as a whole with no bias towards men and women)<br>- Organisation of a training workshop on adaptation to climate change at the local level – Reported result: 20% of beneficiaries are female (5 out of 25 workshop participants were women)<br>- Etc.<br>Note: Beneficiaries refers to people who have been empowered as a consequence of water management interventions. The estimate of the proportion of these that are female needs to be made on a case-by-case basis followed by the calculation of an overall percentage for all interventions. |
| **Data collection** | |
| Method & sources | - Direct: GWP internal reporting system |
| Timing & frequency | In line with Impact I1 |
| Monitoring responsibility | - GWP RWPs in liaison with CWPs<br>- GWPO |
| **Other** | |
| Limitations | Difficult to collect, attribute and verify absolute data and link to activities and outputs of the GWP network |
| Proxy | - Proportion of women benefiting from the implementation of demonstration projects (see Output 2.3 – Demo project target)<br>- Proportion of women gaining from capacity building activities (see Output 3.1 – Capacity building) |

| Outcome 7 (O7) – Youth involvement | |
|---|---|
| **Indicator** | **Youth: Number of youth organisations involved in water resources decision making bodies.** |
| **Purpose** | **To measure progress towards the empowerment of youth to participate in decision making processes** |
| Unit of measurement | Number of youth organisations |
| Examples of contributing results *(as influenced by GWP activities)* | Results which demonstrate that **youth organisations have interacted with and exerted influence within the bodies responsible for water resources decisions** at regional, national and/or sub-national level, for example:<br>- A Water & Youth Network is allocated a seat on a Task Force set up by national government to evaluate water supply options for a water stressed catchment<br>- A community-based Youth Forum actively participates in multi-stakeholder dialogues on a water supply and sanitation investment strategy for a low-income urban district<br>Note: Activities in which youth organisations have contributed to a consultation process but for which *there is no evidence that this contribution was considered* by the relevant decision making bodies are not applicable for this indicator. |
| **Data collection** | |
| Method & sources | - Direct: GWP internal reporting system |
| Timing & frequency | Annual |
| Monitoring responsibility | - GWP RWPs in liaison with CWPs<br>- GWPO |
| **Other** | |
| Limitations | Difficult to verify the genuine influence that involved youth organisations have within decision making bodies |
| Proxy | |

# GWP Outputs - Output 1

***Overall output:*** *Facilitation packages for countries, regions and global level implemented, incl. Innovative, sustainable IWRM solutions demonstrated*

| **Output 1.1 (OT1.1) – Global influence** | |
|---|---|
| **Indicator** | **Recognition of GWP contribution to the global debate measured by number of acknowledgments in official documents** |
| **Purpose** | **To measure the extent to which the work of GWP is guiding and contributing to the global debate on water security and climate resilience** |
| Unit of measurement | Number of acknowledgements to GWP |
| Examples of contributing results *(as influenced by GWP activities)* | Results which demonstrate that **the work carried out by GWP is being recognised** and made use of within the global debate, for example:<br>- Reference to GWP publications and resources in WPP guidance note<br>- GWP expert contribution to UN-Water publication<br>- Inclusion of GWP statement in UNFCCC position paper<br>- Etc.<br>Note: The indicator measures *formal* recognition of GWP's contribution. References to GWP in academic papers, news articles, conference/workshop attendance lists, etc. are not applicable for this indicator |
| **Data collection** | |
| Method & sources | - Direct: GWPO NOs and Communications team |
| Timing & frequency | Continuous |
| Monitoring responsibility | - GWPO |
| **Other** | |
| Limitations | Difficult to quantify |
| Proxy | |

| Output 1.2 (OT1.2) – Regional level support | |
|---|---|
| **Indicator** | **Number of regional organisations supported in developing agreements/commitments/investment options and tools that integrate water security and climate resilience** |
| **Purpose** | **To measure GWPs contribution to the drafting of agreements/commitments, development of regional strategies/plans and the allocation of budgets at the regional/transboundary level** |
| Unit of measurement | Number of regional organisations supported |
| Examples of contributing results *(as influenced by GWP activities)* | Results which demonstrate that **support activities** (the need for which is acknowledged, and even identified, by the recipient) **to complete *specific* tasks** have been carried out at the regional level, such as:<br>- Expert contribution to the development of a drought monitoring system for a transboundary climate adaptation task force<br>- Facilitation of a high-level stakeholder workshop on political cooperation for members of a Regional Economic Community<br>- Training for members of a River Basin Organisation on the use of decision support tools for the selection of appropriate solutions to be implemented through regional investments<br>- Etc.<br>Note: Results relevant for this indicator are typically demand-led and always address a clear need or outcome. Capacity development more generally such as training workshops, provision of guidance material, awareness raising activities, etc. are not applicable. |
| **Data collection** | |
| Method & sources | - Direct: GWP internal reporting system |
| Timing & frequency | Continuous |
| Monitoring responsibility | - GWP RWPs in liaison with CWPs<br>- GWPO |
| **Other** | |
| Limitations | The term support can be interpreted in many ways |
| Proxy | |

| Output 1.3 (OT1.3) – National level support | |
|---|---|
| **Indicator** | **Number of national organisations supported in developing legal frameworks/ policies/strategies, sectoral and development plans - integrating water security and climate resilience** |
| **Purpose** | **To measure the extent to which GWP is directly contributing to the integration of water security and climate resilience into national policy development, planning processes and regulatory/legislative frameworks** |
| Unit of measurement | Number of national organisations supported |
| Examples of contributing results *(as influenced by GWP activities)* | Results which demonstrate that **support activities** (the need for which is acknowledged, and even identified, by the recipient) **to complete *specific* tasks** have been carried out at the national level, such as:<br>- The development of a standardised regional template to aid countries in preparing climate and water inclusive plans<br>- Establishment of a national coordinating mechanism for mainstreaming water issues into National Development Sector Plans<br>- Advisory role to the national planning commission of country X in the development of a long-term National Development Plan<br>- Facilitation of a multi-stakeholder engagement process for input into the selection process of nationally funded water management solutions<br>- Legal advice provided in the drafting of revised water management legislation<br>- Etc.<br>Note: Results relevant for this indicator are typically demand-led and always address a clear need or outcome. Capacity development more generally such as training workshops, provision of guidance material, awareness raising activities, etc. are not applicable. |
| **Data collection** | |
| Method & sources | - Direct: GWP internal reporting system |
| Timing & frequency | Continuous |
| Monitoring responsibility | - GWP RWPs in liaison with CWPs<br>- GWPO |
| **Other** | |
| Limitations | The term support can be interpreted in many ways |
| Proxy | |

| Output 1.4 (OT1.4) – Strategic investment support | |
|---|---|
| **Indicator** | **Number of organisations (all levels) supported in the development of investment strategies supporting policies and plans which integrate water security for climate resilience** |
| **Purpose** | **To measure the extent to which GWP is contributing to the development of regional, national and subnational investment strategies** |
| Unit of measurement | Number of organisations supported |
| Examples of contributing results *(as influenced by GWP activities)* | Results which demonstrate that **support activities** (the need for which is acknowledged, and even identified, by the recipient) **to complete specific tasks in direct relation to investment planning** have been carried out, such as:<br>- Support to government officials to integrate climate resilient investment programs into Medium Term Expenditure Frameworks<br>- Dialogues organised between ministers in charge of water, finance and environment<br>- Expert contribution to the financial aspects of a municipality's water resources plan<br>- Etc.<br>Note: Results relevant for this indicator are typically demand-led and always address a clear need or outcome. Capacity development more generally such as training workshops, provision of guidance material, awareness raising activities, etc. are not applicable. |
| **Data collection** | |
| Method & sources | - Direct: GWP internal reporting system |
| Timing & frequency | Continuous |
| Monitoring responsibility | - GWP RWPs in liaison with CWPs<br>- GWPO |
| **Other** | |
| Limitations | The term support can be interpreted in many ways |
| Proxy | |

| Output 1.5 (OT1.5) – Climate-related finance | |
|---|---|
| **Indicator** | **Number of countries supported in the development of capacity and projects to access climate and climate-related finance to improve water security.** |
| **Purpose** | **To measure the extent to which GWP is contributing to target countries' capacity to access climate-related finance** |
| Unit of measurement | Number of countries |
| Examples of contributing results *(as influenced by GWP activities)* | Results which demonstrate that relevant regional, national and/or subnational authorities within a country have **received direct support** (in terms of both awareness and capability) to access climate related finances, such as:<br>- Support to national governments on how to leverage resources for investment by development banks and other financiers.<br>- Meeting on climate-related financing opportunities organised with relevant national government officials in country X<br>- Technical assistance to enable country X to prepare projects that can attract financing from climate funds<br>- Initiative to support internal cash generation in country X<br>- Etc.<br>Note: The indicator refers to the development of capacity to independently access climate financing. Results that show external acquisition of financing *on behalf of* the target countries are not relevant. |
| **Data collection** | |
| Method & sources | - Direct: GWP internal reporting system |
| Timing & frequency | To be added along with targets |
| Monitoring responsibility | - GWP RWPs in liaison with CWPs<br>- GWPO |
| **Other** | |
| Limitations | Difficult to link attribution to the contribution of GWP only. Outcome mapping through GWP's ongoing M&E may establish some plausible linkages |
| Proxy | Number of countries accessing climate adaptation funds and the volume of funds accessed by countries for which GWP programmes have contributed to developing capacity and projects that improve water security |

| Output 1.6 (OT1.6) – Demo project implementation | |
|---|---|
| **Indicator** | **Number of demonstration projects undertaken for which innovation has been demonstrated** |
| **Purpose** | **To measure progress on piloting and demonstrating innovative approaches and technologies** |
| Unit of measurement | Number of demonstration projects |
| Examples of contributing results *(as influenced by GWP activities)* | Results which demonstrate the **implementation of an innovative technology and/or approach** with the aim of testing its viability and demonstrating its potential in order to promote uptake at a larger scale, such as:<br>- Installation of a constructed wetland<br>- Implementation of a community decentralised wastewater treatment and reuse project<br>- Establishment of an IWRM coordination unit<br>- Piloting the performance of drought resistance crops on selected farms<br>- Etc.<br>Note: Demonstration projects should have clearly stated objectives to increase the knowledge base and reduce uncertainty/risk associated with innovative solutions. Relevant results are not limited to the implementation of small-scale projects and may also be derived from initiatives that demonstrate innovation on a larger scale (e.g. institutional reform at the regional level) |
| **Data collection** | |
| Method & sources | - Direct: GWP internal reporting system |
| Timing & frequency | Annual |
| Monitoring responsibility | - GWP RWPs in liaison with CWPs<br>- GWPO |
| **Other** | |
| Limitations | |
| Proxy | |

| Output 1.7 (OT1.7) – Demo project documentation | |
|---|---|
| **Indicator** | **Number of documents produced outlining the lessons from GWP demonstration projects and a plan for replicating solutions** |
| **Purpose** | **To measure the extent to which demonstration project results are documented and made available to support the uptake of innovative water management solutions at scale** |
| Unit of measurement | Number of documents per demonstration project |
| Examples of contributing results *(as influenced by GWP activities)* | Results which **document the implementation of demonstration projects** through performance analysis, project outcome conclusions, and recommendations for replication, such as:<br>- Technical report analysing the results from a greywater recycling pilot project<br>- Assessment of stakeholder survey results<br>- Lessons learned report following an institutional restructuring pilot project<br>- Cost-benefit analysis of a rainwater harvesting scheme<br>- Etc.<br>Note: Results in the form of raw data, technical drawings, technology descriptions, and other non-analytical outputs are not relevant for this indicator. |
| **Data collection** | |
| Method & sources | - Direct: GWP internal reporting system |
| Timing & frequency | Annual |
| Monitoring responsibility | - GWP RWPs in liaison with CWPs<br>- GWPO |
| **Other** | |
| Limitations | |
| Proxy | Uptake of demonstrated solutions |

| Output 1.8 (OT1.8) – Demo project targets | |
|---|---|
| **Indicator** | **Number of beneficiaries supported in demonstration projects on water security and climate resilience undertaken** |
| **Purpose** | **To measure the number of people benefiting directly from the implementation of demonstration projects** |
| Unit of measurement | Number of beneficiaries (individuals) |
| Examples of contributing results *(as influenced by GWP activities)* | Results which quantify the number of people **directly benefiting as a consequence of the implementation of a demonstration project**, such as:<br>- Community of 150 benefiting from more reliable water supply as a result of a rainwater harvesting initiative<br>- Increased protection from coastal flooding for 25 households following the cultivation of mangrove plantations<br>- Etc.<br>Note: The indicator does not refer to people who are expected to benefit indirectly from the intervention, i.e. the population that could *potentially* gain from the project outcomes should wider uptake occur are not relevant. |
| **Data collection** | |
| Method & sources | - Direct: GWP internal reporting system |
| Timing & frequency | Annual |
| Monitoring responsibility | - GWP RWPs in liaison with CWPs<br>- GWPO |
| **Other** | |
| Limitations | |
| Proxy | |

# GWP Outputs - Output 2

***Overall output:*** *Knowledge and capacity developed, disseminated and used*

| **Output 2.1 (OT2.1) – Capacity building** | |
|---|---|
| **Indicator** | **Number of government institutions/other stakeholders with demonstrably enhanced capacity to integrate water security and climate change in the design and implementation of policies, plans & projects (GWP/WPP)** |
| **Purpose** | **To measure the (assumed) extent to which capacity has been developed among key stakeholders to integrate water security and climate resilience into the design and implementation of policies, plans and projects** |
| Unit of measurement | Number of governmental and non-governmental organisations *(please note that the indicator measures the number of organisations and not the number of individuals)* |
| Examples of contributing results *(as influenced by GWP activities)* | Results which demonstrate that capacity has been developed among staff of government institutions/other stakeholders, i.e. results which **show with a reasonable degree of certainty that organisations have gained from** (rather than simply been exposed to) **capacity building activities**, for example:<br>- Participant evaluation following three-day workshop on climate change adaptation provided for 25 national government officials<br>- X number of utility staff successfully completing an online training course<br>- Follow-up survey to assess impact of a training workshop on good governance<br>- Etc.<br>Note: Results which *assume* that capacity has been built, such as distribution of support materials, delivery of a series of presentations at a conference, number of participants at a workshop, etc. are not necessarily relevant unless the impact of these activities can be clearly shown. |
| **Data collection** | |
| Method & sources | - Direct: GWP internal reporting system |
| Timing & frequency | Annual |
| Monitoring responsibility | - GWP RWPs in liaison with CWPs<br>- GWPO |
| **Other** | |
| Limitations | Attribution of the links between the capacity building activities of the organisations and the beneficial impacts and outcomes is not easily made nor quantifiable |
| Proxy | |

| Output 2.2 (OT2.2) – South-south knowledge exchange | |
|---|---|
| **Indicator** | **Number of south-south lesson learning & knowledge transfers initiatives with commitments for concrete follow up.** |
| **Purpose** | **To measure the extent to which policy makers, planners, managers, etc. from target countries are exposed to, and are utilising, the results of projects/activities/initiatives that have been successfully (and unsuccessfully) implemented under similar conditions elsewhere** |
| Unit of measurement | Number of initiatives |
| Examples of contributing results *(as influenced by GWP activities)* | Results which demonstrate the **leverage gained from the implementation of south-south learning and knowledge transfer initiatives**, such as:<br>- South-south twinning project that results in the training of engineers to design and implement innovative technology<br>- Formal partnerships established between nations for the sharing of climate data<br>- Etc.<br>Note: The number of initiatives *launched* is not a sufficient result for this indicator. It is rather the leverage that these activities have achieved which is of interest. |
| **Data collection** | |
| Method & sources | - Direct: GWP internal reporting system |
| Timing & frequency | Annual |
| Monitoring responsibility | - GWP RWPs in liaison with CWPs<br>- GWPO |
| **Other** | |
| Limitations | |
| Proxy | |

| Output 2.3 (OT2.3) – Awareness raising | |
|---|---|
| **Indicator** | **Number of media features on climate change and water security linked to the Water Security Programme. All media including radio, television, print, internet.** |
| **Purpose** | **To measure the outreach of awareness raising campaigns on the importance of investing in water security and climate resilience** |
| Unit of measurement | Number of media features |
| Examples of contributing results *(as influenced by GWP activities)* | Results which record the **number of media features initiated** including the extent of their outreach and anticipated impact, such as:<br>- Radio campaign on the need to save water during times of drought<br>- Multi-media initiative highlighting the health risks of consuming water from polluted sources<br>- X number of people targeted through leaflets distributed at community centres promoting the benefits of good sanitary practice<br>- Etc.<br>Note: Results should be associated with established media channels with clear access to the general public (i.e. radio, television, print, internet) and not dissemination channels with limited outreach such as conference materials, etc. |
| **Data collection** | |
| Method & sources | - Direct: GWP internal reporting system |
| Timing & frequency | To be added along with targets |
| Monitoring responsibility | - GWP RWPs in liaison with CWPs<br>- GWPO |
| **Other** | |
| Limitations | |
| Proxy | |

| Output 2.4 (OT2.4) – Knowledge development | |
|---|---|
| **Indicator** | **Number of publications, knowledge products (including strategic messages) and tools for water security & climate resilience developed and disseminated** |
| **Purpose** | **To measure the production and availability of GWP materials developed with the aim of facilitating improved understanding among key stakeholders on the issues of water security and climate resilience** |
| Unit of measurement | Number of publications, documents and other knowledge products |
| Examples of contributing results *(as influenced by GWP activities)* | Results which demonstrate an **increase the available knowledge base** for relevant stakeholders, such as:<br>- A published review of good drought management practices in Europe<br>- Region specific climate change adaptation handbook for decision-makers produced and disseminated to XX government officials<br>- Online tool developed for collecting and storing meteorological data<br>- Series of factsheets on Integrated Urban Water Management translated into Spanish and disseminated in Region X<br>- Etc.<br>Note: GWP should have had *direct input* into the development, modification and/or dissemination of the knowledge products referred to (although the ownership of a product may sit with an external partner). Products should also be of *relevance* to the local conditions and target audience in the area of interest |
| **Data collection** | |
| Method & sources | - Direct: GWP internal reporting system |
| Timing & frequency | Annual |
| Monitoring responsibility | - GWP RWPs in liaison with CWPs<br>- GWPO |
| **Other** | |
| Limitations | |
| Proxy | |

| **Output 2.5 (OT2.5) – User satisfaction** | |
|---|---|
| **Indicator** | **User satisfaction across knowledge products and services produced, managed and disseminated by GWP.** |
| **Purpose** | **To measure the impact of knowledge products and services particularly the extent to which user needs are being met and where improvements are required** |
| Unit of measurement | User satisfaction scores |
| Examples of contributing results *(as influenced by GWP activities)* | Results generated from **questionnaires and surveys completed by key users of GWP knowledge products and services**, for example:<br>- Results from GWP Toolbox satisfaction surveys<br>- Number of page hits on relevant knowledge pages<br>- Results from regional and global GWP surveys on publications<br>- Average quality assessment score of climate adaptation guidelines as evaluated through feedback survey sent to main publication target groups<br>- Recommended improvements to GWP knowledge products and services based on online user feedback questionnaire<br>- Etc.<br>Note: User satisfaction scores can be obtained through a number of methods and channels, including, but not necessarily limited to, standard GWP survey procedures. These should however collect feedback information systematically through a neutral and robust methodology to allow meaningful conclusions to be drawn from the results. |
| **Data collection** | |
| Method & sources | - Questionnaires and surveys at global level<br>- Questionnaires and surveys at regional level<br>- Direct: GWP internal reporting system |
| Timing & frequency | Dependent on method |
| Monitoring responsibility | - GWPO Secretariat<br>- GWP Regional Secretariats |
| **Other** | |
| Limitations | Substantiated by internal reports |
| Proxy | |

| Output 2.6 (OT2.6) – Collaboration with other programmes | |
|---|---|
| **Indicator** | **Number of joint global/regional activities by GWP and WPP on climate change and water security which lead to demonstrable follow-up actions.** |
| **Purpose** | **To measure the extent to which GWP collaborates with WPP on activities that achieve common goals and objectives** |
| Unit of measurement | Number of joint GWP/WPP activities |
| Examples of contributing results *(as influenced by GWP activities)* | Results which can be shown to be attributable to **collaborative activities carried out jointly by GWP and WPP**, such as:<br>- Workshop on making use of adaptation planning tools organised jointly by GWP and WPP leading to the development of a Regional Adaptation Strategy<br>- Water users association established in river basin X following a process facilitated jointly by GWP and WPP<br>- Collated data from climate research initiatives conducted jointly by GWP and WPP used for scenario development by regional meteorological planning body X<br>- Etc.<br>Note: The indicator is intended to measure collaborative activities that have led to, or significantly influenced, tangible action. The number of joint activities per se is not relevant for this indicator. |
| **Data collection** | |
| Method & sources | - Direct: GWP & WPP workplans and records |
| Timing & frequency | Annual |
| Monitoring responsibility | - GWPO |
| **Other** | |
| Limitations | Substantiated by internal reports |
| Proxy | |

# GWP Outputs - Output 3

***Overall goal:*** *An effective Global Action Network of partners sustained*

| **Output 3.1 (OT3.1) – M&E reporting** | |
|---|---|
| **Indicator** | **Implementation of Results Framework & associated M&E across the GWP network.** |
| **Purpose** | **To measure the effectiveness and efficiency of activities carried out by the organisation in order to better understand the drivers and barriers associated with the achievement of strategic goals and to learn from experience** |
| Unit of measurement | RWP performance assessment score |
| Examples of contributing results *(as influenced by GWP activities)* | M&E results which capture progress towards the GWP vision, such as:<br>- Scoring of indicators<br>- Monthly reporting<br>- Annual reporting against progress markers<br>- Programme / project quarterly reports<br>- Financial reporting<br>- Fund raising<br>- Communication<br>- Network governance<br>- Etc. |
| **Data collection** | |
| Method & sources | - Direct: GWP internal reporting system; achievement of targets associated with indicators |
| Timing & frequency | Continuous |
| Monitoring responsibility | - GWPO |
| **Other** | |
| Limitations | Substantiated by internal reports |
| Proxy | |

| Output 3.2 (OT3.2) – Locally-raised funding | |
|---|---|
| **Indicator** | **Increased financial performance across all Regional and Country Water Partnerships.** |
| **Purpose** | **To measure the performance of the GWP RWPs to raise funds over and above that provided by GWPO for regional and local programme and project implementation.** |
| Unit of measurement | Locally-raised regional funds as a proportion of core-funding provided by GWPO |
| Rationale | Measures the amount of locally raised funding leveraged by RWPs/CWPs |
| Examples of contributing results *(as influenced by GWP activities)* | The amount of locally raised funding leveraged by RWPs/CWPs as a proportion of core-funding provided by GWPO, for example:<br>- 50% of GWPO core-funding matched by locally sourced funds by Region X – Result: 0.5/1<br>Note: In-kind contributions are applicable on the condition that these can be transparently quantified and validated. |
| **Data collection** | |
| Method & sources | - Direct: Performance of RWPs as monitored by GWPO through regular financial reporting and NO liaison |
| Timing & frequency | Annual |
| Monitoring responsibility | - GWPO |
| **Other** | |
| Limitations | Difficulty in quantifying in-kind contributions |
| Proxy | |

## Monitoring Datasheet by entity

The datasheet in use to summarize the monitoring information relating a particular GWP entity is presented below:

**BRIEF EXPLANATIONS RELATING TO THE VARIOUS SECTIONS OF THE DATA SHEET**

| | | | | | |
|---|---|---|---|---|---|
| **IMPACT (Socio-Economic Benefits)** | | **Entity** | **REG** | **TB** | **Country 1 Country 2** |
| | **Value Added (proxy €):** | This section is meant to capture GWP impact at different scales: whole GWP system, Global level, Regional level (13 regions), Transboundary level, National level.<br><br>A robust methodology to assess this impact is yet to be developed. | | | |
| | **Beneficiaries (NB):** | | | | |
| | **Investments (leverage):** | | | | |
| | **Value Added (proxy €):** | | | | |
| | **Beneficiaries (NB):** | | | | |
| | **Investments (leverage):** | | | | |
| **OUTCOMES (Key Water Governance improvements)**<br><br>***Cumulative GWP*** | | **Entity** | **REG** | **TB** | **Country 1 Country 2** |
| | A Policies | This section is meant to capture GWP outcomes at different scales: whole GWP system, Global level, Regional level (13 regions), Transboundary level, National level. The approach used is based on a routine recording of "changes" fostered/influenced by GWP within the "water governance systems" at these levels. The classification of governance elements considered is based on the GWP ToolBox structure (60 governance elements grouped into 14 sub-categories and ultimately in 3 main areas: Policies, Institutional arrangements and Management Instruments).<br><br>The data are collected routinely from all monitoring and project reports. (Work in progress - A thorough check is currently underway) | | | |
| | B Institutional roles | | | | |
| | C Management Instruments | | | | |
| | *Total* | | | | |
| | A Policies | | | | |
| | B Institutional roles | | | | |
| | C Management Instruments | | | | |
| | *Total* | | | | |
| **PROGRESS MARKERS (Actors influenced)**<br><br>***todate*** | This section provides a snapshot of progress made at the level considered (GWP, Global or Regional) in terms of fostering changes of GWP Boundary Actors behaviour. These changes are measured against progress markers defined in GWP entities workplans. These Progress Markers are goalposts along the way to addressing Outcome Challenges identified under the 4 Goals of the GWP Strategy. The progress made are thus displayed by goals. The 3 levels assessment scale is explained below.<br><br>The data are collected through an annual Progress Markers Report. | | | | |
| | Something can be reported about the boundary actor, mostly in terms of connection / interest / participation to GWP activities (10%) | | | | **/** |
| | A change process is identified while not fully implemented; the discussion of the link to GWP activities is worth reporting (50%) | | | | **+** |
| | A significant change can be reported; the discussion of the different influences/ processes leading to this change is worth reporting, including the link to GWP activities (90%) | | | | **++** |
| **OUTPUTS / ACTIVITIES (Proxy)**<br><br>***todate*** | This section provides a snapshot of Outputs / Activities implemented at the level considered (GWP, Global or Regional). The Outputs / activities are recorded against strategic elements (see GWP strategy) and GWP overall results framework.<br><br>The data are collected through annual monitoring of GWP results framework indicators and Monthly Reports. Examples of types of information collected is given below. | | | | |
| | **Process facilitation** | Design / participation to significant planning / reform processes (workshops, drafting documents) | | | |
| | **Capacity building** | Targeted activities with a clear purpose in terms of building capacity (training, forum, dialogue, focused Toolbox training) | | | |
| | **Awareness raising** | General activities designed for raising awareness of larger public (world water days, exhibition etc) | | | |
| | **Knowledge products** | Publications and other products (lectures, books, website, newsletters etc) | | | |
| | **Operational management** | Programme implementation activities (meetings of project management groups, technical advisory groups) | | | |
| | **Alliance building** | Meetings initiated by GWP for advocacy, designing or advancing a cooperation with partners (liaising with development banks, RECs, RBOs etc) | | | |
| | **Overall support water agenda** | Participation / contribution to activities or processes initiated by others (e.g. world water forum, world water week, UN processes ) | | | |
| **INPUTS (Budgets)**<br><br>***todate*** | | **Entity** | **REG** | **TB** | **Country 1 Country 2** |
| | **Budget (€):** | This section is meant to capture the budgets invested in GWP at different levels. The budgets can be raised at different levels (global, regional, national, local) and can be tied or untied. The amount of globally raised untied funds allocated to GWP regions annually is 200,000€. | | | |
| | **Budget (€):** | | | | |

The datasheet covers the monitoring of the following elements: (i) Impact; (ii) Key Water Governance Outcomes; (iii) Progress markers according to the 3 goals of the GWP strategy (intermediate outcomes between outputs and Key Water Governance Outcomes); (iv) Outputs / Activities.

## Towards monitoring of Impact through key Water Governance Outcomes

*Supporting material for Monthly Communication & Monitoring Reports: Key Water Governance Outcomes assessment grid*

The types of "water governance outcomes" expected to be observed are listed below (ToolBox list). Different kinds of impact can be induced by these outcomes. For some it will be possible to estimate the number of beneficiaries, for others it will be easier to estimate the financial leverage or the value added. The table below provides some indication on the most likely impact area that should be considered depending on the type of outcome. The green color indicates relatively robust connections; the pink more fluid connections. Grey means no easy connections.

**GWP Key Water Governance Outcomes level – Possible Impact Assessment Grid**

| | | Governance Elements | Tools | | NB of Beneficiaries | Investment Leverage | Value Added |
|---|---|---|---|---|---|---|---|
| A | | Policies | | | | | |
| A | 1 | policies | A1.01 | *National water resources policy* | | √ | |
| | | | A1.02 | *Policies with relation to water resources* | | √ | |
| | | | A1.03 | *Climate change adaptation policies* | | √ | |
| A | 2 | legal framework | A2.01 | *Elements of water law* | | | √ |
| | | | A2.02 | *Implementation and enforcement* | | | √ |
| | | | A2.03 | *Integrating legal framework for IWRM* | | | √ |
| A | 3 | financing and incentive structures | A3.01 | *Investment policies* | | √ | |
| | | | A3.02 | *Grants and internal sources* | | √ | |
| | | | A3.03 | *Loans and equity* | | √ | |
| B | | Institutional roles | | | | | |
| B | 1 | an organisational framework | B1.01 | *Reforming institutions* | | | √ |
| | | | B1.02 | *Transboundary organisations* | | √ | |
| | | | B1.03 | *National apex bodies* | | | √ |
| | | | B1.04 | *River basin organisations* | | √ | |
| | | | B1.05 | *Regulatory bodies and enforcement agencies* | | | √ |
| | | | B1.06 | *Service providers and IWRM* | | | √ |
| | | | B1.07 | *Strengthening public sector water utilities* | | | √ |
| | | | B1.08 | *Role of the private sector* | | √ | |
| | | | B1.09 | *Civil society institutions and community based organisations* | √ | | |
| | | | B1.10 | *Local authorities* | √ | | |
| | | | B1.11 | *Building partnerships* | √ | | |
| B | 2 | building institutional capacity | B2.01 | *Participatory capacity* | √ | | |
| | | | B2.02 | *Capacity of water professionals* | √ | | |
| | | | B2.03 | *Regulatory capacity* | √ | | |
| C | | Management Instruments | | | | | |
| C | 1 | water resources assessment | C1.01 | *Knowledge management* | | | √ |
| | | | C1.02 | *Water resources assessment* | | | √ |
| | | | C1.03 | *Modeling in IWRM* | | | √ |
| | | | C1.04 | *Developing water management indicators* | | | √ |
| | | | C1.05 | *Ecosystem assessment* | | | √ |
| | | | C1.06 | *Water footprint and virtual water concept* | | | √ |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| C | 2 | plans for IWRM | C2.01 | *National IWRM plans* | | √ | |
| | | | C2.02 | *Basin management plans* | | √ | |
| | | | C2.03 | *Groundwater management plans* | | √ | |
| | | | C2.04 | *Coastal zone management plans* | | √ | |
| | | | C2.05 | *Water infrastructure implementation and IWRM* | | √ | |
| C | 3 | efficiency in water use | C3.01 | *Efficiency of use* | | | √ |
| | | | C3.02 | *Recycling and reuse* | | | √ |
| | | | C3.03 | *Efficiency of supply* | | | √ |
| C | 4 | social change instruments | C4.01 | *Education curricula* | √ | | |
| | | | C4.02 | *Communication with stakeholders* | √ | | |
| | | | C4.03 | *Information and transparency for raising awareness* | √ | | |
| C | 5 | conflict resolution | C5.01 | *Conflict management* | √ | | √ |
| | | | C5.02 | *Shared water planning* | √ | | |
| | | | C5.03 | *Consensus building* | √ | | |
| C | 6 | regulatory instruments | C6.01 | *Water rights and allocation* | √ | | |
| | | | C6.02 | *Water quality* | | | √ |
| | | | C6.03 | *Water services* | | | √ |
| | | | C6.04 | *Land use* | | | √ |
| | | | C6.05 | *Protecting freshwater ecosystem resources* | | | √ |
| C | 7 | economic instruments | C7.01 | *Water pricing* | | | √ |
| | | | C7.02 | *Pollution and environmental charges* | | | √ |
| | | | C7.03 | *Water markets and tradeable permits* | | | √ |
| | | | C7.04 | *Subsidies and incentives* | √ | | √ |
| C | 8 | information exchange | C8.01 | *Information management systems* | | | √ |
| | | | C8.02 | *Sharing data for IWRM* | | | √ |
| C | 9 | assessment instruments | C9.01 | *Risk assessment and management* | √ | | |
| | | | C9.02 | *Environmental Assessment* | √ | | |
| | | | C9.03 | *Social Assessment* | √ | | |
| | | | C9.04 | *Economic assessment* | √ | | |
| | | | C9.05 | *Vulnerability assessment* | √ | | |

## Summary of expected impact estimations

| | Governance Blocks | NB of Beneficiaries | Investment Leverage | Value Added |
|---|---|---|---|---|
| A | Policies | | √ | √ |
| B | Institutional roles | √ | √ | √ |
| C | Management Instruments | √ | √ | √ |

| | | Governance Areas | Tools | NB of Beneficiaries | Investment Leverage | Value Added |
|---|---|---|---|---|---|---|
| A | 1 | policies | A1.01 | | √ | |
| A | 2 | legal framework | A2.01 | | | √ |
| A | 3 | financing and incentive structures | A3.01 | | √ | |
| B | 1 | an organisational framework | B1.01 | √ | √ | √ |
| B | 2 | building institutional capacity | B2.01 | √ | | |
| C | 1 | water resources assessment | C1.01 | | | √ |
| C | 2 | plans for iwrm | C2.01 | | √ | |
| C | 3 | efficiency in water use | C3.01 | | | √ |
| C | 4 | social change instruments | C4.01 | √ | | |
| C | 5 | conflict resolution | C5.01 | √ | | √ |
| C | 6 | regulatory instruments | C6.01 | √ | | √ |
| C | 7 | economic instruments | C7.01 | √ | | √ |
| C | 8 | information exchange | C8.01 | | | √ |
| C | 9 | assessment instruments | C9.01 | √ | | |