



STRATEGY PERIOD 2004 – 2008

REPORT ON ACHIEVEMENTS

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1 INTRODUCTION

Using water resources in a sustainable way may be one of the most important challenges determining the future of mankind. The Global Water Partnership (GWP) was set up in 1996 to help focus the attention of all water stakeholders on the necessity to develop and manage water resources in an integrated way. Over the years GWP has progressively defined itself as:

“an international network of organisations involved in water resources management which promotes Integrated Water Resources Management (IWRM) through both the creation of fora at global regional and national levels directed toward facilitating change, and the systematic creation, accumulation, and dissemination of knowledge to support the process of change.”

From its creation in 1996, GWP made important contributions in terms of IWRM knowledge generation and sharing, awareness raising and setting up of neutral multi-stakeholder platforms at various levels. This was a period of rapid growth during which:

- A global network was set up that made an effective and significant contribution to global recognition of IWRM;
- There was broad recognition of the value that GWP added internationally and at the local level as a “neutral multi-stakeholder platform”;
- In some countries/regions there was however a perception that too much focus had been given on awareness raising of IWRM and not enough had been given on local engagement and capacity building to implement IWRM.

In 2002, the World Summit on Sustainable Development (WSSD) called for countries to develop national IWRM Plans. Supporting that call was a major focus of the GWP strategy and activities in the period 2004 – 2008. The GWP immediate objective was to ensure that *Integrated Water Resources Management is applied in a growing number of countries and regions, as a means to foster equitable and efficient management and sustainable use of water*. The prime aspirations of GWP were presented in five consolidated Outputs expected to be produced during the 2004 – 2008 Strategy period:

Output 1: *IWRM water policy and strategy development facilitated at relevant levels*

Output 2: *IWRM programs and tools developed in response to regional and country needs*

Output 3: *Linkages between GWP and other frameworks, sectors and issues ensured*

Output 4: *GWP partnerships established and consolidated at relevant levels*

Output 5: *GWP Network effectively developed and managed.*

A Joint Donor External Evaluation of the Global Water Partnership was carried out between August 2007 and January 2008. The main conclusions from the Evaluation have been incorporated into this Report alongside a more comprehensive presentation of achievements and lessons learned. The GWP Management Response to the External Evaluation is included as Annex A and the 2004-2008 Strategy is included as Annex B.

All the findings and recommendations of the External Evaluation have been considered in developing the GWP Strategy for 2009 – 2013. The Strategy for 2009 - 2013 itself forms the principle response of the GWP Network to the challenges presented in the Evaluation, building on the achievements of the 2004 2008 Strategy period.

2 2004-2008 OUTPUTS AND ACHIEVEMENTS

The following sections summarise the Outputs, present an overview and summary of the achievements of the GWP Network during the 2004 – 2008 Strategy period and identify some lessons learned which are being taken into the next strategy period. While the report cannot be exhaustive, it is comprehensive and represents the full spectrum of the GWP Network's performance.

2.1 OUTPUT 1: IWRM WATER POLICY AND STRATEGIES DEVELOPMENT FACILITATED AT RELEVANT LEVELS

Output 1 aimed at helping regions and countries in their water sector reforms, specifically to ensure that policies are developed within the IWRM framework towards equity, efficiency and sustainability. In part, this Output was realised through GWP acknowledging fundamental responsibility to assist countries in the preparation of IWRM and water efficiency plans by 2005 (a WSSD target). This output was also about translating IWRM principles into mainstream regional and national policies.

2.1.1 Performance Indicators

Global

- 1.1 Recognition of the role of water and IWRM principles in policy for sustainable social and economic development.
- 1.2 Recognition of water's role and contribution to the Millennium Development Goals (MDGs) and acceptance of national IWRM Plans as a key MDG.

Regional

- 1.3 Recognition of the role of water and IWRM principles in regional policy for sustainable social and economic development.
- 1.4 Incorporation of IWRM in transboundary river basin based agreements and plans and the implementation of these through participatory multi-stakeholders processes.

National

- 1.5 Recognition of the role of water and IWRM principles in national policy and strategies for sustainable social and economic development.
- 1.6 Integration of water and IWRM into national cross-sectoral development plans, e.g., Poverty Reduction Strategy Papers (PRSP) and National Environmental Action Plans and their implementation through participatory multi-stakeholder processes.
- 1.7 Recognition of water and IWRM in national sectoral plans and their implementation.
- 1.8 Incorporation of IWRM into national water policy and strategies and their implementation through participatory multi-stakeholder processes.
- 1.9 Incorporation of IWRM into local level river basin/catchment based agreements and plans and implementation through participatory multi-stakeholder processes.
- 1.10 Preparation of national IWRM frameworks/plans facilitated in at least fifteen countries by 2005 and implementation initiated by 2006. A further twenty-five frameworks/plans by 2007 and implementation initiated by 2008. All obtained through participatory multi-stakeholder processes.

2.1.2 Achievements - Output 1

The achievements at global level and in GWP's thirteen regions and more than 70 Country Water Partnerships are extensive. The following list is not exhaustive but is comprehensive.

Global action

- IWRM planning now has a higher profile internationally, particularly through the Commission on Sustainable Development (CSD). Throughout the 2004–2008 period, GWP played an active role in all CSD sessions devoted to water resources management, in particular the CSD-12 and CSD-13 sessions in 2004 and 2005 which reviewed options to implement commitments in the areas of water and sanitation, and the CSD-16 session in 2008 which further reviewed progress.

At the CSD-16 session in 2008, GWP helped organise a side-event to demonstrate progress on IWRM planning and incorporation in National Development Plans and promoted, with the Danish government and UN-Water, proposals for *Roadmapping for Advancing Integrated Water Resources Management Processes* (a joint GWP and UN-Water publication). GWP was also a major contributor to the UN-Water report on “Status of IWRM and WE Plans”, which was the first official report and followed two informal surveys carried out by GWP in 2005 and 2007. Key publications used at CSD discussions included the GWP Technical Committee’s Background Paper 10 on *IWRM and Water Efficiency Plans, Catalyzing Change: A Handbook for Developing Integrated Water Resources Management and Water Efficiency Plans*, and numerous briefs prepared under the *Catalyzing Change* series.

- Numerous technical publications have been disseminated to enhance knowledge and facilitate the application of integrated approaches, as well as to demonstrate that such approaches are widespread in many different countries. A major achievement was the preparation of *Integrated Water Resources Management in Practice: Better Water Management for Development*, which illustrates through case studies how IWRM principles have been applied in a variety of contexts. The book was published by Earthscan and launched at the 5th World Water Forum in Istanbul in 2009.
- GWP contributed to the global dialogue through the active engagement of senior personnel in the major global policy processes carried out during this period. The report of the UN Millennium Project Task Force on Water and Sanitation, which was co-ordinated by the Chair of the GWP Technical Committee (TEC) and a TEC member and included both the GWP Chair and the former TEC Chair as members, devoted one of its four parts to water resources management and included a strong recommendation on IWRM.

The United Nations Secretary General’s Advisory Board, which has included the GWP Chair and a TEC member since its inception, played a strong role in keeping a spotlight on IWRM, including through a call from the Secretary General that all countries report on their progress on IWRM Plans at the 2008 session of the CSD.

- GWP has been very actively engaged in World Water Forums during this period. For the 4th World Water Forum in Mexico in 2006, GWP acted as ‘beacon’ for the IWRM theme and wrote the framework paper for this theme, which shaped the debate on IWRM. GWP, together with the World Water Council (WWC), also acted as the beacon for the financing water theme and in preparing the Gurria report launched at the Forum. That same year, the GWP Chair and TEC Chair served on the Advisory Committee for the influential 2006 UN Human Development Report *Beyond Scarcity: Power, Poverty and the Global Water Crisis*, which highlighted the need for an integrated approach to water resources management.
- GWP has also shaped the debate around indicators for water resources management. GWP has been an active member of the UN Water Task Force on Indicators and Reporting since

its establishment in 2006, helping to develop the guidelines that accompanied the call from the Secretary General to all countries to report on their progress on IWRM Plans. In addition, the Experts Group on Indicators established in 2008 by the World Water Assessment Programme is co-chaired by a member of the GWP Technical Committee.

Regional action

- GWP partnerships have been instrumental in promoting better water management through regional bodies such as the African Ministers Council on Water (AMCOW). The five GWP regions in Africa have been actively supporting AMCOW and linking with their technical advisory committees.
- In Africa the GWP partnerships have supported the Regional Economic Commissions, such as the Southern Africa Development Community, the Economic Community of West African States, and the Economic Community of Central African States. which has resulted in a higher profile for water resources management in their policies and strategies. Other regions, such as Central America, Caribbean and S E Asia also work closely with Regional Political bodies and this has proved to be an effective mechanism for raising political will and promoting the IWRM approach in the regions and countries, complimenting the global awareness raising.
- GWP-West Africa initiated in 2002 a dialogue between the two riparian countries, Burkina Faso and Ghana and established a Technical Committee for developing a Programme for Improving Water Management in Volta Basin. IUCN have led this programme and GWP-West Africa has been an influential member of the Steering Committee, bringing know-how and the multi-stakeholder participatory approach and through workshops and meetings has facilitated the adoption of IWRM principles. On the basis of this work the Governments have, since 2004, developed a process for setting up a transboundary basin organisation for the Volta and the statutes of the Volta Basin Authority (VBA) were adopted in 2006. GWP has been influential in bringing knowledge about IWRM in the context of the basin and data on the status of Volta River.
- GWP-Central Africa, together with UNEP and AMCOW, started a process in October 2005 in Kinshasa, DR Congo, to support the Economic Community of Central Africa States (ECCAS). The key outcomes from this process was adoption by the ministers in Central Africa of the status report on WRM in the region and a statement of State Presidents about the need to adopt on integrated approach to WRM in Central Africa. It was also decided to set up a regional body within ECCAS for coordinating water resource management at regional level. The UN Economic Commission for Africa subsequently joined the process, reinforcing collaboration between key regional actors.
- GWP-CAf has also been working with the Secretariat of the International Commission for the Congo–Oubangui–Sangha Basin (CICOS) to help CICOS shift focus to a full integrated river basin management approach. GWP-CAf is now a key stakeholder and part of the CICOS group of experts and development partners.
- GWP-Med is Technical Facilitator of the Petersberg Phase II/Athens Declaration Process for transboundary water resources management in South-eastern Europe, which includes the extended Drin River Basin and the Nestos River Basin. After three years of intensive consultative activities and capacity-building workshops facilitated by GWP-Med, there is now an active community practising transboundary water resources management in South-eastern Europe. This community includes more than 150 decision makers and experts from 15 countries and has a wider audience of more than 300 other players. A knowledge base has been created and is available on a website facilitated by GWP-Med.

- As a result of fora organized by GWP Central America, ministers of agriculture and environment agreed to develop a Regional Water Strategy based on the Central America Plan of Action for IWRM prepared with active participation by GWP. GWP organised four Conferences for Legislators (Costa Rica 2002, Panama 2003, El Salvador 2004 and Honduras 2006) and kept regular communication with the participants, which increased the level of understanding of IWRM issues among legislators and their advisors, who were also reached to ensure more continuity.

The Lagunilla Declaration (2002), signed by the legislators present at the first Conference played a key role in promoting regional cooperation, the development of water legislation in each country, and the incorporation of a more participatory and integrated approach to water management. All the above is reflected in the content quality of all water bills currently under scrutiny, and Nicaragua's Water Act.

- GWP-CACENA with its eight former Soviet Union countries has promoted regional cooperation in a transboundary river basin context. As a consequence, water resources management issues are now high on the political agenda and the RWP is trusted by the governments as an important partner. Gaining the confidence of traditionally cautious governments as well as acceptance of wider stakeholder participation are major outcomes for this region. GWP has through its work in the region also helped donors such as Denmark, Finland, Norway and Switzerland to focus on targeted aid at regional and country levels.
- GWP CACENA has enlisted the support of the Helsinki University of Technology and the Water and Development Group to implement IWRM principles on the ground, bringing together outstanding young water professionals from eight CACENA countries and Finland with water and environmental experts, to share knowledge and to network. One output is the book *Central Asian Waters: Social, Economic, Environmental and Governance Puzzle*, available online.
- In Central and Eastern Europe, GWP-CEE has established itself as a recognised IWRM facilitator at the regional level on transboundary matters. CEE is an observer of the inter-ministerial commission for the Danube river basin (the ICPDR) involving 13 countries involved plus the EU. GWP Hungary organised the first stakeholder conference of ICPDR in June 2005 thus bringing key grassroots messages on management of the Danube to the highest political levels, including on water quality impact of the chemical industry and agriculture so they are more proactive in addressing their responsibilities to avoid water pollution.
- After having assisted the Chinese Government in their amendment of the China Water Law towards an IWRM direction in 2001-2002, GWP China, high-level roundtables on key water policy issues. The high-level round table mechanism for policy change and political will created by GWP-China has received recognition in China and among bi-lateral and multi-lateral organisations working in China. At the sub-national level in China GWP partnerships have provided neutral platforms where IWRM dialogues on the implementation of the New China Water Law have gathered stakeholders of the key river basins of Yangtze River, Yellow River and Pearl River as well as in Fujian, Hebei and Shaanxi Provinces.
- GWP South Asia (GWP-SAS) completed a study on *Regional Cooperation for Flood Disaster Management in the Ganges and Brahmaputra River Basins*, the synthesis of which was shared at a regional meeting in Dhaka, Bangladesh, in January 2009. The study

identifies the need for a basin-wide flood management strategy. It also emphasises the need to establish a flood information-sharing network between riparian countries and an appropriate institutional mechanism to improve forecasting reliability, and recommends capacity building of key institutions involved in early warning systems. Partners in this work include the South Asian Association for Regional Cooperation's Disaster Management Centre (SDMC), the International Centre for Integrated Mountain Development (ICIMOD), local NGOs, government officials, and researchers.

- GWP-SAS is participating in the sensitive area of how the Himalayan rivers affect livelihoods in the Ganges–Brahmaputra basin. The common rivers flow into China, India, Bangladesh, Nepal, Bhutan, Pakistan, and Afghanistan. Sharing this common source has the potential to heighten regional conflict.
- GWP and the Asian Development Bank (ADB) signed a letter of intent in August 2006 to promote improved water service delivery among Water Utilities in Asia. As a result, the South Asia Water Utilities Network was established in 2007. Being a member of this Network will help to improve performance of the Utilities through a Water Operators Partnership programme. The programme will also help strengthen the utilities and help them to access funds from the new ADB Water Financing Strategy.
- In 2005, GWP-Caribbean and Caribbean Water and Wastewater Association (CWWA) hosted the first forum for water ministers in the region. This meeting was attended by CARICOM ministers with responsibility for water along with Permanent Secretaries in the relevant Ministry's, chairpersons of Water Utility Boards, and Managing Directors/CEOs of Water Utilities. From this process these key political figures acknowledged the need for an integrated approach and called for greater cooperation among regional agencies.

National action

- With the assistance of GWP, 15 countries have developed or are currently developing IWRM Plans: 12 in Africa (Benin, Cameroon, Cape Verde, Eritrea, Ethiopia, Kenya, Mali, Malawi, Mozambique, Swaziland, Senegal and Zambia) and El Salvador, Indonesia, and Kazakhstan. In other regions, GWP actively contributed to development of IWRM Plans, both at national level (e.g. Vietnam, , Indonesia) and transboundary basins (Nile basin, Danube basin, Aral Sea basin).
- GWP-West Africa is helping Côte d'Ivoire, Liberia and Togo to develop 'roadmaps' as the first stage in developing a national IWRM plan. Other countries working towards developing national plans are Guinea, Sierra Leone, Guinea Bissau and The Gambia.
- GWP Mediterranean (GWP-Med) is helping Egypt and Lebanon with their water supply and sanitation (WSS) and IWRM planning respectively. The assistance was provided within the framework of the Mediterranean Component of the EU Water Initiative (MED EUWI), through country dialogues on water, and with support of the MEDA Water Programme of the European Commission and Greece that leads MED EUWI.
- In Kazakhstan, the national IWRM planning project was managed by UNDP Kazakhstan with GWP-CACENA ensuring multi-stakeholder involvement. It was adopted by the President and Parliament for funding.
- CWPs in the GWP-CEE region have taken the lead to assist governments in IWRM national planning and to add value of the EU WFD process. Work has been undertaken in a variety of areas in Moldova, Slovenia and Ukraine as well as in the newer EU member states (Bulgaria, Hungary, Lithuania, and Poland).

- GWP South-East Asia has helped Laos and Myanmar to develop Water Visions and Frameworks for Action involving all water management related sectors. In Vietnam GWP-SEA helped the Vietnamese government to promote and introduce IWRM principles into their water policies and strategies. The Philippines Water Partnership has supported the Department of Environment and Natural Resources to launch the Philippines' Integrated Water Resources Management Framework Plan in 2007. A comprehensive framework document for advancing IWRM implementation, prepared by GWP Indonesia, was adopted by the government in 2006. The Minister of Public Works is following up on the new revisions at central, regional and river basin levels.
- In South Asia, the Pakistan Water Partnership (PWP) coordinated the community participation consultations on the development of the water resources strategy for Pakistan. The Karachi Water Partnership (KWP), was launched in April 2007 with support from GWP Pakistan. This partnership serves as a model, reaching over one million people with water-saving guidelines for homes, schools, factories and offices. GWP Sri Lanka began work with the Water Integrity Network (WIN) to fight illicit and unregulated river sand mining that adversely affects riverine communities. The Nepal Water Partnership organized a special awareness raising programme with the Water & Energy Commission for over 100 key national stakeholders in December 2006 on the National Water Plan and integration of IWRM.
- The GWP Caribbean (GWP-C) publication the *Grenada Review of Legislation with respect to the Water Sector* helped set in motion a process that led, in 2008, to Grenada becoming one of four Caribbean countries with a water policy. GWP-C has also helped facilitate Jamaicans to address environmental degradation and in Haiti has worked to address gender issues by working with the community to improve knowledge, discuss values, attitudes and commitment, and introduce the skills needed to protect and improve the environment.

2.1.3 Overall assessment

At the global level GWP has been instrumental in helping to get the IWRM approach recognised as the best way to achieve better water resources development and management throughout the world. In particular, GWP contributions to the MDG task force, UN-Water and CSD has led to official adoption of a survey of progress on IWRM to be reported to the CSD16 in April 2008. This has been reinforced by involvement in the UNSGAB, and informal advice provided to donors and other opinion-formers, which has culminated in a paradigm shift within the water sector and to a lesser extent with other sectors. Water is no longer solely focussed on water supply but encompasses a broader appreciation of water resources management.

At the regional and country level the major GWP contribution during the reporting period has been in helping countries to meet the IWRM target that countries agreed to at the WSSD in 2002 in Johannesburg. In several countries this has resulted in governments giving more focus to water matters in preparing their 2nd generation PRSPs and National Development plans. A particular success in this process has been to bring stakeholder participation into planning processes and *at the same time* to work with governments so that findings from GWPs facilitation work are adopted by government. In many countries this has led to a good working relationship with both government and a range of stakeholders.

Evaluation comments in relation to Output 1

Achievements

- Most Country Water Partnerships (CWPs) surveyed have made a significant contribution to raising awareness of IWRM; two-thirds have been successful in contributing to and enhancing the policy environment; over half of the countries visited had contributed to capacity building in IWRM; and a number of countries have successfully engaged with regional actors to further the IWRM agenda. This is impressive progress since the previous strategy period.
- There has been significant advancement in the development of national IWRM Plans where restricted funding has been provided and significant strengthening of the country partnerships (and their respective Regional Water Partnerships) involved in developing these Plans.
- More TEC resources were produced focusing on assisting countries to better understand IWRM and its various applications, particularly popular is the 2004 IWRM handbook (*Catalysing Change*).
- Very recent TEC engagement on topical policy issues such as Climate Change Adaptation was useful and informative for countries.

Challenges

- A global focus since 2006 on technically supporting countries and regions has perhaps come at the expense of leading global policy advocacy. GWP needs to continually demonstrate and communicate its ongoing relevance.
- Very few Regional Water Partnerships (RWPs) are tackling trans-boundary issues.
- CWPs appear to find it more difficult to influence PRSPs around the importance of IWRM, support organisational reform, increase financial flows to the water sector and facilitate grassroots implementation of IWRM principles.

2.2 OUTPUT 2: IWRM PROGRAMS AND TOOLS DEVELOPED IN RESPONSE TO REGIONAL AND COUNTRY NEEDS

Output 2 is intended to further consolidate and develop more IWRM programs and tools arising from the policy decisions and strategies of Output 1 that respond to the needs of the regions and countries. The output also aims to capture and feed in learning and knowledge from within the country and regional networks.

2.2.1 Performance Indicators

- 2.1 Demonstrated ability of regions and countries to express specific needs for programs and demonstration of IWRM application.
- 2.2 Demonstrated access of regions and countries to a set of relevant tools and programs for helping in IWRM Plans implementation.
- 2.3 Extensive demand driven use of GWP programme services by regions and countries in achieving the implementation of IWRM Plans.
- 2.4 Demonstrated increase of capacity in relevant institutions for successfully implementing IWRM.
- 2.5 Demonstrated improvement in water management practices relating to specific thematic areas such as river basin, groundwater and floods management.
- 2.6 Tangible increase of financial resources made available for water resources development and management following IWRM principles.

2.2.2 Achievements - Output 2

Intellectual resources

- The GWP TEC and the GWP RWPs have been productive in preparation of Background Papers, Policy and Technical Briefs and other publications supporting integrated approaches and addressing water resource challenges, including climate change. These publications are widely disseminated and much in demand by Partners and well as other organisations. A full list of publications is included at the end of this Report, the length and scope of which demonstrates significant achievement.
- The GWP IWRM ToolBox – an online library of good water management practice and case studies that serves water and development stakeholders – underwent major improvements in 2007–2008. The database was reviewed, corrected and exported to a more technologically advanced and user-friendly web platform. A four-person Technical Committee working group was formed to support the ToolBox Officer and the upgrading of content.
- A joint INBO–GWP Task Force of experts was set up to oversee the publication of *A Handbook for IWRM in Basins*. Completed in 2008, this handbook was launched at the 5th World Water Forum in March 2009.

Capacity building and water financing

- Based on the ToolBox, GWP Central and Eastern Europe and Central Asia and Caucasus developed a comprehensive set of resources on capacity building.
- The ToolBox was used as a reference for the national water policy planning in African regions whilst several universities in Eastern Africa, Southern Africa, China and South East Asia used ToolBox in higher education curricula.
- Localized ToolBox versions have been developed in GWP Southeast Asia.
- With GWP support, the Capacity Building Network (Cap-Net) produced several training manuals supporting IWRM capacity building.
- With GWP support, the EU Water Initiative and CapNet developed a training manual and facilitators guide on *Economics in Sustainable Water Management (2008)*.
- A second Task Force on Financing Water for All, created by the WWC and GWP during 2004–2006, and chaired by Angel Gurría, ex-Minister of Finance, Mexico, raised the issue of weak demand for financing. The Gurría report was launched at the 4th World Water Forum in Mexico.
- GWP supported three workshops in 2005 in India, South Africa and Egypt on financing water for agriculture that informed the Gurría Task Force and were presented at the WWF4 in Mexico. The OECD drew on the outcomes of these workshops in its development of a major programme on financing water, and GWP participated in the OECD Task Team on financing.
- In a further effort to provide water and development professionals with better knowledge, GWP TEC published *Water Financing and Governance*, Background Paper 12, in 2008.

2.2.3 Overall assessment

Considerable progress has been made to develop IWRM programmes and tools. There has been considerable capacity building on various aspects of IWRM through TEC publications, the ToolBox and various thematic workshops, for example on financing or governance. Notable successes include the Catalysing Change handbook and the training manual on IWRM planning that was developed with CapNet. These have formed the basis for the preparation of many IWRM plans. A notable achievement has been to improve access to information through translation of material into many languages, often done locally at minimal cost. The IWRM approach can now be considered ‘mainstreamed’ to a large extent at the

global level although continued awareness and understanding needs to be built at country and local levels. The challenge is to put into practice the different elements of the IWRM approach that will result in better water management. There is however still considerable work to do to build local capacity and knowledge on the various elements and the mechanics of water resources management and development.

Evaluation comments in relation to Output 2

Achievements

- Awareness and breadth of utilisation of the ToolBox is significantly improved since the last evaluation. There are signs of ownership as regions such as SEA are tailoring the ToolBox.
- TEC has made moves to be more responsive to CWP/RWP needs, where these contribute to a global agenda. Some of these initiatives have been appreciated at the country level.

Challenges

- GWP Advisory Centres (which phased out in 2008), TEC and Cap-Net cannot provide the level or amount of support required by the CWPs/RWPs. More localised technical resources might be useful.

2.3 OUTPUT 3: LINKAGES BETWEEN GWP AND OTHER FRAMEWORKS, SECTORS AND ISSUES ENSURED

This Output was intended to ensure that IWRM principles are taken into consideration in the programs that derive from other frameworks, sectors and issues such as demographic developments, poverty, equitable access to resources, employment, trade, economic growth, health and others. All of these have an interface with water. Furthermore, the Output focuses on the effective participation of GWP in the programs and activities undertaken by others to learn from these programs, enhance synergy and broaden the impact of GWP activities.

2.3.1 Performance Indicators

- 3.1 Clear linkages to water sector articulated and integrated within major programs dealing with other frameworks (notably environment, health, poverty, trade).
- 3.2 IWRM principles integrated within major on-going programs dealing with different water uses such as water for agriculture, water supply and sanitation or water for energy.
- 3.3 Alliances with strategic partners at global, regional and country levels forged and nurtured.
- 3.4 Knowledge generated by strategic partners acquired and used by the GWP Network.

2.3.2 Achievements – Output 3

Partnerships with other agencies

- Since its creation in 2002, the EU Water Initiative (EUWI) has been closely allied with GWP. GWP serves on EUWI's Finance Working Groups and, since 2006, has hosted it at the Secretariat in Stockholm. GWP also hosts EUWI-Med. With additional support from the EUWI financing workshops were held in East Africa and West Africa in 2007, and Central Asia and Caucasus in 2008. These were followed by several country level dialogues bringing together officials from finance and water ministries. The East Africa workshop included a ministerial session that led to the adoption of a water financing

declaration by AMCOW at its Brazzaville meeting in 2008. This subsequently led to adoption of water financing in the recent AU Sharm el Sheik declaration.

- GWP forged a partnership with the World Economic Forum in Davos in October 2006 with GWP enabling discussion of water issues with the corporate sector. GWP contributed to the preparation of a major WEF report “Managing our future water needs” in January 2008. Corporate leaders began to recognise the critical importance of water to their business. GWP-China and GWP-SA also engaged with the WEF to raise the profile of water with the local corporate sector. The GWP chair was a key speaker at the 2008 Forum in Davos and this work has stimulated follow up by the WEF and business sector more generally.
- GWP carried out informal stakeholder surveys in 2005 and 2007 to assess progress on meeting the World Summit on Sustainable Development target on IWRM planning. Based on these surveys, GWP contributed to the CSD survey that was presented at the CSD-16 meeting and to the development of IWRM indicators.
- In several countries, Regional Water Partnerships have worked with UNEP on their ‘2015 Roadmapping’ project, which enabled them to target countries that are not covered by GWP activities. An international conference in April 2007 in Denmark focused on working beyond the 2005 target.
- In March 2006, the WWC held in Mexico the 4th World Water Forum with the support of GWP. GWP TEC prepared the IWRM theme document, was the convener for the cross-cutting financing theme and facilitated the ministerial conference on financing.

Partnering for knowledge sharing and support to regions and countries

- In collaboration with EU NeWater and Cap-Net, GWP Sri Lanka organised a Gender and Water Dialogue in 2006. In two provinces in 2005, training of trainers courses were conducted, one on links with health and sanitation programmes, and the other on pollution mitigation and children’s awareness of water issues.
- The vulnerability of communities in Central and Eastern Europe to flash floods was the focus of a partnership between GWP and the Associated Programme for Flood Management (APFM), under the auspices of the World Meteorological Organization.
- The APFM served as a platform for a pilot project in Bangladesh, India and Nepal that focused on a community approach to flood management.
- GWP cooperated with IMWI and contributed substantially to the content of *Developing and managing river basins: the need for adaptive, multilevel, collaborative institutional arrangements*, published in 2008 as Issue Brief 12 in the series *Comprehensive Assessment of Water Management in Agriculture*.
- GWP worked with Cap-Net and the EUWI Finance Working Group to produce training material on the financing and economics of water. In 2008, the *Report on Financing Workshops* was published as well as *Economics in Sustainable Water Management*.
- Working with EU NeWater, GWP helped develop a conceptual framework for research and adaptive management of river basins that integrates natural science, engineering and social science methodologies.
- GWP has strengthened its practical links with INBO both globally and at regional levels. A joint GWP/INBO publication (*A Handbook for IWRM in Basins*) was completed in 2008.
- The GWP ToolBox website introduced a section on ToolBox Partners. It includes links to major IWRM knowledge holders with whom GWP cooperates. It allows an easy access to up-to-date documents for water practitioners.
- GWP worked with Gender and Water Alliance (GWA) that resulted in policy brief *Gender mainstreaming: An essential component of sustainable water management*.

2.3.3 Overall assessment

Linkages have been made to other sectors and to different programmes and IWRM principles are gradually being integrated into programmes and in organisations dealing with different water sectors. Alliances have been built with numerous partners at all levels and with over 35 international organisations and donors. A notable weakness during the reporting period has been linkages with the agriculture sector which is the main water user and more work is needed to build stronger links to this and other water-using sectors in the next Strategy period.

Evaluation comments in relation to Output 3

Achievements

- The number of Alliance Partners has reduced and there are now formal Memoranda of Understanding outlining key areas of cooperation.
- No identity confusion evident between GWP and its Alliance Partners as was found in the previous evaluation. GWP has clearly established and communicated its niche.

Challenges

- Ensuring the purpose of Alliance Partners and the nature of the partnership is clearly communicated to all levels of the Network.
- Most partnerships are with water focused organisations with limited links to organisations in the agriculture and energy sectors.

2.4 OUTPUT 4: GWP PARTNERSHIPS ESTABLISHED AND CONSOLIDATED AT RELEVANT LEVELS

Fundamental to the success of the GWP is the establishment and operation of its worldwide network of Regional, Country and Area Water Partnerships for promoting the concept and implementation of IWRM. Partnerships are the main vehicles for change in policy and practices within countries. It is only through strong partnerships with broad legitimacy involving different stakeholders that Outputs 1, 2 and 3 can be obtained.

2.4.1 Performance Indicators

- 4.1 GWP operational vision on “Partnership” established
- 4.2 New partnerships established in priority regions and countries
- 4.3 GWP Network capacity programme on “partnership building” including global learning group in place
- 4.4 At least five experiments on partnerships implemented and documented
- 4.5 Existing GWP partnerships recognized as effective mechanisms for multi-stakeholder, cross-sectoral dialogues at regional, country and local level for facilitating IWRM advocacy and implementation

2.4.2 Achievements – Output 4

- More than 2,000 institutional Partners by the end of 2008, an increase from 1,100 at the beginning of 2005.
- By the end of 2008, 12 regional partnerships had become fully accredited multi-stakeholder Regional Water Partnerships, compared with four in 2004.

- Special focus on country level has resulted in the number of Country Water Partnerships almost trebling in the last five years: more than 70 had formed by the end of 2008, compared with 25 at the end of 2003.
- Many Partner organisations and individuals have local influence and are a key resource in bringing about behavioural change in target beneficiaries. This extensive network allows GWP to better support and influence national and regional policies and actions.
- GWP has progressively established rights and responsibilities at all levels of the Network – from the establishment of the Global Water Partnership Organisation (GWPO), to the creation of Regional Water Partnerships, Country Water Partnerships and, in some countries, Area and/or River Water Partnerships (e.g. at basin, city or district level).
- Inter-regional cooperation resulted in several joint activities (MED/CEE/CACENA inter-regional meeting in 2008, SEA/SAF cooperation in capacity building for water planning, activities of Lusophone Water Partnership in South and Central America).

2.4.3 Overall assessment

Considerable improvements have been made in partnership building following a concerted effort in 2005 – 06. A major achievement has been the transition of regional technical advisory committees to self managing Regional Water Partnerships. This was accomplished through a set of conditions for accreditation and a Policy on Partners that set out ground rules for RWPs and CWPs. They set the basis for partnership governance which addresses a concern expressed by the 2003 External Review for protection of the GWP ‘brand’. The RWPs are recognised in their regions as mechanisms for multi-stakeholder, cross-sectoral platforms to facilitate the integrated WRM approach. More work is needed to consolidate the partnerships and strengthen their ability to promote change towards better water resources management. A learning review process has been established and five regions have been reviewed. This process needs to be reviewed and reinforced, in particular to ensure regional “ownership” of the process and follow up to the reviews at all levels (Regional, Secretariat, Technical Committee and Steering Committee).

Evaluation comments in relation to Output 4

Achievements

- Impressive organic growth of the Network from 28 to 71 CWPs and from 600 to 1800 registered Partners.
- Significant strengthening of systems in relation to financial management, work planning, reporting and registration throughout the Network to the credit of GWPO staff members.
- A successfully managed transition from Regional Technical Advisory Committees (RTACs) to RWPs.
- Attracting and retaining influential professionals within the Network structure.

Challenges

- Maintaining and encouraging freedom, innovation and self governance within the Network while ensuring basic fiscal, managerial and accountability systems are followed.
- Attracting and retaining the interest of influential professionals within the Network structure.
- Providing technical assistance to the countries, now that the RTACs have been disbanded.
- Ensuring that learning is captured and harnessed within regions, across regions and globally.

2.5 OUTPUT 5: GWP NETWORK EFFECTIVELY DEVELOPED AND MANAGED

This was designed to ensure the efficient operation of the growing GWP Network and foster synergy and coherence across its diverse components. Effective GWP Network management helps protect the GWP ‘brand’ and GWP as a neutral and inclusive platform and ensures that the Network is adequately equipped and funded for implementing the GWP Programme. GWP aimed to increase the decentralisation of the functions and operations performed by its service units and enhance the robustness and capacity of partnerships at regional and country levels.

2.5.1 Performance Indicators

- 5.1 Effective knowledge management mechanisms in place, accessible and extensively used at all levels of the Network.
- 5.2 Effective technical and logistical support provided to GWP programme services.
- 5.3 Governance system strengthened towards more accountability, decentralisation and clarity.
- 5.4 Coherent financing and administrative strategy reflecting a shift of focus from the centre to the regions implemented.
- 5.5 Stable and long term financing of GWP programmes secured with at least half of the sources at regional and country levels by 2008.

2.5.2 Achievements – Output 5

- During the period 2005-2008 the GWP Secretariat established effective Regional Water Partnerships across the Network with transparent and accountable governance systems. This was based on a Policy for Partners (2005) to ensure wide stakeholder involvement and the Conditions for Accreditation (2005), which formed the basis for good governance across the network. A Partners database was set up to map the regional and country water partnership members.
- During 2008, GWP upgraded and extended its IWRM ToolBox, an online library of best water management practice and case studies that serves water and development stakeholders. The number of case studies and references is steadily increasing, making it a more dynamic web tool for knowledge sharing.
- 2008 saw a concerted effort to improve communication and knowledge management in the Network. The Stockholm Secretariat has been strengthened and re-organised to focus on strengthening the Network’s operations and communications and to support the Regional Water Partnerships more effectively.
- A system of Learning Reviews has been established for the RWPs to provide a mechanism to strengthen GWP’s overall impact, assure quality and protect the GWP brand. Learning Reviews are an internal assessment and the joint responsibility of the GWP Secretariat, TEC and the RWP.
- Introduction by the Secretariat in Stockholm and implementation by the GWP Regions of transparent and effective standards of technical and financial management, accountability and reporting that have had to accompany the establishment of more regional autonomy and financial control. The regions, and the regional host institutions, receive most of their funding through the GWPO and must therefore be accountable through the GWPO to donors who make these funds available. Where funds are raised locally then the same standards of financial accountability must apply although the accountability is not through GWPO. Regions are expected to reflect receipt of these funds as GWPO reflects these funds in its overall financial reporting.
- Although core funding has remained between \$8-10 million per year, programmes to support specific activities at regional and country level have risen to more than \$3m per

year and there has been an significant increase in funds raised by RWPs. During 2007 and 2008, close to \$2 million per year was raised by the regions/countries, an increase of \$0.9 million compared with 2004. GWP also generates a considerable level of funding at the regional and country levels from ‘in-kind’ contributions, e.g., provision of facilities, voluntary inputs and administrative functions which are difficult to quantify and therefore not included in funding statistics.

2.5.3 Overall assessment

Improved processes have been made to strengthen Governance and accountability at all levels of the GWP Network have been strengthened. Considerable changes have been made to strengthen administrative procedures both at central and regional level. The most significant change has been in the improvements to financial management that has been done simultaneously with a shift to devolved management to the Regional Water Partnerships. Work is continuing on improvements to financial management, including capacity building, and financial reporting especially at the regional level.

An increased effort has been made in the last year on fundraising to secure stable and long term financing. There has been a move towards multi-year agreements with donors providing core funding, which brings stability to work planning. There has been less success on fundraising directly at the regional and country level, apart from some exceptions such as GWP-Southern Africa and GWP-MED. Capacity is still lacking in many cases, thus support from the centre to assist and to develop such capacity is needed.

More attention is needed in the next Strategy period to strengthen the knowledge management mechanisms that have not kept up with the rapid changes taking place across the network. This will include examining how to strengthen communications in the regions.

Evaluation comments in relation to Output 5

Achievements

- The administration costs for GWP have remained relatively consistent and are considered “fit for purpose” to manage a network such as GWP.
- The GWP Secretariat is to be congratulated for largely delivering on its commitments in the 2004-2008 Strategy period.
- Financial control systems have been significantly tightened throughout the Network.
- Conducting the Learning Reviews.
- Commencing the process of establishing a Performance Management System.

Challenges

- Governance structures are overly complex and use of the term “Partner” in governance structures continues to be confusing to outsiders.
- Ensuring governance structures, particularly the Steering Committee, are representative of GWP members, particularly if the partnership moves to a more member driven organisational structure.
- Harmonising donor efforts to reduce transaction costs on GWP in line with Paris Declaration principles.
- Ensuring Steering Committee meetings are structured in a way to allow proper debate and direction setting.
- Fostering a harmonious, creative and productive working environment within the Global Secretariat.

- Fundraising and progressing the Network toward financial sustainability.
- Developing systems that improve learning across the Network.
- Ensuring the Performance Management System put in place is fit for purpose and enables cross-GWP reporting on achievements and progress toward defined results.

3 LESSONS LEARNED

GWP's achievements during the 2004 – 2008 Strategy period are significant and are at all levels – global, regional, national and local. Those at regional and country levels are especially remarkable considering GWP's modest financial resources and the constraints this imposes. GWP has done a good job at consolidating, strengthening and growing the partnership. It comprise 13 RWPs, 73 CWPs and more than 2,000 Partners in 149 countries. Nevertheless there are many lessons that have been learned during this period. Some of these have been identified and applied in the ongoing self-evaluation of GWP's work programmes. Many are also highlighted in the 2007 Evaluation and presented above as "Challenges."

Looking ahead, although the world agrees that *integrated water resources management* is vital for achieving the Millennium Development Goals, the challenge of transforming words into action at the regional, national and local levels is still enormous. The real power of the Global Water Partnership lies in thinking globally and acting locally. At the global level, the dramatic shift over the last five years from a focus on water supply to the *integrated water resources management* approach is encouraging. At the regional and country levels, progress on making concrete plans has been way over expectations. These successes confirm that the way to better water management lies in working closely with governments towards better policies and, at the same time, listening carefully to stakeholders at all levels. This approach paves the way for actions that will truly change lives.

2008 saw a huge effort in developing the new global strategy. As GWP moves from advocacy to implementation, some over-arching issues will need to be reinforced. These include:

- Working to ensure that there is ownership at the highest political level for the sustainable water management agenda;
- Giving more emphasis on engaging with all water-using sectors (agriculture, industry, health, energy, etc.) to ensure that GWP and its Partners work together to support the sustainable management of water resources;
- Reaching influential actors outside the water community who play a key part in achieving our mission;
- Developing substantive knowledge tools on a broad range of global issues, including adaptation to climate change, food security, urbanisation, transboundary waters, and conflict resolution;
- Ensuring that learning is captured and harnessed within regions, across regions and globally;
- Paying greater attention to strengthening the GWP Network and Partners by improving internal and external communications and knowledge management. In particular, more attention is needed to reinforce the RWPs, the engines that drive GWP, as they engage and support activities at the country and community levels;
- Improving monitoring and reporting mechanisms to support communication and regional cross-learning;
- Ensuring governance structures, particularly the Steering Committee, are representative of GWP members.

At the operational level, important lessons have been learned from GWP's efforts to translate IWRM principles into mainstream regional and national policies (Output 1).

- When working with governments on participatory processes, it is important to formally define roles and accountability structures and to agree who is driving the process.
- In addition to remaining aligned with the mandates and priorities of water-related ministries, the multi-stakeholder platforms must welcome private sector and civil society. Time must be allowed to build trust. The stable presence of a 'champion' is an added advantage.
- It is not easy to engage with the private sector compared with other non-governmental entities. The platforms need a specific strategy to encourage private sector involvement and they need to be ready to handle the power and influence wielded by large-scale industries and agri-businesses.
- The CWPs have made a significant contribution to the IWRM planning process in their countries and to achieving the WSSD target. However, this is just a beginning. The future role of the CWPs will be to help their countries to implement the plans and thus achieve a more sustainable use of the water resources. For this they will need to identify where they can add value and develop work programmes and secure resources for follow up activities.
- Water sector reform is accompanied by uncertainty and possible upheaval in participating institutions. Those driving the reform process should understand the mindsets of people who may feel insecure in their current roles, plan for the loss of champions (who may be re-assigned), and nurture an understanding of and appreciation for an integrated approach among current and future decision-makers.
- As planning and implementation filters down to the catchment level, there is an increased likelihood of conflict between user groups. Associated with this is a greater demand for capacity building. Capacity building in gender issues is also needed.
- Institutional capacity building and policy development programmes generally have a knowledge management provision, designed to ensure information flow between participants. While this needs to be flexible to deal with emerging requirements, a management or reporting tool is essential to track the usefulness of the various initiatives.
- Climate change is providing additional impetus for water sector reforms. There is a widespread view that the decentralised, inter-sectoral, multi-stakeholder orientation of IWRM is highly suited to dealing with climate change mitigation and adaptation. GWP has the experience and global presence to convert climate change concepts into actionable strategies at the country and, in some settings, catchment level.

These lessons are being progressively applied in our ongoing work programmes and provide a strong foundation for the future where there will be greater focus on implementation and monitoring.

Knowledge Resources (Global) 2004 – 2008

Type	Title
TEC Background Paper 10 (2004)	IWRM and Water Efficiency Plans by 2005
TEC Background Paper 11 (2006)	Urban Water and Sanitation Services: An IWRM Approach
TEC Background Paper 12 (2008)	Water Financing and Governance
GWP Policy Brief (2004)	Unlocking the door to social development and economic growth: how and more integrated approach to water can help
GWP Policy Brief 1 (2004)	Practical Steps for Making National Water Management Plans
GWP Policy Brief 2 (2004)	Water and Sustainable Development: Lessons from Chile
GWP Policy Brief 3 (2006)	Gender Mainstreaming: An Essential Component of Sustainable Water Management
GWP Policy Brief 4 (2006)	How IWRM will Contribute to Achieving the MDGs
GWP Policy Brief 5 (2007)	Climate Change Adaptation and IWRM
GWP Policy Brief 6 (2008)	How to Integrate IWRM and National Development Plans and Strategies
GWP Technical Brief 1 (2006)	Checklists for Change: Defining Areas for Action in an IWRM Strategy or Plan
GWP Technical Brief 2 (2006)	Tools for Keeping IWRM Strategic Planning on Track
GWP Technical Brief 3 (2006)	Monitoring and Evaluation Indicators for IWRM Strategies and Plans
GWP Technical Brief 4 (2006)	Taking an Integrated Approach to Improving Water Efficiency
GWP Technical Brief 5 (2006)	Mainstreaming Gender in IWRM Strategies and Plans
GWP publication (2004)	Catalyzing Change: A Handbook for Developing IWRM and Water Efficiency Strategies
GWP (2005)	Water Governance Scorecard
GWP (2006)	Boldness of Small Steps
GWP/UN-Water (2008)	Roadmapping for Advancing IWRM Processes
GWP/UN (2008)	Status Report on IWRM and Water Efficiency Plans
GWP/IMWI (2008)	Developing and managing river basins: The need for adaptive, multilevel, collaborative institutional arrangements (in Comprehensive Assessment of Water Management in Agriculture series)
GWP/EUWI (2007)	Financing Water Infrastructure and Services
GWP/CapNet/UNDP (2005)	IWRM Plans: Training Manual and Operational Guide
GWP/CapNet/EUWI (2008)	Economics in Sustainable Water Management
GWP/INBO publication (2009)	A Handbook for IWRM in Basins
Earthscan publication (2009)	IWRM in Practice: Better Water Management for Development

ANNEX A

JOINT DONOR EXTERNAL EVALUATION 2007/2008

A MANAGEMENT RESPONSE

Key Achievements and Challenges

General

We are pleased at the positive overall nature of the Evaluation and its assessment that GWP has done a good job at consolidating and strengthening the partnership over the 2004 – 2008 strategy period. It is also satisfying to see the recognition being given to the growth of the GWP Network, the quality of the people and organisations making up the partnership and the improvement that has been made to the financial management and accountability systems now in place. We strongly endorse the key recommendations of the External Evaluation for GWP to "re-energise, re-strategise and re-organise". All the findings and recommendations of the Review have been considered in developing our new strategy for 2009 – 2013. The Strategy itself forms the principle evidence of the response of the GWP Network to the Evaluation.

Strengthening the Networks further, particularly the Regional partnerships, so that they can better serve the Country partnerships as well as Area Water Partnerships in regions where they occur, remains a goal. This includes addressing how to build stronger and more effective regional secretariat, how to improve upon how we engage with our Partners, how technical expertise needs to be mobilised at the country and regional level and how this is mutually reinforced with the global Technical Committee; improving knowledge sharing and enhancing the Toolbox as part of an overall knowledge sharing and communications strategy as well as improving fundraising.

In the last few years there has been a concerted effort to focus attention towards improving capacity and effectiveness of international and regional advocacy with successful results in many cases. In a sense, this shift has to a certain extent detracted from international policy advocacy and more overt attention has been given to emerging issues, most notable of which is climate change. The Evaluation has identified this as an area needing more attention. TEC has been reviewing its structure and modus operandi to strengthen its capacity to provide appropriate focus on intellectual leadership on IWRM and advocacy that ensures a stronger connection between international and regional issues.

Findings

Global Level

We welcome the finding that "GWP remains a distinct and critical part of the global institutional landscape". The findings do however highlight a number of areas of significant challenge and where changes to the way GWP operates at the global level are suggested. In particular, the need to demonstrate the relevance of IWRM in a changing world where climate change has become the dominant issue. Without reducing focus on the on-going IWRM agenda, we accept the importance of re-establishing our global profile and the need to broaden our outlook beyond the water sector to encompass food and energy security, climate change adaptation and economic growth for poverty reduction. The new GWP Strategy 2009 – 2013 has this at its core.

Regional Level

The Evaluation rightly highlights the variability in the regions to contribute to the regional policy agenda, to participate in transboundary water management issues, to support country partnerships to manage their programmes and to engage in fundraising at the regional level. This variability is clearly a function of various factors such as the history and geopolitics of each region, regional leadership, the maturity of each of the regional partnerships, the differing priorities in the regions and is also a reflection of the fact that GWP's regional agenda is developed in response to regional realities.

The Evaluation mentions that a consequence of the transition from RTACs to RWP was the loss of technical advisory capacity within the regional structures. This lack of local technical advice may lead to a lack of focus on substantive matters or to a lack of information sharing across the Network. This is not correct. In fact, the direct opposite is the case. Plans were done in a local participatory way with no external experts involved apart from the Reference Group review towards the end of the process, and were locally owned.

The Evaluation highlights the beneficial effects of the restricted programmes funded by three of GWP's financial partners. Although these programmes have been focussed on implementation and are leading to positive outcomes, in terms of national IWRM planning, there are drawbacks relating to the capacity at country, regional and global level to service a more project-oriented management and reporting regime. This has distorted the operational approach of GWP and required the allocation and in some cases diversion of significant support from core-funded activities. In future more care will be taken to ensure any restricted funding fits within the organisational and administrative systems of the GWP and does not divert core funds away from other activities.

Country Level

The achievements at country level are identified by the Evaluation. The failures which are identified are in essence the historical failures of the sector as a whole to raise the political imperative of water management, linked to agriculture and food security, hydraulic infrastructure for energy, flood management and drought alleviation, water supply and sanitation to economic growth and national development. This is a key component of the new strategy for GWP. With the exception of a few regions including South Asia and Southeast Asia, the establishment of CWPs is a relatively recent development closely linked to the accreditation of the RWPs. The pressures on the Network from this rapid expansion of CWPs was underestimated and will need to be addressed in the change management process in order to secure the sustainability of the organisation.

Balance between different levels

The perception of "centralisation" of the GWP Network is of concern although some rational interpretation may be appropriate. The regional and country water partnerships are the focus of the organisation, although GWP includes the "north" in the way it can contribute through the provision of expertise, lessons and support even though the "south" is where GWP works to make impact. It is certain that some of the perceptions of centralisation stem from the introduction by the Secretariat in Stockholm of transparent and effective standards of management of restricted funded programmes that have had to accompany the establishment of more regional autonomy and financial control. The regions, and the regional host institutions, receive most of their funding through the GWPO and must therefore be accountable through the GWPO to the donors who make these funds available. Where funds are raised locally then the same standards of financial accountability must apply although the accountability is not through GWPO. Regions are expected to reflect receipt of these funds as GWPO reflects these funds in the financial report. Clearly, demonstrating transparency and accountability are a necessary component of any local fundraising strategy. Perceptions of centralisation could also stem from the need to protect the GWP brand name, especially through the enforcement of the conditions of Accreditation policy.

GWP Governance

GWP is carrying out a very careful assessment of the implications to GWP and the donors of the Evaluation recommendations on organisational change. Issues and questions to be addressed include:

- GWP's governance model (roles and responsibilities of committees and units, including TEC and the Secretariat).
- GWP's organisational structure as a network of networks (roles, responsibilities and relationships of RWPs, CWPs, AWP, roles of "hubs", issues of coordination and communication.)

- Financing of GWP, including resource mobilization, allocation, & sustainability.
- Role of the Secretariat, including location, staffing, internal organisation and management, communication and financing.

The development of organisational changes will happen in parallel with and as a response to the development of the GWP Strategy 2009 – 2013 and will be implemented over the strategy period.

Financial Performance

We are pleased that the significant efforts that have gone in to creating proper financial control systems are recognised by the Evaluation Team, and that the administrative effort and costs are seen as being appropriate.

We recognise that significant challenges remain in both attracting and reporting funds raised at country and regional level. In particular, it is difficult to capture the full extent of the significant, in-kind contributions that are made and more work is needed in this area. A fundraising strategy has been developed and is being implemented at global, regional and country levels. Nevertheless, it is recognised that more efforts are needed, particularly at country and regional levels, to clarify roles and responsibilities for fundraising efforts including the type and sources of funds, and to develop relevant skills. At the same time, this is linked to the legal status that the partnerships have at regional and country level.

Much is made in the Evaluation of the need for “financial sustainability” of the GWP Network. Whilst we fully agree that fundraising efforts need to be developed, we consider that the use of the term “sustainability” in the context of GWP funding is misleading. As was noted in the 2003 Evaluation, GWP is a creation of the donors and, as such, it must rely substantially on the continuing will of the donors to support it. The sustainability of the Network is more an issue of GWP continuing to meet that will and to provide a service that both helps countries to improve the management of their water resources and responds to regional and country demands as well as the policy priorities of the donor community. If the Partnership is doing meaningful work and Partners need GWP there should in time be some form of commitment from Partners to sustain the activities of the partnership.

The new Strategy for GWP for the period 2009 to 2013 provides the basis to renew the connection that GWP will provide between countries and donors on policy and implementation needs. We are therefore optimistic that our continuing work will be guided in a way that ensures continuity of donor funding and thus financial sustainability.

Communications, Knowledge Management & Performance Management

We recognise that a more strategic approach is needed towards communications and knowledge management at all levels of the GWP Network. The new Strategy for GWP 2009 – 2013 will include communications and knowledge management as one of the strategic priorities. A Communications Strategy is under development and this will include more attention to communications at the regional level, knowledge sharing and further development of the ToolBox. We are aware that language is a serious barrier when it comes to knowledge sharing and we will take this into account to enhance our capacity building programmes and communication initiatives. An example of this is the Lusophone Water Partnership, an informal partnership of Portuguese speaking countries that involves GWP Brazil and several other countries in Africa. Without losing a global identity, documents and events should be put in the regional context in order to be better assimilated and to generate ownership.

The adoption of Outcome Mapping for performance management and reporting has been adopted by decision of the GWP Steering Committee. This tool is currently being rolled out to the GWP Network with a training programme linked to both the annual reporting needs of the GWP and the development of the new Strategy 2009 – 2013. Much work still needs to be done to develop shared understanding and skilled use of Outcome Mapping.

The Way Forward and the Key Recommendations

The GWP strongly endorses the key recommendation of the External Evaluation for GWP: to “re-energise, re-strategise and re-organise”. GWP will implement this through the GWP Strategy 2009 – 2013.

The changes in the external environment in which GWP operates have been dramatic, whilst the growth of GWP has led to equally dramatic changes in the internal environment. A key element as we learn and move forward is to reaffirm the GWP core values and strategic direction so that ‘change’ is directly related to the strategic focus of the GWP and the nature of GWP as a network.

A renewed and stronger focus will be given to climate change, food security, population growth, urbanisation, land-use changes and other emerging water challenges. To do this, climate change and other emergent issues have to be embedded in an appropriate part of the IWRM concept, theories, approaches and actions. Adapting and implementing IWRM in specific country contexts, including transboundary concerns, remains as the ultimate challenge. With IWRM as the underlying framework, more attention is needed to emphasise the importance of rationalising water management to promote growth, environmental sustainability and equity, moving beyond advocacy of an idea/paradigm, to supporting its application. The best path will look very different in every country.

It is also clear that GWP governance structures will need to be streamlined to take account of both the changing external environment and the rapid expansion of the Network over the last five years. Revising the overall governance (Sponsoring Partners, Steering Committee, Chair, Secretariat & TEC and the Region and Country Partnerships) in a careful and gradual manner is a process that has to develop to complement the new GWP Strategy 2009 – 2013.

Many of the points raised and recommendations in the Evaluation have been used to develop the terms of reference for a new Executive Secretary so that the person recruited to this vital position has the skills and necessary appreciation of the requirements in implementing the new Strategy as well an understanding the nature of the Network.

The GWP donor partners also need to commit to the next strategy, both on the direction and financially, to provide the support necessary to make its execution feasible.

The recommendations of the External Evaluation are mostly of a fairly general nature. In particular, the approach of the Evaluation to a “decentralisation” process is simplistic in its analysis and misunderstands the nature of the GWP Network. Elements (for example the principles of TEC being regional and global and providing appropriate links and the use of change management expertise) are relatively uncontroversial but need careful planning for effective implementation. We accept that the Secretariat should have a more service and operational focus based on knowledge, brand management and donor stewardship. However, some recommendations may contradict this focus. For example, the role and location of Network Officers, the role of the Secretariat, the allocation and management of funding and the proposal to relocate the Secretariat from Stockholm have many implications for the effective functioning of the GWP Network which are being addressed through the organisational changes being developed to implement the new Strategy.

Table 1: Response to Key Recommendations of the Evaluation

Recommendation	Management Response
<p>GWP should “Re-energise, Re-strategise and re-organise”.</p> <p>Organisational development and change management expertise should be engaged to advise on development of a detailed Change Management Plan for Steering Committee consideration.</p>	<p>We strongly endorse the key recommendations of the External Evaluation for GWP to "re-energise, re-strategise and re-organise".</p> <p>The recommendations of the External Evaluation on organisational development are mostly of a fairly general nature. Change management expertise is being used to develop organisational change proposals to be implemented during the new strategy period.</p>
<p>Integrated Water Resource Management should remain GWP’s central message. However, the global profile needs to be updated by more actively and visibly defining the relationship between emerging global challenges and water resource management. A clear global advocacy strategy should be developed with two prongs: 1. global advocacy on selected issues and 2. Technical initiatives that support country water partnerships to discuss and consider how to manage these emerging challenges.</p>	<p>Adapting and implementing IWRM in specific country contexts, including transboundary concerns, remains as the ultimate challenge. With IWRM, as the underlying framework, more attention is needed to emphasise the importance of rationalizing water management to promote growth, environmental sustainability and equity, moving beyond advocacy of an idea/paradigm, to supporting its application.</p> <p>A renewed and stronger focus will be given to climate change population growth, urbanization land-use changes and other emerging water challenges. To do this, climate change and other emergent issues have to be embedded in an appropriate part of the IWRM concept, theories, approaches and actions.</p>
<p>Reduce the size of the Steering Committee to a maximum of 10 representatives from countries/regions with technical input from water and other allied areas. The SC will make decisions on key policy directions and support the new Chair to work through a series of challenging change processes.</p>	<p>It is clear that GWP governance structures will need to be streamlined to take account of both the changing external environment and the rapid expansion of the Network over the last five years. Revising the overall governance (Sponsoring Partners, Steering Committee, Chair, Secretariat & TEC and the Region and Country Partnerships) in a careful and gradual manner is a process that has to develop in parallel as well as in response to the new GWP Strategy 2009 – 2013.</p>
<p>Re-shape the organisation for bottom-up accountability with a key goal being supporting countries to become self sufficient. This would entail:</p>	<p>Revising the overall network organisation in a careful and gradual manner is a process that has to develop in parallel as well as in response to the new GWP Strategy 2009 – 2013.</p>
<ul style="list-style-type: none"> ○ A smaller global secretariat structure focused on global knowledge management, liaison with donors/funders, and brand management. Review what needs controlling from the centre whilst still maintaining the integrity of GWP. The secretariat is accountable to the Steering Committee which is now representative of the regions. Consider the pros and cons of moving the secretariat out of Stockholm to free GWP from excessively complex governance structures. 	<p>The size of the Secretariat will continue to be maintained at an appropriate level adequate to service the needs of the Network. The perceptions in the Evaluation on centralised control do not reflect the reality of the working of the GWP Network. The Regions are to all extent and purpose independent, set their own strategies within the umbrella of the overall GWP Strategy and GWP core values. They are accountable to the GWPO only for the proper use of funding provided through the Secretariat.</p>

Recommendation	Management Response
	There is no logic to support the move of GWPO out of Stockholm and this matter is not on the agenda of the diplomatic and donor community who sponsor the GWPO.
<ul style="list-style-type: none"> ○ Stronger and better resourced regions that proactively engage in regional policy advocacy, provide technical support to countries and share knowledge amongst the countries. The regions are accountable to the countries they represent. The resources for the Network officer positions are moved to the regions. Regional Secretariats ideally do not rotate to preserve institutional knowledge. 	<p>The proposal in the Evaluation to move the Network Officers from the Secretariat to the regions is strongly opposed by the GWP Regions themselves, who see the NO role as an essential component of the link between the regions and the global network.</p> <p>Rotation of Regional Secretariats is not ideal and should be minimised for efficiency. GPO is working with the Regions to minimise the frequency of rotation.</p>
<ul style="list-style-type: none"> ○ Countries better resourced and able to “facilitate IWRM implementation” through proactively engaging with national and sub-national policy and legislation and facilitating implementation at the grassroots level. 	The first priority is to build the Regional Partnerships to make them more self-sustainable and better able to support the Country Water Partnerships. Resourcing at Regional and Country levels remains a critical challenge to overcome.
<ul style="list-style-type: none"> ○ A mechanism is provided for inter-regional cross fertilisation of ideas and for sharing knowledge and lessons learned. 	This recommendation is endorsed and will be implemented through greater focus on inter-regional coordination and through the development of proposals to better service and coordinate the technical needs of the GWP Network at all levels, from country to global.
<ul style="list-style-type: none"> ○ Strengthen and refine the current arrangements for the TEC to fit with the above ensuring the integrity of its global role and developing more tailored technical resource facilities for regions. Any such facility should consider how best to leave the knowledge within the Network and build the skills of regional technical experts who in turn support countries. Recruit high level charismatic global water advocates. 	<p>Servicing the Technical Function within the GWP Network is undergoing analysis and change. Not only should this be closely integrated into the overall operations of the GWP Secretariat and Network, it needs to be addressed at different levels, as follows,:</p> <ul style="list-style-type: none"> • At the global level : – <ul style="list-style-type: none"> ○ to provide clear technical insights to lead and inform policy makers on emerging issues, drawing on the forward thinking of acknowledged word experts; ○ to provide high quality, peer-reviewed and evidence-based information and background material to support the needs of practitioners of water resource management at all levels. • At the Regional & Country Level : – <ul style="list-style-type: none"> ○ to provide technical advice and support that on issues of specific relevance to regional and country needs. • Across all levels : – <p>To coordinate and promote the provision and sharing of knowledge and experiences country to country, region to region, regions to global and global to regions, to integrate knowledge as part of the communications culture of the GWP Network.</p>
Donors support GWP to implement these changes in the next phase of its evolution. The donor role in the	A more strategic relationship with the donors is being pursued, associated with a desire for greater core

Recommendation	Management Response
new GWP would be harmonised in its approach. Donors would meet once per year to agree on a common approach to GWP, and would elect one representative to be an observer on the Steering Committee.	support in response to the new GWP Strategy. Discussion has also started on redefining the donor role in the global governance of GWP.

Table 2: Response to Minor Recommendations of the Evaluation

Recommendation	Management Response
<i>Global Policy and Alliances</i>	
There should be a clear link between issues selected for global advocacy and the policy priorities of developing countries.	The role of TEC as the “intellectual driver” of GWP and IWRM needs to be strengthened, and this role need both to lead, inform and respond to developing country priorities.
GWP strategic alliances - “Alliance Partners” - should be clearly linked to the policy agendas GWP chooses to influence. The purpose of these partnerships should be clearly communicated throughout the Network.	These principles are accepted.
<i>Strengthening the Network</i>	
In a number of countries, a longer term vision with clarity on what GWP hopes to achieve at country level (as defined by that CWP Steering Committee) will greatly assist in fund raising	Agreed. Development of regional and country strategies is being encouraged.
Formal registration (recognised legal status) of the partnership in countries, where the local laws will allow this and where it does not jeopardise the neutral platform of the partnership, may assist in obtaining funds locally.	Agreed. Country Partnerships need a legal identity, either themselves through registration or through a proxy, before funding can be provided from the Regional partnerships or from local donors.
Countries need technical assistance to help them “facilitate implementation” and move beyond talking about IWRM in concept. Some regions have already developed mechanisms to provide support at country level, others could benefit from this.	GWP’s role as a facilitator needs to be preserved.
<i>Governance</i>	
Greater clarity and precision in the role and naming of GWP membership and structures would be useful. The term “Partners” is used for many structures, including members.	This has been addressed in the past through the Policy of Partners. Some minor clarifications of terminology may be appropriate.
Consider whether the new practice of holding annual meetings globally every second year fulfils the Statute requirement of an Annual Network Meeting.	The costs of such meetings are high and a review of the benefits of annual or biennial meetings need to be concluded. The GWP Statutes may need to be changed.
Steering Committee members should have	This will depend on the nature of reforms to the SC and

Recommendation	Management Response
responsibility to report back to the members they represent.	its membership.
The Steering Committee meetings should be structured to enable space for debate and time to agree strategic direction. Less items purely for information, more for decision.	This is already being implemented.
Output based budgeting and financial reporting would be a useful management tool for TEC.	Noted. This issue will be addressed as part of the review of the Technical Function of the Network.
<i>Financial Performance</i>	
Whilst strong financial and management procedures have strengthened the Network, it has created a sense of “looking up” for approval of initiatives. This should be balanced by an ongoing encouragement of innovation at country level both in terms of future direction and funds seeking.	A balance needs to be found between financial accountability and regional autonomy. A focus on strengthening regional capacity and expertise should contribute towards a greater sense of regional autonomy.
Clear guidance should be provided on grant budget limits and the number of likely successful proposals to prevent wasted effort at country level.	Agreed. Strengthening regional capacity should assist in this regard.
The GWP SC could usefully inspect country level expenditure to assess financial sustainability of the Network at country level.	This is not the mandate of the SC. The CWP SC should be responsible for CWP expenditure, fund raising and sustainability. The RWPs oversee expenditure and support on CWP’s on sustainability issues.
Contributions in kind and locally raised funds should be accounted for in country level financial reporting to provide a better picture of the overall size of the partnership and local ownership.	Agreed. Efforts to capture locally raised funding of all sorts are being increased.
<i>Communications, Knowledge Management and Performance Management</i>	
Systematic follow up of Learning Review key recommendations would be useful.	Agreed. The Learning Review Terms of Reference have been amended to incorporate this matter.
Topic based twinning arrangements could facilitate south-south learning	Agreed.

ANNEX B: GWP Strategy 2004 - 2008

GLOBAL WATER PARTNERSHIP STRATEGY 2004–2008



PREFACE

A lot has happened in the Global Water Partnership (GWP) during the period 2001–2003. As a response to the Vision and the Framework for Action (FFA) presented at the 2nd World Water Forum in The Hague in 2000, the GWP developed a three year work plan published under the title, “Comprehensive Work Program and Follow up to the FFA – 2001 to 2003.” This work plan sets out a strategy to establish regional partnerships, build strategic alliances for action, promote good practice in IWRM and develop regional actions.

In this context, considerable effort has been made to transform the GWP Regional Technical Advisory Committees (RTACs) into fully established Regional Water Partnerships (RWPs). This evolution involved an important shift from working with a small multidisciplinary team of water professionals – handpicked for their individual capacity – to a much larger, broad based cross-sectoral and multi-stakeholder group of organizations, governed by elected representatives. This evolution is seen as an important step towards more transparency and inclusiveness within the GWP system.

Some regions have already completed this conversion but much more is needed to ensure that these partnerships are fully representative, robust

and effective, as well as becoming self-sufficient on the financial level.

Partnerships have also sprung up at country and sometimes sub-national level in developing countries as well as in some industrialized countries. Moreover, in 2002, the GWP headquarters in Stockholm was established as an intergovernmental organization giving GWP a legal status. In the meantime, the international community is trying to bring more focus in its efforts to tackle the water issues. As a notable example, an important target has been put forward requesting countries to come up with national IWRM plans by the year 2005.

Considering the importance of its own internal dynamics, and to respond to the rapid changes resulting from the growing international profile for water, GWP has examined its activities and approaches to develop a new strategy from 2004. In addition, to help identify GWP's strengths and weaknesses a group of donors carried out an External Evaluation of GWP in early 2003. This has produced a number of recommendations to strengthen the partnership and move forward to a new phase as shown in the Box below.

Recommendations from the External Evaluation of GWP

The External Evaluation concluded that GWP provided impressive value for money and had been instrumental in influencing the global water agenda and in raising awareness of the IWRM approach. To build on its present success the evaluators recognized the strains developing from an essentially 'voluntary' organization and suggested that GWP needs to:

- Seek a more focused role to ensure adoption of IWRM,
- Improve connectivity between regions and the center,
- Increase the robustness of the partnerships and improve liaison with key stakeholders,
- Adapt its structure to be able to better deliver at the country level,
- Increase control to maintain quality of its brand,
- Better define objectives and roles for different levels within the organization.

GWP now recognizes the need to provide more support to countries to convert concepts into practice and awareness into action. GWP also recognizes the need to move increasingly towards the regional and lower levels where action happens. In this context, the principal purpose of this Strategy document is to articulate clearly what the GWP is in 2003 and what it will try to achieve over the next few years.

The process

This Strategy document has been developed as the result of an extensive consultative process conducted within the GWP network between March and September 2003.

Initial inputs from the GWP constituency were gathered for a kick-off meeting held at the 3rd World Water Forum in Kyoto, March 2003. These inputs allowed GWP Secretariat to produce a first discussion document (draft 1).

This draft, together with draft Regional Strategy documents prepared by the eleven constituted GWP regional groups formed the basis for developing a consolidated strategy document (draft 2). This draft was produced by a dedicated writing group constituted of eight individuals originating from various parts of the GWP network.

Draft 2 was widely circulated to the GWP constituency and the comments received allowed the GWP Secretariat to produce a revised document (draft 3).

Draft 3 was then sent to a selected reference group (ten members). Comments gathered from this group allowed the production of draft 4 which formed the basis for wider structured consultations during the GWP annual Consultative Partners meeting in Stockholm, August 2003. The document received a broad support at this meeting. Final editing and incorporation of comments expressed at the Consultative Partners meeting was conducted and led to the present document which has been endorsed by the GWP Steering Committee at its meeting in Madrid, December 1–2, 2003.

I am indeed very grateful, on behalf of the whole GWP family, to the members of the writing and reference groups and to all other contributors who provided the essence of this document.

As the reader can expect, the Strategy only provides the main thrust of what GWP intends to accomplish during the next planning period 2004–2008. The details of GWP operations are available in companion work plan and budget documents. This planning period, leading us to facilitating the development of national IWRM plans by 2005 and leaving room for continuing the process of implementation until 2008, will be crucial indeed.

Five years from now, GWP will have to assess its performance and see if it has lived up to the expectations set in its Strategy. A set of broad indicators is proposed in the document. Though ambitious and requiring further refinement for measurement purpose, these guiding markers will help us keeping track of our efforts.

The challenges ahead of us are significant and expectations are high, so there is no room for complacency. However, I have no doubt that, through everybody's efforts, the GWP has the capacity to deliver and be successful in implementing the present Strategy through its 2004–2008 work program.

Emilio Gabbrielli
GWP Executive Secretary
December 2003

GWP STRATEGY

AWARENESS AND ACTION

PREFACE

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ANNEX. SUMMARY OF OUTPUTS AND INDICATORS

LIST OF ACRONYMS

AP	Associated Program, GWP
ASEAN	Association of Southeast Asian Nations
AWP	Area Water Partnership, GWP
Cap-Net	Capacity-building Network, GWP
CBD	Convention on Biological Diversity
CIDA	Canadian International Development Agency
CP	Consulting Partners, GWP
CWP	Country Water Partnership, GWP
ECOWAS	Economic Commission of West African States
EU	European Union
FAO	Food and Agriculture Organization
FFA	Framework for Action
FPG	Finance Partners Group, GWP
GWA	Gender and Water Alliance
GW-MATE	Ground Water Management Advisory Team
GWP	Global Water Partnership
IAHR	International Association of Hydraulic Engineering and Research
ICID	International Commission for Irrigation and Drainage
ICLEI	International Council for Local Environment Initiatives
IDB	Inter-American Development Bank
ILEC	International Lake Environment Committee
INBO	International Network of Basin Organizations
IUCN	The World Conservation Union
IWA	International Water Association
IWMI	International Water Management Institute
IWRA	International Water Resources Association
IWRM	Integrated water resources management
MDG	Millennium Development Goals
MRC	Mekong River Commission
NEPAD	New Partnership for Africa
NGO	Non-governmental organization
RTAC	Regional Technical Advisory Committee, GWP
RWP	Regional Water Partnership, GWP
SADC	Southern Africa Development Community
SC	GWP Steering Committee
TEC	GWP Technical Committee
UN	United Nations
UNCED	United Nations Conference on Environment and Development
UNEP	United Nations Environment Programme
UNESCO	United Nations Education, Science and Cultural Organization
UNDP	United Nations Development Programme
WARFSA	Water Research Foundation for Southern Africa
WB	World Bank
WCD	World Commission on Dams
WCP	World Climate Programme
WFD	EU Water Framework Directive
WHO	World Health Organization
WMO	World Meteorological Organization
WSSCC	Water Supply and Sanitation Collaborative Council
WSSD	World Summit on Sustainable Development
WWF	World Wide Fund for Nature

EXECUTIVE SUMMARY

Using water resources in a sustainable way may be one of the most important challenges determining the future of mankind. Fragmented and shortsighted approaches have produced a few disasters and have certainly compromised harmonious socio-economic development in many parts of the world, today, as well as for future generations. The Global Water Partnership (GWP) was set up in 1996 to help focus the attention of all water stakeholders on the necessity to develop and manage water resources in an integrated way. Beyond awareness raising, GWP's mission statement refers to a role of strategic assistance to the countries on the path towards Integrated Water Resources Management (IWRM). Over the years GWP has progressively defined itself as "*an international network of organizations involved in water resources management which promotes IWRM through both the creation of fora at global regional and national levels directed toward facilitating change, and the systematic creation, accumulation, and dissemination of knowledge to support the process of change.*"

After a period of rapid growth and important contributions made in terms of IWRM knowledge generation and sharing, awareness raising and setting up of neutral multi-stakeholder platforms at various levels, GWP is at the crossroads. 2004 marks the beginning of a new planning period during which there are very high expectations on GWP for its leadership in promoting action for improving water resources management systems. The core competence of GWP, IWRM, is now recognized as the driving process on the agenda of national water sectors reform. Countries are expected to advance substantially on the path of IWRM during the next few years and in particular, be engaged in national IWRM strategic planning exercises by 2005 (World Summit on Sustainable Development, Johannesburg, 2002).

It is in this context that GWP is defining its strategic orientation for 2004 and beyond: more action, more decentralization of operations both in terms of resources allocation and funding sources, and a relentless quest for excellence in network management. The prime aspirations of GWP have been captured within its immediate objective and the five consolidated Outputs expected to be produced during the planning period:

The GWP immediate objective is to ensure that *Integrated Water Resources Management is applied in a growing number of countries and regions, as a means to foster equitable and efficient management and sustainable use of water.*

Output 1: *IWRM water policy and strategy development facilitated at relevant levels*

Output 2: *IWRM programs and tools developed in response to regional and country needs*

Output 3: *Linkages between GWP and other frameworks, sectors and issues ensured*

Output 4: *GWP partnerships established and consolidated at relevant levels*

Output 5: *GWP network effectively developed and managed.*

GWP intends to pursue this agenda with realism and persistence.

IWRM is not a science, and blueprint solutions for managing water resources will never be available. The Dublin conference in 1992 was seminal in introducing key guiding principles. Operationalizing these principles has proved difficult and highly dependent on the contexts encountered. Countries are at different stages of development, have different aspirations, they formulate their strategies within very different political frameworks. All this requires situational analysis, sequencing, prioritizing and a lot of persistence to keep the IWRM goal in sight while going through the steps of incremental improvement. This fundamental requirement forms the thread of GWP's overall approach for working with regions and countries on IWRM water policy and strategy development. The "political economy of changes" sets the framework for GWP actions.

GWP does not intend to provide ready-made solutions or directly "act" in place of the custodians of water resources at the various levels. GWP will continue on the path it has set for itself during the formative years: facilitating processes, stimulating dispassionate and informed debates, brokering knowledge and experience around real problems for the people in charge of managing the water resources as well as all the other stakeholders. In the course of fostering dynamic learning processes and building bridges GWP will of course, contribute to capitalize on this knowledge to design tools and

programs to contribute towards managing water. The intention will be to take stock of the available collective experiences.

One of the ongoing challenges for GWP is to communicate beyond the water community. Reaching out to the wider sphere of economic development is the condition for having a sizeable impact and for putting meaningful and sustainable processes into motion. GWP will make a conscious effort to put its work in the context of a broader socio-economic perspective and reach out to the relevant actors who are too often ignored by the “water world.” Confronting this reality will certainly lead to reconsidering some of GWP’s engagement strategies, sometimes based on too simplistic assumptions. Adding perspectives certainly brings complexity, not least by forcing a refined analysis of the incentives for changes of a variety of new actors – it is nevertheless, the only way for building real communities for change and improvement.

GWP is about IWRM and partnerships. A process of change and a way of working based of commonality of goals, respect and pluralism. GWP management is committed to enshrine these elements in the very life of the network for the years to come.

CHAPTER 1.

THE WATER AGENDA

The water crisis

“Tackling the water issue” is critical for a large part of the Earth’s population. The magnitude of the water security challenge is breathtaking: continuously increasing demand, consumption and water withdrawals, declining water quality, scarcity in some parts of the world, low water supply and sanitation coverage, potential for conflicts over shared water resources—the list of warning signals is almost endless.

At the same time, one can only recognize the shortcomings of the response mechanisms in place: poor status of planning and management (e.g., problems of inter-sectoral allocation of water), problems of financing water service delivery, institutional and operational capacity problems, the multitude of international players (and the problems associated with this factor)—the list of concerns appears seemingly endless.

These issues and concerns were already on the agenda in 1996 when GWP was launched. They still constitute the set of real and tangible problems that GWP is meant to help address.

Environment and Development (UNCED) in Rio de Janeiro in 1992, the UN Millennium General Assembly in 2000 and the World Summit on Sustainable Development (WSSD) in Johannesburg in 2002. The latter was particularly important with water being recognized as one of the most important issues for sustainable development. A number of development goals and targets have been established by the United Nations that provide a framework for all development activities as shown in Box 1. Water clearly underpins most of these goals and targets: whether reducing child mortality or reducing hunger, water is critical. Moreover, in 2003, the UN Commission on Sustainable Development decided to make water issues its central focus for the next two years and water issues featured prominently at the Summit of the G8 Heads of State in Evian-les-Bains, France, in June 2003. The GWP, established in 1996 as a response to the Dublin and Rio conferences, has been very active in these international efforts to understand and raise awareness of the water crisis.

The international perspective

The challenge of achieving water security has been much discussed in the last few years as efforts have been made to alert the world to the ever-growing problems related to water. Since 1992 there have been a series of international conferences devoted to water matters, starting with the Dublin conference in 1992 and followed by the 2nd World Water Forum in The Hague in 2000, the Freshwater Conference in Bonn in 2001 and the 3rd World Water Forum in Kyoto in 2003.

In parallel, the importance of water has become increasingly prominent in key development conferences such as the United Nations Conference on

Box 1: The 2015 Millennium Development Goals

Goal 1: Eradicate extreme poverty and hunger

1. Reduce by half the proportion of people living on less than a dollar a day
2. Reduce by half the proportion of people who suffer from hunger

Goal 2: Achieve universal primary education

3. Ensure that all boys and girls complete a full course of primary schooling

*Goal 3: Promote gender equality and empower women**Goal 4: Reduce child mortality*

4. Reduce by two thirds the mortality rate among children under five

Goal 5: Improve maternal health

5. Reduce by three quarters the maternal mortality ratio

Goal 6: Combat HIV/AIDS, malaria and other diseases

6. Halt and begin to reverse the spread of HIV/AIDS, malaria and other major diseases

Goal 7: Ensure environmental sustainability

7. Integrate the principles of sustainable development into country policies and programs; reverse loss of environmental resources
8. Reduce by half the proportion of people without sustainable access to safe drinking water.
9. Achieve significant improvement in lives of at least 100 million slum dwellers, by 2020

Goal 8: Develop a global partnership for development

Box 2: The WSSD targets most relevant to water

Halve the proportion of people without sanitation by 2015

Prepare national IWRM and water efficiency plans by 2005.

The centrality of the water crisis to social and economic development and environmental sustainability has been well documented and it is not necessary to repeat it here. Altogether the last few years have been an important period during which water finally seeped into the political agenda and a global consensus was established among water professionals across sectors. However, a global consensus does not translate automatically to a consensus at the regional, national or local level, nor does it put water into mouths or onto crops. There has been a growing frustration with international debate and more demand for action to capitalize on the global political consensus and convert it into local solutions.

Consensus does not mean agreement on everything and debates over preferences for community action or private sector and dams or other solutions will of course continue to rage – as they always have. Of course, we know that all these are valid solutions *in the right situation* and the best approach can only be determined at the national and sub-national level, and only if there is an awareness of all the options. An important lesson learned over the last few years is that there is no single or easy solution and we must avoid letting the best be the enemy of the good. Now the hard part begins – putting the ideas into action.

Integrated water resources management

Chapter 18 of Agenda 21 adopted at the UNCED in Rio emphasized the need for an integrated approach to water resources management and development that recognizes the conflicting multiple demands on freshwater resources. This provided the *raison d'être* for IWRM initiatives with the Dublin principles providing the fundamental philosophy.

Box 3: The Dublin Principles

Principle No 1:

Fresh water is a finite and vulnerable resource, essential to sustain life, development and the environment.

Principle No 2:

Water development and management should be based on a participatory approach, involving users, planners and policy-makers at all levels.

Principle No 3:

Women play a central part in the provision, management and safeguarding of water.

Principle No 4:

Water has an economic value in all its competing uses and should be recognized as an economic good.

By highlighting socio and economic linkages, these principles clearly put IWRM at the core of sustainable development policy efforts. There are therefore, a number of substantive links between IWRM and the goals and objectives set within the socio political frameworks at all levels. As mentioned earlier, IWRM is an important element of the MDG implementation strategy and needs to be a central component of national strategies to meet poverty, hunger, health and environmental sustainability goals.

IWRM principles are by now widely accepted but still very difficult to operationalize. This points towards a clear need for further work, notably in terms of development of the “practical” knowledge base and capacity building.

Box 4: What do we mean by IWRM?

The GWP defines integrated water resources management as a process that promotes the coordinated development and management of water, land and related resources, in order to maximize the resultant economic and social welfare in an equitable manner without compromising the sustainability of vital ecosystems.

There is no “blueprint” on how to implement IWRM. Inherently IWRM is a process of institutional change about which not much is fully understood or the key underlying issues, as yet, resolved. IWRM needs to be viewed as a dynamic, constantly evolving subject that requires significant further development and “learning by doing.”

One of the errors often made in relation to IWRM is that it is presented as a ‘win-win’ situation. This is not always the case in reality. To implement IWRM requires, in many cases, facing hard choices and taking difficult decisions, often at a political level. There may be interests that are negatively affected, and there are certainly some losers. The lack of implementation of IWRM is therefore, due to a large extent to the lack of attention devoted to understanding political, social and financial conflicts (which must be addressed and resolved). Building capacity for facilitating the resolution of such conflicts implies an intimate knowledge of the socio-political environment where action is to occur, careful sequencing of action and a lot of persistence. It certainly requires empowered and effective partnerships among all water stakeholders.

GWP and others who have been instrumental in translating the IWRM principles into guidelines for action are utterly aware of these intrinsic complexities of the IWRM concept. Nevertheless, the fundamental message put forward by all the promoters of an IWRM approach has been to say: “yes, there are a lot of complexities – but if steps are taken in a few defined directions, i.e., bringing sectoral groups together, involving the relevant layers of society, arranging for data collection exchange and transparency, adding in some measure of public participation, constructing an agenda – then societies will at least be taking steps towards a more integrated management and sustainable use of water resources.” Here we are closer to action and to the philosophy of GWP.

CHAPTER 2.

WHAT GWP IS

GWP mission and mode of operation

The GWP mission has remained unchanged since GWP launching in 1996: *To support countries in the sustainable management of their water resources.*

The mission recognizes that the broader development goals of eliminating poverty, improving social well-being and economic growth and protecting natural resources cannot be achieved if water resources are not used in a sustainable way. GWP is promoting IWRM as the key operational approach to ensure sustainability. The mission is implemented through a number of activities undertaken at different levels (global, regional, transboundary, basin, local, etc.), which all together constitute the GWP program. While GWP is an inclusive network and includes people from all parts of the world, the GWP program is designed to support efforts undertaken by developing countries and countries in transition in improving the management of their water resources.

From its creation, GWP was conceived as a partnership bringing together people from many disciplines, sectors and organizations concerned with water resources development and management. It has provided a “reinforced network” characterized by shared values, flexibility and a philosophy of decentralization and shared responsibilities. Over the years GWP has progressively defined itself as: “...an international network of organizations involved in water resources management which promotes IWRM through both the creation of fora at global regional and national levels directed towards facilitating change, and the systematic creation, accumulation, and dissemination of knowledge to support the process of change.”

GWP has indeed provided a focal point to help overcome the fragmented efforts that have traditionally led to unsustainable water resources development and management. With the force of a large and diverse network, the GWP has quickly become

an important actor and has been instrumental in defining concepts and raising awareness of integrated water resources management. GWP has also helped to make cross-cutting issues such as governance, finance and capacity more prominent in water debates. GWP has also been instrumental in establishing the concept of *partnership* as a means to achieve broad ownership of ideas and solutions.

GWP is a facilitating organization, assisting others; it is not an implementing agency. It is therefore, important that GWP initiatives are clearly positioned within agreed frameworks at different levels and relate to the goals and objectives set within these frameworks. This implies careful monitoring of the socio-political environment at all levels and reflecting the emerging or agreed relevant priorities in GWP initiatives.

- At the global level GWP is engaged in a partnership with the UN system and other global actors engaged in development.
- At multi-country level GWP is engaged in a partnership with the regional or sub regional political bodies (the Southern Africa Development Community (SADC), the Association of Southeast Asian Nations (ASEAN), the European Union (EU) and so on), the regional development banks and other initiatives involving more than one country (regional initiatives such as for example, the New Partnership for Africa (NEPAD) in Africa, transboundary basins initiatives, and major NGO programs).
- At country level GWP is engaged in a partnership with the national and sub-national political bodies as well as all relevant stakeholder groups and actors, including in-country basin frameworks.

GWP organization

Several groups comprise the GWP network, and facilitate and support its work. The nature of these groups reflects a conscious effort by GWP to operate close to the ground, through its ramified regional network, while ensuring substantial integrated program support, governance and coordination mechanisms. The aim is to reflect the philosophy earlier described of a dynamic learning organization, promoting partnerships close to the reality of water problems, in the organization of GWP itself.

Regional groups

- *RWPs* – Regional Water Partnerships. Broad based cross-sectoral membership from the countries in the region creating a neutral and inclusive platform for dialogue on water issues. Each has its own governance structure.
- *CWPs* – Country Water Partnerships. Broad based cross-sectoral membership from the country creating a neutral and inclusive platform for dialogue on water issues.
- *AWPs* – Area Water Partnerships. Broad based cross-sectoral membership from a particular area within a country that is established to deal with specific water issues in this area.
- *RTACs* – The Regional Technical Advisory Committees (RTACs), comprising of around ten to twelve water professionals, established in the regions as 'start engines' for the development of regional and country water partnerships. Once the transition to RWPs is done, RTACs may stay in operation with the changed role of overall quality control of regional activities.

Program services

- *GWP program services (Associated Programs, Advisory Centers and Experts)* – Programs, institutions and individual experts that can provide strategic assistance to regions and countries. The Associated Programs (APs) are not owned or directed by the Partnership but

are independent programs hosted within different organizations and whose services can be found through the GWP network. The Advisory Centers are centers of excellence located in various regions and constitute an institutional resource base for the whole network. Activities mounted within the GWP system are expected to find within the program services a wealth of expertise and know how useful for ensuring high quality and state of the art interventions.

- *Finance Partners Group (FPG)* – Actual and potential donor organizations and agencies.

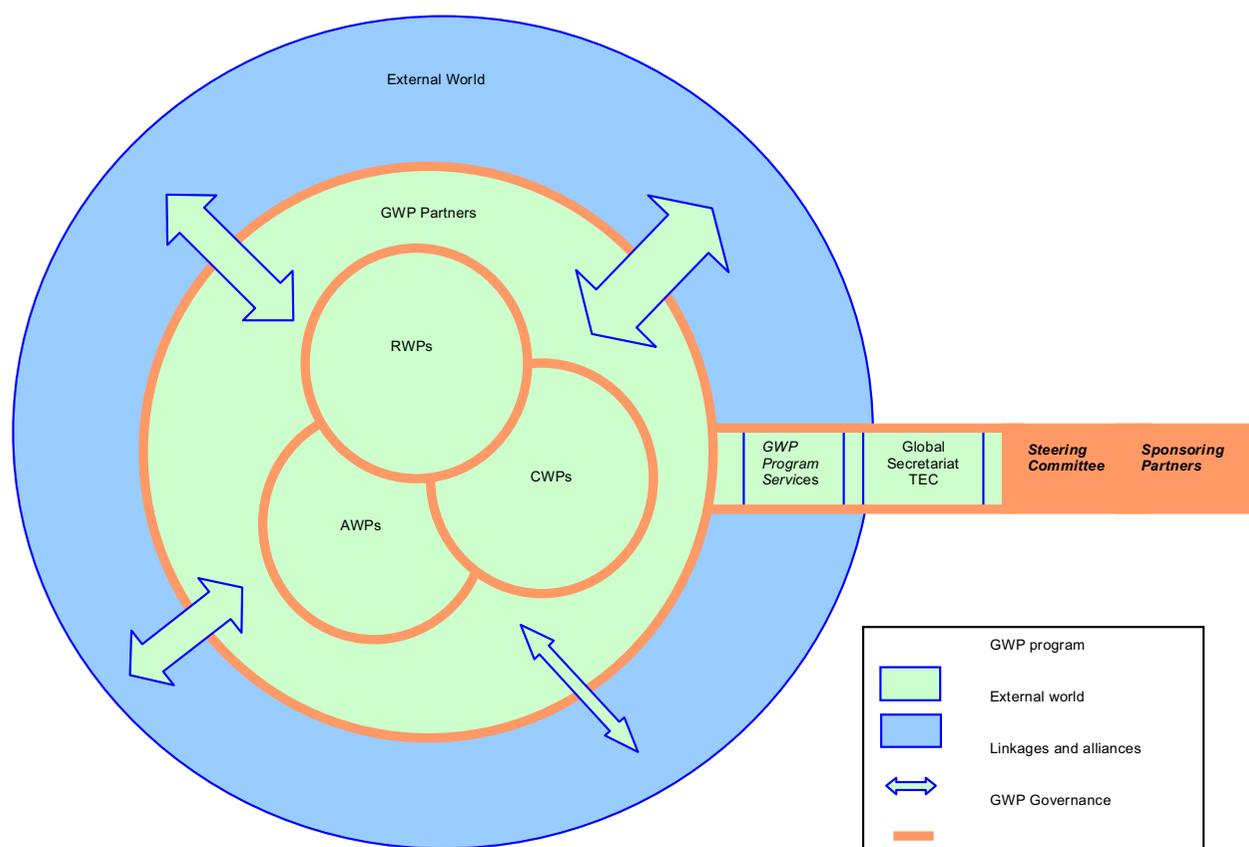
Global coordination and quality control

- *GWP Technical Committee (TEC)*. A group of ten to twelve water oriented experts from around the world with various backgrounds and professional experience. They act in their individual capacity and provide advice and analysis in an independent manner. They act as a 'think tank' and independent quality control mechanism for the whole GWP network. TEC's role is to drive GWP's efforts to create, accumulate, and disseminate knowledge to support IWRM change processes. TEC's focus is on the substance of IWRM and its functions include strengthening understanding of what IWRM means, overseeing the development of tools to help turn principles into practice, guiding GWP's knowledge generating and global learning mechanisms, providing substantive guidance and policy support to regional and country partnerships, and developing systems to enable GWP to learn from its own experiences in facilitating change.
- *GWP Secretariat* in Stockholm. Headed by the Executive Secretary, the Secretariat is responsible for facilitating the implementation of the GWP work program. The Secretariat is legally representing the GWP network. The Secretariat's role is to provide support to the GWP network in the areas of program management and development, governance, finance, administration and communications. Its role is to ensure a proactive coordination and to foster synergies within the whole GWP system.

Governance

- *GWP Partners*: The members of the GWP network. The members send representatives to the annual general meeting of the GWP Partners – the Consulting Partners meeting – where they are consulted on major strategic and policy issues.
- *GWP Steering Committee (SC)*. An elected group of twenty-two water oriented stakeholders representing different groups: different water uses, financiers, regions. It provides oversight and guidance of the work program in the network. This committee acts as the GWP Board of Directors.
- *GWP Sponsoring Partners*. Those States and Inter-Governmental Organizations that have signed the Memorandum of Understanding establishing the Stockholm Secretariat (the Global Water Partnership Organization) as an Intergovernmental Organization. The Sponsoring Partners appoint the GWP Chair, members of the Steering Committee, the GWP auditor and approve the annual audited accounts of the GWP.

Box 5: GWP entities



GWP challenges in 2003

Below is a brief account of where GWP stands in 2003. The analysis is presented in a tabular form,

Opportunities:

1. Water high on the international agenda
2. Call for action at country level (UN-plans)
3. Lack of competitors in GWP niche (neutral platform, specialized in water, IWRM)
4. IWRM is accepted as the approach to use for Water Resources Management
5. Many water organizations; need for "co-ordination"
6. Need for decentralized monitoring of various plans/activities (e.g. WB)
7. Targets to contribute to (GWP positioning)

Strengths:

1. Committed stakeholders
2. Broad platform (Multi-stakeholder, Cross-sectoral)
3. Appealing cause/mission
4. GWP decentralized Partnerships
5. Flexibility (light organization, limited bureaucracy, limited hierarchy, adaptive)
6. Attractive brand name (pervasive)
7. Wide resource base / expertise at all levels
8. Presence of a decentralized communication network
9. Responsiveness to external demands

organized along the four classic components of a strategic planning analysis: Opportunities and Threats (external environment), and Strengths and Weaknesses (internal environment).

Threats:

1. IWRM not well developed, understood, operationalized; possible misuse of IWRM concept (lack of disseminating capability of IWRM, fatigue of IWRM)
2. Danger of IWRM becoming a "mantra"
3. Worsening economical/politico environment (funding)
4. Over-ambitious targets (IWRM plans 2005, some Millennium goals for 2015)
5. Series of big water events with small concrete progress

Weaknesses:

1. Niche not enough defined/clarified, priority setting needed; still water introvert.
2. Lack of clarity of GWP Associated Programs (articulation, definition, access to services)
3. Tension between coherence of the global organization and diverse decentralized bodies.
4. Perceived as top-down, donor driven (lack of mechanisms for empowerment), talk shop.
5. Difficult to ensure accountability because GWP is flexible and non hierarchical
6. Fuzziness of the membership concept (who are members, their benefits, obligations and contributions)
7. Databases and management instruments underdeveloped
8. Lack of evaluation culture and capacity
9. Complexity/lack of clarity of the various components of GWP governance
10. Fundraising capacity of regional/country partnerships underdeveloped.
11. Over-production of documents, insufficient action orientation.

The need to maintain quality of the GWP brand is one of the key recommendations of the GWP 2003 External Evaluation. The main characteristics of this brand emerge from the strengths outlined above: inclusiveness, decentralization, flexibility, technical soundness and responsiveness. It is a key challenge for GWP to protect these values and achieve an enhanced level of excellence. This has to happen along with a sustained effort in both streamlining and strengthening GWP organizational arrangements. In brief, nurturing the structure that helps GWP become a more robust and effective network whilst remaining flexible, cost-effective and non-bureaucratic.

The analysis of threats and weaknesses shows that GWP in 2003 is still fragile. It needs to engage more with real actors on the ground and spare no efforts in demonstrating the validity of the IWRM concept in concrete programs. Strengthening GWP operational niche along these lines will be a key prerequisite in that respect.

GWP operational niche

GWP wants to maintain its specificity and minimize overlaps with other organizations while

enhancing co-operation and synergies. In addition, GWP wants to avoid spreading itself too widely and becoming involved in areas where it has little capacity, experience or comparative advantage. This implies clarity on GWP's added value in providing contributions.

As highlighted in Chapter 1, IWRM is a process of institutional reform and change. GWP's distinctive characteristic – arguably its comparative advantage in addressing this issue – lies in its ability to combine two functions synergistically:

- facilitation of IWRM change processes at the area/country/regional levels, and
- “developing the subject” of IWRM.

The latter function requires GWP to continue to strengthen understanding of what IWRM means, to demystify its principles, and to develop tools to help stakeholders turn principles into practice (including, increasingly, through learning from GWP's own experiences in facilitating change). GWP's capacity to “think globally and act locally” gives it its real power.

The various elements below gives more detail on GWP's vision of its dual operational niche.

	<i>Whats / contribution to actions</i>	<i>Hows / mechanisms Et resources</i>
IWRM Knowledge	<ul style="list-style-type: none"> • Generate, mobilize and facilitate access to global IWRM knowledge 	<ul style="list-style-type: none"> • GWP TEC • IWRM knowledge base and global mechanism for knowledge exchange, around IWRM ToolBox • A distributed network of Advisory Centers, Associated Programs • A wide network of experts
Partnership mode of operation	<ul style="list-style-type: none"> • Facilitate participation of key stakeholder groups to the policy process • Facilitate participation of a wide range of groups organizations to the design and implementation of programs • Create synergies between different programs and funding sources 	<ul style="list-style-type: none"> • A network of more than 600 partner organizations • Operational multi-stakeholder platforms in more than 10 regions and 30 countries (in 2003) • A wide array of strategic alliances • Know-how for designing multi-stakeholder platforms • Know-how for facilitating multi-stakeholder participatory policy dialogues, program design Et implementation

The development and strengthening of this niche will be at the core of GWP program. A careful attempt to keep the “dual track” in balance and

synergy will lie at the heart of GWP Outputs and program.

CHAPTER 3.

WHAT THE GWP PROGRAM IS

The immediate objective of the GWP Program is:
To ensure that Integrated Water Resources Management is applied in a growing number of countries and regions, as a means to foster equitable and efficient management and sustainable use of water.

The program is steered towards achieving its immediate objective by a set of five consolidated Outputs.

Output 1: IWRM water policy and strategy development facilitated at relevant levels

Output 2: IWRM programs and tools developed in response to regional and country needs

Output 3: Linkages between GWP and other

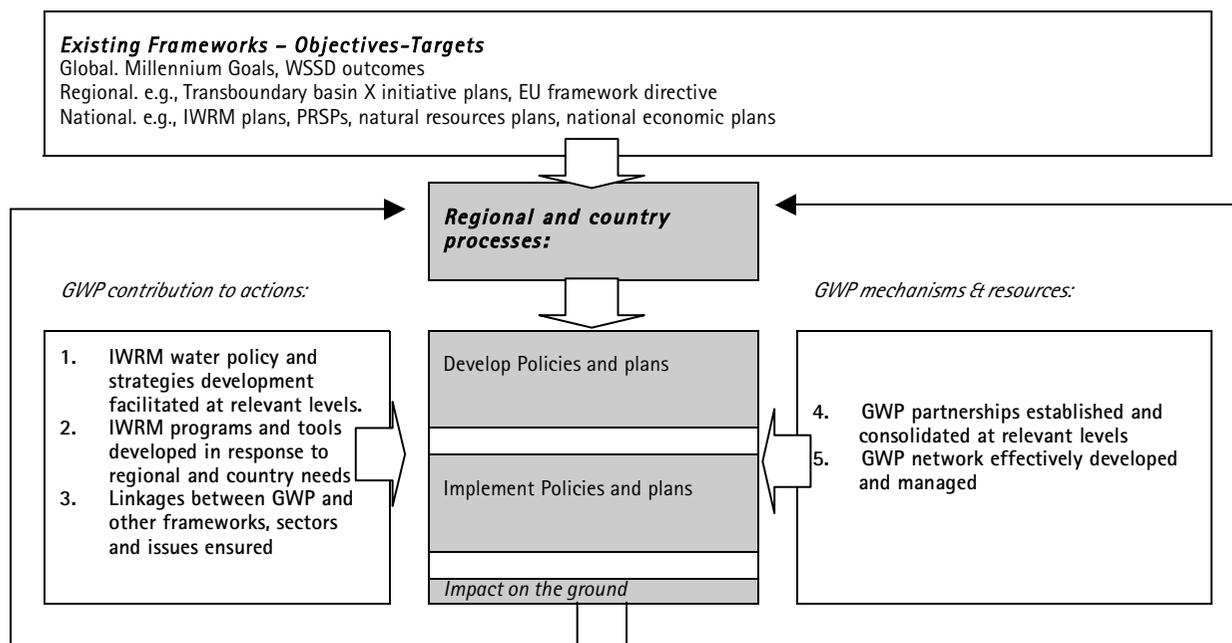
frameworks, sectors and issues ensured

Output 4: GWP partnerships established and consolidated at relevant levels

Output 5: GWP network effectively developed and managed

Considered broadly, this set of five consolidated Outputs comprises three Outputs (1, 2, 3) that are directly related to actions on the water management systems, and two intermediate institutional Outputs (4, 5) related to GWP efforts in building innovative delivery mechanisms and effective management tools and principles.

GWP Outputs



Pursued together, the five Outputs allow GWP to reach the immediate objective and fulfill its mission. The five Outputs drive and integrate the activities undertaken by the GWP network, which constitute the **GWP Program**.

The following sections present the broad outline of the GWP Program. The five Outputs are presented in two groups according to the distinction introduced above. The first group comprises Outputs 1, 2 and 3 and relates to GWP impact on the water world. The second group comprises Outputs 4 and 5 and relates to the mechanisms and management principles developed by GWP for delivering impact with maximum efficiency and clear added value.

Impact

At all levels, and particularly at regional and country level, GWP wants to identify the existing processes aimed at transforming or impacting the water management systems and, whenever possible, offer focused contributions to the related programs. This is best achieved by ensuring that GWP is in a position to contribute to the policy processes (Output 1), to the design and introduction of the necessary programs and tools for implementing IWRM (Output 2), and to the articulation of the IWRM approach in the context of various programs directly or indirectly related to water resources management (Output 3).

OUTPUT 1: IWRM WATER POLICY AND STRATEGIES DEVELOPMENT FACILITATED AT RELEVANT LEVELS

Vision

Output 1 is meant to translate IWRM principles into mainstream regional and national policies. It is aimed at helping regions and countries in their water sector reforms, specifically to ensure that policies are developed within the IWRM framework, towards equity, efficiency and sustainability. In part, this Output will be realized through GWP acknowledging its fundamental responsibility to assist countries in the preparation of their IWRM

and water efficiency plans by 2005 (a WSSD target).

GWP will be a strategic partner for national and regionally representative 'government institutions' to assist policy making by facilitating necessary multi-stakeholder processes and providing technical support.

Overall approach

In all regions, GWP takes cognizance of the initiatives and processes already established (Vision and Framework for Action) and those that have developed in response to meeting the Millennium Development Goals (MDGs). GWP will therefore, ensure that its activities designed to address water policy development and IWRM plan preparations are in line with these initiatives, for example, the EU Water Initiative, the CIDA initiative, NEPAD related initiatives (for Africa) and the EU Water Framework Directive (for Europe).

Many regional and country GWP structures have designed partnership activities for Output 1 that capitalize on the FFA processes, thus ensuring integration with existing processes and building on existing Outputs. In striving towards meeting this Output, GWP will work within the existing institutional frameworks at global, continental, regional (e.g., SADC, ECOWAS and ASEAN), country and basin level.

The processes adopted by GWP in working towards achieving this Output, are as important as the realization of the Output itself. For example, some of GWP's experience with area water partnerships (AWP's) shows that using multi-stakeholder platforms at the grass roots level provide a solid basis for considering water management issues in an integrated context and allowing its movement to the policy levels through the GWP mechanism. In South Asia, there are signs that this approach has enhanced government's ability to recognize reality on the ground. It has also given renewed recognition for the need of IWRM approaches in policy planning for sustainable development. Governments can be convinced that it is in their interest to support a process of stakeholder participation facilitated by a neutral mechanism (in this case by the GWP) to get valid inputs for developing policies and strategies that impact, and also impacted on, by what happens in the water sector.

Examples of activities

The Global Water Partnership through its global, regional, country and area partnerships will:

- Strengthen its IWRM awareness generation activities with an emphasis on consolidating political will (Southern Africa, South America, South Asia and West Africa);
- Facilitate participatory multi-stakeholder processes for policy dialogues towards effective water governance and strengthening the roles of river basin organizations (China, South Asia, South America, Southeast Asia, Southern Africa and Central Asia and Caucasus);
- Evaluate and monitor policies and strategies (Mediterranean, Central and Eastern Europe Southeast Asia and Southern Africa);
- Assist in the development of criteria and guidelines for IWRM plans (Central and Eastern Europe, Mediterranean, Southeast Asia, South America, Central America and Southern Africa);
- Coordinate processes to develop joint action programs for water management primarily through regional, national and provincial FFAs (China, Southern Africa, Southeast Asia);
- Provide procedural and technical support to regional and national policy formulation processes and other initiatives designed to attain regional development goals of poverty alleviation and economic development (Central America and Southern Africa).
- Document in the form of guidelines the concrete steps and methodology involved in incorporating IWRM principles in key policy processes, for larger dissemination and use by other organizations.

Illustrative Performance Indicators

Global

- 1.1 Recognition of the role of water and IWRM principles in policy for sustainable social and economic development.
- 1.2 Recognition of water's role and contribution to the MDGs and acceptance of national IWRM plans as a key MDG.

Regional

- 1.3 Recognition of the role of water and IWRM principles in regional policy for sustainable social and economic development.
- 1.4 Incorporation of IWRM in transboundary river basin based agreements and plans and the implementation of these through participatory multi-stakeholders processes.

National

- 1.5 Recognition of the role of water and IWRM principles in national policy and strategies for sustainable social and economic development.
- 1.6 Integration of water and IWRM into national cross-sectoral development plans, e.g., Poverty Reduction Strategy Papers and National Environmental Action Plans and their implementation through participatory multi-stakeholders processes.
- 1.7 Recognition of water and IWRM in national sectoral plans and their implementation.
- 1.8 Incorporation of IWRM into national water policy and strategies and their implementation through participatory multi-stakeholders processes.
- 1.9 Incorporation of IWRM into local level river basin/catchment based agreements and plans and their implementation through participatory multi-stakeholders processes.
- 1.10 Preparation of national IWRM frameworks/plans facilitated in at least fifteen countries by 2005 and implementation initiated by 2006. A further twenty-five frameworks/plans by 2007 and implementation initiated by 2008. All obtained through participatory multi-stakeholders processes.

OUTPUT 2: IWRM PROGRAMS AND TOOLS DEVELOPED IN RESPONSE TO REGIONAL AND COUNTRY NEEDS

Vision

Output 2 is expected to further consolidate and develop more IWRM programs and tools arising from the policy decisions and strategies of Output 1 that respond to the needs of the regions and countries.

GWP intends to consolidate its position as an international focal organization, facilitating and supporting the use of IWRM programs and tools in the day-to-day practice of water management.

Overall approach

Making IWRM work implies nurturing interactive processes between different stakeholders to interweave their roles, develop inner cohesion and common approaches while addressing problems and conflicts. GWP will position itself as an “IWRM focal organization” through facilitating such interactive processes and developing the supporting tools and programs seen as instrumental for achieving successful IWRM implementation.

At all levels, knowledge management, awareness raising and capacity building will constitute the cornerstone of these tools and programs. In this context, the IWRM ToolBox with its database of practical case studies and the GWP Associated Program Cap-Net with its regional networks are important integrating components.

Further development of tools and programs will happen from within the GWP network, involving all stakeholders, including the main groups responsible for water management in most regions and countries: state and local governments and water agencies (both public and private agencies). These partners will structure themselves as actors of thematic networks designed for addressing identified needs and gaps in their local environment. These thematic networks will partner with the GWP Technical Committees as well as the web of existing GWP program services (Advisory

Centers, existing APs, and experts) as the needs arise and, ultimately, develop into implementing mechanisms for new regional Associated Programs, responding to clearly identified needs. It is only by involving national or local institutions in the process of working in a multidisciplinary and inclusive way through these APs that they can be made fully aware of the potential advantages of IWRM approaches, and can then play an important role in maintaining and improving water management in their respective countries and regions.

Beyond a few integrating tools and programs developed globally, most of the developments are country and region-specific as well as context specific. The relevance of these tools and programs also depend on a clear understanding of the maturity of the water management system in place with regards to implementing IWRM. GWP decentralized partnerships are best placed to identify the needs and the way forward to meet these needs through a phased approach including some of the generic elements below.

Awareness raising, Knowledge management and Capacity Building

- Good practices and dialogues to raise awareness of water management.
- The ToolBox and its information database.
- Associated Programs that provide training and outreach services.
- Demonstration projects that provide the practical in-service educational training programs.
- Common communication framework that provides easy access to information and data for all countries and regions.
- General guidelines on IWRM practices, benchmarking, monitoring/evaluation that assist countries and regions to implement national, river basin and sectoral plans based on IWRM principles.

General support and advice

- Establishment of programs that provide emphasis on stakeholder participation and introduce IWRM principles in mainstream water management systems.
- Programs for 'champions development' that identify institutions and networks to implement IWRM.

Examples of activities

- Foster the partnering of selected regional and national institutions (with an emphasis on GWP members), with GWP corporate mechanisms (TEC, core APs) for developing and strengthening their capacity.
- Develop a wide network of regional and country IWRM capacity building programs through an enhanced synergy between the GWP network and its core APs, most prominently Cap-Net.
- Develop a robust and decentralized IWRM knowledge management system starting from the needs and experiences of the GWP network and using integrating tools such as the IWRM ToolBox and GWP website.
- Work on human and institutional resources development from the perspective of gender mainstreaming with support from the global AP Gender and Water Alliance (GWA).
- Foster regional thematic networks (regional APs) aiming at developing and implementing programs for tackling institutional and technical hinders to sustainable water management. Partner with GWP global APs such as the International Network of Basin Organizations (INBO), the Groundwater Management Advisory Team (GW-MATE), flood management, and the International Council for Local Environment Initiatives (ICLEI) as needs arise.
- Pursue activities in dialogues on governance and other relevant topics (e.g., finance) in the context of specific needs and processes identified at the regional and country levels.
- Work on the development of financial instruments that provide the means to develop the tools and programs.
- Participate in external support agencies programs on common and/or complementary activities.

Illustrative Performance Indicators

- 2.1 Demonstrated ability of regions and countries to express specific needs for programs and demonstration of IWRM application.
 - 2.2 Demonstrated access of regions and countries to a set of relevant tools and programs for helping in IWRM plans implementation.
 - 2.3 Extensive demand driven use of GWP program services (Associated Programs, Advisory Centers and experts) by regions and countries in achieving the implementation of IWRM plans.
 - 2.4 Demonstrated increase of capacity in relevant institutions for successfully implementing IWRM.
 - 2.5 Demonstrated improvement in water management practices relating to specific thematic areas such as river basin, groundwater and floods management.
 - 2.6 Tangible increase of financial resources made available for water resources development and management following IWRM principles.
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OUTPUT 3: LINKAGES BETWEEN GWP AND OTHER FRAME- WORKS, SECTORS AND ISSUES ENSURED

Vision

Water may be a very important natural resource, but it is not the only one; there are other vital resources such as space, atmosphere, biodiversity and others. On the other hand, there are also anthropocentric aspects to deal with, such as demographic developments, poverty, equitable access to resources, employment, trade, economic growth, health and others. All of these have an interface with water. One of the major objectives of GWP is to encourage dialogue along these interfaces and to build partnerships bridging the boundaries between water and other resources and human aspects.

This Output is therefore meant to ensure that the IWRM principles are taken into consideration in the programs that derive from other frameworks, sectors and issues.

Furthermore, the Output focuses on the effective participation of GWP in the programs and activities undertaken by others to learn from these programs, enhance synergy and broaden the impact of GWP activities.

GWP intends to become a partner for working on various IWRM linkages with other relevant programs and activities. Partnerships and strategic alliances lie at the core of GWP activities.

Overall approach

The implementation of activities under this Output will contribute to both clarifying the linkages between the water sector and other frameworks, sectors and issues through normative work, and to addressing concrete implementation issues between GWP program and programs stemming from these other frameworks, sectors and issues. It will include identifying, forging and nurturing a series of long-term strategic alliances with key partners. The alliances will be forged through the appropriate Memoranda of Agreement at global, regional, country and/or local levels. These linkages will

encourage synergies in water programs and activities for greater efficiency and stronger impact.

Understood in a comprehensive manner, this Output requires very broad expertise, human resources and overall capacity. A realistic approach implies important efforts in focusing and prioritizing.

Examples of activities

- Contributing to integrating water and IWRM in the plan of implementation towards achieving the Millennium Development Goals and to undertaking related implementation.
- Strengthen synergy with the World Water Council.
- Supporting and contributing to implementation of programs deriving from other sectors or frameworks, such as Water and Poverty (ADB), Water and Nature (CBD, IUCN, Convention on Wetlands), Water for Peace, Water Quality Management (WMO, WHO, UNESCO), Climate Variability and Change (WCP), Public-Private Partnerships; linkages with regional development banks and their programs.
- Supporting and contributing to implementation of sectoral Dialogues, such as Water, Food and Environment (IWMI), Water Supply and Sanitation (WSSCC), and regional dialogues on various urgent themes of IWRM and water security (e.g., ecoremediation, tourism development and protection of local seas);
- Building strategic alliances for action with regional commissions (e.g., European Commission – the European Initiative, SADC), specialized UN agencies (UNDP, WMO, UNESCO, WHO, FAO, UNEP and others) international NGOs (e.g., WWF), insurance companies, transboundary basin authorities (e.g., MRC, ICPRD); other water communities such as ILEC (lakes), UNEP (water and coast), IUCN/WWF (ecosystems, environmental flows), dams and development (WCD report and follow up).
- Partner with the knowledge generating professional associations (IWA, IWRA, ICID, IAHR).

- Establishing IWRM information and dissemination centers (e.g., Southeast Asia Water Forum) supporting linkages between water sector and other relevant activities in the regional and national scale (development planning, spatial planning, and so on);
- Joint workshops (China) and/or annual symposia (WATERNET/WARFSA in South Africa) on key issues of IWRM organized together with national governments, Academies of Sciences and Engineering, and national Associations of Science and Technology;
- Developing joint ventures with regional UN offices and programs (e.g., Water and Energy, Water and Disasters, Water and Territorial Regulations/Planning) that provide secure platform for dissemination of GWP objectives, opening at the same time a door to national governments.

Illustrative Performance Indicators

- 3.1 Clear linkages to water sector articulated and integrated within major programs dealing with other frameworks (notably environment, health, poverty, trade).
 - 3.2 IWRM principles integrated within major on-going programs dealing with different water uses such as, water for agriculture, water supply and sanitation or water for energy.
 - 3.3 Alliances with strategic partners at global, regional and country levels forged and nurtured.
 - 3.4 Knowledge generated by strategic partners acquired and used by GWP network.
-

Mechanisms and management

GWP operational niche is best sustained by ensuring that GWP pursues its effort in developing and strengthening water partnerships at all relevant levels (Output 4) while providing the highest standard of network management enabling the most productive and efficient use of the IWRM knowledge (Output 5).

OUTPUT 4: GWP PARTNERSHIPS ESTABLISHED AND CONSOLIDATED AT RELEVANT LEVELS

Vision

Fundamental to the success of the GWP is the establishment and operation of its worldwide network of Regional, Country and Area Water Partnerships for promoting the concept and implementation of integrated water resources management (IWRM). Partnerships are the main vehicles for change in policy and practices within countries.

GWP believes that it is only through strong partnerships with broad legitimacy involving different stakeholders that Outputs 1, 2 and 3 can be obtained.

Overall approach

The GWP network capacity in facilitating participatory multi-stakeholder processes will be strengthened. The development of this capacity at local level is essential for starting and maintaining partnerships that facilitate IWRM implementation.

Building, developing and sustaining partnerships is a clear focus of the GWP network. The key geographically based entities are the Regional Water Partnerships (RWPs) and the Country Water Partnerships (CWPs). Area Water Partnerships (AWPs) are also developed and strengthened where the capacity to support and sustain their activities is present or can be developed.

These partnerships are meant to be autonomous, representative, self-regulating, self-financing bodies for development and implementation of IWRM action programs. They should nevertheless

comply with GWP basic principles and acknowledge GWP philosophy through basic “conditions of engagement.” In turn, the GWP network as a whole is involved in developing and sharing the capacity and competence in building, developing and sustaining these partnerships.

The network is continuously seeking partners in partnering. It actively looks for a variety in approaches for developing partnerships. It documents and evaluates its work in this field, to enable a learning process. A solid vision of what a partnership is and what it is not is developed and is one of the cornerstones of GWP work.

Examples of activities

- Direct (existing) capacity within GWP to partnering by creating a global learning-group.
- Develop a solid vision on what a partnership is for GWP.
- Monitor and evaluate the quality of the partnerships carrying GWP’s name against agreed criteria.
- Do one or two experiments in GWP partnerships where intensive support and monitoring can give the information, not only on starting a partnership, but also on what is needed (and how it can be provided) in the next phases.
- Institutional strengthening to create and maintain active partnerships at different levels, including the development of capacity at various levels in the network to support partnerships and partnership building.
- Capacity building in facilitating participatory approaches, conflict resolution, knowledge management, fund raising, team building, planning methodologies.
- Seek cooperation with organizations, networks and companies that are in a similar position, or have strong experiences and methods that can be applied. Support programs by partnership aimed effectively at effecting change in water policy and practice on the ground.
- Develop GWP corporate policy implementation regarding RWPs & CWPs and AWP – in case of AWP special emphasis in developing viable and effective models.
- Encourage Cross fertilization of experiences, operating models between regions and countries.

Illustrative Performance Indicators

- 4.1 GWP operational vision on “Partnership” established
 - 4.2 New partnerships established in priority regions and countries
 - 4.3 GWP network capacity-program on “partnership building” incl. global learning group in place
 - 4.4 At least five experiments on partnerships implemented and documented
 - 4.5 Existing GWP partnerships recognized as effective mechanisms for multi-stakeholder, cross-sectoral dialogues at regional, country and local level for facilitating IWRM advocacy and implementation
-

OUTPUT 5: GWP NETWORK EFFECTIVELY DEVELOPED AND MANAGED

Vision

The Output 5 is designed to ensure the efficient operation of the growing GWP network and foster synergy and coherence across its diverse components. Effective GWP network management helps protect the GWP 'brand' and GWP as a neutral and inclusive platform and ensures that the network is adequately equipped and funded for implementing the GWP Program.

GWP will strive to build its organization and management systems in line with its basic founding principles: lean and cost effective structure, high degree of independence and autonomy (among the constituting units), smoothness and soundness in management procedures and systems, flexibility and ability to cope with different situations and a minimum of rules and regulations. Within the framework of these principles.

GWP will increase the decentralization of the functions and operations performed by its service units and enhance the robustness and capacity of partnerships at regional and country levels.

While recognizing the difficulty of ensuring a sense of unity, community of goals and quality control, GWP believes that a decentralized network model is the most efficient way of accessing to and sharing a rapidly evolving body of knowledge and allowing effective communication.

Overall approach

Supporting GWP program

The management of the GWP program services will be further strengthened through the implementation of corporate strategies designed to better support, integrate and communicate GWP program activities.

- In terms of *technical support and program development*, the GWP secretariats and technical committees will be instrumental in ensuring that the GWP program services (Associated

Programs, centers of excellence located around the world including in developing countries, and individual experts), are adequately responding to the needs for knowledge, advice and experience of regions and countries.

Corporate efforts will be made to facilitate the development of these services (new or existing), make them more responsive and increase synergies.

- Increased attention will be given to *GWP communication, information and knowledge management mechanisms*. Key aspects include a conscious effort to move away from a centralized communication model towards a distributed mode of information sharing, involving interactions between all levels of the network and, notably, between regions.

Financing GWP

The regional share of the GWP total budget is projected to reach around 70% of the total budget around 2008. While recognizing that not all regions have the same capacity to raise funds due to socio-economic reasons, it is a natural evolution for the established RWPs to increasingly take over the responsibility for funding of their programs. This will imply a diversification of GWP sources of funding and call for increased regional capabilities in fundraising and financial administration. The new sources of funding are essentially donor operated regional and national funds, national governments and private foundations. The ambition is that at the end of the 2004–2008 period around 50% of GWP's total financial needs will be covered by regional and country-based sources.

Governing GWP

The GWP governance system will not only be managed effectively but also further clarified and explained. Particular care will be given to render the membership concept more operational substance, for example, who is a partner and who is not, what are the obligations and benefits. The roles and responsibilities of the RTAC, RWP, CWP and AWP relative to each other and to the other entities of the GWP network will also be clarified. In addition, GWP intends to devote special attention to the strengthening of regional governance

systems in the context of increased demands placed on RWPs.

In parallel, there is a need to develop mechanisms for maintaining quality throughout the global network, without negating its democratic and decentralized structure.

An adaptive and effective monitoring and evaluation strategy at the global, regional and national levels will ensure that GWP learns from and adequately builds up on its initiatives and activities. It will also contribute to stronger sense of ownership, responsibility, and accountability across the network.

Administering GWP

With increased emphasis on action and delivery GWP is now facing the further challenge of developing and strengthening its management and administrative capabilities. The flexibility of the light GWP regional administrative systems will have to be weighted against requirements of legal status of GWP regional bodies and the specific demands emerging from the increased action at regional level. Most administrative capabilities including human resources management will be strengthened.

Examples of activities

- Development of an efficient management monitoring system.
- Development of databases, intranet, monitoring and evaluation tools.
- Develop and share explanatory information and operational guidelines on governance matters.
- To succeed in decentralizing funding sources, GWP will present long-term work plans that can be considered by governments and donors and be included in traditional bilateral country programs that constitute one of the important funding sources.
- Enhance capacity and skills of GWP staff at all levels with a particular focus on gender mainstreaming and in building the capacity of women.
- Develop clear priority setting system for allocating central resources to regions.
- Activities aiming at protecting the GWP brand name.

Illustrative Performance Indicators

- 5.1 Effective knowledge management mechanisms in place, accessible and extensively used at all levels of the network.
 - 5.2 Effective technical and logistical support provided to GWP program services.
 - 5.3 Governance system strengthened towards more accountability, decentralization and clarity.
 - 5.4 Coherent financing and administrative strategy reflecting a shift of focus from the center to the regions implemented.
 - 5.5 Stable and long term financing of GWP program secured with at least half of the sources at regional and country levels by 2008.
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ANNEX

SUMMARY OF GWP OUTPUTS AND ILLUSTRATIVE PERFORMANCE INDICATORS

Development objective	Achieve global water security as a contribution to eliminating poverty, improving well-being and protecting natural resources
Mission	Support countries in the sustainable management of their water resources
Immediate Objective	Ensure that Integrated Water Resources Management is applied in a growing number of regions and countries, as a means to ensure equitable and efficient management and sustainable use of water.

Output 1	IWRM water policy and strategies development facilitated at relevant levels	
	Indicators	<p>Global</p> <p>1.1 Recognition of the role of water and IWRM principles in policy for sustainable social and economic development.</p> <p>1.2 Recognition of water's role and contribution to the MDGs and acceptance of National IWRM plans as a key MDG.</p> <p>Regional</p> <p>1.3 Recognition of the role of water and IWRM principles in regional policy for sustainable social and economic development.</p> <p>1.4 Incorporation of IWRM in Transboundary River Basin based Agreements and Plans and the implementation of these through participatory multi-stakeholders processes.</p> <p>National</p> <p>1.5 Recognition of the role of water and IWRM principles in national policy and strategies for sustainable social and economic development.</p> <p>1.6 Integration of water and IWRM into national cross-sectoral development plans, e.g., Poverty Reduction Strategy Papers and National Environmental Action Plans and their implementation through participatory multi-stakeholders processes.</p> <p>1.7 Recognition of water and IWRM in national sectoral plans and their implementation.</p> <p>1.8 Incorporation of IWRM into national water policy and strategies and their implementation through participatory multi-stakeholders processes.</p> <p>1.9 Incorporation of IWRM into local level river basin/catchment based agreements and plans and their implementation through participatory multi-stakeholders processes.</p> <p>1.10 Facilitation of the preparation of national IWRM frameworks/plans in at least 15 countries by 2005 and implementation initiated by 2006. A further 25 frameworks/plans by 2007 and implementation initiated by 2008. All obtained through participatory multi-stakeholders processes.</p>

Output 2	IWRM programs and tools developed in response to regional and country needs	
	<i>Indicators</i>	<p>2.1 Demonstrated ability of regions and countries to express specific needs for programs and demonstration of IWRM application.</p> <p>2.2 Demonstrated access of regions and countries to a set of relevant tools and programs for helping in IWRM plans implementation.</p> <p>2.3 Extensive demand driven use of GWP program services (Associated Programs, Advisory Centers and individual experts) by regions and countries in achieving the implementation of IWRM plans.</p> <p>2.4 Demonstrated increase of capacity in relevant institutions for successfully implementing IWRM.</p> <p>2.5 Demonstrated improvement in water management practices relating to specific thematic areas such as river basin, groundwater and floods management.</p> <p>2.6 Tangible increase of financial resources made available for water resources development and management following IWRM principles.</p>
Output 3	Linkages between GWP and other frameworks, sectors and issues ensured	
	<i>Indicators</i>	<p>3.1 Clear linkages to water sector articulated and integrated within major programs dealing with other frameworks (notably health, poverty, trade).</p> <p>3.2 IWRM principles integrated within major on-going programs dealing with different water uses such as, water for agriculture, water supply and sanitation or water for energy.</p> <p>3.3 Alliances with strategic partners at global, regional and country levels forged and nurtured.</p> <p>3.4 Knowledge generated by strategic partners acquired and used by GWP network.</p>
Output 4	GWP partnerships established and consolidated at relevant levels	
	<i>Indicators</i>	<p>4.1 GWP operational vision on "Partnership" established.</p> <p>4.2 New partnerships established in priority regions and countries.</p> <p>4.3 GWP network capacity-program on "partnership building" incl. global learning group in place.</p> <p>4.4 At least five experiments on partnerships implemented.</p> <p>4.5 Existing GWP partnerships recognized as effective mechanisms for multi-stakeholder, cross-sectoral dialogues at regional, country and local level for facilitating IWRM advocacy and implementation.</p>
Output 5	GWP network effectively developed and managed	
	<i>Indicators</i>	<p>5.1 Effective knowledge management mechanisms in place, accessible and extensively used at all levels of the network.</p> <p>5.2 Effective technical and logistical support provided to GWP program services.</p> <p>5.3 Governance system strengthened towards more accountability, decentralization and clarity.</p> <p>5.4 Coherent financing and administrative strategy reflecting a shift of focus from the center to the regions implemented.</p> <p>5.5 Stable and long term financing of GWP program secured with at least half of the sources at regional and country levels by 2008.</p>