Governance and Financing Review of GWP

November 15, 2014
Confidential

EXECUTIVE SUMMARY

November 15, 2014

This document presents our Governance and Financing Review for GWP, prepared as an input to GWP's November 2014 Steering Committee Meeting. The objectives of the review are twofold: To develop options for the governance of GWP based on an assessment of the existing governance roles and to review financing options for GWP and GWPO to ensure the future sustainability of the organization. Its scope is limited to governance at the global level (GWPO and GWP Network), not the operational structures and not Regional and Country level governance.

Our approach relied on three instruments: an analysis of over 70 internal documents, over 50 interviews with a diverse group of stakeholders (including RWPs and CWPs representatives, Secretariat staff, Financing Partner Group and Sponsoring Partner Meeting members, Steering Committee members, Technical and Nomination Committees members, and external experts), and a governance and financing benchmark with 10 other global development organisations.

Our interviews highlighted the uniqueness of the Network and focused on identifying improvement areas in the current governance and financing approach. Numerous interviewees, internal and external, underscored the success of GWP, which over less than two decades has managed to build a far-reaching global network, foster the adoption of the IWRM concept, and champion a participative approach to development truly drawing on local expertise. Given the growth of the Network and changes to the external environment, there was also broad agreement on the usefulness of the current review, and our document focuses on potential adjustments rather than on an exhaustive presentation of our analyses. By doing so, we run the risk of not giving full credit to the strengths of the current governance or financing mechanisms, but we ensure that this report remains action oriented.

We identified six main governance challenges:
- *Weak representation of the Partners in GWP's global governance;*
- *Lack of formal representation of the Financing Partners;*
- *An effective allocation of decision making not mapping to the formal structures and processes;*
- *Unclear allocation of roles between the Chair and the Executive Secretary;*
- *Complex nomination process that limits the pool of talent available to lead GWP;*
- *Weak linkage between the Technical Committee and the regions.*

We identified six main financing challenges:
- *Rapid increase in funding requirements and short term funding horizon;*
- *Lack of diversification of the funding base;*
- *Unreliability of local fundraising;*
- *Increase in designated funding;*
- *Weak linkage between the strategic planning process and budgeting process;*
- *Lack of clarity in the allocation of fundraising responsibilities.*

Building on this diagnostic, our recommendations aim to better empower the Network, make the strategic choices inherent to the financing strategy more explicit, and simplify the organization structure. We make 10 recommendations:
- *Clarify GWP's strategic posture to anchor governance and financing choices;*
- *Strengthen the Steering Committee and consider a change in the number of regions;*
- *Clarify the roles of the GWPO Executive Secretary and Steering Committee Chair and rename the Executive Secretary role;*
- *Create opportunities to better know and engage the Network;*

- *Adjust the positioning of the Technical Committee to factor in the development of Reference Groups;*
- *Simplify the nomination and selection process;*
- *Simplify the organization's structure and titles;*
- *Prepare the transition towards new sources of funding and a stronger regional role in fundraising*
- *Revisit the strategic planning and budgeting processes;*
- *Ramp-up the fundraising infrastructure and develop incentives for regional fundraising.*

Comparing the proposed adjustments to GWP's Statutes and by-laws, we identified no major obstacle to the technical feasibility of our recommendations. If accepted, all proposed changes could be immediately implemented through a vote of new by-laws by the SC and validated at the May Steering Committee meeting after the preparation of the necessary legal documentation. The main potential source of delay would be the duration of the mandate of SC and TEC members, which could significantly postpone the roll-out of changes proposed in the composition of both committees.

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1. CONTEXT AND APPROACH FOR THIS REVIEW

This governance and financing review was commissioned by GWP in response to significant changes to its sector and funding context: Since GWP's launch in 1996, water scarcity and water stress have been felt in a growing number of countries due to the combined impact of population growth, economic transition, urbanization, and climate change. The Integrated Water Resource Management approach has gained broader acceptance[1] and technical expertise in other sectors and topics (e.g., in climate change, food, energy production) is now increasingly seen as necessary to adequately manage water, with implications on GWP's governance and financing: opportunities for thematic programs and for new collaborations emerge, but GWP must also compete for funding with a new set of players. The funding landscape is also evolving: The role of OECD donors is progressively decreasing role in many of the regions where GWP is active and they are decentralizing decision-making,[2] while non-OECD countries are asserting their role in shaping aid flows. The SDGs might also unlock an increase in funding from the private sector. These changes open up greater opportunities for regional fundraising.

This review also responds to changes in GWP's internal context: GWPO, the organization which holds the legal personality for the GWP Network, was established as an intergovernmental organization on the basis of a Memorandum of Understanding signed in 2002 by eight governments and two multilateral organizations.[3] The governance of GWP was defined in the appended Statutes, which were complemented over the years by a set of by-laws. Since then, both the GWP Network and GWPO have expanded significantly. As per GWP's records, the number of Partners grew from about 400 in 2002 to over 3,000 today. The headcount of the global Secretariat remained stable until 2012 but has grown very quickly since that date, from 18 employees at YE2012 to 33 employees today. In parallel, the global budget has grown in similar proportions, from EUR 9.8 million in 2012 to EUR 20.5 million for FY2014 (x2.1). It seems therefore appropriate to assess whether GWP's initial governance and financing approach requires adjustments after this period of high growth.

This review comes at an important strategic juncture for GWP. Initially driven by geographic expansion, the growth of the Network has been invigorated since 2009 by the establishment of the water and climate program, and GWP recently released a new strategy ("Strategy Towards 2020") which also places greater emphasis on a thematic approach and might have implications on the governance of the Network.[4] The review also takes place at a time when GWP is preparing itself to play a key role in supporting the implementation of the SDGs.

This review consists of a governance and a financing component and will inform the Steering Committee to be held in November 2014. The objectives of the review are twofold: To develop options for the governance of GWP based on an assessment of the existing governance roles, and to review financing options for GWP and GWPO to ensure the future sustainability of the program.

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[1] Based on a survey of 134 countries, with additional ground-truthing in 30 countries, a recent UN Water report (The Application of Integrated Approaches to Water Resources Management, UN Water, 2012) found that more than 150 countries have embarked on IWRM reforms since 1992.

[2] For example, Norway ceased to provide funding to GWP due to a change of focus. It is now providing funding only to regional and national entities on the DAC list, and not to global institutions located in the "North"; while GWPO is no longer eligible for Norad funding, many of the GWP regions are.
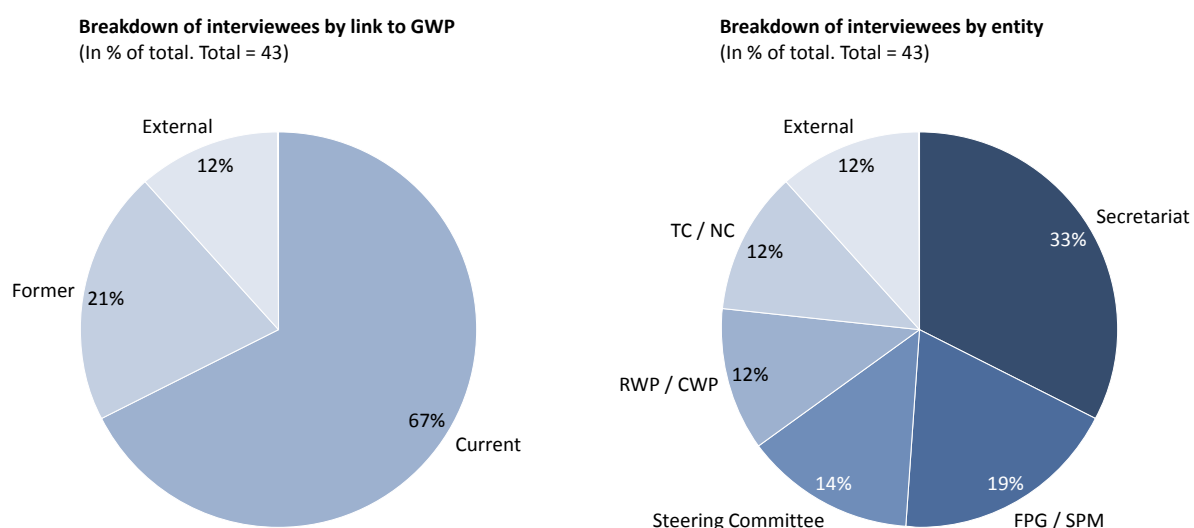
[3] Governments of Argentina, Chile, Denmark, Hungary, Jordan, Pakistan Sweden, The Netherlands; World Meteorological Organization; World Bank

[4] The strategy includes three strategic goals: 1. Catalyze change in policy and practice, 2: Generate and communicate knowledge and 3: Strengthen partnerships. Its implementation will be carried out through 6 thematic focus areas: Food & Water security, Energy & Water Security, Ecosystems & Water Security, Urbanization, Transboundary Waters, and Climate Resilience, as well as the cross-cutting areas of gender and youth.

Its scope is limited to governance at the global level (GWPO and GWP Network), not the operational structures and not Regional and Country level governance.[5,6] The conclusions of this report will be presented at the upcoming Steering Committee to be held in November 24-26, 2014.

Our approach relied on three instruments: an analysis of GWP's internal documents, interviews with a diverse group of stakeholders, and a benchmark with other global development organisations. The team carried out a thorough literature review of over 70 internal documents (Appendix 2). It conducted over 50 interviews with a diverse group of stakeholders covering the different governance entities of GWP and including current and former staff.[7] As presented below (Exhibit 1), we placed significant emphasis on interactions with the Network, and also consulted with members of the Secretariat, Financing Partner Group and Sponsoring Partner Meeting, Steering Committee, Technical and Nomination Committees, and with external experts. The detail of the interviews conducted is included in Appendix 3.

Exhibit 1: Breakdown of interviews conducted

Breakdown of interviewees by link to GWP
(In % of total. Total = 43)

External 12%
Former 21%
Current 67%

Breakdown of interviewees by entity
(In % of total. Total = 43)

External 12%
TC / NC 12%
RWP / CWP 12%
Steering Committee 14%
FPG / SPM 19%
Secretariat 33%

Finally, the team reviewed the governance structures and financing models of other relevant global development organisations, identified together with GWPO: CGIAR, GAVI, GF, GSP, IDEA, IUCN, IWA, Oxfam, SIWI, and WWF;[8] We benefitted in this regard from a desk study about the financing models of other international organisations undertaken by the Secretariat.[9] Key facts from the benchmarks are presented in Appendix 4.

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[5] Minutes of the SP Meeting, September 2014

[6] The key questions from the Terms of Reference are presented in Appendix 1

[7] 54 interviews conducted with 43 individual stakeholders

[8] CGIAR: Consultative Group on International agricultural Research; GAVI: The GAVI Alliance, formerly the Global Alliance for Vaccines and Immunization, GF: Global Fund to fight HIV/AIDS, Tuberculosis and Malaria; GSP: Global Soil Program; IDEA: International Institute for Democracy and Electoral Assistance; IUCN: International Union for the Conservation of Nature; IWA: International Water Association; SIWI: Stockholm International Water Institute; WWF: World Wildlife Fund

[9] CGIAR, GSP, IDEA, IUCN, IWA, Oxfam, SIWI, and WWF were covered by the financing review; CGIAR, GAVI, GF, IUCN, SIWI, and WWF were covered by the organizational benchmark

2. GOVERNANCE DIAGNOSTIC

We evaluated GWP's governance using 5 criteria. Building on the recommendations articulated for this review in the TOR[10] and the comments on our inception report received from GWP, our review was guided by the following criteria:
- Relevance: Clarity of the mandate of each organ and alignment with the organization's mission;
- Effectiveness: Absence of gaps or redundancies, and accountability to results;
- Legitimacy: Representation of key constituencies in the governance organs;
- Cost-efficiency;
- Adaptability: Whether the organization can quickly adapt to factor in changes in its environment.

Our analysis of the governance examined in turn GWP's structure, staffing and systems:
- Structure: We reviewed the key governance organs and roles, reporting lines and division of tasks. Specifically, our analysis covered 7 governance organs (Sponsoring Partners Meeting, Steering Committee, Financing Partners Group, Nomination Committee, Technical Committee, Network Meeting, Secretariat) and 2 roles (Chair and Executive Secretary);
- Staffing: We reviewed the composition of each organ in terms of corporate demographics;
- Systems: We reviewed the processes and procedures through which things get done from day to day, focusing on nominations, finance and audit, and Network operations.

A summary of our approach is presented below.

Exhibit 2: Approach followed for the governance review

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

Our interviews highlighted the uniqueness of the Network and focused on identifying improvement areas in the current governance. Numerous interviewees, internal and external, underscored the success of GWP, which has been able to quickly build a far-reaching global network, foster the adoption of the IWRM concept globally, and champion a participative approach to development interventions truly drawing on local expertise. Given the growth of the network and changes to the external environment, there was also broad agreement on the usefulness of strengthening the governance of the organization, and we dedicate the upcoming paragraphs to these potential adjustments rather than to a linear presentation of our analyses. By doing so, we run the risk of not giving full credit to the strengths of the current governance but we ensure that this report remains action oriented.

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[10] Governance Review TOR, June 2014: "The report shall consider standard concepts within governance, such as transparency, accountability, disclosure and proportionality"; Task force comments, August 2014

We identified 6 main governance challenges:

#G1. Weak representation of the Partners in GWP's global governance;

#G2. Lack of formal representation of the Financing Partners;

#G3. An effective allocation of decision making not mapping to the formal structures and processes;

#G4. Unclear allocation of roles between the Chair and the Executive Secretary;

#G5. Complex nomination process that limits the pool of talent available to lead GWP;

#G6. Weak linkage between the Technical Committee and the regions.

The following paragraphs explore each of these themes in more detail.

#G1. Weak representation of the Partners in GWP's global governance

As per the statutes, the objective of the GWPO is to "support and work with the Network in the fulfilment of its objective", which is to "develop and promote the principles of integrated water resources management". However, GWPO only has a limited knowledge of its Partner base (membership stretches back in time to 1996 and the mechanisms in place to revalidate the activity of members are weak), and the Network is given limited voice in the current global governance:

a. The Network Meeting does not carry the voice of the Partners: Held annually, it is meant to function as a general assembly of the Network and offer an opportunity for Partners to participate in steering the organization (by adopting the strategic directions and policies for the Network, recommending actions to be taken by the Steering Committee, and commenting on the yearly activity report and financial statements). However, the effective participation of Partners to the event is very low (1.2% of Partners represented in 2014), reflecting the financial constraints of participating. The relative participation has decreased over the years as the number of Partners expanded.

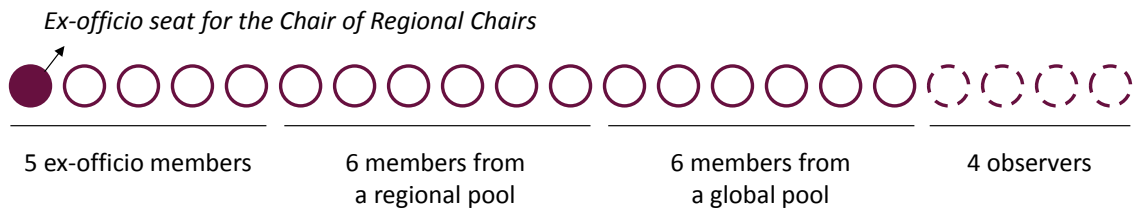*Exhibit 3: Partner participation to the Network meeting*
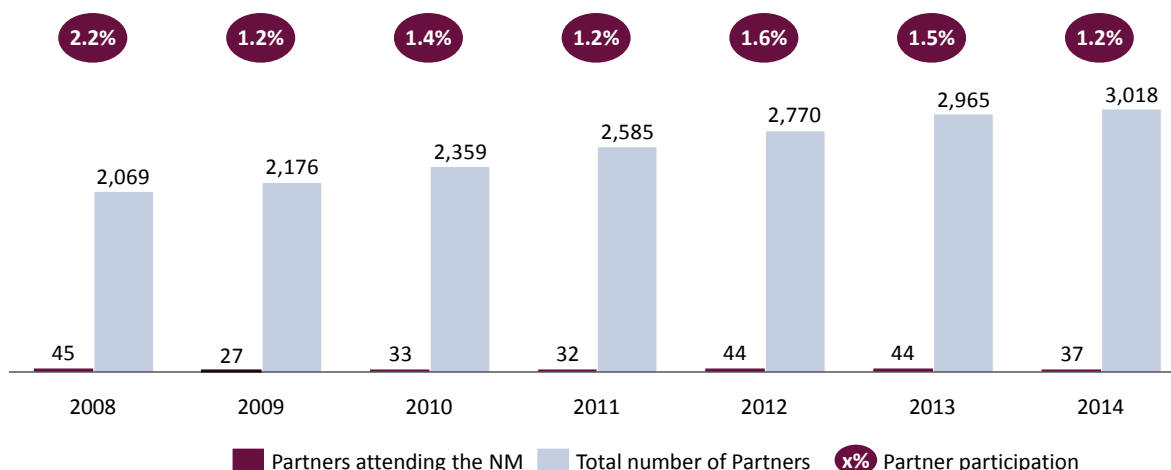
Source: GWPO; Dalberg analysis

b. Partners have no formal representation in the Steering Committee: Their representation on the SC is limited to one non-voting member representing all Regional Water Partnerships and Regional Technical Committees (elected by the Chairs of the Regional Water Partnerships). Partners have no direct representation on the Nomination Committee, which selects the GWP Chair and SC members. While they have indirect influence on the composition of the Steering Committee through the names they can propose to the Nominating Committee under the regional pool (see presentation of the nomination process and Exhibit 4 below), they do not participate in the selection, and the members ultimately nominated act in their individual capacity and not as representatives of the Network.
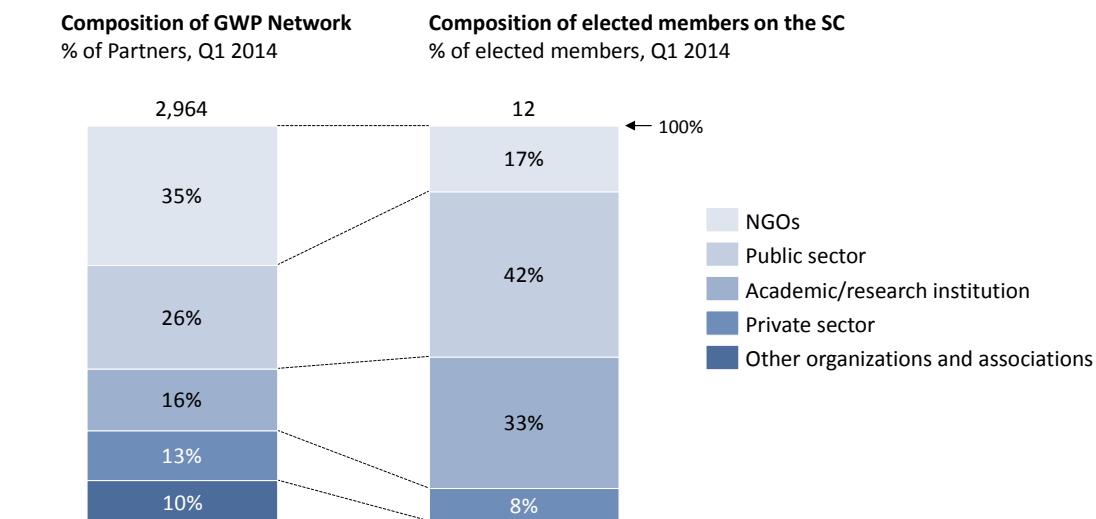
Exhibit 4: Direct representation of the regions at the Steering Committee

Ex-officio seat for the Chair of Regional Chairs

5 ex-officio members   6 members from   6 members from   4 observers
                            a regional pool   a global pool

Source: Statutes, Dalberg analysis

c. Specific constituencies are under-represented in the Steering Committee. GWP's reliance on geography as the basis for representation means that it puts less emphasis on the type of organizations represented (in contrast, for example, the membership of WWC is organized in 5 colleges: Intergovernmental organizations, governments, public and private enterprises, civil society, and academic institutions); its elected SC members consists overwhelmingly (92% of the total) of NGOs, public sector entities, and academic/research institutions. Conversely, the voice of the private sector is under-represented. Indigenous groups and minorities (e.g., pastors, nomads, inland fishing groups), who are important stakeholders in some water projects, are not represented.

Exhibit 5: Comparison of the composition of the GWP Network and the elected SC members

Composition of GWP Network
% of Partners, Q1 2014

Composition of elected members on the SC
% of elected members, Q1 2014

NGOs
Public sector
Academic/research institution
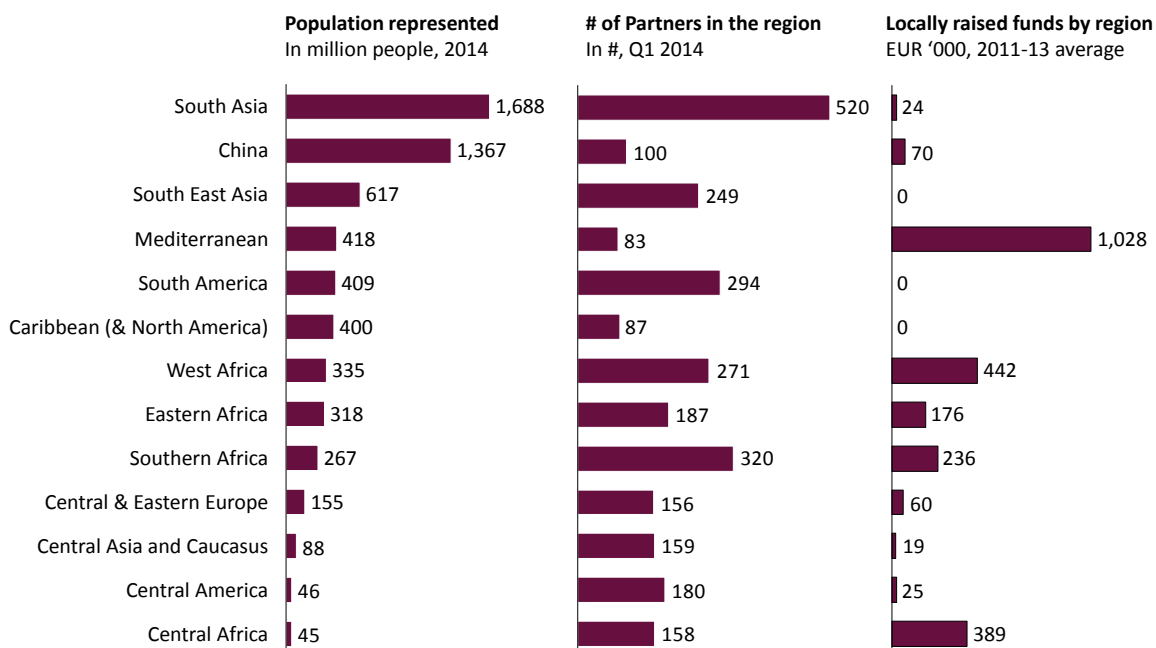Private sector
Other organizations and associations

Source: GWP

d. Finally, the use of RWPs as the basis for Partner representation is itself challenging in a network as diverse as GWP. As illustrated below, RWPs correspond to contrasted populations levels, number of Partners, or funds raised. Moreover, about 200 partners (7% of the total) are affiliated to GWPO and not to a RWP, and therefore not represented.[11]

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[11] All organizations wishing to join GWP must apply to become GWP Partners at the "global level", i.e. with GWPO, which has the responsibility of accrediting Partners. Most of the applications come in from CWPs or RWPs but some come directly to GWPO, for organizations that seek to become partners without belonging to a region or country. It is then up to the GWP Partner themselves to use the RWP or CWP, which they have full access to as a GWP Partner.

Exhibit 6: Key facts on the RWP

	Population represented In million people, 2014	# of Partners in the region In #, Q1 2014	Locally raised funds by region EUR '000, 2011-13 average
South Asia	1,688	520	24
China	1,367	100	70
South East Asia	617	249	0
Mediterranean	418	83	1,028
South America	409	294	0
Caribbean (& North America)	400	87	0
West Africa	335	271	442
Eastern Africa	318	187	176
Southern Africa	267	320	236
Central & Eastern Europe	155	156	60
Central Asia and Caucasus	88	159	19
Central America	46	180	25
Central Africa	45	158	389

Note: the partnership and population data for North America is aggregated with data for the Caribbean
Source: GWP, Dalberg Analysis

#G2. Lack of formal representation of the Financing Partners

The Financial Partners have good access to information on GWP's operations, through three main channels:

- The Financing Partners Group (FPG) brings together agencies providing core funding to GWP. While not formalized in the statutes, the FPG meets twice a year for a day-long meeting where it receives presentations from the GWP Chair, the Executive Secretary, the management team of the GWPO Secretariat, a Network Officer and the Technical Committee Chair;
- A Representative of the FPG is granted an observer role on the Steering Committee since 2008;[12]
- Finally, some funding governments (Netherlands, Denmark and Sweden) are also represented on the SPM as signatories of the founding 2002 MoU establishing GWPO.

However, the Financing Partners are not a recognized constituency in GWP's governing structure and they do not have a formal channel to communicate their views to the Steering Committee.

#G3. An effective allocation of decision making not mapping to the formal structures and processes

GWP has multiple governance bodies, with a calendar of meetings spread through the year, and for the most part involving the same team members:

- The FPG meets twice a year with the GWP Chair, Executive Secretary, Technical Committee Chair, GWPO management team, the Chair of the Technical Committee and a Network Officer;
- The SPM meets once a year, with presentations from the GWP Chair, Executive Secretary, and Head of Finance;
- The Steering Committee meets twice a year and involves SC members including the GWP Chair, Executive Secretary, and Technical Committee Chair; it includes presentations from the GWPO management team and occasionally a Network Officer;

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[12] This arrangement, together with a shift from annual to twice yearly strategic meetings, was arrived at after 2008 when the FPG decided that is was getting too involved in the decision-making and oversight of GWP, because of its then large presence on the SC.

- The Network Meeting is organized once a year and involves the full management and Secretariat, including presentations by the Chair, Executive Secretary, Head of Finance, and TEC Chair.[13]

Exhibit 7: Calendar of key GWP meetings[14]

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
				FPG	SC		NM	SPM		FPG	SC

Source: GWP Committee Meetings' Agendas, Dalberg Analysis

The effective allocation of decision-making does not correspond to the formal processes and structures.

a. As per the Statutes, the SPM is the highest authority of GWP in the current structure. It has a formal role in three areas: It formally appoints the Chair, the external auditors, and SC members; it co-approves amendments to the Statutes (together with the Network Meeting); and it approves the activity reports and financial reports. In practice, however, the extent and frequency of the reporting to the SPM and the scheduling of the meetings negate some of the responsibilities envisioned in the Statutes: The SPM meets half a day yearly vs. 2 days to the FPG and 5 days to the SC. The year-end financial and activity reports are presented to the FP and SC in May and thereafter made public; their formal approval by the SPM in September is therefore largely ceremonial. In its current form, the SPM appears as a historical and legal legacy,[15] with most Sponsoring Partner representatives detached from the operations of GWP, a low attendance,[16] and for three of the SPM members (Netherlands, Denmark, Sweden), an overlap with the FPG. Conversely, the FPG, which has no formal existence in the Statutes, meets ahead of each SC for a day-long meeting with the management, putting it in a position to effectively influence GWP's activities. A comparison of the activities of the Sponsoring Partners Meeting, Steering Committee and Financing Partners group is presented below.

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[13] Network Meeting, Consulting Partners meeting and Regional days are occasionally confused in discussions with GWPO and GWPN: The Network Meeting is defined in the Statutes and is the statutory and governance annual meeting of the GWP Partners where they vote on the strategic directions and policies of the Network, as well as take decision on excluding a Partner. The Consulting Partners Meeting is actually a conference, built around the Network Meeting, where issues of interest for the Network are discussed. It have no formal or governance role. The Network Meeting always takes place first thing in the morning when we hold the CP Meeting, which is why the two names have become synonymous with each other. The Regional Days are a three to four day event each year where we bring together all the Regional Water Partnership Chairs, Coordinators and Communications Officers for work planning purposes for the coming year. It has nearly always been held during the week before the Consulting Partners Meeting (including the Network Meeting) for efficiency purposes.

[14] Sample calendar based on meeting dates from 2013, dates could vary from year to year.

[15] The establishment of GWPO as an intergovernmental organization required the signature of a MoU by governments and multilateral organizations.

[16] Attendance to the SPM: 2-3 members out of 10 are typically not present. 2014: WB and Jordan not represented; 2013: Denmark, SIDA, WB not represented; 2012: Denmark, Jordan, Netherlands not represented; 2011: Jordan, WMO not represented

Exhibit 8: Comparison of GWP's oversight bodies

	SPM *As per statutes: "the highest authority of GWP"*	SC *"As per statutes: "the executive body of the organization"*	FPG *(informal group)*
Members	Ex-officio based on 2002 MOU signatories	5 ex-officio members, 12 nominated	Ex officio based on funding provided
Meetings	0.5 day a year	5 days a year (2.5 day meeting twice a year)	2 days a year (full day meeting twice a year)
Role in nominations	Chair, SC members (based on names proposed by the NC); external auditors	Appoint Technical Committee; Members of the Nomination Committee; Executive Secretary; Other committees or groups as it finds necessary; Accredit RWPs, and CWPs, and authorize entities to use the name "Global Water Partnership"	-
Role in modifying / interpreting statutes	Approves amendments (together with NM)	Recommend amendments and issues by-laws	-
Oversight role	Approves yearly activity report, financial statement, receives audit report	Presents yearly activity report, financial statement, and audit report to the Partners and SPM	Comments on the yearly activity report, financial statement, and audit report; Maintains a strategic dialogue and reviews GWP's draft products

Source: Statutes, by-laws, Dalberg analysis

b. The current practice on the SC (adoption of decisions on a no objection basis rather than through formal votes) also weakens the role of the SC in GWP's governance.

c. Finally, within the SC, the Chair plays a major role while her position is currently non-voting.[17]

#G4. Unclear allocation of roles between the Chair and the Executive Secretary
The allocation of roles and responsibilities between the Chair and the Executive Secretary is not clearly articulated in GWP's statutory documents. As illustrated below, there are significant overlaps in the definition of both mandates, particularly with regards to the development and the implementation of GWP's strategy, the representation role, partnership and fundraising. A notable difference between both TORs is the relationship with the Network: While the Executive Secretary is in charge of managing the Secretariat, itself tasked with serving the Network, the relationship with the Network is placed under the responsibility of the Chair and currently not included in the TOR of the Executive Secretary.

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[17] Based on interviews with SC members

Exhibit 9: Comparison of the TORs of the Chair and the Executive Secretary

Responsibility areas	TOR of the GWP Chair	TOR of the Executive Secretary
Strategy	"**Ensure the dynamic vision, strategic direction and leadership** of the GWP/GWPO; oversee, with the Global Steering Committee, the development of the next GWP Strategic Plan (2014 to 2019) **and its implementation**. Guide the GWP Organization in linking planning and policy development with strategy implementation."	"**Provide strategic leadership** of the GWP network. **Ensure implementation** of the GWP Strategy as well as appropriate management and monitoring mechanisms for all the functions within the GWP/O and their associated budgets."
Representation	"**Represent GWP** at major international and national meetings and events." "Be the **spokesperson of the GWP Network and the GWP Organization**."	"**Represent GWP** and GWPO Network and Organization in global, regional, national and sub-national events and in international GWP meetings, at donor meetings and other fundraising activities, as speaker and/or **spokesperson for GWP**, as appropriate and in coordination with the GWP Chair."
Relationship with the network	"Engage with the GWP Network: Build effective communications with Regional and Country Water Partnerships. Build effective communications with existing Partner organizations."	(not covered in the TOR)
Fundraising & Partnerships	"**Build partnerships** at a high level with international and national Partner organizations and donor institutions" "Represent GWP to existing donors and **help GWP in developing new donor relationships**."	"**Build partnerships** with international, national and donor institutions; build effective communications with existing partners and develop new partners as appropriate." "Ensure the **development and implementation of a global and regional fundraising strategy**.
Management	"Ensure that the GWPO functions effectively and efficiently." Review integrity of internal controls. Review compliance of operations with laws, regulations, and other policies.	Provide oversight of the Deputy Executive Secretary Function which has day to day management responsibility for the Secretariat. Provide oversight of the Technical Committee Chair function. Fulfil required functions with respect to GWPO operations (…)

Source: TOR of the Chair and (Appendices 9 & 10); Dalberg analysis

#G5. A complex nomination process that limits the pool of talent available to lead GWP

The responsibility for nominations at GWP is fragmented, with diverse groups involved and processes followed for different positions, as presented in the exhibit below.

- Steering Committee members: The search for new Steering Committee members is led by the Nomination Committee, which itself consists of two Steering Committee members and two "at-large" members (external to GWP), also selected by the Steering Committee;[18]
- Chair: Similar to other Steering Committee members, the Chair is selected by the Nomination Committee. The process is treated more confidentially than for other Steering Committee roles; only the Nomination Committee Chair and one of the two "at-large" members were involved in the latest Chair selection;
- Technical Committee: The Technical Committee Chair is selected through an ad hoc task force.[19] For TEC members, the nomination is carried out through an open call, and the Regions are encouraged to make nominations. An ad hoc committee composed of 4 TEC members is in charge of the selection. The candidates selected are then submitted by the TEC Chair for approval by the Steering Committee;
- Executive Secretary: Its recruitment is not defined in GWP's statutory documents, and is typically handled by an ad hoc task force. For the recruitment of the current Executive Secretary, the task force consisted of the GWP Chair, one member of the Steering Committee, one of the RWP Chairs,

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[18] To identify candidates for the Nomination Committee, a public call goes out for nominations. The GWP Chair, NC Chair and Chair of SP assist the NC in encouraging suitable candidates to apply.

[19] The Search Committee members for the latest Technical Committee Chair included the Mediterranean RWP Chair, representing the Regions; the Deputy ES; a Technical Committee Member; a SC Member; an external expert; and the Technical Committee Chair.

a Network Officer and an external partner. This group carried out the shortlisting and interviews, ultimately proposing the final candidate to the Steering Committee.

Exhibit 10: Simplified overview of the nomination relationships with GWP
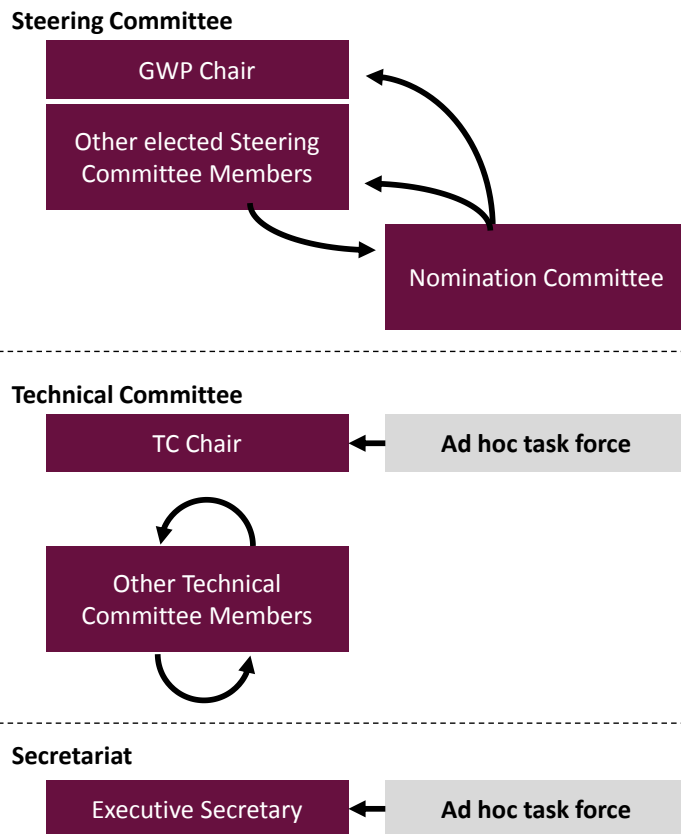
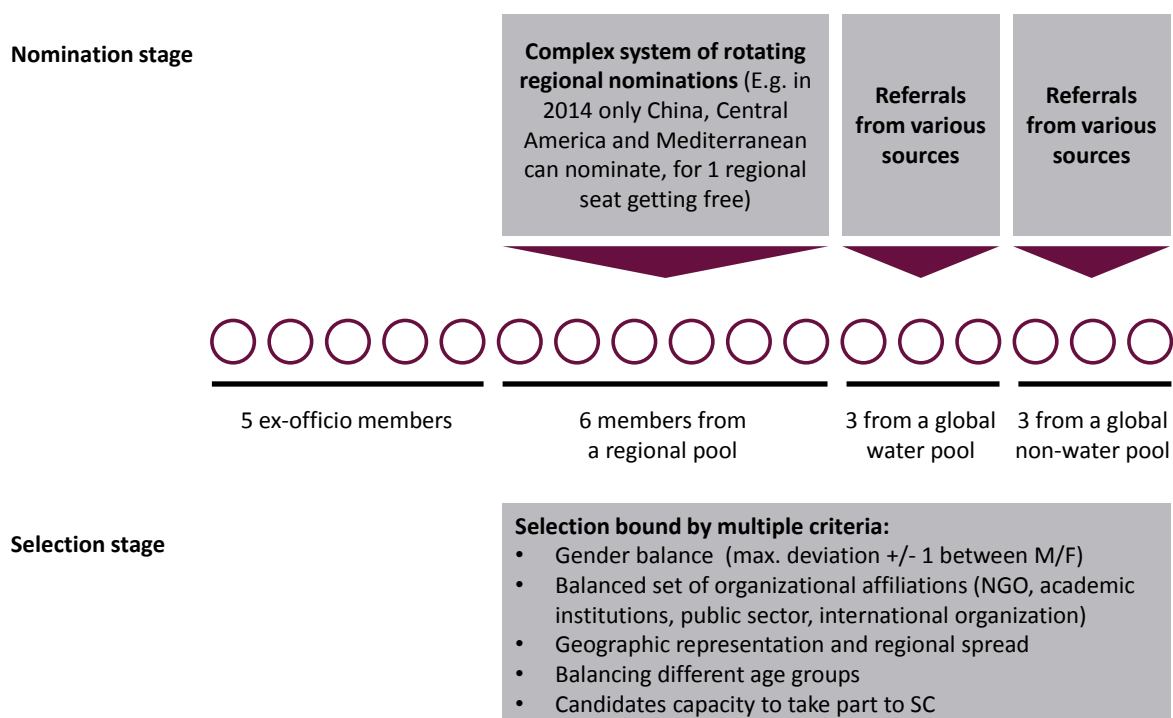*Source: Statutes, Dalberg analysis*

Given the extent of the functions played by the Steering Committee, the selection of its members is particularly important for the governance of GWP. A detailed analysis of this process surfaces challenges at both the nomination and the selection stages.

- Reduced options at the nomination stage: The options of the Nomination Committee are reduced by the categorization of nominations in three groups: regional pool, global pool / water, and global pool / non-water. Further, a complex rotation system was introduced in 2011 that only allows each region to propose candidates every three years.[20]
- Constrained choice at the selection stage: The ability of the Nomination Committee to base its selection on an evaluation of the candidates is then handicapped by the multiplicity of criteria, each applied in strict proportions which must be met in the composition of the elected membership of the Steering Committee. It must collectively offer: a strict gender balance (with a maximum deviation of +/- 1 man or woman); a specific balance of organizational affiliations; a specific balance of geographic representation; and a recent focus on the age balance in the Committee adds further constraints.

In practice, the current system turns a significant part of the work of the Nomination Committee into a rigid match-making process and severely restricts its agency in selecting members.

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[20] The current rotation is as follows: 2014/2017: Central America, China, Med (1 regional seat out of 3 regions); 2015/2018: Caribbean, Central Eastern Europe, South America, South East Asia, Eastern Africa, Southern Africa (3 regional seats out of 6 regions); 2013/2016: Central Africa, CACENA, South Asia, West Africa (2 regional seats out of 4 regions).

Exhibit 11: Overview of the nomination process to the Steering Committee

Nomination stage

| **Complex system of rotating regional nominations** (E.g. in 2014 only China, Central America and Mediterranean can nominate, for 1 regional seat getting free) | **Referrals from various sources** | **Referrals from various sources** |

| 5 ex-officio members | 6 members from a regional pool | 3 from a global water pool | 3 from a global non-water pool |

Selection stage

Selection bound by multiple criteria:
- Gender balance (max. deviation +/- 1 between M/F)
- Balanced set of organizational affiliations (NGO, academic institutions, public sector, international organization)
- Geographic representation and regional spread
- Balancing different age groups
- Candidates capacity to take part to SC

Source: Statutes; Interviews; Dalberg analysis

#G6. Weak linkage between the Technical Committee and the regions

The global Technical Committee has played a central role in the development of GWP, both by formalizing the concept and practice of IWRM interventions, and by anchoring the regional development of GWP – in most regions, the process of organizing started with the establishment of regional Technical Committees.

In theory, the Technical Committee is well integrated in the organizational structure of GWP. As illustrated in the exhibit below, it interfaces with each of the governance organs: Its work plan is guided and approved by the Steering Committee, the Technical Committee Chair reports to the Executive Secretary, and a member of the Secretariat (Senior Knowledge Management Officer) is in charge of facilitating the liaison between the Technical Committee, the Secretariat and the Network. The Technical Committee Chair presents at the SPM, the FPG meeting, the SC meeting, the Network Meeting, and has taken steps to include members from the regions in the Technical Committee meetings ("TEC+ meetings").[21] The TEC Chair reports to the SC on the work of TEC, which ensures the

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[21] TEC+ meetings were initiated in 2010. They were organized in the form of a TC and Regions day also called the Knowledge Chain day. These meetings were held during the annual meeting of the Network and they aimed at making the Knowledge Chain work. The TC presented its publications portfolio and invited the Regions to comment on each publication proposal; the Regions were encouraged to contribute case studies. This format of the meeting did not yield the results expected because of the level of the representations of the Regions dominated mainly by regional coordinators and communications officers. In a meeting with the Regional Chairs held in June 2014, it was therefore decided to change the format of the TEC+ meetings and that each Region should nominate one expert who will be its "legitimate" representative to insure the Region's active involvement in the development of GWP's knowledge capital along with the TC. Regions with an established Regional TEC were represented by the chair of the committee. Organized in August 2014, this new format brought together 35 participants, including the global Technical Committee members, resource persons, Secretariat staff, and the experts selected by 12 GWP regional partnerships to collaborate with the global technical Committee. Based on this first experience, this new format seems to be generating an improved level of technical deliberations and discussions as well the commitments by the Regions to contribute to the publication portfolio: 5 Regions have

intellectual independence of the Technical Committee, but in order to ensure the good coordination between the Secretariat's activities and the TEC's, the TEC Chair appraisal is done by the ES in consultation with the SC.

Exhibit 12: Interfaces between the Technical Committee and other GWP organs

Sponsoring Partners' Meeting	The TC Chair presents at the Sponsoring Partners Meeting
Steering Committee	The Steering Committee guides and approves the workplan of the Technical Committee; the SC is invited ex officio to TC meetings and provides input.
Financing Partners Group	The TC Chair presents at the FPG meeting
Executive Secretary	The Technical Committee Chair reports to the Executive Secretary
Secretariat	A Senior Knowledge Management Officer is in charge of facilitating the liaison between the TC, the Secretariat and the Network.
Network Meeting	The TC Chair presents at the Network Meeting
RWPs	"TEC+ meeting" organized in August 2014, that brought together 35 participants, including the global TC members, Secretariat staff, and the experts selected by 12 RWPs to collaborate with the global TC

Source: Statutes; Interviews; Dalberg analysis

However, the Technical Committee is criticized for the alignment of its priorities with the rest of the organization and the pace of its work:

a. Even though the TEC played an important role in the development of WACDEP,[22] the creation of Reference Groups and the growing role taken by Senior Advisors suggests a misalignment between the work of the TEC and the needs of the organization and Network. In particular, the WACDEP program developed a parallel technical advisory structure in the form of a Reference Group to support the program.[23] While no data on the audience and reach of TEC's recent papers is available to ground

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made firm commitments to develop Technical Focus Papers presenting their experiences with the implementation of Integrated Resources Management (IWRM). Commitments were also made to contribute to the publications presented. The Network Officers will facilitate the link between the author (s) of each publication from TEC and the Regions. Time has been allocated to the Network Officers in the TC work plan 2015, and financial support from the TC budget will be provided to the Regions.

[22] The TEC through its background paper N°14 has provided the knowledge base on which GWP climate activities have been developed. In addition to WACDEP, the TEC chair has co-authored the first draft of the concept note of the Integrated Drought Management" Program, and the TEC has also organized 2 regional workshops on "Climate Change , water and food security" in South Asia and South and East Africa. The workshop in South Asia led to the development of the Integrated Drought Management Program in this region. TEC also supported a workshop organized by the CEE RWP on Integrated Drought Management.

[23] In the new strategy, Technical Committee members have been identified to support the themes pursued in the new strategy and support the relevant network officer (The TEC did have a climate expert until recently, who is still member of the WACDEP RG. When she left TEC the TEC chair requested the RG chair to assume the liaison role with the TEC).

this discussion, the impact of its extensive publication effort has also been questioned.[24] Finally, part of the advisory needs of the organization are being met by a separate group outside of the TEC; the group of Senior Advisors has grown significantly over the years.

b. The TEC has been criticized for its pace and accountability to its own work plans. While it is recognized that some of the more ambitious background papers written by the Technical Committee require a significant time investment and that the process involved in engaging the Regions to contribute case studies is time-consuming,[25] several recent examples illustrate very long production time and postponed deadlines, as illustrated below.

Exhibit 13: Timeline of selected Technical Committee publications

Background papers	Proposed in	Initial Publishing Deadline	Published in
Transboundary Cooperation	August 2011	December 2011	March 2013
Economics of Water Security	August 2011	December 2011	March 2013
Integrated Urban Water Resources Management	August 2011	December 2011	August 2012

Source: Technical Committee Meeting Briefs; Dalberg analysis

While the TEC has proposed organizational adjustments to improve the effectiveness of the knowledge chain,[26] the root issues seem to be in the structure of the TEC and the misalignment between its resources and the expectations on its role within the GWP organization and Network:

a. Structure of the TEC: The current plans of the global TEC to link up with the regions rely on the assumption of similar structures at the global and regional level, but the bi-directional flow of knowledge between the TEC and the regions is hampered by the fact that only 4 RWPs out of 13 have established a regional Technical Committee. In a decentralized network where RWPs manage their budget[27] and organizational choices, this hurdle is unlikely to be removed. In addition, several regions[28] are opting for a different technical advisory model and adopting the Reference Group model used in WACDEP, which involves a more direct engagement of the regions and greater field presence with country visits by Reference Group members. The mechanisms that have been developed to liaise between the work of the WACDEP Reference Group and the TEC[29] seem to be a temporary fix to a deeper question on the most relevant structure for technical support in the current form of GWP's organization and network.

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[24] While discussed within GWP, an analysis of the audience and reach of the TC's publications has not been conducted. It is meant to be included in an upcoming review of the Knowledge Chain.

[25] For example, GWP's seminal Background Paper #4, "Integrated Water Resource Management" (2000), took about a year to prepare.

[26] As per the global TC proposal, making the link more effective entails: 1) the institutionalization of the knowledge function in the Regions as required by their accreditation; 2) formalizing the TEC, Secretariat and Regions respective roles and commitments in the knowledge chain as agreed in the Workshop on "making the knowledge chain work" held in 2010 (these roles are defined in a note approved by the Steering Committee); 3) finding effective financial mechanisms to support the Regions in servicing their knowledge needs.

[27] The 2013 budget of the global TC was EUR 470,000.

[28] Following the example of the WACDEP Reference Group, the CEE region has recently set up a Reference Group, and the Caribbean region is setting up its own Reference Group.

[29] The TC Chair invited the Chair of the WACDEP Reference Group to sit on the global technical committee and to work towards the convergence between regional TCs and Reference Groups.

b. Alignment between the expectations from the TEC and its resources: As most of the organization, the TEC was initially set up as a partly voluntary effort (TEC members are expected to contribute about two weeks of their time a year that are compensated much below their standard rates in their professional activities), focused on answering questions from the Network with a minimal consultation process. Over time, the expectations from the TEC have expanded without an expansion of its resources and they currently include three types of activities: a quality assurance role on the work done at regional and global level, a technical guidance role towards the SC, Network Officers and regions, and a thought leadership role through its publications. A clarification of the expected role of the TEC and a revalidation of its resources seem necessary to set it up for success.

3. FINANCING DIAGNOSTIC

We evaluated GWP's financing by considering three areas:
- The current and projected funding needs of the organization;
- The financing sources, their breakdown by geography, their split by type of funder, the concentration of the funding base, and the flexibility in the usage of the funds (core vs. designated);
- The organization of GWP's fundraising effort.

**We identified 6 main financing challenges**:
#F1. Rapid increase in funding requirements and short term funding horizon;
#F2. Lack of diversification of the funding base;
#F3. Unreliability of local fundraising;
#F4. Increase in designated funding;
#F5. Weak linkage between the strategic planning process and budgeting process;
#F6. Lack of clarity in the allocation of fundraising responsibilities.

The following paragraphs explore each of these themes in more detail.

#F1. Rapid increase in funding requirements…
As illustrated below, the GWP budget has grown very rapidly over the past years, funded from global and local sources. Since 2011, the budget has been multiplied by x2.4, growing from EUR 8.4 million to EUR 20.5 million and significantly increasing the fundraising pressure for GWP.

*Exhibit 14: Growth in GWP's budget (In EUR '000)*
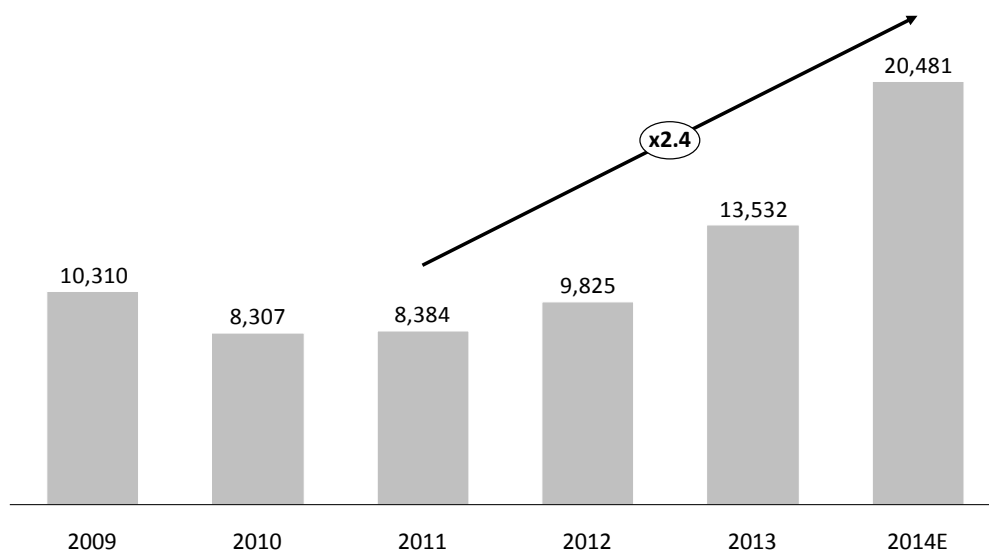
Source: GWP; Dalberg analysis

Going forward, the current plans of GWP envision a continued budget expansion: Along with the six-year strategy, GWP also developed a financial plan for the corresponding period, and all three scenarios under consideration involve a further increase in the organization's budget:
- Baseline Scenario: The average yearly budget supported by global funders is EUR 22 million, a 26% increase over the 2014E global funds (EUR 17.5 million). In addition to global funding, the base case envisions EUR 30 million raised locally over 5 years.

- Scenario 1: The average yearly budget supported by global funders is EUR 27 million, a 54% growth over the 2014E budget. In addition to global funding, the base case envisions EUR 33 million raised locally over 5 years.
- Scenario 2: The average yearly budget supported by global funders is EUR 29.6 million, a 69% growth over the 2014E budget. In addition to global funding, the base case envisions EUR 37 million raised locally over 5 years.

Exhibit 15: GWP <u>global</u> funding requirements projections[30] (In EUR million)
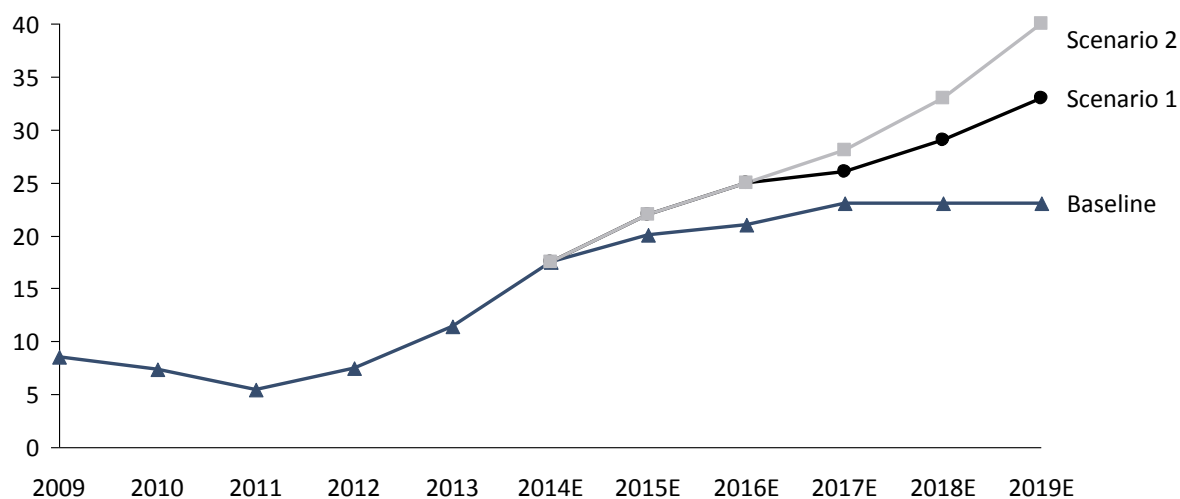
Source: GWP

The three scenarios are based on different assumptions in terms of programmatic costs (cost of running the secretariat, governance bodies, technical committee and program development support): At EUR 3.2 million in 2013, they are budgeted at EUR 5.5 million yearly in the base case scenario, EUR 7 million in scenario 1, and EUR 7.4 million in scenario 2. Meanwhile, program support to the regions is also increased, from EUR 3.9 million in 2013 to EUR 5 million per year in the base case scenario, EUR 7.4 million in scenario 1 and EUR 7.5 million in scenario 2 (driven for scenarios 1 and 2 by funding provided for 1 staff in each of the 84 countries in the Network).

#F1. …and short term funding horizon

The funding of GWP is primarily based on 2-3 year commitments by donors, and the funding horizon of the organization is short. The illustration below shows the committed funds for the next 5 years. It highlights the extent of the funding gap for 2015 (only about 40% of the funding secured as at the date of this report in the base case scenario).

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[30] Excludes locally raised funding

Exhibit 16: GWP Funding Commitments 2015-19 (in EUR million, % of total)
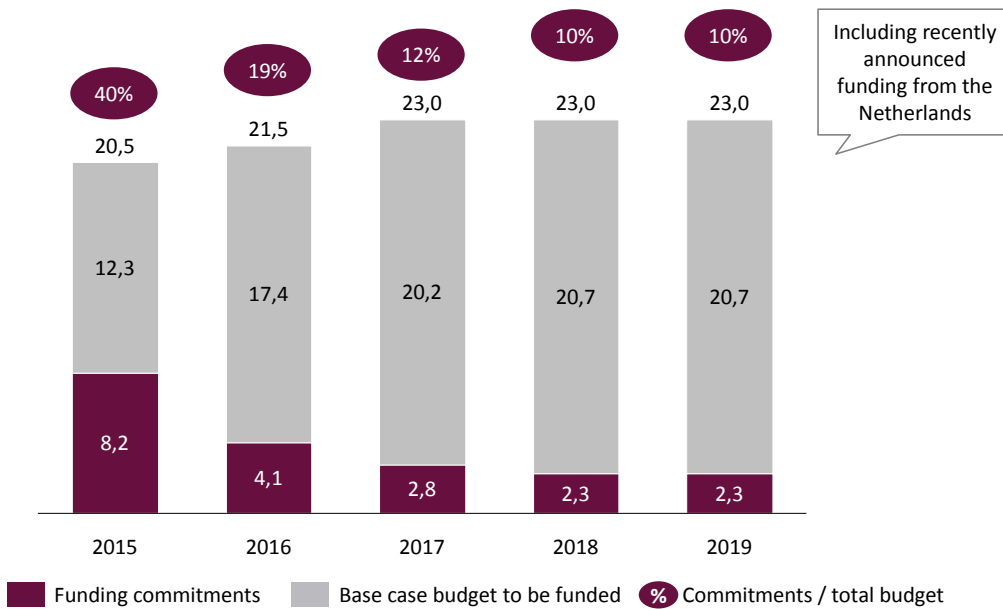

Source: GWP: "Funding the GWP Strategy"

#F2. Lack of diversification of the funding base

The current global funding comes primarily from bilateral (83%) and multilateral funders (13%). Local funding is more diversified than global funding, with 25% of the funds coming from private and other funders vs. 4% at the global level.

Exhibit 17: Diversification of funding sources by type of funder (2013, in EUR million, % of total)
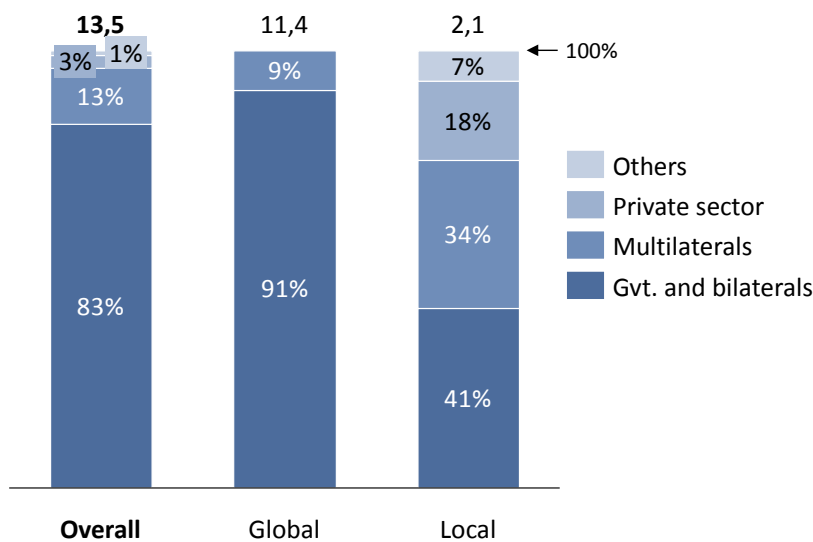
Note: "Other" includes remaining funds brought forwards from previous years, donations from individuals or other categories of organizations such as the WWF.

Source: GWP, Dalberg Analysis

GWP's largest funders are the United Kingdom, Denmark, Sweden, The Netherlands, and Switzerland. Other notable financial contributors includes Austria, Norway, Germany and China. Finally, in addition to the financial contributions received, GWP receives in-kind contributions, in particular from the Chair and SC members (EUR 60,000 in 2013) and from the French government (EUR 30,000 in 2013).

*Exhibit 18: Breakdown of GWP's funding (2012-14, in EUR '000)*
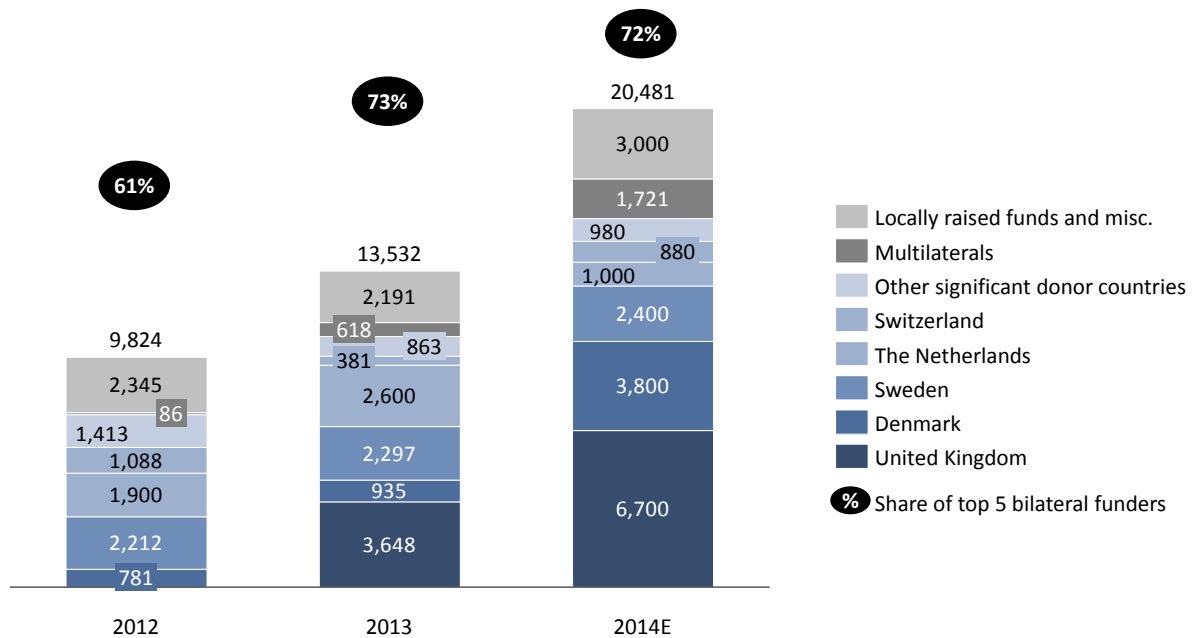
Note: The other significant donor countries not presented in detail in the above exhibit include China, Norway, Austria and Germany (financial contributors) and France (in-kind contributor).
Source: GWP

Overall, GWP depends on a very small group of traditional funders and it has faced challenges diversifying its funding base. By both funding type and by individual funders, the diversification of its funding sources appears much lesser than that of other organizations reviewed, as illustrated below in Exhibit 19. The increase in GWP's budgets since 2011 has been supported by GWP's key bilateral donors and has amplified the concentration of funding: The top 5 donors represented 61% of the funding in 2012, and over 70% in 2013 and 2014E, leaving the organization heavily exposed to changes in their funding priorities. In particular, with the current DFID grant (38% of the 2014 budget) ending in March 2015, the organization runs the risk of a sudden contraction of its financial resources; this grant appears to have increased GWP's dependency without providing the security of continued funding.

*Exhibit 19: Funding structure of selected benchmarks (2013, in EUR million, % of total)*
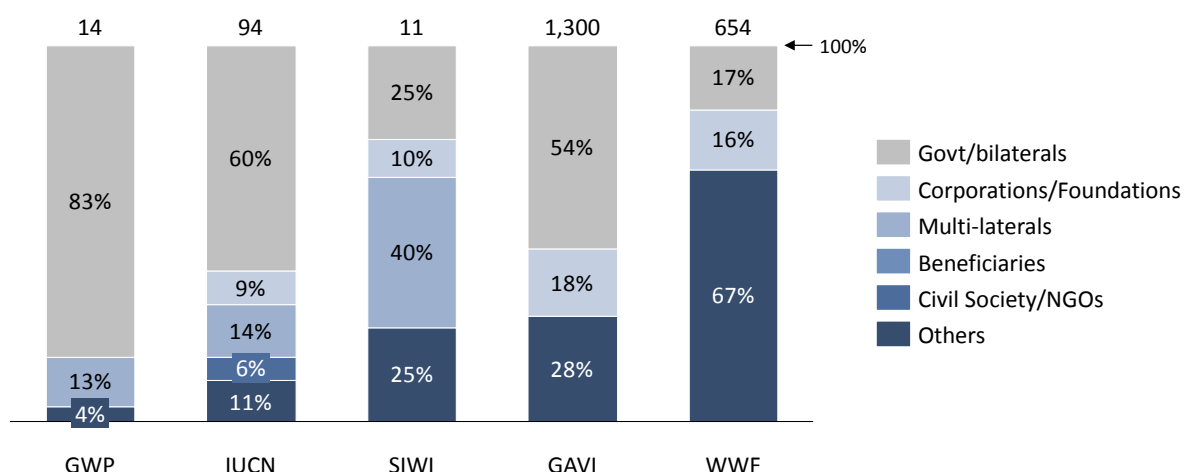
Source: GWP, Dalberg Analysis

#F3. Unreliability of local fundraising

While local funding has represented as much as 35% of the funding (in 2011), the recent increases in the GWP budget have been financed by funders at the global level and the share of local funds has fallen (15% of the total budget in 2014E).
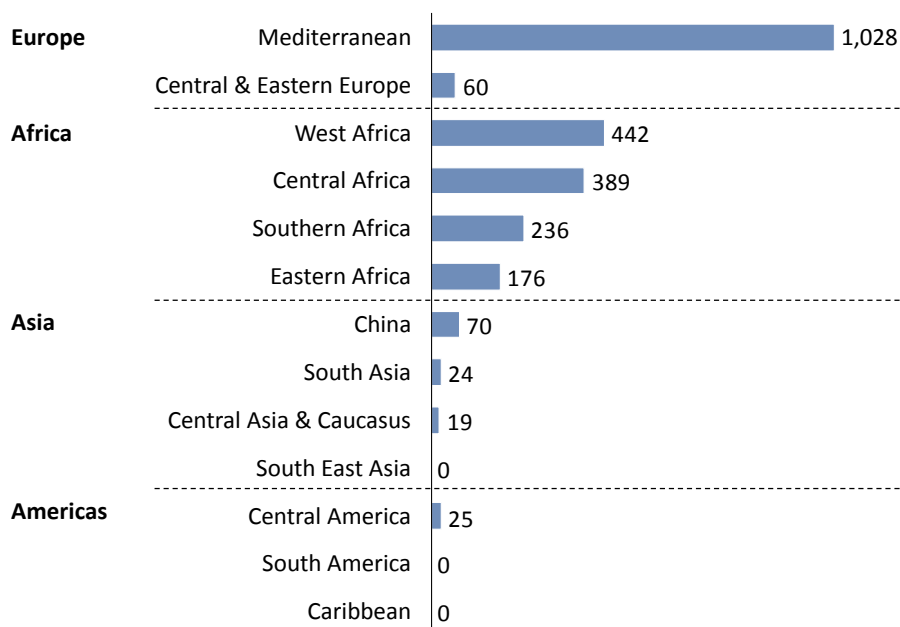
Exhibit 20: Amount of local funding and share of total budget (In EUR '000, %)
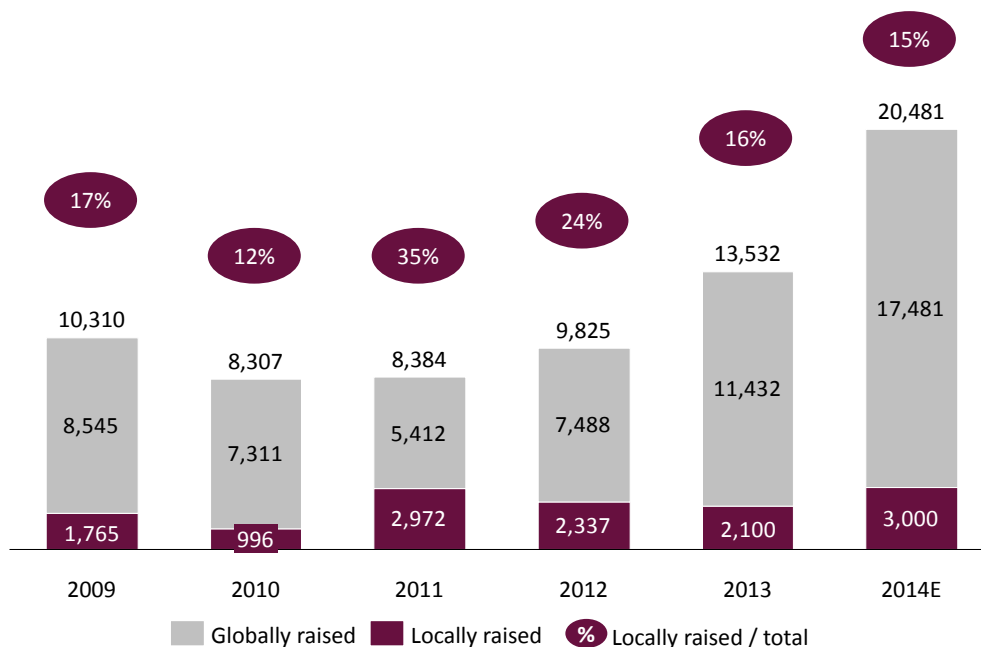
Source: GWP; Dalberg analysis

The amount of funding raised locally varies sharply across regions, with most regions raising little or no funds. Mediterranean and African regions have been most effective at fundraising while RWPs in Asia, the Americas and the Caribbean have raised little or no funding. Considering for example the average of funding raised in 2011-2013, 42% came from the Mediterranean RWP, 50% from the four African RWPs combined, and 8% from all other regions together.
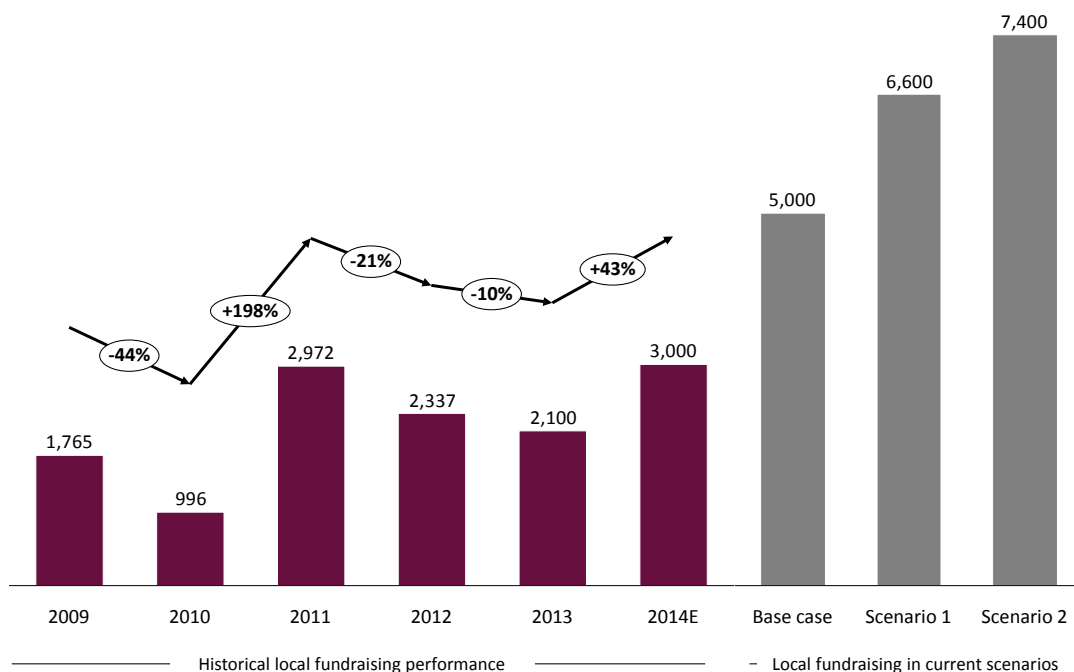
Dalberg

Exhibit 21: Locally raised funds by regions (2011-13 average, in EUR '000)

Europe	Mediterranean	1,028
	Central & Eastern Europe	60
Africa	West Africa	442
	Central Africa	389
	Southern Africa	236
	Eastern Africa	176
Asia	China	70
	South Asia	24
	Central Asia & Caucasus	19
	South East Asia	0
Americas	Central America	25
	South America	0
	Caribbean	0

Source: GWP

While GWP's financial plans assume a significant growth of local fundraising (On average EUR 5 million a year in the base case scenario, EUR 6.6 million in scenario 1, and EUR 7.4 million in scenario 2), the local fundraising activity remains much below those levels.

Exhibit 22: Yearly amount and growth in local fundraising (In EUR '000, % yearly growth)

2009	2010	2011	2012	2013	2014E	Base case	Scenario 1	Scenario 2
1,765	996	2,972	2,337	2,100	3,000	5,000	6,600	7,400

-44%   +198%   -21%   -10%   +43%

Historical local fundraising performance ———— Local fundraising in current scenarios
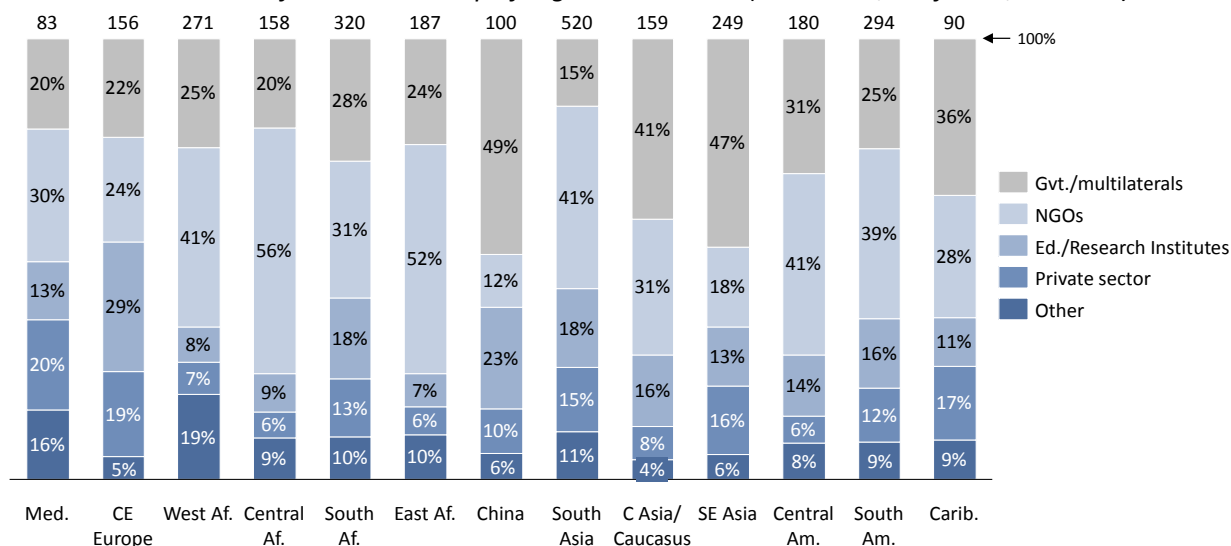
Source: GWP; Dalberg analysis

GWPO has encouraged RWPs and CWPs to set up legal entities to facilitate their fundraising effort but a look at the variability in fundraising in recent years suggests that skill, resource availability and incentives at the regional and country level might play a larger role, as well as the nature of each regional network and the potential by region.

Exhibit 23: Breakdown of the membership of regional networks (# Partners, % of total, Q1 2014)
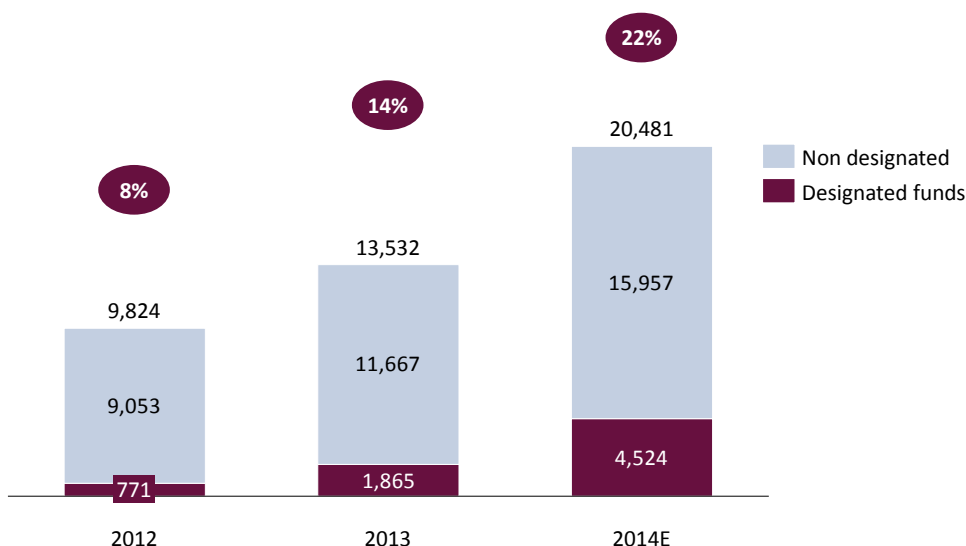

Legend:
- Gvt./multilaterals
- NGOs
- Ed./Research Institutes
- Private sector
- Other

Region	Med.	CE Europe	West Af.	Central Af.	South Af.	East Af.	China	South Asia	C Asia/ Caucasus	SE Asia	Central Am.	South Am.	Carib.
Total	83	156	271	158	320	187	100	520	159	249	180	294	90
Gvt./multilaterals	20%	22%	25%	20%	28%	24%	49%	15%	41%	47%	31%	25%	36%
NGOs	30%	24%	41%	56%	31%	52%	12%	41%	31%	18%	41%	39%	28%
Ed./Research Institutes	13%	29%	8%	9%	18%	7%	23%	18%	16%	13%	14%	16%	11%
Private sector	20%	19%	7%	6%	13%	6%	10%	15%	8%	16%	6%	12%	17%
Other	16%	5%	19%	9%	10%	10%	6%	11%	4%	6%	8%	9%	9%

Source: GWP; Dalberg analysis

#F4. Increase in designated funding

The growth in the share of funding from key donors has been accompanied by a very rapid increase in the share of designated funds over the years, from 8% in 2012 to 22% in 2014.

Exhibit 24: Share of designated funding in total global funds raised (in EUR '000, % of total)

	2012	2013	2014E
% designated	8%	14%	22%
Total	9,824	13,532	20,481
Non designated	9,053	11,667	15,957
Designated funds	771	1,865	4,524

Source: GWP; Dalberg analysis

The growing role of thematic areas in GWP's strategy and the development of large programs such as WACDEP (and possibly upcoming programs in urban water, transboundary cooperation, ecosystems, energy, and food security) must be managed carefully to avoid a fragmentation of GWP's budget and of the reporting requirements. While designated funding can be the healthy by-product of expanded activities, its maximum target level must be more explicitly defined; a significant share of core funding must be a requirement for any large grant. This is particularly important to allow GWPO to support the regions, for whom the Secretariat is often the only source of core funding (even for RWPs successful at raising funds, locally raised funding typically consists entirely of project funding).

#F5. Weak linkage between the strategic planning process and budgeting process
GWP's strategic planning and budgeting processes seem to be currently developed separately.

a. On the one hand, the strategy seems prepared without considering its financial implications; the financial plan was developed ex post, after the finalization of the strategy. As noted in DANIDA's recent appraisal,[31] GWP's new strategy is "comprehensive and covers most water resources issues. GWP wants to maintain a broad profile in their strategy to accommodate the diversity of problems and priorities facing its networks of partners. However, attempting to do so carries the risk of creating fewer results, as limited resources and expertise are spread thinly." As noted earlier, the financing plans to support this strategy seems indeed very ambitious given the funding visibility of the organization.

b. On the other hand, funding opportunities are explored without an explicit discussion on their strategic implications. In particular, GWP is currently actively exploring funding opportunities linked to project implementation which could have far-reaching consequences for GWP. GWP has recently been accredited as an observer with the Green Climate Fund, which will build up to USD 100 billion by 2020.[32] On that basis, it has the opportunity to act as a multilateral implementing agency (MIE) and implement large projects on behalf of GCF. GWP is also in contact with the African Water Facility of the AfDB for project implementation. In the Fall 2014, AfDB issued a call for proposal on water and climate projects. AfDB can only fund African entities, and GWPO funded a consultant to support African RWPs in developing proposals, for a total grant value of EUR 10.4 million. Project implementation might ultimately lead to large funding and milestone projects for GWP (GWPO estimates that it might secure several large grants of EUR 5-10 million each for large projects). However, the strategic implications of these discussions have not been taken on board in the strategy discussion as a result of wanting to keep the strategy as a high level discussion. For example, project implementation might place GWP in competition with some of its Partners, which include multi-stakeholder platforms.[33] If projects are not selected carefully, they might involve a subset of Partners and could also lead to a fragmentation of the Network.

#F6. Lack of clarity in the allocation of fundraising responsibilities
GWP does not currently have a dedicated fundraising team and the allocation of responsibilities for fundraising does not seem to be precisely defined across the team members involved. The Secretariat, under the leadership of the Executive Secretary, works on managing and maintaining donor relationships. Over the past year, both Network Officers and RWP Chairs have been requested to play an active role in the fundraising effort. Network Officers report on their progress quarterly, though their involvement in fundraising is not fully clearly defined.[34] At the local level, the regional and

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[31] DANIDA, Appraisal of Support to Global Water Partnership, August 2013

[32] The Green Climate Fund is an operating entity of the financial mechanism of the Convention (UNFCCC) and is accountable to and functions under the guidance of the COP (Conference of Parties). It is governed by a Board comprising 24 members (with equal numbers from developed and developing country Parties) and is intended to be the main fund for global climate change finance in the context of mobilizing USD 100 billion by 2020 (mainly from developed countries). The GCF was established by the COP at its sixteenth session, designed throughout 2011 by a Transitional Committee and launched at COP 17, including the governing instrument for the GCF.

[33] Competition of GWP with some of its Partner organization is expectable, particularly at the level of RWPs and CWPs and should not harm inter-organizational relationships as long as the rules of engagement are clear to all.

[34] The job description of Network Officers mentions the following:
a) Under thematic development responsibilities: Support the development of relationships with financing partners for implementation of such programs and projects in specific regions and/or countries. The Network Officers, with the exception of one and sometimes two, have had no direct contacts with the Financing partners;
b) Under the regional Support: Support development of partnerships and networks at regional and country levels and improve regional fundraising strategies, capacities and activities in support of implementing the GWP Strategy and coordinate with a range of international organizations including UN Agencies, bilateral and

country water partnerships manage the fundraising process independently with some proposal writing guidance provided by GWP, but they may not possess the technical or managerial expertise to effectively fundraise. Finally, a new role of "Head of Global Projects" has been recently established, with a strong involvement in fundraising. Overall, the fundraising responsibility seem to lack support structures, coordination mechanisms, and a link with the budgeting process and performance evaluation systems.

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multilateral funding agencies and knowledge partners at the regional and country levels to support the RWPs in building capacity in relation to program opportunities.

The NOs get very little guidance from GWP leadership on these fund raising activities and is in most cases the result of a personal effort of the NO. Finally, the relationship between the Head of Global Programs and the NOs on the issue of fund raising is currently not well defined.

4. RECOMMENDATIONS

Overview

To provide a clear framework for our recommendations, we propose to adopt five principles in approaching the design and governance questions:

- Effectiveness. Options chosen must be focused on achieving impact in water resource management;
- Representation of- and accountability to- stakeholders. GWP member constituencies need a voice and a way to provide input to GWP's direction;
- Leveraging the capabilities of the network. GWP needs to be able to make full use of the resources and expertise of its members;
- Attractiveness to funders. The governance structure needs to be cost-effective and financially sustainable;
- Simplicity and adaptability. The governance structure and choice of the organization must be easy to understand and adapt, internally and externally, to foster trust and facilitate partnerships.

While we realize that the feasibility of any change must be validated against legal and financial constraints, our approach is to first define a desirable target state and subsequently review the path towards implementation; proposed changes are detailed in the subsequent paragraphs, and the feasibility and implementation plan are discussed in the next section.

Exhibit 25: Summary of proposed changes

	From	To
Governance	• #G1. Weak representation of the Partners in GWP's global governance; • #G2. Lack of formal representation of the Financing Partners; • #G3. An effective allocation of decision making not mapping to the formal structures and processes; • #G4. Unclear allocation of roles between the Chair and the Executive Secretary; • #G5. Complex nomination process that limits the pool of talent available to lead GWP; • #G6. Weak linkage between the Technical Committee and the regions.	• #R1. Clarify GWP's strategic posture to anchor governance and financing choices; • #R2. Strengthen the Steering Committee and consider a change in the number of regions; • #R3. Clarify the roles of the GWPO Executive Secretary and Steering Committee Chair; • #R4. Create opportunities to better know and engage the Network; • #R5. Adjust the positioning of the Technical Committee; • #R6. Simplify the nomination and selection process; • #R7. Simplify the organization's structure and titles.
Financing	• #F1. Rapid increase in funding requirements and short term funding horizon; • #F2. Lack of diversification of funding base • #F3. Unreliability of local fundraising; • #F4. Increase in designated funding; • #F5. Weak linkage between the strategic planning process and budgeting process; • #F6. Lack of clarity in the allocation of fundraising responsibilities.	• #R8. Prepare the transition towards new sources of funding and a stronger regional role in fundraising • #R9. Revisit the strategic planning and budgeting processes • #R10. Ramp-up the fundraising infrastructure and develop incentives for regional fundraising

#R1. Clarify GWP's strategic posture to anchor governance and financing choices

GWP just released a new 6-year strategy ("Strategy Towards 2020") which clearly identifies six specific areas in which the network plans to engage but it does not articulate the vision for the organization's growth and does not present choices on important issues such as: the position and comparative advantages of GWP in the water sector, potential alliances with strategic and technical partners globally and regionally, how the Network can better respond to the current and future sector challenges, specific themes or sub themes GWP can truly focus on (and their relation to IWRM, the core concept in GWP's mission, which is not mentioned in the new strategy), and the posture of GWP's (i.e. its choice of an advocacy vs. a governance role). GWP is also currently exploring multiple funding

opportunities through project implementation, whose adoption would have important consequences on the nature of GWP's impact and on relations within the Network. A more explicit articulation of GWP's choices seems essential to anchor governance and financing decisions. We recommend to articulate GWP's competitive advantage and strategic posture, and the type of projects that can both maximize value to the Partners and leverage the potential of the network (e.g., a specific project monitoring role for the organization in the post-MDG agenda, or a specific type of projects).

While a discussion around GWP's strategic positioning would logically be conducted after the implementation of proposed changes in the composition of the SC, we believe that the rapid implementation of the measures proposed in this report for a clarification of GWP's governance and financing choices is in the interest of the organization and should not be postponed. We therefore recommend to launch the implementation of the proposed changes, while developing a more detailed articulation of the strategy, and conduct a governance check-in ahead of the November 2015 meeting once a more detailed formulation of the strategy has been prepared.

#R2. Strengthen the Steering Committee and consider a change in the number of regions
Our diagnostic underscored that the current governance structure does not channel the voice of the Network and that some constituencies (e.g., the private sector) are not well represented. In selecting a target model, GWP must reconcile the implications of its legal status as an IGO (a constituency-based model) and the nature of its mission (calling for a partner-driven model). Options for governance can be considered on a continuum ranging from a purely partner-driven organization (illustrated for example by the World Water Council) to a constituency-based organization (illustrated for example by The GAVI Alliance). Details on these two examples are presented in the exhibit below.

Exhibit 26: Illustrations of selected Board governance models
Note: These examples are presented as illustrations of two different governance choices, notwithstanding the differences between their activities and GWP's

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

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

Source: Interviews; websites; Dalberg analysis

We propose that GWP adopts a constituency-based model, along similar lines to the model adopted by The GAVI Alliance. A greater share of the seats would be voting (12 voting seats out of 21 seats in the current SC), with formal votes called on decisions by the SC. Within this model, we believe that a first set of principles are most readily agreeable:
- Formalize the representation of the Network and give it a significant share of the seats (e.g., 50%) in the Steering Committee;
- Formalize the representation of the funders through one voting seat on the SC for a representative of the FPG;[35]
- Give the Chair seat voting rights to align decision making with effective responsibilities.

A set of more challenging decisions where we suggested a solution include:
- The size of the SC: A look at other network organizations shows a wide range of choices in the size of the Boards, from a dozen to 36 members;[36] a BoardSource survey of large non-profits found

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[35] In the feedback to the draft version of this report, our team received the suggestion to formalize the FPG as a governance body; a coordination meeting of the funders sounds generally expectable, and beyond our recommendation to give a formal vote to a representative of the donors, we did not see a need to propose a formalization of the FPG as a governance organ.

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3 members

that the average size of the board is 16 and the median 15.[37] We propose to use 15-20 members as a target size;

- The basis for the representation of the Network: Given the limited granularity of GWP's current knowledge of its Partner base and the disparity in the development of CWPs, we see RWPs as the best current basis for representing the Partners;

- The weight of the regions on the SC: The regions represent 72% of the seats at IUCN and 66% at The GAVI Alliance, in the context of large Boards (27 to 33 members). We propose to adjust regional representation based on the size of the SC, with about 50% of the votes;

- The representation of thematic initiatives on the SC: We considered the IUCN model, where both regions and programmatic areas are represented at Board level.[38] However, assuming that future initiatives would be fully integrated in the current structure and would not have an independent steering committee (as per the model followed with WACDEP), we did not propose a separate representation of thematic initiatives on the Steering Committee.

Two questions are particularly challenging and will require specific attention from the SC:
- The disparity in the representation of the regions: While a representation of all regions seems desirable, it would also seems fair to give the most active regions an added voice;

- The mode of representation of the regions. To limit the size of the SC requires either a system of rotations, or a reduction in the number of the regions - IUCN, for example, operates with 8 regions; WSP with 4 regions and ILC operates with 3 regional platforms. A reduction (or at a minimum an augmentation by 1) would be desirable to have an even (and ideally smaller) number of regions and facilitate a system of rotating representation.[39]

Our proposed scenario based on these choices is presented below. It assumes:
- A Board size around 20 members;

- 6-8 voting seats for regional representatives, chosen either by rotation (e.g. 2 rotations of 6 members in a system of 12 regions), or to represent each region (e.g., one representative per region if the number of regions is significantly reduced);

- 1 voting seat for a representative of the donors (who can be selected by the FPG);

- 4 voting seats for independent members. Rather than selecting members linked to the water issues, we suggest bringing members with different types of technical expertise, for example with a deep knowledge of online communities (e.g., from Facebook, Linkedin, Airbnb, Google, IBM, Microsoft, Skoll, Omidyar); strategic and organizational design expertise (e.g., from consulting firms); or financing expertise (e.g., from leading banks);

- 1 voting, ex officio seat for the Chair; 2 non-voting, ex officio seats for the Executive Secretary and TEC Chair;

- A maintained Board presence of UN Water, UNDP, WB and WWC, in order to put GWP in a position to help address some of the challenges associated with the current fragmentation of the global water governance and help the sector move towards a more coherent architecture.

The table below present the current and proposed SC compositions, acknowledging that implementation might require intermediary steps and adjustments.

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[37] BoardSource. Nonprofit Board Answer Book, Second Edition. BoardSource, Revised 2007

[38] The 2012-2016 Council is composed of 33 members, including The President; the Treasurer; the Chairs of IUCN's six Commissions; three Regional Councilors from each of IUCN's eight Statutory Regions; and a Councilor from the State in which IUCN has its seat (Switzerland).

[39] The number of RWPs could for example be reduced by combining the Caribbean and Central American RWPs or the West and Central African RWPs. If reducing the number of regions proves unfeasible, GWP could consider setting up a 14th region with directly affiliated organizations to have an even number of regions allowing a simple system of rotations.

Exhibit 27: Steering Committee composition

Stakeholders	Current	Proposed
RWP representation	0	6-8
Independent global	6	4 global non-water experts
Independent regional	6	0
Financing partners	0	1
Other	0	1 (GWP Chair)
Total voting	**12**	**12-14**
GWP non-voting	5 (GWP Chair, ES, TEC Chair, Chair of regional chairs, FPG)	2 (ES, TEC Chair)
Strategic allies	4 (UN Water Representative, UNDP, WB, WWC)	4 (UN Water Representative, UNDP, WB, WWC
Total non voting	**9**	**6**
Grand total	**21**	**18-20**

#R3. Clarify the roles of the GWPO Executive Secretary and Steering Committee Chair and rename the Executive Secretary role

A challenge in the current organization is the significant overlap in the definition of the Chair and Executive Secretary roles. We propose a redefinition of both roles along lines similar to the allocation of roles between the President and Director General at IUCN (see Appendix 5), or between the Chair and Executive Director at 2030 WRG, and formulate four recommendations:

a. In a strengthened Steering Committee, we propose that the Chair plays the role of a "primus inter pares", working with other Steering Committee members to collectively manage the organization, with a focus on two areas in particular: To lend its prestige and influence to enhance the high regard in which GWP is held in international arena and facilitate its access to governments and international organizations at the highest level; to encourage applications by individuals of a very high caliber and profile to the Steering Committee. A summary of key proposed changes to the Chair role are presented below.

Exhibit 28: Proposed adjustments to the Chair role

Responsibility areas	Current TOR of the Chair	Proposed changes
Strategy	"**Ensure the dynamic vision, strategic direction and leadership** of the GWP/GWPO; oversee, with the Global Steering Committee, the development of the next GWP Strategic Plan (2014 to 2019) **and its implementation**. Guide the GWP Organization in linking planning and policy development with strategy implementation."	Strategic vision to be generated by the SC as a whole, in link with the network and Partners
Representation	"**Represent GWP** at major international and national meetings and events." "Be the **spokesperson of the GWP Network and the GWP Organization**."	Representation function focused on high level political representation, along the lines of the role of the President at IUCN: "To lend its prestige and influence to enhance the high regard in which GWP is held in international arena and to facilitate its access to governments and international organizations at the highest level"
Relationship with the network	"Engage with the GWP Network: Build effective communications with Regional and Country Water Partnerships. Build effective communications with existing Partner organizations."	Responsibility transferred to the Executive Secretary
Fundraising & Partnerships	"**Build partnerships** at a high level with international and national Partner organizations and donor institutions" "Represent GWP to existing donors and **help GWP in developing new donor relationships**."	Responsibility transferred to the Executive Secretary
Management	"Ensure that the GWPO functions effectively and efficiently." Review integrity of internal controls. Review compliance of operations with laws, regulations, and other policies.	Oversight function to be fulfilled by the SC as a whole, under the leadership of the Chair. A specific role of the Chair is added around strengthening the talent of the organization: "Act as an ambassador to encourage applications by individuals of a high caliber to the Steering Committee"

b. We propose to adjust the role of the Executive Secretary, centering its TOR around managing the Secretariat and cultivating links with the Network. Key proposed changes to the Executive Secretary role are presented below.

Dalberg

Exhibit 29: Proposed adjustments to the Executive Secretary role

Responsibility areas	Current	Proposed
Strategy	"**Provide strategic leadership** of the GWP network. **Ensure implementation** of the GWP Strategy as well as appropriate management and monitoring mechanisms for all the functions within the GWP/O and their associated budgets."	ES in charge of the implementation of the strategy, but not of "strategic leadership"
Representation	"**Represent GWP** and GWPO Network and Organization in global, regional, national and sub-national events and in international GWP meetings, at donor meetings and other fundraising activities, as speaker and/or **spokesperson for GWP**, as appropriate and in coordination with the GWP Chair."	Unchanged
Relationship with the network	(not covered in the TOR)	Added to the TOR. Cultivating the network made a key part of the ES role
Fundraising & Partnerships	"**Build partnerships** with international, national and donor institutions; build effective communications with existing partners and develop new partners as appropriate." "Ensure the **development and implementation of a global and regional fundraising strategy**.	Unchanged
Management	Provide oversight of the Deputy Executive Secretary Function which has day to day management responsibility for the Secretariat. Provide oversight of the Technical Committee Chair function. Fulfil required functions with respect to GWPO operations (…)	Unchanged, except for the oversight of the Technical Committee Chair which is transferred to the Steering Committee.

c. To lend more authority to the ES role, we also recommend a change of title from "Executive Secretary" to "Executive Director".

d. Finally, if the above proposal is accepted, we recommend adjusting the criteria for future Chair and ES recruitments accordingly, emphasizing for the Chair the ability to facilitate the involvement of a broad set of SC members and a profile as a bridge builder (ideally seeking candidates with multiple Boards involvements), and for the ES the ability to manage and motivate a team, network and fundraise.

#R4. Create opportunities to better know and engage the Network
Our review highlighted the limitations of the information available to GWPO on the Partners and of the voice mechanisms available to the Network. It seems broadly accepted that the Network is the essence and core asset of GWP, and we propose six steps to understand the health of the partnership and strengthen the link between the Secretariat and the Network:

a. We recommend that GWPO launches an initiative to validate the active membership of GWPN. This could take the form of a survey to map the Partners and understand how they view GWP conducted in coordination with the RWPs. Going forward, this could be turned into an annual e-survey

b. We recommend a study to map the capabilities of GWP at the regional level. As noted, some of the recommendations presuppose strengths or potential at regional level that we have not been able to independently verify given the scope of this review. The capacities of the organization entail the

functions, skills and human resources in the RWPs and CWPs; it would be helpful to gain a better understanding of their current status and their potentials. A cross-GWP assessment could be conducted, possibly supported by an inter-GWP consultation process.

c. We recommend a more selective application process, modelled for example on the International Land Coalition: in addition to selection criteria, candidates must be sponsored by two existing members to join the coalition. This limits the number of members and facilitates the management of the network. GWP can also consider requesting RWPs / CWPs to charge yearly fees from members to validate their membership, as is already the case in some country partnerships such as The Philippines, and Kenya (If feasible legally and finally decided, the fee should be nominal and should not represent a target for the organization's fundraising; for example, a symbolic fee of EUR 100 /year should not harm the inclusiveness of the Network).

d. With less than 2% of the members participating, a review of the attendance to the Network Meeting shows that it is not playing its intended role as the General Assembly of the Network. We recommend to replace it by an electronic vote open to all Partners globally.

e. To create new fora for engagement, we propose to replace the yearly Network Meeting / Consulting Partners Meeting with meetings in four regions (Africa, Asia, America / The Carribean, and Europe). To ensure a senior presence at all meetings, participation can be allocated among Steering Committee members and senior members of the Secretariat. This will lower the cost barrier for Partners to attend and hopefully foster a broader participation. The existing travel budget for the Network Meeting (EUR 20,000 per region) can be reallocated towards travels to these regional meetings; assuming a travel budget of EUR 2,500 per person, the current budget of EUR 260,000 across regions could be sufficient to ensure the participation of over 100 people, roughly covering a participant per CWP.

f. We recommend to improve the dissemination of information from GWP to RWPs on deliberations of and decisions taken at the GWP organs. A more systematic feed would assist RWPs, been a key operational level of GWP, to better understand of the organization's strategic choices and practices and transpose them at regional level.

g. We suggest that GWP develops a strategy for a more active online engagement of its partners allowing a more regular and direct interaction with all members. On this, GWP can consider the work done by other organizations such as ILC: In May-June 2014, ILC organized on on-line consultation on its new strategy to identify the main trends affecting ILC's work on land governance, and areas ILC should be focusing on and actors to engage with. Among the ILC membership, the response rate to the survey was just over 80%.[40]

Finally, on the basis of strategic choices made by GWP, specific project types or activities can be identified to develop opportunities to galvanize the network.

#R5. Adjust the positioning of the Technical Committee
While we found a broad acknowledgement of the progress brought by changes over the past two years, our interviews also highlighted pending concerns among stakeholders on the alignment of the TEC's priorities with the rest of the organization and the pace of its work. In the context of the governance adjustments, the TEC role has to be seen in the light of our recommendation #1 on the strategic posture of GWP. If GWP is to position itself firmly in advocacy, thought leadership will play an important role; whereas if it positions itself as an implementing agent, there will arguably be less need for a TEC and more need for project-specific Reference Groups. Given the uncertainty around this decision, this report proposes a first set of "no-regret" moves.

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[40] Please note that ILC has a much smaller membership than GWP (152 members)

a. Assess the impact of the TEC's publication activities. As noted, an evaluation of the reach and impact of these publications is an essential element for ensuring that a discussion on the role of the TEC is grounded in facts rather than perceptions. Our understanding is that this point has not been made an explicit objective of the "knowledge chain" review; we recommend to integrate it in it.

b. Clearly articulate the role of the TEC between three potential roles of technical guidance, quality assurance and thought leadership. While this allocation can be revised, an explicit definition of the current role will improve transparency, allow an evaluation of the work of the TEC, and facilitate future discussions. As a temporary step, we propose to formulate the role of the TEC around a primary function of technical guidance to the SC, to the regions, and to those thematic areas without a Reference Group (Reference Groups for each initiative would provide technical guidance to their respective thematic area), a secondary role of thought leadership, and a tertiary role of quality assurance of GWP's work (involving reviews of the effectiveness of the regional programs).

Exhibit 30: Proposed roles of the Steering Committee and Reference Groups

Roles	Core global TEC		Initiative-specific Reference Groups	
	Activities	Time	Activities	Time
Technical guidance	The TEC provides guidance to the SC and works in close cooperation with reference groups where they exist	50%	Each Reference Group provides technical operational guidance to their respective thematic area.	100%
Thought leadership	The TEC provides thought leadership through relevant publications. Production of the publications is outsourced to conciliate the need for speed with the small size of the TEC, with the TEC in a reviewing role	30%	-	0%
Quality assurance	The TEC plays a quality assurance role for the work of GWP	20%	-	0%

c. Adjust the size of the global TEC as the number of Reference Groups expands. With 6 thematic areas identified in the new strategy, several Reference Groups might eventually be set up, covering each of the major initiatives pursued by GWP.[41] We propose to reduce the size of the core global TEC to 12 members <u>minus</u> the number of Reference Groups in place; in the current situation, this would translate into reducing the global TEC by <u>one</u> member given the existence of the WACDEP Reference Group. As with the WACDEP Chair, Reference Group Chairs would be invited to TEC meetings, ensuring a good flow of information across technical advisory organs.

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[41] Budgetary constraints will be an obstacle to setting up reference groups for each initiative. As an indication, the WACDEP budget 2013 amounted to EUR 99,000, including EUR 35,000 in travel costs and EUR 64,000 in consulting costs.

Exhibit 31: Proposed adjustments to the TEC size

Current structure	Proposed future structure
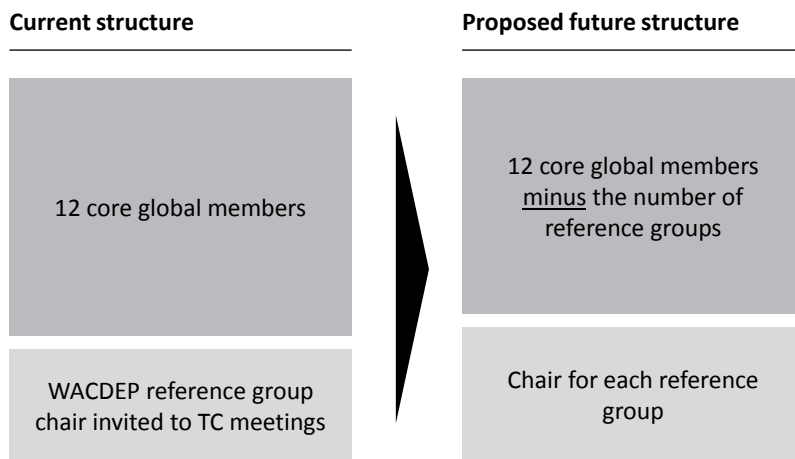
d. Define the role of Senior Advisors in the technical advisory structure. GWP uses a significant number of Senior Advisors, without an explicit definition of their intended role.[42]

Further changes can be brought based on the knowledge chain study and the strategic clarification highlighted under recommendation #1. In particular, areas to refine on that basis include:

- Alternative options to enhance the productivity of the TEC in producing literature, such as interns or fellows – Can the traditional function of TC as a forward-looking shaper and key knowledge provider on IWRM issues be strengthened through new mechanisms?
- The balance of the TEC's focus across its three areas of activity;
- Changes in the reporting of the TEC.

#R6. Simplify the nomination and selection process

Our diagnostic highlighted two weaknesses of the current nomination and selection of SC members: first, the current approach reduces the pool of candidates to populate the SC; second, the process involves outsiders to the SC, which might generate conflicts of interest. We propose two corrective measures.

a. With a large share of the Steering Committee membership being ex-officio in our proposed option[43] (Regional representatives, donor representative, ES, and TEC Chair), the nomination and selection work would only apply to the Chair and to the (four) proposed independent seats. For these roles, we recommend applying diversity criteria more flexibly: Studies have documented that 1/3rd - 2/3rd gender splits (either way) provides similar diversity benefits to perfect parity,[44] and we suggest to use 33% as a threshold for gender diversity within the SC.

b. To avoid any conflict of interest in the Nomination Committee, we propose that members of the Nomination Committee be selected within the SC through an election process involving the submission of applications ahead of the SC and a confidential electronic vote overseen by GWPO's Senior Legal & HR Officer.

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[42] Currently: Stephen Foster (Groundwater expert), Torkil Jonch Clausen (IWRM specialist), Alan Hall (IWRM), Merylyn Hedger (Climate expert), Robert Bos (WASH) and Claudia Sadoff (Transboundary).

[43] Please note that, in our proposal, ex officio roles can be voting or non voting, as opposed to the current situation where ex officio roles are non voting
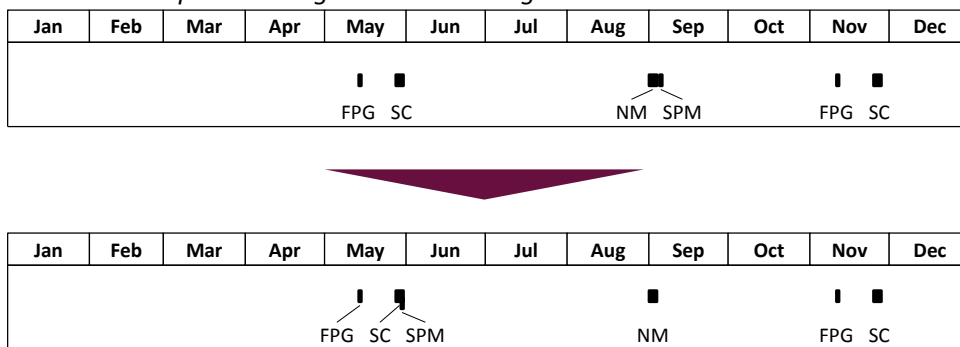
[44] Interview with the Nomination Committee Chair

#R7. Simplify the organization's structure and titles

Numerous interviewees described GWP as an organization whose structure is complex and hard to apprehend. We propose a series of adjustments to make the organization easier to understand by insiders and outsiders.

a. Delegate decision making from the Sponsoring Partners to the Steering Committee. While the current legal structure of GWP requires to retain the SPM, we suggest to transfer effective decision-making to the SC. Membership to the SPM can still be offered to new governments that would be called to fund GWP, but would be positioned as an honorary role. Pending a potential change in Statutes, this can be accomplished by organizing the SPM immediately after the May meeting of the SC, so that measures proposed by the SC can be immediately endorsed by the SPM (the May meeting of the SC would presumably have to be in Stockholm to allow for the SPM to take place after the SC, given the fact that SPM representatives are in Stockholm).

Exhibit 32: Proposed changes to the meeting calendar

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
				FPG SC			NM SPM			FPG SC	

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
				FPG SC SPM			NM			FPG SC	

b. Make the Nomination Committee a subcommittee of the Steering Committee (eliminating "at large" NC members) – a situation similar to other organizations reviewed, such as the Global Fund.

Exhibit 33: Proposed Committee and Subcommittee changes

Current structure
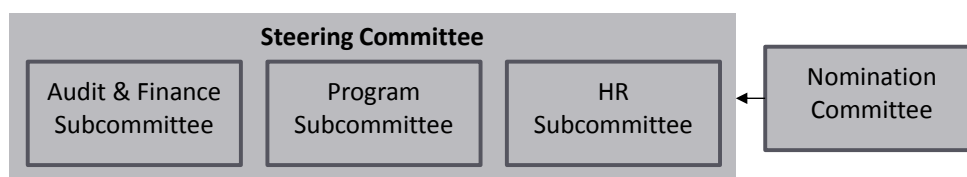
Proposed structure
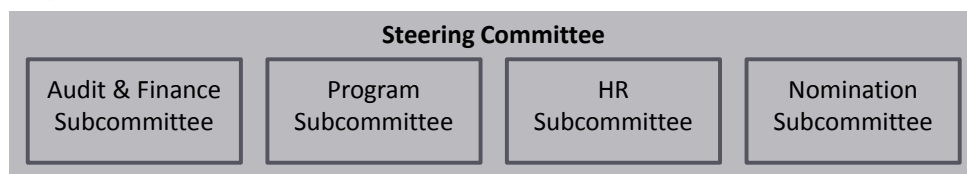
c. Suppress the possibility of direct Partner affiliation to GWPO, and request the 200 members directly affiliated to GWPO to reaffiliate to a RWP (unless GWP opts for the creation of a 14th region, as discussed under recommendation #2)

d. Transfer the approval of new members to the SC, not the ES; this allocation of roles seems better aligned with the positioning of the SC as the custodian of the Network.

e. Reduce the practice of observers across committees. Numerous interviewees have indicated that GWP meetings frequently include participants whose function is unclear.

f. Merge the title of Ambassadors and Patrons, to ensure clarity in the representation of the Network.

#R8. Prepare the transition towards new sources of funding and a stronger regional role in fundraising

Our financial diagnostic highlighted the lack of diversification of GWP's funding and the risk of a financing shortfall. GWP needs to develop a fundraising strategy factoring in three important sector trends (the growing regionalization of fundraising, the progressive reduction in the role of traditional bilateral and multilateral donors, and the increasing importance of thematic approaches in water management) and shaped by GWP's strategic posture (recommendation #1), which will provide a basis for deciding on the level of GWP's fundraising needs, and the sources of funding to prioritize. As an input to the strategy, two steps can be taken to clarify the potential role of thematic funding within the strategy:

- Conduct a detailed analysis of learnings from the WACDEP grant to validate GWP's capacity to conduct complex and long term projects and the required mechanisms to put in place (especially financial and quality assurance controls at the global level, and the changes in the regional structures to ensure quality delivery.
- Define a framework for GWP's engagement in thematic programs (outlining criteria for expected impact on the network, and level of expected core funding).[45]

Exhibit 34: Overview of funding options

Funding options	Current experience	Potential for GWP
Private sector funding	No track record globally but successful track record regionally (in the Mediterranean region). The SDGs might trigger an increase in funding from the private sector.	No current identified potential at the global level but potential at the regional/country level
Foundations	No track record globally or in the region.	No identify potential at the global level for general funding; to be validated at the regional/country level
Membership fees	Not legally feasible globally, practiced by some CWPs	Very limited potential financial impact and feasibility challenges.
Payments from the Network	No track record	Can be considered in the case of support to developing large grants
Multilaterals and OECD donors	Main current GWP funders at global and local level. Trend towards a reduced role and decentralized decisions	Cultivate current funders who remain the main supporters of GWP's activities; prepare for a decreasing overall role and decentralized decision-making
Non OECD donors	Limited current funding (e.g., China), but trend towards a growing role. New development agencies being set up by Gulf States	Prepare for a role in the medium term; explore potential not only from BRICS, but also Gulf States
Thematic funding	Tested out at large scale with the WACDEP program. Several ongoing funding discussions.	Very large potential. To be explored while clarifying desired characteristics of thematic funding

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[45] We suggest a rate of 10-15%; standard rates used for overheads are 7% for EC projects, 13% for the UN projects, and 15% for Bill & Melinda Gates Foundation grants.

#R9. Revisit the strategic planning and budgeting processes

The new 2020 Strategy reflects an 18-month long process and lessons should be learnt about its effectiveness. Our diagnostic also evidenced the rapid increase in GWPO's size and cost base, and the weakness of the link between the strategic planning and budgeting processes. We recommend two changes:

a. A change the presentation of the budget to clearly identify two layers: the budget for the maintenance of the Network infrastructure (e.g., regular meetings, financial controls, communication), and the budget for additional initiatives.

b. An analysis of the budgeting processes and planning process to ensure a good integration between both and consistency between the strategic and financing scenarios pursued.

#R10. Ramp-up the fundraising infrastructure and develop incentives for regional fundraising

Our diagnostic underscored the fragmentation of the fundraising effort, and our benchmarking analysis showed that almost all of the organizations researched – such as GAVI, CGIAR and GF – have dedicated fundraising teams. We recommend three steps:

a. Given the prominence of the fundraising issue for GWP, we recommend to set up a dedicated team to lead fundraising at the global level, support the development of fundraising activities in the regions, and strengthen the structure to manage the relationship with key funders. We recommend additional research to map options for the articulations of content experts / fundraisers, and the global /regional articulation (e.g., representatives of RWP Secretariats could be involved and fundraising used as opportunity for cross-region collaborations in the network).

b. Putting in place a fundraising team will also require a more holistic review of GWP's organizational structure, which has evolved over time through incremental additions (e.g., review of the articulation of fundraising activities in the job descriptions of all team members involved, link between fundraising and at all levels and performance evaluation systems, link between the Head of Global Project role and a newly created fundraising team, etc.).

c. While the funding provided to the regions is currently a flat yearly allocation of EUR 220,000 per region, we recommend to decrease that amount and link a share (e.g., 25%) to the fundraising results achieved by the regions.

5. PROPOSED PATH FORWARD

To propose a path forward, we proceeded in three steps: We first reviewed the legal feasibility of our recommendations based on a detailed review of the Statutes and by-laws, we assessed the financial impact of proposed changes, and we proposed a high-level implementation timeline.

Legal feasibility

The table below maps all proposed changes against the constraints of the Statutes and by-laws. Overall, we identified no major obstacle to the technical feasibility of our recommendations. Based on our assessment, the proposed changes can be implemented through a vote of new by-laws by the SC, and the major points can eventually be integrated in the Statutes – This is done on the basis of a unanimous approval from the Sponsoring Partners and two-third majority from the Network Meeting (post which the change in the Statutes would come into force only a year later).

Exhibit 35: Feasibility of proposed changes

Recommendations	Key information in statutory documents	Legal feasibility
#R1. Clarify GWP's strategic posture to anchor governance and financing choices • Articulate strategic posture • Conduct governance check within 12 months	-	**No constraint**
#R2. Strengthen the Steering Committee and consider a change in the number of regions • A Board size around 20 members • 6-8 voting seats for regional representatives • 1 voting seat for a representative of the donors • 4 voting seats for independent members • 1 voting, ex officio seat for the Chair; 2 non-voting, ex officio seats for the Executive Secretary and TEC Chair • A maintained Board presence of UN Water, UNDP, WB and WWC	Statutes mention: • Minimum (11) and maximum (21) number of members • Composition of ex-officio members (GWP Chair, ES and Chair of TC), permanent members (one representative from UN Water and RWP each); rest to be appointed by SP • "Members of the Steering Committee shall serve in their personal capacity"	**No constraint**: • Proposed SC size is compatible with the # of members in the Statutes (11-21) • Ex-officio seats for GWP Chair, ES and Chair of TC compatible with the Statutes **Changes in the by-laws**: • Introduction of 6-8 regional representatives • Introduction of 4 global independent experts • Introduction of 1 seat for a donor representative **Change in the Statutes**: • RWP Chairs representing the regions rather than acting in their personal capacity
#R3. Redefine TOR of Chair and ES • Redefine TOR of Chair • Redefine TOR of ES • Change ES title to ED • Change criteria for recruitment	• Chair: Statutes contain a very broad overview of Chair's role as head ("The Global Water Partnership Chair (the Chair) is the head and spokesperson for the Network as well as the Organization. The Chair represents the Network and the Organization in all forums, and chairs the Network Meeting and the meetings of the Steering Committee") • ES: Statutes list out key responsibilities ("a) Implement the decisions of the Steering Committee; b) Execute instructions from the Chair relating to the Chair's position as head and spokesperson of the Network and the Organisation; c) Approve new Partners of the Network; d) Support the committees and groups established by the Steering Committee; e) Appoint such staff as may be required to carry out the objectives of the Network and the Organisation; f) Be responsible for the financial management and accounting of the Organisation; g) Be authorised to issue statements and enter into obligations in the name of and on behalf of the Organisation within the scope	**Changes in the by-laws**: • Redefinition of roles of the Chair and ES as per our proposal **Change in the Statutes**: • Transfer of the approval of new Partners from ES to SC • Change of the Executive Secretary title to an Executive Director title

Recommendations	Key information in statutory documents	Legal feasibility
	of her or his mandate or as authorised by the Steering Committee; h) Make an oral presentation at the Annual Network Meeting of the yearly activity of the Network and the Organisation.")	
#R4. Create opportunities to better know and engage the Network • Conduct study to validate the membership of GWPN • Launch an annual e-survey of the Network • Map the capabilities of GWP at the regional level • Add criteria to the application process • Replace the Network Meeting by an electronic vote • Organize yearly pan-RWPs regional meetings • Improve the dissemination of information from GWP to RWPs • Develop an on-line strategy to engage the Network	-	**No constraint**
#R5. Adjust the positioning of the Technical Committee • Assess the impact of TEC's publication activities • Articulate the role of the TEC • Reduce the size of the TEC • Define role of Senior Advisors	Statutes mention: "The Organisation consists of the Meeting of the Sponsoring Partners, the Chair, the Steering Committee, the Nomination Committee, the Technical Committee, the Executive Secretary, the Secretariat and such other organs that the Steering Committee may decide to establish in accordance with these Statutes."	**Change in by-laws**: • Redefinition of the focus of the TC • Reduction in the size of the TC • Change of the reporting of the TC Chair from ES to SC
#R6. Simplify the nomination, selection and evaluation process • Make evaluation of the ES and TC Chair (+ possibly DES) yearly • Organize the selection of NC members through an e-vote	Statutes mention: "In the appointment of members of the Steering Committee, the Meeting of the Sponsoring Partners shall: a) Aim to assure that the composition of the Steering Committee reflects a balance in terms of professional background, geographical representation, gender and level of development of the person's home State; b) Take into consideration the member's capacity to take active part in the work of the Steering Committee."	**No constraint**: • Change in the evaluation of the ES and TC Chair to a yearly cycle **Change in by-laws**: • Change in nomination criteria
#R7. Simplify the organization's structure and titles • Delegate decision making from SPM to SC • … and organize the SPM immediately after the SC meeting • Make the Nomination Committee a subcommittee of the Steering Committee • Suppress the possibility for direct Partner affiliation to GWPO, and reallocate the 200 members directly affiliated to GWPO to affiliate to a RWP • Transfer the approval of new members from ES to SC • Reduce or suppress the practice of observers across committees • Merge the titles of Ambassadors and Patrons	SPM: "- The SP shall hold an Annual Meeting as notified by the Steering Committee. - The SPM shall: a) Select a Sponsoring Partner representative to act as Chairperson of the SP for a maximum period of three years, which may be subject to renewal. b) Receive and approve the yearly activity report of the Steering Committee; c) Receive and approve the yearly financial statement of the Steering Committee; d) Receive and consider the audit report or reports; e) Consider if the members of the Steering Committee shall be discharged of liability for the decisions of the preceding year and decide accordingly; f) Approve new SP after recommendation by the SC g) Appoint the Chair, in accordance with Article 6; h) Appoint members of the SC, in accordance with Article 7 and paragraph 7 of this Article; i) Appoint External Auditors, in accordance with Article 15; GWP & GWPO Statutes	**No constraint:** • Change in the date of the SPM to couple it with SC meetings • Request to the 200 members directly affiliated to GWPO to affiliate to a RWP • Reduction or suppression of the practice of observers on committees **Change in by-laws:** • Change of the NC from a Committee to a Subcommittee • Change in the title of Ambassadors and Patrons **Change in Statutes:** • Formal transfer of the powers of the SPM to the SC • (Transfer of the approval of new Partners from ES to SC)

Recommendations	Key information in statutory documents	Legal feasibility
	j) Appoint Internal Auditors, when so requested by Partners in accordance with Article 8, paragraph 4." Nomination Committee: "- The Nomination Committee shall consist of five or seven members, as decided by the Steering Committee."	
#R8. Prepare the transition towards new sources of funding and a stronger regional role in fundraising • Articulate the fundraising strategy • Conduct detailed evaluation of WACDEP grant • Define framework for engaging in thematic programs	-	**No constraint**
#R9. Revisit the strategic planning and budgeting processes • Change the presentation of the budget • Analyze the budgeting and strategic planning processes	-	**No constraint**
#R10. Ramp-up the fundraising infrastructure and develop incentives for regional fundraising • Set up a dedicated fundraising team • Conduct a holistic organizational review • Make part of the payment to the regions variable	-	**No constraint** Might be facilitated by established legal structures and additional resources (currently only the case for 5/13 regions). However, Mediterranean does not have an established legal structure and is successfully fundraising.

While an implementation of the changes seems feasible rapidly though a vote of by-laws by the SC, the main potential source of delay would be the duration of the mandate of SC and TEC members (3 years terms with typically 3 renewals per year for the 12 elected members on each committee), which could significantly postpone the proposed adjustments to both committees unless SC / TEC members are open to a voluntary resignation.

Exhibit 36: Timeline of the current mandate of the elected SC members
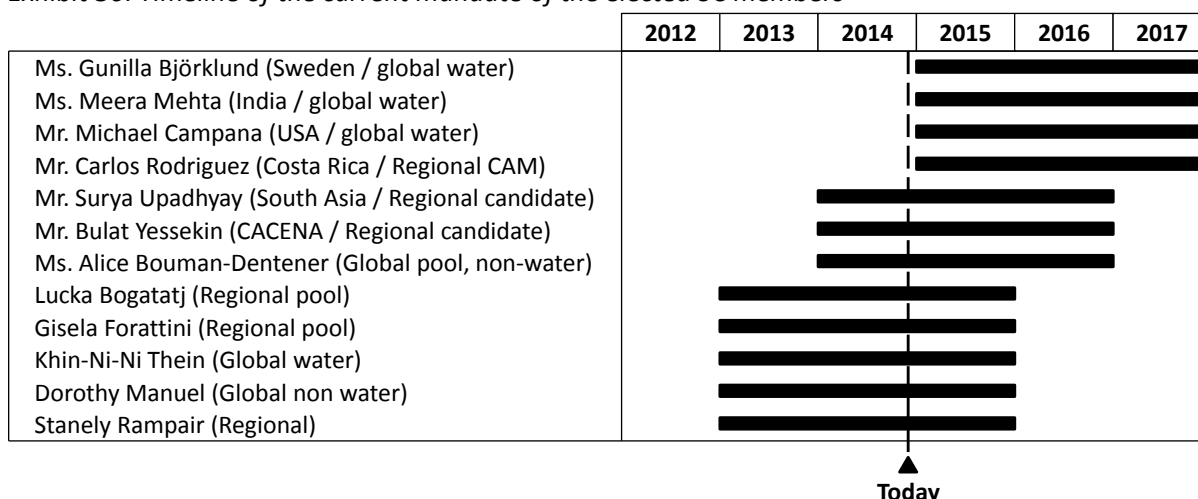
Financial feasibility

We also conducted a high-level evaluation of the proposed changes; we estimate that they represent a one-time cost of EUR 240,000 to EUR 340,000 (depending on the level of external support requested by GWP), and an incremental yearly cost of about EUR 50,000 over the current budget. Part of that cost might be upset by increased fundraising efficiency, but a more detailed estimate would be necessary to adequately quantify that impact.

Exhibit 37: Financial feasibility of proposed changes

Recommendations	Financial feasibility
#R1. Clarify GWP's strategic posture to anchor governance and financing choices • Articulate strategic posture • Conduct governance check within 12 months	Assuming **EUR 40,000 (one-time)** for a short governance check-in; possibly **EUR 100,000** for refining the strategy if external support is needed
#R2. Strengthen the Steering Committee and consider a change in the number of regions • A Board size around 20 members • 6-8 voting seats for regional representatives • 1 voting seat for a representative of the donors • 4 voting seats for independent members • 1 voting, ex officio seat for the Chair; 2 non-voting, ex officio seats for the Executive Secretary and TEC Chair • A maintained Board presence of UN Water, UNDP, WB and WWC	**No cost** if legal changes are managed internally
#R3. Redefine TOR of Chair and ES • Redefine TOR of Chair • Redefine TOR of ES • Change ES title to ED • Change criteria for recruitment	**No cost** if legal changes are managed internally
#R4. Create opportunities to better know and engage the Network • Conduct study to validate the membership of GWPN • Launch an annual e-survey of the Network • Map the capabilities of GWP at the regional level • Add criteria to the application process • Replace the Network Meeting by an electronic vote • Organize yearly pan-RWPs regional meetings • Improve the dissemination of information from GWP to RWPs • Develop an on-line strategy to engage the Network	Assuming other changes are managed internally, the main cost is the organization of regional meetings. Assuming an incremental cost of **EUR 50,000 (yearly)** borne by GWP of 4 regional meetings vs. the current global meeting
#R5. Adjust the positioning of the Technical Committee • Assess the impact of TEC's publication activities • Articulate the role of the TEC • Reduce the size of the TEC • Define role of Senior Advisors	**No cost** if legal changes are managed internally
#R6. Simplify the nomination, selection and evaluation process • Make evaluation of the ES and TC Chair (+ possibly DES) yearly • Organize the selection of NC members through an e-vote	Assuming additional cost of **EUR 3,000 (yearly)**; EUR 6,000 every two years for having 360 degree evaluation yearly rather than every two years
#R7. Simplify the organization's structure and titles • Delegate decision making from SPM to SC • … and organize the SPM immediately after the SC meeting • Make the Nomination Committee a subcommittee of the Steering Committee • Suppress the possibility for direct Partner affiliation to GWPO, and reallocate the 200 members directly affiliated to GWPO to affiliate to a RWP • Transfer the approval of new members from ES to SC • Reduce or suppress the practice of observers across committees • Merge the titles of Ambassadors and Patrons	**No cost** if legal changes are managed internally
#R8. Prepare the transition towards new sources of funding and a stronger regional role in fundraising • Articulate the fundraising strategy • Conduct detailed evaluation of WACDEP grant • Define framework for engaging in thematic programs	Assuming **EUR 100,000 (one-time)** for an evaluation of the WACDEP grant and the development of a fundraising strategy
#R9. Revisit the strategic planning and budgeting processes • Change the presentation of the budget • Analyze the budgeting and strategic planning processes	(analysis of the budgeting and strategic process can be rolled up in the organizational study listed under #R10)
#R10. Ramp-up the fundraising infrastructure and develop incentives for regional fundraising • Set up a dedicated fundraising team • Conduct a holistic organizational review • Make part of the payment to the regions variable	Assuming EUR 200,000 (yearly) for the full cost of 2 FTEs but a positive net impact given the nature of the role; assuming **EUR 100,000 (one-time)** for an exhaustive organizational review

Timeline

As detailed above, the proposed recommendations are legally and financially feasible. If accepted by the SC, this plan can be validated through two workstreams:

• A legal workstream, including a syndication of the proposed changes to the SPM and Network, a preparation of the legal documentation, and a vote of changes in GWP's by-laws and Statutes;

- An operational workstreams, to carry out the studies proposed under our recommendations. This would include: A strategic analysis (articulation of GWP's strategic posture), a study to validate the membership of GWPN and map the governance of the regions; the development of an on-line strategy to engage the Network; a detailed evaluation of WACDEP grant; a holistic organizational review, including the definition of the fundraising organization and review of the budgeting and strategic planning processes; and a governance check-in after 12 months.

We believe that the plan can be validated over a period of 9 months:

- November 2014: We suggest to use the upcoming November SC meeting for a detailed discussion on the proposed governance and financing changes;
- December 2014-February 2015: Over the coming three months, supporting work can be done to refine GWP's strategic posture, survey the network and map the capabilities of GWP at the regional level, present proposed changes to the SPM and Network and draw the learnings from the implementation of the WACDEP grant. In parallel, the legal documentation (by-laws) corresponding to the changes can be prepared;
- March-May 2015: Over the following three months, additional supporting studies can be done to define the online engagement of the network, review the organizational structure of GWP, conduct a holistic organizational review, and develop a fundraising strategy. In parallel, the legal documentation (by-laws) corresponding to the changes can be finalized;
- May 2015: Changes can be formally endorsed at the May SC.
- August 2015: An integration of the major changes in the Statutes can be submitted to a vote at the Network Meeting and SPM in August.

Exhibit 38: Proposed workplan and timeline
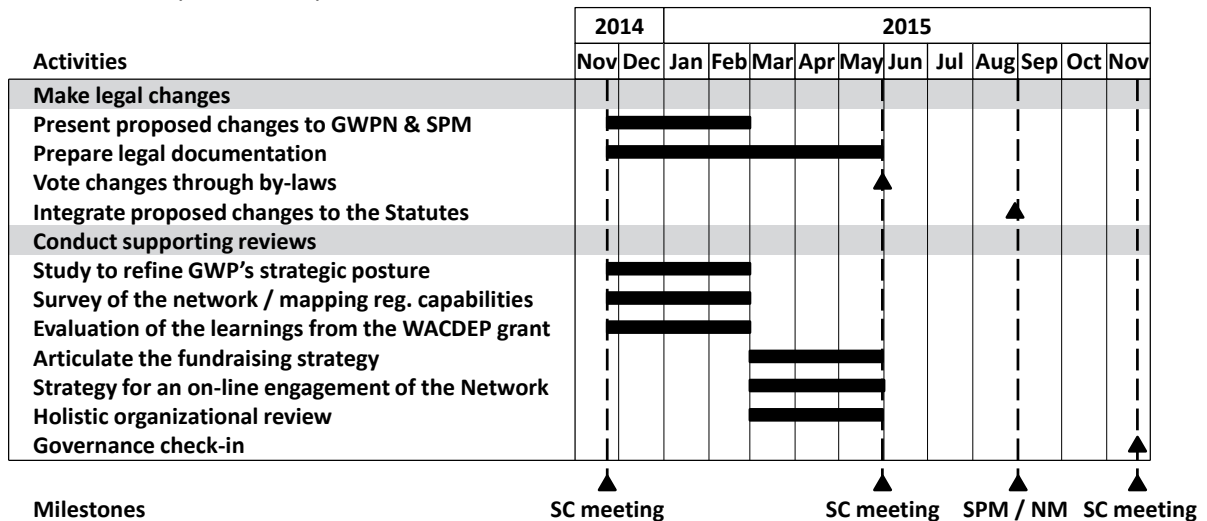
APPENDIX 1: KEY QUESTIONS FROM THE TERMS OF REFERENCE

Initially identified issues are presented in the TOR. They include:

1. The effectiveness of each of the current governance roles and develop options to improve each role.

At the Network level
- Network Meeting: Review the role of the Network Meeting and options given for transparent and accountable participation of GWP Partners.
- Regional and Country Water Partnerships: Review of the role the Regional and Country Water Partnerships in the governance structure of GWP in light of their role as groupings of GWP Partners in the GWP Network as well as options for strengthening their representative role within the governance bodies of GWP.

At the Global level
Sponsoring Partners and Sponsoring Partners Meeting:
- Review the need to expand the number of Sponsoring Partners and any implications for the work of the Sponsoring Partners Meeting.
- Review implications of the fact that some Sponsoring Partners are also Financing Partners
Nomination Committee
- Review the appointment of Nomination Committee members to ensure improved transparency and accountability of nomination process for the GWP bodies.
- Review the appointment processes for the various GWP bodies.
Steering Committee
- Review the representation on the Steering Committee's voting members in light of the composition of GWPO and the GWP Network.
- Review the Terms of Reference for the GWP Chair to clarify the role in relation to the other governance and executive roles.
Executive Leadership
- Review the Terms of Reference for the Executive Leadership roles (GWP Executive Secretary, Deputy Executive Secretary and GWP Chair of the Technical Committee) and propose options to clarify the roles in relation to each other as well as to the GWP Chair.
Financing Partners Group
- Review the advisory role of the Financing Partners Group in relation to the overall governance structure of GWP.

2. Review options for organizing the financing of GWP/GWPO operations so that the Global Water Partnership is sustainable in the future.
- Review of the business model of GWP and options for new financing methods to enhance the sustainability of GWP.

APPENDIX 2: LIST OF DOCUMENTS RECEIVED FROM GWP

Listed below are the document received from various personnel at GWP during the course of the review. In addition to this we reviewed several documents downloaded from the GWP Website such as the Annual and financial reports and GWP Strategy related documents.

Document Name	Year
Core Governance Documents	
GWP/GWPO - Governance: Crucial Defining Principles & Documents	2013
GWP/GWPO - Organization Structure	2013
A01 - GWP _ GWPO Statutes Aug 2012	2011
Appendix 2 - Patrons	2008
Appendix 3 - GWP Ambassadors	2010
Appendix 4 - Network Meeting and By Laws	2006
Appendix 5 - Steering Committee Rules of Conduct	2010
Appendix 6 - Nominations Committee By laws	2011
Appendix 7 - Qualifications of Steering Committee Nominees	2011
Appendix 8 - Steering Committee Sub Committee Terms of Reference	2009
Appendix 9 - GWP Chair Terms of Reference	2012
Appendix 10 - Executive Secretary - Job Description	2014
Appendix 10 a - Deputy Executive Secretary - Job Description	N/A
Appendix 11 - Executive Secretary Reporting Obligations	2008
Appendix 13 - Technical Advisory Committee Statutes and Rules	1999
Appendix 14 - Technical Committee Chair - Terms of Reference	2010
Appendix 15 - Technical Committee Member Terms of Reference	2010
Appendix 16 - Procedures for Implementation of New Technical Committee Relationship	2007
Appendix 18 - Policy on Partners	2005
Appendix 19 - GWP Accreditation - Country Water Partnerships Conditions of Accreditation	2012
Appendix 19 B - GWP Accreditation - Regional Water Partnerships Conditions of Accreditation	2012
Appendix 20 - Chair of Regional Chairs - Terms of Reference	2006
Appendix 21 - Legal Aspects of the relationship - GWP/RWP	2004
Agreement between GWP and Govt. of Sweden regarding immunity for GWPO and its staff	2012
GWPO - MoU for Establishment of GWPO	2002
Signatory Chart MOU on Establishment of GWPO	2002
Quarterly Program Review process	N/A
GWP Financial Guidelines for RWP and CWP 2014_1Apr14	2014
GWPO Secretariat org chart July 2014.docx	N/A
Legal entities - RWPs CWPs	2014
Financing Review	
Funding Reports General Overview	2013
Funding Reports (CGIAR, IDEA, WWF, GSP, IUCN, IWA, Oxfam, SIWI, WWF)	2013
Locally raised funds by region – 2012	2012
Locally raised funds by region – 2013	2013
Donor Schedule November 26, 2010	2010
Annex 4 - Funding strategy 2014-2019	2014
Annex 3 - SC Finance and Audit Report 2013	2014

Funding The GWP Strategic Approach	2014
Income 2002-2016	2014
Estimate actual costs Regional Days and Network and CP Meeting 2014	2014
Network Details	
All Partners by Type Q1 2014	2014
Number of partners in Regions/Countries 31 March, 2014	2014
Staff list & contract dates	2014
Participants CP meetings	2014
Network Diagram	2010
RWPs legal registration (list) - May 2013	2013
Annex 2 List of core staff at Regional Water Partnerships	2014
Strategy Documents	
GWP TEC Road Map 2014 -16	2014
Risk Management Strategy	2013
GWP Gender Strategy	2014
GWP Carbon Footprint	2014
GWPO Secretariat Environmental Policy rev - Aug 2014	2014
Reviews	
Final report by Chair with May edits May 2011	2011
Guidelines: Work Programme Management	2014
GWP Annual Progress Review for 2013	2013
Water Security Program Annual Review Draft 22 Jan 2014	2014
DANIDA Final Appraisal Report	2014
Executive Secretary's Report to the SC on Internal Control May 2014	2014
Organization of Global Water Partnership's Governance: Putting Action on the Ground At the Top	2008
Committee Documents	
Consulting Partners (Network Meeting) - (Agenda/Minutes of Meetings)	2011- 13
Financing Partners' Group - (Agenda/Minutes of Meetings)	2011- 13
Nomination Committee - (Agenda/Minutes of Meetings)	2011- 13
Steering Committee - (Agenda/Minutes of Meetings)	2011- 13
Sponsoring Partners - (Agenda/Minutes of Meetings)	2011- 13
Technical Committee - (Agenda/Minutes of Meetings)	2011-3
TEC Meeting Report	2014
List of Election of SC Member	2014
GWP Steering Committee Contact Info	N/A
Global Water Partnership: A Knowledge Network	2014
Others	
Sample Leadership Impact	2011- 13
ToR Internal Assessment 2009-2013	2013
M&E Brief - Sept 2014	2014

APPENDIX 3: LIST OF INTERVIEWS CONDUCTED

The interviewees are listed by governance entity.

Contact name	Association with GWP	Governance Entity	Role / Institution
Bruce Stewart	Current	FPG / SPM	SPM Member (WMO)
Eileen Hofstetter	Current	FPG / SPM	FPG Member (SDC)
Flemming Winther Olsen	Current	FPG / SPM	FPG Member (DANIDA)
Hans Hessel-Andersen	Current	FPG / SPM	SPM Chair (DANIDA)
Johan Sundberg	Current	FPG / SPM	FPG Member (SIDA)
Maarten Gischler	Current	FPG / SPM	FPG Member (MOFA Netherlands)
Mats Åberg	Current	FPG / SPM	FPG Member (SIDA)
Torgny Holmgren	Former	FPG / SPM	Former SPM Chair
Liviu Nicolae Popescu	Current	RWP / CWP	CWP Chair
Fabiola Tabora	Current	RWP / CWP	Regional Coordinator, Central America
Abel Afouda	Current	RWP / CWP	RWP Chair
Vangelis Constantianos	Current	RWP / CWP	Regional Coordinator
Niasse Madiodio	Former	RWP / CWP	Previous RWP Chair, Current TC Member
Alan Hall	Former	Secretariat	Head of Network Operations
Alex Simalabwi	Current	Secretariat	Senior Network Officer & Global Coordinator WACDEP
Catharina Sahlin Tegnander	Current	Secretariat	Head of Finance & Administration
Danka Thalmeinerova	Current	Secretariat	Senior KM Officer
Ania Grobicki	Current	Secretariat	Executive Secretary
Steven Downey	Current	Secretariat	Head of Communications
Francois Brikké	Current	Secretariat	Senior Network Officer
Gabriela Grau	Current	Secretariat	Senior Network Officer
Jacques Rey	Current	Secretariat	Acting Head of Network Operations
Johan Holmberg	Former	Secretariat	Executive Secretary
Peter Nyman	Current	Secretariat	Senior Financial Officer
Rudolph Cleveringa	Current	Secretariat	Deputy Executive Secretary
Susanne André	Current	Secretariat	Senior Legal & HR Officer
Fraser Macleod	Current	Secretariat	Head of Global Projects
Letita Obeng	Former	Steering Committee	Former SC Chair
Ursula Schaefer-Preuss	Current	Steering Committee	SC Chair
Eugene Z. Stakhiv	Current	Steering Committee	SC Member
Margaret Catley Carlson	Former	Steering Committee	Former SC Chair
Joakim Harlin	Current	Steering Committee	SC Member
Meera Mehta	Current	Steering Committee	SC Member
Mohamed Ait-Kadi	Current	TC / NC	TC Chair
Roberto Lenton	Former	TC / NC	Former TC Chair
Ruth Meinzen-Dick	Current	TC / NC	NC Chair
Torkil Jønch Clausen	Former	TC / NC	Former TC Chair
Claudia Sadoff	Former	TC / NC	Former TC Member
Danielle Gaillard-Picher	External	External	WWC
Dominique Waughray	External	External	WEF
Dr. David Grey	External	External	Oxford University
Jeremy Bird	External	External	IMWI
Lynda Mansson	External	External	Mava Foundation

APPENDIX 4: ORGANIZATIONAL BENCHMARKS

		GWP	SIWI	WWF	GAVI	CGIAR	GF	IUCN
General Organization	Mandate	Global action Network of organizations to advance governance and management of water resources for sustainable and equitable development	Policy institute that generates knowledge and informs decision-making towards water wise policy and sustainable development.	Conservation of nature; reducing threats to the diversity of life on earth	Increasing access to immunization in poor countries	Global Partnership that unites organizations engaged in agricultural research	International partnership to mobilize financing for fighting AIDS, TB and Malaria	Influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable
	Legal Structure	Intergovernmental organization under international law	Independent organization; based in Stockholm	Non-profit organization (independent); headquarters in Switzerland	Swiss Foundation with international institution status in Switzerland and public charity status in the United States	CGIAR Consortium - Independent International Organization (under International Law); The CGIAR Fund is a multi-donor trust fund	Private Foundation	International association of governmental and non-governmental members under the Swiss civil code
	Core Activities	• Creating and disseminating IWRM and Water Management knowledge • Convening and facilitating dialogue • Advocacy • Capacity building	• Advocacy • Research & Knowledge generation • Advisory • Organizing World Water Week and Prizes	• Influencing policy • Advocacy- • Community development • Helping access to finance for conservation • Conservation of endangered	• Advocacy and influencing policy/decision making • Improving access to financing for vaccination programs • Contribute to strengthening	• CGIAR Consortium: research & influencing policy and decision making in agriculture • CGIAR Fund: The CGIAR Fund is a multi-donor trust fund that is used to	• Raise, manage and disburse additional funding to countries to support them in their fight against the three diseases (No on the ground implementation	• Build and mobilize alliances for conservation • Build and strengthen capacity of members • Advocacy and influencing policy making

		GWP	SIWI	WWF	GAVI	CGIAR	GF	IUCN
				species, plants and places • Research & Training	the capacity of integrated health systems to deliver immunization • Shape vaccine markets to ensure adequate supply of appropriate, quality vaccines at low and sustainable prices for developing countries	fund the CGIAR consortium	of projects - but just providing funding and monitoring usage and results generated)	• Knowledge development and dissemination • Research and encouraging dialogue on conservation
	Budget	2014: ~EUR 17.7 mn; 2013: ~EUR 13.5 mn	2013: SEK 96 mn (~EUR 11 mn)	2013: Eur 654 mn[46]	2013: Total funding and contributions received: $1.7 bn (~EUR 1.3 bn)	2013: $1007 mn (~EUR 784 mn); approx. 80% designated	2013: $ 5,148 mn (~ EUR 4012 mn)	2013: CHF 113.6 mn (~EUR 94 mn)
	Staff size	2014: 33 (Secretariat, FTE)	2014: 60 (FTE)	2014: 5,000 staff (Worldwide)	2012: 600 employees	>10,000 staff	Current: ~600 staff (Secretariat)	Approx. 1,000 staff, including 140 at the headquarters and the rest in regional offices (2014)
Financing	Funding Mechanism	• Voluntary financing model Sponsoring Partners not	• Financing based on mix of donations and income from advisory and	• Marketing and fund raising campaigns to raise money	• Innovative financing through IFFIm and through	• Bilateral funding to each of the centers *(52% of total funding)*	• The Global Fund convenes donor governments to discuss continued	• Donations (programmatic and unrestricted) • Membership fees

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[46] *WWF Network - includes WWF International and its Program Offices, and all the WWF National Organizations and their Program Offices*

	• required to bring in financing • Depend largely on government/ bilateral funding • Country and regional partnerships raise funding locally for projects	research services	from Individuals and corporates	• direct contributions • Funding priorities set by developing country governments • Donations from corporates and other multilaterals	• The CGIAR Fund *(48% of total funding)* - allows donors to donate through 3 windows (i) Window 1 (Undesignated funding); (ii) Window 2 (Designated to specific research programs) and (iii) Window 3 (What Donors wish to allocate to specific Centers. Neither the Consortium nor the Fund Council decide how to use Window 3 funds).	funding, known as replenishment, on a three year cycle • The Innovative Financing Team works on building new partnerships to raise additional resources from nontraditional sources; examples include Debt2Health, UNITAID etc.	
Membership Fees?	No	n/a	No	No	n/a	n/a	Yes
Key Sources of financing	• 2013: • Governments - ~80% • Institutions (multilateral/ global) - 5% • Local - ~15%	• Intergovernmental agencies - 20% • Bilateral donors - ~50% • Private sector- ~20% • Swedish Government - 10%	• Individuals - 56% • Corporations - 10% • Trusts & Foundations - 6% • Public Sector - 17% • Earned income and other - 11%	• Government - ~54% • Foundations - 17% • Private corporations - 1% • IFFIm & AMC - ~24%	• Governments (largest donor group) • Multilateral agencies, foundations	• Government - ~95% • Foundations/ trusts/ corporations - 5%	• Governments - 60% • Multilaterals - 14% • Members - 10% • Foundations - 7% • NGOs - 6% • Corporations - 2%
Cost of financing	~50K Eur or ~0.3%	n/a	2013: 16% (EUR 105 mn)	2-3% (2012: $25.7 mn)	n/a	n/a	n/a

Compensation Costs	2014: EUR 1.7 mn (~10% of total expenses)	45% of total spending	n/a	2012: $ 33.8 mn (~EUR 26.2 mn)	2013: 38% (Personnel costs as a % of total expenditure)	2013: 47% of total operating expenses for the Secretariat; Total secretariat costs - $275 mn	2013: CHF 67 mn (~EUR 56 mn) ; 64% of operating expenses

Key Governance Bodies

		GWP	SIWI	WWF	GAVI	CGIAR	GF	IUCN
General Assembly	Body name & Mandate/ Scope	**Network Meeting/ Consulting Partners' Meeting;** Meeting of all the GWP Partners, Regional Water Partnerships and Country Water Partnerships	-	**WWF Council (Advisory to the Board)**	-	-	-	**World Conservation Congress (Defining Policy/Advisory)**
	Composition	Composition: GWP Partners/ representatives of regional and country partnerships, Key GWPO staff	-	• Chairpersons or Presidents of the Boards of National Organizations and of WWF Associates • Presidents and Vice-Presidents Emeriti	-	-	-	Delegates of members of the IUCN
	Selection Process	n/a	-	• Selected individually by each National Council independently • They may appoint honorary members on the	-	-	-	Delegates chosen by members; The President, the Treasurer and the Chairs of the Commissions shall be elected by the World Congress on

		GWP	SIWI	WWF	GAVI	CGIAR	GF	IUCN
				basis of long-term and significant contribution to the WWF Network, by a proposal of the Nominations Committee				the nomination of the Council
	Decision Making/ Voting	Voting; decisions not binding on GWPO	-	•Taken by consensus; If not possible the decision will be taken by a majority of the members present (except for the decisions appointing an honorary member of the WWF Council, which require a majority of 60% the members present)	-	-	-	Decisions taken by voting; only category members A and B have right to vote (Governments and NGOs) **Governmental Members** : (a) Each State Member - 3 votes (one of which shall be exercised collectively by the Government Agency Members (if any)) (b) Government Agency Members of IUCN within a State which is not a State Member of IUCN shall collectively - 1 vote (c) Where one or more member States of a political and/or economic

		GWP	SIWI	WWF	GAVI	CGIAR	GF	IUCN
								integration organization, and that organization itself are Members of IUCN, the organization and its member States shall decide on the mode of exercising their voting rights which shall not in total exceed those of the State Members of IUCN belonging to that organization. **Non-governmental Members:** (a) National NGO - 1 vote (b) International NGO - 2 votes
	Frequency of meeting	Annual	-	Once a year	-	-	-	Once every 4 years
Board	Body name & Mandate/ Scope	**Steering Committee (Oversight, Policy decision making)**	**SIWI Board (Oversight/Policy Decisions)**	**International Board (Oversight, decision making)**	**The GAVI Alliance Board (Oversight)**	**The Consortium Board (Oversight/Policy Decision for the Consortium)**	**The Global Fund Board (Oversight)**	**The Council (Oversight/General Control)**
Board	Composition / Chair	• Chair: GWP Chair; • Composition: GWP Chair, Executive Secretary, Chair	• Chair: Executive Director • Board 20 board members plus 1 co-opted member; 10	• Chair: International President (selected by the Board)	• Chair: Board Chair • Comprised of 27 members (max 30 members),	• Chair: CEO; • Composition: The Board consists of 10 members - The CEO (ex-officio, voting member)	• Chair: Board Chair; • Composition: Representatives from donor and implementer	• Chair: The President; • Composition: The President, the Treasurer; the Chairs of the

		GWP	SIWI	WWF	GAVI	CGIAR	GF	IUCN
		of Technical Committee, Representative of UN Water, One member representing all RWPs (Chair of Regional Chairs), Other members appointed by SP	from Business & 10 - representatives of city of Stockholm (Public Sector)	• Composition: Board comprises a maximum of 13 trustees who will be persons of high standing in fields useful to the WWF	consisting of 18 Representative Board Members (2/3) and 9 Unaffiliated Board Members (1/3); Representative - from key GAVI Alliance partners and Unaffiliated - appointed for their skills; in personal capacity	and 9 other members - selected by Member Centers - but independent (not from Centers) • Centers allowed 2 observers on the board (non - voting)	governments, civil society, the private sector, private foundations, and communities living with and affected by the diseases	Commissions; the Regional Councilors (28); Councilor from the State in which IUCN has its seat (Switzerland), one additional appointed Councilor, chosen by the Council on the basis of appropriate qualifications, interests and skills
	Selection Process	Nominations are made by a separate Nomination committee (comprising of current Steering Committee members), and approved by the Sponsoring Partners	Elected	Independent Board is selected through a Nomination Committee, formed of 3-5 members from the WWF Council who are not eligible to be Board Members	• Board forms a "Nomination Committee" to nominate suitable eligible candidates to the Board; NC establishes minimum qualifications and competencies Each alliance member can have one nomination criteria, but has	• 9 members (independent) are selected and appointed by the Member Centers through voting (75% majority required)	• Board members are selected by their constituency, each decides its own criteria and process to identify most appropriate individual • After that individual is identified, the constituency submits the résumé or personal statement of the	• The President, the Treasurer and the Chairs of the Commissions - elected by the World Congress on the nomination of the Council; Nominations for the President may also be made by forty Members eligible to vote from at least three Regions • The Regional Councilors are

		GWP	SIWI	WWF	GAVI	CGIAR	GF	IUCN
					to be approved by NC; • Unaffiliated members are chosen with any of the following skills - accounting and audit; investments and financial markets; humanitarian advocacy; private fund-raising; legal, transactional and commercial affairs; marketing and communications; health care etc.		nominated individual to the Coordinating Group	elected by the World Congress
	Decision Making/ Voting	Voting; decisions require simple majority	-	3/4 majority is required on all key decisions	All decisions are taken by consensus or at least 2/3 majority of those present and voting; All members have one vote (CEO - ex officio non-voting member)	Decisions required consensus, but as a last resort - simple majority	Board is split into 2 equal blocs to ensure priorities are addressed equally - Implementers and Donors; Board consists of 20 voting seats and eight non-voting advisory seats; equal voting rights	Every member has 1 vote - simple majority for decisions

		GWP	SIWI	WWF	GAVI	CGIAR	GF	IUCN
							for all voting seats; 2/3 majority in each bloc is needed to make a decision; All members have one vote	
	Frequency of meeting	Twice a year	-	4 times a year	Twice a year	Twice a year	Twice a year	At least Once a year
	Term of body	3 years; can be re-elected once	Annual	-	3 years or as agreed upon contractually; can be re-elected for one consecutive term and thereafter post one year off the Board	3 years	2 years	4 years (from one World Congress to the next); maximum of 2 terms
	Remuneration	-	-	No remuneration	No remuneration	Yes - receive compensation proposed by the Board and approved by the Member centers	No remuneration	No remuneration
Advisory Body	Body name & Mandate/ Scope	**Nomination Committee (Advisory) - To Nominate members of the Steering Committee**	-	-	**The Board may decide to create Advisory Committees, who shall essentially have a consultative and advisory function to the GAVI Alliance and shall**	**- Independent Science and Partnership Council, a panel of leading scientific experts provide independent advice and expertise to all donors**	**There are 3 advisory bodies - Technical Review Panel, Technical Evaluation Reference Group and Market Dynamics Advisory Group**	-

		GWP	SIWI	WWF	GAVI	CGIAR	GF	IUCN
					not have any decision-making power.			
	Composition / Chair	-Chair: Apponted by Steering Committee; Composition: at least 2 members of Steering Committee	-	-	-	-	(i) TRP - international experts in the three diseases and cross-cutting issues such as health systems and development (ii) TERG - 15 experts, nine voting members and six non-voting members (iii) MDAG - representatives of Board constituencies and experts	-
	Selection Process	Selected by Steering Committee	-	-	-	-	Appointed by the Strategy, Investment & Impact Committee	-
	Decision Making/ Voting	2/3 Majority of members present	-	-	-	-	-	-
	Frequency of meeting	Work through distant communication	-	-	-	-	-	-
	Term of body	3 years; maximum of 2 terms	-	-	-	-	-	-

		GWP	SIWI	WWF	GAVI	CGIAR	GF	IUCN
Board Committees	**Body name & Mandate/ Scope**	**(i) Audit and Finance Sub-committee (ii) Human Resources Sub-committee (iii) Programs Sub-committee**	-	-	**(i) Governance Committee (**also acts as Nominating Committee**) (ii) Audit and Finance Committee (iii) Program & Policy Committee, (iv) Investment Committee (v) Fundraising**	-	**(i) Strategy Investment & Impact committee (ii) Audit & Ethics committee (iii) Finance & Operational Performance committee**	-
	Composition	4 members each; from the Steering Committee	-	-	At least 3 or more Board members or alternates (no member can be part of more than 3 committees); members selected by Eligible Organizations or Eligible Constituencies as "Committee Delegates	-	All committees are composed of Board members or alternates and representatives of the constituencies: (i) **Strategy, Investment & Impact Committee: 16 Members** • 5 representatives - implementer and donor bloc each • One non-voting, neutral Chair from the donor and implementer bloc; • Two representatives from the non-	-

		GWP	SIWI	WWF	GAVI	CGIAR	GF	IUCN
							voting, ex-officio members of the Board; • The Chair of the Technical Review Panel, non-voting, ex officio; and • The Chair of the Technical Evaluation and Reference Group, non-voting, ex officio. **(ii) Finance & Operational Performance Committee: 14 Members** • Five representatives from the implementer and donor bloc each • One non-voting, neutral Chair identified by the implementer and the donor bloc each • Two representatives from the non-voting, ex-officio members of the Board (1 from WB)	

		GWP	SIWI	WWF	GAVI	CGIAR	GF	IUCN
							(iii) Audit & Ethics Committee: 8 Members • 5 independent members (including chair) • 3 representatives of Board constituencies, of which one is Vice-Chair	
	Selection Process	Appointed by GWP Chair	-	-	Recommendation on Nomination committee	-	Board chair seeks and selects from applications taken from each of the constituencies; balance between skills required, experience and balance of gender	-
	Decision Making/ Voting	Voting; decisions require simple majority	-	-	n/a	-	Consensus is required; If consensus is not possible, motions require a two-thirds majority of each of the two voting blocs (donor and implementer) present at the meeting	-
	Frequency of meeting	n/a	-	-	n/a	-	Meet around eight weeks before each Board Meeting or	-

		GWP	SIWI	WWF	GAVI	CGIAR	GF	IUCN
							more frequently, as necessary	
	Term of body	3 years; maximum of 2 terms	-	-	Decided by Board, Chair of committee - 2 years	-	2 years	-
Any other	Body name & Mandate/ Scope	**Sponsoring Partners -** countries/multi-laterals who signed the MoU	-	**The International Board may appoint Committees to advise it on any aspect of the Purposes of the Foundation, or to accomplish specific functions and responsibilities**	**Executive Committee - to take time sensitive decisions when Board cannot convene**	**CGIAR Fund:** *Governed by the Fund Council - a representative body of Fund donors and other stakeholders (Oversight); The fund is administered by the World Bank, as Trustee, and supported by Fund Office (execution and support)*	**Country Coordinating Mechanism - Submit funding requests and oversee implementation of program once funding is approved**	**- Regional For a and Inter-Regional/National Commissions: enable members to contribute to strategy and World Congress discussions**
	Composition / Chair	Chair: Elected by the members amongst themselves	-	-	Chair: Board Chair Composition: Board Chair, Board Vice Chair, Eight members (WHO/UNICEF/ WB - 2 seats, B&MG Foundation - 1 seat, Developing country governments - 1 seat, Donor country government - 1 sear, Unaffiliated	Fund council is made up of representatives from donors and other stakeholders; administered by a representative of the WB	Chair: n/a; Composition: Representatives of all key stakeholders involved in the response to the three diseases, and in particular representatives of communities living with the diseases; include representatives from public and private sectors,	Chair: Regional councilors; Composition: All the members from the region/country

		GWP	SIWI	WWF	GAVI	CGIAR	GF	IUCN
					Board members - 3 seats		including governments, multilateral or bilateral agencies, non-governmental organizations, academic institutions, private businesses and people living with the diseases.	
	Selection Process	Organizations/countries can become members by acceding to the MoU; New SP are nominated by SC	-	-	Same as Board (members taken from Board)	Representatives are chosen by the donors	Members are expected to select a Principle recipient to represent them	no selection
	Decision Making/ Voting	Voting - simple majority	-	-	- All decisions require consensus; - If consensus can't be reached - decisions require at least 2/3 majority of members present and voting	-	-	-
	Frequency of meeting	Annual	-	-	As often as required	-	-	As often as required
	Term of body	Permanent body	-	-	2 years	-	-	-
Secre	Chair	Executive Secretary	-	Director General	CEO	CEO (Consortium Office)	Executive Director	Director General

		GWP	**SIWI**	**WWF**	**GAVI**	**CGIAR**	**GF**	**IUCN**
	Represent ation in Board or GA	Executive Secretary sits in the Steering Committee	-	-	Ex-officio, non-voting member in the Board	CEO is ex-officio voting member	-	No
Technical/ Knowledge Body	Body Name	**Technical Committee**	**Knowledge Services**	-	-	**Member Centers -** Each of the 15 member centers of the CGIAR are research organizations e.g. IWMI; The 15 Research Centers generate and disseminate knowledge, technologies, and policies for agricultural development through the CGIAR Research Programs	-	**The Commissions (6)**
	Mandate & Activities	(i) At the global level, guides policy makers with insights on emerging issues, drawing on the cutting edge knowledge of world experts. (ii) Provides high quality, peer-reviewed and evidence-based information and	Provides expert support to clients and partners in five thematic areas of Water Governance, Trans-boundary Water Management, Climate Change and Water, The Water, Energy and Food Nexus and Water Economics	-	-	Different for each of the centers	-	Develop & expand institutional knowledge; 6 different commissions of different topics (Advisory/ Research)

		GWP	SIWI	WWF	GAVI	CGIAR	GF	IUCN
		background material for water resource practitioners at all levels. (iii) Provides advice and support, and facilitates sharing of knowledge and experiences at regional and country levels	Main services provided are: 1. Applied research 2. Advisory and 3. Capacity Building					
	Chair	Chair of the Technical Committee	Managing Director, Knowledge Services	-	-	-	-	Each Commission shall have its own chair (selection of the chair - -)
	Reports to/ Oversight by	Committee reports its activities to the Steering Committee and Consulting Partner's Meeting; Chair reports to ES	Reports to Executive Director who reports to the Board	-	-	Independent; work reviewed by Independent Evaluation Agreement	-	Council (every year); World Congress (each session)
	Composition	Balance of: (i) disciplines:(natural /technical/social/le gal/economic) (ii) geography (one per country) (iii) Gender (iv) developed and developing countries (v) scientists and practitioners,	-	-	-	-	-	Volunteer Experts

		GWP	SIWI	WWF	GAVI	CGIAR	GF	IUCN
		(vi) organizational background and practical experience						
	Size	13 members (including chair)	~27	-	-	-	-	>12000 volunteers; numbers vary by each commission
	Selection Process	Selected by SC	-	-	-	-	-	President, Vice President and Treasure by election requiring simple majority of World Congress Members
	Time Spent	GWP Chair: 50% Committee members: 30 days in a year (~10%)	Full time employees	-	-	Each center has full time research staff	-	-

APPENDIX 5: TOR FOR THE PRESIDENT AND DIRECTOR GENERAL OF IUCN

TOR for the President and Director General of IUCN

TOR of the IUCN President

- To preside over the work of the World Conservation Congress and the Council
- To work with all members of the Council and the Director General to make the World Conservation Congress and Council as effective as possible
- In consultation with the Chairs of Council Committees, to guide the Director General on issues brought before the Council and where appropriate, to approve the papers to be laid before the Council before they are circulated to the members
- To advise the Director General on behalf of the Council on how the policies endorsed or defined by the Council should be implemented between sessions of the World Conservation Congress
- To contribute prestige and influence to enhance the high regard in which the Union is held in international arena and to facilitate its access to governments and international organizations at the highest level
- To represent the Union at meetings of persons of similar status, and to undertake such other representational tasks as are most appropriate: representational duties being divided between the President and Director General in a fashion most convenient to them both

TOR of the Director General of IUCN

Appointed by the Council, the Director General is the CEO of the Union and head of the Secretariat.

He/she is responsible and accountable to the Council for the effective implementation of the policies of the Union.

His/her most important tasks are to promote the mission of IUCN; and to shape and lead the implementation of the Union's Global Programme as established by the Congress and Council.

He/she serves as the principal Ambassador and speaker for the Union on major platforms.

The detailed description and specific responsibilities/tasks of the Director General are listed in the Statutes of IUCN. They include management of the executive team, programme development, budgeting and financing, reporting, promotion, external relations and general administration.

Priorities of the Position

- Manage and lead the Union by articulating its vision, mission and policies and implementing the quadrennial program approved by Congress.
- Strengthen and reinforce the regionalized and decentralized nature of the Union, including initiating and implementing major initiatives through the decentralized regional offices. Coordinate the work of the Secretariat with other components of the Union and thus ensure that the Secretariat serves the membership and Commissions as laid out in the "One Programme Charter" of IUCN.
- Expand and diversify the sources of finance including through new and innovative sources to support the activities of the Union.
- Strive to enhance the global visibility and broaden the influence of the Union and represent the nature conservation agenda in the global public policy arenas.
- Effectively manage the Union so as to inspire optimal output from the Staff, both at Headquarters and within the regions.
- Communicate, coordinate and continuously engage with all parts of the Union, in particular the Members and expert Commissions, to leverage their capacities and deliver targeted Programme results with complete transparency.
- Understand, and where needed diplomatically mediate, between the diverse interests of NGO and State/government agency members of IUCN to, collectively and collaboratively, further conservation and sustainable development goals.
- Ensure that IUCN's program and conservation solutions remain relevant in the context of emerging global issues.

Source: IUCN

APPENDIX 6: PRESENTATION OF THE GOVERNANCE ORGANS

The present governance structure of GWP was formalized in a Memorandum of Understanding signed by 8 governments and 2 multilateral organizations [47] in 2002 which established GWPO as an intergovernmental organisation and the legal personality for the GWP Network which itself has no legal personality. The Statutes annexed to the Memorandum of Understanding has been complemented over the years by by-laws clarifying the interpretation and implementation of the statutes. GWPO is hosted by the government of Sweden and has its Secretariat in Stockholm, Sweden. The organization's global governance is conducted through 7 entities and coordination mechanisms, formal and informal, which are outlined below:

Exhibit: Overview of the global governance organs supporting the Network
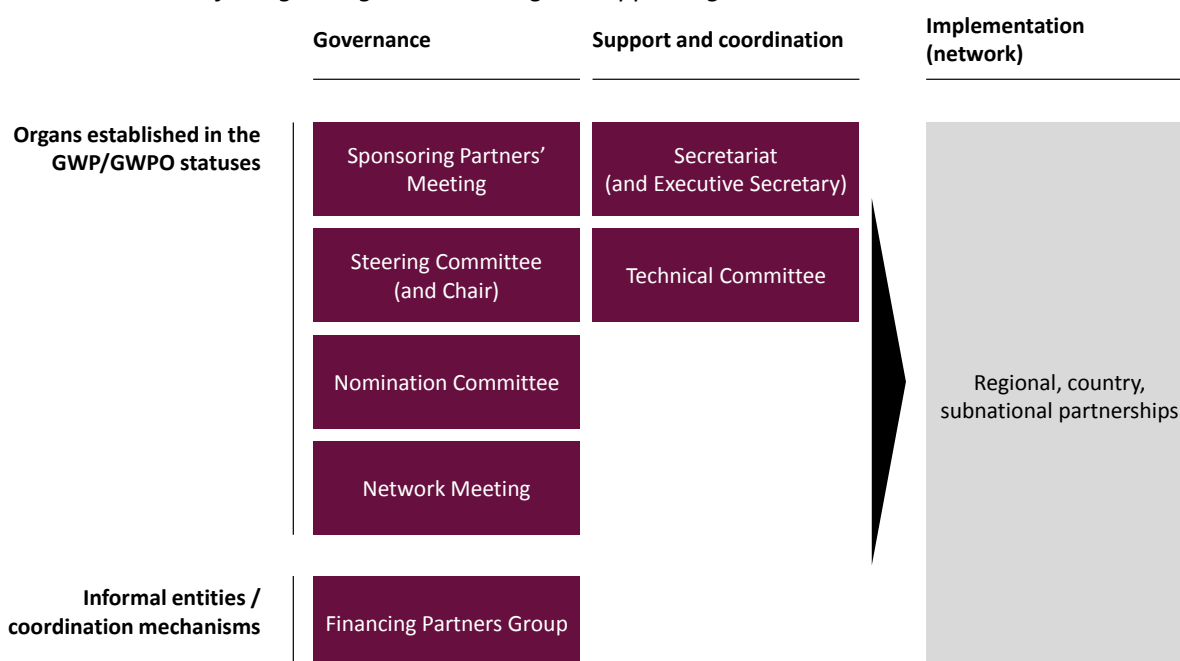
Source: GWP/GWPO Governance, Crucial Defining Principles and Documents, August 2013; Dalberg analysis

Below we outline the key details about the seven main GWPO entities based on the GWP statutes and by laws:

Sponsoring Partners Meeting

Members: The present signatories of the Memorandum of Understanding establishing GWPO[48] are the 10 current[49] Sponsoring Partners of GWP.
Role and reporting relationships: The Sponsoring Partner's Meeting is the highest authority of GWP: As per the GWP/GWPO Statuses, it appoints the Steering Committee and the Chair on the basis of names proposed by the Nominations Committee. It exercises its governance role over the Steering Committee by receiving and considering the annual activity reports and the annual financial

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

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

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

Steering Committee

Members: As per the statuses, the Sponsoring Partners determine the number of SC members, which can range from 11 to 21, not including possible observers. Through by-laws, the SP Meeting has set the number at seventeen, with the following composition:

- Five ex officio members including the GWP Chair, the Executive Secretary, the Chair of the Technical Committee, one member representing all Regional Water Partnerships and Regional Technical Committees (elected by the Chairs of the GWP Regional Water Partnerships), and a UN Water representative
- Six appointed members nominated from regional candidates
- Six appointed members nominated from global candidates

Non ex-officio SC members of the Steering Committee are appointed by the Annual Meeting of the Sponsoring Partners after nomination by the NC for a period of 3 years with a one-time renewal permitted.

The Chair may invite observers to SC meetings and permanent observers currently include The World Bank, United Nations Development Program, World Water Council, and a representative from the Financing Partners Group (alternated between Denmark and The Netherlands). The members of the SC serve in their personal capacity.

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

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

Meetings: The SC convenes twice a year.

Nomination Committee

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

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

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

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

Network Meeting

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

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

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

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

**Secretariat**

Role: The secretariat provides overall coordination and support to the Network. It supports the Technical Committee, the Regional Water Partnerships and other GWP committees and bodies on governance, finance, communications, planning, and operational management of programs and administration. It manages GWP's finances and reports on funding received at the global level. It also helps with the exchange of knowledge, resources, and ensures communication and coherence across the Network. The Secretariat of GWPO is located in Stockholm, Sweden. The staff is composed of both administrative and operational/scientific/technical positions and consisted of 33 positions at the date of this report.

Reporting: The ES reports to the SC. The structure of the secretariat is presented below.

Exhibit: Organization structure of GWPO
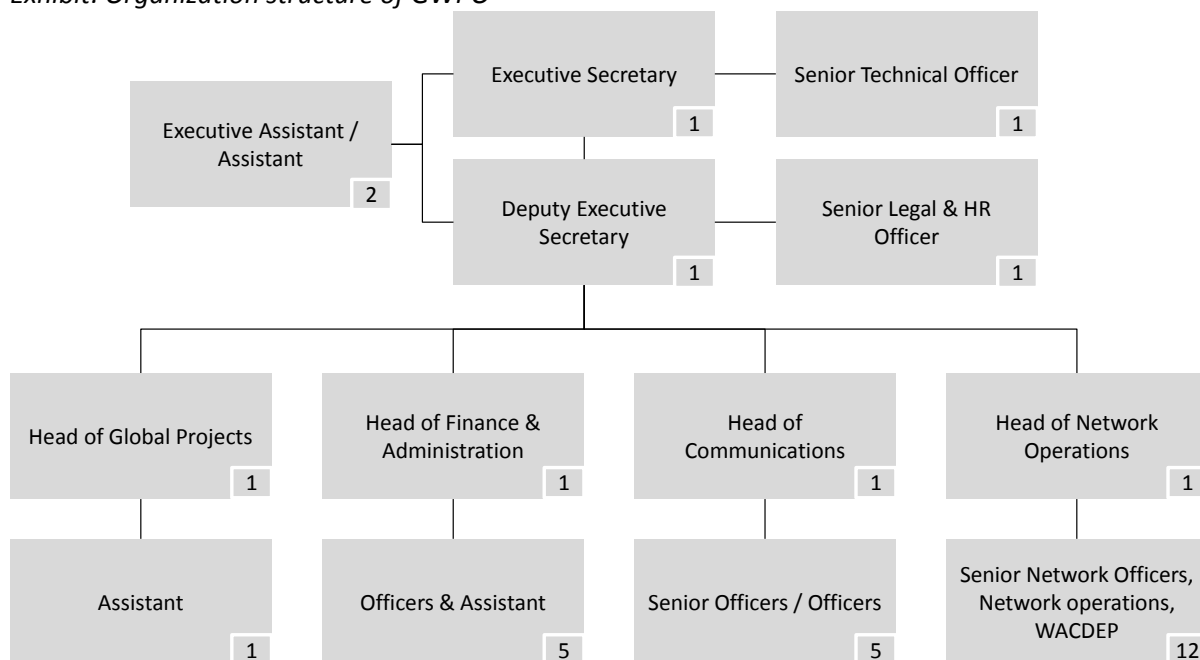
Source: GWPO, Dalberg analysis

Technical Committee

Members: The Technical Committee is currently composed of 13 internationally recognized professionals selected for their experience in different disciplines relating to integrated water resources management. TEC members and its chair are appointed by SC. The appointments are made for a period of three years, which may be renewed once; approximately one third of the TEC members are replaced every year. The selection of the TEC chair is through an international search process.

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

Role: The Technical Committee is the 'technical hub' of the Network and performs the following roles:
- Perform analyses of strategic issues impacting water management
- Facilitate and supports the development of GWP programme agendas and plans
- Provide guidance on prioritisation and quality assurance of proposals submitted to FSG
- Monitor the implementation of GWP programmes
- Ensure consistency and quality of technical advice throughout the GWP system

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

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

Financing Partners Group[50]

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

Role: The Financing Partners Group (FPG) was created in 2003 to develop donor relationships. It is an informal body and not a part of the formal GWP governance structure. Separate agreements are signed with each Financial Partner and one consolidated financial report is prepared. At the end of

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[50] Source: Tender Invitation, GWP Governance Review, June 2014

each financing agreement, Financial Partners conduct their own review/evaluations, separate from any internal/external review of GWPO, as needed.

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

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

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

Partners

Members: A GWP Partner is defined in the Statutes as follows: "*Any entity, except individuals, may become a Partner of the Network. Partners of the Network may include States, national, regional and local Government Institutions, Intergovernmental Organizations, international and national Non-Governmental Organizations, Academic Institutions and Research Institutions, Companies, and service providers in the public sector.*" As at September 2014, GWP had 3,024 Partners. Partners of GWP are also organized on regional and country level – There are 86 Country Water Partnerships and 13 Regional Water Partnerships as at September 2014. The RWPs and the CWPs are independent organizations and do not form part of the GWP/GWPO organization as set out in the Statutes.

Role: RWPs and CWPs are formed by GWP Partners in a specific geographical area as separate entities. They are granted the right to use the name Global Water Partnership in connection with their own name through accreditation by the Steering Committee of GWP/GWPO. GWP/GWPO organs cannot direct or instruct the RWPs and the CWPs unless this has been mutually agreed, e.g. in the accreditation agreement.[51] The RWPs and the CWPs are thus bodies in their own right, which may or may not decide to establish themselves formally as legal bodies – as presented in the exhibit below, 4 RWPs out of 13 have been legally registered to date. In those cases where the RWPS and the CWPs are not established with legal capacity, they are required to be hosted by a separate legal institution in order to receive any form of funding from GWPO.

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

Each partner is expected to perform the following activities:

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

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

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[51] GWP/GWPO Governance, Crucial Defining Principles and Documents, August 2013

Exhibit: Overview of RWP's legal status, staff and technical support structures

RWP	Legal status	Comments on legal status	Staff	Regional Technical Committee
Central Asia and Caucasus (CAC)	Not legally registered	-	• Coordinator (part-time) • 2 Financial Administrators • 1 Communications Officer	No regional TEC
Central Africa (CAF)	Establishment Agreement with Government of Cameroon	Status is unclear; The Establishment Agreement does not state a legal registered form - Still hosted by IUCN.	• Acting Coordinator / Communications Officer	Regional TEC
Central America (CAM)	Not legally registered	-	• Coordinator • Communications Officer	No regional TEC
Caribbean (CAR)	Not legally registered	-	• Coordinator • Communications Officer	Regional TEC
Central & Eastern Europe (CEE)	Non-governmental organization registered in Slovakia (2013)	Self-hosted	• Coordinator *(part time)* • Communications Officer	1 Reference Group for IDMP
China (CHI)	Not legally registered	-	• Secretary • Coordinator • 1 Communications Officer • 1 Admin support	No regional TEC
Eastern Africa (EAF)	Multilateral Diplomatic Organization registered in Uganda (2013)	Establishment Agreement with Uganda which gives them the ability to work as an INGO within the region. Still hosted by NBI	• Coordinator • Regional Program Manager • Finance Officer • Regional Development • Communications Officer	1 Reference Group for WACDEP Africa
Mediterranean (MED)	Not legally registered	-	**Greece:** • Coordinator • Communications Officer • Head Finance • Admin Assistant *(part time)* • Senior Program Officer • Senior Program Officer • Program Officer • Program Assistant **Lebanon** • Program Officer **Tunisia** • Program Officer • Program Assistant • Program Adviser *(part time)*	No regional TEC

RWP	Legal status	Comments on legal status	Staff	Regional Technical Committee
Southern Africa (SAF)	Non-profit company in South Africa (2012)	Still hosted by IWMI in Pretoria	• Coordinator • Program Officer • Finance Officer • Communications Officer	Regional TEC
South America (SAM)	Not legally registered	-	• Communications Officer • Financial Officer • Coordinator	No regional TEC
South Asia (SAS)	Not legally registered	-	• Coordinator • Chair • Support Officer • Communications Officer	No regional TEC
South East Asia (SEA)	Not legally registered	-	• Coordinator - Administration • Communications Officer	No regional TEC
West Africa (WAF)	International Association registered in Burkina Faso. (2002 but re-registered in 2013)	Establishment Agreement with Burkina Faso giving it NGO status Self hosted	• Coordinator • Communications Officer • Program Officer • Administrative • Finance Officer	Regional TEC

Source: GWPO; Dalberg analysis

APPENDIX 7: ABBREVIATIONS

AfDB	African Development Bank
CGIAR	Consultative Group on International agricultural Research
CP	Consulting Partners
CWP	Country water Partnerships
DES	Deputy Executive Secretary
FPG	Financing Partners' Group
GAVI	The GAVI Alliance, formerly the Global Alliance for Vaccines and Immunization
GCF	Green Climate Fund
GF	Global Fund to fight HIV/AIDS, Tuberculosis and Malaria
GSP	Global Soil Partnership
GWP	Global Water Partnership
GWPO	Global water Partnership Organization
IDEA	International Institute for Democracy and Electoral Assistance
ILC	International Land Coalition
IUCN	International Union for the Conservation of Nature
IWA	International Water Association
IWRM	Integrated Water Resource Management
MOU	Memorandum of Understanding
NC	Nomination Committee
RTEC	Regional technical Committee
RWP	Regional Water Partnership
SC	Steering Committee
SDG	Sustainable Development Goals
SIWI	Stockholm International Water Institute
SP	Sponsoring Partners
TEC	Technical Committee
TOR	Terms of Reference
WWF	World Wildlife Fund
YE	Year End