

The Change Agenda - An introduction

November 16, 2016

Introduction

GWP has achieved great successes in its first 20 years, thanks to the leadership and dedication of its staff, donors, and Partners. We are a strong, credible, and increasingly more recognised international organisation, credited of being the main driving force behind Integrated Water Resources Management (IWRM), enabling it, mainstreaming it, and embedding it in policy making. The credibility and relevance of our network and our capacity to mobilise wide ranging stakeholders allowed us to successfully campaign and play an important role for the inclusion of Target 6.5 in the 2030 Development Agenda.

While these are strong achievements, we are now operating in a very different environment. Today we face a new set of challenges and opportunities: many countries have adopted the IWRM approach and other organisations adopted it. So the mainstreaming of IWRM is no longer a unique selling point. And the support of our core donors is increasingly challenged by competing value propositions and changing thematic priorities.

The need to evolve and strengthen our network is stronger than ever if we want to maintain our relevance and respond to the 2030 Agenda. While we must face this realistically, we also have every reason to face this optimistically.

The process is an evolving one and every attempt will be made to communicate what is going on as new information becomes available.

What is the Change Agenda?

The “Change Agenda” (CA) is shorthand for a range of issues being faced by GWP – issues that have arisen from the post-2015 development agenda, the donor landscape, and reviews of GWP. The issues that make up the CA are summarised as follows:

- 1. Strengthening the country level** – Enhance GWP country level capacities and activities, particularly through the mobilisation of the Partners base.
- 2. Improving sustainability of financing** – Strengthen resource mobilisation (and financial management) capacity to identify funding opportunities at global, regional, and country level, mobilise partners, and develop and submit high quality proposals.
- 3. Improving corporate knowledge management** – Increase its relevance and support to programme implementation at all levels.
- 4. Increasing Institutional performance** – Ensure GWP entities work according to Conditions for Accreditation and Policy on Partners, and trigger actions for improvement.

While the CA roll-out has some specific outputs, not all of its implications can be known at this time.

At the highest level, the CA is about making GWP more responsive at country level to the all-of-society, globally agreed water-related SDGs. To do that, we need to ensure that our multi-stakeholder Network remains our main asset for impact and that we remain attractive to strategic allies and finance partners.

Why do we need the Change Agenda?

These are the main drivers of the CA:

1. The post-2015 development agenda – primarily behind CA item #1 above

Two milestones were reached in 2015: i) the SDGs adopted by 193 countries (Agenda 2030) and ii) the Paris Climate Agreement. GWP, to stay relevant, needs to respond (as it always has) to these landmark agreements which will inform the development agenda for years to come. How water will be handled among the various global institutions, and at regional and country level, is not yet resolved; GWP has to be ready to respond to whatever ‘water landscape’ develops. What we do know is that the SDGs place the country dimension front and center.

2. A changing donor landscape – primarily behind CA item #2 above

Contributions to GWP’s core budget are unpredictable (not for the first time). On the one hand, DFID has indicated their financial support for GWP core is likely to end in 2019. That is a loss of about €3m per year. While no other donors have been similarly explicit, some have expressed reservations about the future availability of funds for GWP. This year (2016) we have €12.9m in core contributions and in 2017 we have €8.7m confirmed (€10.5 anticipated); for 2019, €6.6m is anticipated at this point. Also, some donors have said they may be less interested in supporting ‘global core’ and more interested in ‘earmarking’ which has implications for how we fund GWP.

On the other hand, Swedish SIDA stepped up its financial commitment by 25% and other bilateral agencies are still untapped (at a global and local level). If we look beyond our traditional donors, our Network is potentially attractive to private sector organisations, foundations, and financial institutions. Moreover, there are positive signs that locally-raised funding is on the increase, with €4 million reported in 2016.

3. Reviews of GWP – primarily behind CA item #3 and #4 above

Two major reviews took place in GWP in 2014-15: i) the Dalberg Governance Review and ii) the PEM Knowledge Management Review. Both had an array of recommendations, several of which are now embedded in the CA.

Taken together, these CA drivers are behind **an overall strategic organisational objective: “GWP fit for future by end of 2019.”**

How is the CA going to be implemented?

The CA has been discussed at GWP meetings in the spring of 2016 (Regionals Days, Financing Partners Group, global Steering Committee, and Sponsoring Partners). It has also been discussed at regional steering committee and regional council meetings. The CA is now embedded in the 2017-19 3-Year Work Programme (3YWKP). In addition, there are Working Groups supporting the CA issues. And GWP’s Steering Committee (SC) is in the process of creating a CA Task Force. These modalities help ensure the widest possible buy-in to the CA.

In order to deliver the CA, the SC decided that there needs to be an analysis of Network needs and capacities. That project has 3 interrelated components:

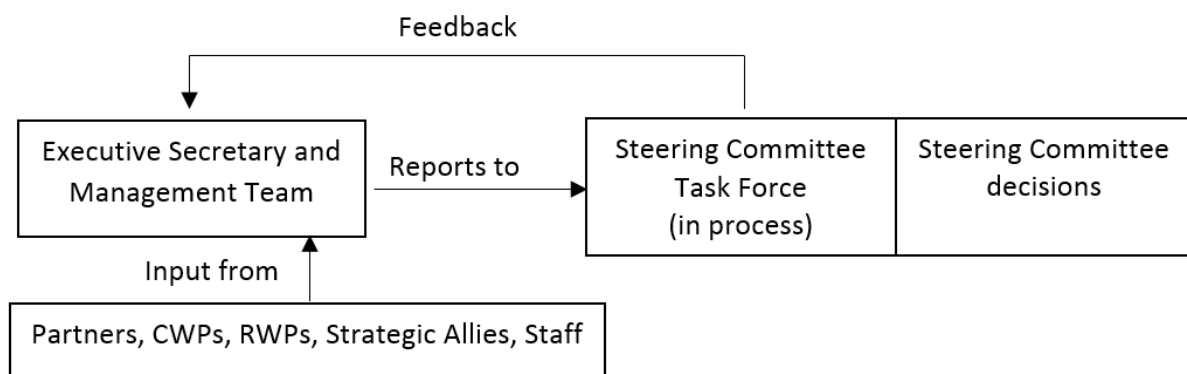
- *A learning component:* focusing on understanding and assessing GWP form and functions in the context of present and future scenarios, referred to as the **Network Assessment (NA) process**.
- *An adaptive component:* focusing on the implementation of **possible organisational changes**, via the 2017, 2018, and 2019 workplans. These changes will be identified and implemented on the basis of recommendations emerging from the NA process.
- *A strategic planning component:* focusing on the delivery of 2 products, the **2014-2019 Strategy Assessment (SA)** and the **Post 2020 Strategy Document (SD)**.

The analysis should help GWP determine which of two scenarios it is equipped to carry out:

- Scenario 1a (**Catalytic**): As described in the present Strategy and Work Programme. Relying on thematic portfolio and an overall SDG umbrella, implemented via RWPs and some CWPs. Scenario 1b (**Enhanced Thematic**): Depending on resource mobilisation, the first scenario could be more substantial in the various thematic areas.
- Scenario 2 (**Major Player**): This scenario is a quantum jump in GWP involvement at country level, positioning GWP as a central multi-stakeholder platform for supporting the delivery of the water related SDGs at country level (SDG17 for SDG 6 and across).

Who is implementing the CA?

Leading the CA process is the Executive Secretary with ultimate responsibility resting with the SC. In the end, the GWP Network has to deliver the CA. But that will happen only with assistance and guidance from RWPs, CWPs, and GWPO, together with strategic allies.



As the CA unfolds, it is likely to lead to changes in what GWP delivers to the Network (and how) and what skill sets are required for that service delivery. “Form follows function” so the intention is to see what the CA leads to before making changes to roles and functions (at regional and global level). It is a ‘known unknown.’ We need to pose a lot of questions first and then try to answer them. At certain points in the CA process we are likely to seek professional guidance from outside GWP to help us think through the mix of scenarios that could arise from the CA. Terms of Reference for such help would be drawn up when we know the nature of the assistance we need.

When is the CA being implemented?

At the end of this note is a timeline indicating decision points leading to 2019. This shows that there are key information moments about decisions regarding the CA. Changes, therefore, should not be abrupt but phased in. The intention is to listen, deliberate, and then decide.

Where is the CA being implemented?

The CA affects the whole GWP Network. It is not possible to know how each entity will be affected but there are certain areas that are bound to be. For example, greater clarity can be achieved about roles and responsibilities among CWPs and RWPs vis-à-vis Partners, host institutions, donors, and GWPO. Questions around ‘value for money’ and ‘autonomy’ need to be addressed as well as institutional and programmatic ‘accountabilities.’

A key focus is to strengthen the country dimension for SDG implementation (e.g., applying an integrated approach via our SDG Preparedness Facility). How much diversity GWP can cope with is a core question (‘every region is different’). The Network may end up working in fewer countries, may end up working at different speeds and different depths, and may start in new countries. Whatever happens, our vision and mandate is “one” and we seek coherence, synergy, and consistency.

Change Agenda, overall timeline – subject to SC deliberation and approval

	2016		2017		2018		2019	
	(mid)	(end)	(mid)	(end)	(mid)	(end)	(mid)	(end)
Products delivered by CA		Network Assessment 1: Rapid Analysis of Country level needs and GWP capacity in the context of 2 scenarios	Network Assessment 2: Analysis at all levels in the context of 2 scenarios of (i) GWP functions and (ii) related options for organisational adaptation	Network Assessment 3: Proposal for organisational adaptation, including timeframe		Strategy Assessment: Assessment of 2014-2019 strategy		Strategy Document: Post-2020 Strategy
SC decisions related to CA	ToR for Network Assessment 1	<ul style="list-style-type: none"> • Overall CA project sequencing • ToR for Network Assessment 2 • 3YWKP incl. CA process • 2017 WP, incl. CA process 	ToR for Network Assessment 3	<ul style="list-style-type: none"> • ToR for Strategy Assessment • 2018 WP: includes CA process and selected early changes (including possible staffing decisions) 		<ul style="list-style-type: none"> • ToR for Strategy Document • 2019 WP, includes CA process and selected additional changes (including possible staffing & structural decisions) 		<ul style="list-style-type: none"> • 2030 Strategy • 3YWKP • 2020 WP
Possible decisions on organisation due to CA				Staff decisions possible		Staff & structure decisions possible		
Specific Programme development milestones		First draft SDG program in the context of the 2 scenarios	Thematic portfolio updated and RM customised	Update of 3YWKP based on CA results				3YWKP