

Volume 1 - SUMMARY

Workplan 2019

Implementing the Strategy

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Introduction

The 2019 GWP Annual Workplan was developed through a process of consultation within the 13 Regional Water Partnerships (RWPs) and the GWPO.

This workplan is based on the results framework underlying the GWP Strategy 2014-2019: *Towards 2020*. The annual workplan is situated in the context of the 3-year Work Programme 2017-2019 which forms the second phase of the Strategy. Further information on the strategic context within which the workplan has been developed can be found in Annex C.

The scope of work contained in the 2019 workplan describes the activities and the results executed by the various entities in the GWP Network, carried out through routine support activities and functions, as well as specific projects and programmes. The required human and financial resources are also defined.

Guiding the process is a *Work Programme Management Manual* – first drafted in 2012 and further developed in 2017 to support the evolving programme management requirements. The *Manual* summarises all planning and reporting requirements identifying synergies and simplifications where possible and has been positively received across the Network.

The 2019 Workplan is presented in 3 volumes:

- Volume 1: Summary (this document) which is supported by two companion documents:
- Volume 2: GWPO workplan and budget 2019 (detailed workplan for GWPO secretariat and related budgets)
- Volume 3: GWP Regions Workplan 2019 (13 summaries)

An *Annual Progress Review for 2018* has been prepared and issued as a separate document available in parallel and providing the background context.

This document contains Volume 1 of the 2019 Workplan. It is structured as follows:

- Section 1 is an **overview** of the 2019 Workplan. It gives pointers on the different agendas to be addressed in 2019 including key highlights under each strategic goal for the coming year and an estimate of the overall budget required.
- Section 2 summarises the sets of activities planned under the **SDGs, climate and other thematic** and **cross-cutting areas** identified in the GWP Strategy 2014-2019 as well the relationship with the SDGs.
- Section 3 presents a detailed description of the 2019 workplan **budget**.
- Section 4 provides the **quantified targets for 2019** set by the organisation as a whole against the indicators in the GWP logframe.

1 Overview

The 2014-2019 GWP Strategy: Towards 2020 and its corresponding 3-year Work Programme (2017-2019) provide the reference framework according to which the 2019 Workplan has been designed. The workplan addresses GWP's aspirations for delivering change in 2019 as dictated by the organisation's global and regional agendas, agreed thematic and cross-cutting areas, front-line knowledge management and the strengthening and support of the network as a whole.

1.1 Key pointers

The Sustainable Development Goals and the Paris Agreement on climate change provide crucial frameworks for collective action – and create opportunities for GWP because of the centrality of water as; the 'glue' between different SDG targets and the central role of water in confronting the challenge of adapting to climate change. In 2019, GWP will work on strengthening its positioning vis a vis these pivotal agendas.

Being both a Multi-Stakeholder Platform that provides the "voice of water" in many fora, locally, at the country level, regionally and globally, and, as well, a delivery partner for development agencies around the world, the Partnership is an important counterpart for countries working to implement Sustainable Development Goal 6 by deploying integrated water resource management practices and approaches. Growing, competing and often mismanaged demands on water have brought rising attention to the critical dimension of good governance and management of this precious and limited resource, as have the damaging effects of a changing climate. The Global Water Partnership will issue a new strategy in 2019 to ensure its contributions accelerate and improve the way governments, civil society and the private sector interact with each other, across the boundaries of organizations, sectors, and countries, in addressing their shared water challenges.

2018 lessons learned

A significant milestone during 2018 was the completion of an external evaluation of GWP's current strategy¹. Commissioned by Directorate-General for International Cooperation of the Netherlands (DGIS) in partnership with the broader GWP Financing Partners' Group, the final version of the GWP Evaluation and GWP Management follow-up note² are the formal outputs from a process that ran from May to October 2018.

Broadly speaking, the conclusions of the evaluation were positive. GWP was found to have delivered against its strategic plan and is recognised as an important and needed player in water resources management. In addition, clear opportunities were identified for GWP within the emerging global development agenda and early engagement in its initiation, has strongly positioned the organisation as a central actor in IWRM implementation and SDG achievement. The evaluation also highlights important changes needed through ten

¹ Looking back, looking forward; Evaluation of the Global Water Partnership, Dalberg, 10 Nov. 2018

² External Evaluation "Looking back, looking forward – Evaluation of the Global Water Partnership" (10/11/2018): GWP Management follow-up note', 8/11/2018

recommendations centred around a more focused strategy, a revised governance, and a more agile operating model.

GWP considers the evaluation an important background document and critical input for the formulation of this workplan and development of the new strategy. Many of the recommendations that emerged relate to issues that GWP is aware of and engaging with on a daily basis. As such, efforts to address them are already in motion – and the recommendations are a welcome structure to track progress and improvements made.

Key needs and opportunities emerging from 2018 that are reflected in this workplan and the new strategy development process include:

- **Reassertion of the value of IWRM for development:** IWRM must remain at the core of the GWP approach. SDG target 6.5 on IWRM provides the opportunity to refocus on the topic in the knowledge that there is still considerable scope to increase understanding. However, whereas SDG 6.5 provides the obvious entry point for GWP's engagement with the SDGs, it is important to also connect with the other water targets and water-related goals and not remain solely focused on the IWRM target. This requires further analysis to demonstrate the relationship between IWRM as measured through SDG 6.5 and the achievement of tangible impact on WASH, ecosystem services, flood protection, food security, etc.
- **Transformation of GWP's knowledge management approach:** GWP's approach to knowledge management and the TEC needs to be revisited, particularly in-line with the evaluation's observations concerning the role of GWP in this area (to generate or curate knowledge). GWP needs to reassess the way it generates and shares information in an information age and look at how this drives impact. This includes revisiting knowledge both in terms of the formats/media used but also more fundamentally in terms of how it might foster peer-to-peer learning and community building.
- **Optimisation of the role of Multi-Stakeholder Platforms (MSPs):** The Country Water Partnership model adopted by the majority of the GWP regions has regularly been utilised for its provision of platform through which to mobilise a wide range of stakeholder groups with an interest in water resources management. These MSPs are key mechanisms to achieve a fundamental principle of IWRM and good governance; representation of a broad range of stakeholders in decision-making processes. The potential of GWP to deliver impact through the MSP approach does, however, need to be demonstrated more powerfully. An analysis of the benefits and limitations of the concept is required to make the case for the relevance and value of MSPs in the water sector.
- **Revitalisation of the partnership:** The role of the GWP partners and strategic allies – and how they work together – will be an important component of the new strategy, particularly in recognition of the necessity of partnerships in meeting the SDGs. The partner base is recognised as being the key strength of GWP but is an unattended asset that needs to be addressed. Further analysis on how the relationship with partners needs to change will be carried out in 2019 with the aim of better

understanding and responding to partner needs as well as to make better use of this key asset consistently across the network.

- **Advancing financial sustainability:** GWP is pursuing its efforts at global level (Proposal writer position created in GWPO secretariat) and regional level (work with regional water secretariats; support to development of proposals at country level, i.a. targeting GCF). The new strategy will provide an opportunity to engage with financial partners beyond 2020.

From 2018 to 2019

2019 will mark the final year of the current six-year GWP Strategy and a transition to the next strategy period. In this context, two key processes were conducted in 2018 and have shaped the development of the 2019 workplan, namely:

- i. The external evaluation of GWP's current strategy, particularly the forward-looking component (see above); and
- ii. The initiation of the new strategy development process, including network consultations and the production of a zero-draft strategy document (see Section 2.4).

The two processes are naturally linked with the key recommendations emerging from the evaluation informing the parameters shaping the new strategy. The evaluation findings are a mixture of adjustments that can be (and in many cases, are already being) implemented in the short-term, and longer-term ambitions and strategic thrusts that will evolve over the next strategy period. The recommendations have largely been accepted by GWP management together with a list of agreed follow-up actions which are being acted upon in the development of the new strategy and, as described under the key parameters below, through the 2019 workplan.

From a programmatic perspective, 2019 will see a strong commitment to building on the progress in 2018 on engagement with the 2030 development agenda, and particularly the SDG target on IWRM (6.5), and the upstream project development and investment support provided through the GWP Water and Climate Programme. Transboundary issues will also remain high on the GWP agenda.

a) Key parameters

- **Strategy development and work programming:** Building on the wide-reaching consultation process and zero-draft strategy document developed in 2018, the final strategy is due to be completed by June 2019. This will be accompanied by the development of the GWP work programme; 13 regional work programmes and one for the global agenda, structured by the corporate results framework and setting out the anticipated financial dimensions and implementation mechanisms. The work programmes are scheduled to be completed by September and will form the basis for the 2020 annual GWP workplans.
- **SDG 6 Support Programme (SDG6-SP):** The SDG6-SP is comprised of several interconnected workstreams explicitly addressing the SDGs. This includes

collaboration with UNEP DHI on the development of national SDG6 IWRM action plans, UN-Water on integrated monitoring of SDG 6 indicators, and a host of governments and mandated institutions through individual country projects. Common to each of these initiatives is the utilisation of IWRM, as defined by SDG target 6.5, as a key entry point to advance SDG 6, other water-related goals and targets, and the 2030 Agenda more broadly.

- **Thematic engagements:** In-line with making the best strategic use of available programmatic funds as well as continuing to converge the overall work programme within the sphere of the SDGs and global climate frameworks, thematic engagement in 2019 will be focused on areas most likely to deliver results in this context. The transboundary work will be strongly linked to the SDG indicator on shared water courses (6.5.2) whereas the urban and nexus themes will largely be carried through a strong portfolio of regional and country level projects with reduced global commitments.
- **Water and Climate Programme (WCP):** 2019 is the final year of the current phase of the Water, Climate and Development Programme (WACDEP) and Integrated Drought Management Programme (IDMP) projects under implementation in more than 50 countries. Engagement will focus on implementation through support to mandated institutions to access climate finance from, for example, the Green Climate Fund (GCF), the Global Environment Facility (GEF) and the Adaptation Fund, and provision of technical assistance for investment planning. An enhanced relationship with the GCF will be targeted, including an application for GWP to become an accredited partner.
- **The Africa Water and Investment Programme (AIP):** Building on the WACDEP and IDMP foundations in Africa, GWP is strategically consolidating its work within the recently launched Africa Water and Investment Programme (AIP). Established as a response to the African Union (AU) agenda on industrialisation and SDG implementation, and to the HLPW report, the AIP is designed to promote water security for climate resilient infrastructure, SDG Investments and job creation. The programme benefits from strong buy-in from regional and pan-African bodies, and encompasses a new partnership between GWP and the New Partnership for Africa's Development (NEPAD) to implement the water projects of the Programme for Infrastructure Development in Africa (PIDA).
- **Assessment of impact:** The development of GWP Impact Stories³ has, in the current strategy period, been the main workstream for identifying and documenting the quantifiable socio-economic-environmental benefits that can be attributed to GWP's work. However, a compelling case that goes beyond the small number of stories developed to date is needed to fully justify an IWRM approach as a means of achieving water security (as measured, for example, through the water-related SDGs). A fresh approach building on existing methodologies and workflows will be put in place to broaden the scope and volume of GWP impact documentation.

³ <https://www.gwp.org/en/we-act/change-and-impact/Impact-Stories/>

- **Knowledge management:** 2019 will see the creation of a global knowledge management function to define and enact the most effective balance between knowledge curation and generation. The revised approach will also have a strong focus on connecting partners and knowledge exchange through communities of practice built up around programmes and key topics. The GWP Technical Committee will be subject to a review with the aim of repositioning its current role to better serve the network, and the GWP ToolBox will be updated to better meet current knowledge needs around IWRM and the SDGs.
- **The role of partners:** A better definition of the role of GWP partners and increased understanding of the needs and collaborative potential of the partner base will be pursued to remove the current ambiguity that surrounds it. This will involve engaging partners more actively to increase involvement in GWP's work and building a vibrant community through which to share knowledge and advance on topics such as the SDGs. The role of partners in the governance of GWP will also be further explored.
- **Private sector engagement:** GWP will look to establish a flagship programme on public private partnerships, including strategic partnerships with key stakeholders (private sector, development banks, governments, knowledge hubs, etc.), which incorporates a fundability dialogue in which GWP acts as a neutral broker.
- **Definition of KPIs for GWPO:** Ongoing efforts started in 2018 will result in a tangible and measurable set of Key Performance Indicators (KPIs) for the GWPO Secretariat. This reflects the need to increase transparency and accountability around the performance of the Secretariat by incorporating a set of KPIs into GWPO work planning and monitoring. Implementation will start in 2019 on a pilot basis, to be refined throughout the year so as to begin the new strategy period based on the pilot's results.
- **Financial sustainability:** GWP is revisiting and strengthening its efforts to develop a more diverse donor base as well as different approaches to attract funding. There is confidence that the potential of initiatives such as the SDG6-SP and the work on climate change and disaster risk management will demonstrate value for money and that looking ahead the organisation's unique response to development needs will increase its attractiveness to new sources of funding. At the regional and country levels, locally-raised funding is expected to continue its upward trend through 2019.

b) Managing externalities

Proactively managing a complex set of externalities is inevitably a part of successful work plan implementation. These do not typically change on a year-by-year basis and the most prominent external factors identified for 2018 remain for 2019, namely:

- **The post-2015 development agenda** – Two milestones were reached in 2015: i) the SDGs adopted by 193 countries (Agenda 2030) and ii) the Paris Climate Agreement. GWP, to stay relevant, needs to respond to these landmark agreements which will inform the development agenda for years to come. How water will be handled among the various global institutions is not yet resolved; GWP has to be ready to respond to whatever 'water landscape' develops.

- **A changing donor landscape** – Contributions to GWP’s core budget are unpredictable. Donors regularly expressed reservations about the future availability of funds for GWP and may be less interested in supporting ‘global core’ and more interested in ‘earmarking’ which has implications for how the network is funded. GWP needs to further diversify its basket of donors to mitigate this risk which includes attracting a broader range of funders from the private sector, foundations and global financial institutions as well as increasing the range of contributing national development donors.
- **Changes in regional and national political landscapes and priorities** – GWP’s ability to induce the kind of water governance change necessary to progress towards the goal of water security is often dependent on political commitment and buy-in. Significant investments in building political ownership of GWP’s programmes can be undermined due to a change in political regime, social unrest and natural disaster all of which can shift priorities and resources elsewhere. Positioning GWP in a way that the organisation’s work neutrally supports, rather than being rigidly attached to, processes vulnerable to a changing political landscape as well as being fully aware and having the flexibility to respond to such changes helps to mitigate this threat.

Budget for the 2019 Workplan

The 2019 GWPO budget comprises a basket funding of approximately **7.7M**. A detailed view of this budget per expenditures is provided further below.

In addition to the 7.7M basket funding, 1.3M of designated programmes are being managed from GWPO (e.g. Drin, Nexus SAF projects), giving a total of approximately **9.0M**.

The total budget of the GWP system includes Locally Raised Funds which are managed via RWPs and CWPs.

1.2 Selected 2019 Expected Results

The 2019 GWP workplan is structured according to the three goals outlined in the GWP Strategy 2014-19 which are:

Goal 1: Catalyse change in policies and practice

Goal 2: Generate and communicate knowledge

Goal 3: Strengthen partnerships

High level activities have been further defined under these goals by the 13 GWP regions and GWPO in their 3-year Work Programmes for 2017-2019 which form the implementation framework for the development of annual workplans for each GWP entity at the global, regional and national levels.

This section provides a summary of the main groups of activities and initiatives budgeted for by the 13 GWP regions and GWPO in the 2019 workplan by strategic goal. The full GWPO

2019 workplan can be found in *Volume 2* and a summary of all regional workplans is compiled in *Volume 3*.

1.2.1 Outcomes: mid- to long-term achievements

GWP posits that the achievement of water security is dependent on an integrated approach to water management best achieved through good governance. The GWP theory of change is constructed according to the notion that improved governance relies on changing the behaviour of key stakeholders, also known as boundary actors. These boundary actors are gradually influenced through the convening of strong partnerships (Goal 3) who facilitate the generation and sharing of knowledge (Goal 2) which in turn provides the means to catalyse a change in policies and practice (Goal 1).

The implementation of activities and outputs across the three goals are targeted at specific boundary actors who are in a position to exert influence over the development of governance outcomes such as national policies, new legislation, development strategies, investment plans, institutional reform, etc. These are the high-level results which will lead to tangible progress towards the achievement of water security (impact).

A number of key water governance outcomes to which GWP's work contributed are expected to materialise in 2019. These include the following (illustrations only):

At the regional level:

- River Basin Management Plan for the transboundary Tisza basin in eastern Europe
- Risk Management Strategy for the Volta Basin countries

At the national level:

- Water and sanitation policy for the Central Africa Republic
- Water resources tax reform in China

At the sub-national level:

- Legal directive for ecosystem services compensation mechanisms for communities in Peru
- Integration of climate change adaptation in local planning processes in Nepal

It should be noted that the anticipated outcomes are typically the result of medium- to long-term processes which GWP may have been supporting for several years. As such it would be wrong to conclude that the 2019 workplan is designed to achieve the anticipated outcomes listed above (although for certain activities this may be the case). The reality is that the workplan content is contributing to processes which are not expected to come to fruition as tangible governance outcomes until 2019 and beyond.

With the establishment of the IWRM indicator for SDG 6.5⁴, which is closely aligned to GWP's own IWRM classification framework, it is possible to link GWP's outcome level results directly

⁴ Sustainable Development Goal Indicator 6.5.1 on IWRM

to the achievement of the SDGs. This means that each GWP outcome can now be categorised according to which SDG 6.5.1 sub-indicator it is moving the needle on. This is important as it allows GWP to connect its high-level results to an internationally adopted IWRM framework while maintaining the integrity of its own results classification structure. See the *2018 GWP Annual Progress Review* for more information on the link between GWP's recorded outcomes and the monitoring framework set up to observe progress in IWRM implementation as formally measured under the SDGs.

1.2.2 A continuous flow of activities & outputs under 3 Goals

As described above, the governance change sought through GWP's work and particularly the impact that this ultimately achieves is a long-term process that may take several years to develop and come to fruition. The 3-year Work Programmes for 2017-2019 developed by the 13 GWP regions and GWPO form the implementation framework for the development of annual workplans for each GWP entity at the global, regional and national levels. The detailed activities defined in the 2019 workplan have been identified in the context of this medium-term planning framework.

Illustrations – Goal 1

Goal 1 – Catalyse change in policies and practice – focuses on advancing effective governance, based on comprehensive and mutually supportive policies, institutions, partnerships, processes, and information-sharing. The 2019 workplan includes the following groups of activities and large-scale initiatives under this goal:

- **Central Africa:**

Key activities: Development of a regional resource mobilisation strategy for the Economic Community of Central African States (ECCAS) Regional IWRM Plan
Purpose: To facilitate the implementation of the ECCAS Regional IWRM Plan, with a focus on the establishment of multi-stakeholder platforms, data management, water policy development and establishment of management units for river basins

- **Central America:**

Key activities: Preparation of an analysis focused on water legislation in Central America
Purpose: Identify bottlenecks and entry points for the adoption of water-related legislation, thereby supporting on-going efforts of Central American countries to approve water laws

- **China:**

Key activities: Design of a unified consultation mechanism for water-related policy development
Purpose: Support integrated water policy development in Beijing, Tianjin and Hebei

Illustrations – Goal 2

Goal 2 – Generate and communicate knowledge – focuses on developing the capacity to share knowledge and fostering a dynamic communications culture. The 2019 workplan includes the following groups of activities and large-scale initiatives under this goal:

- **Bangladesh:**
Key activities: Capacity building initiative targeting senior and mid-level water professionals focused on IWRM
Purpose: Support professionals applying IWRM principles for improved implementation of the Bangladesh Delta Plan 2100
- **Central America:**
Key activities: Prepare a guideline document for municipal water policy development
Purpose: Create a tool that helps local governments prioritize water resources management in their planning instruments
- **Nepal:**
Key activities: National knowledge transfer workshop focused on WACDEP implementation by GWP Nepal
Purpose: Exchange with key stakeholders on lessons learned from WACDEP implementation and strengthening of stakeholder involvement at federal level
- **GWP Technical Committee:**
Key activities: Publication on financing of multipurpose infrastructure
Purpose: While it is understood that multipurpose water structures are critical to achieving IWRM in many parts of the world, mobilizing financing and support is still challenging. The new perspectives paper will explore the role of flexible governance and operational conditions to ensure the ability for multi-purpose water infrastructure to adapt to changing values, conditions, and risks.

Illustrations – Goal 3

Goal 3 – Strengthen partnerships – focuses on enhancing the viability and effectiveness of GWP's Network by strengthening partnerships and Partner organisations to catalyse change, enhance learning, and improve financial sustainability. The 2019 workplan includes the following groups of activities and large-scale initiatives under this goal:

- **Central Africa:**
Key activities: Strengthening of the CWPs through targeted support for improved governance and fundraising capacity
Purpose: Ensuring that the country water partnerships vibrant multi-stakeholder platforms, with strong resources mobilisation capacity through targeted actions based on CWPs specific needs
- **South America:**
Key activities: Project proposal development workshop organised for the RWP and all CWPs

Purpose: Develop resources mobilisation capacity of the Water Partnerships at country and regional levels and strengthening the portfolio of all the region while responding to country needs

- **Indonesia:**

Key activities: Multi-stakeholder position paper for private sector engagement in the development of the water resources law

Purpose: Support the Private Sector Association in the preparation of a position paper that conveys the recommendations from the private sector to the government for consideration in the finalisation of the water resources law.

- **West Africa:**

Key activities: Carry out a governance and capacity review of all accredited CWPs

Purpose: Ensure that all CWPs have sound governance processes, gather the right partners and have enough capacity to implement projects and manage funds

- **Global:**

Key activities: Continued focus on the improvement of the use of IT software

Purpose: Increase efficiency and effectiveness of financial, human resources and administration management

2 GWP Workplan in 2019

2.1 SDGs, Water Security and IWRM

Due to its cross-cutting nature, water plays a key role in the linkages between SDGs: nearly all SDGs have water-related dimensions. The cross-sectoral nature of water lies at the heart of IWRM, and is captured in SDG target 6.5. For this reason, SDG 6.5 is a key entry point through which to advance SDG 6, other water-related goals and targets, and the 2030 Agenda more broadly. Indeed, the recent UN Water 2018 Synthesis Report on SDG 6⁵ states that:

“The concept of IWRM is embedded in the 2030 Agenda and requires governments to consider how water resources link different parts of society and how decisions in one sector may affect water users in other sectors.”

The multiplicity of actors and new collaborations required to deliver on the SDGs presents a serious risk of fragmentation and a risk of duplicating efforts. Further, there is a serious lack of information among many key actors, as well as a lack of capacity to carry out necessary coordination. Finally, there is a significant financing gap to achieve SDG 6 and the SDGs overall.

⁵ United Nations (2018). Sustainable Development Goal 6 Synthesis Report 2018 on Water and Sanitation. New York.

These issues contribute to a broader challenge of delayed start-up in SDG implementation. GWP's work is addressing the above challenges by guiding governments toward coordinated action on IWRM to advance all water-related SDGs.

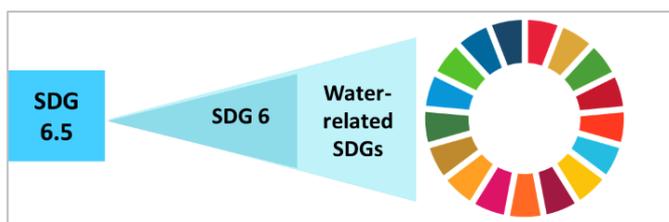


Figure 1: Water governance through an IWRM approach is the key entry point for progress on water-related SDGs

2.1.1 The SDG 6 Support Programme

The SDG 6 Support Programme (SDG6-SP) is built around the SDG IWRM target (6.5) and indicator (6.5.1). As such, the main focus of the work is on the water governance aspects covered by this framework. However, the overall objective of the programme is the advancement of IWRM not as an end in itself but as a means of fostering the water resources management improvements that will result in tangible and sustainable impact on the ground. Such impact manifests itself through progress towards the other SDG 6 targets and broader water related goals. IWRM is thus an entry point to address clearly defined priority issues identified across other SDG targets through strengthened water governance.

The SDG6-SP is primarily a country-based programme, designed and implemented by national stakeholders, with an overarching global and regional coordination and support facility. The programme is based on a modular approach whereby a number of interlinked initiatives are being implemented to support countries to navigate the following three stages of advancement:

- **Stage 1 – Identify challenges:** Strengthen SDG national monitoring and reporting frameworks, including the establishment of a baseline for SDG indicator 6.5.1, with a view to identifying critical areas for attention
- **Stage 2 – Formulate responses:** Assist countries in formulating appropriate IWRM responses to water resources management challenges in the context of the SDG baselines and national water resources management priority issues more broadly.
- **Stage 3 – Implement solutions:** Support countries in implementing IWRM solutions aimed at achieving SDG 6 and other water-related goals through the development of bankable project proposals.

In 2019, the SDG6-SP will be implemented through the following mechanisms:

- **Support to the UN-Water SDG 6 Integrated Monitoring Initiative:** The UN-Water Integrated Monitoring Initiative (IMI) for SDG 6 is intended to strengthen the institutional aspects of monitoring, including the integration of data collection and analysis across sectors, regions and administrative levels. GWP intends to support the IMI through input to the global framework development process and by ground-truthing the proposed methodology at country level through pilot workshops.

- **IWRM action planning with UN Environment-DHI and UNDP Cap-Net:** In 2017-18 GWP worked with UN-Environment DHI to facilitate national workshops to support countries to complete the baseline questionnaire for SDG indicator 6.5.1 on IWRM (*Stage 1 of the SDG6-SP*). This collaboration, with the addition of UNDP Cap-Net, is continuing through an agreement to develop IWRM action plans in select pilot countries with the aim of defining a set of priority interventions to address the governance challenges and barriers identified as restricting the achievement of more sustainable water management (*Stage 2 of the SDG6-SP*).
- **IWRM implementation in SDG front-runner countries:** Since 2017 GWP has been supporting a selection of countries where existing relations between government institutions and the GWP CWP has led to strong political buy-in for IWRM and SDG implementation. With priorities identified and actions defined, work in these countries is continuing through strengthened governance and finance mobilisation (*Stage 3 of the SDG6-SP*).
- **Advancing transboundary cooperation through SDG indicator 6.5.2:** Similar to the approach adopted with UN Environment-DHI to support countries in advancing on SDG indicator 6.5.1, GWP is working with UNESCO-IHE and UNECE to explore the next steps countries can take to address shortcomings in the baseline of SDG indicator 6.5.2 on the proportion of transboundary basin area with an operational arrangement for water cooperation. Regional workshops are being organised to ensure cross-border dialogue on an indicator that, despite being monitored at the national level, is entirely dependent on transboundary cooperation to advance. (See also Section 2.1.2 below)
- **SDG knowledge exchange facility:** This global and regional support component aims to reinforce the scalability and knowledge exchange of the SDG6-SP, including creating avenues for South-South collaboration. The activities in this component serve to strengthen country level projects, and to offer resources to other stakeholders. The exchange will be facilitated through a digital platform for country-level IWRM/SDG knowledge and peer-to-peer discussion.
- **SDG 6 strategic communication:** Communication around SDG 6 will call for decision makers to ensure that water management actions are integrated across sectors, and that investments in water are both increased and sustainable. Multi-stakeholder partnerships can speed up the coordinated action that is needed and the communication around GWP's work on the SDGs is intended to ensure that decision-makers view SDG 6 as a top policy priority

Tangible examples of planned activities under the above mechanisms in 2019 include:

- **Central Africa:** GWP will develop a regional SDG programme to capitalise on the work carried out in 2017 in the framework of the SDG 6.5.1 baseline questionnaire completion in four countries, the Integrated Monitoring Initiative of SDG 6 supported in Cameroon as well as the SDG 6.5.2 regional workshop.
- **Jamaica:** In 2019, GWP will support the implementation of the UN-Water SDG 6 IMI in Jamaica by organising a capacity building workshop in collaboration with the Bureau of

Statistics of Jamaica. The purpose of the workshop will be to support mandated institutions monitoring SDG 6 implementation in the country by increasing coordination and understanding of SDG indicators.

- **Central and Eastern Europe:** GWP will organise dialogues at different levels, from local to regional, focused on SDG 6 implementation. Increased focus will be given to monitoring and reporting processes at country level. The region will continue promoting the importance of SDG 6 for other sectoral SDGs.
- **Nepal:** Following-up on the findings of the Nepal SDG Report, GWP will support the government bridging the gap between the local and national levels by helping bring SDG 6 at a sub-national level.

2.1.2 Addressing the transboundary water management theme

The SDG 6 Support Programme described above leaves room for contributions from other thematic angles as fits best within the context of country needs and priorities. This includes GWP's transboundary work to enhance cooperation and reduce conflict over transboundary waters. To reach this goal, a loosely structured programme constructed around the following four components has been developed; i) Regional dialogues on transboundary waters, ii) Cooperation for the management of transboundary water bodies, iii) SDG 6.5 targets on transboundary waters, and iv) Transboundary water governance training and South-South learning.

See the *GWP Work Programme 2017-2019 Volume 1 – Summary* for more details on GWP's overall approach to the transboundary theme.

Specific highlights for 2019 include:

- **Central America:** In the context of the GEF IW:LEARN project, GWP will facilitate a regional dialogue process together with the Central American Commission for Environment and Development (CCAD). The dialogue will build on an analysis of the key gaps and challenges for the management of transboundary waters in the region.
- **Central and Eastern Europe:** In the framework of the JOINTISZA, Interreg Danube Transnational Programme of the EU, GWP will support the completion of the Integrated Tisza River Basin Management Plan, contributing to ensuring that flood risk management planning becomes more deeply embedded in the river basin management planning process, and facilitating the involvement of interested stakeholders and relevant sectors.
- **Lancang-Mekong:** Following the agreement established between the Lancang-Mekong Water Resources Cooperation Centre and GWP in 2018, GWP will work to set up a multi-stakeholder platform with an initial focus on cross-border flood management data exchange.
- **South America:** GWP will carry out an analysis of transboundary water management in the region, building on the findings of the workshops organised in 2018 focused on the monitoring of SDG 6.5.2. The analysis will identify key follow up actions to support mandated institutions advance transboundary management processes in South America.

2.1.3 Addressing other thematic areas

The programmatic flexibility described in the context of transboundary water management above, enables GWP to predominantly structure the use of its resources according to the SDG and climate programmes while ensuring that the natural diversity of agendas across the network are still accommodated. This includes the GWP strategic themes of *urbanisation* and the *nexus of water, food, energy and ecosystems* described in this section.

Urbanisation and water security

GWP promotes and supports an integrated approach to water management at the urban level and is active in many countries where rapid urbanisation is resulting in increasingly unsustainable use of water resources. The focus of GWP's work on the urban theme in 2019 is to continue to implement individual local level initiatives within the context of the SDGs, the climate agenda and overall national development priorities, combined with a strong globally coordinated knowledge generation and exchange component. Several ongoing urban related activities in Africa will be implemented via the GWP Africa Water and Investment Programme (see Section 2.2 below).

See the *GWP Work Programme 2017-2019 Volume 1 – Summary* for more details on GWP's overall approach to the urbanisation theme.

Specific highlights for 2019 include:

- **Central Africa:** GWP will support the development of the water and sanitation policy in Central Africa Republic, including technical support and stakeholder involvement, with a focus on youth representation in the process.
- **Haiti:** The use of rainwater harvesting systems for households and agriculture will be piloted in Haiti, designed to cope with the uneven seasonal distribution of rainfall. The project aims to increase the availability and sustainability of access to water in rural communities, as well as contribute to climate resilience.
- **Sri Lanka:** GWP will work on an urban wetland programme focused on the development of biodiversity studies and on establishing community stakeholder platforms in the western province.
- **Bhutan:** GWP will work on increasing access to water for communities through piloting climate smart technologies such as the Hydraulic Ramp Pump. The pilot project is expected to build the foundation for upscaling the use of such technologies in water-stressed areas of the country.

Water, food, energy and ecosystems, a nexus perspective:

GWP's work on the water, food, energy and ecosystems nexus is founded on the organisation's track record of working with agricultural, environmental and energy partners through cross-sectoral projects and initiatives. This experience has positioned GWP as a key partner for the implementation of nexus specific projects, several of which will be ongoing in 2019 and beyond. Geographically, the current focus is on Africa (such as the GIZ led Nexus Regional Dialogue Programme) and the Mediterranean region (including the project

Enhancement of cooperation in the North-West Sahara Aquifer System using a nexus approach), but with scope to expand to Latin America and Asia. In addition to projects designed to address the nexus agenda, GWP is also implementing a range of activities centred on agriculture or ecosystems which, while not necessarily presented using the language of the nexus, inevitably involve cross-sectoral engagement that touches upon the equivalent links.

Specific highlights for 2019 include:

- **Peru:** GWP will support the development of a legal directive for the implementation of compensation mechanisms for ecosystem services through reciprocal agreements with communities. This work will build on the extensive experience of GWP in the development of ecosystem services retribution mechanisms piloted in the sub-basin of Santa Eulalia.
- **Mediterranean:** GWP will continue to work on the Nexus agenda of the North-Western Sahara Aquifer System (NWSAS), in collaboration with the Sahara and Sahel Observatory and UNECE. This workstream includes a Nexus Policy Dialogue that encompasses a Nexus Assessment and a multi-stakeholder consultation process for assisting NWSAS countries to improve the management of the transboundary underground water body, including by exploring advanced institutional settings.
- **China:** In 2019, GWP will launch a series of exchanges focused on ecological restoration and water resources management in river basins, accompanied by an ecosystem restoration pilot project in Fujian.
- **Indonesia:** GWP was requested to support the government in the establishment of an engagement mechanism for non-government and civil society organisations for bringing an integrated approach to the implementation of the government river restoration programme focused on the Citarum river.
- **Bangladesh:** GWP is collaborating with WRG2030 on the project “Introducing Water-Efficient Technologies to Barind Tract Area”. The second phase of the project is expected to start in 2019 focusing on service sustainability, building on the promising findings of the studies developed in 2018 to improve water productivity.

2.2 Climate Resilience, including disaster risk reduction

2019 is the final year of the current phase of the Water, Climate and Development Programme (WACDEP) and Integrated Drought Management Programme (IDMP) projects which have been the main implementation mechanisms for the GWP Water and Climate Programme (WCP) since the start of the current strategy period. The year is therefore one of transition and an opportunity to reshape the WCP in a way that best achieves the ambitions for the new strategy period.

This ambition will continue to focus on climate adaptation and disaster risk planning as outlined under the Paris Agreement and Sendai Framework for Disaster Risk Reduction, and manifested through the development of Nationally Determined Contributions (NDCs),

National Adaptation Plans (NAPs) and National Action Plans to Combat Drought and Water Scarcity. Strengthening the synergies and avoiding overlaps between the climate and broader SDG agendas will also remain a priority and countries will be actively encouraged to operationalise this relationship.

However, national commitments and a robust planning framework alone does not guarantee that implementation follows, often due to financial restrictions. For example, the 2018 African status report on implementing IWRM⁶ notes that 86% of African countries report insufficient funds reaching planned investments in water resources management, including for infrastructure, at the national level. This rises to 98% at the subnational and basin levels. As such, the main strategic thrust of the WCP looking ahead concerns the accelerated implementation of NAPs, NDCs and national drought plans through upstream preparation and financing of high quality investments in water information systems, institutions and governance, and natural and built infrastructure.

The foundations of this shift towards an investment-centric approach have been laid over the last few years, particularly through the work on investment planning and accessing climate finance in Africa. The scope of this work is now being broadened to engage more closely with climate finance institutions, development banks and international and continental bodies. One of the main pathways in 2019 to enhance this engagement is through the Green Climate Fund (GCF). At the global level this is being pursued through GWP's application for accreditation as an International Implementing Agency. If successful, this will allow GWP to receive funding directly for the management and monitoring of projects and programmes.

Parallel to the application for accreditation with the GCF, GWP will continue to work with countries to access GCF funding through project proposal development support to the anointed National Designated Authorities (NDAs) and Direct Access Entities (DAEs). The Partnerships for Climate Resilient Water Project Development that were established by GWP in both Africa and Asia following 2018 workshops on preparing proposals for GCF water projects will help to promote and coordinate this work. In addition, other financing mechanisms will continue to be pursued, including the Adaptation Fund and the Global Environment Facility.

The Africa Water and Investment Programme (AIP)

Recognising climate as being an entry point to addressing wider national and regional development agendas, the WCP in Africa is being repositioned beneath the broader Africa Water and Investment Programme (AIP). The AIP will encompass the ongoing WACDEP Africa work as well as new initiatives such as the engagement with the Programme for Infrastructure Development in Africa (PIDA) described below. Building on strategic partnerships with organisations such as the African Development Bank through the Africa Water Facility (AWF) and the Infrastructure Consortium for Africa (ICA) that has enabled GWP to support national institutions and regional organisations to develop bankable projects and mobilise substantial

⁶ 2018 status report on the implementation of IWRM in Africa: A regional report for SDG indicator 6.5.1 on IWRM implementation (AMCOW, 2018)

investments for water security, focus is on strengthening the business case and in-country capacity for developing and implementing water investments.

Under Component 2 of the AIP on project preparation, in 2019 GWP will commence support to the Programme for Infrastructure Development in Africa (PIDA) in response to a request from the New Partnership for Africa's Development (NEPAD). PIDA is a programme of the African Union (AU) implemented by the planning and coordination agency NEPAD. The PIDA Priority Action Plan comprises 51 cross-border programmes covering the four sectors transport, energy, transboundary water resources management and ICT. With progress on the transboundary water projects identified as being particularly limited, GWP has been brought in to support the implementation of a second PIDA Phase running from 2019 to 2020 to accelerate the preparation and financing of transboundary water projects and foster a water-food-energy nexus approach in the development of hydropower.

Specific highlights in relation to climate planning and investments from the 2019 workplan include:

- **Central America:** GWP will carry out an analysis on the incorporation of water in NDCs and NAPs in the Central American countries. The study will identify priority areas where support to mandated institutions is needed and outline entry points for GWP in this area.
- **Pakistan:** Support will be provided to local authorities for the development of adaptation plans for extreme events. A partnership with the Climate Change Council will be explored to provide technical assistance to the different sectors affected by climate change, focusing on agriculture and water utilities.
- **Nepal:** In the context of the recent change in the governance structure of the country, GWP will support local authorities integrating climate change adaptation in their planning processes.
- **Mediterranean:** A knowledge product will be developed that will provide methodological guidelines on preparing a financing plan for climate change adaptation in coastal areas comprising domestic, international and private sector investment.

Floods and drought

The joint World Meteorological Organization (WMO)/GWP Integrated Drought Management Programme (IDMP) and Associated Programme on Flood Management (APFM) remain the main vehicles through which GWP is working in the area of disaster risk reduction (DRR). Guided by the overarching global frameworks of the SDGs, Paris Agreement and, particularly, the Sendai Framework for DRR, the partnership with WMO continues to evolve and will be defined more formally through the signing of a MoU. The MoU will outline more clearly the priority areas for strategic collaboration, including:

- Strengthening the management of hydro-climatic extremes through the joint programmes on flood (APFM) and drought (IDMP);
- Strengthening the capacity of countries to develop high impact projects on water and climate;

- Strengthening user engagement on water information development at the regional and country level; and
- Implementing joint programmes, project development, service delivery and joint resource mobilisation.

In 2019 the above will manifest itself through several areas of engagement, including:

- **Flood and drought management in the Volta basin:** Joint implementation of the Adaptation Fund financed project *'Integrating Flood and Drought Management and Early Warning for Climate Change Adaptation in the Volta Basin'* which will commence in 2019 in partnership with the Volta Basin Authority (VBA).
- **Mobilising funding for drought resilience in Eastern Africa:** Ongoing negotiations to secure Adaptation Fund financing for the project *'Strengthening drought resilience for small holder farmers and pastoralists in the IGAD region'* being developed jointly with WMO and the Sahara and Sahel Observatory.
- **Support to the UNCCD Drought Initiative:** Provision of global guidance developed in the IDMP as support to the recently launched Drought Initiative of the UN Convention to Combat Desertification (UNCCD), as well as direct work with eight countries through the IDMP projects in West Africa (Burkina Faso, Benin and Niger), Eastern Africa (Ethiopia and Sudan) and Central and Eastern Europe (Moldova, Macedonia and Serbia) to develop and implement national drought plans.
- **Support to the High-level Experts and Leaders Panel on Water and Disasters (HELP):** GWP will continue to support the development of the HELP *Principles on Investment and Financing for Water-related Disaster Risk Reduction* through ground-truthing activities at the regional and country levels.
- **Increasing capacity for DRR in Central America:** Implementation of a project to build capacity among relevant national ministries responsible for flood and drought risk reduction in Central America in collaboration with the Central American Commission for Environment and Development (CCAD), the Central American Integration System for natural disaster prevention, mitigation and response (CEPREDENAC) and the Regional Committee of Hydraulic Resources (CRRH).

2.3 Gender and youth

In addition to the above themes, the Strategy recognises the importance of the following two cross-cutting strategic aims:

2.3.1 Gender

In 2017, GWP published the Action Piece: From Theory to Practice: Gender equality and inclusion in water resources management. The Action Piece contains practical guidelines to help organisations to adopt more inclusive practices and transition away from treating gender as an “add-on” to core water management business. It outlines four Action Areas:

- Action area 1: Institutional leadership and commitment
- Action area 2: Gender inclusion and analysis that drives change

- Action area 3: Meaningful and inclusive participation in decision-making and partnerships
- Action area 4: Equal access to and control of resources

In 2019, GWP will be seeking to operationalise these action areas by providing tailored support to targeted individuals, organizations, and mandated institutions. In so doing, the Programme aims to unlock barriers and bottlenecks to meaningful progress on gender equality in water resources management, ultimately expanding benefits for women, wider society, and the environment.

Specific highlights for 2019 include:

- **Sri Lanka:** GWP will focus on expanding the on-going Menstrual Hygiene Management (MHM) building good results achieved in 2018 providing support to local authorities in the development of a Menstrual Hygiene Management (MHM) Kandy District Action Plan. GWP has extensive experience in promoting good MHM practices and sustainable school sanitation in Sri Lanka's Central Province since 2014.
- **Central America:** In collaboration with UNDP Cap-Net, a Water and Gender meeting at regional level will be organized, bringing the inclusion of water as a strategic issue in gender related activities at regional and national levels.
- **Southern Africa:** Collaboration with national Gender focal points and SADC Gender Directorate will continue, to provide overall support to river basin organisations in the SADC region in the mainstreaming of gender in key planning and investment processes. A SADC Gender Regional Workshop will also be organised in 2019, in the framework of the SADC Regional Strategic Action Plan 4 implementation.
- **Mediterranean:** Gender considerations will be embedded in the different portfolios managed by GWP in the Mediterranean, highlighting the cross-cutting nature of this theme. For example, a focus on gender mainstreaming will be given to the Integrated Coastal Zone Management Plan in Ghar El Melh, Tunisia.
- **Southeast Asia:** Gender sensitive indicators development tools will be prepared with the aim of supporting the process of establishing appropriate indicators in the design of projects and programmes.

2.3.2 Youth

The primary purpose of GWP's engagement with youth is to provide an overarching framework to guide the network in engaging with young people, youth organisations, and young water professionals, and to empower them to become agents of change. In practice this means:

- Supporting youth participation in traditional water programmes and processes
- Supporting youth organisations and youth-led projects and initiatives
- Multiplying opportunities for connections between youth and senior organizations and professionals

- Knowledge-sharing with and supporting both youth and senior organizations and professionals

The above approach is intended to enhance youth's contribution to water resources management, through youth empowerment and building institutional capacity for youth inclusion in decision making. In support of this objective, GWP is collaborating with partners to facilitate the development of youth-led projects through the Youth for Water and Climate (YWC) online platform⁷. The platform is an open partnership initiative, aiming at optimising existing youth-oriented tools and filling potential gaps.

Specific highlights for 2019 include:

- **Caribbean:** GWP will lead the development of a Caribbean Youth Water and Climate Entrepreneur "Shark Tank" Competition. The competition will target youth between the ages of 18 – 30 years who will have the opportunity to pitch their business plans and project proposals to obtain seed funding and technical mentorship from GWP-C, in collaboration with Partners and investors.
- **West Africa:** Implementation of the project ton Futur Ton Climat (TFTC) will continue in collaboration with the International Secretariat for Water in Benin, Togo and Burkina Faso. The programme focuses on rural youth involvement in water security and climate change adaptation solutions, mainly in the agricultural and forestry sectors.
- **Nepal:** With a focus on capacity building, research assistantship will be offered by GWP to master-level students in the area in water and climate change.

2.4 GWP institutional development, including strategy

GWP will launch a new strategy mid-2019. The related design work, started mid-2018, will be pursued during Q1 and Q2.

Important associated workstreams are included in the 2019 workplan:

- Development of a 3 year Workprogramme, translating the strategic directions into an operational programme (1 global, 13 regional)
- Further development and initial implementation of a series of institutional / governance reforms, as commissioned by the sponsoring partners and global steering committee (i.a. issues relating to institutional setup for RWPs secretariats, global Steering Committee, Nomination Committee, TEC, Sponsoring Partners, Network Meeting).

⁷ <http://youthwaterclimate.org/>

3 GWP 2019 Budget

3.1 Workplan 2019 Budget (Euros)

BASKET FUNDING	ACTUAL 2017	FORECAST 2018	BUDGET 2019
PROGRAMME			
Core Programme			
Water Security & Climate			
<i>Catalytic, incl Synergies</i>	388,420	326,000	311,000
<i>WACDEP Africa</i>	1,647,008	1,514,000	600,000
<i>WACDEP Other Regions</i>	696,630	492,000	200,000
<i>IDMP Regions</i>	281,519	160,000	150,000
Total Water Security & Climate	3,013,577	2,492,000	1,261,000
SDG 6 SP			
<i>Integrated Urban Water Management</i>	183,117	240,000	210,000
<i>Nexus</i>	25,747	65,000	10,000
<i>Transboundary</i>	66,906	32,000	10,000
<i>Deltas</i>	111,001	122,000	60,000
	18,800	42,000	-
Total SDG 6 Support & Thematic Inputs	405,571	501,000	290,000
Gender & Water	34,996	35,000	60,000
Youth & Water	102,977	133,000	60,000
Global processes	13,922	16,000	61,000
Total Core Programme	3,571,043	3,177,000	1,732,000
Knowledge Management			
<i>Knowledge Management/ToolBox</i>	256,575	137,000	183,000
<i>Communications</i>	343,964	317,000	210,000
Technical Committee	271,166	254,000	158,000
Total Knowledge Management	871,705	708,000	551,000
Support to Water Partnerships			
<i>Regional Core Programme</i>	2,340,206	2,460,000	2,280,000
<i>Network Support</i>	1,283,109	1,332,000	1,246,000
<i>Network Operations</i>	930,559	900,000	775,000
<i>Regional Days</i>	26,874	42,000	40,000
<i>Resource Mobilisation/Prog. Dev.</i>	232,164	225,000	297,000
<i>Executive Secretary</i>	60,000	65,000	50,000
<i>Regional Thematic Support</i>	16,071	50,000	57,000
<i>Network Institutional Strengthening</i>	17,441	50,000	27,000
Total Support to Water Partnerships	3,623,315	3,792,000	3,526,000
TOTAL PROGRAMME	8,066,063	7,677,000	5,809,000
GLOBAL GOVERNANCE			
<i>Reviews and Strategy Development</i>	-	85,000	40,000
<i>Steering Committee</i>	198,791	228,000	145,000
<i>Network, SP & FPG meetings</i>	3,925	21,000	22,000
TOTAL GLOBAL GOVERNANCE	202,716	334,000	207,000
GWPO SECRETARIAT SERVICES			
<i>Staff</i>	608,390	707,000	604,000
<i>Training</i>	67,326	16,000	10,000
<i>Travel</i>	56,239	100,000	81,000
<i>IT & Office costs</i>	175,778	174,000	207,000
<i>Audit/Legal/HR Consultancies</i>	34,511	88,000	57,000
<i>Financial costs/revenues</i>	36,995	18,000	30,000
<i>Designated funding; office rent & taxes</i>	824,400	817,000	678,000
TOTAL GWPO SECRETARIAT	1,803,639	1,920,000	1,667,000
TOTAL EXPENDITURES BASKET FUNDING	10,072,414	9,931,000	7,683,000

3.2 Revenues

The 2019 revenues are put in the context of GWP multi-year programming (see 3 year WorkProgramme for reference) kEuros

1) View on the basket funding: core investors (institutional & programmes) – ambition to stabilize this revenue stream on a mid/long term horizon	TEUR		TEUR		TEUR		TEUR	
	FINANCING PARTNER	ACTUAL 2016	ACTUAL 2017	FORECAST 2018	BUDGET 2018	BUDGET 2019	ESTIMATE 2020	
Denmark	1,597	1,601	1,614	1,600				
France	Secondment	Secondment	Secondment	Secondment	Secondment	Secondment	Secondment	
Germany	300	380	350	350	400	400		
Netherlands	1,500	-	850	850	1,200	1,800		
Netherlands additional	-	-	-	-	-	-	-	
Norway	-	539	260	270	-	-	-	
Sweden	1,555	2,280	2,428	2,600	2,450	2,450		
Switzerland	920	200	665	665	485	450		
UK	3,015	3,650	2,850	2,845	1,080	-		
UK	-	-	-	-	-	-	-	
France Food Security	28	2	-	-	-	-	-	
UNICEF WASH	99	175	-	-	-	-	-	
EC SITWA, adm fee	42	-	-	-	-	-	-	
EC Mekrou, adm fee	34	44	-	-	-	-	-	
EC SADC Nexus SAF, adm fee	-	7	18	19	14	-	-	
UNDP DRIN, adm fee	10	17	14	63	14	-	-	
Other	3	14	3	-	-	-	-	
Transfer to 2019			- 481	-	575			
Core funding earmarked								
Austria WACDEP	745	400	500	500	800	400		
China (GWP China)	44	42	43	-	-	-	-	
Denmark Global Dialogue Pr	-	-	-	-	-	-	-	
Denmark WACDEP	481	-	-	-	-	-	-	
Sweden MfFA (rent & taxes)	848	825	817	850	678	700		
Total Core funding	11,221	10,176	9,931	10,612	7,696	6,200		

2) View on designated funding: complementary projects (subject to changes / fluctuations)	FINANCING PARTNER	ACTUAL 2016	ACTUAL 2017	FORECAST 2018	BUDGET 2018	BUDGET 2019	ESTIMATE 2020
	Designated funding						
DFID Gender WS		-	13	-	-	-	-
DHI/UNEP SDG 6.5		-	68	40	-	-	-
EC Afri Alliance		13	6	20	20	10	10
FAO		-	10	8	-	-	-
Japan Water Forum		-	-	16	-	-	-
Netherlands HLPW		-	13	-	-	-	-
World Bank		-	58	-	-	-	-
Designated funding Locally Raised							
EC SITWA, GWP WAF		593	-	-	-	-	-
EC Mekrou, GWP WAF		487	629	-	-	-	-
EC SADC Nexus, GWP SAF		-	106	260	275	200	-
GIZ TB Water, GWP SAF		-	-	30	-	320	-
UNDP DRIN, GWP MED		536	892	700	3,168	700	-
UNESCO IWLearn, GWP MED		-	40	100	60	-	-
UNICEF WASH, GWP SAF		-	-	10	-	40	40
UNICEF, GWP CAF/WAF		-	-	41	-	-	-
Total Designated funding		1,629	1,835	1,225	3,523	1,270	50

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3) Overall Summary (Revenues GWPO)	FINANCING PARTNER	ACTUAL 2016	ACTUAL 2017	FORECAST 2018	BUDGET 2018	BUDGET 2019	ESTIMATE 2020
	TOTAL INCOME	12,850	12,011	11,156	14,135	8,966	6,250
	EXPENDITURES	12,722	11,908	11,156	14,135	8,953	
	<i>Not confirmed by signed agreement</i>					1,294	3,050
	Confirmed core	11,221	10,176	9,931	10,612	6,402	3,200
	Confirmed designated	1,629	1,835	1,225	3,523	1,270	-
	ACTUAL/ANTICIPATED	12,850	12,011	11,156	14,135	8,966	6,250

4) Locally Raised Funding (LRF) ⁸		2015 Actuals	2016 Actuals	2017 Actuals	2018 Estimate		2019 Estimate	2020 Estimate
TOTAL LRF ⁹		4,107	1,307	2,977	3,200		3,200	3,200

⁸ Important notes: (1) Figures for 2018-2020 LRF are based on estimates, subject to revision, incl. for 2018; (2) Some regional projects financing is managed through GWPO (e.g. Drin). It is reflected in the table “designated finding” and not in LRF.

4 Logframe targets 2019¹⁰

Indicator	2019 targets	Illustrative examples of targets
I1: No. of people benefiting from improved water resources planning and management	260m	China: Implementation of the 13th Five-Year Plan for National Water Conservancy Development
I2: Total value of investment influenced which contributes to water security and climate resilience through improved WRM & water services	290m	Southern Africa: Investments on climate resilience and water security in Zambia and Tanzania
O1: No. of policies, plans and strategies which integrate water security for climate resilience <i>and other key issues</i>	11	Central Africa Republic: National Water and sanitation policy and strategy
O1g: No. of policies/plans/strategies that have gender mainstreamed in water resource management	7	Tunisia: Gender mainstreaming in the ICZM/IWRM plan for the City of Ghar El Melh
O2: No. of approved investment plans associated with policies, plans and strategies which integrate water security for climate resilience	5	Peru: Investment plan for the Santa Eulalia sub-basin through the Water Resources Council
O3: No. of agreements/commitments on enhanced water security at transboundary/regional level influenced.	5	Central America: Regional declaration to promote the management of TB Watersheds
O4: No. of investment strategies supporting policies and plans which integrate water security for climate resilience <i>and other key issues</i>	6	Lao PDR: Water related hazard Investment roadmap
O5: No. of enhanced legal frameworks / policies / strategies integrating water security for climate change <i>and other key issues</i> facilitated by GWP	3	Indonesia: New Water Resources Law
O6: Gender: Percentage of women and girls benefiting from interventions to improve water security (min %).	50%	Eastern Africa: Women and girls benefiting from water security interventions influenced by GWP
O7: Youth: No. of youth organizations involved in partnerships and decision-making bodies	15	Central Africa: Involvement of youth in ECCAS resource mobilisation strategy approval process
OT1.1: Recognition of GWP contribution to the post-2015 development agenda measured by number of acknowledgments in official documents	5	Global: Outputs from the UNFCCC COP process
OT1.2: No. of regional organisations supported in developing agreements/commitments /investment options and tools that integrate water security and climate resilience <i>and other key issues</i>	25	Danube basin: Support to the ICPDR to revise the basin Action Plan on Water quality
OT1.3: No. of national organisations supported in developing legal frameworks / policies / strategies, sectoral and development plans- integrating water security and climate resilience <i>and other key issues</i>	18	Lebanon: Support to the Ministry of Energy and Water to develop smaller-scale pilot investment projects
OT1.3g: No. of national/subnational organisations supported in integrating gender perspectives into water resource management policies/plans/legal frameworks	7	Uganda: Support to the National Planning Authority to integrate gender issues into water management
OT1.4: No. of organisations (all levels) supported in the development of investment strategies supporting policies and plans which integrate water security for climate resilience <i>and other key issues</i>	31	Mauritania: Support to the Ministry of Hydraulics & Sanitation to access GCF funding
OT1.5: No. of countries supported in the development of capacity and projects to access climate and climate-related finance to improve water security.	35	Southern Africa: Support to the development of GCF project ideas in five countries
OT1.6: No. of demonstration projects undertaken for which innovation has been demonstrated	21	Caribbean: Demonstration of drip irrigation systems to small scale agricultural farmers
OT1.6g: No. of initiatives/demo projects specifically targeting gender issues	8	West Africa: #TonFuturTonClimat initiative
OT1.7: No. of documents produced outlining the lessons from GWP demonstration projects and a plan for replicating solutions	9	Drin basin: Documentation of lessons learned from the Drin demonstration projects
OT1.8: No. of beneficiaries supported in demonstration projects on water security and climate resilience undertaken	104k	Sri Lanka: Farmers and community leaders
OT2.1: No. of government institutions/other stakeholders with demonstrably enhanced capacity to integrate water security and climate change <i>and other key issues</i> in the design and implementation of policies, plans & projects	539	Central & Eastern Europe: IDMP training for trainers
OT2.1g: No. of capacity building and professional development workshops/ initiatives with a significant focus on women and youth	24	Lancang-Mekong basin: Training programme for young engineers in riparian countries
OT2.2: No. of south-south lesson learning & knowledge transfer initiatives with commitments for step-wise follow up	9	Southeast Asia: 2 nd phase of the Learning Delta Asia Initiative
OT2.3: No. of media features on water security for climate change <i>and other key issues</i> . All media including radio, television, print, internet.	126	Global: Key GWP media stories picked up by the IISD SDG Knowledge Hub
OT2.4: Number of publications, knowledge products (including strategic messages) and tools for water security for climate resilience <i>and other key issues</i> developed and disseminated	25	Mediterranean: Methodological guidelines on international climate financing
OT2.4g: No. of publications and knowledge products that have a prominent gender perspective incorporated	13	Central Africa: Article on women engagement in uptake of outputs from fluoride removal project
OT2.5: User satisfaction across knowledge products and services produced, managed and disseminated by GWP.	75%	China: Review of GWP technical materials translated into Chinese
OT2.6: No. of joint global/regional activities by GWP, development banks and other multilateral agencies leading to demonstrable follow-up actions.	8	Pan-Africa: Implementation of the Programme for Infrastructure Development in Africa (PIDA).
OT3.1: Implementation of Results Framework & associated M&E across the GWP network.	In place	
OT3.2a: Increased financial performance across all Regional and Country Water Partnerships – Locally raised funds .	>2.3m	
OT3.2b: Increased financial performance across all Regional and Country Water Partnerships – In kind contributions .		

¹⁰ Note that some regions have yet to submit final targets for 2019. The figures included in this table are therefore likely to increase once the outstanding information has been received.

Annex A – Global and regional synoptic

The following section provides a more detailed summary of the contents of the individual global and regional 3-year Work Programmes. The highlighted text (*italic blue*) shows the aspects of the 3-year Work Programme that will be targeted within the 2019 workplan. The non-italicised text therefore reflects the Work Programme activities that may be addressed through future workplans. More detailed summaries of the global and regional workplans can be found in Volumes 2 and 3 respectively.

Note: The tables provided below have been compiled through a screening of the individual global and regional 3-year Work Programmes.

Global agenda

Selected high level sets of activities to be implemented by GWP entities	Targeted boundary actors	Global processes which GWP aims to influence
<p>Goal 1:</p> <ul style="list-style-type: none"> • Support the implementation of the water-related SDGs at the country level through its Country Water Partnerships (CWPs). • Contribution to the United Nations Framework Convention on Climate Change (UNFCCC) • Contribution to the UN Water Task Force on SDG Implementation <p>Goal 2:</p> <ul style="list-style-type: none"> • Generate objective analysis, evidence based arguments and innovative ideas to influence policy debates to achieve the SDGs as well as facilitate new ways of producing, customising, and communicating useful knowledge to a wide range of stakeholders <p>Goal 3:</p> <ul style="list-style-type: none"> • GWP will make use of the network’s experience with global, regional and national coordination platforms and ensure linkages, including the reinforcement of linkages to non-water organizations and participation of multi-sectoral partners <p>Projects:</p>	<ul style="list-style-type: none"> • <i>UN Water; UN agencies; Donor agencies; Regional development banks; African Ministerial Council for Water; WWC; OECD; ASEAN; IWMI; EU FWG; GCF; GEF; CFS Chairs; CGIAR; IW Learn; JRC</i> 	<ul style="list-style-type: none"> • <i>Post-2015 Development Framework and Sustainable Development Goals (SDGs)</i> • <i>Conference of the Parties (COP) to the UNFCCC</i> • <i>UNDP Supporting LDCs to advance National Adaptation Plans (NAPs) process</i> • <i>8th World Water Forum</i> • <i>OECD Water Governance Initiative</i> • <i>Global High Level Panel on Water and Peace</i> • <i>UN High Level Political Forum on SDGs</i>

<ul style="list-style-type: none"> • Support the SDGs implementation through SDG Preparedness Facility (SDG-PF) • GWP will collaborate with UN-Water on monitoring of selected SDGs including regular country surveys following the Rio+20 IWRM Status Report • Promote and monitor the commitments of Implementation Roadmap 3.4 of 7th World Water Forum on “Smart Implementation of IWRM” with UNESCO • Implement the WACDEP Phase II and Paris Climate Agreement • Collaboration with WMO on the joint Integrated Drought Management Programme (IDMP) and Associated Programme on Flood Management (APFM) • Support the food security and water initiative in Sub Saharan Africa as a flagship project • IUWM Programme for Africa with AfDB and creation of Urban Hub • Support implementation of Youth White Paper Recommendation to Paris agreement through Youth for Water and Climate Initiative 		
<p>Thematic priorities: <i>Climate: United Nations Framework Convention on Climate Change (UNFCCC); Paris Climate Agreement; National Adaptation Plan Global Support Programme (NAP-GSP); Delta management; Integrated drought management; Integrated flood management</i> <i>Transboundary: International Water Law</i> <i>Nexus: Food Security and Water Initiative</i> <i>Urbanisation: IUWM Africa Programme, Urban Hub</i> <i>Youth: Youth for Water and Climate Initiative</i> <i>Gender: Implementation of the GWP Gender Strategy</i></p>		

Regional agendas

AFRICA

Pan African Agenda

Selected high level sets of activities to be implemented by GWP entities	Targeted boundary actors	Pan African processes which GWP aims to influence
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<p>Goal 1:</p> <ul style="list-style-type: none"> Support to The African Ministers' Council on Water (AMCOW), Regional Economic Commissions and River Basin Organisations to advance regional cooperation in climate change adaptation in shared water courses for regional and economic development Support the implementation of AMCOW Water Resource Management Priority Action Plan <p>Goal 2:</p> <ul style="list-style-type: none"> Development of pan African training material to drive capacity development on water security and climate resilience in the region <p>Goal 3:</p> <ul style="list-style-type: none"> Set up and support regional and country structures to effectively implement projects across Africa <p>Projects:</p> <ul style="list-style-type: none"> Implementation of the SITWA (Strengthening Institutions for Transboundary Water Management in Africa) project 	<ul style="list-style-type: none"> African Union (AU), African Ministers' Council on Water (AMCOW), African Development Bank (AfDB), UN Economic Commission for Africa (UNECA); ANBO; INBO 	<ul style="list-style-type: none"> AMCOW Agenda
<p>Thematic priorities: <i>Climate: Capacity building for climate resilient development in Africa</i> <i>Transboundary: Institutional framework for transboundary water management in Africa</i></p>		

Central Africa

Selected high level sets of activities to be implemented by RWP/CWPs	Targeted boundary actors	National and regional processes which the RWP/CWPs aim to influence
<p>Goal 1:</p> <ul style="list-style-type: none"> Direct involvement in the implementation of the Sustainable Development Goals (SDGs) and Climate Change agenda especially the Intended Nationally Determined Contributions (INDCs). Support to States of Central Africa for SDG implementation and its inclusion in national water policies, national plans for adaptation to climate change and national development plans and ECCAS Water Policy <p>Goal 2:</p>	<ul style="list-style-type: none"> Region: Economic Community of Central African States (ECCAS); Banque de Développement d'Etats d'Afrique Central (BDEAC); Lake Chad Basin Commission (LCBC); International Commission for Congo-Oubangui-Sangha Basin (CICOS) National: Ministries of water and environment in Cameroon, CAR and Sao Tome and Principe; University of Bangui 	<p>National:</p> <ul style="list-style-type: none"> Cameroon: National Water Policy Sao Tome Principe: National Water Policy Central African Republic: National Water Policy Cameroon: Investment Plan for the Cameroon National Adaptation Plan Gabon: Establishment of the Ogoue–Ntem River Basin Organisation and developing its water development and management master plan <p>Regional:</p>

<ul style="list-style-type: none"> • A system for monitoring and reporting on water security and water resources agreed between the States, Regional and the Transboundary River Basin Organizations is operational <p>Goal 3:</p> <ul style="list-style-type: none"> • <i>Implementation of a mentoring program for youth through the establishment of a framework for dialogue with youth platforms in the region</i> • <i>A fundraising strategy is developed and operationalised by GWP-CAf</i> <p>Projects:</p> <ul style="list-style-type: none"> • <i>Implementation of the Water, Climate and Development Programme (WACDEP) in Cameroon, Sao Tome Principe, the Central African Republic and the Lake Chad River Basin.</i> 		<ul style="list-style-type: none"> • <i>Economic Community of Central African States (ECCAS) regional water policy</i> • <i>ECCAS Hydrometeorological Strategy</i> • <i>Lake Chad Basin Early Warning System</i> • <i>Lake Chad basin IWRM Plan</i>
<p>Thematic priorities:</p> <p><i>Climate: Management of floods and drought</i></p> <p><i>Transboundary: Development of an Early Warning System in the Lake Chad Basin; Development of a hydrometeorological strategy for Central Africa</i></p> <p><i>Urbanisation: Promotion of an integrated approach to urban water management in collaboration with water utilities and municipalities</i></p>		

East Africa

Selected high level sets of activities to be implemented by RWP/CWPs	Targeted boundary actors	National and regional processes which the RWP/CWPs aim to influence
<p>Goal 1:</p> <ul style="list-style-type: none"> • <i>GWP EA to support IGAD and NELSAP/LVBC in developing investment program for joint implementation</i> • <i>IGAD adopted integrated drought management approach to build drought resilience, and facilitate regional integration and economic development.</i> • <i>Ministries of Water and Finance in the countries of the region improved efficiency in project preparation for leveraging funding from traditional sources and climate funds</i> • <i>Collaboration with African water facility (AWF) to provide financial support for IUWM implementation.</i> <p>Goal 2:</p>	<ul style="list-style-type: none"> • <i>National: Ministries of Water, Agriculture, Finance, Energy and Infrastructure in countries in the region</i> • <i>Region: East African Community (EAC); Nile Basin Initiative (NBI); Lake Victoria Basin Commission (LVBC); Intergovernmental Authority on Development (IGAD), IWMI, FAO</i> 	<p><i>National:</i></p> <ul style="list-style-type: none"> • <i>Uganda: Catchment Management Planning</i> <p><i>Regional:</i></p> <ul style="list-style-type: none"> • <i>Nile Equatorial Lakes Subsidiary Action Program (NELSAP)</i> • <i>IGAD, EAC/LVBC and NELSAP/NBI work programmes</i>

<ul style="list-style-type: none"> • <i>Cases from the programs/activities of GWPEA partner organizations on climate resilience and water security documented, and work expanded to include innovative approaches to facilitate learning and influence policy/practice</i> <p>Goal 3:</p> <ul style="list-style-type: none"> • Support establishment of new CWPs in the Region (S. Sudan, Djibouti, Seychelles, Comoros) • Strengthen existing CWPs to obtain sustained financing and networking <p>Projects:</p> <ul style="list-style-type: none"> • Implement the <i>Water, Climate and Development Programme (WACDEP)</i> • Implement <i>Integrated Drought Management Programme (IDMP)</i> in the greater horn of Africa • IUWM projects together with Urban Centres in the region • Implementing <i>SDG PF</i> in Uganda and Kenya 		
<p>Thematic priorities: <i>Climate: Strengthened regional cooperation in climate change adaptation in shared water resources; Integration of climate resilience into sectoral development planning in Uganda and Kenya; Facilitate the implementation strategy developed between GWPEA and IGAD within the IDDRSI framework</i> <i>Urbanisation: Development of IUWM projects</i></p>		

Southern Africa

Selected high level sets of activities to be implemented by RWP/CWPs	Targeted boundary actors	National and regional processes which the RWP/CWPs aim to influence
<p>Goal 1:</p> <ul style="list-style-type: none"> • <i>Supporting the development and implementation of programmes and projects to implement basin plans for ORASECOM, LIMCOM & ZAMCOM</i> • <i>Supporting the integration of water security and climate change resilience into national development planning and decision making processes</i> <p>Goal 2:</p>	<ul style="list-style-type: none"> • National: <i>National water, environment, meteorology, disaster management units, economic planning & finance, agriculture & land ministries, MMEWD (Zambia) and MWID (Tanzania)</i> • Region: <i>Orange-Senqu River Commission (ORASECOM); Zambezi Watercourse Commission (ZAMCOM); Limpopo River Basin Commission (LIMCOM); The Southern African Development Community (SADC); GCF; UNDP; AWF/AFDB</i> 	<p><i>National:</i></p> <ul style="list-style-type: none"> • NAP-GSP in Zambia and Lesotho <p><i>Regional:</i></p> <ul style="list-style-type: none"> • <i>The Orange-Senqu River Commission (ORASECOM) IWRM Plan</i> • <i>Limpopo River Basin IWRM Plan</i> • <i>The Southern African Development Community (SADC) Climate Change Adaptation strategy for the Water sector (CCWAS)</i>

<ul style="list-style-type: none"> • <i>Capacity building and the provision of knowledge to influence development planning processes and investments</i> • <i>Institutionalization of knowledge sharing as a key crosscutting dimension of the GWPSA network</i> • <i>Develop Monitoring and Evaluation tools that ensure systematic knowledge sharing activities</i> • <i>Conducting needs/gaps analyses on what specific knowledge is needed in the region across priority thematic areas</i> <p>Goal 3:</p> <ul style="list-style-type: none"> • <i>Support select GWP-SA CWPs to establish fully functional country level secretariats</i> • <i>Develop capacity among CWPs for fundraising</i> <p>Projects:</p> <ul style="list-style-type: none"> • <i>Implementation of the Water, Climate and Development Programme (WACDEP) in Tanzania and Zambia</i> • <i>Support implementation of SADC RSAP IV with the EU Nexus dialogue initiative</i> • <i>SDG PF implementation in Tanzania and Zambia</i> • <i>WACDEP Africa CU will raise funds to pursue the implementation of the Africa Urban Water Security Programme targeting 12 countries and 12 cities in Africa including Kinshasa-DRC, Seychelles, Mozambique, Zimbabwe</i> 		<ul style="list-style-type: none"> • <i>The SADC Regional Strategic Action Plan on IWRM (RSAP IV)</i> • <i>LIMCOM Disaster Risk Reduction Plan</i> • <i>ZAMCOM Strategic Plan</i>
<p>Thematic priorities:</p> <p><i>Climate: Advancement of regional (SADC) and river basin organisation (LIMCOM, ZAMCOM and ORASECOM) cooperation in climate change adaptation; Integration of climate change resilience into national development planning</i></p> <p><i>Food/energy: The water-energy-food nexus through EU SADC Nexus dialogues</i></p> <p><i>Urbanisation: Water pollution control in urban settings; Funding for water and sanitation infrastructure; Equitable access to water and sanitation</i></p>		

West Africa

Selected high level sets of activities to be implemented by RWP/CWPs	Targeted boundary actors	National and regional processes which the RWP/CWPs aim to influence
<p>Goal 1:</p> <ul style="list-style-type: none"> • <i>Support to countries in their National Adaptation Planning and implementation processes so that CWPs'</i> 	<ul style="list-style-type: none"> • National: Ministries in charge of water resources, energy, agriculture 	<p><i>National:</i></p> <ul style="list-style-type: none"> • <i>IWRM Plans to be developed as required</i> <p><i>Regional:</i></p>

<p><i>involvement will help enhancing water security issues in the development of National Adaption Plans and the implementation of INDCs</i></p> <ul style="list-style-type: none"> • dialogue to engage or support the development process of IWRM plans in the countries where they do not exist when required: Guinea, Sierra Leone, Guinea Bissau, Gambia, and Liberia • Supporting the implementation of existing IWRM plans- Mali, Senegal, Benin, Cape Verde, Togo and Côte d'Ivoire <p>Goal 2:</p> <ul style="list-style-type: none"> • GWP/WA network brings appropriate knowledge to specific regional audiences to help in decision making and behavior change on emerging issues <p>Goal 3:</p> <ul style="list-style-type: none"> • Implement the fundraising strategy so that GWP/WA and the CWP in West Africa are able to mobilize funds for IWRM's operationalization <p>Projects:</p> <ul style="list-style-type: none"> • Implementation of the programme Water for growth and poverty reduction in the Mekrou transboundary river basin (Burkina Faso, Benin and Niger) • Implementation of the Integrated Drought Management Programme (IDMP) • Implementation of the Water, Climate and Development Programme (WACDEP) Phase II – Mali and Benin • APFM project in the Volta Basin 	<ul style="list-style-type: none"> • Region: Volta Basin Authority (VBA); Niger Basin Authority (NBA); ECOWAS/WRCC; 2IE; West African Economic and Monetary union (WAEMU); Regional Center of the Permanent Interstate Committee for Drought Control in the Sahel (CILSS/AGRHYMET); African Center of Meteorological Application for Development (ACMAD-Niger); Liptako-Gourma Authority (ALG), WSA (EX CREPA), CILSS, FAO, Association of water Utilities, the Regional Association for Irrigation and drainage (RAID), Water Users Associations including the regional and National Coordination of the water Users in Niger basin, national water companies and the African Water Association, and Industrialists; 	<ul style="list-style-type: none"> • Action Plan of West Africa Regional Policy on Water Resources of the ECOWAS • implementation of the Strategic Action Plan of VBA • Basin development plan for Mekrou river • AMCOW Youth Water and Sanitation Strategy
<p>Thematic priorities: <i>Climate: Drought management; Strengthening resilience to climate change through the development of water sector; Development of National Adaptation Plans</i> <i>Transboundary: Poverty reduction in the Mekrou transboundary river basin;</i> <i>Food: Drought resilient agriculture</i> <i>Urbanisation: Incorporation of water security into Municipal Development Plans</i></p>		

ASIA

Caucasus and Central Asia

Selected high level sets of activities to be implemented by RWP/CWPs	Targeted boundary actors	National and regional processes which the RWP/CWPs aim to influence
<p><i>Goal 1:</i></p> <ul style="list-style-type: none"> • Assist regional countries to formulate their National Water Development Strategies aiming to create water security and facilitate wider IWRM implementation as a part of those strategies • Support countries in implementation of National Adaptation Plans (NAPs), coordinated with other related initiatives such as the NAP Global Support Programme led by UNDP and UNEP in collaboration with FAO, IFAD, WHO, UNITAR, GiZ and others. <p><i>Goal 2:</i></p> <ul style="list-style-type: none"> • Organisation of awareness raising campaign for water management planning and its application in all CACENA countries <p><i>Goal 3:</i></p> <ul style="list-style-type: none"> • Strengthening partnerships for SDG 6 (and interlinked SDGs) implementation <p><i>Projects:</i></p> <ul style="list-style-type: none"> • Water, Climate and Development Programme (WACDEP) - Support countries in implementation of the Paris Agreement commitments on Nationally Determined Contributions (NDCs), coordinated with UNFCCC National Focal Points. • The SDG & Water Preparedness Facility component's goal is to support specific efforts on understanding, monitoring and financing the implications of the new SDG framework in a selected set of countries during the period 2016-2019 	<ul style="list-style-type: none"> • National: CACENA Governments and National Water Authorities, Water-management organizations, water users and local authorities, National authorities responsible for Emergency Situations in countries, International organizations and donors, CWPs • Region: Regional organizations and Universities 	<p><i>National:</i></p> <p><i>Regional:</i></p> <ul style="list-style-type: none"> • INDC's through WACDEP and SDG-PF
<p>Thematic priorities: <i>Climate: The use of IWRM as a practical approach to enhance climate change adaptation</i></p>		

China

Selected high level sets of activities to be implemented by RWP/AWPs	Targeted boundary actors	Sub-national and national processes which the RWP/AWPs aim to influence
<p><i>Goal 1:</i></p> <ul style="list-style-type: none"> • Promote integration of SDG6 to be adapted into Shaanxi & Hunan Provincial policies, strategies and plans • Professional references and strategic recommendations to the decision-makers for the further national strategy/policy decisions • IWRM concepts combined into the draft of the Yangtze River Law and its legislation • Organize and support Water Think Tanks <p><i>Goal 2:</i></p> <ul style="list-style-type: none"> • Promoting the South-South Cooperation • Strengthen capacity of institutions and professionals in implementing IWRM through dissemination, knowledge management and training • Develop more international water resources programmes and support international sustainable strategies; • Establish consulting experts group of water security and climate resilience <p><i>Goal 3:</i></p> <ul style="list-style-type: none"> • Linking with civil society for advocacy and dissemination and new partnerships • Building capacity of existing and new provincial and river basin partnerships • Strengthen capacity building of GWP China's internal work system <p><i>Projects:</i></p> <ul style="list-style-type: none"> • Implementation of the Water, Climate and Development Programme (WACDEP) 	<ul style="list-style-type: none"> • Provincial: Department of Water Resources, River Basin Commissions, Yangtze River Conservancy Commission • National: Ministry of Water Resources; Ministry of Agriculture; Ministry of Health; National Development and Reform Commission, Universities, Potential Donors 	<p><i>Sub-national:</i></p> <ul style="list-style-type: none"> • Yangtze River Law and its legislation • Hebei, Shaanxi, Hunan and Fujian – Provincial Socio-Economic Development Plans and Water Sector Plans <p><i>National:</i></p> <ul style="list-style-type: none"> • National development strategy, namely, the 13th Five-Year Plan • National Water Development Plan • National economic development plan at the central government level
<p>Thematic priorities:</p> <p><i>Climate:</i> Integration of water security and climate resilience into national and provincial economic development and water development plans</p> <p><i>Transboundary:</i> Yangtze River Law</p> <p><i>Nexus:</i> Water and the ecosystem management in river basins</p>		

South Asia

Selected high level sets of activities to be implemented by RWP/CWPs/AWPs	Targeted boundary actors	National and regional processes which the RWP/CWPs/AWPs aim to influence
<p><i>Goal 1:</i></p> <ul style="list-style-type: none"> • <i>Advance regional/south-south cooperation in climate change adaptation (including disaster risk management), water food and energy security, and transboundary water management.</i> • <i>Policies, strategies, guidelines and institutional frameworks are in place and experiences shared to incorporate IWRM principles and CCA processes</i> <p><i>Goal 2:</i></p> <ul style="list-style-type: none"> • <i>Youth & gender capacities enhanced to understand and promote water resources conservation, water sanitation and best practices, new technologies, cultivation and cropping options, indigenous and non-conventional technologies to cope with water security and climate change</i> • <i>Integrated communication interventions including media tours, roadshows, street dramas, publications, TV& radio shows including media as a partner in promotion of IWRM and related water issues.</i> • <i>Integration of IWRM as part of curricula in school and other training programmes.</i> <p><i>Goal 3:</i></p> <ul style="list-style-type: none"> • <i>Regional and Country Partnerships and collaborating partners have enhanced capacity, competence in fund raising, promotion of IWRM, coordination, and practice good governance</i> <p><i>Projects:</i></p> <ul style="list-style-type: none"> • <i>Implementation of the Water, Climate and Resilience Programme (WACREP) in Bangladesh, Bhutan, India, Nepal, Pakistan and Sri Lanka</i> • <i>South Asia climate Outlook Forum (SASCOF) and organizing the CSUF for the Water Sector annually</i> • <i>IDMP: South Asia Drought Monitoring System (SA DMS) Phase III activities</i> 	<ul style="list-style-type: none"> • National: <i>National, State/Provincial, District, Local and River Basin level government, Area Water Partnerships, CBOs</i> • Region: <i>South Asian Association for Regional Cooperation (SAARC); Network of Asian River Basin Organizations (NARBO); Asia Pacific Adaptation Network (APAN); South Asian Co-operative Environment Programme (SACEP); Indus River System Authority,</i> 	<p><i>National:</i></p> <ul style="list-style-type: none"> • Nepal: <i>Local Adaptation Plans of Action (LAPA)</i> <p><i>Regional:</i></p> <ul style="list-style-type: none"> • <i>South Asia climate Outlook Forum (SASCOF) and organizing the CSUF for the Water Sector annually</i> • <i>3rd Asia Pacific Water Summit 2017</i> • <i>8th World Water Forum 2018</i>

<ul style="list-style-type: none"> • IUWM Capacity Building Program for South Asia • Pan Asia Community Based Flood Management 		
Thematic priorities: <i>Climate: WACREP Phase II including IDMP</i> <i>Urbanisation: Capacity Building Programme</i>		

Southeast Asia

Selected high level sets of activities to be implemented by RWP/CWPs	Targeted boundary actors	National and regional processes which the RWP/CWPs aim to influence
<p><i>Goal 1:</i></p> <ul style="list-style-type: none"> • Organize dialogues for review and assessment of water related issues and integrate in national food and agriculture policies by CWPs of Cambodia, Indonesia, Lao PDR and Vietnam • Myanmar WP will support key stakeholders to identify pilot study areas and organize dialogues for flood and drought management • By 2020, at least 3 countries supported by GWP –SEA through its partners to develop domestic gender mainstreaming policies and instruments in water resources management and mainstream in CWPs work • facilitate agreement or commitment to enhance water security for transboundary basins (Mekong basin and Golok basin). • Indonesia: Performance evaluation of Completed Irrigation Rehabilitation & Development and Effectiveness and Efficiency of Flood & Drainage Measures <p><i>Goal 2:</i></p> <ul style="list-style-type: none"> • CWPs to organize discussions and consultations for development and strengthening of monitoring and reporting for water resources management with UN Water <p><i>Goal 3:</i></p>	<ul style="list-style-type: none"> • National: Line ministries, government institutions, water development agencies, NGOs, • Lao PDR - Ministry of Natural Resources and Environment (MONRE) & Ministry of Public Works and Transport, Lao Youth’s Union, Lao Women’s Union, Universities, • Malaysia - National Water Resources Council, Academy of Sciences Malaysia (ASM), ASEAN Working Group on Water Management and Department of Irrigation and Drainage (DID), National Water Services Commission, Ministry of Women, Family and Community Development, University Putra, Institute for Environment and Development • Myanmar: Ministry of Agriculture and Irrigation, Yangon Technological University • Indonesia: DG. Water Resources Management and DG. of Human Settlement, Ministry of Public Works) • Region: Association of Southeast Asian Network (ASEAN); Mekong River Commission (MRC), River Basin Commissions 	<p><i>National:</i></p> <ul style="list-style-type: none"> • Indonesia: National Energy Policy • Lao PDR: 8th National Socio-Economic Development Plan (NSED) 2016-2020 • Malaysia: National Water Resources Policy (NWRP), Malaysia River Environment Improvement Programme, Non-Revenue Water (NRW) Action Plan, National Agro-Food Policy • Philippines: Philippine Development Plan (MTPDP) • Myanmar: National Agriculture Policy <p><i>Regional:</i></p> <ul style="list-style-type: none"> • Mekong River Commission (MRC) Basin Development Plan

<ul style="list-style-type: none"> • 10 young people under age 25, of which at least 50% are women, supported through the WaY leadership programme (Water and Youth). • RWP and CWP access new and diverse funding sources and increase overall funding to double that provided through GWPO • <i>RWP/CWP network to establish a robust monitoring framework and associated reporting mechanism with regular reporting on outcomes</i> • InaWP will conduct: a national stakeholders dialogue to identify required measures to strengthen GWP,-GWP-SEA, and InaWP networking <p><i>Projects:</i></p> <ul style="list-style-type: none"> • <i>Implementation of the Water, Climate and Development Programme (WACDEP) in Cambodia, Lao PDR, Indonesia, Malaysia, Myanmar, Philippines, Thailand and Vietnam</i> 		
<p>Thematic priorities:</p> <p><i>Climate:</i> Integrated management for the deltas of Mekong, Disaster risk management</p> <p><i>Transboundary:</i> Mekong and Golok river basins among the riparian states, Ayeyarwady delta in Myanmar</p> <p><i>Energy:</i> Integration of water security into national energy policy in Indonesia</p> <p><i>Food:</i> Integration of water security into national policies on food/agriculture across the region</p>		

LAC

Caribbean

Selected high level sets of activities to be implemented by RWP	Targeted boundary actors	National and regional processes which the RWP aim to influence
<p><i>Goal 1:</i></p> <ul style="list-style-type: none"> • Establish regional cooperation frameworks, e.g. association of Ministers with responsibility for water, agencies, technicians, etc. Intra-regional training workshops; Joint research programmes. • Develop and promote the use of templates and models for integrating water security into national development plans and sectoral plans; and for valuation and factoring natural capital and restoration efforts (water energy, environment) into national economic decision making including annual budgeting <p><i>Goal 2:</i></p> <ul style="list-style-type: none"> • <i>Establish and operationalize Regional Technical Committee</i> • Create the framework for knowledge transfer • Creation and strengthening of the linkages between research, technology and information dissemination and application <p><i>Goal 3:</i></p> <ul style="list-style-type: none"> • Strengthen GWP capacity for project preparation and financing • Proportional representation applied within the region in terms of gender, youth, indigenous peoples. <p><i>Projects:</i></p> <ul style="list-style-type: none"> • Implementation of the Water, Climate and Development Programme (WACDEP) • Development and implementation of programme on IUWM 	<ul style="list-style-type: none"> • Region: <i>Caribbean Community (CARICOM); Caribbean Water & Sewerage Association (CAWASA); Caribbean Community Climate Change Centre (CCCCC); Caribbean Disaster Management Agency (CDEMA); Organisation of Eastern Caribbean States (OECS); Caribbean Institute for Meteorology and Hydrology (CIMH); Caribbean Development Bank (CDB)</i> 	<p><i>National:</i></p> <ul style="list-style-type: none"> • <p><i>Regional:</i></p> <ul style="list-style-type: none"> •
<p>Thematic priorities: <i>Climate:</i> Cooperation among Caribbean states on addressing climate change in the context of sustainable growth and economic development <i>Urbanisation:</i> Integrated approach to the management of urban water and wastewater</p>		

Central America

Selected high level sets of activities to be implemented by RWP/CWPs	Targeted boundary actors	National and regional processes which the RWP/CWPs aim to influence
<p><i>Goal 1:</i></p> <ul style="list-style-type: none"> • Support the development of recommendation for the sustainable management of transboundary basins in the region • Promote meaningful participation of women and youth (especially from vulnerable sectors) in dialogue and policy development processes on water management • Promote the incorporation of the water, food, and energy nexus, in policies, strategies, national adaptation plans, SDGs’ implementation and INDCs implementation paths • Strengthen capacities of legislators and other relevant actors in topics related to water resources and climate <p><i>Goal 2:</i></p> <ul style="list-style-type: none"> • Implement a communications strategy • Strengthen capacities on the establishment of indicators to monitor NAP and INDCs implementation • Systematize experiences about the use of technologies in pilot projects for efficient water use and dissemination of results <p><i>Goal 3:</i></p> <ul style="list-style-type: none"> • Build fundraising capacity among the CWPs through the provision of support of WACDEP • Increase country-level partners, mainly among those types of organizations that are not adequately represented in the network. <p><i>Projects:</i></p> <ul style="list-style-type: none"> • Implementation of the Water, Climate and Development Programme (WACDEP) in Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama. 	<ul style="list-style-type: none"> • National: <i>Water Ministries, Universities/Training Centers, Legislators</i> • Region: <i>The Central American Integration System (SICA); Central American Commission on Environment and Development (CCAD); El Centro de Integración Meteorológica Hidrológica de América Central (CIMHAC); Regional Water Resources Committee (CRRH), WMO, Ministries of Foreign Affairs</i> 	<p><i>National:</i></p> <ul style="list-style-type: none"> • <p><i>Regional:</i></p> <ul style="list-style-type: none"> • INDC implementation in countries
<p>Thematic priorities: <i>Climate: Incorporation of climate change adaptation into the management plans of transboundary basins in the region; Development of climate variability scenarios</i></p>		

Urbanisation: IUWM planning in the major cities of the region
Transboundary: [International Water Law](#)

South America

Selected high level sets of activities to be implemented by RWP/CWPs	Targeted boundary actors	National and regional processes which the RWP/CWPs aim to influence
<p><i>Goal 1:</i></p> <ul style="list-style-type: none"> • Initiate/support processes for the inclusion of water security, nexus and climate change in policies, strategies, national adaptation plans and INDCs implementation paths • <i>Support the development of recommendations for the sustainable management of transboundary basins in the region</i> and share them with legislators through International Water Law Programme • Adapt to SAM - GWP CAM’s guidelines for the inclusion of risk with focus on water resources in Municipal Development Plans <p><i>Goal 2:</i></p> <ul style="list-style-type: none"> • Development of dialogue/training workshops within the framework of the Latin American training programme on International Water Law • Promotion of the use and application of training modules on Integrated Urban Waters Management in four cities (Caracas, Santiago, BsAs, Lima and Asunción) <p><i>Goal 3:</i></p> <ul style="list-style-type: none"> • <i>Strengthen RWP and CWPs governance and improved their overall performance and capacity to work effectively in fundraising</i> • Engage new GWP partners in the region and has established new CWPs. • Young professionals are increasingly involved in and cooperating with GWP SAM initiatives <p><i>Projects:</i></p> <ul style="list-style-type: none"> • <i>Implementation of the Water, Climate and Development Programme (WACDEP) in Peru</i> 	<ul style="list-style-type: none"> • National: Legislators, Ministries of Environment, Ministries of Foreign Affairs, Ministries of Finance, Water authorities, National water and climate authorities, Municipalities, Youth Organizations, Women Organizations and Ministries, Journalists • Regional: Iberoamerican Union of Municipalists (UIM), UNESCO/IHP-LAC, UNASUR, Mercosur, International Co-operation Agencies, 	<p><i>National:</i></p> <ul style="list-style-type: none"> • Municipal Development Plans • National Adaptation Plans

Thematic priorities:

Climate: Incorporation of climate change considerations in the strategies, policies and development plans at national and regional level

Urbanisation: Capacity building on integrated management of urban water in the American Continent

Transboundary: Increased capacity among governmental officials from Latin America on international water laws

EUROPE

Central and Eastern Europe

Selected high level sets of activities to be implemented by RWP/CWPs	Targeted boundary actors	National and regional processes which the RWP/CWPs aim to influence
<p><i>Goal 1:</i></p> <ul style="list-style-type: none"> • Countries in the region facilitated stakeholders dialogue to adopt updated river basin management plans and flood risk management plans according to EU Water Framework Directive and Floods Directive • National Consultations on present status of Significant Water Management issues (2019) and the very first draft of 3rd on River Basin Management Plans and 2nd FRMPs (2019) <p><i>Goal 2:</i></p> <ul style="list-style-type: none"> • Contribute to development of tools and methodologies and their testing within the framework of projects – EOP Danube, PROLINE-CE, DriDanube, JoinTisza, WaterInnEU, Danube Sediment, and others <p><i>Goal 3:</i></p> <ul style="list-style-type: none"> • Fundraising capacity of the region and countries and develop and Resource Mobilization Strategy • Establishment of Reserve Fund at Regional Level • IDMP CEE Strategic Advisory Group <p><i>Projects:</i></p> <ul style="list-style-type: none"> • Implementation of the Integrated Drought Management Programme (IDMP) • Hungary and Moldova to implement SDG-Preparedness Facility and supported their respective governments in SDG-6 	<ul style="list-style-type: none"> • National: <i>National public authorities (such as NHMS, emergency authorities), National sectoral agencies (agricultural agencies, water managers, etc.), Water authorities in institutions dealing with planning, RBMP, water management, River Basin Management authorities in the countries, Schools and Youth organizations in Central and Eastern Europe, Media (journalist, TV reporters)</i> • Region: <i>International Commission for the Protection of the Danube River (ICPDR); International Sava River Basin Commission (ISRBC); International Commission for the UN Economic Commission for Europe (UNECE), DMCSEE</i> 	<p><i>National:</i></p> <ul style="list-style-type: none"> • <i>National Drought Management Decision-Making process</i> <p><i>Regional:</i></p> <ul style="list-style-type: none"> • <i>Danube Economic Strategy Task Force</i> • <i>Integrated Tisza River Basin Management Plan</i> • <i>Water Framework Directive revision</i> • <i>Drought Risk Assessments, under the EU Civil Protection Mechanism</i> • <i>Regional Drought Management Decision-making scheme</i> • <i>European Union Strategy for the Danube Region</i>
<p>Thematic priorities:</p> <p><i>Climate: National and Regional Drought Decision Making Processes under EU Drought and Floods Directives</i></p> <p><i>Urbanisation: Promotion of sustainable sanitation in less developed communities</i></p> <p><i>Transboundary: Danube Economic Strategy</i></p>		

Mediterranean (Also to be considered in Africa)

Selected high level sets of activities to be implemented by RWP	Targeted boundary actors	National and regional processes which the RWP aim to influence
<p>Goal 1:</p> <ul style="list-style-type: none"> • Facilitate Policy dialogue and catalytic actions and implement demo applications for IWRM and WSS planning at regional, national and local/ river basin level • Facilitate Regional and national policy dialogue, build capacity and implement solutions on climate change adaptation and Transboundary IWRM • Implement Local pilot applications and local and promote regional dialogue on Non-Conventional Water Resources Management, and the Urban Water Resources Management agenda advances through city-level interventions • Networking, policy planning, and local pilot applications for addressing Migration challenges related to water security are promoted and disaster risk reduction. <p>Goal 2:</p> <ul style="list-style-type: none"> • Share Knowledge and raise awareness on water challenges and contribute to the identification of sustainable solutions in the Mediterranean • Assist Parliamentarians and Media in tackling more efficiently IWRM issues in their fields of operation and power • Promote Education for IWRM through the Mediterranean Education Initiative for Environment and Sustainability <p>Goal 3:</p> <ul style="list-style-type: none"> • Sustainable Country and local water partnerships are explored and established • Explore and enhance collaborations and action with Gulf countries governments, stakeholders and GCC regional institutions aiming at promoting GWP objectives in the area, and an operational agenda is established and advance • Engage Regional partners to contribute to the design and advancement of recent GWP-Med focus themes reflecting 	<ul style="list-style-type: none"> • Region: <i>UfM Water Expert Group, League of Arab States (LAS), Regional Cooperation Council (RCC), African Ministerial Council on Water (AMCOW), UNECE Water Convention (1992), Barcelona Convention (1974), Circle of Mediterranean Parliamentarians for Sustainable Development (COMPSUD) and of the Circle of Mediterranean Journalists for Sustainable Development (COMJSD), GCC regional institutions, Gulf countries governments</i> 	<p>National:</p> <p>Regional:</p> <ul style="list-style-type: none"> • <i>EU Water Framework Directive and the extended EU acquis</i> • <i>5+5 Initiative for the Western Mediterranean, including its Water Strategy (2015)</i> • <i>Arab Water Security Strategy (2011)</i> • <i>Mediterranean Strategy for Sustainable Development (2015)</i>

<p><i>priorities in the GWP Strategy 2020, including on Gender and on Youth, also with emphasis on Employment</i></p> <p>Projects:</p> <ul style="list-style-type: none"> • <i>Making Cooperation Happen in the Mediterranean' Project (2016-2018, GWP-Med/Sida)</i> • <i>Water, Climate and Development II' Project (2017-2019, GWP)</i> • <i>Governance & Financing for the Mediterranean Water Sector' Programme (2014-2017, GWP-Med/Sida)</i> • <i>GWP SDGs Preparedness Facility (2017 on</i> • <i>SWIM/H2020 II Project (2016-2019, LDK/EU)</i> • <i>Water Integrity in the MENA' Project (2015-2017, SIWI/Sida)</i> • <i>MedProgramme (2017-2020, UNEP-MAP/GEF)</i> • <i>Nexus in SEE' Project (2017-2019, ADA)</i> • <i>IW:LEARN 4 (2016-2019, UNESCO/GEF)</i> • <i>Drin Project (2015-2019, UNDP/GEF)</i> • <i>Non-Conventional Water Resources Management' Programme (2014-2018, Coca-Cola)</i> • <i>Water for the City' Project (2016-2018, Coca-Cola)</i> 		
<p>Thematic priorities: Climate Change IUWM Gender/Youth Transboundary Cooperation</p>		

Annex B – Technical Committee Publications 2019

Note that this section is to be completed – TEC ToRs and workplan being reviewed (as of November 2018)

Table A: TEC Knowledge products and purpose

Title of publication (working)	Purpose
PP Corporate Water Stewardship	This is on-going work requested by several RWPs and considered strategically relevant by GWP's leadership and by several funding partners.
Financing multi-purpose (MP) infrastructure	MP Infrastructure is needed in to achieve IWRM and smarter infrastructure throughout Africa. Aim is to look at wicked and different examples to illustrate dilemmas on financing MP structures in the international environment.
International Water Law training	

Table B: Knowledge products contributed/with contribution of external partners

Title of publication (working)	Purpose

Annex C – Workplan Context – GWP's Strategy "Towards 2020"

The GWP – A Global Action Network

The GWP is a Global Action Network (GAN)¹¹ of more than 3,000 diverse Partner organisations united by a joint vision of water security – managing water sustainably for people, economies and the environment. GANs are increasingly recognised as prominent features of the evolving development and humanitarian landscape¹². Networks such as the GWP, are distinct from more formally constituted hierarchically-based organisational entities. Effective workplanning and monitoring of networked organisations is no small challenge.

Since its inception, the GWP Network has evolved to be a complex group of independent Partner organizations aligned in most cases in semi-autonomous Country and Regional Water Partnerships, supported by a Global Secretariat (an inter-governmental organisation called the GWPO, including the Technical Committee) based in Stockholm. The 'glue' that holds the Network together is its shared vision, mission and goals as outlined in the current Strategy. The Regional and Country Water Partnerships are required to adhere to certain conditions of accreditation, in order to use the GWP name and logo, and to be linked in to the GWP family.

¹¹ Global, multi-stakeholder, inter-organisational change networks (Wadell, Steve. 2011. Global action networks: creating our future together. Bocconi University Press).

¹² Ramalingam, Ben. 2011. Mind the network gaps. Overseas Development Institute. London, UK. 16pp. <http://www.odi.org.uk/resources/download/5736.pdf>

Workplanning is not done in isolation, but rather each entity within the Network seeks to “blend” within the overall workplan to link coherently with the workplans of the other entities.

A results chain across 3 strategic goals – GWP’s “theory of change”

The GWP Strategy for the period 2014 to 2019 has been developed on the basis of a *theory of change* with a new mission and three well-defined goals developed in consultation with stakeholders across the GWP Network. The Strategy is summarised in the diagram following.



Figure: GWP Strategy – Towards 2020

The *results* from goals 2 and 1 are achievable in a sustainable and cost-effective manner only through strong partnerships – Goal 3.

GWP's broad multi-stakeholder network enables knowledge to be generated and shared globally, regionally, and at country level through Goal 2, empowering the GWP partner organizations and key actors and allies in other sectors.

Available human and financial resources are deployed through the Network, to help countries and regions develop and implement their strategies and plans as a basis for investments - Goal 1.

These three strategic action goals are mutually reinforcing, in supporting the changes taking place in the behaviour of the key actors that GWP works to support and influence, to advance an integrated approach to good water governance and sustainable management and development.

The corresponding *Results Chain* is summarised in the table below.

Table: GWP results framework – the Theory of Change

Description of outcome challenges by goals		Value added at different stages leading to real impact
Goal 3	Actors build partnerships within a network mode, at all levels.	Contribution of networking arrangements to lead to Impact (via Goal 2 and Goal 1 mostly)
Goal 2	Actors are empowered by advocacy, knowledge sharing and capacity building activities on IWRM, through the Knowledge Chain (working in one or several ' thematic focus areas ').	Contribution of advocacy, capacity building and knowledge sharing activities on IWRM to lead to Impact (via Goal 1 mostly)
Goal 1	Actors reform their water governance system towards IWRM with strong intersectoral linkages (working in one or several ' thematic focus areas ').	Contribution of IWRM oriented water governance to lead to Impact
Impact	Actors work within the governance system to address concrete water-related problems affecting beneficiaries directly, leading to sustainable development.	Real Impact on the lives and well-being of beneficiaries

The links between the various elements contributing to delivering results envisioned in the Strategy are reflected in the GWP logical framework which is presented in detail in Annex A of the *GWP Annual Progress Review for 2017*.

Annex E – Abbreviations and Acronyms

ADB	Asian Development Bank
AfDB	African Development Bank
AMCOW	African Minister's Council on Water
ANBO	Africa Network of Basin Organisations
APWF	Asia-Pacific Water Forum
BhWP	Bhutan Water Partnership
CAADP	Comprehensive Africa Agricultural Development Programme
CABEI	Central American Bank for Economic Integration
CACENA	Central Asia and the Caucasus
CAF	Central Africa
CAM	Central America
CapNet	International network for capacity building in sustainable water management
CAR	Caribbean
CARICOM	Caribbean Community and Common Market
CCA	Climate Change Adaptation
CCAD	Central American Commission on Environment and Development
CCCCC	Caribbean Community Climate Change Centre
CDKN	Climate and Development Knowledge Network
CDM	Clean Development Mechanism
CECCC	Capacity Enhancement for Coping with Climate Change
CEE	Central and Eastern Europe
CHI	China
CICOS	Congo Basin Organisation
CILSS	Permanent Inter State Committee for Drought Control in the Sahel
CIWA	Cooperation for International Waters in Africa (World Bank Trust Fund)
COP	Conference of Parties
COTED	Council of Ministers of Trade and Environment
CP	Consulting Partners
CPWF	Challenge Programme on Water and Food of the CGIAR
CREPA	Centre Régional pour l'Eau Potable et l'Assainissement
CWP	Country Water Partnership
DANIDA	Denmark – Ministry of Foreign Affairs
DFID	UK Department for International Development
DHI	International consulting and research organisation, Copenhagen Denmark
DIKTAS	Project initiated by the aquifer-sharing states in the Mediterranean region
EAF	Eastern Africa
EAWU	Economic Accounting of Water Use
EC	European Commission
EC IFAS	Executive Committee of the International Fund for Saving the Aral Sea
ECCAS	Economic Community of Central African States
ECLAC	UN Economic Commission for Latin America and the Caribbean
ECOWAS	Economic Community of West African States
ERCC	Regional Strategy for Climate Change

EU	European Union
EU WFD	EU Water Framework Directive
EUWI	European Union Water Initiative
EUWI-FWG	European Union Water Initiative – Finance Working Group
FAO	Food and Agricultural Organisation of the UN
FO	Finance Officer
FORSEAU	Regional Solidarity Funds for Water
FPG	Finance Partners Group
GA	General Assembly
GEF	Global Environment Facility
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GWP-C	GWP Caribbean
GWPO	Global Water Partnership Organisation
GWPSA	GWP Southern Africa
HI	Host Institution
HIA	Host Institution Agreement
HLS	High Level Session
ICZM/IWRM	Integrated Coastal Zone Management/IWRM
IDM	Integrated Drought Management
IDRC	International Development Research Centre
IFAD	International Fund for Agricultural Development
IFAS	Institute of Food and Agricultural Sciences
INBO	International Network of Basin Organisation
IPCC	UN Intergovernmental Panel on Climate Change
IUCN	International Union for Conservation of Nature
IUWM	Integrated Urban Water Management
IWMI	International Water Management Institute
IWRM	Integrated Water Resources Management
JICA	Japan International Cooperation Agency
LWP	Lao Water Partnership
MED	Mediterranean
MOU	Memorandum of Understanding
NBI	Nile Basin Initiative
NGO	Non Governmental Organisation
NO	Network Officer
NSWP	New Rajasthan State Water Policy
OECD	Organisation for Economic Co-operation and Development
OM-RBF	Outcome Mapping – Results-Based-Framework
PAGIREN	National IWRM Planning process in Niger
PIWAG	Programme for the improvement of Water Governance in West Africa
PO	Programme Officer
PSP	Private Sector Participation
PWA	Palestinian Water Authority
PWP	Pakistan Water Partnership
RBM	River Basin Management

RBOs	River Basin Organisations
RC	Regional Coordinator
RECs	Regional Economic Communities
RSC	Regional Steering Committee
RWH	Rain Water Harvesting
RWP	Regional Water Partnership
SADC	Southern African Development Community
SAF	Southern Africa
SAM	Southern America
SAS	South Asia
SC	Steering Committee
SDC	Swiss Agency for Development Cooperation
SEA	South East Asia
SICA	Central American Integration System
SITWA	Strengthening Institutions for Transboundary Water Resources Management in Africa
SIWI	Stockholm International Water Institute
SWOT	Strengths, Weaknesses, Opportunities and Threats
SWWW	Stockholm World Water Week
TAC	Technical Advisory Committee
TEC	Technical Committee
UEMOA	Union économique et monétaire Oeust-africaine
UN ESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNCED	United Nations Conference on Environment and Development
UNDP	United Nations Development Programme
UNECE	United Nations Economic Commission for Europe
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UN-Water	United Nations Water Programme
USAID	United States Agency for International Development
USD	US Dollars
W&S	Water & Sanitation
WACDEP	Water Climate and Development Programme
WAF	West Africa
WB	World Bank
WCDP	World Community Development Programme
WCPs	Water and Climate Programmes of the GWP
WIN	Water Integrity Network
WMO	UN World Meteorological Organisation
WPP	Water Partnership Programme of the World Bank
WRCC	Water Resources Coordination Centre
WRM	Water Resource Management
WSS	Water Supply and Sanitation
YR	Yellow River

Annex D – Glossary of Key Terms

Term	Definition
Activities	The actions performed to produce specific outputs (by mobilising the intervention's inputs)
Attribution	The ascription of a causal link between observed (or expected to be observed) changes and a specific intervention.
Boundary actors	The parties which are to change as a result of GWP's activities
Global Action Networks	Global, multi-stakeholder, inter-organisational change networks (Waddell 2011)
Impact	The long-term effect produced by an intervention (intended or unintended, directly or indirectly related to the intervention, positive or negative)
Income from GWP's Financial Partners:	<ul style="list-style-type: none"> • Core Income: Income that can be used for any agreed activities in GWPO or the GWP Network in accordance with approved GWP Strategy and workplans. Examples include present core funding by SIDA, Danida, the Netherlands, DFID, etc. • Designated Income: Income that is used and accounted for separately for a specific programme, project or activity as stipulated by the donor. Examples include present designated funding by the EC for the SITWA Project. • Earmarked Income: Income that comes in as Core but where the donor explicitly or implicitly wants the funds to be used and accounted for primarily for a specific programme, project or activity in accordance with approved GWP Strategy and workplans. Examples include present earmarked funding for WACDEP in Africa provided by Austria.
Inception phase	The first period of project implementation from start-up until the writing of the inception report, often two to three months. The Inception Report is usually the first report produced at the end of the inception period, which updates the project design document and/or the terms of reference and sets the implementation work plan for the rest of the project.
Inputs	The resources (human, financial and material) used for a development intervention
Logical Framework (Logframe)	Management tool used to improve the design of interventions, most often at the project level. It involves identifying strategic elements (inputs, outputs, outcomes, impact) and their causal relationships, indicators, and the assumptions or risks that may influence success and failure. It thus facilitates planning, execution and evaluation of a development intervention.
Outcome	The short-and medium term effects of an intervention's outputs (OECD, 202) 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 (IDRC, 2001).
Outcome Mapping	<p>An Outcome Mapping approach inherently recognises that direct <i>attribution</i> of results to indirect outcomes is not possible in policy and advocacy organisations such as the GWP. Monitoring and reporting on the work of the organisation is being done through Outcome Mapping methodologies which seek to identify and report on the <i>plausible linkages</i> between outputs and outcomes across the <i>attribution gap</i>.</p> <p>Following an <i>outcome mapping</i> approach, <i>results</i> are planned and assessed based on monitoring and reporting on the <i>influence</i> on the <i>boundary actors</i> with whom GWP is working to effect behavioural change. The outcomes of GWP's work are measured through monitoring <i>changes in the behaviour</i> of these actors and others. Such <i>results</i> can be monitored and reported only through describing <i>plausible linkages</i> between GWP's activities and interventions, and the desired outcomes.</p>
Outputs	The products (e.g. goods or services) as well as trained or otherwise supported persons which result from the intervention's activities

Term	Definition
Progress Markers	Behavioural change outcomes or actions the programme would expect the boundary actor to exhibit during the period of the strategy
Resilience – in the context of climate change	The ability of a social or ecological system to absorb disturbances while retaining the same basic structure and ways of functioning, the capacity for self-organisation, and the capacity to adapt to stress and change (IPCC Fourth Assessment Report, 2007)
Result	The outputs, outcomes and impacts of a development intervention (intended, unintended, positive or negative)
Results-Based-Management (RBM)	A management strategy focusing on performance and achievement of outputs, outcomes and impacts.
IWRM Tools	<p>Integrated Water Resources Management (IWRM) tools comprise (ref: www.gwptoolbox.org):</p> <ol style="list-style-type: none"> 1. The <i>enabling environment</i> (policies, legal frameworks and financing and incentives) 2. The <i>institutions and required capacity</i>; and 3. The <i>management instruments</i> for sharing data/information, assessing, planning, negotiating, cooperating, regulating and financing management and development
SWOT Analysis	A strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats (SWOT) involved in a project, programme or venture. It involves specifying the objective of a venture or organisation and identifying the internal and external factors that are favourable/helpful and unfavourable/harmful to achieve that objective.
Water Security	<i>"...the capacity of a population to safeguard sustainable livelihoods, human well-being, and socio-economic development, for ensuring protection against water-borne pollution and water-related disasters, and for preserving ecosystems in a climate of peace and political stability"</i> (UN Water 2013)