

GWP Summary Progress Review for 2009-2013

*Monitoring and Reporting Progress
for 2009-2013 Strategy Period*

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Global Water Partnership

Summary Progress Review for 2009-2013

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1. Introduction

The Strategy period (2009-2013) showed a significant strengthening in the way GWP is “doing business” in support of its Network of partner organizations. This has been achieved through the energising of the Network and the development of thematic programmes which have attracted additional funding from key financial partners. Several of the Regional Water Partnerships have established or are moving towards establishing a legal identity, and/or self-hosting. The thematic programmes, notably in the areas of water and climate adaptation, drought, delta management, and transboundary cooperation are enabling increased activities throughout the Network which are linking the work of the Partnership more closely to the governance and the investments required to achieve our vision of a water secure world.

This document is a summary review of progress during the Strategy period based largely on the collation of the annual progress reviews produced by GWP in 2011, 2012 and 2013. It should be noted that the document will be complemented by an additional internal assessment which will be carried out by GWP in the summer 2014¹.

The report is structured as follows:

- Section 2 is an overview of GWP up to date.
- Section 3 highlights the progress in implementing the Strategy, and summarises the cumulative progress to date in delivering on the Strategy 2009-2013.
- Section 4 provides an insight into the governance and network development processes and activities.
- Section 5 provides the introduction of results-based management logical framework indicators and initial targets set against achieved results.
- Section 6 describes the challenges faced and the implications on these on the performance of the organisation

¹ See TENDER INVITATION: GWP Strategy 2009 to 2013 – Final Assessment, External Advisor

2. About GWP

The Global Water Partnership vision is for a water secure world. Our mission is to advance governance and management of water resources for sustainable and equitable development.

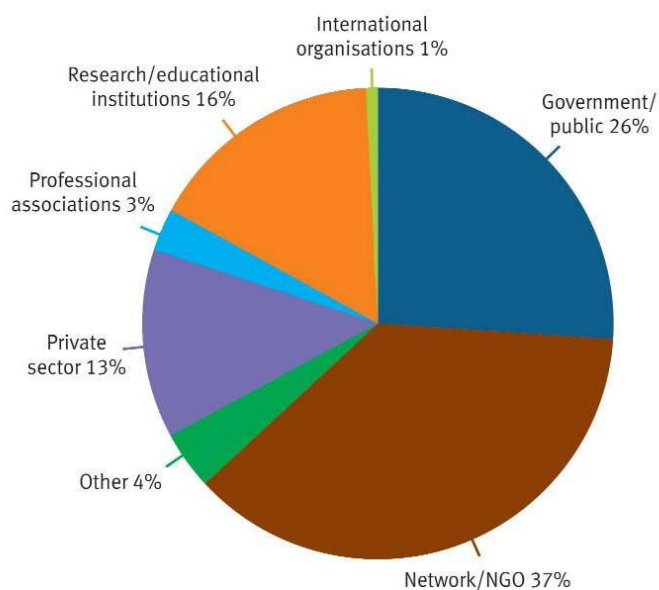
The Global Water Partnership (GWP) is an international network that was created in 1996 to foster the implementation of integrated water resources management (IWRM): the coordinated development and management of water, land, and related resources in order to maximise economic and social welfare without compromising the sustainability of ecosystems and the environment.

The Network is open to all organisations which recognise the principles of integrated water resources management endorsed by the Network. It includes states, government institutions (national, regional, and local), intergovernmental organisations, international and national non-governmental organisations, academic and research institutions, private sector companies, and service providers in the public sector.

At the end of 2013, the Network had 13 Regional Water Partnerships, 84 Country Water Partnerships, and 2,904 Partners located in 172 countries

GWP Region	Countries	Partners
Caribbean	22	83
Central Africa	6	154
Central America	7	178
Central and Eastern Europe	12	152
Central Asia and Caucasus	9	155
China	1	100
Eastern Africa	9	187
Mediterranean	20	80
South America	10	291
South Asia	7	515
Southeast Asia	10	249
Southern Africa	12	320
West Africa	15	248
Global	32	192
Total 2013	172	2,904
Total 2012	167	2,770

GWP Partners by type



Country Water Partnerships:

Angola, Argentina, Armenia, Azerbaijan, Bangladesh, Benin, Bhutan, Botswana, Brazil, Bulgaria, Burkina Faso, Burundi, Cambodia, Cameroon, Cape Verde, Central African Republic, Chile, China, Costa Rica, Côte d'Ivoire, Czech Republic, Democratic Republic of Congo, Egypt, El Salvador, Eritrea, Estonia, Ethiopia, Gambia, Georgia, Ghana, Guatemala, Guinea, Guinea Bissau, Honduras, Hungary, India, Indonesia, Kazakhstan, Kenya, Kyrgyzstan, Laos PDR, Latvia, Lesotho, Lithuania, Malawi, Malaysia, Mali, Mozambique, Moldova, Myanmar, Namibia, Nepal, Nicaragua, Niger, Nigeria, Pakistan, Panama, Peru, Philippines, Poland, Republic of the Congo, Romania, Rwanda, São Tomé e Príncipe, Senegal, Slovakia, Slovenia, South Africa, Sri Lanka, Sudan, Swaziland, Tajikistan, Tanzania, Thailand, Togo, Turkmenistan, Uganda, Ukraine, Uruguay, Uzbekistan, Venezuela, Vietnam, Zambia, Zimbabwe

3. Overview of progress 2009-2013

This section provides a summary of selected achievements of the GWP Network during the strategy period 2009–2013 and gives some highlights on different levels to illustrate the achievements. The complete list of water governance outcomes to which GWP's work can be attributed is provided in Section 5.1.

3.1 Global highlights

Globally GWP's advocacy work, contribution to global dialogue and development, and dissemination of technical publications and awareness-raising materials has raised the profile of water security and highlighted the importance of IWRM planning as a means of moving towards it. GWP continued to address critical development challenges and raise the visibility of water resources management and development through a number of global high-level events and initiatives, summarised below.

- GWP is closely involved in the **post-2015 development agenda** and organised a total of **22 national stakeholder consultations**, to establish country needs and priorities with regard to water and development. The synthesis report of the consultations is an official document of the Open Working Group in New York.
- GWP provided the majority of inputs of information from countries surveyed (97 of the 130 countries in the Level 1 survey; 25 of the 26 countries in the Level 2 survey) into the **Status Report on the Application of Integrated Approaches to Water Resources Management** published by UN-Water, as well as contributed to the writing of the report and its recommendations.
- In collaboration with the OECD, GWP launched the **Global Dialogue on Water Security and Sustainable Growth**, advocating for a Global Water Goal and developing a major report on the economics of water security to be presented at the World Water Forum in 2015 in Korea.
- In collaboration with WMO GWP advanced the **Integrated Drought Management Programme** (IDMP) aimed to support stakeholders at all levels by providing policy and management guidance and by sharing scientific information, knowledge and best practices for Integrated Drought Management, and **Associated Programme of Flood Management** promoting the concept of Integrated Flood Management (IFM) as a new approach to flood management.
- GWP continues to maintain a high profile and influence the agenda within **global movements and events** such as Rio+20, UN FCCC Climate Change Conferences and COP meetings, High-level Meeting on National Drought Policy, Special Event hosted by the President of the UN General Assembly, First World Irrigation Forum and Budapest Water Summit.
- GWP is actively engaged on the regular basis into the following processes: **World Water Forums** (a number of events during the 6th WWF in Marseille and active preparations for the 7th WWF in Daegu), Stockholm World Water Weeks (on the annual basis, for 2013 GWP an official collaborating partner), Davos Forums (2012 and 2013) and WRG meetings.
- GWP was also taking a lead role in the UNDP-UNEP led **Global Support Programme for National Adaptation Plans**.
- At the pan-African level, GWP actively engaged with the African Union through AMCOW. GWP, in partnership with others, published the **Strategic Framework for Water Security and Climate-Resilient Development** and the associated Technical Background Document. This support has manifested itself in the ongoing integration of water security and climate resilience into national and regional development plans in eight African countries through the implementation of WACDEP.

- Over the course of the Strategy period, the **GWP Technical Committee** has produced numerous publications to enhance knowledge on the benefits and feasibility of integrated approaches to water resources management: six Background Papers, nine Policy Briefs, five Perspectives Papers, and three Technical Focus Papers. The online knowledge management platform, the GWP IWRM ToolBox, was significantly improved in content and its use in university-level curricula has increased. The committee also provided an expert input to **UN Water Analytical Brief** entitled Water Security and the Global Water Agenda.
- During the strategy period, GWP hosted the European Union **Water Initiative (EUWI) Finance Working Group**, providing administrative and communications support. GWP and EUWI-FWG produced the following knowledge products:
 - Strategic financial planning for water supply and sanitation in Africa (2010)
 - Financing for water and sanitation (2011)
 - Unlocking finance for water security (2012)
 - Pricing water resources to finance their sustainable management (2012).

3.2 Regional highlights

This section lists the highlights from each of the 13 GWP Regions during the strategy period. It should be noted that a wide range of activities have been carried out at the regional level between 2009 and 2013 most of which are not reflected in the list below. A more detailed description of activities and progress within each individual region, including at country level, can be found in the individual Progress Reviews from 2011, 2012 and 2013. The complete list of water governance outcomes that the GWP regions have influenced within the Strategy period is provided in Section 5.1.

3.2.1 Africa

Central Africa

- Review of the 8 member countries of the Economic Community of Central African States (ECCAS) on the progress made in the implementation of the Sharm El Sheikh commitments
- Development of a Regional hydrometeorological strategy with support from ECCAS
- Support to ECCAS in drafting the regional water policy aligning country water policies within a coherent regional framework.

East Africa

- Successful completion of two climate change adaptation projects in the Nile River basin and Lake Victoria Basin
- Implementation of the WACDEP in Africa through the Bugesera project (Rwanda and Burundi) linked to the transboundary Kagera River basin.
- GWP, with others, worked to advocate special measures to ensure gender mainstreaming in all water and sanitation policies

Southern Africa

- Regional actions in collaboration with the Southern African Development Community (SADC) such as the Challenge Programme on Water and Food (CPWF) and transboundary Water Management programme
- Technical support to policy processes for developing the water chapter, the first sector to incorporate adaptation to climate change, into Zambia's 6th National Development Plan, which influenced the government to request other sectors to do the same
- GWP catalysed stakeholders in Kalanga, Swaziland, to deal with pollution, helping more than 9,000 people gain access to clean water

West Africa

- Support to countries concerning the ratification of the UN 97 Convention on International Watercourses
- Finalization of IWRM plans in Cote d'Ivoire, Guinea, The Gambia, Sierra Leone, Togo and Niger, involving in most cases consultations with ECOWAS, CILSS, WAEMU, ZIE, FAO, West African River Basin Organizations and ANBO
- Ongoing operationalisation of the regional dialogue initiative on groundwater in collaboration with ECOWAS/WRCC and ACPC

3.2.2 Asia

Caucasus and Central Asia

- National water policy dialogues established across the region with support from UNECE, UNDP, UNEP and OCSE
- Development of the BEAM (Basin Economic Allocation Model) model for water use in the Aral Sea Basin on behalf of the International Fund for Saving the Aral Sea (IFAS)
- Establishment of a Mongolia Country Water Partnership

China

- Evaluation of IWRM in the Yellow River Basin
- Assistance to Fujian's Department of Water Resources to increase water productivity to improve rural livelihoods
- Convening of high level national discussions on critical water resources management issues representing national investments

South Asia

- Extensive review of the Rajasthan New State Water Policy (NSWP) including facilitation of consultation meetings to examine the role of NGOs and Water User Groups in its implementation
- Contribution to an increased understanding of alternatives to groundwater and options for improving surface water quality in Dhaka, Bangladesh
- Development of projects on drought management (as part of the IDMP) and delta management (under the global programme on "Enabling Delta Life")

Southeast Asia

- GWP Southeast Asia represented at the UN-ESCAP Expert Group Meeting on Water-Food-Energy nexus
- Facilitation of the establishment of the Pesanggrahan Clean River Stakeholder Forum to improve water quality in a catchment in west Jakarta
- Capacity for monitoring Thailand's river basins strengthened

3.2.3 LAC

Caribbean

- Mobilisation of political commitment and support for IWRM and IUWM through its 8th and 9th High Level Session (HLS) Ministerial Forums on Water
- Organisation of workshops to encourage debate and assess options among stakeholders for the reform of water tariffs in Grenada
- MoU signed with the Caribbean Community (Caricom) for collaboration to strengthen regional water collaboration

Central America

- Support to the Central American Commission for Environment and Development (CCAD) in the revision of the Regional Climate Change Strategy (ERCC) ensuring clear linkages to actions identified in the Regional IWRM Strategy (ECAGIRGH)
- Support to the development of the national IWRM plan in Costa Rica through the training of civil society organisations, provision of technical support and setting up of a platform for consultation
- Guidance document developed for basin management in Nicaragua

South America

- Implementation of the Latin American Training Programme on International Water Law
- Initiation of a process for cross-sectoral agreement on IWRM as a key strategy among 12 national ministries in Peru
- Publication of the book State of water resources in South America

3.2.4 Europe

Central and Eastern Europe

- Water planning capacity of local authorities improved in Moldova
- Launch of an on-line course on “IWRM under climate change: experience of Ukraine”
- Organisation of stakeholder consultation for the development of the Danube Strategy

Mediterranean (partly operational in Africa)

- Provision of technical and administrative assistance, including the drafting of chapters on water governance and climate change adaptation, for the Mediterranean Strategy for Water
- Delivery of the Transboundary Diagnostic Analysis and initialization of the Strategic Action Plan within the GEF UNESCO DIKTAS Project covering the Dinaric Arc Aquifer
- Support to the agreement of the MoU for the Management of the Extended Transboundary Drin Basin and implementation of the shared vision in 2011

3.3 Thematic Programmes Highlights

- The Water and Climate Programme - the most advanced thematic programme:
 - New and/or expanded global roles for GWP in the UNFCCC, the NAPs processes and with the AMCOW; and with WMO in launching of the IDMP at the High Level Meeting on National Drought Policy;
 - Moved into full implementation of the WACDEP in Africa and expanded the programme to all other GWP regions (summary achievements are presents in the box below);
- The operational strategy for the Financing for Water Management theme was finalised and translated into Spanish
- Activities under the Transboundary Cooperation theme were further strengthened through the ongoing GWP/University of Dundee training course in International Water Law, the development of a new IWL course for Latin America, as well as moving from inception to implementation in the EC-funded SITWA project and development and agreement of the EC-funded Mekrou River Basin project (a sub-basin of the Niger river, involving 3 countries). Programmatic activities included development of a thematic strategy including the identification of strategic partners and proposals for strengthening GWP role in advancing transboundary water security

- A revised draft thematic strategy on Water and Food Security was prepared with input from the Technical Committee; GWP participated with an important contribution on financing of irrigation and drainage at the First World Irrigation Forum
- Organisation of an Integrated Urban Water Management event during the Asian Water Week in Manila and development of a programme approach including the identification of strategic partners both globally and regionally.

Box 1: The Water, Climate & Development Programme (WACDEP) – Key achievements.

The WACDEP programme implementation began with an inception phase in 2011 leading to the start of implementation in the five GWP African regions in 2012. Following confirmation of additional funding from GWP financial partners, the programme was extended to the GWP regions outside Africa and by the end of the Strategy period all GWP regions had developed regional climate resilience programmes modelled after the WACDEP Africa.

Progress highlights for WACDEP include:

In Africa

- GWP has continued to scale up its WACDEP Africa programme and activities supporting water security and climate resilience at all levels. Additional donor funding has enabled GWP to establish strong partnerships with UNDP-GEF, the Infrastructure Consortium for Africa (ICA), hosted by the African Development Bank, CDKN, Cap Net, EU Water Initiative Africa working Group and others.
- These partnerships have enabled the programme to expand its capacity building interventions and knowledge dissemination from 8 to 25 countries. GWP's support to the African Union and the African Ministers Council on Water (AMCOW) has also been strengthened with key officials from these entities actively participating in the programme.
- At the pan African level, the Framework for Water Security and Climate Resilient Development and five policy briefs were launched at the 4th Africa Water Week by the AMCOW President and witnessed by 33 cabinet ministers from across the continent.
- Buoyed by a strong alliance with SADC and additional funding through regional donors such as GIZ, WACDEP in southern Africa made great progress, expanding the scope of the programme to other SADC countries as well as the Zambezi and Orange Seque River Basins.
- The Bugesera demonstration project in Eastern Africa continued to scale up implementation, contributing to increased cooperation from communities, mayors and local district council officials from the two countries sharing the basin, Rwanda and Burundi.
- Cooperation with the Volta Basin Authority and GWP West Africa was strengthened through a signed agreement on joint implementation of activities to mainstream climate resilience in the Volta Basin IWRM plan.
- Overall, WACDEP Africa implementation is on track and has continued to receive remarkable and unprecedented political ownership from AMCOW. The Programme is now being referred to as a 'model programme' for how AMCOW works with its partners in implementation of high level decisions of Heads of state and water ministers.

Outside Africa

- Despite a slow start with the development of the WACDEP outside of Africa, activities picked up in the second half of 2013 and by the end of the Strategy period regional projects documents had either been approved or were in an advanced stage of preparation in all GWP regions.
- GWP Caribbean launched the WACDEP Caribbean on October 10th, during the 9th High Level Session (HLS) Ministerial Forum attended by 5 ministers from the region. The

WACDEP contributes to the implementation of Caribbean Community (CARICOM) Regional Framework for Achieving Development Resilient to Climate Change. Roll out will occur in partnership with the Caribbean Community Climate Change Centre (CCCCC).

- The Global Water Partnership-Caribbean (GWP-C) also entered into a Memorandum of Understanding (MOU) with the Caribbean Community (CARICOM), formalising a collaborative relationship for addressing regional water priorities. The framework for integrating climate risks in national development plans and process focusing on water was initiated and builds upon the Caribbean Climate Online Risk and Adaptation Tool (CCORAL), an online support system for climate resilient decision-making hosted by the CCCCC.
- WACDEP Central America was launched in six countries; Honduras, Nicaragua, Costa Rica, and Panama, Guatemala and El Salvador. GWP partners in the region, as well as actors in the water and climate sectors, participated in the consultations and launch events and implementation is underway. The programme links integrated water resources management (IWRM) with resilience to climate change and the sustainable development of the countries. WACDEP Central America is being implemented with the regional agencies of the Central American Integration System and other relevant actors.
- WACDEP was launched at the Indian water week and activities have been initiated in six countries, namely Bangladesh, Bhutan, India Nepal, Pakistan and Sri Lanka. South Asia made progress through partnerships with UNDP-GEF, USAID and the South Asia Environmental Cooperative Programme (SACEP). The Ministers of Environment are the members of Governing Council of SACEP and it was formed by the South Asian Countries as an intergovernmental organization.

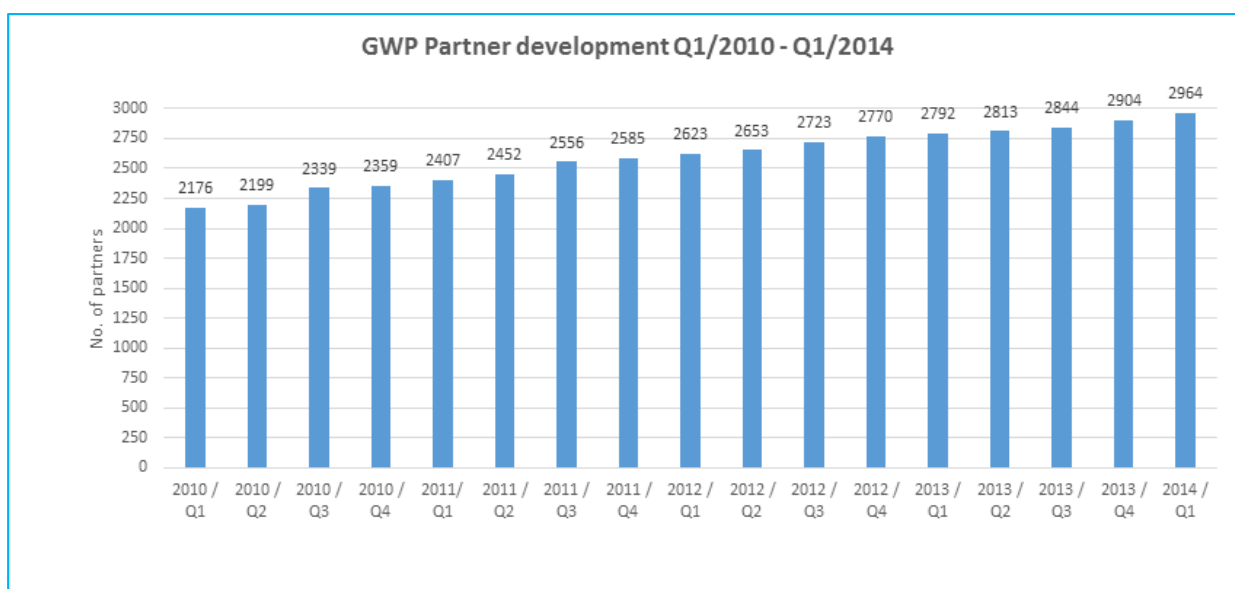
4. Governance and network development

4.1 Developments within the Network and the Secretariat

With the confirmed funding at the beginning of 2013 GWPO has been able to move forward with the recruitment for outstanding vacancies, and the establishment of new positions to support the work of the Network. Regional and Country Water Partnerships have been strengthened with new staff to support the expansion of regional and country-level programmes and projects.

The Regional Water Partnerships in West Africa and in Central and Eastern Europe have established themselves as self-hosting legal entities. Southern Africa and East Africa have established legal entities and are considering self-hosting. The move to legally register and/or opt to operate independently of a host institution is a significant step in the evolution of the Regional Water Partnerships and the development of the GWP Network as a whole. The process is closely monitored by the GWPO Secretariat in Stockholm.

- Meetings were held with partners in Afghanistan and Mongolia to explore establishment of new Country Water Partnerships.
- The total number of GWP partner organisations as of end of 2013 is 2904. This represents an increase of 708 during the strategy period (see chapter 2 above for more details).



The improved Partners Database (linked also to the web-site) enables the GWP partners to vote electronically – and assists the Secretariat with the statistics updates, mailing lists and partners monitoring.

The GWPO Secretariat went through a rapid growth phase during 2013 (which is to continue in 2014). The doubling of the GWP global budget and the development of large thematic programmes across the regions, over and above the core activities, have been supported by an increase in staff of the Secretariat while at the same time ensuring that administrative costs were lowered to just 12.5% of the global budget. It has been an exciting time of development with the transformation of the GWP Network and an increase in the number of Partner Organisations. The GWPO Secretariat had a staff of 29 in December 2013, the largest staff number in GWPO history. Worth noting also is the enormous in-kind contribution from the network in terms of work time and efforts – which is rather unique for GWP.

4.2 New Strategy development

The drafting process for the GWP Strategy for the six-year period 2014-2019 was agreed in November 2012 at the FPG and SC meetings. A Global Strategy Task Force chaired by the GWP Chair was formed with all 13 GWP regions represented, together with key external stakeholders. A process of Inter-regional consultation meetings was held throughout 2013 to enable a participatory approach in developing the Strategy across the GWP Network.

The process concluded with final consultations in the November 2013 FPG meeting, final draft approval at the November 2013 SC meeting, an electronic distribution to all the GWP Partners, and finally the launch of the GWP Strategy at World Water Day 2014 (22 March).

GWP is also developing at the moment its Gender and Youth Strategies to be launched later in 2014.



4.3 External and internal reviews

4.3.1 The Mid-term Strategy Review

The mid-term Strategy Review was carried out in 2011. It affirmed major strengths of the GWP being: i) the IWRM concept and ii) the Network of partner organisations. Eight focus areas for action were agreed at the November 2011 Steering Committee – and actions were taken on each of these and reported back.

The focus areas were the basis for SWOT analysis discussions and a two-day meeting agenda during the GWP Regional Days consultations in August 2012. Key recommendations from these discussions were as follows:

- Make IWRM relevant to rapidly-emerging development challenges. These challenges were identified by workshop participants to be most acute in areas related to climatic change, food security, energy security and urbanisation. The link with climate change has been well advanced. However for the water-using sectors, GWP must emphasise more clearly how an

IWRM approach can assist in achieving objectives in their respective sectors. To do this requires the development of relevant technical products which responds to the needs of countries and regions.

- Position GWP in the countries and regions in which it operates as a neutral platform to facilitate intelligently designed, implemented and operated water-related infrastructure. In much of Africa and Asia there are huge backlogs of infrastructure development, especially in terms of storage and inter-basin transfers, with processes now underway at national, regional as well as global levels to address these. This infrastructure needs to be “smart” in terms of considering the climate, social, environmental, political and financial safeguards needed. GWP’s reputation for neutrality makes it possible to provide platforms to facilitate such processes.
- Continue promoting the engagement of the regions in the production of technical documents – including the selection of topics, case studies and approaches. These technical products should respond more clearly to the challenges being faced by partners in their regions. The products should have stronger quality control processes – engaging a range of individuals from the regions, the global TEC and Knowledge Partners.
- Perform a review of partner organisations – to better understand which ones are participating meaningfully in the network. A partner engagement strategy should be developed to improve the quality of the partnerships being formed – as well as keeping track of numbers of partners. A part of this process would also be to conduct a survey on the needs and expectations which partner organisations have of GWP.
- Consider rotating the location of the CP meetings – to promote local engagement.
- Continue developing outcome-mapping (OM), but search for new results-based approaches to make it more practical and relevant. The TEC should work with the Secretariat to develop OM specifically for the GWP requirements – with the regions being directly involved in this process. There should be a clearer understanding of GWPs contribution to sustainable development objectives – and better articulated to potential funding entities. Overall there should be capacity building in results-based management approaches for the regions.
- A strategy should be developed to engage new financing partners – going beyond the traditional OECD donors and identifying opportunities with the BRICS economies and other developing countries, the private sector and private foundations. Capacity to engage with financing partners needs to be developed at both the global (Secretariat) as well as the regional levels. Explore partnerships and accreditation in order to implement projects from global funds (e.g. GEF; Green Climate Fund).
- Promote the appointment of a full-time qualified Communications officer in all RWP Secretariats, with the task of making sure that communications functions are incorporated in all programmes from the outset. Capacity building to improve communications at the regional level should be considered and lessons and experience shared between regions.
- Promote the exchange of knowledge and experience between regions in a range of programme related actions including communications, fund-raising, OM, infrastructure development and project implementation.

It should be noted that the recommendation to engage new financing partners was already covered in the GWP financing strategy 2009-2013, which was produced in 2009 and under implementation at the time of the review. All other recommendations were either already addressed in work and programme planning (for example, hiring communication professionals, rotating CP meetings,

updating outcome-mapping, engagement of the regions in the production of technical documents, intensifying fundraising efforts and others) or being under development for the next strategy period.

4.3.2 Other reviews planned

GWP is in the process of developing TORs and agreeing on the scope for several reviews to reflect on the activities and development during 2009-2013 – with the results to be presented in late 2014:

- Governance and financial review;
- Knowledge chain review;
- Internal assessment of the 2009-2013 strategy period (for which this summary forms the basis).

4.3.3 Monitoring and Evaluation (M&E) system development

A key challenge for policy and advocacy organisations like GWP is demonstrating direct attribution between the work that is done on the ground and the ‘outcomes’ that this work was designed to influence. With the aim of filling this attribution gap, GWP has put in place a comprehensive M&E system that will enable a robust analysis to be made of the links between the organisation’s operations and the water governance outcomes that are claimed to result. This system consists of a hybrid of two methodologies, namely:

- 1) Outcome mapping (used by the organisation since 2008)
- 2) Traditional RBM using a set of logframe indicators measuring progress against numerical targets (introduced for the first time in 2013)

Based on the above hybrid, a GWP Results Framework has been established that enables the collation of all organisation activities and outputs as reported by the 13 Regional Water Partnerships together with the water governance outcomes that these have influenced.

To date, the use of the GWP Results Framework for M&E purposes has resulted in a comprehensive and categorised record of GWP’s work (activities and outputs) and its assumed influence (outcomes). However, it has not, as of yet, been systematically used to carry out a robust analysis on the extent to which the former has influenced the latter (i.e. the degree of attribution). Consequently, in 2014 GWP is implementing a more extensive system that will both record and analyse information on an ongoing basis thereby enabling a more complete evaluation of GWP’s work to be carried out.

The extended M&E system is made up of the following components:

- **Reporting process** – Used to collect updates from the regions on progress (or lack thereof) against planned achievements. Reports are submitted by all GWP regions according to the following schedule:
 - *Monthly reports*: Captures GWP regional news items as well as a list of major activities, outputs and outcomes that have occurred during the previous month
 - *Quarterly reports*: Financial account of regional expenditures against budget and a critical narrative assessment of progress
 - *Annual report*: Critical regional assessment of achievements as compared to plans for the year and updated Results Framework scores (progress markers and logframe indicators)
- **Documentation** – Categorisation of all reported activities, outputs and outcomes in M&E databases according to defined criteria
- **GWPO meeting schedule** – Monthly Network Operation meetings to review information reported by regions
- **Ongoing analysis** – A map of all GWP activities and outputs is generated and the links between these and identified outcomes established and recorded

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- **Annual Progress Review** – Results, main findings and conclusions presented for the organisation as a whole and by individual region, including progress towards outcome challenges and logframe indicator targets

By strengthening the existing data collection process and incorporating an additional layer of review and analysis, in 2014 GWP will be in a stronger position to document in detail the influence that its activities and outputs have had and to what extent these can be attributed to water governance outcomes and, ultimately, water security impacts.

A **full-time M&E Officer** was recruited to strengthen the GWP M&E. The M&E Officer has a mandate to continue the process of developing and applying useful planning, implementation, monitoring, evaluating and reporting systems across the network.

4.4 Financing and fundraising

4.4.1 Financial overview of 2009–2013 with a focus on 2013

INCOME 2009-2013 000' Euro

DONORS	2009	2010	2011	2012	2013
Austria	0	0	140	465	434
Canada	0	0	0	0	0
China	0	0	0	23	30
Denmark	540	530	572	553	0
Denmark WACDEP	0	0	0	228	882
Denmark GDP	0	0	0	0	53
European Commission	840	835	49	74	496
Finland	200	0	0	0	0
France * excl secondments	31	In Kind Secondment/s			
Germany	400	400	400	400	400
Netherlands	2 162	1 527	1 111	1 900	2 600
Norway	469	502	503	525	0
Spain	20	20	0	0	0
Sweden	1 889	2 006	2 113	2 212	2 297
Switzerland	303	326	381	1 088	379
UK	1 663	1 157	0	0	3 648
US	23	0	0	0	0
Other	5	8	143	20	213
GLOBALLY RAISED	8 545	7 311	5 412	7 488	11 432
LOCALLY RAISED	1 765	996	2 972	2 337	2 100
TOTAL	10 310	8 307	8 384	9 825	13 532

Globally raised income

In 2013, 13 financial partners provided funds through GWPO: Austria, China, Denmark, European Commission, EUWI African Working Group, France (in-kind), Germany, Global Green Growth Institute, the Netherlands, Sweden, Switzerland, UNDP, and United Kingdom. They contributed a total of €11.4 million, of which €0.7 million was for designated activities. (In 2012, 11 financial partners contributed €7.5 million, of which €0.1 million was for designated activities.)

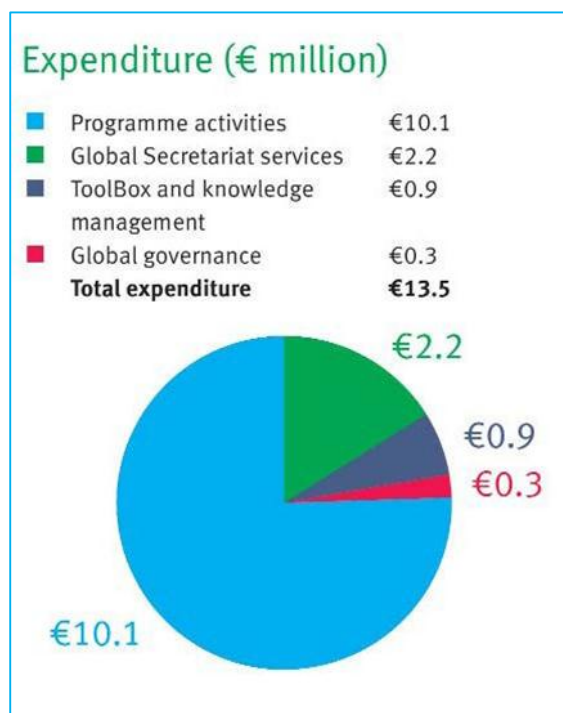
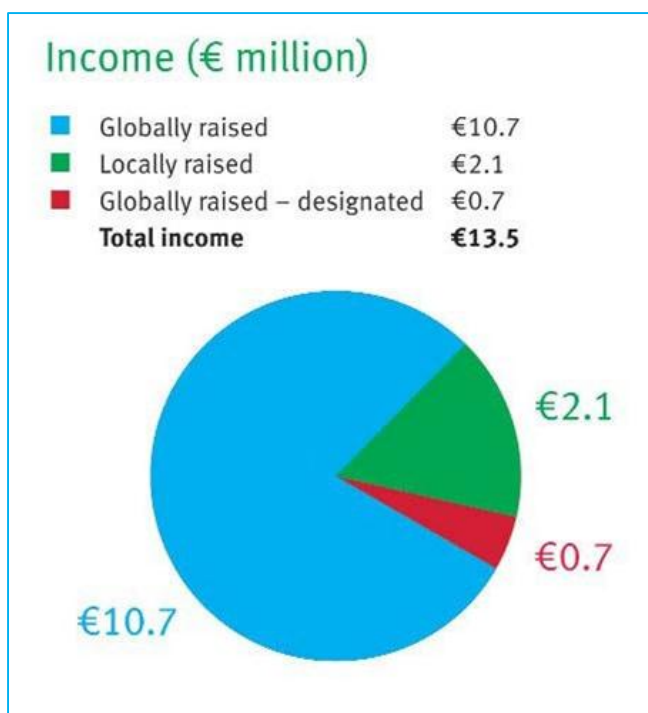
Locally raised income

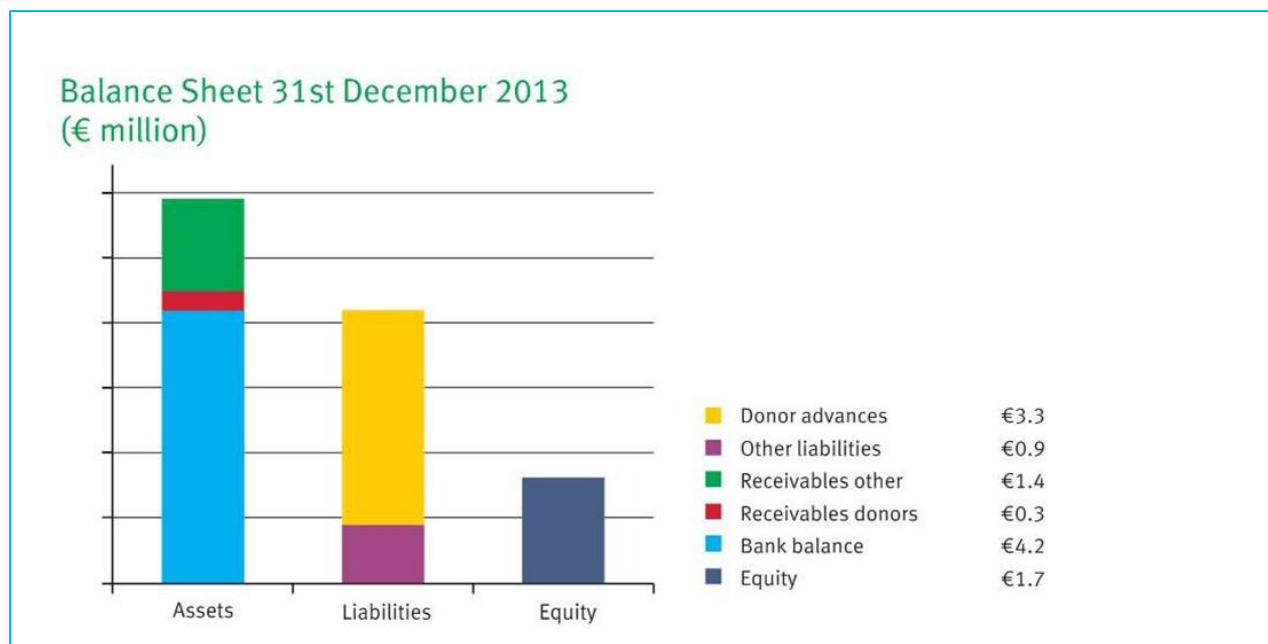
GWP regions and countries raise funds through governments, aid agencies, UN organisations, private companies, and others. During 2013, regions and countries raised €2.1 million (see Box 2 below).

In-kind contributions

The contributions reported in the Annual Financial Report do not include funds provided in-kind from governments, organisations, or individuals. Nevertheless, in-kind contributions are gratefully recognised as a substantial source of funding. GWPO received in-kind contributions from France at an estimated value of €30,000 as well as €130,000 from other sources during 2013. GWP Regional Water Partnerships reported in-kind contributions of €4.4 million in 2013.

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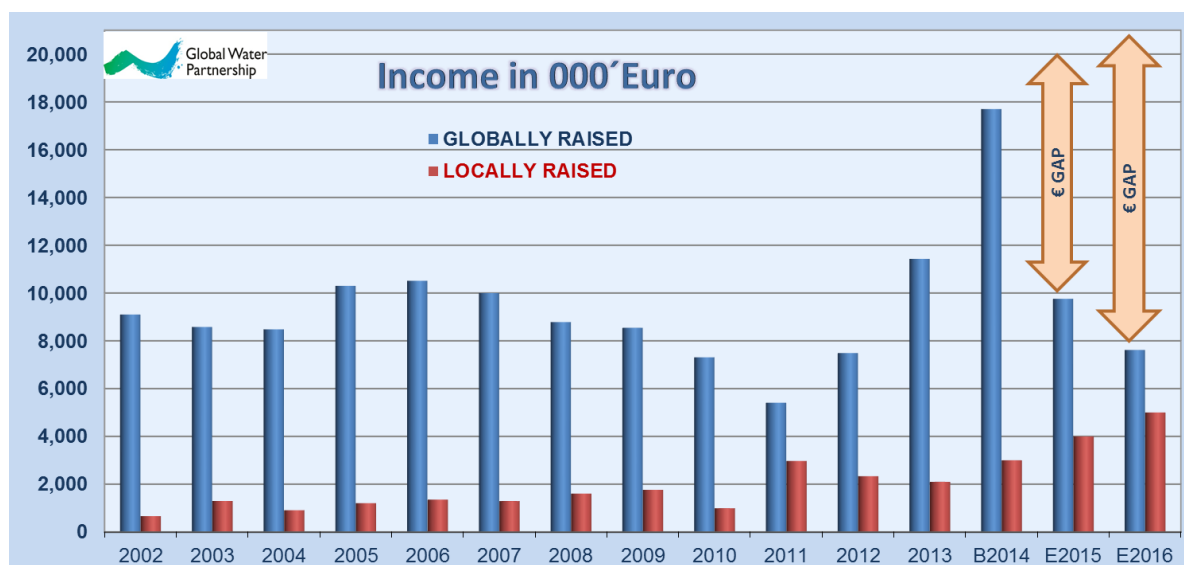




The complete audited accounts are available on request from the GWP Secretariat in Stockholm and on the GWP website

4.4.2 Fundraising

- Secured funding increased significantly during 2013 through several new agreements with Financing Partners, ensuring that by 2014 GWP income at the global level will be over €17 million. This represents a doubling of the annual budget compared to that at the beginning of the strategy period 2009-2013 (see figure 2 below).
- A total of €4.7 Million was raised in 2013 specifically for the Water and Climate Programme increasing the total budget to €10.2 Million over 5 years (2011-2016).
- Locally raised funding at regional and country level has also continued. With the establishment of independent legal entities and/or self-hosting by several Regional Water Partnerships, this should enable increased funding to be raised at local level as there will no longer be direct competition with the host institutions (see Box 2 below).
- The 3 year Work Programme (2014-2016) discusses future evolution of GWP programmes and funding requirements, within the context of the new GWP Strategy Towards 2020.
- Water and Climate Programme – Fundraising Summary: 2013 was a very successful year for Water and Climate funding, and in particular, for the WACDEP in Africa. Starting in 2011 with a modest funding of €1.5 million from Austria, representing about 12% of the estimated WACDEP Africa budget of €12.7 million, additional funding contributions were confirmed by Danida of €3.3 million. In addition following extensive discussions with DFID during 2012, approximately 4 million EUR from DFID Core support to GWP was allocated by GWPO to support WACDEP in Africa at the start of 2013. In the first quarter of 2013, Austria further provided additional funding of €1.395 million to WACDEP Africa bringing the total Austria contribution to WACDEP at €2.895 million. The total combined funds available from Austria, Danida and core GWP funds amount to about €10.195 million, representing about 80% of the original estimated WACDEP budget of €12.7 million over 5 years (2011-2016).



The above chart showing the evolution of GWP's income over the past 12 years, and the projection to 2016, has three outstanding features:

- The decreasing trend of globally raised funding into the global financial crisis of 2008 and extending to 2011. This reflects the difficulties of turning around the GWP previous "business model" and implementing organizational change during the recession.
- The rebound in GWP's globally raised funding since 2011 based upon the successful implementation of the new approach and accessing climate financing, leading to the 2014 budget being the highest in GWP's history.
- The uneven development of locally raised (regional and national level) funding across the GWP network (see Box 2 below).

Box 2: Locally raised funding

Locally raised funding (see graph below) increased to 2011, and subsequently decreased again, showing a substantially weaker performance that was projected in either scenario. It has remained far below the levels projected in 2009. In this strategy period, there were a limited number of RWPs raising additional funding, namely MED, SAF and CAF. In other regions, there are some Country Water Partnerships (e.g. Sri Lanka, India, Pakistan, Malaysia, Philippines, Benin, etc.) which have succeeded in raising funds at national level although no funds were raised at regional level.

A number of blockages to local and regional-level fundraising have been identified and are in the process of being removed. These include:

- 1) RWPs and CWPs which are hosted and which do not have their own legal entities are obliged to channel funding through their host institution. Historically this has been more of a problem for the RWPs, which were required by GWPO to be hosted (while CWPs were allowed to make their own arrangements). Hosting hampers fundraising efforts for a number of reasons, including: lack of visibility of the GWP name; reluctance by the Host Institution to accept programmatic funds on the RWP's behalf as this may conflict with their own fundraising efforts; reluctance by a funding agency to provide funding to a body that does not have its own legal identity. Many funding agencies may not give more than one grant to the same institution, hence funding to the RWP would block funding to the host, and vice versa.

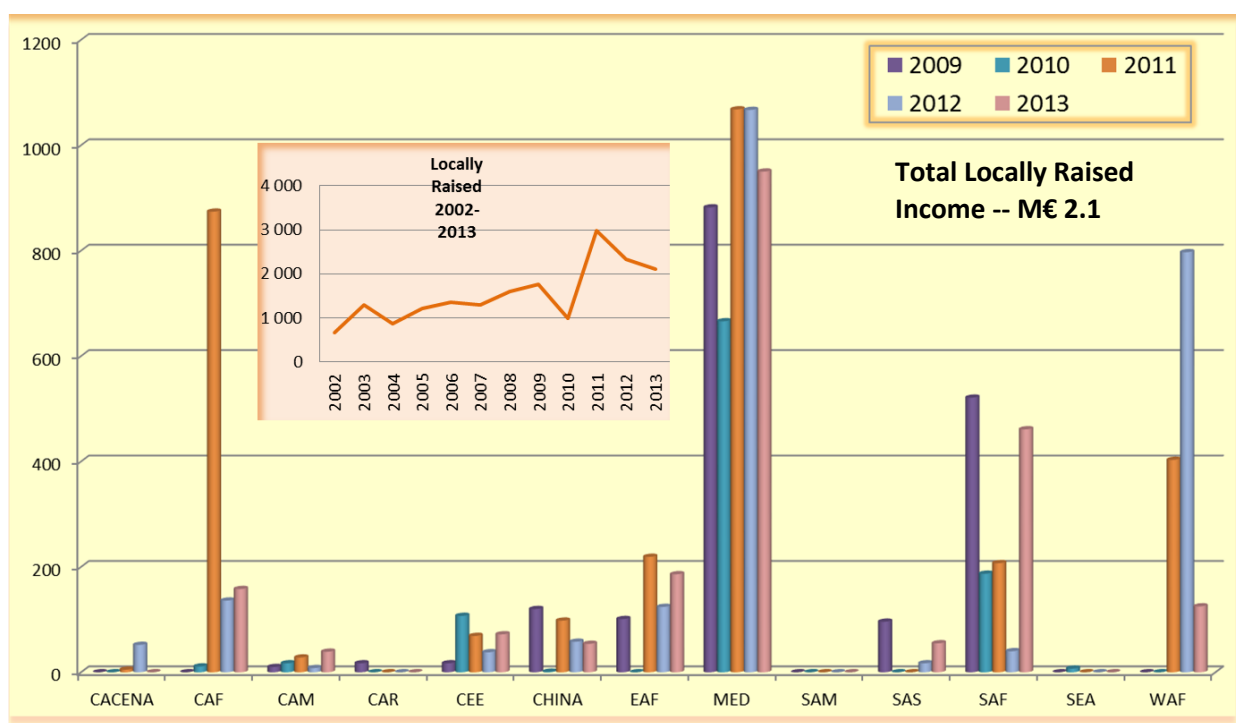
Solution: GWP's Conditions of Accreditation for the RWPs have been amended, in order to enable and encourage RWPs to establish their own legal entities. Several have now already done

so, and others are soon to follow. CWPs were never prevented from having their own legal entity, however now they are actively encouraged and supported to set up legal entities in order to stimulate their fundraising efforts. Some of the RWPs are now also moving to self-hosting, which is being carefully monitored by GWPO and is a new stage in GWP's evolution.

- 2) Several of the RWPs and CWPs do not yet have the capacity to develop detailed funding proposals, and the necessary skills to "sell" their ideas and discuss them with the relevant funding agencies and partners until a deal is reached. There are still some RWPs which rely solely upon the core funding provided by GWPO from global level.

Solution: GWPO is actively supporting several of the RWPs to develop fundraising capacity, and working closely with them throughout the process of the first few proposals, so that they gain experience of how to raise funds actively and work with prospective financing partners themselves. RWPs are also encouraged to learn from other RWPs which have been successful in raising funds (eg. GWP SAF and MED). Through the thematic approach, especially through the Global Water and Climate Programme, GWP is supporting regions and countries to access new sources of funding which are becoming available such as the climate funds.

As bottlenecks to locally raised funding efforts have been identified and removed within GWP, and much development assistance is now being devolved from global to country level, resource mobilization within the regions is projected to increase to 2016.



GWP Locally raised income 2009-2013

5. Implementing the Strategy in numbers

In this section we summarise monitoring data and information resulting from the various M&E processes prepared by the Network under GWP's Outcome-Mapping Based Work Programme Management Cycle. Progress is presented in 4 sections reflecting the results framework:

- 3) At the highest level of results monitoring and reporting, Section 5.1 summarises the main changes and IWRM outcomes: i) since GWP commenced operations in 1998 and ii) during the present Strategy period.
- 4) Section 5.2 provides the analysis of Outcome Mapping progress markers – i.e. the goal posts identified in 2009, on the way to major IWRM outcomes as achieved above.
- 5) Section 5.3 provides activity-level information on the type and number of activities undertaken by the GWP network since 2009, in order to address the outcome challenges monitored through the progress markers.

5.1 Main Changes and IWRM Outcomes

Sources of data: all available monitoring and reporting mechanisms including:

- Monthly reports of activities and outcomes;
- Outcome Mapping-based progress markers reports identifying progress in addressing outcome challenges, delivering on annual workplans and on the Strategy;
- Programme reports; and
- ToolBox case studies.

The outcomes of GWP's work are measured through monitoring *changes in relationships, activities, actions, or behaviours of boundary actors that can be plausibly linked to a programme's activities although they are not necessarily directly caused by it*². The identification of outcomes takes place through the monitoring of relevant progress markers which allows the relationship between GWP's activities and interventions, and the desired outcomes to be established.

The identified outcomes are categorised according to the GWP ToolBox³ classification of IWRM tools that enable good water governance⁴. This classification is organised under three main headings in order to cluster, monitor and report tangible IWRM-related outcomes. These are as follows:

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

Table 4 below shows the number of tangible outcomes directly fostered by GWP intervention at the country, regional and global levels for:

- i) 2013 alone (see also Table 5);
- ii) Cumulatively, during the present Strategy period, since 2009; and
- iii) Cumulatively, over the life of the GWP Network since 1998.

Table 5 provides details of the different outcomes recorded in 2009-2013.

² IDRC. 2001. Outcome mapping: building learning and reflection into development programs.

³ www.gwptoolbox.org

⁴ Good governance has 8 major characteristics: It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. (OECD, 2001).

Table 4: GWP outcomes clustered according the IWRM ToolBox classification

Outcome level governance tools clustered by GWP ToolBox classification		2013	2009-2013 Strategy	Total since 1998
A	Enabling Environment ⁵	14	53	91
B	Institutional Roles and Required Capacity	8	45	99
C	Management Instruments ⁶	9	80	127
Total:		31	178	317

Within the current 5-year Strategy period, 179 tangible outcomes at the highest results level have been identified throughout the GWP Network - well over half of the total number identified since GWP's inception.

The number of outcomes identified in 2013 is 31, a decrease compared with the previous year (Ref. 55 outcomes recorded in 2012). The reason for this is that with the significant increase in programmatic activities during the year – notably with the Water and Climate Programme – the major focus has been on developing and establishing the new programmes for which outcomes will emerge at a later date.

We are cautious in drawing clear conclusions from the absolute values of these numbers as it must be recognised that different methodologies have been applied over time, in identifying outcomes during this period. The overall approach to M&E within GWP is now stabilising as a common understanding is reached across the GWP Network.

⁵ Policies, legal frameworks and financing and incentives

⁶ For sharing data/information, assessing, planning, negotiating, cooperating, regulating and financing management and development

Table 5: GWP outcomes reported during 2009 - 2013 (Note: ToolBox category number with which the outcomes are associated is provided in brackets)

Location / Region	Tangible Change/IWRM Outcome - GWP ToolBox Classification		
	A. Enabling Environment	B. Institutional Roles and Required Capacity	C. Management Instruments
Global	<ul style="list-style-type: none"> ICPDR climate change adaptation strategy (A1.03) COP16 final declaration (A1.03) Rio+20 declaration (A1.02) AMCOW-GWP Strategic Framework for Water Security and Climate Resilient Development (A1.03) 	<ul style="list-style-type: none"> UNFCCC publications refer to GWP messages (B1.11) GWP accepted as implementation partner for the Global Support Programme on National Adaptation Plans (NAPs) Integrated Water Resources Management (IWRM) Knowledge Centres (B2.02) Training programme in International Water Law at UNESCO Dundee (B2.02) 	<ul style="list-style-type: none"> UN Water Policy Brief on Water Security Indicators (C1.04) Monitoring progress on integrated water resources management (IWRM) (C1.04)
Caucasus & Central Asia	<ul style="list-style-type: none"> <i>Armenia</i>: National water resources policy (A1.01) <i>Georgia</i>: Water and health targets and priority measures established for the country (A2.01) <i>Kazakhstan</i>: National program on water resources mgt. for 2014-2040 (A1.01) <i>Kazakhstan</i>: National water resources policy (A1.01) <i>Kyrgyzstan</i>: National water resources policy (A1.01) <i>Tajikistan</i>: National water resources policy (A1.01) <i>Uzbekistan</i>: National water resources policy (A1.01) 		<ul style="list-style-type: none"> <i>Region</i>: Economic model for water allocation (C1.03) <i>Region</i>: Framework for WSS and IWRM (C2.05) <i>Region</i>: Information management system (C8.01)
Central Africa	<ul style="list-style-type: none"> <i>Region</i>: Agreement with ECCAS for the elaboration of a hydrometeorological strategy (A1.02) <i>Region</i>: Regional Solidarity Fund for water (FORSEAU) (A3.01) <i>Region</i>: ECCAS Regional Water Policy for Central Africa (A1.02) <i>Cameroon</i>: Provision for national IWRM programme in annual budget (A3.02) 	<ul style="list-style-type: none"> <i>Region</i>: Regional coordination centre for the management of water resources in Central Africa (CRGE) (B1.01) 	<ul style="list-style-type: none"> <i>Region</i>: Strategy for the integration of IWRM in the educational system in Central Africa (C4.01) <i>Cameroon</i>: IWRM considered in national strategy for water and land (C2.01) <i>Cameroon</i>: Water resources situation analysis (C1.02) <i>CICOS</i>: Strategic Action Plan (SAP) for CICOS (C2.02)
Central America	<ul style="list-style-type: none"> <i>Costa Rica</i>: Water Agenda 2030 (A1.01) <i>Honduras</i>: Revised groundwater regulation draft (A2.01) <i>Honduras</i>: Water Law approved at National Congress (A1.01) <i>Guatemala</i>: Water Agenda of Guatemala launched (A1.01) <i>Guatemala</i>: Climate Change Law incorporating water approved (A2.01) <i>Guatemala</i>: Water regulatory framework (A2.03) <i>El Salvador</i>: Water law (A2.01) <i>Region</i>: Central American climate change strategy (A1.03) 	<ul style="list-style-type: none"> <i>Costa Rica</i>: Working group of academic institutions interested in promoting IWRM (B2.02) <i>Guatemala</i>: Group of academic institutions interested in promoting IWRM (2.02) <i>Nicaragua</i>: Basin Management regulation (B1.04) <i>Region</i>: ECAGIRH monitoring (B1.01) <i>Honduras</i>: Watershed councils established in Honduras (B1.04) <i>El Salvador</i>: National association of rural water boards of El Salvador (B1.10) 	<ul style="list-style-type: none"> <i>Honduras</i>: Annual operative plan for the management of water systems of rural communities in southern Honduras (C2.05) <i>Panama</i>: National IWRM Plan (C2.01) <i>Costa Rica</i>: National IWRM/ WE plan (C2.01) <i>Costa Rica</i>: Water Pollution Levy (C7.02) <i>Honduras</i>: Recognition of water resources and the basin as the planning unit in National plan (C2.02) <i>Panama</i>: Water plan for the Panama Canal basin (C2.02) <i>Panama</i>: IWRM instruments in sustainable management of water strategy (C2.01)
Caribbean	<ul style="list-style-type: none"> <i>Region</i>: 8th Annual High Level Session Ministerial Forum – Declaration (A1.01) <i>Region</i>: Declaration recognising the importance of ensuring long term water security (A1.03) 	<ul style="list-style-type: none"> <i>Region</i>: 5 Ministers signed a declaration to develop waste water programmes in Caribbean (B1.11) <i>Suriname</i>: Launch of a Water Forum for Suriname (B1.09) <i>Trinidad & Tobago</i>: NGOs Action Network (B1.09) <i>Jamaica</i>: Water Utility reform (B1.06) <i>St Kitts & Nevis</i>: Improved capacity enhances water use efficiency in St Kitts & Nevis (B2.02) 	<ul style="list-style-type: none"> <i>Grenada</i>: National Water Information System (NWIS) (C8.01) <i>Trinidad & Tobago</i>: IWRM/ICZM strategy (C2.04) <i>Trinidad & Tobago</i>: Rainwater Harvesting System in Agro-Forestry Community (C2.05) <i>Suriname</i>: Water resources information system developed in Suriname (C8.01)

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Central & Eastern Europe	<ul style="list-style-type: none"> <i>Moldova</i>: Water reform process in Bic river region and water and sanitation framework (A1.01) 	<ul style="list-style-type: none"> <i>Hungary</i>: Reestablishment of the Hungarian National Water Management Council (B1.03) <i>Moldova</i>: Bic River Basin Council (B1.04) <i>Sava</i>: International Sava River Basin Commission (B1.02) <i>Ukraine</i>: National Environmental Strategy (state management of water sector) (B1.01) <i>Ukraine</i>: Reform of water sector and adoption of IWRM implementation on the basin level (B1.01) 	<ul style="list-style-type: none"> <i>Moldova</i>: Bic River Basin Management Plan (C2.02) <i>Moldova</i>: Plan for management of lower Prut region (C2.02) <i>Moldova</i>: Plan for Management of Natural Resources for Chisinau City (C2.05) <i>Latvia</i>: Guidelines for river ecosystems restoration (C6.05) <i>Ukraine</i>: Water safety plan (C9.01) <i>Estonia</i>: Manual of waste-water treatment for individual households in rural areas (C3.02) <i>Region</i>: Sanitation schemes (C2.05) <i>Region</i>: Danube Strategy (C2.02) <i>Bulgaria</i>: New National Strategy for Water Sector (C2.05) <i>Moldova</i>: Flood protection measures in Bic River wetlands (C4.02) <i>Moldova</i>: National water strategy (C2.01) <i>Moldova</i>: Preparation of educational curriculum for water management in Free International University (C4.01)
China	<ul style="list-style-type: none"> <i>China</i>: Water management mechanism (A1.02) 	<ul style="list-style-type: none"> <i>China</i>: Local government institutional reform in Fujian province (B1.01) 	
East Africa	<ul style="list-style-type: none"> <i>Burundi</i>: Review of National water policy (A1.01) <i>Eritrea</i>: Draft of water policy produced and institutional framework proposed (A1.02) 	<ul style="list-style-type: none"> <i>Burundi</i>: Institutional reform and improvement of water governance (B1.01) <i>Uganda</i>: NGO IWRM working group (B1.09) 	<ul style="list-style-type: none"> <i>Burundi</i>: National IWRM/WE Plan (C2.01) <i>Eritrea</i>: Regulations for issuing of permits for water use and construction of water infrastructure (C6.01) <i>Eritrea</i>: Water quality guidelines (C6.01)
Mediterranean		<ul style="list-style-type: none"> <i>Drin Basin</i>: TB Institutional arrangement (B1.02) <i>Drin Basin</i>: Agreement on a shared vision for the Drin River Basin (B1.02) <i>Western Balkans</i>: Transboundary waters in Western Balkans (B1.02) 	<ul style="list-style-type: none"> <i>Drin Basin</i>: Action plan for the implementation of the Drin River Basin MoU (C2.02) <i>Greece, Malta</i>: Rainwater harvesting - non conventional waters (C2.05) <i>Lebanon</i>: National Assessment on concrete actions for private sector participation in water infrastructure (C9.04) <i>Tunisia</i>: National Assessment on concrete actions for private sector participation in water infrastructure (C9.04) <i>Region</i>: Elaboration of Strategy for Water in Mediterranean (C2.04)
Southern Africa	<ul style="list-style-type: none"> <i>Botswana</i>: Review of the National Development Plan 10 (A3.01) <i>Malawi</i>: Revision of the water law and water policy (A1.01) <i>Mozambique</i>: Water financing strategy (A3.02) <i>Swaziland</i>: A financing strategy to support implementation of IWRM plan (A3.02) <i>Swaziland</i>: Water policy included elements of IWRM (A1.01) <i>Zambia</i>: Revision of the 1948 water law (A1.01) <i>Zambia</i>: Revision of the 1994 water policy (A1.01) <i>Region</i>: Climate change adaptation strategy for the SADC water sector launched (A1.03) 	<ul style="list-style-type: none"> <i>Zambia</i>: A coordination mechanism for the water security advisory group (B1.10) <i>Zambia</i>: A national forum of all sector directors and heads of planning (B1.11) 	<ul style="list-style-type: none"> <i>Botswana</i>: IWRM plan (C1.02) <i>Botswana</i>: Wastewater management plan developed in Botswana using an integrated approach (C2.01) <i>South Africa</i>: Economic water use accounting (C1.02) <i>Zambia</i>: IWRM integrated into the fifth National Development Plan (C2.01) <i>Botswana</i>: National IWRM/WE Planning process (C2.01) <i>Botswana</i>: National IWRM plan framework (C2.01) <i>Malawi</i>: Integrated approach in the National Water Sector Development Programme II (C2.01) <i>Mozambique</i>: Gender mainstreaming strategy (C4.03) <i>Namibia</i>: National IWRM plan framework (C2.01) <i>Swaziland</i>: Draft of national IWRM plan (C2.01)

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			<ul style="list-style-type: none"> • <i>Zambia</i>: Integration of IWRM plan into National Development Plan (C2.01)
South America	<ul style="list-style-type: none"> • <i>Chile</i>: Environmental institutional framework (A1.02) • <i>Argentina</i>: Water Law and inclusion of IWRM (A1.02) • <i>Venezuela</i>: Water regulatory framework (A2.03) 	<ul style="list-style-type: none"> • <i>Chile</i>: Water Sustainability Summit (B2.01) • <i>Brazil</i>: Cooperation among Lusophone Countries (B1.11) 	<ul style="list-style-type: none"> • <i>Peru</i>: Water Management Plan of the Chancay-Lambayeque basin (C2.02) • <i>Peru</i>: National Groundwater Management Plan (C2.03) • <i>Peru</i>: IWRM plan, Ocoña River Basin (C2.02)
South Asia	<ul style="list-style-type: none"> • <i>India</i>: National Water Policy (A1.01) • <i>India</i>: New Water Policy for Rajasthan (A1.02) • <i>Bhutan</i>: Water vision, policy and legislation draft (A1.01) • <i>Nepal</i>: National Water Resource Policy (A1.01) • <i>Nepal</i>: Strategy for Integrity and Accountability in Water Sector" (A1.02) 	<ul style="list-style-type: none"> • <i>Nepal</i>: Local Water Resources Management Group established in Tinau (B1.09) • <i>Nepal</i>: Local Water Parliament (B1.09) • <i>India</i>: Formation of Wainganga Area Water Partnership (B1.09) • <i>India</i>: Capacity built for implementation of integrated approach to water resources management in Rajasthan (B2.02) • <i>Pakistan</i>: Cooperation promoted in lower Indus Basin in Pakistan (B1.08) • <i>Bhutan</i>: BhWP formed a consortium of water professionals (B2.02) • <i>India</i>: AWP Wainganga River Basin (B1.09) • <i>Sri Lanka</i>: Regulation and enforcement of policy for illegal river sand mining (B1.05) 	<ul style="list-style-type: none"> • <i>India</i>: India Water Hub (C1.01) • <i>India</i>: Ground Water Policy for Uttar Pradesh (C2.03) • <i>India</i>: Wainganga Integrated River Basin Management Master Planning (C2.02) • <i>Nepal</i>: Citizen Report Card (CRC) (C4.03) • <i>Bangladesh</i>: Urban flood risk management framework developed for Dhaka City: C9.01) • <i>Bangladesh</i>: BWP involved in IWRM road map under ADB RETA Project (C2.01) • <i>Pakistan</i>: Five Year Development Plan 2010-15 on Water Resources (C2.05) • <i>Pakistan</i>: PWP formulated a Five Year Plan 2010-15 on Water Resource Development (C2.01)
Southeast Asia	<ul style="list-style-type: none"> • <i>Vietnam</i>: New Law on Water Resources (A2.01) • <i>Lao PDR</i>: Revised National Water Resources Strategy and action plan up to 2020 (A1.01) • <i>Indonesia</i>: National Water Resources Policy (A1.01) 	<ul style="list-style-type: none"> • <i>Philippines</i>: Small water service providers in the Philippines now recognised as delivering on MDGs (B1.06) 	<ul style="list-style-type: none"> • <i>Region</i>: Benchmark status of regional IWRM (C1.04) • <i>Thailand</i>: Nation IWRM /WE plan (C2.01)
West Africa	<ul style="list-style-type: none"> • <i>Region</i>: Validation of the draft action plan for the implementation of the West Africa Water Resources Policy document (A1.02) • <i>Region</i>: 1997 UN Watercourses Convention ratification in countries (A1.02) • <i>Gambia</i>: Funding received from the African Water Facility to implement actions in the National IWRM roadmap (A3.02) • <i>Niger</i>: Ratification of the 1997 UN Convention on transboundary waters (A1.02) • <i>Benin</i>: New Water Policy based on the IWRM approach (A1.02) • <i>Benin</i>: New Water Legislation based on the IWRM approach (A2.03) • <i>Cape Verde</i>: Legal framework for water resources management (A2.03) • <i>Cote d'Ivoire</i>: National Water Policy (A1.02) • <i>Togo</i>: New Water Legislation based on the IWRM approach (A2.03) 	<ul style="list-style-type: none"> • <i>Benin</i>: Technical advisory platform (B2.02) • <i>Benin</i>: Institutional reforms of the water sector (B1.01) • <i>Guinea</i>: National IWRM Coordination Commission set up (B1.03) • <i>Region</i>: IWRM Training modules in universities (B2.02) 	<ul style="list-style-type: none"> • <i>Togo</i>: IWRM Action Plan (C2.01) • <i>Côte d'Ivoire</i>: IWRM Action Plan (C2.01) • <i>Guinea</i>: IWRM Action Plan (C2.01) • <i>Guinea</i>: IWRM Roadmap (C2.01) • <i>Gambia</i>: IWRM Roadmap (C2.01) • <i>Guinea-Bissau</i>: IWRM Roadmap (C2.01) • <i>Sierra Leone</i>: IWRM Roadmap (C2.01) • <i>Benin</i>: Education about water introduced in primary schools across the country (C4.01) • <i>Cape Verde</i>: Information management system for water resources using GIS (C8.01) • <i>Cape Verde</i>: National IWRM/WE Plan (C2.01) • <i>Cape Verde</i>: Water pricing strategy (C7.01) • <i>Cape Verde</i>: Water quality standards (C6.01) • <i>Liberia</i>: National IWRM Plan (C2.01) • <i>Mali</i>: Support to a network of journalists reporting on water issues (C4.02) • <i>Region</i>: Toolbox training module in universities and institutions (C1.01)

5.2 Implementing the Strategy as assessed through Outcome Mapping

This section briefly presents monitoring data and information resulting from the various M&E processes prepared by the Network under GWPs Outcome-Mapping Based Work Programme Management Cycle.

Sources of data: *GWP Annual Progress Markers*: Reports for 4 years now from 2010 through 2013.

As a policy-related organisation and network, GWP has committed in this Strategy period to adopt *Outcome Mapping* as its approach to plan, implement, monitor, evaluate and report on its work (ref. also Annex A). An Outcome Mapping approach inherently recognises that direct attribution of results to indirect outcomes is not possible in organisations such as GWP. Outcome Mapping methodologies seek to identify and report on the *plausible linkages* between outputs and outcomes. *Results* have been planned and are being assessed based on monitoring and reporting on the *influence* on the *boundary actors*⁷ with whom GWP is working to effect change. For GWP, the *boundary actors* are often national governments or regional economic development bodies.

GWP has now carried out 4 assessments based on Outcome Mapping *progress markers* in 2010, 2011, 2012 and now 2013, providing some indication of progress in implementing the strategy. The progress markers may be considered the *goal posts* along the way to addressing the 2013 Outcome Challenges initially identified in the 5-year work programmes elaborated in 2008 and early 2009. The database of GWP progress markers now comprises some 700 entries obtained from the statements provided in the four annual reports on monitoring of progress markers. GWP global and regional entities have made an analysis of the pre-identified progress markers according to the following 3 levels:

/	Some linkage can be reported with a key <i>boundary actor</i> , mostly in terms of connection / interest / participation to GWP activities (10%)
+	A change process is identified. While not fully implemented, the direct link to GWP activities is worth reporting (50%)
++	A significant change can be reported. The influences/ processes leading to this change are worth reporting, including the direct link to GWP activities (90%)

On the whole, there has been continuing progress in delivering the 2009-2013 GWP Strategy as measured by achievements on the progress markers defined originally in 2009. This shows that GWP is influencing policy change and addressing outcome challenges globally, regionally and nationally, in the direction of achieving GWP's vision and mission through the four Strategic Goals.

Assessments of the various entities within the organisation, globally and regionally, are presented in the Annex. The pie charts below summarise the 4 annual outcome mapping assessments carried out since 2010. It shows the pattern of recorded changes from 2010 to 2013 against the same progress markers (identified in 2009) and the 4 Strategic Goals.

Not all Progress Markers defined in 2009 remain valid, so by definition there cannot be 100% fulfilment of all for each of the four goals, nor is this the expectation of the Outcome Mapping approach to M&E. To take just one example, for GWPO at global level, there is a progress marker stating:

Progress Marker: Adaptation Fund recognizes GWP as a facilitating mechanism for disbursing adaptation funds.

This was derived from the operational strategy for “water and climate change” developed in 2009. However, as climate negotiations have moved on, the Adaptation Fund has been superseded by the

⁷ *Boundary actors* are defined as the parties which are to change as a result of GWP's activities.

GWP Summary Progress Review for 2009-2013

Green Climate Fund, and so this progress marker is no longer valid. There are very few funds left in the Adaptation Fund, available to only a small number of countries, so there is no point in GWP wasting time on seeking the status of a multilateral implementation entity with the Adaptation Fund, a long and cumbersome process. On the other hand the global Green Climate Fund is not yet operational, and this may or may not prove to be successful. Hence this particular progress marker is no longer valid. There are other examples, which taken together show that by definition, 100% fulfilment of the 5-year Strategy is not achievable.

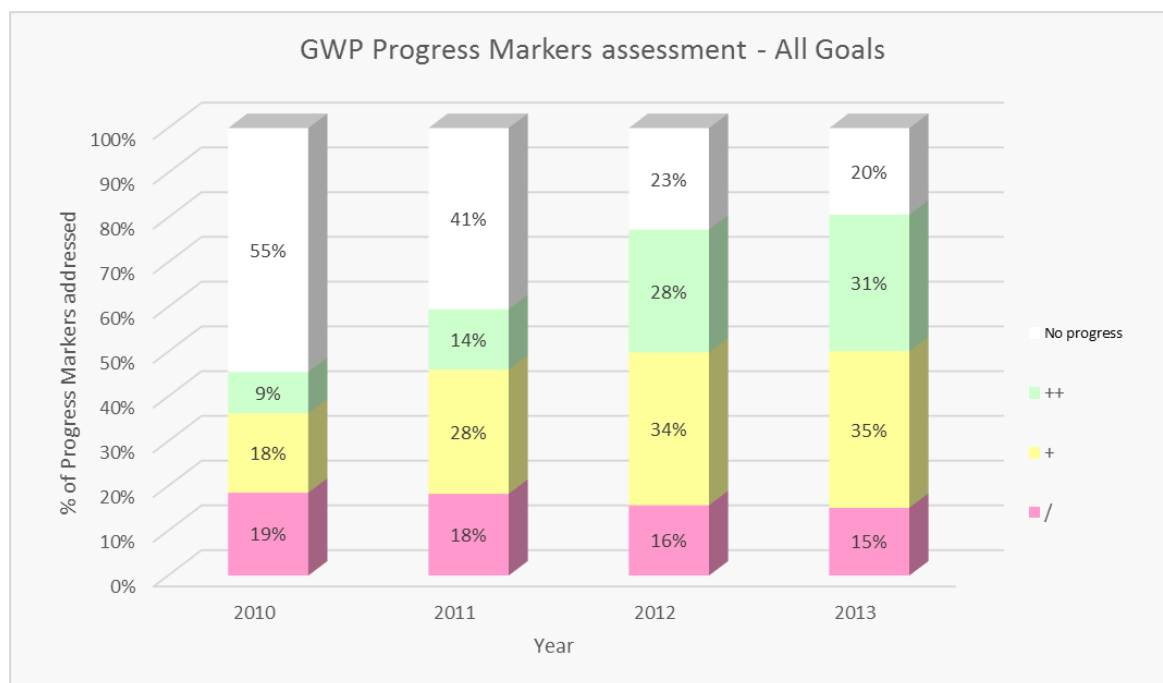
Please refer to the comprehensive 5-year GWP Work Programmes for detailed descriptions of the progress markers for the GWPO Secretariat and each of GWP's 13 Regional Water Partnerships.

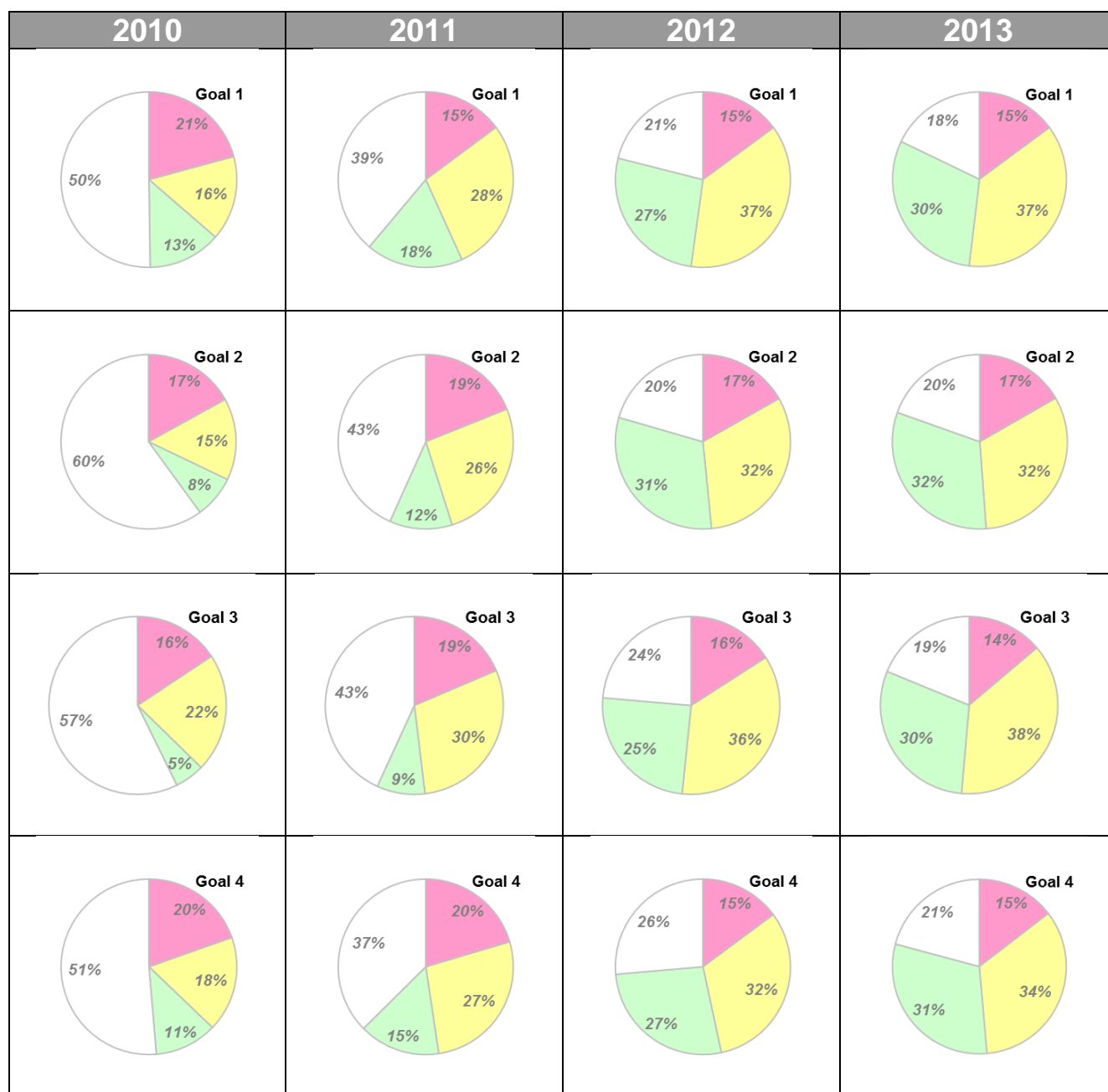
Overall assessment:

There has been an increasing pace of progress in delivering the 2009-2013 GWP Strategy, influencing policy change and addressing outcome challenges globally, regionally and nationally, in the direction of achieving GWP's vision and mission through the 4 Strategic Goals.

The number of progress markers left unaddressed has reduced steadily to 142 in all, across the GWP Network. For Goal 1, for example, while fully half (50%) of all progress markers were still left unaddressed at the end of 2010, this has been reduced to 18% by the end of 2013. As pointed out above, not all Progress Markers defined in 2009 remain valid, so by definition there cannot be 100% fulfilment of each of the four goals.

The proportion of significant changes achieved (shown below in green) has risen steadily to 30% of progress markers under Goal 1, 32% under Goal 2, 30% under Goal 3 and 31% under Goal 4 by the end of 2013. It should be noted however that such a collective assessment needs to be supported by a detailed scrutiny of individual progress markers monitored by each entity within the network.





The statistics below give an overview of GWP activities and outputs in the 18 strategic elements⁸ identified in the GWP Strategy as they are being addressed, based on the number of activities reported for each one (i.e. the number of “hits”) as reported in the GWP Monthly Reports. Note that the first 6 strategic elements fall under Goal 1, the next 4 under Goal 2, 4 under Goal 3 and 4 under Goal 4 of the Strategy.

Overall assessment:

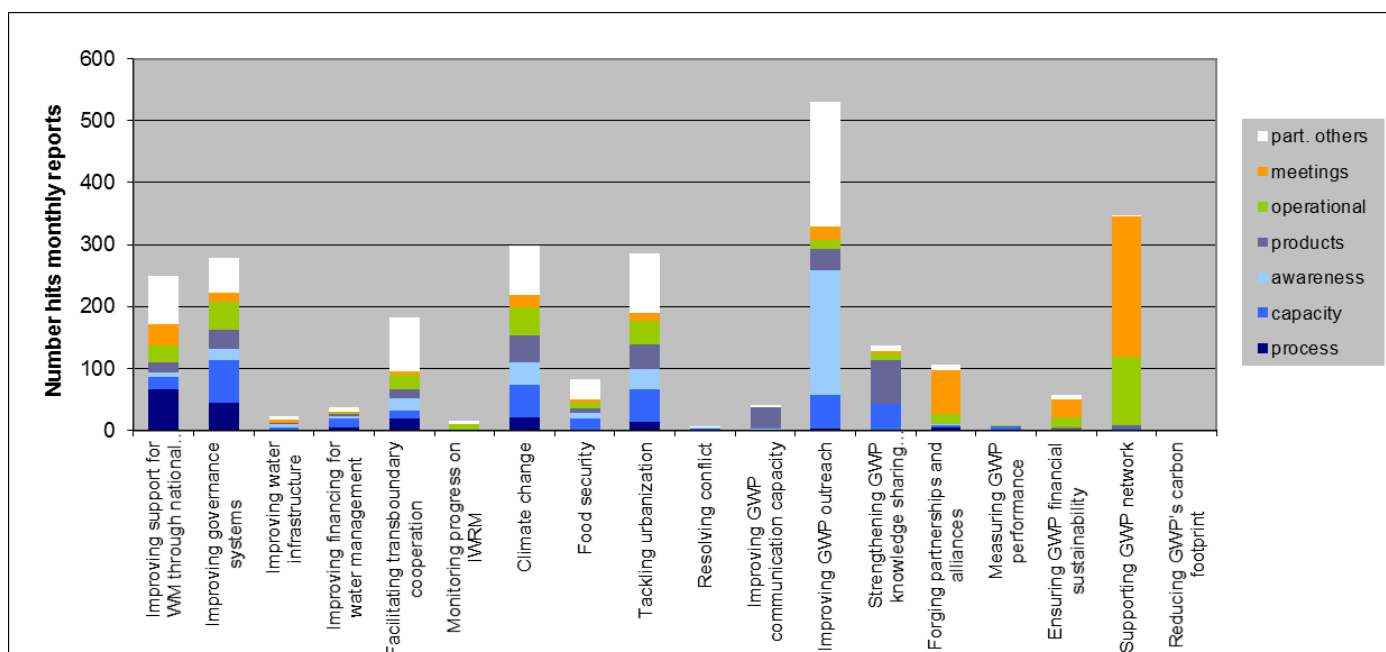
The types of activities vary under each thematic focus area and also from region to region, reflecting regional priorities and varying levels of maturity and capacity to these areas. For example, in both the climate change and financing areas GWP is initiating a range of activities, with an emphasis on capacity building. The five thematic focus areas also have a spin-off to other

⁸ Remark: under the strategic element “tackling urbanization” are recorded a number of different issues (e.g. WSS, environment), which explains the high number of hits.

related strategic elements. Activities under SE 1.1 “improving support for water management through national processes” have increased as climate change adaptation programme initiatives already underway in Africa move into implementation. This programme influences national development plans and financing strategies, which are closely linked to tangible outputs and outcomes in terms of national and regional investments.

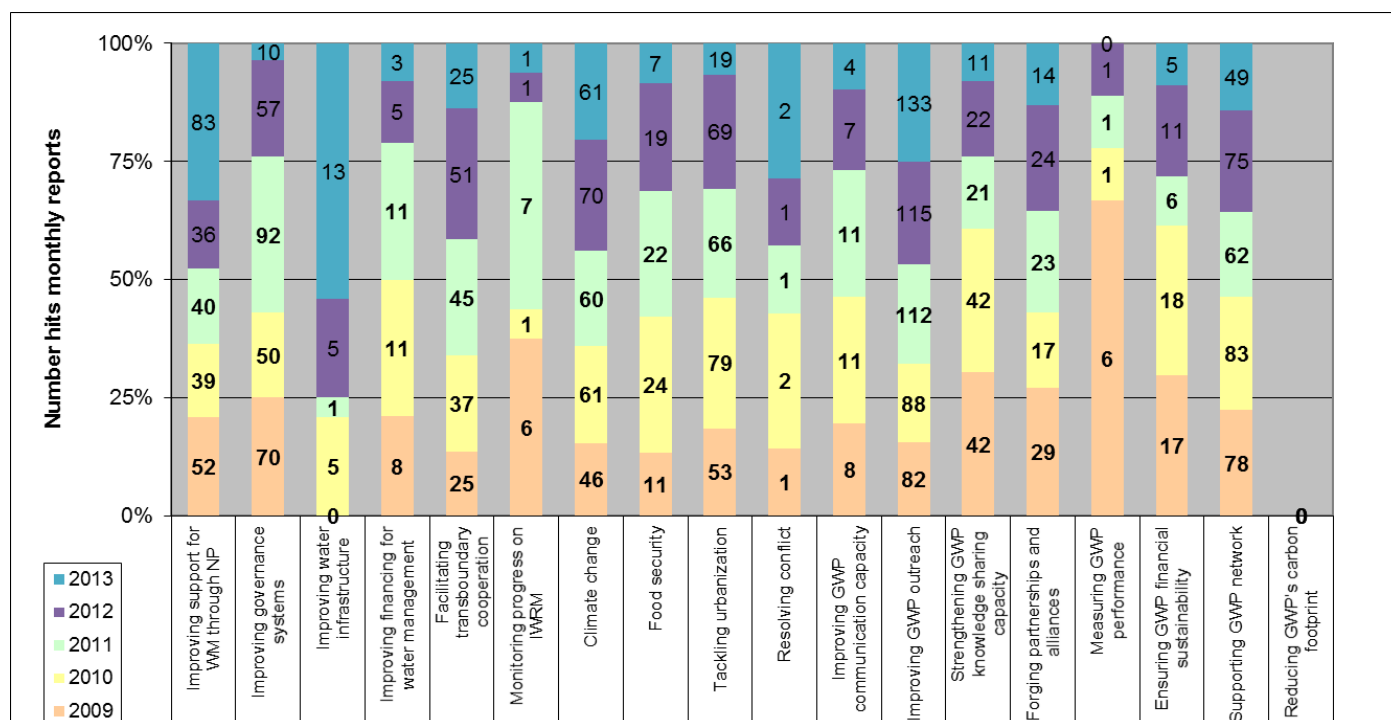
Figure below is a graph showing the total number of occurrences (i.e. hits) reported per strategic element, for GWP as a whole for 2009-2013, split by types of activities:

- Blue (4 shades) represents reports directly associated with outputs/outcomes – due to the types of activities reported for:
 1. process facilitation
 2. capacity building,
 3. awareness raising, and
 4. products;
- Green colour is a mix of operational activities contributing to a larger project purpose;
- Orange colour represents GWP-initiated meetings for advocacy, designing or advancing cooperation with others and for managing/governing the network; and
- White colour represents participation/contribution to events or processes initiated by others.



Activities and outputs for all 18 strategic elements, for GWP as a whole 2009-2013

Figure below shows the number of reported occurrences or hits per year and per strategic element in 2009 through 2013 for GWP as a whole.

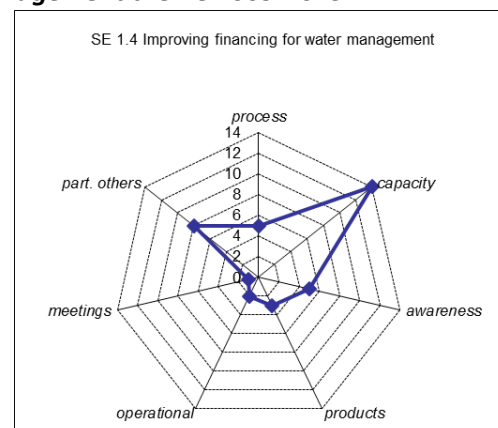
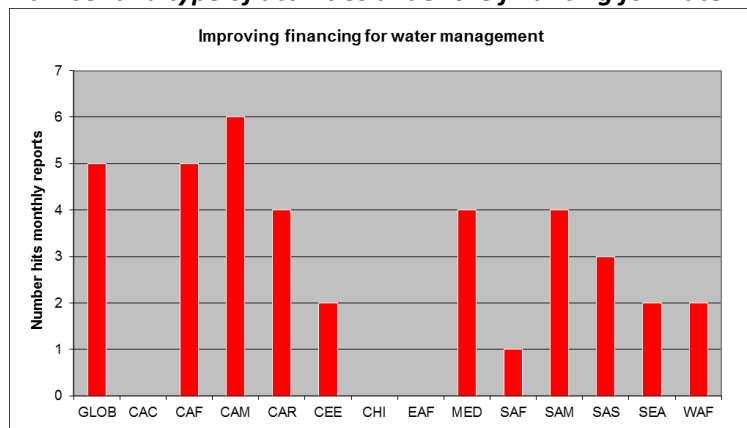


Activities and outputs for all 18 strategic elements, for GWP, showing the number of “hits” per strategic element in each of the 5 years of the current Strategy

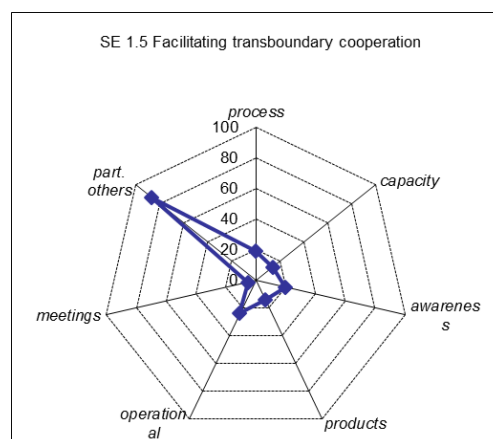
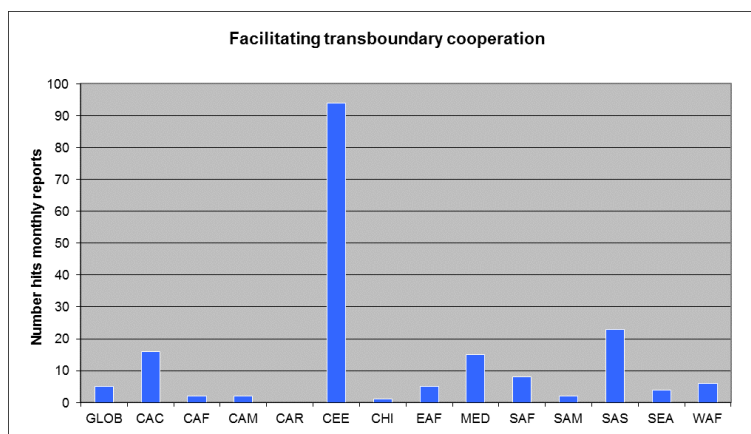
More detailed analysis by theme in the form of spider diagrams are presented below for each of the five thematic focus areas (water financing, transboundary, climate change, food security and urbanization) – the five strategic elements selected out of 18, for special focus in developing and reporting on these key challenges.

These spider diagrams provide an indication of the types of activities conducted within the Network for each of these five thematic areas. It is interesting to note, for example, the different emphasis of the activities in each of these thematic areas reflecting varying levels of maturity and capacity. For example, in the climate change and financing areas GWP is initiating activities particularly through capacity building.

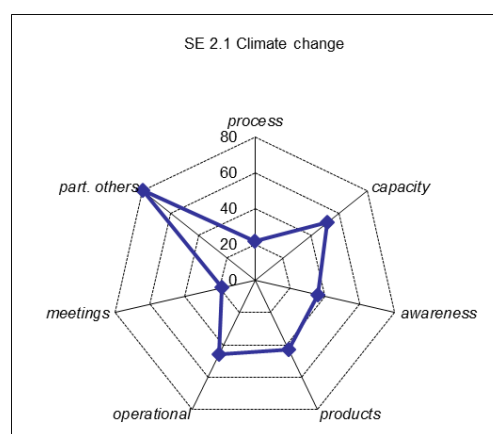
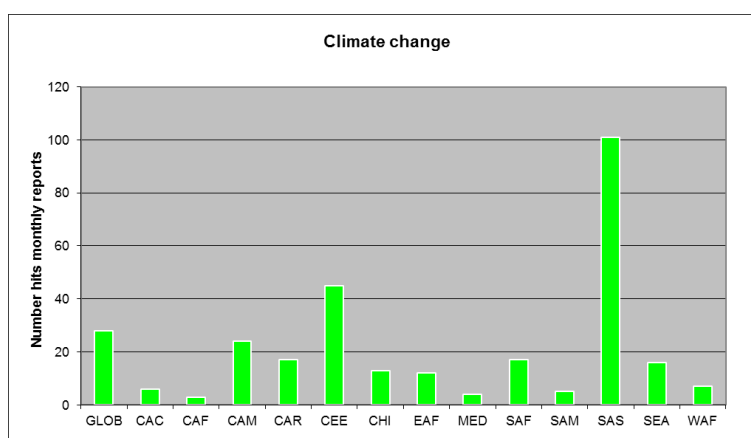
Number and type of activities under the financing for water management theme 2009-2013



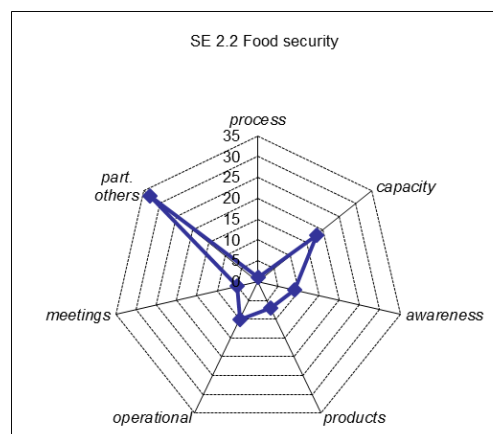
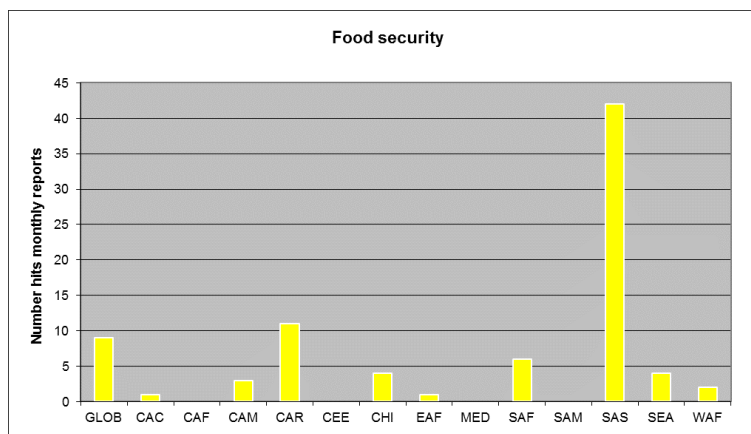
Number and type of activities under the facilitating transboundary cooperation theme 2009-2013



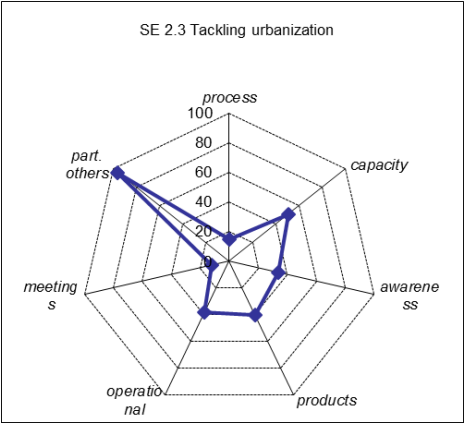
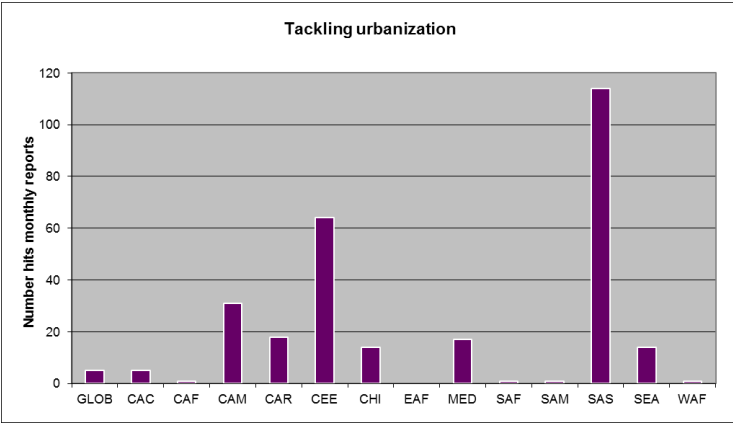
Number and type of activities under the climate change theme 2009-2013



Number and type of activities under the food security theme 2009-2013



Number and type of activities under the tackling urbanisation theme 2009-2013



6. Challenges faced

Over the course of the 2009-2013 Strategy period, GWP has faced a number of challenges in reaching its full potential in delivering results on its vision and mission. Some of these are directly related to GWP operations (e.g. governance structure, organizational capacity) whereas others are dependent on external factors (e.g. socio-political unrest, financial markets). The main challenges identified as well as the solutions implemented are as follows:

- **Governance structure:** The reliance on a Host Institute among the majority of RWPs has in cases resulted in certain restrictions on operations. These include complications in the resolution of financial issues as well as limitations in the opportunities to raise funds locally (see Section 4.4.2, Box 2). GWP's Conditions of Accreditation for the RWPs have been amended, in order to enable and encourage RWPs to establish their own legal entities. Several have now already done so, and others are soon to follow. Some of the RWPs are now also moving to self-hosting, which is being carefully monitored by GWPO and is a new stage in GWP's evolution. The issue will continue to be addressed in the new Strategy period which includes a governance and financial review scheduled in 2014.
- **Lack of capacity in RWPs/CWPs:** There is a clear need to strengthen RWP and particularly CWP capacity. A lack of both human and financial resources limits the ability of the regions to raise funds locally, expand operations and comply with administrative requirements. In particular, the need for rapid expansion of the RWPs/CWPs to manage new projects requires full time staffing and increased capacity on project management skills and resource mobilization. Continued reliance on voluntary contributions from GWP partner organisations is no longer sufficient to maintain functional CWPs as they gradually shift their programmes from advocacy to activity implementation.


GWPO provides ongoing financial management, HR, IT and M&E support to the regions. In addition, the opportunities presented by the WACDEP projects under implementation across all regions are being used to strengthen RWP and CWP capacity. This support is resulting in gradual strengthening of the network capacity at country level including dedicated staff, with an independent local profile, robust governance, and oversight mechanisms coordinated through the GWPO.

- **Linking GWP to the delivery of tangible and beneficial results:** As the GWP network continues to evolve, there is a need to move forward through the achievements and successes of the past 15 years, which are based on advocacy and knowledge sharing, to become more closely identified with the delivery of tangible results that have real and positive benefits for people and communities – i.e. demonstrating direct attribution between the work that is done on the ground and the 'outcomes' that this work was designed to influence. This evolution requires a change in mind-set for some partners within the Network who are still largely focused upon advocacy. Successful programmes which deliver tangible results also fundamentally support GWP's fundraising capabilities across the network.


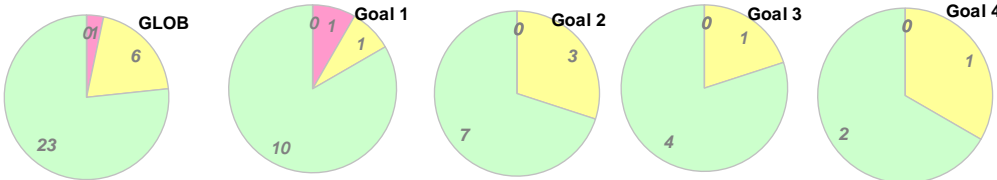
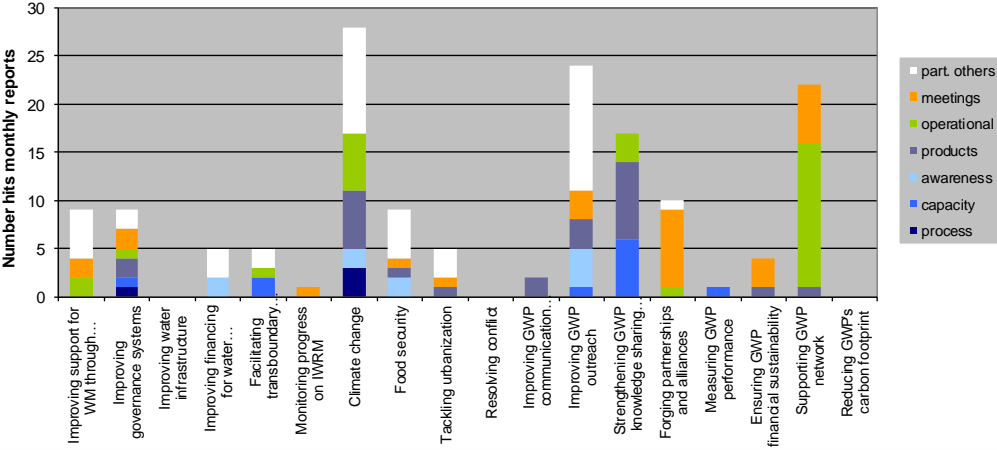
This change in mind-set is being promoted through the development and implementation of global and regional programmes with results frameworks, ensuring clear outputs and outcomes. Notably, the Water and Climate Programmes (WCPs) have matured as an important vehicle for such results delivery. In addition, the further development and evolution of the GWP Work Programme Management systems including the establishment of an RBM logical framework, indicators and numerical targets is enabling increasing links between the organisation's operations and the water governance outcomes that are claimed to result to be made (see Section 4.3.3).

7. Annexes: Summary Datasheets for 2009-2013


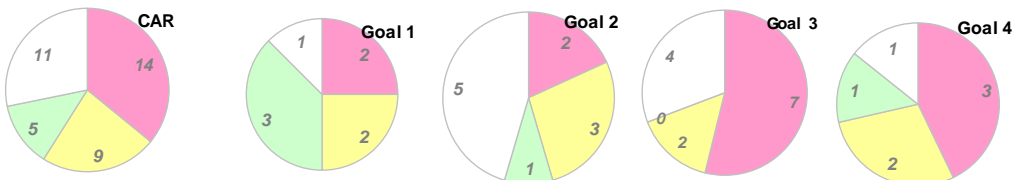
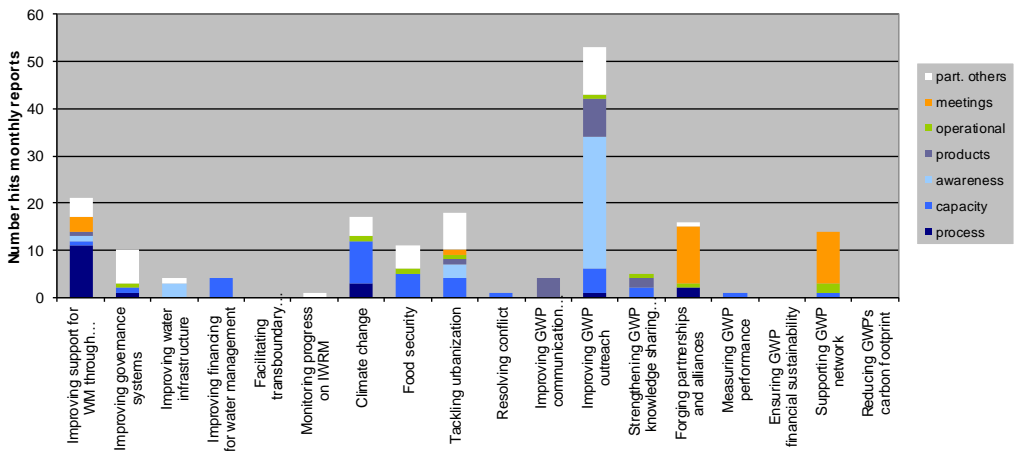
Understanding the Datasheets

		BRIEF EXPLANATIONS RELATING TO THE VARIOUS SECTIONS OF THE DATA SHEET				
IMPACT (Socio-Economic Benefits)		Entity	REG	TB	Country 1	Country 2
	Value Added (proxy €):	This section is meant to capture GWP impact at different scales: whole GWP system, Global level, Regional level (13 regions), Transboundary level, National level.				
	Beneficiaries (NB):					
	Investments (leverage):					
		A robust methodology to assess this impact is yet to be developed.				
	Value Added (proxy €):					
OUTCOMES (Water Governance Systems)		Entity	REG	TB	Country 1	Country 2
	A Policies	This section is meant to capture GWP outcomes at different scales: whole GWP system, Global level, Regional level (13 regions), Transboundary level, National level. The approach used is based on a routine recording of "changes" fostered/influenced by GWP within the "water governance systems" at these levels. The classification of governance elements considered is based on the GWP ToolBox structure (60 governance elements grouped into 14 sub-categories and ultimately in 3 main areas: Policies, Institutional arrangements and Management Instruments).				
	B Institutional roles					
	C Management Instruments					
	Total	The data are collected routinely from all monitoring and project reports. (Work in progress - A thorough check is currently underway)				
PROGRESS MARKERS (Actors influenced)		This section provides a snapshot of progress made at the level considered (GWP, Global or Regional) in terms of fostering changes of GWP Boundary Actors behaviour. These changes are measured against progress markers defined in GWP entities workplans. These Progress Markers are goalposts along the way to addressing Outcome Challenges identified under the 4 Goals of the GWP Strategy. The progress made are thus displayed by goals. The 3 levels assessment scale is explained below.				
	2009-todate					
		The data are collected through an annual Progress Markers Report.				
		Something can be reported about the boundary actor, mostly in terms of connection / interest / participation to GWP activities (10%)				
		A change process is identified while not fully implemented; the discussion of the link to GWP activities is worth reporting (50%)				
OUTPUTS/ACTIVITIES (Proxy)		This section provides a snapshot of activities implemented at the level considered (GWP, Global or Regional). The activities are recorded against themes (18 strategic elements of GWP Strategy grouped under the 4 GWP Goals - see GWP strategy) and against types (7 main types explained below).				
	2009-todate					
		The data are collected through Monthly Reports.				
		Process facilitation	Design / participation to significant planning / reform processes (workshops, drafting documents)			
		Capacity building	Targeted activities with a clear purpose in terms of building capacity (training, forum, dialogue, focused Toolbox training)			
INPUTS (Budgets)		Awareness raising	General activities designed for raising awareness of larger public (world water days, exhibition etc)			
		Knowledge products	Publications and other products (lectures, books, website, newsletters etc)			
		Operational management	Programme implementation activities (meetings of project management groups, technical advisory groups)			
		Alliance building	Meetings initiated by GWP for advocacy, designing or advancing a cooperation with partners (liaising with development banks, RECs, RBOs etc)			
		Overall support water agenda	Participation / contribution to activities or processes initiated by others (e.g. world water forum, world water week, UN processes)			
2009-todate		Entity	REG	TB	Country 1	Country 2
	Budget (€):	This section is meant to capture the budgets invested in GWP at different levels. The budgets can be raised at different levels (global, regional, national, local) and can be tied or untied. The amount of globally raised untied funds allocated to GWP regions annually is 200,000€.				
	Budget (€):					


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Progress Report (elements)		Global										
IMPACT (Socio-Economic Benefits)		Global										
	Value Added (proxy €):											
	Beneficiaries (NB):											
	Investments (leverage):											
	Value Added (proxy €):											
OUTCOMES (Water Governance Systems)		Global										
	A Policies	7										
	B Institutional roles	5										
	C Management Instruments	5										
	Total	17										
Cummulative	A Policies											
	B Institutional roles											
	C Management Instruments											
	Total											
PROGRESS MARKERS (Actors influenced)												
	2009-todate											
			Something can be reported about the boundary actor, mostly in terms of connection / interest / participation to GWP activities (10%)									
			A change process is identified while not fully implemented; the discussion of the link to GWP activities is worth reporting (50%)									
			A significant change can be reported; the discussion of the different influences/ processes leading to this change is worth reporting, including the link to GWP activities (90%)									
OUTPUTS/ACTIVITIES (Proxy)												
	2009-todate											
INPUTS (Budgets)		Global										
	Budget (€):											
	2009-todate											
	Budget (€):											


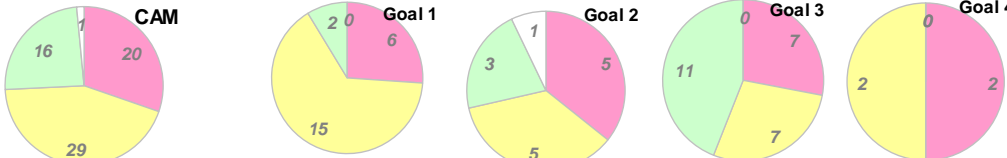
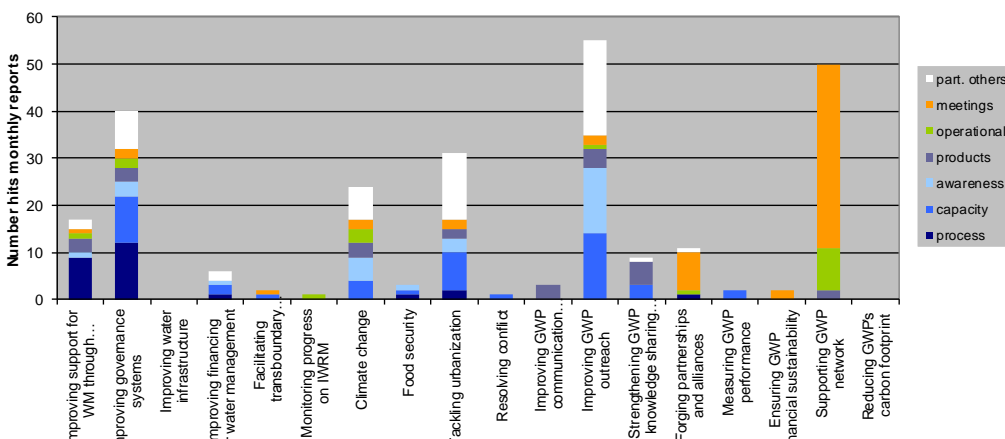
GWP Summary Progress Review for 2009-2013

Progress Report (elements)		Caribbean									
IMPACT (Socio-Economic Benefits)		CAR	REG	TB	Barbados	Grenada	Union Island, St. Vincent and the Grenadines				
	Value Added (proxy €):										
	Beneficiaries (NB):										
	Investments (leverage):										
	Value Added (proxy €):										
OUTCOMES (Water Governance Systems)		CAR	REG	TB	Barbados	Grenada	Jamaica	St Kitts & Nevis	Suriname	Trinidad and Tobago	Union Island
	A Policies	4	2	0	0	2	0	0	0	0	0
	B Institutional roles	5	1	0	0	0	0	1	1	1	0
	C Management Instruments	7	0	0	1	2	0	0	0	1	1
	Cumulative Total	16	3	0	1	4	1	1	1	2	1
PROGRESS MARKERS (Actors influenced)											
	A Policies										
	B Institutional roles										
	C Management Instruments										
	Total										
2009-todate											
	Something can be reported about the boundary actor, mostly in terms of connection / interest / participation to GWP activities (10%)	/									
	A change process is identified while not fully implemented; the discussion of the link to GWP activities is worth reporting (50%)	+									
	A significant change can be reported; the discussion of the different influences/ processes leading to this change is worth reporting, including the link to GWP activities (90%)	++									
OUTPUTS/ACTIVITIES (Proxy)											
	2009-todate										
INPUTS (Budgets)		CAR	REG	TB	Barbados	Grenada	Union Island, St. Vincent and the Grenadines				
	Budget (€):	820 000									
	Budget (€):										

GWP Summary Progress Review for 2009-2013

Progress Report (elements)		Central Africa							
IMPACT (Socio-Economic Benefits)		CAF	REG	TB	Cameroon	Central Africa	Congo	Congo, De Sao Tome & Principe	
	Value Added (proxy €):								
	Beneficiaries (NB):								
	Investments (leverage):								
	Value Added (proxy €):								
	Beneficiaries (NB):								
Investments (leverage):									
OUTCOMES (Water Governance Systems)		CAF	REG	TB	Cameroon	Central Africa	Congo	Congo, De Sao Tome & Principe	
	A Policies	4	3	0	1	0	0	0	0
	B Institutional roles	3	2	0	1	0	0	0	0
	C Management Instruments	8	2	2	4	0	0	0	0
	Total	15	7	2	6	0	0	0	0
	A Policies								
	B Institutional roles								
	C Management Instruments								
	Total								
	PROGRESS MARKERS (Actors influenced)	<div><div>2009-todate</div><div><div>CAF</div><div>Goal 1</div><div>Goal 2</div><div>Goal 3</div><div>Goal 4</div></div></div> <div><div>Something can be reported about the boundary actor, mostly in terms of connection / interest / participation to GWP activities (10%)</div><div>A change process is identified while not fully implemented; the discussion of the link to GWP activities is worth reporting (50%)</div><div>A significant change can be reported; the discussion of the different influences/ processes leading to this change is worth reporting, including the link to GWP activities (90%)</div></div> <div><div>/</div><div>+</div><div>++</div></div>							
OUTPUTS/ACTIVITIES (Proxy)	2009-todate	<div><div><div>Number hits monthly reports</div><div><div>9</div><div>8</div><div>7</div><div>6</div><div>5</div><div>4</div><div>3</div><div>2</div><div>1</div><div>0</div></div><div><div>Improving support for WM through...</div><div>Improving governance systems</div><div>Improving water infrastructure</div><div>Improving financing for water management</div><div>Facilitating transboundary...</div><div>Monitoring progress on IWRM</div><div>Climate change</div><div>Food security</div><div>Tackling urbanization</div><div>Resolving conflict</div><div>Improving GWP communication...</div><div>Improving GWP outreach</div><div>Strengthening GWP knowledge sharing...</div><div>Forging partnerships and alliances</div><div>Measuring GWP performance</div><div>Ensuring GWP financial sustainability</div><div>Supporting GWP network</div><div>Reducing GWP's carbon footprint</div></div><div><div>part. others</div><div>meetings</div><div>operational</div><div>products</div><div>awareness</div><div>capacity</div><div>process</div></div></div></div>							
	INPUTS (Budgets)	CAF	REG	TB	Cameroon	Central Africa	Congo	Congo, De Sao Tome & Principe	
	Budget (€):	1 000 000							
	2009-todate								
	Budget (€):								



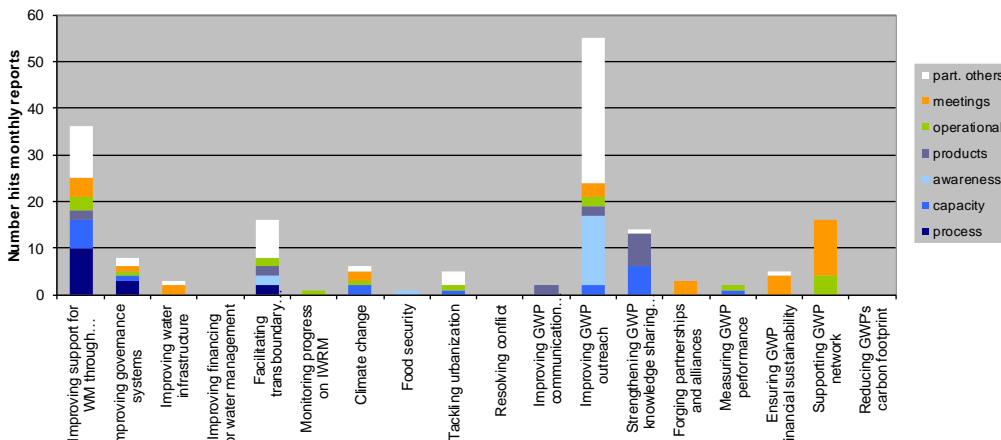
GWP Summary Progress Review for 2009-2013

Progress Report (elements)		Central America									
IMPACT (Socio-Economic Benefits)		CAM	REG	TB	Costa Ric: El SalvadoGuatemalHondurasNicaraguaPanama						
	Value Added (proxy €):										
	Beneficiaries (NB):										
	Investments (leverage):										
	Value Added (proxy €):										
OUTCOMES (Water Governance Systems)		CAM	REG	TB	Costa Ric: El SalvadoGuatemalHondurasNicaraguaPanama						
	A Policies	13	4	0	2	1	4	1	1	0	
	B Institutional roles	6	1	0	1	1	1	1	1	0	
	C Management Instruments	8	0	0	2	0	1	2	0	3	
	Cumulative										
	Total	27	5	0	5	2	6	4	2	3	
PROGRESS MARKERS (Actors influenced)											
	A Policies										
	B Institutional roles										
	C Management Instruments										
	Total										
2009-todate											
	Something can be reported about the boundary actor, mostly in terms of connection / interest / participation to GWP activities (10%)	/									
	A change process is identified while not fully implemented; the discussion of the link to GWP activities is worth reporting (50%)	+									
	A significant change can be reported; the discussion of the different influences/ processes leading to this change is worth reporting, including the link to GWP activities (90%)	++									
OUTPUTS/ACTIVITIES (Proxy)											
	2009-todate										
INPUTS (Budgets)		CAM	REG	TB	Costa Ric: El SalvadoGuatemalHondurasNicaraguaPanama						
	Budget (€):	1 000 000									
2009-todate	Budget (€):										


GWP Summary Progress Review for 2009-2013

Progress Report (elements)		Central & Eastern Europe									
IMPACT (Socio-Economic Benefits)		CEE	REG	TB	Bulgaria	Czech Rej	Estonia	Hungary	Latvia	Lithuania	Moldova, Re
	Value Added (proxy €):										
	Beneficiaries (NB):										
	Investments (leverage):										
		Poland	Romania	Slovakia	Slovenia	Ukraine					
	Value Added (proxy €):										
OUTCOMES (Water Governance Systems)		CEE	REG	TB	Bulgaria	Czech Rej	Estonia	Hungary	Latvia	Lithuania	Moldova, Re
	A Policies	4	1	0	2	0	0	0	0	0	1
	B Institutional roles	8	1	1	3	0	0	0	0	0	1
	C Management Instruments	15	3	0	1	0	1	1	1	0	6
	Total	27	5	1	6	0	1	1	1	0	8
		Poland	Romania	Slovakia	Slovenia	Ukraine					
	A Policies	0	0	0	0	0					
	B Institutional roles	0	0	0	0	2					
	C Management Instruments	0	0	0	1	1					
	Total	0	0	0	1	3					
PROGRESS MARKERS (Actors influenced)	2009-todate										
		Something can be reported about the boundary actor, mostly in terms of connection / interest / participation to GWP activities (10%)									
		A change process is identified while not fully implemented; the discussion of the link to GWP activities is worth reporting (50%)									
		A significant change can be reported; the discussion of the different influences/ processes leading to this change is worth reporting, including the link to GWP activities (90%)									
OUTPUTS/ACTIVITIES (Proxy)	2009-todate										
INPUTS (Budgets)		CEE	REG	TB	Bulgaria	Czech Rej	Estonia	Hungary	Latvia	Lithuania	Moldova, Re
	Budget (€):	1 000 000									
		Poland	Romania	Slovakia	Slovenia	Ukraine					
	Budget (€):										


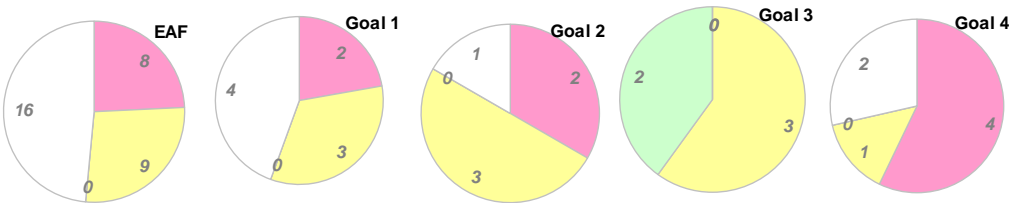
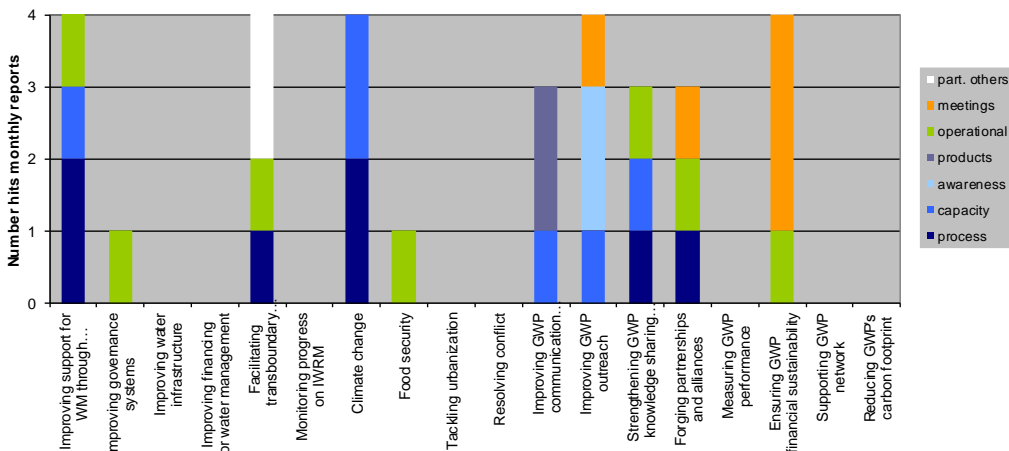
GWP Summary Progress Review for 2009-2013

Progress Report (elements)		Caucasus & Central Asia								
IMPACT (Socio-Economic Benefits)		CAC	REG	TB	Armenia	Georgia	Kazakhstan	Kyrgyzstan	Tajikistan	Uzbekistan
	Value Added (proxy €):									
	Beneficiaries (NB):									
	Investments (leverage):									
	Value Added (proxy €):									
OUTCOMES (Water Governance Systems)		CAC	REG	TB	Armenia	Georgia	Kazakhstan	Kyrgyzstan	Tajikistan	Uzbekistan
	A Policies	6	0	0	1	0	2	1	1	1
	B Institutional roles	0	0	0	0	0	0	0	0	0
	C Management Instruments	5	4	0	0	0	1	0	0	0
	Total	11	4	0	1	0	3	1	1	1
PROGRESS MARKERS (Actors influenced)										
	A Policies									
	B Institutional roles									
	C Management Instruments									
	Total									
2009-todate										
	Something can be reported about the boundary actor, mostly in terms of connection / interest / participation to GWP activities (10%)									
	A change process is identified while not fully implemented; the discussion of the link to GWP activities is worth reporting (50%)									
	A significant change can be reported; the discussion of the different influences/ processes leading to this change is worth reporting, including the link to GWP activities (90%)									
2009-todate										
INPUTS (Budgets)		CAC	REG	TB	Armenia	Georgia	Kazakhstan	Kyrgyzstan	Uzbekistan	
	Budget (€):	1 000 000								
2009-todate	Budget (€):									



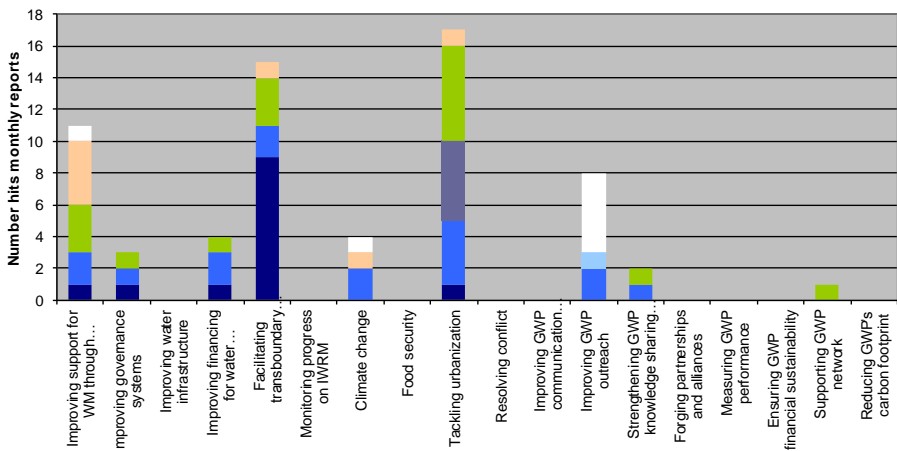
GWP Summary Progress Review for 2009-2013

Progress Report (elements)		China			
IMPACT (Socio-Economic Benefits)		CHI	REG	TB	China
	Value Added (proxy €):				
	Beneficiaries (NB):				
	Investments (leverage):				
	Value Added (proxy €):				
	Beneficiaries (NB):				
Investments (leverage):					
OUTCOMES (Water Governance Systems)		CHI	REG	TB	China
	A Policies	3	0	0	3
	B Institutional roles	2	0	0	2
	C Management Instruments	1	0	0	1
	Cumulative				
	Total	6	0	0	6
	A Policies				
	B Institutional roles				
	C Management Instruments				
Total					
PROGRESS MARKERS (Actors influenced)					
	2009-todate				
OUTPUTS/ACTIVITIES (Proxy)					
	2009-todate				
INPUTS (Budgets)		CHI	REG	TB	China
	Budget (€):	1 000 000			
	2009-todate				
	Budget (€):				



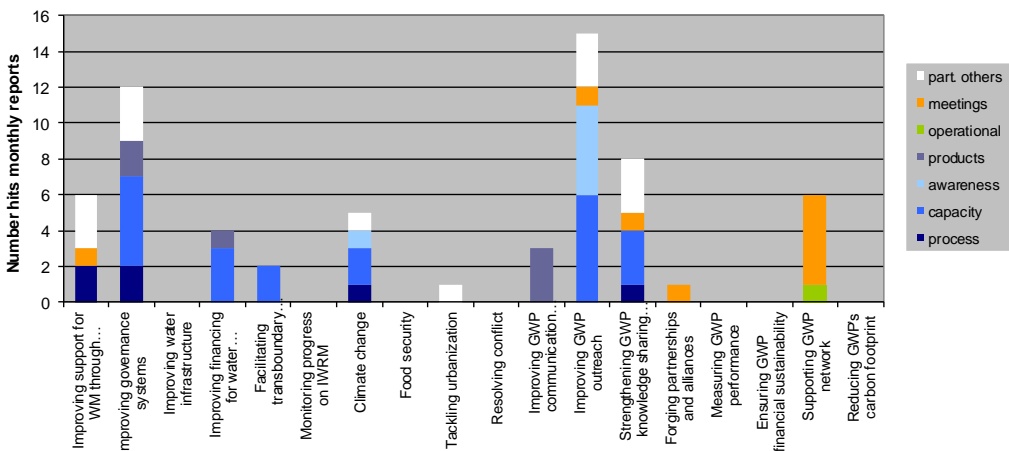
GWP Summary Progress Review for 2009-2013

Progress Report (elements)		Eastern Africa									
IMPACT (Socio-Economic Benefits)		EA	REG	TB	Burundi	Eritrea	Ethiopia	Kenya	Rwanda	Sudan	Uganda
	Value Added (proxy €):										
	Beneficiaries (NB):										
	Investments (leverage):										
	Value Added (proxy €):										
OUTCOMES (Water Governance Systems)		EA	REG	TB	Burundi	Eritrea	Ethiopia	Kenya	Rwanda	Sudan	Uganda
	A Policies	2	0	0	1	1	0	0	0	0	0
	B Institutional roles	2	0	0	1	0	0	0	0	0	1
	C Management Instruments	7	0	0	1	3	1	2	0	0	0
	Cumulative										
	Total	11	0	0	3	4	1	2	0	0	1
PROGRESS MARKERS (Actors influenced)											
	A Policies										
	B Institutional roles										
	C Management Instruments										
	Cumulative										
	Total										
2009-todate											
	Something can be reported about the boundary actor, mostly in terms of connection / interest / participation to GWP activities (10%)										
	A change process is identified while not fully implemented; the discussion of the link to GWP activities is worth reporting (50%)										
	A significant change can be reported; the discussion of the different influences/ processes leading to this change is worth reporting, including the link to GWP activities (90%)										
2009-todate											
2009-todate		EA	REG	TB	Burundi	Eritrea	Ethiopia	Kenya	Rwanda	Sudan	Uganda
	Budget (€):	1 000 000									
	Budget (€):										


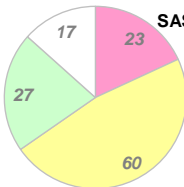




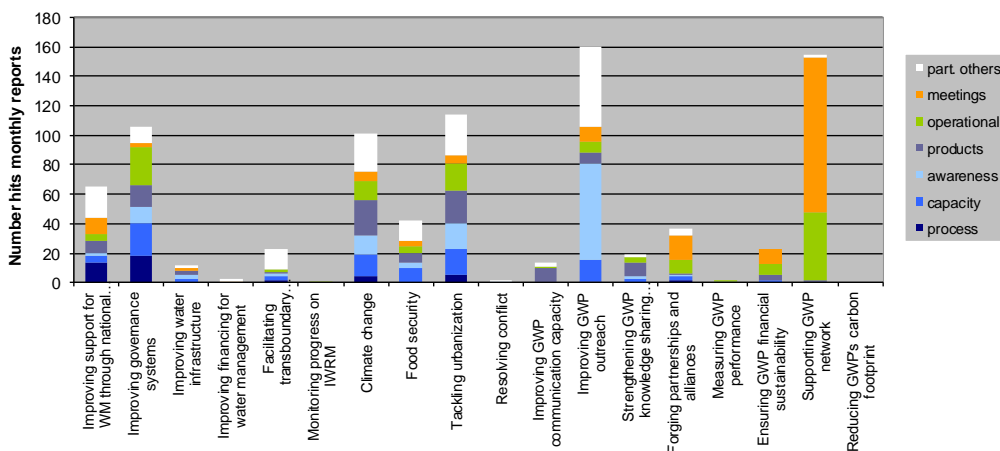
GWP Summary Progress Review for 2009-2013

Progress Report (elements)		Mediterranean									
IMPACT (Socio-Economic Benefits)		MED	REG	TB	Egypt	Morocco					
	Value Added (proxy €):										
	Beneficiaries (NB):										
	Investments (leverage):										
	Value Added (proxy €):										
OUTCOMES (Water Governance Systems)		MED	REG	TB	Egypt	Lebanon	Morocco	Tunisia			
	A Policies	3	2	0	0	0	1	0			
	B Institutional roles	6	2	4	0	0	0	0			
	C Management Instruments	8	3	1	1	1	0	1			
	Cumulative										
	Total	17	7	5	1	1	1	1			
PROGRESS MARKERS (Actors influenced)											
	A Policies										
	B Institutional roles										
	C Management Instruments										
	Cumulative										
	Total										
2009-todate											
	Something can be reported about the boundary actor, mostly in terms of connection / interest / participation to GWP activities (10%)	/									
	A change process is identified while not fully implemented; the discussion of the link to GWP activities is worth reporting (50%)	+									
	A significant change can be reported; the discussion of the different influences/ processes leading to this change is worth reporting, including the link to GWP activities (90%)	++									
OUTPUTS/ACTIVITIES (Proxy)											
	2009-todate										
INPUTS (Budgets)		MED	REG	TB	Egypt	Morocco					
	Budget (€):	1 000 000									
	2009-todate										
	Budget (€):										


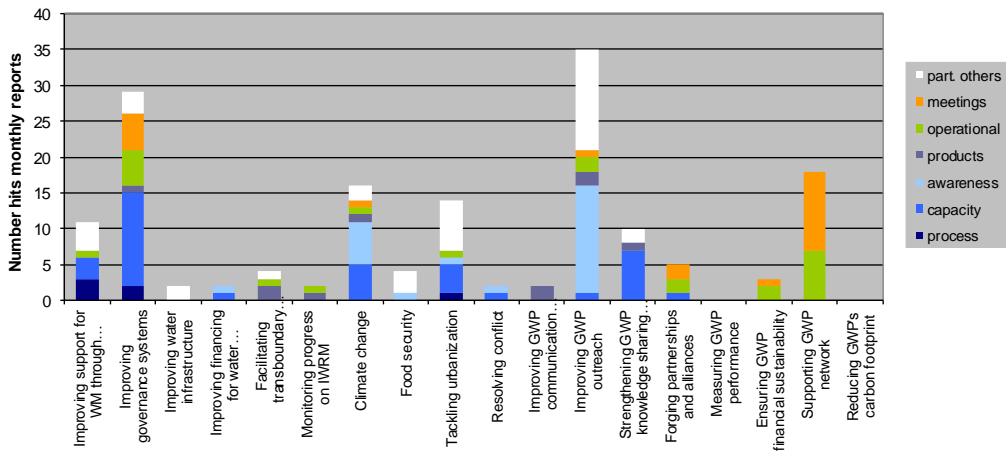
GWP Summary Progress Review for 2009-2013

Progress Report (elements)		South America								
IMPACT (Socio-Economic Benefits)		SAM	REG	TB	Argentina	Brazil	Peru	Uruguay	Venezuela	
	Value Added (proxy €):									
	Beneficiaries (NB):									
	Investments (leverage):									
	Value Added (proxy €):									
OUTCOMES (Water Governance Systems)		SAM	REG	TB	Argentina	Brazil	Chile	Peru	Uruguay	Venezuela
	A Policies	3	0	0	1	0	1	0	0	1
	B Institutional roles	4	0	0	0	1	1	2	0	0
	C Management Instruments	2	0	0	0	0	0	2	0	0
	Cumulative Total	9	0	0	1	1	2	4	0	1
PROGRESS MARKERS (Actors influenced)										
	A Policies									
	B Institutional roles									
	C Management Instruments									
	Total									
2009-todate										
	Something can be reported about the boundary actor, mostly in terms of connection / interest / participation to GWP activities (10%)									
	A change process is identified while not fully implemented; the discussion of the link to GWP activities is worth reporting (50%)									
	A significant change can be reported; the discussion of the different influences/ processes leading to this change is worth reporting, including the link to GWP activities (90%)									
2009-todate										
INPUTS (Budgets)		SAM	REG	TB	Argentina	Brazil	Peru	Uruguay	Venezuela	
	Budget (€):	1 000 000								
2009-todate	Budget (€):									



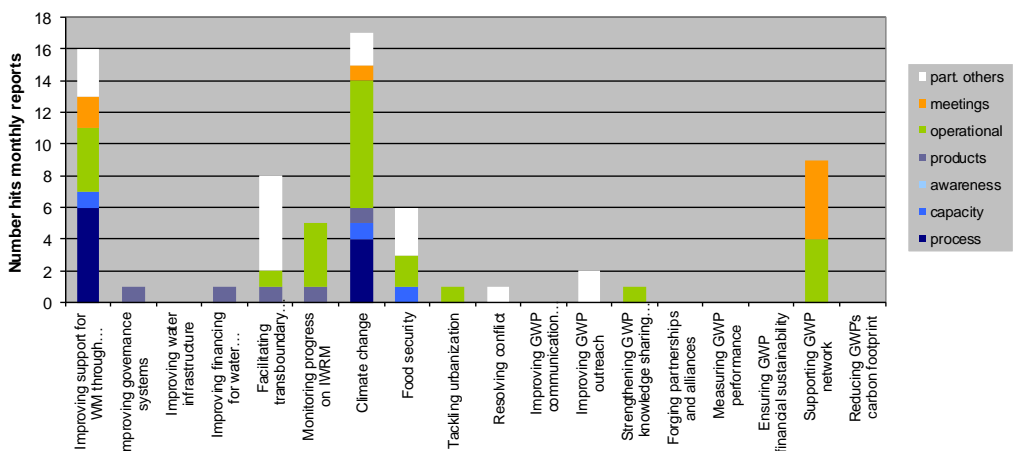
GWP Summary Progress Review for 2009-2013

Progress Report (elements)		South Asia										
IMPACT (Socio-Economic Benefits)		SAS	REG	TB	Banglade:	Bhutan	India	Maldives	Nepal	Pakistan	Sri Lanka	
	Value Added (proxy €):											
	Beneficiaries (NB):											
	Investments (leverage):											
	Value Added (proxy €):											
	Beneficiaries (NB):											
	Investments (leverage):											
OUTCOMES (Water Governance Systems)		SAS	REG	TB	Banglade:	Bhutan	India	Maldives	Nepal	Pakistan	Sri Lanka	
	A Policies	10	0	0	1	1	3	0	3	2	0	
	B Institutional roles	42	0	0	7	1	16	0	4	10	4	
	C Management Instruments	10	0	0	2	0	3	0	1	3	1	
	Cumulative											
		Total	62	0	0	10	2	22	0	8	15	5
	A Policies											
	B Institutional roles											
	C Management Instruments											
	Total											
PROGRESS MARKERS (Actors influenced)												
2009-todate	<div><div><p>SA:</p></div><div><p>Goal 1</p></div><div><p>Goal 2</p></div><div><p>Goal 3</p></div><div><p>Goal 4</p></div></div>											
	Something can be reported about the boundary actor, mostly in terms of connection / interest / participation to GWP activities (10%)										/	
	A change process is identified while not fully implemented; the discussion of the link to GWP activities is worth reporting (50%)										+	
	A significant change can be reported; the discussion of the different influences/ processes leading to this change is worth reporting, including the link to GWP activities (90%)										++	
OUTPUTS/ACTIVITIES (Proxy)												
2009-todate												
INPUTS (Budgets)												
		SAS	REG	TB	Banglade:	Bhutan	India	Maldives	Nepal	Pakistan	Sri Lanka	
	Budget (€):	1 000 000										
2009-todate												
	Budget (€):											


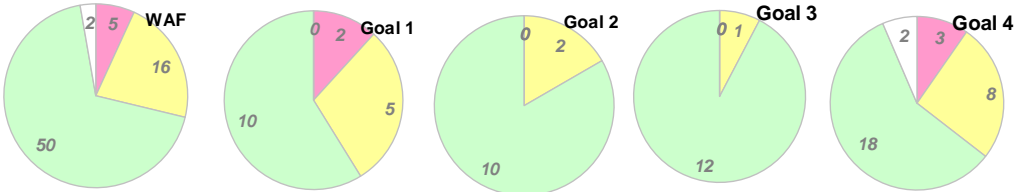
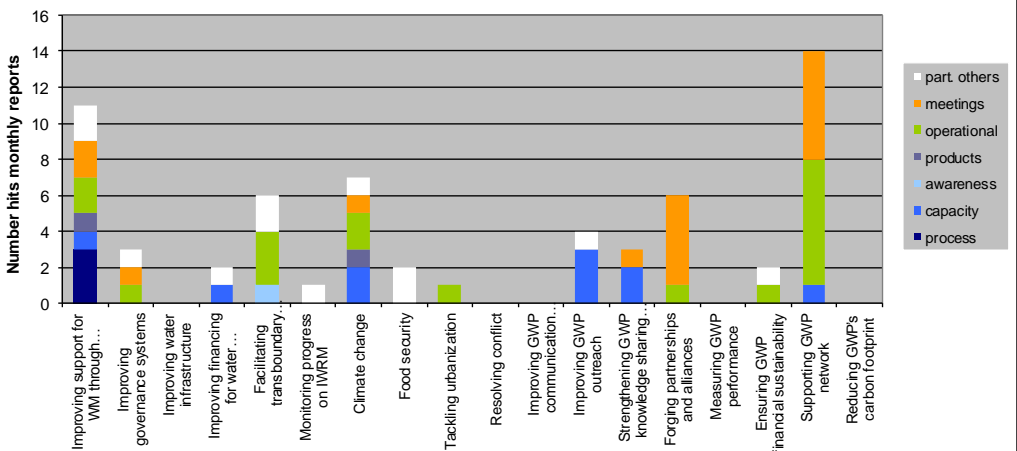
GWP Summary Progress Review for 2009-2013

Progress Report (elements)		Southeast Asia											
IMPACT (Socio-Economic Benefits)		SEA	REG	TB	Cambodia	Indonesia	Malaysia	Myanmar	Philippine	Thailand	Viet Nam		
	Value Added (proxy €):												
	Beneficiaries (NB):												
	Investments (leverage):												
	Value Added (proxy €):												
	Beneficiaries (NB):												
	Investments (leverage):												
OUTCOMES (Water Governance Systems)		SEA	REG	TB	Cambodia	Indonesia	Malaysia	Myanmar	Philippine	Thailand	Viet Nam		
	A Policies	11	1	0	2	2	1	0	1	1	3		
	B Institutional roles	8	1	0	0	0	3	0	1	2	1		
	C Management Instruments	4	1	0	0	1	0	0	1	1	0		
	Total	23	3	0	2	3	4	0	3	4	4		
		Lao PDR											
	A Policies	1											
	B Institutional roles												
	C Management Instruments												
	Total												
PROGRESS MARKERS (Actors influenced)													
	2009-todate	<div><div><div><div>SEA</div><div><div><div>6</div><div>3</div><div>7</div><div>16</div></div></div></div></div><div><div><div>Goal 2</div><div><div><div>0</div><div>1</div><div>2</div><div>2</div></div></div></div></div><div><div><div>Goal 3</div><div><div><div>0</div><div>2</div><div>6</div></div></div></div></div><div><div><div>Goal 1</div><div><div><div>1</div><div>1</div><div>4</div><div>3</div></div></div></div></div><div><div><div>Goal 4</div><div><div><div>3</div><div>1</div><div>1</div><div>5</div></div></div></div></div></div> <div>Something can be reported about the boundary actor, mostly in terms of connection / interest / participation to GWP activities (10%)</div> <div>A change process is identified while not fully implemented; the discussion of the link to GWP activities is worth reporting (50%)</div> <div>A significant change can be reported; the discussion of the different influences/ processes leading to this change is worth reporting, including the link to GWP activities (90%)</div> <div><div>/</div><div>+</div><div>++</div></div>											
	OUTPUTS/ACTIVITIES (Proxy)												
		2009-todate	<div><div><div><div><div>part others</div><div>meetings</div><div>operational</div><div>products</div><div>awareness</div><div>capacity</div><div>process</div></div><div></div></div></div></div>										
		INPUTS (Budgets)		SEA	REG	TB	Cambodia	Indonesia	Malaysia	Myanmar	Philippine	Thailand	Viet Nam
			Budget (€):	1 000 000									
			Budget (€):										
2009-todate													

GWP Summary Progress Review for 2009-2013

Progress Report (elements)		Southern Africa									
IMPACT (Socio-Economic Benefits)		SAF	REG	TB	Angola	Botswana	Lesotho	Malawi	Mozambique	Namibia	South Africa
	Value Added (proxy €):										
	Beneficiaries (NB):										
	Investments (leverage):										
		Swaziland Tanzania, Zambia			Zimbabwe						
	Value Added (proxy €):										
OUTCOMES (Water Governance Systems)		SAF	REG	TB	Angola	Botswana	Lesotho	Malawi	Mozambique	Namibia	South Africa
	A Policies	11	3	0	0	1	0	1	1	0	0
	B Institutional roles	4	2	0	0	0	0	0	0	0	0
	C Management Instruments	21	1	0	1	5	0	3	2	1	1
	Total	36	6	0	1	6	0	4	3	1	1
		Swaziland Tanzania, Zambia			Zimbabwe						
Cumulative	A Policies	2	0	2	1						
	B Institutional roles	0	0	2	0						
	C Management Instruments	2	0	4	1						
	Total	4	0	8	2						
PROGRESS MARKERS (Actors influenced)											
2009-todate											
	Something can be reported about the boundary actor, mostly in terms of connection / interest / participation to GWP activities (10%)										/
	A change process is identified while not fully implemented; the discussion of the link to GWP activities is worth reporting (50%)										+
	A significant change can be reported; the discussion of the different influences/ processes leading to this change is worth reporting, including the link to GWP activities (90%)										++
OUTPUTS/ACTIVITIES (Proxy)											
2009-todate											
INPUTS (Budgets)		SAF	REG	TB	Angola	Botswana	Lesotho	Malawi	Mozambique	Namibia	South Africa
	Budget (€):	1 000 000									
2009-todate		Swaziland Tanzania, Zambia			Zimbabwe						
	Budget (€):										

GWP Summary Progress Review for 2009-2013

Progress Report (elements)	West Africa										
IMPACT (Socio-Economic Benefits)		WAF	REG	TB	Benin	Burkina F.	Cape Ver.	Cote d'Iv.	Gambia	Ghana	Guinea
	Value Added (proxy €):										
	Beneficiaries (NB):										
	Investments (leverage):										
		Guinea-Bi	Liberia	Mali	Mauritani	Niger	Nigeria	Senegal	Sierra Le	Togo	
	Value Added (proxy €):										
OUTCOMES (Water Governance Systems)		WAF	REG	TB	Benin	Burkina F.	Cape Ver.	Cote d'Iv.	Gambia	Ghana	Guinea
	A Policies	11	4	0	2	0	1	1	1	0	0
	B Institutional roles	4	1	0	2	0	0	0	0	0	1
	C Management Instruments	24	1	0	4	0	4	1	2	0	2
	Total	39	6	0	8	0	5	2	3	0	3
		Guinea-Bi	Liberia	Mali	Mauritani	Niger	Nigeria	Senegal	Sierra Le	Togo	
PROGRESS MARKERS (Actors influenced)		WAF	REG	TB	Benin	Burkina F.	Cape Ver.	Cote d'Iv.	Gambia	Ghana	Guinea
	A Policies	0	0	0	0	1	0	0	0	1	
	B Institutional roles	0	0	0	0	0	0	0	0	0	
	C Management Instruments	1	2	3	0	0	0	1	1	2	
	Total	1	2	3	0	1	0	1	1	3	
		Guinea-Bi	Liberia	Mali	Mauritani	Niger	Nigeria	Senegal	Sierra Le	Togo	
2009-todate											
	Something can be reported about the boundary actor, mostly in terms of connection / interest / participation to GWP activities (10%)	/									
	A change process is identified while not fully implemented; the discussion of the link to GWP activities is worth reporting (50%)	+									
	A significant change can be reported; the discussion of the different influences/ processes leading to this change is worth reporting, including the link to GWP activities (90%)	++									
OUTPUTS/ACTIVITIES (Proxy)											
INPUTS (Budgets)		WAF	REG	TB	Benin	Burkina F.	Cape Ver.	Cote d'Iv.	Gambia	Ghana	Guinea
	Budget (€):	1 000 000									
2009-todate		Guinea-Bi	Liberia	Mali	Mauritani	Niger	Nigeria	Senegal	Sierra Le	Togo	
	Budget (€):										