



GWP-Med Partnership Council

21st Meeting
6-7 November 2018, Athens

21st Meeting of the GWP-Med Partnership Council

Tuesday & Wednesday, 6 & 7 November 2018
GWP-Med / MIO-ECSDE premises, Athens

Draft Agenda

1. Adoption of the Agenda
2. Minutes of the previous meeting
3. Developing the new GWP Strategy (120 min)

<i>Action</i>	<i>Background</i>
- Introduction - Discussion - Next steps	3a. Info Note

4. GWP-Med institutional and governance issues: updates and way forward (60 min)

<i>Action</i>	<i>Background</i>
- Introduction - Discussion - Next steps	4a. Info Note

5. Approval of the GWP-Med Audited Budget 2017 (30 min)

<i>Action</i>	<i>Background</i>
- Presentation - Discussion - Approval	5a. Audited GWP-Med Budget 2017

6. GWP-Med Progress in 2018 (30 min)

<i>Action</i>	<i>Background</i>
- Presentation - Discussion	6a. Progress in 2018 6b. Forecast GWP-Med Budget 2018

7. Draft GWP-Med Work Plan 2019 (120 min)

<i>Action</i>	<i>Background</i>
- Introduction - Discussion - Follow up	7a. Draft GWP-Med Work Plan 2019 7b. Draft GWP-Med Budget 2019

8. Next Meeting, and Any Other Business

Organisational information

Accommodation

Divani Acropolis Hotel
Parthenonos 19
11724 Athens
(nearest metro station: Acropolis)

Coordinates on Google Maps:
<https://goo.gl/maps/EPEkR4yra322>

Venue

GWP-Med / MIO-ECSDE premises
Kyrristou 12
10556 Athens
(nearest metro stations: Syntagma or Monastiraki)

Coordinates on Google Maps:
<https://goo.gl/maps/5qzGyQTUHfx>

Cell Vangelis: +306945-772016

Time Schedule:

Tuesday, 6 November 2018

Action	Time
Working Session I (Agenda Items 1,2,3,4)	15.30 – 18.00 (180 min)
<i>Coffee during meeting</i>	
<i>Dinner</i>	20.00

Wednesday, 7 November 2018

Action	Time
Working Session II (Agenda Items 4,5,6)	09.00 – 11.00 (120 min)
<i>Coffee Break</i>	11.00 – 11.30
Working Session III (Agenda Item 7,8)	11.30 – 13.30 (120 min)
<i>Lunch</i>	13.30
<i>Departures</i>	

AGENDA ITEM **2**

Minutes of previous meeting

DRAFT

**Minutes of the
20th GWP-Med Partnership Council Meeting**

Hotel Melia Barcelona Sarria, Barcelona
15 December 2017

The Meeting was attended by:

CEDARE	Khaled Abu Zeid, Senior Regional Water Program Manager
EIC	David Hernandez, Programme Officer
IME	Joan Parpal, Senior Adviser
MENBO	Ramiro Martinez, Coordinator
MedCities	Konstantia Nikopoulou, Project Officer
MIO-ECSDE	Michael Scoullou, Chairman
GWP Secretariat	Francois Brikke, Senior Network Officer
GWP-Med Secretariat	Vangelis Constantianos, Executive Secretary Bessie Mantzara, Head, Finance and Administration

Apologies:

Blue Plan	Celine Dubreuil, Programme Officer for Water
CIHEAM	Vacant
MedWet	Mailis Renaudin, Programme Officer

Agenda Item 1. Adoption of the Agenda

Michael Scoullou welcomed the GWP-Med Partnership Council (PC) members in Barcelona. The meeting was organised back-to-back with the Regional Conference on Water Governance in MENA and the wider Mediterranean (12-14 December 2017, Barcelona).

Michael sadly informed on the passing of Prof. Atef Hamdy. Atef was a genuine source of inspiration and knowledge for CIHEAM and the Mediterranean water community. An all-time positive contributor to GWP and GWP-Med works, he pointed the organization into new ideas and fronts of action. All PC members expressed in a similar way, commenting on Atef's qualities. It was suggested GWP-Med to honor his memory, e.g. through a meeting or a series of activities in his memory, or an award, on agendas he pioneered and served, like Gender or the Water-Energy-Food-Ecosystems Nexus.

The Agenda of the Meeting was presented and approved without changes (Annex I).

Agenda Item 2. Adoption of the Minutes of the previous meeting

The Minutes of the previous meeting were approved without changes (Annex II).

Agenda Item 3. The GWP Agenda for Change

Vangelis Constantianos introduced the subject based on the Info Note. The current phase of the GWP Change Agenda includes the 'GWP 2020 Strategic Planning', that entails (a) an external evaluation of the on-going GWP Strategy 2014-2019, including on 'performance' and

'fit for purpose', aimed to be completed by mid 2018 and (b) a planning process for the next GWP Strategy, that would probably be for 5 years, aimed to be completed by the end of 2019.

Francois Brikke noted that GWP is going through a transition period, while approaching the end of its on-going Strategy. The new Strategy should reflect shifts in the international water agenda as well as at regional and country levels, while it should respond to the 'fit-for-purpose' objective leading the organization to even more substantial services to its beneficiaries for water security objectives, including through the SDGs process. The transition also involves changes in the GWP leadership with a new Executive Secretary and Chair to be appointed in 2018. Similar is with the way the organization should approach fundraising, at all its levels, utilizing all options including innovative approaches. Such transitions provide an opportunity for GWP to build on achievements and move ahead.

Khaled Abu Zeid, providing feedback also in his capacity of Chair of Regional Chairs, informed that the GWP Steering Committee discussed the need to possibly have already an update of the current Strategy while this is still on, given that a few important drives have emerged since its launch in 2014, like the SDGs, Paris Agreement, etc. This may happen early in 2018, if there is such a final decision. Regarding the new Strategy, he pointed on the need to focus on less themes, while presenting a version that can be delivered with less financial resources, keeping in mind fund-raising challenges. To assist defining these, the mid-term evaluation of the running GWP Strategy will be conducted in mid 2018. In that, we need to show that possible shortcomings have been thought off and taken into account while moving towards the new Strategy. The Regions strongly wish to contribute to these and should urge GWP to make sure that these happen.

Michael pointed that the new Strategy should build on what we have been doing and delivering for long while it should to respond to new challenges and emerging themes. The Strategy consultation should bring up concerns and opportunities, and guide the way forward.

Joan Parpal suggested the new Strategy to foresee a kind of a self-adaptation mechanism, particularly since agendas currently change more frequently than in the past. He also suggested the adaptation of the running Strategy to be done as part of the mid-term Evaluation.

Khaled wondered if Regional Strategies should be prepared along with the global one. He recognised that there are pros and cons in that. Michael responded that, to the least, the priority themes of the Regions, including of the Mediterranean, should be reflected in the new Strategy. Vangelis contributed that the current setting of a wider global Strategy, that is translated into 3-year Work Programmes by each Region and the global Secretariat, provides for both a common dominator and the vehicle for addressing through operations regional themes and priorities. Francois added that the diversity among Regions is amazing and so the themes/action lines that get into their focus. The Regions should be asked to provide their priorities and there should be a convergence so the new Strategy is an inclusive one.

Agenda Item 4. Update on GWP-Med institutional and governance issues and way forward

Vangelis introduced the subject based on the Info Note, reminding key options: GWP-Med retaining the current hosting arrangement with MIO-ECSDE; GWP-Med establishing an independent legal entity, of a suitable status, like it has been the case for other GWP Regions already (e.g. Southern Africa, West Africa, Central Africa, Central and Eastern Europe, etc); GWP-Med integrating to GWPO, if such a modality is available, and if the arrangement is positive for both GWPO and GWP-Med. He provided an update on steps taken on substantiating each option as described in the Info Note.

Michael presented the next suggested steps: GWP-Med to contribute to the GWP Assessment including with a view on matters related to Regions' institutional settings; continue discussions with GWP upon the new Executive Secretary taking office, while continuing discussion on possible practical contents with the GWP Secretariat (e.g. GWP Senior Network Officer, GWP Senior Legal Advisor) as well as with GWP-Southern Africa; complete the GWP-Med assessment of options upon conclusion of these, in the meantime further advancing some of its contents (e.g. on the option of establishing a legal entity in a suitable country); decide on the GWP-Med institutional setting in the current PC format, based also on agreement with GWP, upon having available all needed information and insights. He concluded that currently nothing is forcing or rushing a change on our institutional setting, but we wish to explore all options towards a stronger GWP-Med.

Francois commented that any such decision will touch upon the wider operations of the organization. It is also a high-level policy matter linked with the identity of the organization, e.g. do we want to operate as an institution, as a network, a hybrid of the two, etc. He agreed that the GWP mid-term Evaluation should comment upon these. Michael added that indeed our expectation is the Evaluation to comment, though not to indicate a yes/no.

Khaled added that, if any of the two 'new' options will be decided, a lot of operational elements would need to be defined in detail and become established. This will be a demanding task. Further to operations, the regional governance options should be considered, particularly if the decision is to integrate with GWPO.

With these, it was agreed to continue interactions with GWP and further take up the matter upon the new GWP Management taking office. On governance issues, as agreed in the previous PC Meeting, the current PC including its Chairmanship, continues its mandate.

Agenda Item 5. Approval of the GWP-Med Audited Budget 2016

Bessie Mantzara presented the GWP-Med Audited Budget 2016. She commented on the positive balance, for one more year, between Locally Raised Funds (by GWP-Med) and the Core budget (by GWP), that remains the highest among GWP Regions. Michael noted the importance of the Core funding for achieving satisfactory regionally raised funds. Bessie also mentioned that a number of regular audits have taken place over the last years, both for GWP-Med and the Host Institute. All of them had very positive conclusions, while they have assisted for further fine-tuning our financial and operational system.

PC members positively commented on the results. It was noted that the biggest, by far, percentage of activities show under Goal 1 (assistance to policy making) while Goal 2 (raising capacities) and Goal 3 (building the network) show to be limited. It was explained that, the vast majority of the running projects are reported under Goal 1 in their totality (including policy making, capacity building, demos applications, etc activities). As evident, they include activities that should be normally reported under Goals 2 and 3, but it is not possible to separate these lines for practical reasons of financial reporting, including since several of such activities spread among project components. It was agreed to note that in future reports of the kind.

With these, the GWP-Med Audited Budget 2016 was approved (Annex III).

Agenda Item 6. GWP-Med Progress Report 2017

Vangelis presented briefly the GWP-Med Progress Report 2017. PC member commented positively on the volume and quality of activities.

Khaled pointed on the importance of engaging more partners in the implementation of activities, based on their expertise. He showed interest on the line of action in Mauritania, informing on CEDARE's work in the country through the Monitoring & Evaluation for Water In North Africa (MEWINA) Project. The GWP-Med Tunis Office would provide feedback, and options for collaboration should be considered.

Konstantia Nikopoulou expressed interest on the Source-to-Sea agenda, highlighting the urban dimension in that. She noted the potential for expanding the GWP-Med urban agenda, and suggested to explore practical options for collaboration with MedCities.

Bessie presented the Budget Forecast for 2017 in its current advanced stage, though without Q4 being closed. She commented that year's spending is expected to be lower than forecasted. This is due to delays in launching/advancing full scale activities of projects like the ADA 'Nexus in SEE' and Sida 'Making Water Cooperation Happen in the Mediterranean' (related mostly to political challenges), and the Coca Cola Foundation 'Water for the City project' (related mostly to public procedures/procurement challenges). Vangelis explained the multi-year setting of these projects and commented that activities and budget mobilization will be covered up in 2018-2019. Following these, the Budget Forecast for 2017 was approved (Annex IV).

Agenda Item 7. Draft GWP-Med Work Programme 2018

Vangelis presented briefly the draft GWP-Med Work Programme 2018. He noted that it follows on-going thematic agendas, reflecting secured and aimed funding.

The new action line on Water-Employment-Migration received attention and further information on contents was provided. Konstantia and Joan expressed MedCities's and IME's, respectively, interest to synergize on such activities.

The GWP SDG Preparedness Facility (PF) was discussed. For the moment, GWP-Med does not have activities within that. Francois updated that, so far, 6 countries have undertaken activities. Khaled suggested the development of a regional SDG project for the Mediterranean, that would link with and co-finance the SDG PF. For example, this could facilitate an exchange of experiences on country processes, have SDGs indicators explained to countries, establish common understanding towards needed investment plans, etc. Vangelis commented that progress on the agenda has been limited, given that the needs/demands of the Med countries related on SDGs remain unclear. He suggested to consider the UfM Water Agenda as a vehicle to build such an action line. He also informed on UNESCO's interest to prepare an SDGs report for the Mediterranean, possibly linked with the UfM. More on these may emerge at the upcoming UfM Water Expert Group Meeting (February 2018, Jordan) where all PC members are invited to representing their networks.

Michael noted that, despite the few consecutive years with high funding, fund-raising opportunities for GWP-Med's type of activities is becoming thinner and continues stretching; similar challenges are faced by other regional networks. This may affect funding availability in the coming years, and ways forward have to be thought of more intensively and innovatively.

The budget forecast for 2018, reflecting projects' capacities, was presented by Bessie and approved (Annex V).

With these, the GWP-Med Work Plan 2018 was approved (Annex VI).

Agenda Item 8. Any other business

No other business was discussed.

GWP-Med LOGO

20th Meeting of the GWP-Med Partnership Council

Friday, 15 December 2017
Hotel Melia Barcelona Sarria, Barcelona

Agenda

1. Adoption of the Agenda
2. Minutes of the previous meeting
3. The GWP Agenda for Change and global programmatic processes (60 min)

<i>Action</i>	<i>Background</i>
- Introduction - Discussion - Next steps	3a. Info Note

4. Update on GWP-Med institutional and governance issues and way forward (60 min)

<i>Action</i>	<i>Background</i>
- Introduction - Discussion - Next steps	4a. Info Note

5. Approval of the GWP-Med Audited Budget 2016 (15 min)

<i>Action</i>	<i>Background</i>
- Presentation - Discussion - Approval	5a. Audited GWP-Med Budget 2016

6. GWP-Med Progress Report 2017 (60 min)

<i>Action</i>	<i>Background</i>
- Presentation - Discussion	6a. Draft GWP-Med Progress Report 2017 6b. Forecast GWP-Med Budget 2017

7. Draft GWP-Med Work Plan 2018 (90 min)

<i>Action</i>	<i>Background</i>
- Introduction - Discussion - Follow up	7a. Draft GWP-Med Work Plan 2018 7b. Draft GWP-Med Budget 2018

8. Next Meeting, and Any Other Business

ANNEX II

Minutes of the 19th GWP-Med Partnership Council Meeting
[see separate file]

ANNEX III

GWP-Med Audited Report 2016
[see separate file]

ANNEX IV

GWP-Med Budget Forecast 2017
[see separate file]

ANNEX V

GWP-Med Budget Forecast 2018
[see separate file]

ANNEX VI

GWP-Med Work Plan 2018
[see separate file]

AGENDA ITEM **3**

Developing the new GWP Strategy

Developing the new GWP Strategy

Information Note

The running GWP Strategy 2020 runs from 2014 to 2019. GWP has early launched consultations towards a fit-for-purpose new Strategy for the coming 5 years, engaging Regional Water Partnerships (RWPs), Country Water Partnerships (CWPs) and other key stakeholders. The process entailed some international events so far, including the on-line Network Partners Meeting (end September 2018), in which representatives of the GWP PC, other partners and regional institutions, like the UfM, contributed; a mind-map of the meeting's discussions is attached. Similar mind-maps from other RWPs can be found in: <https://www.gwp.org/en/About/more/Events-and-Calls/2018/gwp-network-meeting-2018/>

The overarching question to answer in the Strategy consultations is: what approach should the GWP Partnership take in mobilizing action towards a water secure world? To respond to that, each RWP Steering Committee is asked to consider 10 strategic issues and provide reflections and reactions to inform the Strategy.

To facilitate discussions at RWP Steering Committee Meetings across the network, GWP has provided a guidance consultation pack (find attached) that includes the 10 strategic questions to consider as well as suggestions on providing reflections and reactions.

The methodology to follow in the discussion includes:

- Choosing what matters most: Regions may have a different view on which questions are more relevant for the Strategy from their respective perspective; they may also find a key question missing. Regions are asked to consider all questions, but pick 2-3 for substantive discussion with the Steering Committee (and add one if needed)
- Prioritization: Regions will choose the approach considered most effective to prioritizing questions (e.g. member vote or proposal by the Chair)
- Feedback: Regions are asked to share issues raised and conclusions considered, if any, in writing (suggested format in the Annex to this ppt) within one week of the meeting. The GWP Strategy team may then schedule a call to further discuss if needed.

To assist substantive discussions, the following key documents are also provided within the material of the current PC Meeting:

- the running GWP Strategy 2020
- the Note entitled 'Advanced Briefing: GWP's strategic position as it prepares for its next strategy period beginning in 2020' (March 2018)

More opportunities for regional inputs will be provided in the coming months.

NETWORK MEETING 2018

follow the SUN 



NOT JUST persons
→ whole network & Partnerships
welcome

Sharing

CONCRETE PROJECTS

activities
papers
employment
migration
living conditions at camps.

New Strategy

local regional global

water supply & hygiene & Sanitation

ENABLERS of investments
bankability of projects

Climate change agenda

information
FOCUS
ethics

solidarity
equity
etc.

waste water & RECYCLING

Drought

governance
integrated water resources management

life comes from water...
... also for the future

Human development CAPACITY

wetlands

MEDWET

H2O purification
NATURAL SOLUTIONS

MEET OBJECTIVES & NEEDS
according to our capacities

YOUTH & GENDER

FUND RAISING

Demonstrating & practical solutions
private sector

non-commercial

NGO'S PUBLIC SECTORS
GOVERNMENTS



EDUCATION

Need for joined activities

Med-countries

Collectively decided priorities

TAKE INTO ACCOUNT

Stay open don't become a club

grants

Conventional ways OR Non-conventional ways

join activities

TO GET INVOLVED

Partnerships & GWP

PRIORITISE but don't leave topics behind

WHAT TO FOCUS ON LESS?



we don't want to stop a running horse...

Bio diversity

Global level & regional
Political bodies



inhouse capacity

YOUTH FREESTANDING ACTIVITIES to bring youth to the water decision making

improve CLOSER COOPERATION

THIS meeting can teach us a lot!

MIGRATION = BIG FUTURE ISSUE

EDUCATION ETHICS

Main TOPICS

CLIMATE ISSUES

MIGRATION effects all

water culture education

GLOBAL STRATEGY applies to

MED.

Because we can learn & teach FROM & TO the network

a water secure world

GWP Strategy

Consultation Pack for Regional Water
Partnerships' Steering Committee Meetings

Context & Document Purpose

Context

- **A new strategy:** GWP is developing a new five year strategy: What approach should the Partnership take in mobilizing action towards a water secure world?
- **Consultation:** The strategy will be informed by consultation with Regional Water Partnerships, Country Water Partnerships and other key stakeholders. Each Regional Water Partnership's Steering Committee is asked to consider 10 strategic issues and provide reflections and reactions to inform the strategy

Document Purpose

- **Guidance for Steering Committee Discussions:** This consultation pack provides guidance on:
 - How to structure discussions at a Steering Committee Meeting
 - The 10 strategic questions to consider
 - Suggestions on providing reflections and reactions

Guidance on how to structure discussion

Suggested Approach

- **Questions to consider:** This pack contains 10 strategic questions – answering them will help inform the work on the GWP Strategy
- **Choosing what matters most:** Regions may have a different view on which questions are more relevant for the strategy from their respective perspective; they may also find a key question missing. Regions are asked to consider all questions but pick 2-3 for substantive discussion with the Steering Committee (and add one if needed)

Logistics

- **Time and Preparation:** Regions are asked to reserve 1.5-2 hours for this discussion and to circulate the questions in advance
- **Prioritization:** Regions will choose the approach considered most effective to prioritizing questions (e.g. member vote or proposal by the Chair)
- **Feedback:** Regions are asked to share issues raised and conclusions considered, if any, in writing (suggested format in the Annex to this ppt) within one week of the meeting. The strategy team may then schedule a call to further discuss if needed

10 strategic questions

- 1. Ambition:** Where do **Integrated Water Resource Management (IWRM)** practices need most strengthening in your region? And where do **multi-stakeholder approaches** matter most? Where should time and resources be invested? What is it that we today do not do or don't do enough that would make a difference?
- 2. Logic of Change:** Do you find the logic – described in the visual – a helpful reflection of **what drives change**?
- 3. GWP's role:** In your region, is GWP the '**voice for water**' or should it aspire to be so? Is it the '**watchdog for delivery**' or should it aspire to be so? Is there an analogy that you find more helpful in describing GWP's role – actual or potential?
- 4. Multi-stakeholder platforms:** What will it take for multi-stakeholder approaches/platforms to deliver impact in your regions' countries? Do they matter? What should be done differently if anything – to create ongoing and legitimate engagement?
- 5. Private sector mobilization:** Has GWP in your regions engaged (enough) to mobilize the **private sector to participate** in multi-stakeholder efforts in solving water challenges? Would you want to see more activities? Why? Which ones?
- 6. Business model 'in-country':** In your region, have country water partnerships or other country-level initiatives been successful conveners, supporting development of solutions for water challenges? What are **the challenges** – including financial – but also beyond? What should GWP's engagement in each country look like to continue to be or to be more successful?
- 7. Standardization:** Is there something that all GWP regional teams or country teams should "do the same way"? Do you see scope for standardizing some **core capabilities and approaches**?
- 8. Partners - Membership:** How do you see the role of GWP's members – the role of the partner organizations? In the countries in your region, do you have the right partners to **build vibrant coalitions for change**? What would GWP need to offer – or do differently – to get "**the right organizations**" to join? Or does it not matter who is a member?
- 9. Knowledge:** Does the knowledge you have seen GWP create and share – globally and regionally - matter for your success in helping shape solutions to water crises? What if anything should be done differently - to strengthen your activities, to more easily reach out to partners, to offer solutions? Is the toolbox, what we have on the website, and various training initiatives enough?
- 10. Innovation:** Should GWP operate as a launch-pad for innovation in Water Resources Management? If yes: how?

Question # 1 – Ambition

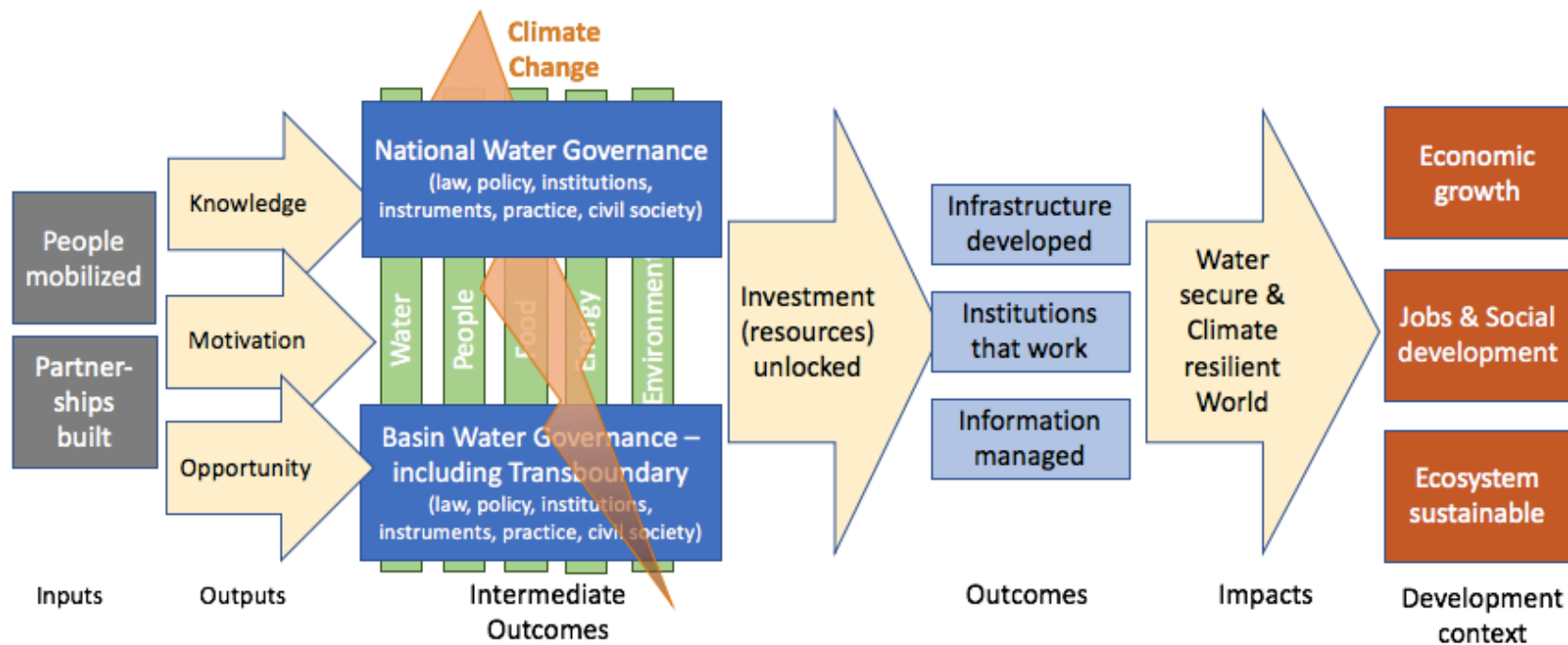
Where do Integrated Water Resource Management (IWRM) practices need most strengthening in your region? And where do multi-stakeholder approaches matter most?

Context and sub-questions

- **The development challenges ahead:** The development challenges of the coming years will be more intense than those we have seen in the past decades. Water will be at the heart of this challenge, as will increased volatility and variability. This will require more, better and faster collaboration between all involved – governments, civil society, and the private sector – and between all sectors of development.
- **Integrated Water Resources Management – coming to live?** Integrated Water Resource Management concepts will be needed more than before to address the challenges ahead. Governments have agreed to apply them as part of SDG6 implementation. As they are being applied in most countries: Will they truly lead to, shape and drive cross-sectoral collaboration and joint decision making? What personal and political convictions and persistence will be needed to have IWRM become and remain alive? And will Multi-stakeholder approaches matter?
- **In your countries – the ambition?** Knowing the governments and political forces in the countries you work in and understanding their ambitions: What water management and governance challenges need to be tackled? Where would you focus – and invest most energy, political leverage and resources to drive change? And what role should multi-stakeholder approaches play?
- **What ambition should GWP have in your countries?** What is it that we today do not do or don't do enough that would make a difference?

Question # 2 – Theory of Change

Do you find the logic – described in the visual – a helpful reflection of what drives change?



Context and sub-questions

- **In your view:** Do water solutions start with people and their ability to change behaviors
- **Is this the logic:** That by being a partnership, GWP brings knowledge, motivation and opportunity?
- **Any other views on this visual?** Is this how you would see positive changes being created?

Question # 3 – GWP’s Role

In your region, is GWP the ‘voice for water’ - or should it aspire to be so? Is it a ‘watchdog for delivery’ -or should it aspire to be so? Or be both? Is there an analogy that you find more helpful in describing GWP’s role – actual or potential?

Context and sub-questions

- **What Role?** In many places GWP is considered to be the “Voice of Water”, a neutral platform that convenes key players to share views and set important sector agendas. In other places its role is seen as the “Watchdog for Delivery”, pushing for specific actions to happen, mobilizing groups and bringing in new perspectives and experiences. The “Watchdog” role also could imply ‘pointing to the unspeakable’ – making visible areas where progress is not being made, pointing to inconvenient truths and realities....
- **In your region and countries?** Consider your region and countries of operation. Given the challenges in integrated water resource management - and the associated opportunities to contribute to improvements: which of the two roles work best for you and why? Or are these both roles? Or a different role all-together?
- **Your preference?** Do you have a preference on the strategic role that GWP focuses on and why?
- **Aligning with mandated institutions?** Should GWP – always – be aligned with mandated institutions or should it also – at times? - offer alternative perspectives ?

Question # 4 – Multi-Stakeholder Platforms



What will it take for multi-stakeholder approaches/platforms to deliver impact in your regions' countries?

Context and sub-questions

- **Multi-Stakeholder Platforms as an instrument of change:** Much discussion and analysis has gone into the role of Multi-Stakeholder Platforms in solving development challenges more generally – and specifically in the water sector to help shape (better) Integrated Water Resources Management. Given that solutions to water challenges affect all parts of society – and that everyone has a view to share and a part to play, the approach seems to make sense. But multi-stakeholder platforms also need to be highly effective - with continuity in presence, with speed in engagement, and with the talent to convene productive dialogue despite rising political pressures.
- **Really?** Is your experience with multi-stakeholder platforms, with convening 'everyone to be at one table' positive? Do you share the perspective that these platforms are necessary and desirable?
- **What will it take?** What will it take for Multi-Stakeholder Platforms in your countries, convened by you and others, to play a positive role– in driving and shaping decisions, ensuring things happen and happen faster and better?
- **GWP's ambition?** Should GWP try to create some permanency/continuity for such platforms – with the long-term engagement and investment this takes? Or instead convene opportunistically around specific issues?

Question # 5 – The Private Sector

Does GWP in your region mobilize the private sector (enough), bringing companies to the table to participate in multi-stakeholder efforts in solving water challenges?

Context and sub-questions

- **The private sector is a major player:** The private sector is highly relevant in the water sector – as consumer and polluters of water, as producer of water, as investors in infrastructure and as providers of innovative technology, etc. The private sector is diverse, with large corporate entities, smaller firms and farmers all playing a role. Yet, in many instances the private sector appears to be largely absent from multi-stakeholder processes around water governance and management.
- **Engagement is difficult:** There are times when corporations play a positive role – where they engage through stewardship initiatives and aim to find solutions for water challenges together with communities or other stakeholders. They also can play a negative role, unduly influencing decisions or withholding information. Government may find engaging with the private sector difficult: Agencies and their processes may present obstacles, they may issue licenses or offtake agreements inconsistently and operate with limited transparency and predictability, undermining investment..
- **A stronger role for GWP in your region in mobilizing the private sector?** Should GWP look to more actively mobilize the private sector to participate in solving challenges in water governance and management? Help stewardship initiatives navigate engaging with governments? What opportunities would this create for solving pressing sector challenges? What would regional or country teams find difficult or unsurmountable? If not GWP, who would instead bring the private sector to the table?

Question # 6 – Country Level Engagement

What is the best way for GWP to be active in your countries: Through country water partnerships or other country-level initiatives? How?

Context and sub-questions

- **GWP at the country-level:** GWP was set up to be active at the global, regional, and country-level. In most countries today, Country Water Partnerships exist that represent GWP. However, they drive action and contribute to solutions at very different levels. Also, in a number of countries, GWP works through country-based initiatives and topic groups - convening on specific topics rather than creating a 'country specific organizational infrastructure' through a country water partnership. Given the regional dimension of many water challenges, GWP also works through regional political organizations.
- **Challenges for Country Water Partnerships:** Working through local civil society groups provides unique legitimacy and continuity. It also can be a challenge: Being largely built on voluntary engagement, it can be difficult to have time and capacity to act. Also, some dominant members may 'capture' dialogue and render the group ineffective? Local politics can come in the way.
- **Your experience – and view of the future?** In your region, have country water partnerships or other country-level initiatives been successful conveners, supporting solutions for water challenges? What are the major challenges – including financial challenges - but also beyond? How should GWP's engagement in each country be set up so as to be successful?

Question # 7– Standardization

Is there something that all GWP regional teams or country teams should “do the same way”? Do you see scope for standardizing some core capabilities and approaches?

Context and sub-questions

- **Currently: Everyone on their own.** At present, the global and regional GWP teams provide only some guidance, structure or requirements to country teams on how to do their work – i.a making available the IWRM toolbox and other knowledge products. Also, regional GWP teams drive their own workprograms and approaches. Where projects are implemented jointly, this is of course different – but also there, the guidance will be project-specific. Of course, country solutions need to be country-specific, and only where solutions are developed with enough local engagement will they have the needed legitimacy and insight.
- **A lost opportunity: Same approach to same challenges?** There may be generic challenges – such as how to build and run Multi-stakeholder Platforms – for which a standardized approach could be taken? Systematic learning from each other could lead to better delivery.
- **Scope for standardization?** Is there something that all GWP regional teams or country teams should “do the same way”? Do you see scope for standardizing some core capabilities and approaches - applied across all teams that work to support water governance and management ? Or should we rather have an “everyone on their own” approach?
- **Your view: Which approach would you support?** And if you favor some degree of standardization: Do you have a view on the areas in which some degree of standardization could be most impactful ?

Question # 8– Membership

Should GWP “recruit” new and more partners in your region and countries strategically – or does it not matter who is a “member”? What would it take to be more strategic?

Context and sub-questions

- **Does GWP have “the right” partners?** GWP is respected globally for the size of its network (over 3000 partner organizations) and its ability to mobilize across 13 regions and 60+ countries. However, in some countries the existing partner organizations – we should probably speak about “member organizations” - seem to not be the organizations that matter most for the water sector. Some do not seem to have a stake and a say in water governance and management. Many GWP regional or country teams do not “recruit” partner organizations strategically.
- **Having “the right” partners to build “coalitions for change”?** Would it make sense to strategically bring partners together, “into” GWP, to become vibrant “coalitions for change” – that could be mobilized easily, as and when needed? How to build relationships that have longevity and are characterized by trust and common values? What would it take to find the “right” partners – see who can influence key agendas? And what would it take to “get the right people” to join – and to mobilize them?
- **Which approach is right for your region and countries?** How do you see the role of GWP’s members – the role of the partner organizations? In the countries in your region, do you have the right partners to build vibrant coalitions for change? What would GWP need to offer – or do differently – to get “the right organizations” to join? Or does it matter who is a member?

Question # 9 – Knowledge

Does GWP's approach to knowledge help make a difference – regionally or in-country? If it does or could do so: what format should it take to make more of a difference?

Context and sub-questions

- **Knowledge has played an important role for GWP in the past:** Knowledge about Integrated Water Resource Management – agreeing on a definition and providing resources and guidance – was at the forefront and core of GWP for many years. Technical Advisory Committees (TACs) were at the core of each region's development. The IWRM Toolbox is often used and referenced, and the website more broadly holds nearly 1000 knowledge “products” – primarily books and guidance notes.
- **Partners don't seem to get the knowledge they need or could use.** When new partners join GWP they often say they join “because of your knowledge”. However, about half of GWP's partners indicated (through a recent survey) that they don't find that they are getting more or more useful knowledge from GWP. Many express frustration and just about the same number would not recommend another organization to join.
- **Regions and countries use “GWP knowledge”?** Does the knowledge you have seen GWP create and share – globally and regionally - matter for your success in helping shape solutions to water crises?
- **Different content? Different formats? Different drive?** What if anything should be done differently - to strengthen your activities, to more easily reach out to partners, to offer solutions? Is the toolbox enough? What we have on the website? The various trainings? Should GWP be more active through; online groups, convening in a format at the country or regional level that ensures participants “meet the right people”? Offer access to global experts that can field questions (“Help Desk”)? Offer more Thought leadership? Videos instead of reports? Peer to Peer exchanges?

Question # 10 – Innovation

Should GWP operate as a launch-pad for innovation in Water Resources Management? If so: how?

Context and sub-questions

- **Not enough innovation today:** The Water sector has traditionally been characterized by low levels of innovation.
- **A topic for GWP?** In most regions and countries, GWP has not taken an active role in fostering or promoting innovation. Increasingly, however, innovation and technological change matter to solving water governance and water management challenges, if only where adopting innovation requires key players in the water sector to work together. The pace of innovation in the sector is now accelerating at all levels from planning through to infrastructure and service delivery – and GWP could help shape uptake in ways and formats that involve a broad set of stakeholders.
- **What specifically could GWP do when supporting innovation?** Should GWP – with its many regional and local inflection points – operate more as a ‘launch pad’ for innovation? Should it invite innovators to work “through the Network” to identify interested parties for collaboration and implementation? Should it seek to capitalize on the ingenuity of its membership to identify and test specific new solutions. Or should it stay within the traditional boundaries of convening to help build institutions for good water governance and management?

What have we missed?



- Are there strategic issues you were expecting to discuss but we've failed to raise?
- If you had to put ONE other strategic issue on the table – what would that be?

Appendix

Guidelines on providing feedback



- **Tell us:** Please provide written feedback on each of the 2-3 questions your Regional Steering Committee focuses on during the discussions
- **...in whatever form...:** Please provide this in prose using either a PowerPoint or Word format... and don't forget to tell us what question you discussed
- **... within a week...:** Please provide this within a week after the Steering Committee meeting – so that we can integrate your views timely enough;
- **... and be accessible?:** The strategy team may also reach out to Steering Committee members for further discussion – with your kind permission!

ADVANCE BRIEFING

GWP's strategic position as it prepares for its next strategy period beginning in 2020



GWP's alignment with the global development agenda

GWP long advocated for the incorporation of integrated water resources management (IWRM) into the global development agenda, as key to achieving water security. In 2015, three landmark agreements of critical significance to water security were adopted:

- the 2030 Agenda for Sustainable Development
- the Paris Agreement on Climate
- the Sendai Framework for Disaster Risk Reduction



The 2030 Agenda for Sustainable Development

In the run-up to the adoption of the SDGs, the United Nations Secretary General called for the voices of local stakeholders to be heard at the global level. In response, GWP convened country-level consultations in 2013 and 2014, at which 2,200 participants from 40 countries gave their views on prioritising water. GWP also campaigned for a dedicated water goal that placed IWRM principles at the core of achieving water security.

The inclusion of a specific Sustainable Development Goal (SDG) on water (SDG 6) and a related target (6.5.1) within the 2030 Agenda was celebrated by GWP as a major milestone.



Integrated water resources management is the foundation on which all the SDG 6 targets and the broader water-related goals can be met: for food, health, energy, jobs, poverty eradication, climate recovery, education, ecosystems, etc. As a result, GWP's programme incorporates activities in the areas of urban water, transboundary waters, and the water-food-energy-ecosystem nexus.



SDG 17, which calls for "multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources", is in perfect alignment with GWP's 21-year global action network. The network uses its convening power and deep technical expertise to bring water users together to solve water problems.



The Paris Agreement

Water management is not only vital for achieving the SDGs, it is also at the heart of climate action. Under the Paris Agreement countries are requested to outline their climate actions through Nationally Determined Contributions (NDCs). More than ninety percent of adaptation commitments in NDCs include water-related actions, **making water the most-cited priority sector**. GWP is actively working with countries to support the water-related components of their NDCs and National Adaptation Plans.



The Sendai Framework for Disaster Risk Reduction

With water-related disasters such as floods and droughts accounting for almost 90 per cent of the 1,000 most disastrous events since 1990, it is clear that water resources management is critical to effective disaster reduction and resilience. GWP's activities are closely aligned to the targets of the Sendai Framework and have supported climate resilience in vulnerable communities.

Historically aligned with the main goals of the global development agenda, GWP operates at their intersection: delivering **sustainable water management** (SDG 6) through a **multi-stakeholder partnership** (SDG 17) that supports national and regional actors to deliver on their **global climate commitments** and which furthers **disaster risk reduction and resilience**.

The GWP approach

Multi-stakeholder partnership + Knowledge = Changes to policies and practice

To bring about large scale transformational change to water management, GWP's starting point is its on-the-ground network of civil society, government, and business which, acting together, has the power to solve water-related issues. The network creates and applies its knowledge to translate science into policy and practice. This has been GWP's theory of change from the beginning.

Today, this diverse partnership – of more than 3,000 organizations in over 180 countries structured around 13 regional and 60 country water partnerships – is a strong, politically neutral platform for policy dialogue and bottom-up development of action plans and programmes.

Deeply embedded in national priorities and processes, **this multi-stakeholder partnership is a sought-after asset to help countries accelerate the achievement of water-related sustainable development and climate resilient goals**, and managing trade-offs across geographic scales and sectoral interests.

Multi-stakeholder partnership for agenda setting...



In 2017, UN Environment, the custodian agency of the SDG 6.5.1 indicator (which measures the degree of IWRM implementation), asked GWP to convene more than 30 workshops to collect country data. The output of these workshops form part of the baseline data included in UN-Water's SDG 6 Synthesis Report on Water and Sanitation, which is itself an input into the High Level Political Forum on Sustainable Development (HLPF) in July 2018. The workshops highlighted national priority areas for IWRM, which will now be used by GWP and its partners to develop interventions to advance SDG 6.

That same year, the High Level Panel on Water (HLPW) – an initiative of the UN Secretary-General and the World Bank Group President – asked GWP to convene consultations to gather input from a wide variety of stakeholders (including NGOs, indigenous peoples, faith-based groups, government, women, youth and the private sector), for its Valuing Water Initiative. These consultations addressed the multiple values of water including its cultural, spiritual, and environmental dimensions as well as its economic value and pricing. Participants' views were incorporated into the Valuing Water document which informed the HLPW's recommended actions.



...and from agenda setting to national action

One of the first initiatives of GWP's 'Water, Climate and Development Programme' (launched in response to the African Union's call for countries to build resilience to climate change and water resources variability) was to develop the Water Supplement to the UNFCCC's Technical Guidelines for developing National Adaptation Plans, which were disseminated among least developed countries to enable water sector adaptation planning. This technical expertise not only influenced the global climate agenda but also allowed GWP to enable countries to address knowledge and capacity gaps: helping countries to develop their National Adaptation Planning (NAPs) frameworks. GWP is supporting the development and implementation of NAPs and the outlining and delivery of NDCs in several countries, including Cameroon, Zambia, Kenya, Uganda, and Nepal.

These examples demonstrate that GWP can quickly deploy its network so that local realities inform global processes and vice-versa, making GWP a multi-stakeholder partnership of choice to accelerate climate and development goals by applying an integrated approach to water resources management.



The GWP priority areas

Every person, economy, and ecosystem depends on water, yet it is often taken for granted, overused, abused, and poorly managed. This results in a situation of water insecurity that keeps millions of people in poverty, hampers human development and is a drag on economic growth.

Ineffective water resources management is estimated to cost the global economy USD 500 billion annually and, factoring in the additional environmental impacts, 1 percent or more of global gross domestic product¹.

Water insecurity also undermines stability, with water-related crises being ranked among the top 10 global risks for several years according to the World Economic Forum's Global Risks Report.

At the heart of the water crisis is the way water resources are managed and governed. Thus, the key aspect of GWP's work is **ensuring good water governance** through the creation of enabling environments for improved water management.

Since the start of the current strategy period in 2014, GWP has influenced more than 170 key water governance outcomes at the basin, country, and regional levels. These outcomes include policies and laws, investment plans and strategies, strengthened institutions that are transparent, inclusive and integrated across sectors, and additional financing.

Working closely with mandated institutions, GWP's climate programme (which includes the GWP-World Meteorological Organisation drought and flood programmes) directly helped secure nearly EUR 20 million in climate financing for vulnerable communities in Africa. The implementation of these investment plans has the potential to protect nearly 74 million people from water crises. In total, we estimate that the plans, strategies, and initiatives supported by GWP since 2014 have influenced water-related investments of more than €1bn².

It is an **enabling environment of good governance** which makes investments sustainable. This includes: cross-sector cooperation, informed stakeholders, competent institutions, transparent decision-making, benefit-sharing, good policies and laws, and an ability to identify and develop bankable projects – what GWP has been delivering for 20-plus years.

¹ GWP and Organisation for Economic Co-operation and Development (OECD), Securing Water, Sustaining Growth (2015).

² This figure combines investments which GWP has a) directly catalysed (i.e. through the preparation of investment plans and bankable projects) and b) indirectly guided (i.e. the allocation of national/ODA water security budgets through GWP-supported governance plans and strategies).



GWP's 2020 Strategy

In 2018, GWP begins its transition to a new strategy period that starts in 2020. The transition begins with an external evaluation followed closely by actively gathering input from the network and other key stakeholders that will inform early drafts of the strategy. A final strategy is expected to be adopted at the GWP Network Meeting in May 2019.

In full synergy with the global community's development and climate agendas, GWP offers a compelling comparative advantage:

an inclusive multi-stakeholder partnership with convening power that contributes to agenda-setting, and mobilising knowledge, expertise, political will, financing, and programme implementation for long-term and large-scale transformation of water management across sectors.

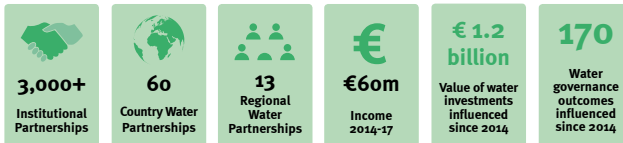
During the current strategy (2014-19), several initiatives have surfaced which will inform the new strategy:

- strengthening national capacity for delivery of results
- engaging GWP Partners to improve network vibrancy
- accessing climate finance and supporting countries in their climate resilience goals
- catalysing youth engagement and gender equality for greater impact on water management
- offering the private sector concrete solutions to connect water stewardship initiatives within IWRM frameworks, and further unlock private sector water action

Later in 2018, GWP will publish a strategy 'update' that will expand on the above initiatives as well as elaborate new directions, based on consultation with the network.

Going from *economic growth* to *sustainable development* is the political imperative of our time. To do that leaders must deliver on water security, the cornerstone of human health and sustainable growth. Water risks are currently a barrier to that growth. GWP is committed to making water an enabler.

Join us in promoting partnerships for good water governance



To see more water governance results, go to:

<http://www.gwp.org/en/interactivemap>

 www.gwp.org

 facebook.com/globalwaterpartnership

 gwp@gwp.org

 twitter.com/GWPnews



AGENDA ITEM **4**

GWP-Med institutional and governance issues: updates and way forward

GWP-Med institutional and governance issues: updates and way forward

Information Note

a. GWP-Med institutional issues

At the GWP-Med 19th and 20th PC Meetings, it was agreed:

- to assess options for the future GWP-Med institutional setting, including based on close discussions with GWP. Options analysed include: (i) GWP-Med retaining the current hosting arrangement with MIO-ECSDE; (ii) GWP-Med establishing an independent legal entity, of a suitable status, like it has been the case for other GWP Regional Water Partnerships (RWPs) already (e.g. Southern Africa, West Africa, Central Africa, Central & Eastern Europe); (iii) GWP-Med integrating to GWPO, if such a modality is available, and if the arrangement is positive for both GWPO and GWP-Med.
- to give an emphasis on option (iii) of integrating GWP-Med to GWPO, towards utilizing the IGO status for the benefit of the organisation's objectives;
- the regional decision on the future GWP-Med institutional setting to be taken by the current PC synthesis, that will also provide feedback throughout the options' screening process.

In response to these:

- discussions with GWP on the option (iii) of integration continued, including upon assignment (May 2018) of the new GWP Executive Secretary. Among others, discussions took place in the margins of the Regional Days 2018 (May, Budapest), World Water Week (August, Stockholm), and TEC Meeting (September, Athens).
- based on work done by GWP and GWP-Med, GWP-Southern Africa and GWP-West Africa, the Note entitled 'Global Water Partnership: Strengthening the Institutional Set-Up for RWPs', was elaborated (find attached). Its purpose is to discuss opportunities and risks associated with strengthening the institutional set-up of RWPs and to recommend next steps to be considered by the GWP Steering Committee at its December 2018 meeting.

Suggested next steps include:

- discuss at the current GWP-Med PC Meeting elements of the Note and use these as inputs for the feedback that GWP-Med should provide to GWP by 9 November. Among points to be discussed are the roles of the RWP/GWPO SC in Regions establishing GWPO branch offices (of any form).
- prepare and provide to GWP a draft 'regional case study', as described in the Note, by 23 November to add more credibility to the options presented. As a next step, a full 'regional business case' should be developed, but this would need more time.
- based on the above, and in close collaboration with GWP, shape a final proposal to the GWP-Med PC Meeting for decision, anticipating that for within 2019.

b. GWP-Med governance issues

At the GWP-Med 19th PC Meeting, it was agreed to extend the mandate of the current PC, including its Chairmanship, until decision on the GWP-Med institutional setting is taken.

Suggested next steps include:

- complete the process of options' assessment, leading to a related PC decision, as described under (a).
- proceed with arrangements for a regional steering committee or a related body according to the new setting.

Global Water Partnership: Strengthening the Institutional Set-Up for Regional Water Partnerships

Purpose: The purpose of this note is to discuss opportunities and risks associated with **strengthening the institutional set-up of Regional Water Partnerships** and to recommend **next steps to be considered** by the GWP Steering Committee at its December 2018 meetings.

Background: GWP's general principle for growth and institutionally setting up regional and country water partnerships has traditionally been to operate in an explicitly "light" format, negotiating "host agreements" with its many partner organizations around the world. In some cases, the Regional Water Partnership (RWP) has set up a local NGO to have its own legal personality. In both models, GWPO was able to avoid the administrative hassle that may have come with administering and managing people, processes and resources in many different countries. This has worked well for the first fifteen years since GWPO was set up, but more recently and in particular in high-growth regions the business model has begun to pose real limits to operational effectiveness and growth. Three RWPs have asked that GWPO consider establishing "regional branch offices" in their regions: Mediterranean, Southern Africa, and West Africa. The main drivers behind the proposal are:

- (i) **Ability to fundraise locally:** Two of the three teams are hosted by partner organizations who are active in similar fields. Fundraising "through" these other organizations presents challenges – in terms of competition and in terms of limitations¹. One of the three teams have set up its own NGO structure – which presents yet another challenge, in that larger funding partners are often skeptical vis-à-vis a self-standing NGO's ability to manage larger sums of money without a strong historical track record.
- (ii) **Presence and Recognition in-country/in-region.** There is a sense that having "International Organization Status" would provide more access to informal networks in the countries and regions the teams operate in. Amongst other things, the status conveys invitations to diplomatic receptions and the ability to informally meet representatives from donor countries and other international organizations.
- (iii) **Operational advantages:** The "International Organization Status" would offer a number of practical operational advantages, including the ability to hire staff from other countries without complex residency and work permit processes. One of the three teams – in South Africa – already benefits from this advantage, being hosted by IWMI who itself has "International Organization Status"; the other two teams would find this advantageous.
- (iv) **Financial advantage/attractiveness as an employer:** The three teams suggest that "International Organization Status" would improve their attractiveness as an employer and reduce cost since it would allow offering tax free salaries as well as access to international insurance schemes etc.

Perspectives to consider: While all four points listed above favor the option of setting up a local "branch" of GWPO, two particular aspects of such arrangements should be thought through carefully – aspects relating to ownership, network culture, and governance on the one hand, and aspects related to cost and efficiencies on the other. These aspects will drive both benefits and risks, and Annex I of this paper suggests that a careful design of implementation arrangements be developed that would leverage the benefits and mitigate the risks. Furthermore, several specific features of

¹ One of the host organizations – IWMI – does not sign for funds raised that come in the context of programmatic or project funding; the only ways to locally fund-raise when hosted by IWMI is to (a) agree for IWMI to do full project management; (b) fund-raise core funds rather than programmatic/project funding; and (c) move the funding through Stockholm – something that many funding partners do not want to see.

implementation arrangements are listed in Annex II (pros and cons) that should shape the relationship between GWPO and a “regional branch” from an administrative and financial management perspective. Finally, Annex III provides a few options for the institutional set up, with many variations of these three basic options also being under consideration.

Conclusion: Whether or not a regional “branch offices” should be set up will depend on (a) the assessment of a region’s ability (actual or potential) to directly fundraise, for the region and on behalf of country water partnerships; (b) the advantageousness of host country arrangements that may be negotiated (to include office related fix cost, tax free arrangements, and other contributions); and (c) the cost structure of each of the respective regions (high volume vs low volume). Setting up “branch offices” will incur certain risks – highlighted below – that would require mitigating, and a task force should be set up to develop suggestions for how to specifically mitigate those risks.

Next Steps:

This paper recommends that the **GWPO Steering Committee.**

- (a) **Instructs the GWPO Executive Secretary to initiate the process** of establishing regional GWPO Branch Offices in the regions of the Mediterranean, Southern Africa, and West Africa.
- (b) **Delegates final approval to the GWPO Executive Secretary:** The decision to establish a regional GWPO Branch Office in a region or not will be taken by the GWPO Executive Secretary on the basis of a detailed business case signed by the Regional Steering Committee Chair.

This paper recommends that the “**Regional Institutional Set Up**” Task Force:

- (c) **Develops Regional Case Studies:** The three regions most interested in a “regional branch” should develop a more in-depth analysis and a related proposal, including an assessment of the political environment in their region and the approach for approaching negotiations with a potential host country government (e.g. competitive across the regions/super-region; direct; potential champions, etc.), considering explicitly the risks and opportunities laid out in this paper. Unless a better option is identified and described, the starting point for the business case should be the scenario outlined in Annex III as Option 1. The business case must include a cost-benefit analysis (see Annex IV for an example).
- (d) **Develops a proposal for Global Administrative Management Arrangements for Operating a Hub-And-Spoke Model:** GWPO’s Finance and Administration team should develop a detailed proposal on what specific financial and administrative processes should be modified or newly designed so as to address the controls and management needs of operating a Hub-and-Spoke model, including concrete proposals for specific policies and processes. The proposal should consider:
 - The controls environment: The controls environment would need to take into account operating in a hub-and-spoke model across all key processes, including whether additional functions would need to be established. For example, it may be necessary to establish an internal audit position that reports directly to the GWPO Steering Committee Audit & Finance Sub-Committee². Specific processes adequate for managing the relationship between the global and the regional administration and finance officers also should be

² Previous donor assessments have highlighted the lack of an internal audit function at GWPO, and the argument for creating this function would gain strength if there are GWPO offices in the regions.

proposed, including a policy for delegating authorities to centralize larger transactions and decentralize smaller transactions. For example, procurement processes over €20K may have to involve a HQ review, while others would be up for ex-post review on a quarterly or half-yearly basis.

- The HR management environment: The HR management environment would need to clarify all aspects of HR management, including recruitment, onboarding, performance management, existing, conflict resolution, salary levels, professional grades, etc. Particularly important will be to establish a good balance between globally applicable principles and regionally relevant policies.

(e) Develops a process for host country negotiations: Host country negotiations can be complex and have to take place carefully planned and staged. It is not necessarily the case that the country currently hosting a Regional Water Partnership would offer the most advantageous arrangements for a GWPO “regional branch”. In some regions, it may make sense to orchestrate a competition between different countries. In either case, the Task Force should propose criteria for consideration by the respective Regional Steering Committee as well as a structured approach for engaging with one or more potential host countries.

(f) Investigates changes to the role of the GWPO/RWP Steering Committees. The three regions most interested in a “regional branch” and GWPO should identify any changes needed to ensure that governance gaps are not created by the GWPO Regional Branch Office.

The Task Force should report back within??? Check with Alex, Armand, Vangelis on reasonable timeframe for the regional case studies. First draft possible by Nov 23 before GWPO SC?

Annex I: Analysis to be considered when preparing regional proposals for setting up GWPO “branch offices”

For consideration: Aspects of ownership, network culture, governance – benefits and risks

- 1. Benefits of a global controls environment, standardization, effectiveness:** There are likely to be many administrative advantages for a regional office being directly linked in with GWPO; the “branch office” would be governed by the same global controls environment, there would be alignment with global processes and policies; consistency, and effectiveness and efficiency in work programming and implementation.
- 2. Benefits to cross-regional visibility and performance:** In setting up “regional branches”, the involved teams should also consider adding a “continental cooperation function” – to ensure that some of the benefits of the “regional branch” can be extended to the other “sister regions”. The potential of such benefits could include better access to engaging with regional and cross-regional political bodies, based on the international organization status, as well as better ability to accept and manage larger donor funds. This could be arranged – if the involved regions agree – across either geographical or linguistic or political groupings that bring together individual regions. As a concept this is already being tested on the African continent – with so far very positive outcomes.
- 3. Benefits of negotiating host-country agreements:** When negotiating specific host-country agreements, it may be possible to negotiate contributions – financial and in-kind – that go beyond what a regional team currently has access to. Indeed, the key to the question of whether or not GWP would want to set up “regional branches” may well be the benefits offered or not offered to GWPO by a host country. However, it is important to note that some of these benefits only apply to operations and staff located within the jurisdiction of that country; tax exemptions, for example, will not apply to other countries in the region, or to staff that are outposted to other countries. Given the multi-country and multi-stakeholder nature of GWP, it will be important for GWPO to carefully consider the “how” of engaging with potential host countries, ensuring transparency and due process, as appropriate.
- 4. Risks relating to regional autonomy, legitimacy, and end-accountability:** If GWPO was to set up “branch offices” in a region, GWPO as an organization becomes legally responsible for all activities at the regional level, including locally raised funding (targets, deployment, etc.). Unless specifically addressed, this would have implications for regional autonomy (“who approves the workplan”), regional legitimacy (“who takes major decisions and with what mandate”).
- 5. Risks to global reputation, effectiveness, management:** Also for GWPO setting up “branch offices” would not come without risk. “Regional Branches” would be entities – and staff – for whom the global team would assume end-to-end accountability for. This would include processes regarding financial management, all fiduciary and HR management processes, and much more. Taking on such end-to-end accountability requires investing – possibly significantly – in regional roll-out, training, supervision, and controls, and the management of all of the above would constitute by itself a risk.

6. **Implementation risks:** As with any long-term decision, there is a serious implementation risk to be considered. Unless extraordinarily favorable host country agreements are negotiated with counterpart governments, establishing a GWPO “branch office” in a region that - in the foreseeable future - will not be able to attract additional funding, is not financially viable. Considerations for setting up a “branch office” thus should also include a provisional “closure plan”.

7. **Mitigating risks – one by one, and case by case:** Specific risks that such an arrangement would need to mitigate would include, amongst others, the following.

7.1 Risks to Regional and Country Teams (the risks listed below may be applicable to both Regional Country Water partnerships and Country Water Partnerships)

- Risks to cross-regional collaboration: If a “regional branch” is set up in the context of playing a cross-regional coordination role – e.g. coordinating and supporting the four regional teams on the African continent through the Southern Africa team – such an arrangement needs to be fully owned by all involved regions. It may be necessary to set up a related (light) governance, involving the four regional chairs.
- Risks to regional ownership: There is a risk that there may be less alignment with regional processes, assuming that the regional portfolio being governed by regional actors creates this alignment. Similarly, the regional Multi-Stakeholder Platform – which is what the Regional Steering Committee is part of – may lose some of its neutrality and may thus be less of a true GWP team.
- Risks to regional delivery: The quality of regional decisions may go down if decisions are not taken by the regional team rather than the global team (information asymmetry). Similarly, there may be a loss of agility and relevance – decision making may take longer. Disruptive internal politics may emerge due to changes in the power dynamics. And the regional team may simply be less engaged.
- Risk to Network-wide dynamics: Unless specifically addressed, it may be unclear whether the Regional Executive Secretaries and their teams speak with “the voice of the region” or with “the voice of the global team”? Would there be a loss of diversity in thinking – across the network - with one layer of independent governance removed? It is possible, that the regional team would be less motivated and engaged in their dealings with the network as they feel they have less ability to shape and decide directions themselves. There might also be the risk that the regions who host a “branch office” become much more influential in the Network and with the global team than regions with “regular” regional set-ups.
- Risk to mobility: It may become difficult to move the regional office to another country if needed (especially if the host country becomes a Sponsoring Partner).

7.2 Risks to the global team.

- Systems risks: Are GWP’s systems adequately set up to handle several “branch offices”? Are the contract and HR systems adequate for operating in several locations? How about IT integration? Time recording? Device policies?
- Controls risks: There are a number of controls risks associated with setting up “branches” including but not limited to ensuring appropriate segregation of duties.
- Delivery risks: With the “regional branches” being seen as an extension of the global team, how does the global team manage delivery – in terms of quality, timeliness, responsiveness?
- Reputational risks: With the “regional branches” being seen as an extension of the global team, how well will the regional team be able to represent the ES in regional fora? Will the regional team “be on message”, continue to be informed and “on the dot”?

8. **The risks associated with setting up regional “branch offices” can be addressed – mostly:** There are several ways to address the risks listed above. Options for addressing regional risks include the following.
- Mitigating risks to regional ownership: The role and relationship of GWPO and the Regional Steering Committee would need to be redefined to maintain regional ownership and to engage with regional actors “on behalf of the Regional Steering Committee”, and/or with specific platforms (e.g. youth).
 - Risks to regional delivery: A “federal” approach to decision making could be developed, allowing the region to handle most matters directly and without “involving Stockholm” for decision making. A detailed “Roles & Responsibilities” matrix should be developed, discussed and agreed upon between the region and the Stockholm team at the outset of setting up a “regional branch” office, establishing who should be informed, consulted, take decisions and be end-accountable for what matters. Such an approach would have to be built around mutual trust and clear KPIs, and subject to regular and systematic review.
 - Risk to Network-wide dynamics: The regional chair would have to play a strong role in the Network to ensure the power dynamics do not change. The choice of the Regional ES could also be delegated by GWPO to a Regional Committee. It would NOT be advisable to give the Regional ES a particular – elevated – role in the GWPO internal management structure – precisely for the balance across regions to remain intact.
 - Risk to mobility: This risk cannot be mitigated. Moving a “branch office” once established is very difficult – if not impossible – unless a major issues emerges (e.g. host country stops contributions);

For consideration: Financial advantage will vary on a case by case basis

9. **Financial dis/advantage will vary on a case by case basis, driven by respective current institutional hosting arrangements:** GWP’s current hosting arrangements are not standardized, and the cost varies greatly between regions. Current hosting fees vary from 3.5% in the Mediterranean, through 7.5% in IWMI hosted set-ups (South Africa, Central Asia, South Asia), to 12% in Central America. Some hosting arrangements are all inclusive, others exclude office space and other services. This influences how financially beneficial a move might be.
10. **Financial dis/advantage will vary on a case by case basis, driven by the nature of a region’s current cost structure:** Some regions may not need to pay for office space if that is provided in kind, and the cost structure will vary depending on the cost of living in the country selected. Successfully negotiating tax exemptions for the GWPO office in each country hosting a region will be crucial to keep costs down – as would negotiating government contributions, such as offering free offices and other services as part of the hosting arrangements negotiations, or providing (seconded) staff, as well as direct contributions.
11. **Financial dis/advantage will vary on a case by case basis, driven by a region’s volume of activities:** Running GWPO “branch offices” in regions with a high activity level, and thus high variable cost, such as the Mediterranean and Southern Africa, should generate sufficient income for paying for fixed cost of running an office (if not covered through a host-country agreement) – assuming that the flat rate charged by GWPO for providing the controls environment is lower than the current rates. Conversely, setting up GWPO “branch offices” in low-activity-volume regions, where fixed costs are relatively higher, such as the Caribbean or South America, would not be financially possible unless the hosting arrangement negotiated with the governments would include covering these fixed costs.

12. **Financial dis/advantage will vary on a case by case basis, driven by the set-up cost:** When setting up a “branch office”, set-up costs will be incurred, including staff time, legal fees and travel costs to establish the agreement with the host country, recruitment and training costs for back office staff, as appropriate, as well as possibly a deposit and advance on rented premises, IT equipment/infrastructure/software, and furniture and fittings. Additional staff time will also be required to “get things going” upon set up. Except for the initial staff time, legal and travel cost of negotiating the agreement, much of the set-up cost would have to be part of the host country agreement. The related cost must be calculated carefully.

13. **Financial dis/advantage will vary depending on how much “back office” work** is expected to be done at the regional “branch office”– or would be done in Stockholm. In order to understand the cost of running a regional “branch office” each of the offices interested in such a solution should undertake a projection of the cost of any “back office” cost that may need to be paid for. This will be important to understand how much of this could be done – or not – in Stockholm, leveraging some economies of scale currently not available, and how much must be done locally, given in-country rules and regulations on financial management, information management, reporting, banking, HR, etc.

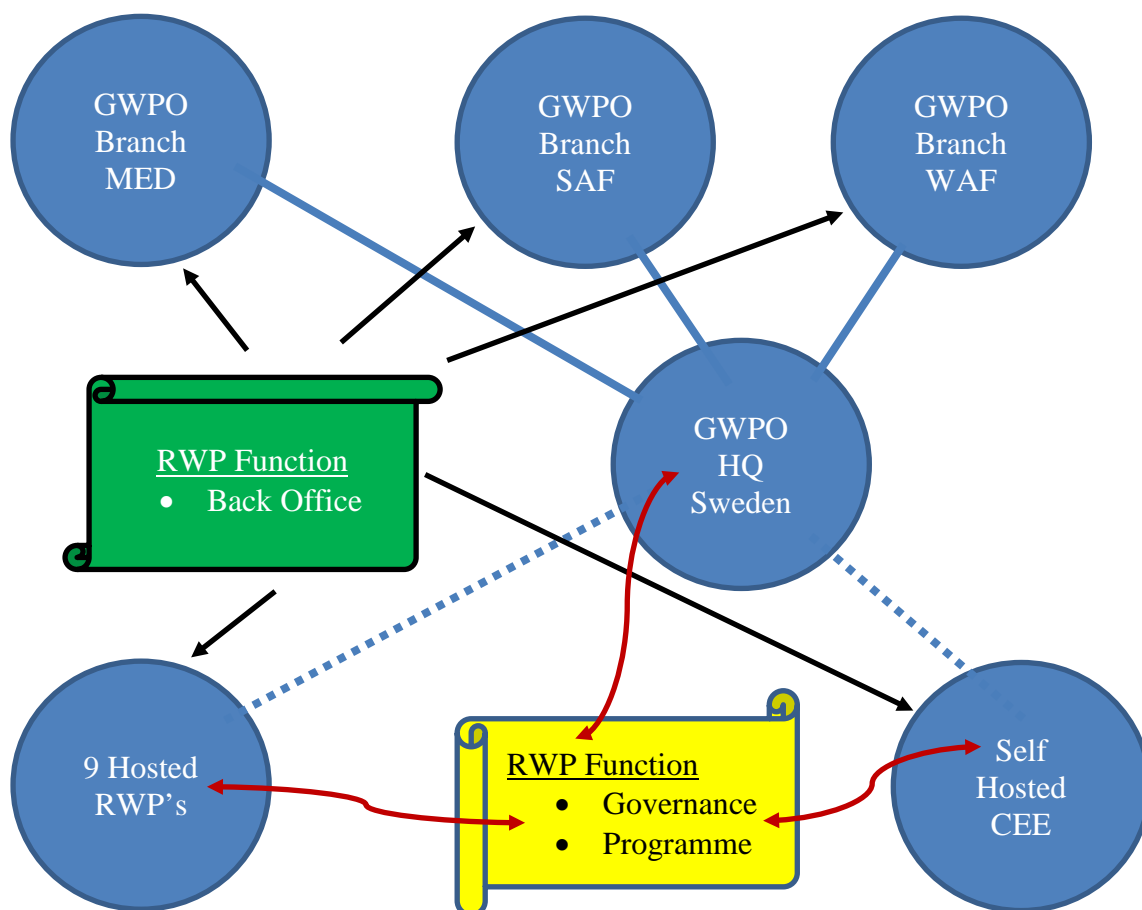
Annex II: Rationale for setting up GWPO “regional branches”

Pros	Cons
<p>Administrative systems and services</p> <ul style="list-style-type: none"> • Efficiencies from ability to function within one administrative system (current hosting arrangements require functioning within both the host agency and the GWPO system). • Efficiencies from ability to provide up-to-date financial reports and use only one financial management system – the Stockholm team’s NAV system (due to current host agency arrangements, financial information can up to four months old, as different IT systems and associated reviews slow done production of financial reports). • Efficiencies from using common administrative templates and IT systems: Using a common set of IT platforms and administrative templates will simplify the training of regional teams, and provide the possibility of best practice processes and procedures in the areas of administration, communications, finance, human resources, procurement, travel, governance, and operations. • Potential improvement in speed of providing administrative services: At times, regions hosted by another organization, have found that administrative services are provided to them only after the hosting agency’s services have been provided. This has delayed processes such as procurement and contracting in the past. Such services could potentially be managed faster if undertaken within the same organization. 	
<p>Controls environment</p> <ul style="list-style-type: none"> • Proper administration of one single controls environment. Controls risk are less likely to emerge as only one controls environment would be implemented • Resolving issues related to the controls environment: Where conflicts relating to the controls environment emerge, the host agency is less likely to find a solution that reflects both the business need and the integrity of the controls environment since they will understand the business needs less well. 	<p>Controls environment</p> <ul style="list-style-type: none"> • Do host agencies manage a controls environment better than GWPO would? When operating within a host agency, the controls environment is automatically managed at “arm’s length”, thus ensuring an optimal distance and high likelihood of avoiding fraud or corruption issues. When implementing the controls environment for “branch offices”, the Stockholm team would have to play a significant role. • Quality of staff managing the controls environment. Host institutions usually have several staff members with financial management training and access to the accounting system. When implementing the controls environment for “branch offices”, the Stockholm team would have to play a significant role, to ensure that suspicious activity can be detected.
<p>Ease of doing business: Diplomatic Status</p> <ul style="list-style-type: none"> • Recruitment: With diplomatic status, international recruitments becomes easier due to tax exemption and ability to arrange for residency and work permit. • Event management: Diplomatic status may speed up the visa application process where 	

<p>events are held that involve international participants.</p> <ul style="list-style-type: none"> • Financial transfers: Diplomatic status may simplify the process for sending funds to other countries on the continent and beyond. • Contracting: Many suppliers do not fully understand the GWP hosting model, and are wary of contracting with the host institution. 	
<p>Fundraising</p> <ul style="list-style-type: none"> • Distinct legal entity status: Many funders require and look for legal incorporation when providing local funding. While functions associated with a legal identity can normally be handled by the host organization, donors increasingly prefer direct engagement with the implementing partner. • Host institution limitations: Some host institutions, notably IWMI, require joint project management where project or programmatic funds are raised by Regional Water Partnerships. • Regional identify. Separate legal status in a country in the region will facilitate fundraising from donors who would not consider signing an agreement with an organization based in Sweden for a grant that is to be implemented in another country. 	
<p>Staffing and HR Management</p> <ul style="list-style-type: none"> • Better Work Conditions and Environment for staff: Many regional GWP staff operate on consulting contracts with regional hosts and do not enjoy the career and professional support that a good employer would want to provide. 	
<p>Standing</p> <ul style="list-style-type: none"> • Access to platforms or fora: The reputation of GWPO usually matches or exceeds the reputation of most host organizations. Some counterparts view the fact that GWP is hosted and does not have a separate legal entity as detrimental to their ability to engage with GWP. • Confidence and credibility: Having regional GWPO offices could raise confidence with stakeholders that GWP is a credible partner with a proven presence and track record in the region. Establishing GWPO regional offices would give the GWP brand stronger visibility and improve the standing of the GWP brand in the network. 	

Annex III: Institutional setup options to strengthen GWP's regional teams.

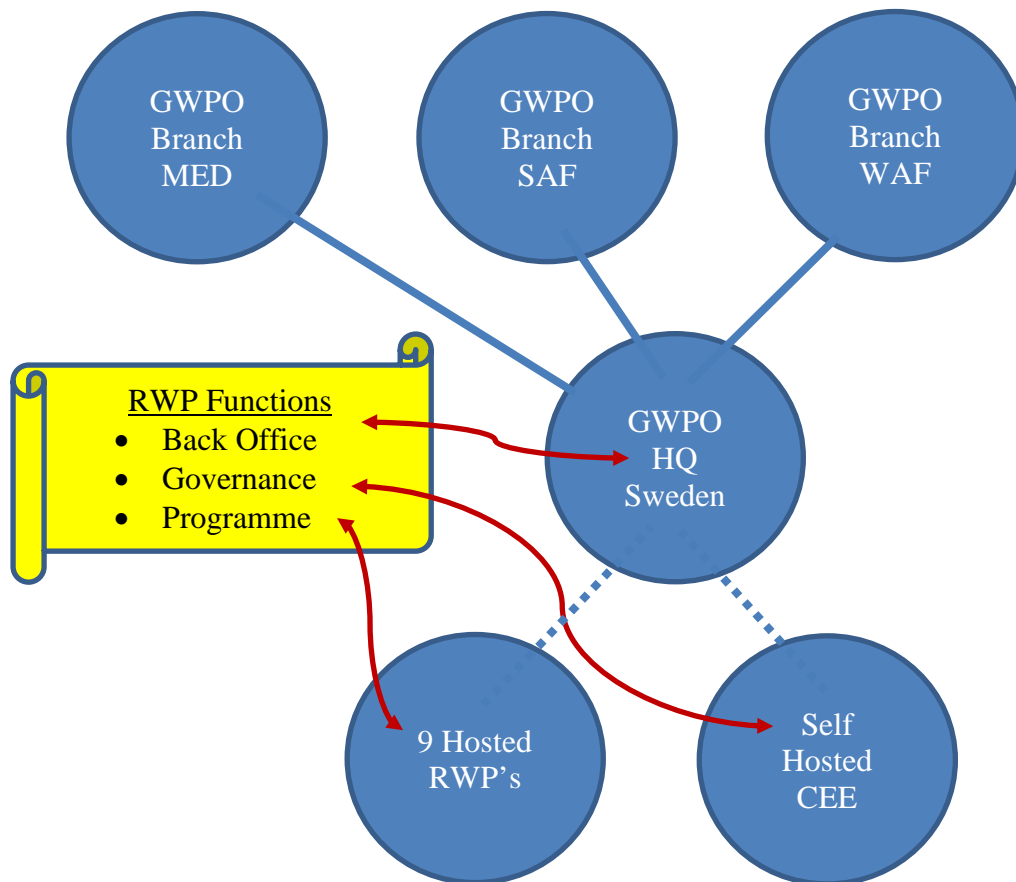
Option 1: Decentralized GWPO branch offices, Hosting & Self-hosting



1. The current institutional delivery model is kept for most regions, but a few selected regions are set up as GWPO branch offices (MED, SAF, WAF).
2. Agreements are negotiated with national governments in selected regions to create regional GWPO offices, similar to the agreements negotiated by other international organizations with the respective host countries (e.g. IWMI in South Africa).
3. The agreements are negotiated between GWPO (Sweden based intergovernmental organization) and the respective host country in the region.
4. GWPO HQ aims to negotiate tax free status with the host country in the region for income tax, VAT, and taxing of staff.
5. GWPO HQ aims to negotiate tax deductions for local donors making contributions to the local GWPO office.
6. GWPO HQ aims to negotiate premises to be provided by the host country for the GWPO Branch office.
7. If approved by the existing Sponsoring Partners, GWPO HQ may offer the host country an opportunity to become a Sponsoring Partner.

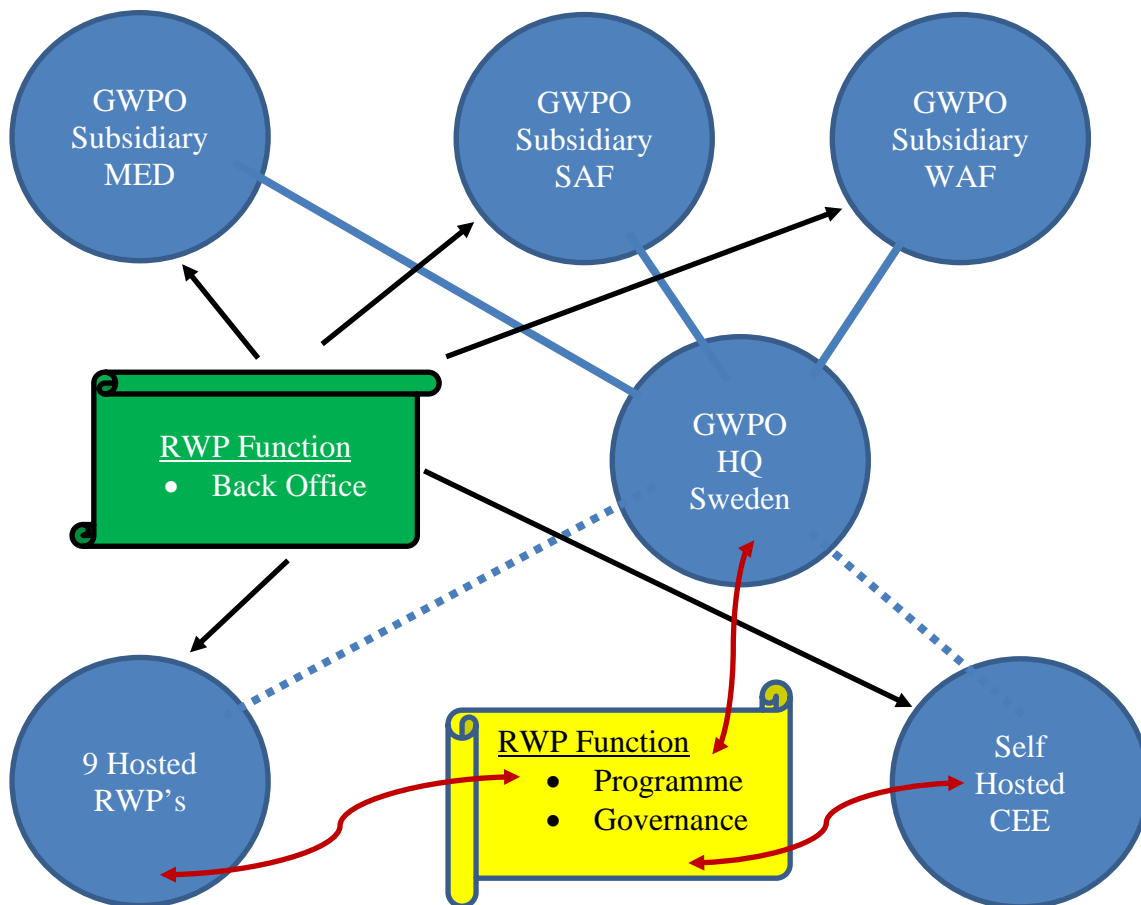
8. If a suitable agreement cannot be reached between GWPO HQ and the preferred host country to establish a regional GWPO office, an alternative host country may be considered.
9. Corporate Framework: GWPO offices established in the regions follow the standardized GWPO rules, regulations, policies, procedures, and guidelines for both governance and operations.
10. Some of the GWPO corporate rules, regulations and policies, may need to be adjusted to align with local laws and practices (subject to approval in writing by GWPO HQ).
11. Corporate IT platform: the GWPO regional offices run the same IT platforms as GWPO HQ.
12. GWPO's delegated authorities include the regional GWPO branch offices.
13. The back-office functions of administration, finance, human resources, information technology, and contracting, are handled by the GWPO branch office in the region, and not centrally by HQ in Stockholm.
14. The RC is contracted by GWPO HQ and outposted to the region, but all other regional staff are contracted locally by the regional GWPO branch office.
15. The regional work programme and content is centralized to the extent that both the RC and SC are part of GWPO HQ.
16. A degree of decentralization is maintained in work content by hiring project managers in the regions (if applicable), establishing regional committees (where applicable), and including regional partners and CWPs in planning and operations.
17. Internal Controls: GWPO will not create a new internal audit position unless the current level of funding increases significantly. To minimize the increased risk of fraud, procurements above €20K are handled by GWPO HQ (exception: hiring regional staff).
18. A flat rate is charged by GWPO for providing the internal controls environment.
19. Induction Training: at the annual RD's for GWPO staff hired in the regions in the areas of administration, communications, finance, human resources, information technology, contract law, and operations.
20. RC's commence their duties with induction training in Stockholm. Other staff receive an online induction training at first, and more extensive training at the regional days.

Option 2: Centralized GWPO branch offices, Hosting & Self-hosting



1. This option is the same as option 1 except that the back-office functions of administration, finance, human resources, information technology, and contracting are centralized at HQ.
2. All staff are recruited and contracted by GWPO HQ, but only programme staff are outposted to the region.
3. A flat rate is charged by GWPO for providing the internal controls environment.
4. This is an interesting option to consider because of the economies of scale it would offer for the back-office functions.
5. There are several gaps that could hinder the effectiveness of this option, such as language barriers, a lack of local knowledge, high transaction costs for international payments, and a lack of support at the coalface when physical tasks are required.

Option 3: Separate RWP legal entities as subsidiaries of GWPO, Hosting & Self-hosting



1. This option is the same as option 1, except that a separate legal entity is created for the RWP as a subsidiary/daughter of GWPO HQ in Sweden.
2. GWPO HQ acts as the holding/parent organization with the power to govern the financial and operating policies of the RWP subsidiary/daughter.
3. The agreement with the host country in the region is with the GWPO subsidiary/daughter legal entity.
4. GWPO HQ's delegated authorities does not include the local legal entity, and all staff are contracted by the GWPO subsidiary/daughter.
5. The GWPO corporate rules, regulations and policies, are more likely to be adjusted to align with local laws and practices.
6. The GWPO subsidiary/daughter legal entity establishes its own policies on HR related matters to align with local laws and practices.
7. The regional work programme and content is centralized to the extent that the SC of the GWPO subsidiary/daughter legal entity is controlled by GWPO HQ Sweden.
8. A flat rate is charged by GWPO for providing the internal controls environment.
9. This is an interesting option to consider if a better deal is offered by the host country for a local entity, or to obtain funding eligibility from donors that are only willing to contract with a local entity.
10. The downside of this option is that it does not offer the same level of internal control, efficiency, flexibility, and simplicity as Option 1.

AGENDA ITEM **5**

5. Approval of the GWP-Med Audited Budget 2017

[Material will be provided with the printed documents before the meeting]

AGENDA ITEM **6**

6. GWP-Med Progress in 2018

[Progress will be briefly reported at the meeting]

AGENDA ITEM **7**

7. Draft GWP-Med Work Plan 2019

Mediterranean

GWP-Med Work Plan 2019



A. Water Management Context and Challenges in the Mediterranean, and GWP-Med's role

The Mediterranean is shaped by its unique geographical, ecological, geopolitical and cultural features. The Region is challenged by natural conditions including water scarcity, demographic change, unemployment including among the youth, poverty, changing consumption patterns including rising water and food demands, urbanization, growing energy needs, environmental degradation, climate change, gender disparities and more. Part of the Region currently faces an enduring economic crisis, war, socio-political instability, conflicts and large-scale migratory movements often under dramatic conditions. The vast majority of these natural and man-made challenges are directly linked with water resources.

Water is fundamental to human security, key to social and economic growth and has a crucial role in the provision of ecosystems services. Being a limited natural resource, water requires effective policies and management practices to secure its availability and quality for all. Sustainable water access, provision and use are key concerns in all Mediterranean countries. Particularly the South and East Mediterranean are among the world's most water-scarce, with some countries reaching a 160% renewable water resources deficit. 'Water poor' people count to more than 180 million, while those facing water shortages exceed 60 millions.

Intensive abstraction for domestic, agricultural and industrial purposes has led to depletion of surface and groundwater bodies. Overexploitation of groundwater resources has led to seawater intrusion in coastal aquifers. Over the last 50 years, water demand for all sectors/users has doubled and reached 280 km³/ year in 2007. Agriculture remains the major consumer with 64% of total water use (varying from 50% to 90% in some countries), followed by industry (including the energy sector) at 22% and the domestic sector with 14%. Overall, water use efficiency is far from satisfactory, especially in agriculture. Furthermore, discharge of domestic, industrial and agricultural wastewater has led to distressing deterioration of water quality.

Access to potable water is above the global average and shows significant progress (it is estimated that 75 million inhabitants received access to water between 1990 and 2006). Today, the proportion of the population enjoying access to improved water services stands at over 90% in the majority of the Mediterranean countries, particularly in the urban centres that host 60% of the population. However, service to the urban poor and rural areas remains inadequate in many parts of the Region, and over 20 million inhabitants are still deprived of access to improved water services. With climate change forecasted to seriously impact on the Region's water resources, the Mediterranean is even more prone to extreme weather events, including droughts, floods and irregular precipitation that are expected to heavily affect freshwater quantity and quality.

The social, economic and environmental impacts of water challenges, and their associated costs in human lives and in monetary terms, are considerable, making the need for action and cooperation pressing. In response, multiple, and often overlapping, policy and technical frameworks on water-related issues and their interdependencies, including with other sectors, are encountered. They are developed by/within a range of institutions (like UfM, UNEP MAP, EU, Arab League, RCC, etc.) and stakeholders with coordination across entities and sectors remaining a significant challenge.

GWP-Med will continue being an active promoter of IWRM as means towards water security objectives, through focussed interventions at regional, national, basin, local and transboundary levels. Being a neutral convener among stakeholders, GWP-Med's types of intervention will continue focusing on advocacy, assistance to policy making, provision of technical expertise including through replicable pilot and demo applications, stakeholders' engagement, knowledge management and sharing, capacity building, awareness raising and education.

In 2019, GWP-Med in synergy with partner and collaborating institutions and stakeholders will advance policy and technical agendas developed in previous years in support of promoting IWRM; will intensify

reaching-out to 'out-of-the-water-box' stakeholders through Water-Food-Energy-Ecosystem Nexus approaches; and will advance activity in new thematic fields, like on Water-Employment-Migration.

GWP-Med action will build on:

- the heritage of 17 years of its operations, including knowledge created, capacity developed and recognition gained;
- screening of existing and emerging regional and national processes and synergies, as well as of international processes with application in the Region, including the SDGs and the Paris Agreement/NDCs;
- screening of funding opportunities and, further on, of strategic and operational partnerships.

B. Workplan 2019 highlights

- Advance **Integrated Water Resources Management (IWRM) planning, implementation and monitoring** through policy dialogue, catalytic actions and capacity building on targeted issues and at different scales, including:

- *at Mediterranean level*, with emphasis on contributing to on-going regional processes including the **Union for the Mediterranean (UfM) Water Agenda** through its Water Expert Group (WEG) and the promotion of the related Work Programme through its 4 Thematic areas as well as its Financing Strategy, the **5+5 Western Mediterranean Water Strategy and Action Plan**, etc; assisting coordination for building the water-related **Sustainable Development Goals** agenda in the region; promoting the concept of **Water- Energy- Food-Ecosystems Nexus**, including with an emphasis on **Wetlands**, and of **joint IWRM/Integrated Coastal Zone Management (ICZM) / Source-to-Sea Planning**;

- *at South East Europe level*, with emphasis on contributing in the implementation of the **Regional Cooperation Council SEE 2020 Strategy** including towards achieving its objectives on sustainable utilization of water resources making use of the Water-Food-Energy-Ecosystems Nexus approach, and towards a Regional (SEE) Water Agreement;

- *at national level*, with provisional emphasis on Jordan, Lebanon, Mauritania as well as Montenegro and FYR Macedonia [some tbc] depending on the specific country IWRM agendas including in support of SDG readiness; NDC implementation; and, promoting Country Water Partnerships as possible and needed particularly by exploring options in the Drin Basin riparians;

- by continuing and further building activities on the **Water Governance & Financing Nexus** with an emphasis on **Private Sector Participation** as well as **Corporate Social Responsibility and Water Stewardship**, at regional, sub-regional (MENA and SEE), national and transboundary levels; and by further building activities on **Water Integrity** at MENA level

- by designing and launching with partners the GWP-Med agenda on **Water-Employment-Migration**.

- Advance integrated **Transboundary Water Resources Management** through region-wide and local policy dialogue, stakeholder consultation and capacity building as well as by assisting competent partners in management planning, with a focus on the **Drin River Basin** (shared by five riparians in Southeastern Europe), and the **North Western Sahara Aquifer** (shared by Algeria, Libya and Tunisia). Furthermore, assist the promotion of the **UNECE Water Convention** in the region. Advance activities on the **Water- Energy- Food-Ecosystems Nexus including Climate Change** considerations, with emphasis on SEE shared basins and the North Western Sahara Aquifer.

- Contribute in tackling **Climate Change and Variability** challenges through support to regional policy making and regional project development linked with the UfM Climate Change Expert Group as well as for action planning linked with the MAP UNEP / MCSD Regional Framework for Climate Change Adaptation; providing methodological tool to countries for accessing international climate financing; assisting countries to develop a regional program proposal on climate change adaptation in the coastal area in the UNEP MAP framework; supporting the preparation of an adaptation project for submission to the Green Climate Fund in Mauritania.

- Promote sustainable management of **Non-Conventional Water Resources** through
 - piloting technical interventions at *local* level with installation of small-scale **Rainwater Harvesting and Grey Water Reuse systems** in Mediterranean islands (Malta, and possibly more), also as contribution to local climate change adaptation and youth employability objectives;

- advancing the GWP-Med agenda on **integrated urban water resources management** in collaboration with partners, including completion of a pilot technical application on urban water management in the city of Alexandroupolis, Greece.

- Promote **education for sustainable development** with emphasis on water; **raise awareness** and **build capacities** of targeted stakeholders groups including **parliamentarians and media**; promote **knowledge management & sharing** through elaboration and distribution of success stories on IWRM & TWRM aspects.
- Design and launch with partners the GWP-Med agendas on **Water & Gender** and **Water & Youth**, including with an emphasis on **Employment**.

C. Funding portfolio overview

List of core and project work streams (including projects financed through locally raised funds) that will be implemented during 2019

Regional portfolio for 2018	Activity reference (source of detailed list of activities for 2019)	Budget reference (Euro) (source of detailed budget for 2019)
Raised in the Region		
Sida 'Making Cooperation Happen in the Mediterranean' Project, 2015-2019	Project document	Project document
GEF UNDP Drin Projects (Drin Full Size Project and Drin Kosovo Medium Size Project), 2015-2021	Project documents	Project document
GEF IW:LEARN 4 Project, 2017-2020	Project document	Project document
UBA Nexus Project in SEE, 2016-2019	Project document	Project document
ADA Nexus Project in SEE, 2016-2019	Project document	Project document
MAVA regional Nexus in Wetlands Project, 2018-2020	Project document	Project document
MAVA regional Wetlands Comms Project, 2018-2020	Project document	Project document
GEF UNEP Med Programme Nexus Project in MENA and SEE, 2017-2023	PIF approved by GEF Council	Project document
GEF UNEP Med Programme Source-to-Sea Project in MENA and SEE, 2017-2023	PIF approved by GEF Council	Project document
GEF UNEP Med SCCF Project on Climate Change Adaptation in the Coastal Areas, 2017-2021	Project document	Project document
MAVA Tunisian ICZM/IWRM project, 2018-2020	Project document	Project document
MAVA Albania/Montenegro ICZM/IWRM project, 2018-2020	Project document	Project document
'Water for the City' Project supported by the CSR Programme of the Coca Cola Foundation, 2016-2019	Project document	Project document
UfM Technical Assistance Project in support of the UfM Water Agenda	Project document	Project document
Funded by GWPO		
SDG-PF	To be developed	
WACDEP II_AF_North Africa	Work Plan under preparation	
WACDEP II_AF_Mediterranean	Work Plan under preparation	
Core		

At the time of submission of this version of the Work Plan 2019, a project on Governance & Financing including on Private Sector Participation (Sida); on Flood Management in SEE (Adaptation Fund, through UNDP); on Drought Management (DFID, through ICBA); and, on NCWR/Employability/Youth in Malta (Coca Cola Foundation), have been submitted, without final results. A number of other project proposal are under preparation.

D. GWP-Med Work Plan 2019

Strategic Goal #1: Catalyse Change in Policy and Practice. *This goal focuses on improving water resources management to help countries towards growth and water security emphasizing an integrated approach, good governance, appropriate infrastructure and sustainable financing.*

Outcome Challenge		Progress Marker		
Ref.	Description	Ref.	Progress Markers Description	Brief Activity Description
1.1	Policy dialogue is facilitated and catalytic actions and demo applications are implemented for IWRM and WSS planning at regional, national and local / river basin level	1.1.1	Regional / Sub-regional institutions and political initiatives are assisted for advancing their water related strategy processes , including through Water-Food-Energy-Ecosystems Nexus (Nexus) and Climate Resilience approaches .	In collaboration with the lead political institutions and other regional partners engaged in the related processes: * technically assist the UfM Secretariat in developing and advancing the new UfM Water Agenda through administering the regional Water Expert Group; facilitating its Task Force for the Financing Strategy, conducting its Working Group on Nexus, Water-Employment-Migration, Climate Change Adaptation and WSS. * technically assist the Regional Cooperation Council (RCC) and the participating SEE countries to implement the water-related and nexus-related provisions of the 'SEE Strategy 2020: Towards European Integration' through the Water-Food-Energy-Ecosystems Nexus approach. * contribute to the '5+5' Western Mediterranean Water Strategy follow up.
		1.1.2	National governments are equipped with tools (assessment, strategic choices, policy options, capacity building) to make progress on their national water and sanitation planning and monitoring in an integrated approach, including through establishing and advancing readiness for responding to Sustainable Development Goals .	Linked primarily with work below (1.1.3) contribute, based on demand, to key national IWRM or WSS processes through assessment, policy dialogue and capacity building activities, using a structured multi-stakeholder approach. The water governance-financing nexus agenda concerns primarily WSS and aims at a) providing an assessment of the status quo and b) offering country-specific consensus-based recommendations for action benefitting from international practices. These actions are embedded in national water sector reform processes, thus aligning with the IWRM framework and contributing to the implementation of the SDGs as per the priorities and obligations of the countries. In 2019, based on resource availability, the activities will target Lebanon and Jordan (through <i>ad hoc</i> support to pilot projects - tbc).
		1.1.3	Water financing / Private Sector Participation (PSP) stakeholders establish better understanding of related challenges, opportunities and options for ways forward by taking advantage of the national and regional platforms for policy dialogue offered; policy recommendations are formulated and are available for operationalization by key players (regulating	Linked also with 1.1.2, advance design and fundraising of the next phase of work on the theme .In partnership with the UfM, OECD, country partners and other relevant actors the work shall concern: * the design and submission of project proposal(s) on sustainable financing, capitalising on the findings of the Gov & Fin project. * Lebanon, on following up the implementation of the identified pilot water projects to be supported through private banks.

Outcome Challenge		Progress Marker		
Ref.	Description	Ref.	Progress Markers Description	Brief Activity Description
			authorities and private sector) leading to new synergies; pilot schemes are promoted and, eventually, tested.	<ul style="list-style-type: none"> * Jordan (tbc), on further promoting the engagement of private banks towards supporting small/medium scale pilot water projects. * Montenegro (tbc), on the framework conditions for private sector involvement in water infrastructure and with consideration to the regulatory instruments for abiding to the EU Water Framework Directive requirements. * at sub-regional level, and in synergy with SIWI, explore the potential for PSP-related work at transboundary basins. * at regional level, support the implementation of the Financing Strategy that forms part of the UfM Water Agenda and which has already utilised the experience of the Gov&Fin project for the engagement of financing actors in the process; * at regional level, continue the wide outreach of the produced knowledge outputs and facilitate the policy interface and experience sharing among the range of stakeholders for replication of successful methodologies, including the organisation of a Gov & Fin / PPP Conference in the UfM framework. * at international level, continue providing lead contribution for the Mediterranean/MENA to the OECD Global Water Governance Initiative. * at international level, capitalise on and explore plausible ways forward with the launching of the GEF PSP agenda in the source-to-sea context.
		1.1.4	Stakeholders are assisted to improve their understanding and capacity on water integrity, transparency and accountability as means for improved water governance.	In collaboration with partners (SIWI, IUCN-ROWA, etc) and in the framework of the UfM, explore options for the continuation (tbc) of the 'Water Integrity in the MENA' Project, responding to specific demand expressed by national partners for activities targeting the institutional level in the countries of focus, so as to reinforce collective action and positive change towards water integrity. Further to the UfM, fostering the linkages with the political framework of the League of Arab States would strengthen further the political commitment for action.
		1.1.5	Regional and national IWRM and Integrated Coastal Zone Management (ICZM) partners establish better understanding of the related inter-linkages and challenges and selected national and transboundary basins/coastal areas and wetlands are equipped with advanced local management planning tools.	<ul style="list-style-type: none"> * In collaboration with UNEP MAP and partners and under the lead of MAP, launch (tbc) implementation of GEF Med Programme 'Child Project' on coastal and water management, with emphasis in Albania, Lebanon and Morocco. * In collaboration with MAVA Foundation and partners advance implementation of 4 projects on wetlands, water management and Nexus: in Buna/Bojana river basin area (Albania and Montenegro), under the lead of IUCN; in Ghar El Melh river basin (Tunisia), under the lead of WWF Tunisia; for Knowledge Management with emphasis in Sebou river basin (Morocco) and Medjerda river basin (Tunisia), under the lead of Wetlands International; for Communications, under the lead of MedWet.

Outcome Challenge		Progress Marker		Brief Activity Description
Ref.	Description	Ref.	Progress Markers Description	
		1.1.6	National and basin institutions are assisted in addressing natural resources security issues using the Water- Energy- Food-Ecosystems Nexus approach, including through elaboration of investment portfolios and implementation of demonstration application showcasing how-to's on policy and action planning and technical aspects. At transboundary level, Nexus approaches are utilized as tool for identification of shared benefits and enhancement of transboundary cooperation and formal and informal policy dialogues and stakeholder processes advance.	<p>* In collaboration with leading political institutions and other regional partners engaged in the related processes, complete design of a large scale and multi-component regional framework programme on the Nexus in the Mediterranean, under the UfM framework, including regional, sub-regional, national and transboundary activities, while already advancing parts of it, including:</p> <ul style="list-style-type: none"> ○ SEE (activities supported by ADA, UBA and GEF) <ul style="list-style-type: none"> - at regional level, including related consultation through a Regional Roundtable on Nexus in SEE; - transboundary level, including the advancement of a Nexus Policy Dialogue (encompassing a Nexus Assessment and a multi-stakeholder consultation process) for preparing a Nexus Strategy and elaborating two projects to address identified Nexus challenges, in the Drin and the Drina basins. - at national level, including a Nexus Policy Dialogue (encompassing a Nexus Assessment and a multi-stakeholder consultation process) for preparing a Nexus Strategy; the country is to be identified. ○ MENA (supported by Sida), including 1 Regional Roundtable for the introduction of institutions and organizations to the Nexus agenda and consultation on priorities for action. ○ North Western Sahara Aquifer System (supported by Sida), in collaboration with OSS and UNECE, including a Nexus Policy Dialogue (encompassing a Nexus Assessment and a multi-stakeholder consultation process) for assisting NWSAS countries to improve management of the transboundary underground water body, including by exploring advanced institutional settings. ○ In collaboration with UNEP MAP and partners and under the lead of MAP, launch (tbc) the GEF Med Programme 'Child Project' on Nexus.
1.2	Regional and local policy dialogue is facilitated, capacity is built and solutions are catalysed for Transboundary IWRM	1.2.1	Decision makers and stakeholders establish better understanding, improve their capacity and are equipped with advanced policy tools and knowledge to respond to Transboundary IWRM challenges. Targeted transboundary water bodies include transboundary water bodies in SEE like the Drin River Basin and in the MENA like the North Western Sahara Aquifer System.	In the Drin Basin, facilitate, in partnership with UNDP and UNECE, the implementation of the Drin MoU for the management of the extended transboundary river basin (shared by Albania, Greece, FYR Macedonia, Kosovo and Montenegro) through advancing the knowledge base regarding TWRM issues, strengthening the Drin MoU institutional structure and administratively serving this; securing enhanced stakeholders involvement; implementing capacity building; strategic communication activities. Serving these, the GEF Drin Project is aligned in terms of content and aims with the Drin MoU and supports its implementation. In 2019 the following activities will be implemented:

Outcome Challenge		Progress Marker		
Ref.	Description	Ref.	Progress Markers Description	Brief Activity Description
				<ul style="list-style-type: none"> - DCG and Expert Working Group meetings will be organized to enable the countries coordinating action at the Drin Basin level; - the Transboundary Diagnostic Analysis will be completed and put into consultation; - the development of the Information Management System will be completed; - the preparation of a draft Strategic Action Programme will be completed; - the preparation of the Lake Ohrid Management Plan will be completed; - activities for the implementation of the EU Floods Directive will advance; - a pilot project for the collection of biomass as means to reduce nutrients load from a transboundary lake will be completed; - a transboundary monitoring network will be established in the Lake Skadar/Shkodra (Albania/Montenegro); - a wastewater management decision support tool will be completed; this will be used for the identification of the most appropriate solution for the management of wastewater in the Shkodra city (the second largest in terms of population in Albania) sitting on a threatened ecosystem; - stakeholders will be engaged through a structured consultation process as well as through the “Drin Day”; - knowledge management products will be prepared. <p>For North Western Sahara Aquifer, see main activities under 1.1.6.</p>
		1.2.2	More countries of the Mediterranean become aware of and possibly participate at the UNECE Water Convention ratification process, etc.	<p>In collaboration with UNECE and based on countries’ demand:</p> <ul style="list-style-type: none"> * continue support to Lebanon and Tunisia for their potential accession to the UNECE Water Convention * based on the finalisation of the study in Lebanon, explore with the Ministry of Energy and Water the organisation of one additional national workshop on potential accession to the Convention (this was already requested by the Ministry) * <i>ad hoc</i> support, and as requested by the government, to Jordan (where the process started previously) to conclude the exploration of acceding or not to the Convention * conclude the exploration process in Morocco and Iraq * organise one sub-regional capacity building event in the Maghreb to enhance capacity on transboundary water cooperation, including awareness on the UNECE Water Convention * editing, design and printing of documents related to the UNECE Water Convention (e.g. translation of material into Arabic, tailored-made material for the MENA countries, etc.

Outcome Challenge		Progress Marker		Brief Activity Description
Ref.	Description	Ref.	Progress Markers Description	
1.3	Regional and national policy dialogue is facilitated, capacity is built and solutions are catalysed on climate change adaptation and climate variability issues	1.3.1	Decision makers and stakeholders develop better understanding of and advance policies related to climate change and variability mainstreaming in national and sectoral planning processes towards climate security , including by addressing mitigation/adaptation co-benefits, through: policy and action planning; support access to climate funds through project preparation; exploration of options for private sector engagement; support countries to improve hydro-meteorological climate services, support to countries on preparing and advancing Intended Nationally Determined Contribution (INDCs) setting and implementation; etc.	<p>> <i>In Mauritania:</i></p> <ul style="list-style-type: none"> ○ capacities of institutional partners on climate funds mobilisation and project preparation through targeted training activities, ○ completion of the preparation of a concept note and the related bankable project for an adaptation project in the water sector for submission to the Green Climate fundt <p>> <i>In the North Western Sahara Aquifer:</i> develop a bankable project to support climate mainstreaming in transboundary cooperation through the improvement of hydro-meteorological climate services and the implementation of Nexus solutions.</p> <p>> <i>At regional level:</i></p> <ul style="list-style-type: none"> ○ methodological guidelines will be developed on preparing a financing plan for climate change adaptation in coastal areas comprising domestic, international and private sector investment. ○ the preparation of a multi-country/regional project proposal to access international financing support for climate change adaptation in coastal zone will be launched in close collaboration with countries in the UNEP MAP framework. <p><i>Activities will be supported by the GEF UNEP SCCF/Clima Project.</i></p>
1.4	Local pilot applications are implemented and local and regional dialogue is promoted on Non-Conventional Water Resources Management , and the Urban Water Resources Management agenda advances through city-level interventions	1.4.1	Local authorities and individuals, particularly in water scarce islands and coastal areas of the Mediterranean, are motivated to promote and assisted to apply Non-Conventional Water Resources Management (NCWR) practices, including rainwater harvesting (RWH), gray water reuse and storm water management.	A multi-year regional project on NCWR in Mediterranean islands and coastal areas (Cyprus, Greece, Italy and Malta - tbc) will be prepared in collaboration with local authorities and stakeholders demonstrating the NCWR potential to local water security and climate change adaptation, while promoting youth and employability objectives.
		1.4.2	Regional and local partners contribute and engage to the implementation of a GWP-Med Integrated Urban Water Management (IUWM) agenda , including through pilot IUWM planning, technical applications at city level, and promotion of employment opportunities particularly for Youth	<p>An IUWM agenda within GWP-Med is further articulated and implemented through:</p> <ul style="list-style-type: none"> * defining contents, including as a contribution to climate change adaptation and linked with NCWR, Nexus, Employment/Green Jobs and Youth, in collaboration with regional partners. * concluding the technical pilot IUWM application, through optimization of the supplying dam in the city of Alexandroupolis (Greece) as well as dialogue, capacity building, awareness raising and education activities. * organising capacity building workshops on IUWM, using the Serious Game developed for the purpose.

Outcome Challenge		Progress Marker		
Ref.	Description	Ref.	Progress Markers Description	Brief Activity Description
				<p>- supporting the utilization of IUWM online training course to increase outreach of capacity building to more decision makers.</p> <p><i>Activities will be implemented within the NCWRM & the 'Water for the City' Programmes supported by the Coca Cola Foundation.</i></p>
1.5	Networking, policy planning, and local pilot applications for addressing Migration challenges related to water security are promoted	1.5.1	Regional, national and local partners engage for long-term solutions to Water Security & Migration opportunities, Gender, and Youth engagement , at the countries of migrants' origin, in the intermediate receiving countries, and the countries of destination.	<p>A regional framework programme on Water-Employment-Migration, including with a focus on Gender and Youth, will be fully designed and launched, building on demand by countries and synergies with regional and national partners. Based on these, a multi-activity Programme proposal will be developed and resources will be mobilised to address these challenges. The Programme will be aimed for UfM labelling and is linked with Activity 1.1.1. Linkages and synergies with the African Investment Programme will also be explored, pending on developments.</p> <p><i>Activities will be implemented within the Sida 'Matchmaker' Project and through internal/core capacities.</i></p>
1.6	Policy planning is assisted and local pilot applications are implemented for addressing Disaster Risk Reduction challenges	1.6.1	National and local partners engage on Disaster Risk Reduction solutions, including through better flood control and drought management planning at transboundary and city levels	<p>* Contribution to the elaboration of the work plan of a project on Flood Management in the Drin Basin (Adaptation Fund, managed by UNDP). Building on a pre-Concept Note and a Concept Note (both approved by the AF) the Project Document will be reviewed by the AF Board of March 2019. According to the current Planning GWP-Med will coordinate the Regional Component of the project. This will be at the order of \$1 M (\$10 M is the estimated total budget).</p>

Strategic Goal #2: Generate and Communicate Knowledge. *This goal focuses on developing the capacity to share knowledge and to promote a dynamic communications culture, so as to support better water management.*

2.1	Knowledge is shared and awareness on water challenges is promoted and contribute to the identification of sustainable solutions in the Mediterranean	2.1.1	Package knowledge created through GWP-Med activities and disseminate knowledge products in targeted stakeholder groups	Knowledge products, packaging experiences from GWP-Med activities, will be elaborated and produced. <i>Activities will be implemented within the range of GWP-Med projects and through internal/core capacities.</i>
		2.1.2	Raise visibility on Mediterranean water challenges in key international forum and formulate regional water targets on selected issues towards achieving solutions, including with an emphasis on water-related Sustainable Development Goals .	Support, as needed and appropriate, to regional and international fora. Activities can/may concern: * targeted country support in the framework of the GWP-led SDG Preparedness Facility * the continued active involvement in the OECD Global Water Governance Initiative * the coordination of the MENA Focus during the Stockholm World Water Week 2018 * various events in the context of the African Water Agenda
2.2	Parliamentarians and Media are assisted in tackling more efficiently IWRM issues in their fields of operation and power	2.2.1	Facilitate the works of the Circle of Mediterranean Parliamentarians for Sustainable Development (COMPSUD) and of the Circle of Mediterranean Journalists for Sustainable Development (COMJSD) by sharing information among the networks, organising their annual meetings (including interaction with stakeholders) and building their capacity through targeted workshops. The two Circles are co-facilitated by GWP-Med since their launching in 2003.	Parliamentarians and Media are assisted in tackling more efficiently IWRM issues in their fields of operation and power. Synergies with other regional organisations having similar agendas will be promoted. <i>Activities will be implemented within the Sida 'Matchmaker', the MAVA regional Wetlands Comms Project, 2018-2020 project and through internal/core capacities.</i>
2.3	Education for IWRM is promoted through the Mediterranean Education Initiative for Environment and Sustainability	2.3.1	Educators are assisted in their networking and capacity building on IWRM issues.	Works of the Mediterranean Education Initiative for Environment and Sustainability (MEdIES) will be promoted through networking and capacity building activities among educators and development and pilot use in schools of thematic educational material targeting pupils. MEdIES is co-supported by GWP-Med since its launching in 2003. The new digital educational tool on NCWRM, based on the NCWR Programme education I material will be leveraged to engage educators in the region.

				Activities will be implemented primarily within the NCWRM and IUWM projects supported by the CSR Programme of the Coca Cola Foundation. (see under 1.4.1 and 1.4.2)
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Strategic Goal #3: Strengthen Partnerships. This goal focuses on enhancing the network's resilience and effectiveness through stronger partnerships, good governance, measuring performance to help learning and financial sustainability.

3.1	Sustainable Country and local water partnerships are explored and established	3.1.1	Country and local stakeholders are networked in functioning partnerships to better tackle IWRM challenges	Interest in the region is explored for establishing sustainable GWP Country Water Partnerships, with emphasis on Albania, former Yugoslav Republic of Macedonia, Kosovo and Montenegro, building on opportunities of the Drin collaboration. <i>Activities will be implemented through internal/core capacities.</i>
3.2	GWP and GWP-Med agendas in Africa and in the Gulf is –further- set and advance	3.2.1	Operational links are established with African key institutions and stakeholders and contribution to the Pan-African agenda is made with emphasis on promoting North African water-related objectives and South-South cooperation.	Follow up of key pan-African processes within the overall GWP Africa agenda, promoting action and sharing of South-South experiences between North Africa/Med and Sub-Saharan Africa countries and agendas. <i>Activities will be implemented through internal/core capacities.</i>
		3.2.2	Options for collaborations and action are explored 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.	Interest on the GWP agenda will be sound and synergies will be promoted with governments, stakeholders and regional organisations, as pertinent, aiming to sharing experiences between global and regional GWP and Gulf entities and, depending on interest, develop a MED/Gulf agenda. Technical support will be provided to a Arab/DAC cooperation process (tbc). Options in Iran will also be explored. <i>Activities will be implemented through internal/core capacities.</i>
3.3	Agendas for new GWP-Med focus themes responding to the GWP Strategy 2020 advance	3.3.1	Regional partners contribute and engage to the design and advancement of recent GWP-Med focus themes reflecting priorities in the GWP Strategy 2020, including on Gender and on Youth , also with emphasis on Employment	The GWP-Med agenda on Water & Gender and on Water & Youth including with emphasis on Employability & Entrepreneurship to meet Water Security and Migration challenges will be further designed and launched, drawing on related activities under the range of Outcomes and beyond. <i>Activities will be implemented within a range of GWP-Med projects (NCWRM, IUWM, Sida Matchmaker, etc) and through internal/core capacities.</i>

Annex 1. Annual indicators' status 2018 and targets 2019

NB	IND	Targets set in 2018	Explanation of targets	Results achieved in 2018	Explanation of results achieved in 2018 (i.e. what do the numbers in the column to the left refer to)	Targets set for 2019	Explanation of targets set for 2019 (i.e. what do the numbers in the column to the left refer to)
11	Number of people benefiting from improved water resources planning and management	a. 200 mil b. 1 mil c. 1.5 mil d. 4 mil e. 0.2 mil	a. MED countries: through implementation of the new regional UfM Water Agenda b. Drin countries: through implementation of the Drin MoU for transboundary collaboration c. NWSAS: through promotion of transboundary collaboration d. Advanced Nexus approaches in one country and one transboundary basin in Western Balkans e. ICZM/IWRM plan elaborated in the area of Ghar El Melh in the North of Bizerte, Tunisia			a. 200 mil b. 1 mil c. 1.5 mil d. 4 mil e. 0.2 mil	a. MED countries: through implementation of the new regional UfM Water Agenda b. Drin countries: through implementation of the Drin MoU for transboundary collaboration c. NWSAS: through promotion of transboundary collaboration d. Advanced Nexus approaches in one country and one transboundary basin in Western Balkans e. ICZM/IWRM plan elaborated in the area of Ghar El Melh in the North of Bizerte, Tunisia
12	Total value of investment influenced which contributes to water security and climate resilience through improved WRM & water services	a. 200 mil b. 50 mil c. 2 mil d. 2 mil e. 2 mil	a. Investment alignment under the UNEP/MAP Regional Framework on Climate Change Adaptation; and, on regional priorities towards a new joint regional water agenda under UfM b. Donors investments in soft activities and infrastructure in the Drin Basin c. Identification of 3-4 small scale pilot investment projects with the involvement of banks in Lebanon d. Action Plan for the reinforcement of the water evaluation & monitoring system e. NWSAS : hydro-meteorological services improvement			a. 200 mil b. 50 mil c. 2 mil d. 7 mil e. 2 mil	a. Investment alignment under the UNEP/MAP Regional Framework on Climate Change Adaptation; and, on regional priorities towards a new joint regional water agenda under UfM b. Donors investments in soft activities and infrastructure in the Drin Basin c. Identification of 3-4 small scale pilot investment projects with the involvement of banks in Lebanon d. Action Plan for the reinforcement of the water evaluation & monitoring system e. NWSAS : Priority actions for water security in the the basin

NB	IND	Targets set in 2018	Explanation of targets	Results achieved in 2018	Explanation of results achieved in 2018 (i.e. what do the numbers in the column to the left refer to)	Targets set for 2019	Explanation of targets set for 2019 (i.e. what do the numbers in the column to the left refer to)
O1	Number of policies, plans and strategies which integrate water security for climate resilience	3	<ul style="list-style-type: none"> * Regional priorities advanced in detail for the joint regional UfM Water Agenda * Action Plan for the reinforcement of the water evaluation & monitoring system in Mauritania * Drin Transboundary Diagnostic Analysis 			3	<ul style="list-style-type: none"> * Regional priorities advanced in detail for the joint regional UfM Water Agenda * ICZM/IWRM management plan in Ghar el Melh / Tunisia a * Drin Transboundary Diagnostic Analysis
O1g	Number of policies/plans/strategies that have gender mainstreamed in water resource management	7	<ul style="list-style-type: none"> * Gender and women-related issues and other cross-cutting issues at the focus of material prepared for targeted workshops to be held back-to-back with Nexus Regional Conference (Sida Matchmaker) * Nexus Assessment for the NWSAS includes gender considerations (Sida Matchmaker) * NWSAS Strategic Shared Vision has a multi-dimensional approach, including gender (Sida Matchmaker) * Gender mainstreaming in 3 new multi-activity projects (Nexus, Clima, Water-Employment-Migration) * Gender mainstreaming in the ICZM/IWRM plan in Ghar El Melh 			7	<ul style="list-style-type: none"> * Gender and women-related issues and other cross-cutting issues at the focus of material prepared for targeted workshops to be held back-to-back with Nexus Regional Conference (Sida Matchmaker) * Nexus Assessment for the NWSAS includes gender considerations (Sida Matchmaker) * NWSAS Strategic Shared Vision has a multi-dimensional approach, including gender (Sida Matchmaker) * Gender mainstreaming in 3 new multi-activity projects (Nexus, Clima, Water-Employment-Migration) * Gender mainstreaming in adaptation project in the water sector in Mauritania

NB	IND	Targets set in 2018	Explanation of targets	Results achieved in 2018	Explanation of results achieved in 2018 (i.e. what do the numbers in the column to the left refer to)	Targets set for 2019	Explanation of targets set for 2019 (i.e. what do the numbers in the column to the left refer to)
O2	Number of approved investment plans associated with policies, plans and strategies which integrate water security for climate resilience	4	* Identification of 3 smaller-scale pilot investment projects with the involvement of banks in Lebanon * Action Plan for the reinforcement of the water evaluation & monitoring system in Mauritania			4	* Identification of 3 smaller-scale pilot investment projects with the involvement of banks in Lebanon * Adaptation project in the water sector in Mauritania
O3	Number of agreements/commitments on enhanced water security at transboundary/regional level influenced	2	* Drin MoU implementation advances * NWSAS collaboration advances			2	* Drin MoU implementation advances * NWSAS collaboration advances
O4	Number of investment strategies supporting policies and plans which integrate water security for climate resilience						
O5	Number of enhanced legal frameworks / policies / strategies integrating water security and climate change facilitated by GWP						
O6	Gender: Percentage of women and girls benefiting from interventions to improve water security (min %).	40%	40% of participants in all activities organised			40%	40% of participants in all activities organised
O7	Youth: Number of youth organizations involved in water resources decision making bodies.						
OT1.1	Recognition of GWP contribution to the global debate measured by number of acknowledgments in official documents						

NB	IND	Targets set in 2018	Explanation of targets	Results achieved in 2018	Explanation of results achieved in 2018 (i.e. what do the numbers in the column to the left refer to)	Targets set for 2019	Explanation of targets set for 2019 (i.e. what do the numbers in the column to the left refer to)
OT1.2	Number of regional organisations supported in developing agreements/commitments /investment options and tools that integrate water security and climate resilience	7	* Union for the Mediterranean * UNEP Mediterranean Action Plan * Regional Cooperation Council * 5+5 Western Mediterranean Initiative * UNECE * Drin Corda * NWSAS Consultation Mechanism			7	* Union for the Mediterranean * UNEP Mediterranean Action Plan * Regional Cooperation Council * 5+5 Western Mediterranean Initiative * UNECE * Drin Corda * NWSAS Consultation Mechanism
OT1.3	Number of national organisations supported in developing legal frameworks / policies / strategies, sectoral and development plans-integrating water security and climate resilience	3	* Ministry of Hydraulics in Mauritania * Lebanese Ministry of Energy and Water * Palestinian Water Authority			2	* Ministry of Hydraulics in Mauritania * Lebanese Ministry of Energy and Water
OT1.3g	Number of national/subnational organisations supported in integrating gender perspectives into water resource management policies/plans/legal frameworks	1	Local authority in Ghar El Melh, Tunisia			1	Local authority in Ghar El Melh, Tunisia
OT1.4	Number of organisations (all levels) supported in the development of investment strategies supporting policies and plans which integrate water security for climate resilience	3	* Ministry of Agriculture of Tunisia * Lebanese Ministry of Energy and Water * Mauritanian Ministry of Hydraulics & Sanitation			2	* Lebanese Ministry of Energy and Water * Mauritanian Ministry of Hydraulics & Sanitation
OT1.5	Number of countries supported in the development of capacity and projects to access climate and climate-related finance to improve water security.	2	* Tunisia * Mauritania			1	* Mauritania
OT1.6	Number of demonstration projects undertaken for which innovation has been demonstrated	8	* 6 NCWRM applications in Mediterranean islands * 1 large scale urban application * 2 demos in Drin Basin sub-basins			4	* 1 large scale urban application * 2 demos in Drin Basin sub-basins * 1 demo in Ghar el Melh

NB	IND	Targets set in 2018	Explanation of targets	Results achieved in 2018	Explanation of results achieved in 2018 (i.e. what do the numbers in the column to the left refer to)	Targets set for 2019	Explanation of targets set for 2019 (i.e. what do the numbers in the column to the left refer to)
OT1.6 g	Number of initiatives/demo projects specifically targeting gender issues	2	* Integration of Gender considerations in the GEF Drin Project. * Integration of Gender considerations in the Nexus Project in South East Europe.			2	* Integration of Gender considerations in the GEF Drin Project. * Integration of Gender considerations in the Nexus Project in South East Europe.
OT1.7	Number of documents produced outlining the lessons from GWP demonstration projects and a plan for replicating solutions	4	* NCWR lessons from 10 year project implementation * NCWR module for IUWM online training * TWRM lessons * Drin Demos lessons			2	* TWRM lessons * Drin Demos lessons
OT1.8	Number of beneficiaries supported in demonstration projects on water security and climate resilience undertaken	a. 1 mil b. 0,2 mil	a. In the Drin River Basin b.1 In small island communities in Greece, Malta, Cyprus and Italy through NCWRM applications b.2 In city of Alexandroupolis, Greece, through an Urban application			a. 1 mil b. 0,1 mil	a. In the Drin River Basin b. In city of Alexandroupolis, Greece, through an Urban application
OT2.1	Number of government institutions/ other stakeholders with demonstrably enhanced capacity to integrate water security and climate change in the design and implementation of policies, plans & projects	400	Through the range of activities			400	Through the range of activities
OT2.1 g	Number of capacity building and professional development workshops/ initiatives with a significant focus on women and youth	1	COMPSUD workshop			1	COMPSUD workshop
OT2.2	Number of south-south lesson learning & knowledge transfers initiatives with commitments for concrete follow up					1	Regional conference North-West-Central Africa

NB	IND	Targets set in 2018	Explanation of targets	Results achieved in 2018	Explanation of results achieved in 2018 (i.e. what do the numbers in the column to the left refer to)	Targets set for 2019	Explanation of targets set for 2019 (i.e. what do the numbers in the column to the left refer to)
OT2.3	Number of media features on climate change and water security linked to the Water Security Programme. All media including radio, television, print, internet	60	WACDEP, NCWRM, Drin Project, general			60	WACDEP, NCWRM, Drin Project, general
OT2.4	Number of publications, knowledge products (including strategic messages) and tools for water security & climate resilience developed and disseminated	5	*Governance & Financing for the Mediterranean Water Sector: Lebanon * Awareness raising campaign for tourists in the Greek Islands * Animated video on urban water security * Video Game on urban water security * Methodological guidelines on international climate financing			2	* Methodological guidelines on international climate financing * Animated video on urban water security
OT2.4g	Number of publications and knowledge products that have a prominent gender perspective incorporated						
OT2.5	User satisfaction across knowledge products and services produced, managed and disseminated by GWP						
OT2.6	Number of joint global/regional activities by GWP and global institutions on climate change and water security which lead to demonstrable follow-up actions						
OT3.2a	Increased financial performance across all Regional and Country Water Partnerships – Locally raised funds.	3				3	
OT3.2b	Increased financial performance across all Regional and Country Water Partnerships – In kind contributions.	1 mil				1 mil	
OT3.3	Water partnerships accreditation (<i>to be developed</i>)	NA				NA	

GWP Mediterranean 2019 Budget (draft estimate)

	2019 Budget (draft estimate)
TOTAL (Euros)	3.800.000
GWP	
GWP Core + Additional GWP funds	180.000
WACDEP North Africa	65.000
WACDEP Mediterranean	25.000
SUM GWP	270.000
Locally Raised Funds	
Making Cooperation Happen in the Mediterranean Project (Sida)	1.200.000
Drin Projects: Drin Full Size Project and Drin Kosovo Medium Size Project (GEF UNDP)	1.000.000
IW:LEARN 4 Project (GEF UNESCO)	80.000
Nexus Project in SEE (ADA)	500.000
Nexus Project in SEE (UBA)	40.000
SCCF Clima Project in MENA and SEE (GEF UNEP)	40.000
Water for the City Project (The Coca-Cola Foundation)	550.000
UfM Technical Assistance Project	50.000
Water & Wetlands Projects in MENA and SEE (MAVA)	70.000
SUM Locally Raised Funds	3.530.000