



# **GWP-Med Partnership Council**

**22nd Meeting**  
6 December 2019, Rome





## 22<sup>nd</sup> Meeting of the GWP-Med Partnership Council

Friday, 6 December 2019  
Hotel Quirinale, Sala Puccini, Rome

09.00 – 17.00

### Draft Agenda

1. Adoption of the Agenda
2. Minutes of the previous meeting
3. GWP-Med institutional and governance issues: updates and way forward (30 min)

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

4. Approval of the GWP-Med Audited Budget 2018 (30 min)

<i>Action</i>	<i>Background</i>
- Presentation - Discussion - Approval	4a. Audited GWP-Med Budget 2018

5. GWP-Med Progress in 2019 (30 min)

<i>Action</i>	<i>Background</i>
- Presentation - Discussion	5a. Progress in 2019 5b. Forecast GWP-Med Budget 2019

6. The new GWP Strategy (90 min)

<i>Action</i>	<i>Background</i>
- Introduction - Discussion - Next steps	6a. GWP Strategy 2020-2025

7. Draft GWP-Med Work Programme 2020-2022 (120 min)

<i>Action</i>	<i>Background</i>
- Introduction - Discussion - Next steps	7a. Draft GWP-Med Work Programme 2020-2022

8. Draft GWP-Med Work Plan 2020 (120 min)

<i>Action</i>	<i>Background</i>
- Introduction - Discussion - Follow up	8a. Draft GWP-Med Work Plan 2020

9. Updates on GWP and GWP-Med Secretariat staff members

10. Next Meeting, and Any Other Business

### **Organisational information**

#### **Accommodation & Venue**

Hotel Quirinale  
Sala Puccini  
Via Nazionale 7  
Rome  
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#### **Time Schedule:**

Friday, 6 December 2019

<b>Action</b>	<b>Time</b>
Working Session I (Agenda Items 1,2,3,4,5,6)	09.00 – 11.00 (120 min)
<i>Coffee</i>	<i>11.00 – 11.15</i>
Working Session II (Agenda Items 6,7)	11.15 – 13.00 (105 min)
<i>Lunch</i>	<i>13.00 – 14.00</i>
Working Session III (Agenda Item 7,8)	14.00 – 15.30 (90 min)
<i>Coffee</i>	<i>15.30 – 15.45</i>
Working Session IV (Agenda Item 8,9,10)	15.45 – 17.00 (75 min)
<i>Departures</i>	

# AGENDA ITEM **2**

**Minutes of previous meeting**



**DRAFT**

**Minutes of the  
21<sup>st</sup> GWP-Med Partnership Council Meeting**

Hotel Divani Acropolis, Athens  
6-7 November 2018

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The Meeting was attended by:

<b>CEDARE</b>	Khaled Abu Zeid, Senior Regional Water Program Manager
<b>EIC</b>	Ignacio Berdugo, Programme Officer
<b>IME</b>	Hachmi Kennou, Executive Secretary
<b>MENBO</b>	Ramiro Martinez, Coordinator
<b>MedCities</b>	Oriol Barda, Director
<b>MIO-ECSDE</b>	Michael Scoullou, Chairman and Anastasia Roniotes, Head Officer
<b>GWP Secretariat</b>	Francois Brikke, Senior Network Officer
<b>GWP-Med Secretariat</b>	Vangelis Constantianos, Executive Secretary Bessie Mantzara, Head, Finance and Administration

Apologies:

<b>Blue Plan</b>	Celine Dubreuil, Programme Officer for Water
<b>CIHEAM</b>	Vacant
<b>MedWet</b>	Alessio Satta, Coordinator

**Agenda Item 1. Adoption of the Agenda**

Michael Scoullou welcomed the GWP-Med Partnership Council (PC) members in Athens. The meeting was organised back-to-back with the 9<sup>th</sup> Meeting of the UfM Water Expert Group (5-6 November 2018, Athens).

Michael informed on apologies by PC Members, including by the recently appointment MedWet Coordinator Alessio Satta, while the CIHEAM appointment to the GWP-Med PC is pending.

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. Developing the new Strategy**

Francois Brikke introduced the subject, noting that the current Strategy will be running until the end 2019, while consultations were already launched for the new one (2020-2025) engaging RWPs, CWPs and key GWP partners. He updated that SDGs, Transboundary Water Resources Management, Climate Change Adaptation and cross-cutting issues like Gender and Youth are expected to figure strongly in the new Strategy, within an overall IWRM approach and framework. Among consultations, he reminded the on-line GWP Network

Partners Meeting in September 2018, the first done by GWP in such format, in which also GWP-Med was productively engaged.

Khaled Abu Zeid commented positively on the ‘follow-the-sun’ format of the on-line GWP Network Partners Meeting, however pointing to the difficulty selected dates and timing posed, limiting options for some partners in the Muslim countries. Francois responded explaining the challenges of such a two-day global procedure and noted that lessons learned will be considered at the 2019 version.

Vangelis briefly introduced the Strategy ‘Consultation Pack for RWPs SC Meetings’, explaining how that should be discussed and its expected outcomes as part of the regional contributions.

Michael commented positively on the structure of the material, and reminded that initial regional positions, including by GWP-Med, on contents of the new Strategy were presented already at the 2018 Regional Days (mid May, Budapest). These included suggestions on how the new Strategy would secure common denominators across the GWP entities while allowing flexibility according to specific needs, agendas and opportunities at different levels. He further commented that the rich discussions that have taken place at the Regional Days may have been better reflected at the consultation pack received.

Hachmi Kennou pointed to the need for coherence between the global and regional approaches of the new Strategy and suggested to consider a light integration mechanism that will assist not overlooking contributions made by the different levels of the partnership over the process.

Vangelis added the need for flexibility on thematic contents within common approaches, given that each Region has established priorities according to its on-going and pursued agendas, that reflect needs of the countries and regional political processes. Francois confirmed that there is full understanding of that, including the different established business models, that actually make for the valuable GWP diversity.

There was agreement to focus first on ‘Question 1 – Ambition: Where do IWRM practices need most strengthening in your region? And where do multi-stakeholder approaches matter most?’. Points raised by PC members included:

- IWRM should definitely be in our focus as an approach towards water security and as a GWP flagship. IWRM is well embedded in SDGs, so the agenda will be on and going through that formal process, including on related reporting.
- GWP should capitalize on its related long-term achievements, and lead evolution of IWRM contents including by utilizing new integration formats like the Water-Energy-Food-Ecosystems Nexus approach. Furthermore, we should delve into new linkages that make sense to society and economy, like through the Water-Employment-Migration agenda.
- National IWRM planning should be strengthened, while further embracing Nexus approaches. Countries have made advancements, but several are far from what is needed. Among others, we should assist enriching the IWRM baseline, monitoring and practical demonstrations. The GWP SDG6 SP provides for related helpful linkages and GWP-Med should prioritize needs and engage according to capacities at national and regional level.
- Overall, our ambition on water security through IWRM should remain high, while we should further work on integrating water considerations and objectives in a range of other development agendas, at all levels (global, regional, national, river basin, city, transboundary).
- Multi-Stakeholder Partnerships (MSPs) are key means for IWRM, and a stronghold for GWP, so they should also remain in our prime focus. However, we should focus more on their substance and impact as delivery mechanisms and less on their form, including since there is established knowledge on the latter. Overall, we should stop reinventing concepts and focus on tangibles, while evolving contents as necessary.

- Our work should further built on existing political platforms and, particularly for GWP-Med, on capacities of the regional networks, while further going national.
- We should become smarter in presenting impacts of IWRM, MSPs and our work in these. We often report on trivial figures and contents, while we should focus more on substance and lessons that can be operationalized and replicated, including by describing, creating and servicing mechanisms to do these, according to needs and capacities.
- We should further work on making IWRM understandable. Education, communications and knowledge sharing / management should be even more in the focus; these can save billions, just using millions. The Toolbox, and its evolution on contents and audiences, should continue providing a mechanism for knowledge sharing.

Then, discussion turned to '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 both? Is there an analogy that you find more helpful in describing GWP's role – actual and potential?' Points raised by PC members included:

- GWP-Med is a technical supporter of policy making, an advocator, and a knowledge creator, distinctively utilizing MSPs throughout its processes. In several cases, we service as a prime shaper of technical contents of key regional political processes, which provide a critical credit for the organization. However, we don't neglect that strong(er), politically and operationally, players exist on these. Overall, focusing on and expanding our niche thematic areas, closely liaising with top regional institutions, while continue having good understanding of partners' and competitors' environment, allow for proper positioning and development of the organization.
- We are among the few RWPs that have an established operational agenda with demo interventions providing tangible results. We receive multiple and strong requests by our beneficiaries for more such action, and we have the will and internal capacity to develop further that line.
- In the Mediterranean, and maybe in other regions, GWP has no 'watchdog' character. However, we follow developments and contribute in a low key and constructive way. Among others, we should not neglect the capacities needed to be a 'proper watchdog', which are not available and probably difficult to be secured, even if we wanted so.
- The regional perspective was more popular in the past in the Mediterranean than now. This focus has lowered in recent years, though turns of interest by political partners, beneficiaries and donors are steadily observed over decades, including since GWP-Med's establishment in early 2000. While we should continue going national and local, with all challenges this entails (structure, consistency, capacity, sustainability, etc) our regional status and voice is a priority and should be safeguarded.
- To upgrade our profile, while staying within our role and capacities, we should find ways to make more visible the intangible outputs of our work. Part of that includes an even stronger niche in MSPs as delivery, knowledge management and outreach mechanisms.

Discussion continued with '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?'. Points raised by PC members included:

- GWP-Med does not do, so far, active recruitment of new partners, and is very selective in that line. The reasons have been elaborated over years, while the benefits provided to the membership do not often meet their expectations which are mostly linked with their financing including through engagement in projects, which is very difficult given the evolution of related requirements by donors and beneficiaries. Furthermore, a range of operational partnerships exist producing substantial outputs without these organisations/institutions been part of the membership.
- Over years, a number of well-established international biodiversity organizations, having regional/sub-regional/national branches, have strongly entered the water management agenda addressing developmental issues. It will be helpful to have an aligned global policy within GWP on such possible synergies.

Discussion concluded with 'Question 9 – knowledge: Does GWP's approach to knowledge help make a difference -regionally or in country? It does or could do so: what format should it take to make more of a difference?'. Points raised by PC members included:

- We produce a range of KM outputs but, in the absence of a KM senior officer/coordination mechanism, we are missing a strategic approach on contents, formats, audiences and, importantly, their utilization, while we are poor in communicating and reaching out through these.
- Utilization of the virtual/on-line dimension of KM, including wiki and citizens science type, could be further considered. While we should work on producing knowledge, we should equally focus on facilitating management and communication of existing knowledge. These should involve both external and internal (to GWP) knowledge sharing. Aligned global approaches amongst GWP entities and transfer of know how would substantially assist. Related regional fundraising, beyond as part of individual projects (which however pose specificities and cannot support a horizontal function/officer), is difficult.
- Though attractive on some aspects, the cost/benefit of regional TECs is questionable. Two early attempts in GWP-Med to maintain such a body after setting it were not successful.
- Possible close institutional synergies of GWP with established KM mechanisms like CapNet, IW:LEARN, IHE should be carefully considered, including for safeguarding our position in the KM agenda.

#### **Agenda Item 4. GWP-Med institutional and governance issues: updates and way forward**

Vangelis introduced the subject based on the Info Note, reminding key options, updating on steps taken and outlining what should be discussed at the current PC, including the anticipated roles of the RWP/GWPO SC in Regions that could be establishing a GWPO branch office (of any form).

Michael noted that the current institutional arrangement through the Host Institute is functional and has assisted GWP-Med's growth. New options are carefully explored to better serve GWP-Med's evolution, sustainability and further development.

Khaled said that succeeding a granting of diplomatic status has obvious benefits and should be pursued, however balancing all pros/cons is necessary, as it is now attempted. On the synthesis and roles of the governing bodies, he remained that GWPO's SC consists of individuals while the Region's SC of organisations, suggesting to find ways to retain, as relevant, functions of regional governing bodies.

Michael responded that if such a setting advances, the current governing body may need to turn into an advisory one, however retaining its influence and providing the regional sense to the RWP. Elaborating further, Khaled suggested to consider delegation by GWPO of certain decisions to such a regional advisory body, while retaining those needed at global level.

Oriol shared experiences from the establishment of MedCities as an independent association as well pointing to the long process of establishing intergovernmental institutions in the region, like the UfM. He highlighted the need to strike a balance between regional autonomy and global accountabilities and decision making, aiming to safeguard the regional contents and ownership of the partnership. Overall, flexibility should not be neglected; it is among elements that have brought GWP and GWP-Med safely into their two decades of operations.

Khaled commented that main differences on Option 1 (Decentralized GWPO branch office) and Option 3 (Separate RWP legal entity as subsidiary of GWPO) are mostly on accountabilities and controls, so it is important to understand also GWP's preferences on

these. On the same line, Bessie Mantzara commented that understanding modalities of GWP establishing subsidiaries is important, particularly since it has not been practiced before.

The discussion concluded with the following:

- The GWP-Med evolution, dynamism and flexibility should be safeguarded to allow for further sustainable growth and provision of substance to our beneficiaries. This is far more important than any short-term benefits. Of key importance are: building conditions for long-term sustainability (by applying any of the options in the Note or any other), allowing GWP and the Regions to grow and deliver more effectively their objectives; and, securing functionality, including through delegation of powers / decisions / independencies to the Regions along with related accountabilities that will safeguard GWPO's integrity.
- There was consensus that Option 2 (Centralized GWPO branch offices) is not preferable by both GWPO and the Region. However, it should not be faced out, on the possibility that adaptations may render it more feasible and attractive on possible benefits.
- Option 3 (Separate RWP legal entity as subsidiary of GWPO) seems to be the most flexible, though it entails a number of unknowns that should be clarified, including modalities of GWP establishing subsidiaries.
- Option 1 (Decentralized GWPO branch office) is also an option to consider. Within that, political and operational independency of the office vs the host country should be safeguarded.
- Overall, based on the first reading, Option 3 is considered equally, if not more, interesting to explore further along with Option 1. Option 3 seems to currently include more unknowns like on legal aspects, which deserve to be understood, and compared to the other two options. Related legal advice should be secured.

#### **Agenda Item 5. Approval of the GWP-Med Audited Budget 2017**

Bessie Mantzara presented the GWP-Med Audited Budget 2017. 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, and more are already scheduled in 2019. 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 again 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.

The low overheads/management fees (in the order of an average 7%) was noted. Bessie commented that this reflects realities with donors, however it is marginally affordable for the organisation's functioning, while we are trying our best to become able to increase that, including since backstopping needs have increased. Responding to a question on how interests from deposited funds are managed, Bessie explained that these are further invested for projects' activities. She also briefly presented the GWP Anti-Fraud Policy, and disseminated the related forms that PC members should sign and return.

Michael commented that GWP-Med has managed to retain and increase its well-delivering staff, including over an enduring financial crisis in Greece that has not been helpful on both fundraising and high taxation aspects. The PC advised towards finding ways, including related

to remuneration and working conditions, to continue having highly engaged the staff. The PC congratulated the GWP-Med Finance & Administration for a neat and clear financial management.

With these, the GWP-Med Audited Budget 2017 was approved (Annex III).

### **Agenda Item 6. GWP-Med Progress Report 2018**

Vangelis presented briefly the GWP-Med Progress Report 2018. PC member commented positively on the volume and quality of activities.

Bessie presented the Budget Forecast for 2018 in its current stage. She commented that year's total spending is expected to be relatively close to the target set, while 100% of the GWP resources would be utilized. However, there are projects that have faced implementation and spending delays, primarily for political reasons. Vangelis further explained the multi-year setting of certain projects and commented that activities and budget that may not be mobilized within the year will be covered up in 2019 and beyond, depending on related projects' duration.

Oriol pointed to the similarities of management modalities between GWP-Med, MedCities and possibly other partner organisations, suggesting to consider a line of sharing experiences and lessons towards a collective improvement.

Following these, the Budget Forecast for 2018 was approved (Annex IV).

### **Agenda Item 7. Draft GWP-Med Work Programme 2019**

Vangelis presented briefly the draft GWP-Med Work Programme 2019. He noted that it follows on-going thematic agendas, reflecting secured and aimed funding.

Discussion included the following points:

- Knowledge Management should become an integral part of several of the action lines. Understanding budget/capacity limitations, effort should be made to create a staff function to coordinate that.
- The Non-Conventional Water Resources Management agenda will seek its follow ups through continuation of collaboration with Coca-Cola (already a new project for Malta is in the making), exploration of more funding opportunities, integration of NCWR elements with Nexus and Water-Employment-Migration action lines as relevant, etc.
- The African Investment Programme is an ambitious endeavor. It presents numerous opportunities while moving the organization to new fields, with all challenges this entails. GWP-Med should fully engage for the success of the initiative at the pan-African level, and particularly for the benefit of North African countries.
- The SDG6 SP would be able to support at least one country in the Mediterranean in 2019. Prioritization should be made according to needs and demand by candidate countries. The suggestion of a related regional project on dialogue, capacity building and knowledge sharing among countries and regional organisations was again discussed. Though considered a helpful action line, Francois indicated that such a regional line won't match well with the current national focus of SDG6 SP.
- We should further present how our work, outputs and impacts contribute to meeting the SDGs. Maybe this could be included in the adapted impact indicators of the new GWP Strategy.

The budget forecast for 2019, reflecting projects' capacities, was presented by Bessie and approved (Annex V). Vangelis commented that, while the 2019 budget is fully secured, and a number of projects have been approved and are expected to run between end 2020-2024,

GWP-Med may be facing a financing gap in 2020 vs its current staff structure. Intensive fundraising exploration is on-going to avoid that.

With these, the GWP-Med Work Plan 2019 was approved (Annex VI).

**Agenda Item 8. Any other business**

No other business was discussed.

## GWP-Med LOGO

### 21<sup>st</sup> Meeting of the GWP-Med Partnership Council

Tuesday & Wednesday, 6 & 7 November 2018  
Divani Acropolis Hotel, 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

ANNEX II

Minutes of the 20th GWP-Med Partnership Council Meeting  
[see separate file]

ANNEX III

GWP-Med Audited Report 2017  
[see separate file]

ANNEX IV

GWP-Med Budget Forecast 2018  
[see separate file]

ANNEX V

GWP-Med Budget Forecast 2019  
[see separate file]

ANNEX VI

GWP-Med Work Plan 2019  
[see separate file]



# AGENDA ITEM **3**

**GWP-Med institutional and governance issues**



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

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### Information Note

#### **a. GWP-Med institutional issues**

At the GWP-Med 19<sup>th</sup> and 20<sup>th</sup> 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.

At the GWP-Med 21<sup>st</sup> PC Meetings, Options presented in the Note entitled 'Global Water Partnership: Strengthening the Institutional Set-Up for RWPs' (elaborated by GWP with contributions by GWP-Med, GWP-Southern Africa and GWP-West Africa – attached again), were discussed and concluded on the following:

- The GWP-Med evolution, dynamism and flexibility should be safeguarded to allow for further sustainable growth and provision of substance to our beneficiaries. This is far more important than any short-term benefits. Of key importance are: building conditions for long-term sustainability (by applying any of the options in the Note or any other), allowing GWP and the Regions to grow and deliver more effectively their objectives; and, securing functionality, including through delegation of powers / decisions / independencies to the Regions along with related accountabilities that will safeguard GWPO's integrity.
- There was consensus that Option 2 (Centralized GWPO branch offices) is not preferable by both GWPO and the Region. However, it should not be faced out, on the possibility that adaptations may render it more feasible and attractive on possible benefits.
- Option 3 (Separate RWP legal entity as subsidiary of GWPO) seems to be the most flexible, though it entails a number of unknowns that should be clarified, including modalities of GWP establishing subsidiaries.
- Option 1 (Decentralized GWPO branch office) is also an option to consider. Within that, political and operational independency of the office vs the host country should be safeguarded.
- Overall, based on the first reading, Option 3 is considered equally, if not more, interesting to explore further along with Option 1. Option 3 seems to currently include more unknowns like on legal aspects, which deserve to be understood, and compared to the other two options. Related legal advice should be secured.

In response to these:

- discussions with GWP Executive Secretary/CEO on the option of establishing GWPO branches continued, including in the margins of the Regional Days 2019 (May, Amman).
- general and fully-informal sounding of possibilities aiming at understanding plausible contents of Option 3 was done with officers of a number of Mediterranean countries.

However, these did not advance beyond the very basics in the absence of concrete progress at inter-GWP level.

- the subject was brought up again more concretely with a communication by the GWP Executive Secretary/CEO on 10 October 2019 (see attached). The latter raises certain points for consideration and follow-ups, and with regards to time-line indicates that the process should await for GWP new Senior Finance Officer to be in place, which will happen sometime in December/January. By that time, GWP will also have its Business Plan and Work Plan finalized and approved by its SC, and will have more time and resources to focus on this work.

Suggested next steps include:

- update the GWP-Med PC on these and receive possible further guidance in view of revitalizing the process (as above)
- work closely with GWP and other interested Regions towards further defining contents of the Options, including through possibly elaborating a 'regional business study' (as generally described in the Note).
- based on these, and in close collaboration with GWP, shape a final proposal to the GWP-Med PC Meeting for decision, anticipating that for within 2020.

#### **b. GWP-Med governance issues**

At the GWP-Med 19<sup>th</sup> 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 guidance or advisory or other type of body according to the new setting.

## Annex 1

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

October 2018

**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 limitations<sup>1</sup>. 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

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<sup>1</sup> 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.

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 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-Committee<sup>2</sup>. Specific processes adequate for managing the relationship between the global and the regional administration and finance officers also should be 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?

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<sup>2</sup> 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.

## 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.

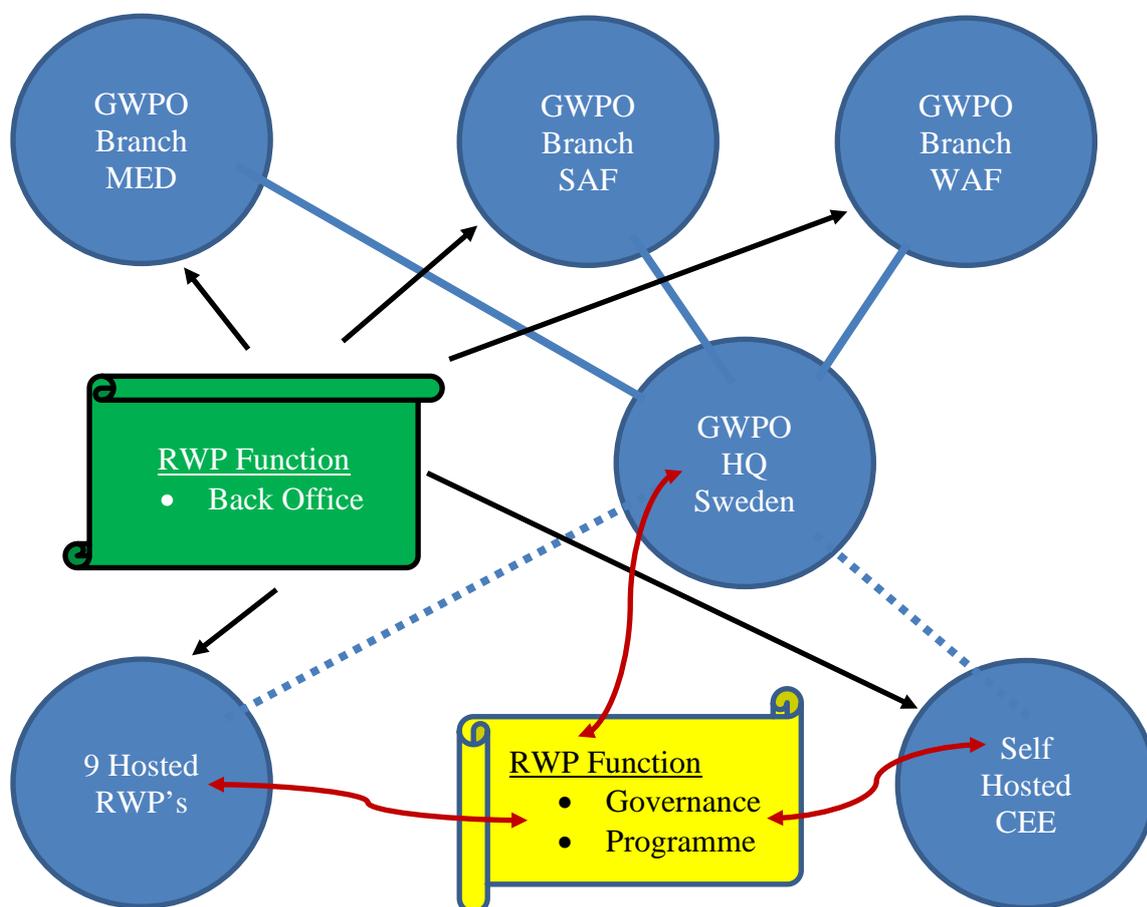
## Annex II: Rationale for setting up GWPO “regional branches”

Pros	Cons
<p><b>Administrative systems and services</b></p> <ul style="list-style-type: none"> <li>• <b>Efficiencies from ability to function within one administrative system</b> (current hosting arrangements require functioning within both the host agency and the GWPO system).</li> <li>• <b>Efficiencies from ability to provide up-to-date financial reports and use only one financial management system</b> – the Stockholm team’s NAV system (due to current host agency arrangements, financial information can be up to four months old, as different IT systems and associated reviews slow down production of financial reports).</li> <li>• <b>Efficiencies from using common administrative templates and IT systems:</b> 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.</li> <li>• <b>Potential improvement in speed of providing administrative services:</b> 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.</li> </ul>	
<p><b>Controls environment</b></p> <ul style="list-style-type: none"> <li>• <b>Proper administration of one single controls environment.</b> Controls risk are less likely to emerge as only one controls environment would be implemented</li> <li>• <b>Resolving issues related to the controls environment:</b> 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.</li> </ul>	<p><b>Controls environment</b></p> <ul style="list-style-type: none"> <li>• <b>Do host agencies manage a controls environment better than GWPO would?</b> 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.</li> <li>• <b>Quality of staff managing the controls environment.</b> 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.</li> </ul>
<p><b>Ease of doing business: Diplomatic Status</b></p> <ul style="list-style-type: none"> <li>• <b>Recruitment:</b> With diplomatic status, international recruitments becomes easier due to tax exemption and ability to arrange for residency and work permit.</li> <li>• <b>Event management:</b> Diplomatic status may speed up the visa application process where</li> </ul>	

<p>events are held that involve international participants.</p> <ul style="list-style-type: none"> <li>• <b>Financial transfers:</b> Diplomatic status may simplify the process for sending funds to other countries on the continent and beyond.</li> <li>• <b>Contracting:</b> Many suppliers do not fully understand the GWP hosting model, and are wary of contracting with the host institution.</li> </ul>	
<p><b>Fundraising</b></p> <ul style="list-style-type: none"> <li>• <b>Distinct legal entity status:</b> 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.</li> <li>• <b>Host institution limitations:</b> Some host institutions, notably IWMI, require joint project management where project or programmatic funds are raised by Regional Water Partnerships.</li> <li>• <b>Regional identify.</b> 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.</li> </ul>	
<p><b>Staffing and HR Management</b></p> <ul style="list-style-type: none"> <li>• <b>Better Work Conditions and Environment for staff:</b> 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.</li> </ul>	
<p><b>Standing</b></p> <ul style="list-style-type: none"> <li>• <b>Access to platforms or fora:</b> 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.</li> <li>• <b>Confidence and credibility:</b> 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.</li> </ul>	

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

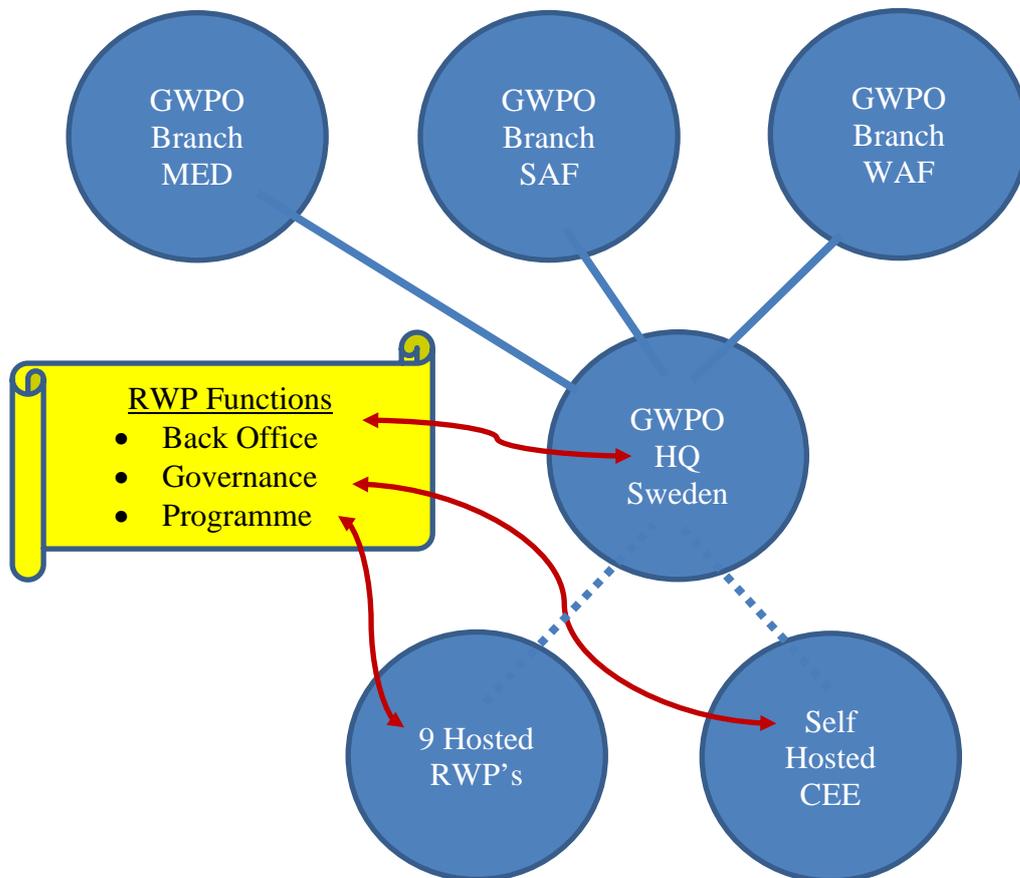
### Option 1: Decentralized GWPO branch offices, Hosting & Self-hosting



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.

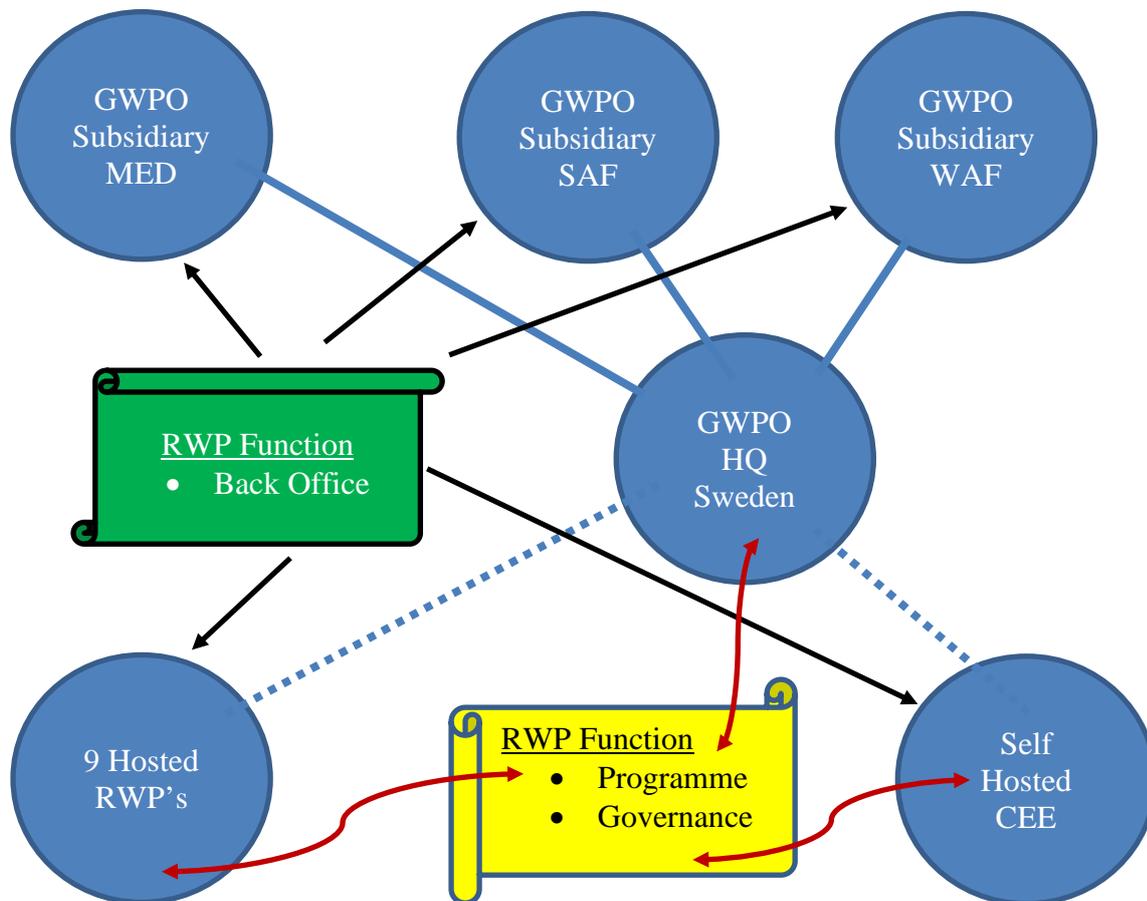
8. If a suitable agreement cannot be reached between GWPO HQ and the preferred host country to establish a regional GWPO office, an alternative host country may be considered.
9. Corporate Framework: GWPO offices established in the regions follow the standardized GWPO rules, regulations, policies, procedures, 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.



## Annex 2

**From:** Monika Weber-Fahr <Monika.Weber-Fahr@gwp.org>  
**Sent:** Thursday, October 10, 2019 8:44 AM  
**To:** Vangelis Constantianos (GWP-Med) <vangelis@gwpmed.org>; Alex Simalabwi <alex.simalabwi@gwp.org>; Armand Houanye <armand.houanye@gwpao.org>  
**Cc:** Catharina Sahlin-Tegnander <catharina.sahlin-tegnander@gwp.org>; Frederik Pischke <frederik.pischke@gwp.org>; Peter Repinski <peter.repinski@gwp.org>; Molly Robbins <molly.robbins@gwp.org>; Julienne Ndjiki <julienne.ndjiki@gwpsaf.org>; François Brikké <francois.brikke@gwp.org>  
**Subject:** [Vangelis/Alex/Armand] Re-Initiating: Work towards opening up "Branches"...

Dear Vangelis, Alex, Armand,

Just a quick note to follow up on our call/chat a few days ago and to confirm that I have taken note of the request that – now with the strategy “in the bag” – we should re-start the work on figuring out how to set up “branches” of GWPO in some regions/where there is interest and/or uptake.

In terms of timing: We will await for our new Sr. Finance Officer to be in place (Peter’s successor) – which will happen sometime in December/January. By that time, we will also have our business plan and work plan finalized and approved and will have more time and resources to focus on this work.

**In terms of content:** You will remember that the task-force that you participated in came out with a detailed analysis of issues and challenges, as well as benefits and opportunities, associated with setting up Regional Branches. Two important conclusions were:

- **Setting up Regional Branches should only be undertaken if Governments make substantial concessions in the context of setting up the Inter-Governmental Organization’s office in their country**, including, but not limited to: tax free/deduction for employees as well as for the office’s purchases; opportunity to hire international staff/arranging for residence and work permits; subsidized/free offices space; other arrangements as appropriate. This conclusion had been arrived on in the context of noting the not insubstantial cost of running a separate office (as opposed to current hosting arrangements).
- **GWPO will need to review and possibly revisit/revise some of its policies and processes and the internal controls environment ahead of the decision to establish one or more branches.** There are a number of dimensions to be considered – including the need to balance reputation and controls on the one hand with the need for autonomy and flexibility on the other hand. This review has not yet taken place we will commission such work starting in the new year.

**In the meantime, the regions that have an active interest in such solutions – MED, SAF and WAF – may want to begin thinking through the process by which they would like to arrive at a decision on their end on how to move forward in this regard.** Questions that need to be answered include:

- Decision on country: Would you want to create a competition? Using what process (categories/criteria, decision making, transparency)? Are there any no-go countries? What else is to be considered in the context of a competition – in terms of geopolitics etc?
- In-country intelligence: If you have a number of countries that you are ‘zeroing in’ on – that you believe are likely to be interested and/or that you would be interested in - it would be useful for you to have informal conversations and gather some intelligence among existing IGOs (e.g. IUCN, IWMI, other CGIAR outfits) regarding their experiences. Some of this I could also do “centrally” with their headquarters

Warm regards, Monika

---

**Monika Weber-Fahr**

*Executive Secretary & CEO*

Global Water Partnership (GWP)

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# AGENDA ITEM **4**

**Approval of the GWP-Med Audited Budget 2018**



GWP

Appendix C

Audit Instruction  
Year ending 31 December 2018

## **Auditors Questionnaire for the RWP**

To PricewaterhouseCoopers, Stockholm, Sweden

<b>Name of the Regional Water Partnership (RWP)</b>
GWP Mediterranean

Accounting period 2018

Name of Partner responsible for the audit: Dimitris Tselios

Questionnaire completed by: Dimitris Tselios      Date: 26/02/2019

Athens, 26 February 2019

The Certified Public Accountant Auditor

Dimitris Tselios

SOEL Reg. No 36651



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56, Zefireou str., 175 54 Pissia Faliro, Greece  
Registry Number SOEL 127

Audit Instruction  
Year ending 31 December 2018

**DETAILED QUESTIONNAIRE**

<b>Questions</b>	<b>Auditors' answers</b>
<b>1. GENERAL</b>	
1.1 Please state by whom you were appointed and to whom you report.	We were appointed by GWP-MED Host Institute by GWP-MED Host Institute, MIO-ECSDE and we report directly to them in order to include its financial statements to GWPO'S consolidated accounts and not to report on MIO-ECSDE as a separate entity.
1.2 Please confirm any limitation that were placed on the scope of your examination. Has the audit been performed in accordance with International Standards of Auditing (ISA) covering the following areas: (a) planning, controlling and recording; (b) accounting systems; (c) audit evidence; (d) internal controls; and (e) review of financial statements?	No limitations were placed on the audit team.
1.3 Did you obtain from the organization officials a letter of representation (Appendix H for an illustrative example) in respect of all significant matters where subjective management judgment was important?	We have obtained a representation letter from the organization.

Audit Instruction  
Year ending 31 December 2018

<p>1.4 In your opinion is the organization's system of internal control: (a) adequate in the circumstances of the organization; and (b) effectively operated?</p>	<p>The internal system is adequate and operates effectively.</p>
<p>1.5 Did you carry out a review of events after the balance sheet date? Did this confirm that no amendments were required to the accounts and in particular that the going concern basis was appropriate? Please give the date up to which your review was carried out.</p>	<p>From our review after the balance sheet date, there was no indication that the accounts require any amendments. The review was up to 31/01/2019.</p>
<p>1.6 Are the accounts prepared in accordance with the requirements of the GWP Financial Guidelines?</p>	<p>Yes</p>
<p>1.7 Have locally raised funds been audited in accordance with the GWP Audit Instructions as a minimum requirement?</p>	<p>Yes</p>
<p>1.8 Did you confirm locally raised funds through GWP bank account and legally binding agreement?</p>	<p>Yes</p>
<p>1.9 Are the accounting policies adopted consistent with those of previous years and with those of GWPO?</p>	<p>Yes</p>
<p>1.10 Has the GWP Travel Policy been used? (a) Was the policy followed in practice? (b) Were the correct per diem rates used? (c) Were flights booked in economy class? (d) Was the standard of accommodation ceilings respected?</p>	<p>The travel policy which is being used is the GWPO travel policy. The correct per diems rates used, flights booked in economy class and the standards of accommodation ceilings respected in accordance with the GWPO travel policy.</p>

Audit Instruction  
Year ending 31 December 2018

1.11 Assess whether advance payments to consultants, employees and other individuals are in accordance with contracts/agreements.	Advance payments to consultants are in accordance with contracts/agreements.
1.12 Have all accounting policies necessary for a full understanding of the accounts been disclosed?	Yes
1.13 Did you write a management letter to the organization concerning the period under review?	Yes
1.14 Is there an accounting software in use, either in-house or bureau? Has this accounting software been reviewed and tested by audit staff with adequate computer knowledge? State the name of the application.	Yes / Soft1
1.15 Are you satisfied that there are no charges pending against the organization for alleged violations of the constitution of the organization or any regulations or laws which, if decided adversely, would have a material effect on the state of affairs or results for the year?	Yes, we have obtained a letter of confirmation from the attorney who provides services to the Organisation.
1.16 Is there a register of fixed assets? (a) Have you satisfied yourself that the asset register is updated? (b) Have you checked the physical presence of the fixed assets?	Yes
1.17 Are you satisfied that all contingencies and post balance sheet events have been identified and properly treated?	Yes

Audit Instruction  
Year ending 31 December 2018

1.18 Have confirmations of the matters in 1.15 and, where appropriate, have above been obtained from the organization's legal advisers?	Yes
1.19 Are you satisfied that you have been given all relevant information in respect of all contracts and agreements of a material nature that were effective during the period under review?	Yes
1.20 Have you taken steps to ascertain whether the organization has entered into any unusual or exceptional transactions with its management or any other related organization, or companies in which management has an interest?	Yes
1.21 Have the general ledger and the financial report been reconciled by the Host Institution?	Yes
1.22 Has adjustment of the financial report 2018 been made as a result of the audit?	No
1.23 Are funds transferred to CWP/Partners based on a valid signed agreement between the legal entity, representing the CWP/Partner, and the RWP Host Institution? (a) Does the agreement clearly stipulate the legal entity's responsibilities for the financial management of received funds?	No funds were transferred to GWP-MED Partners in 2018.
1.24 Have issues in the last year's Management Letter been resolved?	N/A
1.25 Considerations related to fraud: (a) Have procurements in 2018 followed the Host Institutions Procurement	(a) Yes Procurements followed the Host Institute's Procurement policy

Audit Instruction  
Year ending 31 December 2018

<p>Manual or the GWPO Procurement Manual? (b) Have procurements of goods and services been handled in a professional and secure manner following the applicable Procurement Manual?</p>	<p>(b) Yes</p>
<p><b>2. GROUP UNDERTAKINGS</b></p>	<p>There were no group undertakings during 2018.</p>
<p>2.1 Have you been supplied with a list of all the CPWs within the GWP Region? (a) Does it agree with the number of CWP's stated in the Audit Instructions 2.2? (b) Are you satisfied with the audit carried out by the CWP auditor and the reports provided by the CWP auditor? (c) Have you received completed Questionnaires (Appendix D) from all CWP's?</p>	<p>(a), (b) &amp; (c) N/A</p>
<p>2.2 Were balances with other partners in GWP agreed through contracts and in writing with the partners concerned?</p>	<p>N/A</p>
<p>2.3 Were there any cash in transit to or from other partners in GWP? In that case give details and audit conclusions.</p>	<p>N/A</p>
<p>2.4 Is there a complete register of Steering Committee members and staff members at both regional and country level?</p>	<p>Yes at the RWP level.</p>
<p>2.5 Are signed declarations kept by the RWP from all Steering Committee members and staff members at both regional and country level, showing that they have read and understood the GWP Anti-Fraud/Corruption Policy?</p>	<p>Yes, for the Chairman, the Executive Secretary and members of the staff, for the Steering Committee members half to be received in 2019</p>

Audit Instruction  
Year ending 31 December 2018

2.6 Are CWP locally raised funds registered as income and expenditure in the RWP General Ledger?	N/A
<b>3. BANK BALANCES AND CASH</b>	
3.1 Did you obtain confirmation of all bank balances direct from the bank?	Yes
3.2 Have all reconciliations, both bank and petty cash, been checked by yourselves per December 31?	Yes
3.3 If the year-end bank balances or the cash in hand are unusually large/small in relation to the normal balance, please give details.	The bank balances through the year, are justified by the funds received.
3.4 Are any bank balances blocked or restricted in any way? If so, please give details.	No
3.5 Are you satisfied that the cash is handled in a secure manner?	Yes
3.6 Are your satisfied that bank accounts are managed by an entity authorized person?	Yes
3.7 Are you satisfied that all funds received by the RWP are managed by the legal entity contracted by GWPO to host the RWP, and that no funds are kept outside of the internal controls of the host institution?	Yes

Audit Instruction  
Year ending 31 December 2018

<b>4. CREDITORS AND ACCRUED LIABILITIES</b>	
4.1 Has the cut-off at year end been recorded in accordance with the financial guidelines?	Yes
4.2 Were satisfactory explanations received for debit balances?	Yes
4.3 Have satisfactory steps been taken to ensure that all liabilities have been included in the accounts?	Yes
4.4 Have all liabilities/accruals in connection with employees been correctly accounted for? (e.g. accrued annual leave, gratuities, end of contract entitlements)	Yes
4.5 Are you satisfied that all items included in creditors and accrued expenses are properly classified as such?	Yes
4.6 Is there adequate disclosure in the accounts of the nature and amount of unusual and/or substantial provisions?	Yes
<b>5. TAXATION</b>	
5.1 What is the organizations tax status?	MIO-ECSDE economic activity is subject to income tax according to the Greek tax legislation.
5.2 Are there any material outstanding points in dispute? If so, give details.	No
5.3 Has adequate, but not excessive, provision been made for all current and deferred taxation liabilities?	Yes which pertains to the Host Institute's liabilities.

Audit Instruction  
Year ending 31 December 2018

5.4	Has a reconciliation of the tax charge been carried out?	For the year 2018 for GWP-MED no tax arose.
<b>6. STATUTORY MATTERS</b>		
6.1	Have you examined the minutes of the Steering Committee (Regional Council) and the General Assembly and other important committees for the year under review and up to the date on which you completed your review of events after the balance sheet date?	Yes
6.2	Have relevant matters included in the minutes been correctly reflected in the accounts?	Yes
6.3	Has the statutory requirement of holding a General Assembly been met?	Yes
6.4	Has any Steering Committee (Regional Council) member (including the SC Chair) received any remuneration/fees during 2018. If so, please state the amount.	Chair Fees: 8.000,00 €
<b>7. EMPLOYEES</b>		
7.1	State the number of staff contracted as <b>employees</b> ?	14
7.2	State the number of staff contracted as <b>consultants</b> ?	12
7.3	Does the organization report and pay the appropriate personnel taxes, social fees and other legal taxes and fees?	Yes

Audit Instruction  
Year ending 31 December 2018

7.4 Has the organization made adequate provisions for employee and consultant costs, according to the agreements (accrued annual leave, gratuities, and end of contract entitlements on a pro rata basis)?	Yes
--	-----

Audit Instruction  
Year ending 31 December 2018

## Audit Differences

To PricewaterhouseCoopers, Stockholm, Sweden

### Summary of Audit Differences

<b>Name of the RWP</b>	Mediterranean
<b>Fiscal year</b>	2018
<b>Nominal amount</b>	
<b>Currency</b>	EURO

Reference	Description of audit difference	Asset Debit/(Credit)	Liabilities Debit/(Credit)	Income effect Debit/(Credit)
<b>Clerical errors:</b>				
<b>Judgemental differences:</b>				
	<b>Current year net income</b>			

**Clerical errors:** Any amount outside the auditor's acceptance range that is due to mistakes in preparing the estimate, e.g. clerical errors, should be considered an error, not a judgmental difference.

**Judgemental differences:** Any amount outside the auditor's acceptance range (EUR 2,500) that is due to different expectations about future events or what the auditors believe may be management's inappropriate consideration of relevant facts and circumstances is a judgmental difference. The audit Differences should include the amount by which recorded estimates fall outside of the auditor's acceptance range.



## ***Audit Opinion/Audit Report***

---

<b>Auditor:</b>	Dimitris Tselios
<b>Name of Regional Water Partnership (RWP):</b>	Mediterranean

Dear Sir,

We have audited the accompanying Financial report consisting of Global Water Partnership – Mediterranean expressed in EURO as of December 31, 2018 and for the year then ended. Our engagement was undertaken in accordance with the International Standard on Auditing. The Financial Reports are the responsibility of Global Water Partnership – Mediterranean. Our responsibility is to express an opinion on the Financial Report based on our Audit.

The financial Report has been prepared solely to enable Global Water Partnership Organisation (“GWPO”) to prepare consolidated accounts and not to report on Global Water Partnership – Mediterranean as a separate entity.

We report our findings below:

1. As requested in your instructions, we have performed the specified audit procedures outlined in the Group Audit Instructions. We have no exceptions to report as a result of applying these procedures.
2. During the course of applying these procedures no other matters came to our attention that we believe may affect your use of the above-mentioned financial statements.
3. There are no other matters which we believe should be brought to your attention that require further action or consideration by you.

In our opinion, the Financial report of Global Water Partnership – Mediterranean as at December 31 2018 and for the year then ended have been prepared in conformity with GWP Guidelines, and gives a true and fair presentation of the result and position of GWP Mediterranean per 31 December 2018.

This report is intended solely for the use of PricewaterhouseCoopers – GWPO Audit Team in connection with the audit of financial statements of GWPO and should not be used for any other purpose.

Athens, 26 February 2019

The Certified Public Accountant Auditor

  
Dimitris Tselios  
SOEL Reg. No 36651

 **Grant Thornton**  
An instinct for growth

Chartered Accountants Management Consultants  
53, Zolftou str., 173 64 Piraeus Falirio, Greece  
Registry Number SOEL 127



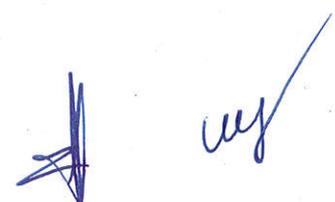


## GWP Core + Add GWP funds

GWP Mediterranean	BUDGET 2018	Accumulated Expenditures 2018
<b>TOTAL GOALS</b>	<b>285.555</b>	<b>285.555</b>
<b>SUM GOAL 1</b>	<b>0</b>	<b>0</b>
<b>Goal 2 – Generate and communicate knowledge</b>		
<b>Outcome Challenge 1:</b>		
D105329 IW Learn approved designated budget 2018 Q3 (please complete the detailed Tabs in USD and Euro)	94.515	94.555
<b>SUM GOAL 2</b>	<b>94.515</b>	<b>94.555</b>
<b>Goal 3 – Strengthen partnerships</b>		
<b>Outcome Challenge 1:</b>		
D105212 RD Finance Accommodation	1.040	1.040
Chair Fees	8.000	8.000
Travel	8.000	5.946
<b>Outcome Challenge 3:</b>		
Activity RSC meeting	8.000	6.639
Regional General Assembly/Partners Meeting	0	0
GWPO organised Regional Days	5.500	5.345
Resource Mobilisation activities	0	0
Strengthening selected CWPs	0	0
<b>SUM GOAL 3 - activities (excl Running Costs)</b>	<b>30.540</b>	<b>26.970</b>
<b>Running Costs Secretariat (Region and Country):</b>		
Staff costs Secretariat (salaries, social security etc.)	100.000	99.865
Office Running Costs		
Audit fees	47.500	48.165
Financial costs	5.000	5.000
Bank Interest (reported as negative expenditures)	2.000	3.000
Host Institution fees	-2.000	0
<b>SUM Running Costs</b>	<b>160.500</b>	<b>164.030</b>
<b>SUM GOAL 3 INCLUDING Running Costs</b>	<b>191.040</b>	<b>191.000</b>

## WACDEP North Africa

GWP Mediterranean	BUDGET 2018	Accumulated Expenditures 2018
<b>TOTAL GOALS</b>	<b>176.000</b>	<b>169.329</b>
<b>Goal 1 – Catalyse change in policy and practice</b>		
Total Outcome Challenge/ Work Package 1	0	0
Total Outcome Challenge/ Work Package 2	0	0
<b>Outcome Challenge/ Work Package 3</b>		
Activity 1 : Development of an action plan to reinforce the National Water Center and to improve knowledge monitoring and protection of water resources in alignment with the SDGs	4.000	4.792
Activity 2 : Preparation of Project Portfolio for climate change adaptation within the Ministry of Hydraulics in Mauritania	10.000	9.866
Activity 3 : Development of an action plan to improve the hydro-meteo-climatic services and the implementation of Nexus solutions	30.000	29.028
<b>Total Outcome Challenge/ Work Package 3</b>	<b>44.000</b>	<b>43.686</b>
<b>Outcome Challenge/ Work Package 4</b>		
Activity 1 : Project Preparation for the National Water Resources Center reinforcement in Mauritania	40.000	27.800
<b>Total Outcome Challenge/ Work Package 4</b>	<b>40.000</b>	<b>27.800</b>
Total Outcome Challenge/ Work Package 5	0	0
<b>SUM GOAL 1</b>	<b>84.000</b>	<b>71.486</b>
<b>Goal 2 – Generate and communicate knowledge</b>		
<b>Outcome Challenge/ Work Package 6</b>		
Activity 1 : Capacity building on climate change mainstreaming in transboundary water cooperation in the NWSAS	20.000	17.758
Activity 2 : Capacity Needs assessment, adaptation of training material to the Mauritanian context, training of trainers and organisation of targeted trainings in Mauritania	23.000	26.495
<b>Total Outcome Challenge/ Work Package 6</b>	<b>43.000</b>	<b>44.253</b>
<b>Outcome Challenge/ Work Package 7</b>		
Activity 1 : Presentation of the mauritanian experience at regional and international events	12.935	16.925
Activity 2 : Publications documenting WACDEP in Mauritania	465	1.065
<b>Total Outcome Challenge/ Work Package 7</b>	<b>13.400</b>	<b>17.990</b>
<b>SUM GOAL 2</b>	<b>56.400</b>	<b>62.243</b>
<b>Goal 3 – Strengthen partnerships</b>		
Total Outcome Challenge/ Work Package 8	0	0
<b>Running Costs Secretariat (Region and Country):</b>		
Staff costs Secretariat (salaries, social security etc.)	15.000	14.997
Office Running Costs	11.180	11.180
Audit fees	1.000	1.000
Financial costs	500	503
Bank Interest (reported as negative expenditures)	0	0
Host Institution fees	7.920	7.920
<b>SUM Running Costs</b>	<b>35.600</b>	<b>35.600</b>
<b>SUM GOAL 3 INCLUDING Running Costs</b>	<b>35.600</b>	<b>35.600</b>





## WACDEP Mediterranean (excluding North Africa)

GWP Mediterranean	BUDGET 2018	Accumulated Expenditures 2018
<b>TOTAL GOALS</b>	<b>30.000</b>	<b>30.000</b>
<i>Outcome Challenge/ Work Package 1</i>		
ACTIVITY 5.4 Technical Work in support of the UfM Ministerial	14.000	13.237
ACTIVITY 5.5: 8th UfM WEG Meeting (1 Feb 2018, Dead Sea)	8.550	8.607
<b>Total Outcome Challenge/ Work Package 1</b>	<b>22.550</b>	<b>21.844</b>
Total Outcome Challenge/ Work Package 2	0	0
Total Outcome Challenge/ Work Package 3	0	0
Total Outcome Challenge/ Work Package 4	0	0
Total Outcome Challenge/ Work Package 5	0	0
Total Outcome Challenge/ Work Package 6	0	0
Total Outcome Challenge/ Work Package 7	0	0
Total Outcome Challenge/ Work Package 8	0	0
<b>Running Costs Secretariat (Region and Country):</b>		
Staff costs Secretariat (salaries, social security etc.)	4.000	4.706
Office Running Costs	1.000	1.000
Audit fees	1.000	1.000
Financial costs	0	0
Bank Interest (reported as negative expenditures)	0	0
Host Institution fees	1.450	1.450
<b>SUM Running Costs</b>	<b>7.450</b>	<b>8.156</b>
<b>SUM GOAL 3 INCLUDING Running Costs</b>	<b>7.450</b>	<b>8.156</b>

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# Locally Raised Funds

REGION:

GWP

Please list audited Locally Raised Funds (Euro) (Funds received and expenditures made) by donor by project and by CWP/RWP.

Donor	Opening Balance 2018	Contributions Received 2018	Expenditures Reported 2018 incl WACDEP LRF	Closing Balance 2018	TOTAL WACDEP LRF 2018 expenditures
<b>RWP</b>					
CCF - Water for the city (\$350.398)	€ 963.146	€ 0	€ 304.047	€ 659.099	
CCF- Alter Aqua/NCWR (\$ 500.000/1,1993)	€ 576.919	€ 409.135	€ 858.497	€ 127.557	
LDK -Europe	€ 40.000	€ 0	€ 16.800	€ 23.200	
NIRAS SWEDEN	€ 8.982	€ 0	€ 0	€ 8.982	
BMU German Ministry - NEXUS	€ 45.775	€ 23.000	€ 68.704	€ 71	
Austrian Development Agency	€ 428.424	€ 0	€ 60.065	€ 368.359	
SIDA- Water Cooperation - Matchmaker	€ 1.371.829	€ 0	€ 381.724	€ 990.105	
UNOPS - DRIN-GEF	€ 9.556	€ 0	€ 0	€ 9.556	
PLAN BLEU	€ 10.284	€ 0	€ 0	€ 10.284	
UNOPS (IW-LEARN)	€ 26.880	€ 0	€ 0	€ 26.880	
Coca Cola Greece - Advance for works	€ 31.144	€ 0	€ 0	€ 31.144	
WACDEP -LRF	€ 18.111	€ 0	€ 6.976	€ 11.135	
Various 2	€ 7.787	€ 0	€ 0	€ 7.787	
previous years exchange rate differences to be settled	€ 24.141	€ 0	€ 18.890	€ 5.251	
ICBA_Tunis_vulnerability assessment	€ 0	€ 0	€ 19.118	-€ 19.118	
SCCF Climate Project GEF	€ 0	€ 0	€ 10.024	-€ 10.024	
MED PROGRAM PPG Project 2.1.	€ 0	€ 10.000	€ 9.283	€ 717	
MED PROGRAM PPG Project 2.2.	€ 0	€ 50.435	€ 89.250	-€ 38.815	
MAVA: Med Capacity Building Platform on Water Mangment - Wetland International	€ 0	€ 30.000	€ 22.103	€ 7.897	
MAVA (MedWet): Com Campaign	€ 0	€ 0	€ 6.100	-€ 6.100	
ARCOWA/NbSW	€ 0	€ 8.487	€ 8.487	€ 0	
UfM TA Programme	€ 0	€ 0	€ 13.286	-€ 13.286	
MAVA-Governance - IUCN	€ 0	€ 4.500	€ 8.527	-€ 4.027	
MAVA GEMWET	€ 0	€ 0	€ 1.688	-€ 1.688	
Coca Cola Foundation Malta 2019-2020 (\$ 300.000)	€ 0	€ 262.697	€ 0	€ 262.697	
MAVA BUNA -IUCN	€ 0	€ 56.349	€ 0	€ 56.349	
Donor 27	€ 0	€ 0	€ 0	€ 0	
	<b>€ 3.562.978</b>	<b>€ 854.603</b>	<b>€ 1.903.569</b>	<b>€ 2.514.012</b>	

# BALANCE REPORT

Region: GWP MED Drin Kosovo Project 2018



Kindly enter information ONLY in section B below.

	TOTAL EURO
1 Ingoing Balance 1 Jan 2018	+ 6.328 €
2 Total Transfers from GWPO	+ 100.532 €
3 Total Expenditures (General ledger as per date of report)	- 102.764 €
Exchange rate differences	-2.823 €
4 Closing Balance 31 Dec 2018 (General ledger)	= 1.273 €
5 Receivables & Advance payments (not included as expenditures at end of reporting period)	+ 0 €
6 Accrued costs & Unpaid Invoices (included as expenditures at end of reporting period)	- 13.144 €
7 Bank Balance per Balance report (General Ledger)	= 14.417 €

## Detailed information on balance accounts as per date of report:

Specify the information in sheet A2. Info Balance Acc - Rec, Acc

SECTION	Amount EUR	6b. List Accrued costs	Amount EUR	7. List Bank Statement/s	Amount EUR
1	€ 0	1. MF GWP	€ 1.988	USD ACCOUNT (in eur)	1.273 €
2	€ 0	2. MF MED	€ 11.156	EURO ACCOUNT	13.144 €
3	€ 0	3	€ 0		
4	€ 0	4	€ 0		
5	€ 0	5	€ 0		
6	€ 0	6	€ 0		
7	€ 0	7	€ 0		
<b>TOTAL</b>	<b>€ 0</b>	<b>TOTAL</b>	<b>€ 13.144</b>	<b>7. Total Bank Statements</b>	<b>14.417 €</b>

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# BALANCE REPORT

Kindly enter information ONLY in section B below.

Region: **GWP MED Drin Albania Project 2018**



	TOTAL	EURO
+		22.681 €
+		614.913 €
-		629.021 €
=		6.593 €
=		15.166 €
+		2.082 €
-		63.142 €
=		76.226 €

- 1 Ingoing Balance 1 Jan 2018
- 2 Total Transfers from GWPO
- 3 Total Expenditures (General ledger as per date of report)  
Exchange rate differences
- 4 Closing Balance 31 Dec 2018 (General ledger)
- 5 Receivables & Advance payments (not included as expenditures at end of reporting period)
- 6 Accrued costs & Unpaid Invoices (included as expenditures at end of reporting period)
- 7 Bank Balance per Balance report (General Ledger)

S E C T I O N A

Detailed information on balance accounts as per date of report:

Specify the information in sheet A2. Info Balance Acc - Rec, Acc

5b. List Receivables	Amount EUR	6b. List Accrued costs	Amount EUR	7. List Bank Statement/s	Amount	EUR
1. Advances	€ 2.082	1 MF 2% GWPO	€ 11.639	USD ACCOUNT (in eur)	14.930	€
2	€ 0	2 MF 3% MED	€ 49.658	EURO ACCOUNT	61.297	€
3	€ 0	3 travel expenses etc	€ 1.845			
4	€ 0	4	€ 0			
5	€ 0	5	€ 0			
6	€ 0	6	€ 0			
7	€ 0	7	€ 0			
<b>TOTAL</b>	<b>€ 2.082</b>	<b>TOTAL</b>	<b>€ 63.142</b>	<b>7. Total Bank Statements</b>	<b>76.226</b>	<b>€</b>

S E C T I O N B

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## *Management Letter / Audit Memorandum*

**PERIOD ENDED 31 DECEMBER 2018**

<b>Name of the Regional Water Partnership (RWP)</b>
Global Water Partnership Mediterranean (GWP-Med)
<b>Names of Country Water Partnerships (CWPs)</b>
N/A

### **Introduction**

We have completed our audit of the financial statements of Global Water Partnership Mediterranean (GWP-Med) as of and for the year ended 31 December 2018 and set out in this report matters identified during our work and which we believe should be brought to your attention. Such matters include the matters required to be reported in accordance with the 2018 Instructions to Auditors of Regional Water Partnership and Country Water Partnership.

The issues discussed in this report have been rated based on their assessed significance. The rating is illustrated by the use of traffic lights and - whilst inherently subjective and judgemental - the definitions below may serve as guidance. It should be noted that the classification focuses primarily on the degree of management attention. The fact that an issue has been assigned a red light should not be taken to mean that this necessarily constitutes a disagreement with management or a significant control deficiency.



A red light normally indicates issues that have, or may have, a significant impact on the entity's financial reporting or that constitutes significant internal control deficiencies. As such we believe they should receive high management attention. A red light may also indicate issues that whilst not having a significant impact on financial reporting, should receive high management attention because of the nature of the issue (consistent non-compliance with accounting or other policies, indications of fraud, etc).



A yellow light indicates issues that whilst not meeting red light criteria affect or may affect the entity's financial reporting by an amount of which we believe management should be informed. Yellow lights may also be assigned to internal control observations that whilst not constituting significant deficiencies are considered significant enough to warrant management awareness or attention.



A green light may be assigned to issues that have previously had a red or yellow light, but that has been resolved during the last reporting and are now being disposed of. Matters with which we have no issues may also be assigned a green light if the magnitude of the matters are so high, or involve a complexity of such a degree, that we believe management should be informed of the matter.

Because of the special purpose of this report, it is not to be referred to or presented to anyone outside GWP.

**X. Issue**

According to GWP anti-fraud/corruption policy and the conflict of interest disclosure, the steering committees at global and regional level, and all staff members at global and regional level are requested to declare that they have read and understood the GWP anti-fraud/corruption policy and to declare their interests. This declaration shall be made annually.

Annual Anti-Fraud/corruption declarations and the conflict of interest disclosure form have not been signed by three members of the Steering Committee, as verified by the register kept at the RWP.

We think that although this issue does not have an immediate impact on financial statements should be considered as a management issue and policies and procedures should be followed by all members.

**Management response**

Management is aware of the issue and already has requested from those members of the Steering Committee to comply with policies and procedures in place.

**Y. SUMMARY OF UNADJUSTED MISSTATEMENTS**

We have not identified any unadjusted misstatements of a magnitude that would require them to be brought to the attention of PwC Stockholm.

**Z. OUTSTANDING MATTERS**

No outstanding items.

Yours sincerely,

Athens, 20 February 2018

The Certified Public Accountant Auditor



Dimitris Tselios

SOEL Reg. No 36651



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Chartered Accountants Management Consultants  
56, Sofiou str., 115 64 Pallas Athina, Greece  
Registry Number 83261, 127

AGENDA ITEM **5**

**GWP-Med Progress in 2019**



# GWP-Med

## Brief Report of Activities 2019

*DRAFT*

Global Water Partnership – Mediterranean

Athens, Beirut, Podgorica, Pristina, Skopje, Tirana, Tunis  
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E-mail: [secretariat@gwpmed.org](mailto:secretariat@gwpmed.org) Web: [www.gwpmed.org](http://www.gwpmed.org)

## 1. A snapshot of 2019

In 2019, GWP-Med advanced on-going thematic agendas through implementation of multi-year projects while setting into course the most recently-launched ones, at country, local, regional and transboundary levels. These recent ones were conceptualized, while new partnerships emerged, most of which 'beyond-the-water-box'.

GWP-Med's human resources stabilized at 20-25 staff members (a scale first achieved in 2017, and being the highest so far), while additional managerial and financial/administrative procedures and tools were introduced.

Overall, 2019 provided the concluding building block in the GWP-Med Work Programme 2017-2019 implementation, while it provided for enlarging the basis for GWP-Med's sustainability in the period of the new Strategy 2020-2025.

The majority of objectives set in the GWP-Med Work Plan 2019 were achieved. However, for the reasons discussed at the challenges/lessons/recommendations part, slow progress or even re-structuring of activities were recorded in certain cases, without nonetheless hindering considerably the overall implementation of the Work Plan 2019. A number of activities (e.g. part of the Sida Water Matchmaker in MENA Project, ADA Nexus in SEE Project, the 'Water for the City' project and new GEF UNEP MAP SCCF Project and GEF UNEP MAP MedProgramme Child Projects), including their budgets, were rescheduled for 2020 after agreement with donors and partners.

Furthermore, a number of additional activities that were not foreseen in the Work Plan 2019 were launched and/or implemented during the year, given the dynamic nature of the organisation and the emerging interest for action by partners and donors.

## 2. Key achievements in 2019

Key achievements in 2019 included:

- Advancements of the **UfM Water Agenda's 4 themes** and its **long-term Financial Strategy**, and the articulation and advancement of the respective **thematic Work Plans 2018-19**. The UfM Water Agenda was mandated by the UfM Ministerial Meeting on Water (4/2017, Malta) establishing a **joint vision** for water security in the Mediterranean towards **2030**, providing **new impetus to regional and country action for IWRM**. In 2019, GWP-Med **facilitated and technically serviced** the range of activities in the process, including through provision of technical expertise and organisational support for drafting the UfM Water Agenda's long-term Work Programme based on its 4 focus themes and delivering its Financial Strategy. The mandated UfM Water Expert Group (WEG – at the level of country Water Directors) and adhered thematic Task Forces were assisted for linking capacities and financial resources towards defining and addressing UfM countries' priorities. GWP-Med technically led the themes of **Water-Energy-Food-Ecosystems Nexus** and of **Water-Employment-Migration** as well as the **Financial Strategy of the UfM Water Agenda**. It also assisted the themes on **WASH** and on **Climate Change Adaptation**. Activities were supported by the Sida Water Matchmaker Project, WACDEP MED, and a UfM Technical Assistance Project.
- Advancements in the implementation of the **Nexus agenda of the 'SEE 2020 Strategy: Towards European Integration'**. GWP-Med, being responsible for the SEE 2020 Strategy action-lines related to **Water** and to the **Nexus**: participates in the coordination board of the SEE2020 strategy; provides, technical support to the RCC and the Regional Working Group on Environment (comprised of SEE country representatives) that are responsible for the implementation of the Strategy's Dimension Environment etc. In 2019, contributions to the SEE 2020 Strategy included identification of an agreement on priority a country (Albania) and basins (Drin and Drina) for **transboundary Nexus Assessments**, facilitation of **SEE multi-stakeholder Regional Dialogue** on the Nexus and the

sustaining of a related Community of Practice (e.g. Regional Roundtable, 10/2019, Tirana), etc. Activities were supported by the ADA Nexus in SEE Project, the GEF IW:LEARN Project and the UBA Nexus Project. This Nexus action line is replicable in other areas of the Mediterranean and beyond. Action for the replication of the Regional Dialogues experience in Central America is on-going.

- Advancements in the implementation of the **Nexus agenda in North Africa** through the North Africa Western Sahara Aquifer System basin's Nexus Assessment, related multi-stakeholders consultations at national and transboundary level engaging more than 150 stakeholders, elaboration of options for enhanced institutional settings for the management of the aquifer as well as exploration for further financing/investment options including through the AUDA-NEPAD/PIDA. Furthermore, agenda was developed for assisting countries engaging with the private sector towards multiple depollution and Nexus objectives through a **new generation of Nexus Waste Water Treatment Plans**, aligned with the UNEP MAP and UfM agendas; fundraising is on-going. Activities are supported by the Sida Med Water Matchmaker Project. Furthermore, the **Nature-based Solutions for Water** advanced and the development of an initiative advanced with IUCN and partners, having an emphasis on promoting employability and market creation including with a youth and gender focus.
- Advancements in **servicing the Memorandum of Understanding (MoU, 2011) and the Action Plan for the management of the transboundary Drin River Basin**. GWP-Med provides a central facilitating role as Secretariat of the formal Drin Core Group (acting as de facto joint commission for the Drin Basin management); under this role it coordinates key projects in close collaboration with partners including UNECE. In 2019, GWP-Med assisted **policy making**, deepened on **knowledge building** and **raised capacity** on IWRM, pollution control and flood management. More than 150 stakeholders (institutions, academia, organizations, civil society) were mobilized through related activities. The countries requested action for establishing in international agreement for the management of the basin and the preparation of a transboundary River Basin Management Plan. Activities were primarily supported by the large-scale GEF UNDP Drin Project. Within that the multi-output Transboundary Diagnostic Analysis was completed, the Strategic Action Programme for the long-term management of the Drin Basin was completed, and three local pilot demo projects advanced. Among others, a project proposal on **flood management** to the **Adaptation Fund** was approved under UNDP's lead with GWP-Med participation as executing partner.
- Advancements on **servicing climate resilience through water objectives in North Africa and the entire Mediterranean**, including: through assisting **Mauritania** authorities to prepare a Concept Note and PPF proposal to the **Green Climate Fund** and raising capacities of Mauritanian stakeholders including youth on **climate risk evaluation** and action planning through project preparation; assisting Montenegro and Libya to articulate **GCF Readiness Project proposals**; developing a UfM/GWP partnership in assistance to Mediterranean countries for accessing **international climate financing**. Activities were supported by WACDEP North Africa and WACDEP MED and the Sida Water Matchmaker Project.
- The successful advancement of the **Non-Conventional Water Resources (NCWR) agenda** and the advancement of the **Integrated Urban Water Resources Management (IUWRM) agenda**. In 2019, a new NCWR project was launched in Malta and a new proposal for Greece was prepared and submitted to The Coca-Cola Foundation, demonstrating how NCWR can be utilised to bridge the water deficit and contribute to climate change adaptation, through the revival of traditional practices and the application of innovative solutions. The **'Water for the City' Project** inaugurated its major technical intervention optimizing the urban dam of the city of Alexandroupolis, Northern Greece, adding 14% of annual water availability and multiple Nexus benefits to the city's water and financial budget. Activities were supported by a Coca-Cola Foundation grant. The NCWR Programme in Malta launched its 3<sup>rd</sup> phase, 2019-2020, focusing on capitalising on its legacy to build the capacities of university students and young professionals on managing non-conventional water resources and applying solutions, like the ones demonstrated by the programme. Fundraising for the NCWR Programme continuation is on-going, with a proposal focusing on utilising non-conventional

water resources and optimising water efficiency in the tourism sector in the Greek islands, currently under review by the Coca-Cola Foundation.

- The continuation of the **Governance & Financing for the Mediterranean Water Sector** agenda, addressing aspects of sustainable financing of water services, including through Private Sector Participation (PSP). Aligning with this context, the Financial Strategy of the UfM Water Agenda advanced in 2019 through a range of dialogue and experience sharing events (10/2019, Cairo; 11/2019, Rome), while fundraising options were explored. Furthermore, the lessons learnt of this line of work were used as direct input to technical work and national workshops dedicated to the theme of Sustainable Water Financing that took place in one South and one North Mediterranean country (Jordan on 19 March 2019 and Albania on 31 October 2019).
- The **Water-Employment-Migration (WEM) agenda, including with a focus on Gender and Youth**, advanced as a future agenda for GWP-Med. Conceptualization, detailed action planning, and partners engagement, will be followed by fundraising exploration. WEM is one of the four focus themes agreed by countries within the UfM Water Agenda, technically led by GWP-Med, and a UfM WEM Framework Programme was prepared with the support of UfM countries and regional stakeholders. Co-operation has been established with a number of partners, including the Center for Mediterranean Integration/World Bank on the Water-Migration agenda, including through the Mediterranean Youth for Water Network (MedYWAT) and with UNESCO WWAP on the Water-Employment agenda. Activities are supported by the Sida Water Matchmaker Project.
- The ongoing facilitation of interested Mediterranean countries for **exploring potential accession to the UNECE Water Convention**, in close partnership with the Convention's Secretariat. Lebanon, Jordan, Iraq and Tunisia have been assisted with targeted activities until now, with the provision for follow up actions, which are upon the discretion and decision of the national administrations. Capacity of MENA country representatives on the UNECE Water Convention was assisted. Activities are supported by the Sida Med Water Matchmaker Project.
- The advancement of the **Gender agenda**, focusing on gender mainstreaming in all key thematic agendas through their servicing projects, like on Nexus, Transboundary Water Resources Management, Climate Change Adaptation and Water-Employment-Migration. Among others, a number of sub-regional dialogues and consultation events received a targeted gender-focus (e.g. Nexus in SEE, 10/2019, Tirana; MPs and Media, 12/2019, Rabat)
- The successful coordination and organisation for the fourth consecutive year of the **MENA Focus events during the 2019 World Water Week in Stockholm**, which was well-attended and substantial on discussions and messages. Focus was on Water & Youth and on Water-Employment-Migration, both with a strong Gender dimension. As of 2016, the MENA Focus has been steadily included in the Week's official programme, alongside the Regional Days for Africa, Asia and Latin America. GWP-Med has been selected and serves as the overall coordinator for these MENA Focus events, in partnership with a number of regional organisations and institutions.

Furthermore, the GWP-Med Logframe Indicators Results 2019 is presented in Annex 1, and a Governance & Management Performance Self-Assessment is included in Annex 2.

### 3. Challenges and lessons learned

Among challenges faced and lessons learned, the following may be highlighted:

- Water resources management in the Mediterranean remains challenging: natural conditions are unfavourable, particularly in MENA; the water sector, despite the recognition of its importance, remains marginalized in national political agendas vs productive sectors (e.g. energy, agriculture,

transport, communications, etc); water is a very politicized issue that, along with livelihoods, directly relates to political stability; governance settings should be further attuned to needs and emerging challenges; and there is insufficient public and donor financing, while private sector engagement remains limited. Socio-political conditions and in certain cases war, the enduring economic crisis and migration challenges in some MENA countries, form further obstacles to achieving sustainability objectives. In the SEE, though the EU approximation is a common objective, recent delays on some countries' EU accession have caused political turbulence. Among others, the lingering situation with frequent changes in public administrations, and reluctance to undertake initiatives and responsibilities often even on technical matters, create operational barriers in advancing planning and action. At the same time, despite a range of training efforts and progress marked, capacities of public administrators and stakeholders remain insufficient to respond to challenges. Despite these, most Mediterranean countries are taking steps and certain regional and national water agendas are advancing.

- Governments clearly state the need for collaboration and raise demand for regional action to assist tackle the issues. Regional institutions of political nature, like UfM and UNEP MAP, facilitate development of competent regional water and climate change agendas. However, some processes continue facing obstacles, which, in the best case, translate in delays. This is retrofitting a fatigue that is not helpful for promoting regional initiatives. Often, substantial difficulties originate from a relatively small number of countries based on highly political matters, for which a solution is often proven to be difficult, demonstrating the high political contents of the water agenda in the region. The politically cumbersome process towards the UfM Ministerial Conference on Water is a profound example and proof of these. However, these, by no means, reduce the importance and contribution of regional cooperation, including as potential game changer for a number of matters that are difficult to tackle through sole national initiatives. This is true not only on purely water-related matters, but also on cross-cutting issues like gender, youth, equity, human rights and poverty.

It is interesting that some regional cooperation processes can reach, remarkably conveniently, agreement on key guiding documents, like strategies and action plans, but then face difficulty in securing beneficiaries' and donors' engagement. At the same time, it is observed that other regional processes, that may have greater potential with the donors thus stimulating political interest, face obstacles in securing political agreement on strategic documents and ways forward. Overall, water financing, through the range of options including private sector participation, is of high interest to countries. However, water pricing / valuing issues remain cumbersome with decision makers being reluctant to tackle them.

- Transboundary cooperation, particularly in MENA, is a politically loaded and, often, technically complicated agenda. This is the case even in transboundary water bodies where collaboration is ongoing for long and coordination mechanisms are in place. Despite difficulties, or even because of these (since they provide a reality check by bringing up the actual diversity of views and interests), there is high scope to continue investing on activities in assistance of promoting transboundary cooperation. Sharing of related experiences from other parts of the globe and the Mediterranean, particularly from Southeastern Europe, provides a valid tool for enhancing common understanding.
- Legal frameworks are complex and time-consuming to modify, adopt and enforce at national level; even more so when they concern international agreements for which the acceptance of and accession to entails also issues of sovereignty and politico-security concerns. The dedicated and persistent work on raising awareness and building capacity on the UNECE Water Convention has born fruits in certain MENA countries, some of which currently explore options and modalities (through inter-ministerial committees or targeted technical supporting work) and contemplate potential accession to the Convention. Iraq is the most advanced in this process, with the ratification of the accession currently being with the Parliament. Lebanon and Tunisia have also advanced the contemplation of acceding to the Convention, with targeted discussions and clarifications on specific technical issues.

- For mainstreaming cross-cutting issues to be effective and effortless, they need to form an integral part of any activity's implementation and not a separate line of work distinct from the other action lines. Capacity is crucial for identifying the entry points for such considerations and for providing hands-on and targeted guidance. In the same manner, securing operational synergies with gender-specialised actors bears strong impact and results-sustainability potential. Turning gender mainstreaming from an *ad hoc* and peripheral consideration to core business seems to hold the potential for actual results. Similarly, applying a youth lens in the implementation of activities needs relevant strategising so as to avoid turning it into a simulated manifestation of concern about such issues. Particularly for youth, including young women, engaging them in policy and technical processes, receives meaning only when it leads to tangibles.
- There is high interest by countries in 'out-of-the-water-box' agendas which reflect the evolution of integrated concepts like the Water-Energy-Food-Ecosystems Nexus, and/or high needs like the Water-Employment-Migration agenda. Similar is with more established agendas, like the Climate Change Adaptation/Climate Resilience including in the coastal and marine areas also with a focus on addressing the new climate change international financing instruments. Given a shared demand for 'less on paper, more on tangibles' these agendas need to demonstrate capacity to fundraise as well as early practical results for beneficiaries, including through applied solutions at local level, to keep countries' attention and become useful agents of change.
- Cross-institutional interaction is key to the successful introduction of reforms not only for the water sector, but also for inter-sectoral coordination and even more so for the needed collaboration and joint work among public entities, as the Nexus approach foresees.
- Market-based approaches have offered solutions to political economies for some time, including in the energy, transport and communication sectors. Their application in the water sector is more recent and remains largely convoluted; there is a lot to learn from the experience in the other sectors.
- It is essential to identify and acknowledge the limits of conventional financing to the water sector and explore the potential (preferably with pilots) of alternative financing options and blended financing. The engagement of the private sector, including the banks, in water financing and related investments remains modest. More effort is needed for identifying entry points and utilising windows of opportunity for making the most of their potential, with due respect to the benefits and obligations from such involvement.
- Capacity of public institutions remains severely challenged and hampered when often changes of administration take place. Capacity building, including at cross-institutional level, is steadily among the top-ranked priority issues and in dire need for support and related provisions.
- Implementation challenges usual to GWP-Med (i.e. headcount compared to the range and size of activities, limited funding for administration, multiple levels and lines of reporting and auditing processes, challenging co-financing obligations particularly with UN projects, geographic and/or cost eligibility limitations of certain funding sources, low capacity of some projects' partners to cope with needs and requirements, etc.) were encountered substantially also during 2019. Efforts to tackle these are on-going, however the largely project-based content of the GWP-Med work plan is not of assistance. Still, basket-funding (other than the valuable GWP Core Funding contribution) is a particularly difficult option for the Mediterranean realities given the unavailability of related donors' budget lines.
- Human resources management continued demanding with the GWP-Med Secretariat reaching 24 full-timers based in 7 locations (Athens, Beirut, Ohrid/Skopje, Podgorica, Pristina, Tirana and Tunis), and a large number of other external short-term technical experts. GWP-Med Offices opened in

Podgorica (currently 1 senior staff) and Tirana (currently 1 senior and one middle-level staff), supporting on-going and pursued activities; a GWP-Med Office in Skopje (to launch with 1 senior staff) is under exploration. Staff reshuffling of the GWP-Med Office in Tunis (with 2 open vacancies) is on-going. A Communications Department was properly formed, for the first time, with 3 staff members, to be led by a Head of Communications. The post of the Head of Finance & Administration will be undertaken by a new colleague by the end of 2019, following the successful term (since GWP-Med's launch) of the current Head which was critical for GWP-Med's establishment and growth. A dedicated Gender Programme Officer will be recruited, for the first time, until the end of the year. The internal process on enhancing modes of the GWP-Med Secretariat operations advanced, including further definition of responsibilities, more effective function of reporting and accountability lines, consistent monitoring of progress and performance, automatization of procedures according to ISO and an upgrade of the accounting software, reporting and norms.

#### **4. A look to the future**

- 2019 marked the last implementation year of the GWP Strategy 2014-2019 and of the GWP-Med Work Programme 2017-2019, while setting the basis for GWP-Med's sustainability in the new programming period, ie. for the new GWP Strategy 2020-2025 and the new GWP-Med Work Programme 2020-2022. The vast majority of activities implemented will continue been anchored on regional political processes (e.g. Union for the Mediterranean, Regional Cooperation Council in SEE, 5+5 Western Mediterranean Strategy, etc) and/or follow countries' priorities and demands.
- The majority of activity-lines will continue in 2020 and beyond, with secured funding. A possible funding gap may occur towards the end 2020, depending on the time of contracting and launching of already approved projects; a 'plan b' has been considered, in case needed. Activities planned are described in the draft GWP-Med Work Plan 2020. Opening and/or delving further into on-going themes, including governance and financing including with private sector participation and water integrity, transboundary water resources management, water-food-energy-environment nexus, climate change resilience, non-conventional water resources, integrated urban water resources management, IWRM/ICZM (Source-to-Sea), etc, will continue. Furthermore, the GWP SDG Support Facility as well as the Water-Employment-Migration are creating new niches for GWP-Med at national and regional levels. Gender and Youth is on focus in most of these thematic lines of GWP-Med action.
- The estimated 2020 budget follows the financing 'plateau' of the past 3 years that is the highest since GWP-Med's establishment (2002). Importantly, this level is considered almost secured until at least 2022 given the multi-year setting of the secured projects. The estimated 2020 budget is around 3,2 mil euros, with 3 mil Locally Raised Funds, but this may increase based on expected results of submitted project proposals. The staff headcount is expected between 20 and 25, depending on needs. Fund-raising efforts will consistently continue in 2020.
- The institutional setting of GWP-Med is under consideration and is expected to be finalized in 2020, to best meet growth and emerging needs.

## Annex 1. GWP-Med Logframe Indicators Results 2019

<i>Please refer to the indicator factsheets for a detailed explanation of the different indicators</i>		<i>As submitted in the 2019 Work Plan NO ACTION REQUIRED IN THESE COLUMNS</i>		<i>To be completed as part of the 2019 Progress Review</i>	
NB	IND	Targets set in 2019	Explanation of targets	Results achieved in 2019	Explanation of results achieved in 2019 (i.e. what do the numbers in the column to the left refer to)
I1	Number of <b>people</b> 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 f. 0.1 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. Nexus approaches in Albania and the Drin Basin in Western Balkans advanced e. Support to ICZM/IWRM planning contributed in the area of Ghar El Melh in the North of Bizerte, Tunisia f. Through improved urban water management in Alexandroupolis, Greece
I2	Total <b>value of investment</b> 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 in Mauritania e. NWSAS : hydro-meteorological services improvement	a. 200 mil b. 50 mil c. Not advanced d. 10 mil e. Not advanced f. 6 mil	a. Investment alignment under the UNEP/MAP Regional Framework on Climate Change Adaptation and the MedProgramme; and on regional priorities towards the UfM Water Agenda b. Donors investments in soft activities and infrastructure in the Drin Basin c. Not advanced – alternative option for youth-focused entrepreneurship mechanism focusing on water, with the support of a local commercial banks is under exploration d. GCF Water Adaptation Project in the Wilaya of Adrar Mauritania e. Not advanced f. Investment in improving water supply infrastructure in Alexandroupolis, Greece

Please refer to the indicator factsheets for a detailed explanation of the different indicators		As submitted in the 2019 Work Plan NO ACTION REQUIRED IN THESE COLUMNS		To be completed as part of the 2019 Progress Review	
NB	IND	Targets set in 2019	Explanation of targets	Results achieved in 2019	Explanation of results achieved in 2019 (i.e. what do the numbers in the column to the left refer to)
O1	Number of <b>policies, plans and strategies</b> which integrate water security for climate resilience	3	<ul style="list-style-type: none"> <li>* Regional priorities advanced in detail for the joint regional UfM Water Agenda</li> <li>* Action Plan for the reinforcement of the water evaluation &amp; monitoring system in Mauritania</li> <li>* Drin Transboundary Diagnostic Analysis</li> </ul>	4	<ul style="list-style-type: none"> <li>* Regional priorities advanced in detail for regional UfM Water Agenda</li> <li>* Action Plan for the reinforcement of the water evaluation &amp; monitoring system included in the GCF Water Adaptation Project in the Wilaya of Adrar in Mauritania</li> <li>* Drin Transboundary Diagnostic Analysis</li> <li>* Drin Strategic Action Programme</li> </ul>
O1g	Number of <b>policies/plans/strategies</b> that have gender mainstreamed in water resource management	7	<ul style="list-style-type: none"> <li>* 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)</li> <li>* Nexus Assessment for the NWSAS includes gender considerations (Sida Matchmaker)</li> <li>* NWSAS Strategic Shared Vision has a multi-dimensional approach, including gender (Sida Matchmaker)</li> <li>* Gender mainstreaming in 3 new multi-activity projects (Nexus, Clima, Water-Employment-Migration)</li> <li>* Gender mainstreaming in the ICZM/IWRM plan in Ghar El Melh</li> </ul>	13	<ul style="list-style-type: none"> <li>* Gender and women-related issues and other cross-cutting issues at the focus of setting and material of 5 dialogue activities related to the UfM Water Agenda (Sida Matchmaker Project)</li> <li>* Gender and women-related issues and other cross-cutting issues at the focus of setting and material of 1 dialogue activities within the ADA Nexus in SEE Project</li> <li>* Gender and women-related issues and other cross-cutting issues at the focus of setting and material of 2 dialogue activities within the Drin Project.</li> <li>* Gender and women-related issues and other cross-cutting issues at the focus of setting and material of 2 dialogue activities within the NCWR and IUWM Projects</li> <li>* Nexus Assessment for the NWSAS includes gender considerations (Sida Matchmaker)</li> <li>* Gender mainstreaming in 3 new multi-activity projects (Nexus, Clima, Water-Employment-Migration)</li> <li>* Gender mainstreaming in the ICZM/IWRM planning activities in Ghar El Melh</li> </ul>

Please refer to the indicator factsheets for a detailed explanation of the different indicators		As submitted in the 2019 Work Plan NO ACTION REQUIRED IN THESE COLUMNS		To be completed as part of the 2019 Progress Review	
NB	IND	Targets set in 2019	Explanation of targets	Results achieved in 2019	Explanation of results achieved in 2019 (i.e. what do the numbers in the column to the left refer to)
O2	Number of <b>approved investment plans</b> 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 * GEF UNEP/MAP MedProgramme	2	* Lebanon: Not advanced – alternative option for youth-focused entrepreneurship mechanism focusing on water, with the support of a local commercial banks is under exploration * Action Plan for the reinforcement of the water evaluation & monitoring system in Mauritania documented in the GCF project proposal * GEF UNEP/MAP MedProgramme, including investments for the Nexus and ICZM/IWRM action line/child projects
O3	Number of <b>agreements/commitments</b> on enhanced water security at transboundary/regional level influenced	2	* Drin MoU implementation advances * NWSAS collaboration advances	3	* Drin MoU implementation advances * NWSAS collaboration advances * UfM Water Agenda advances
O4	Number of <b>investment strategies</b> supporting policies and plans which integrate water security for climate resilience				
O5	Number of enhanced <b>legal frameworks / policies / strategies</b> integrating water security and climate change facilitated by GWP				
O6	Gender: <b>Percentage of women and girls</b> 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: <b>Number of youth organizations</b> involved in water resources decision making bodies.			1	Participation of the CMI-managed Mediterranean Youth Water network (MedYWat) in UfM Water Agenda
OT1.1	Recognition of GWP contribution to the global debate measured by number of <b>acknowledgments in official documents</b>			2	- GWP-Med acknowledgement in the UfM Water Agenda - GWP-Med acknowledgement in the UfM Water Financial Strategy
OT1.2	Number of <b>regional organisations</b> 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

Please refer to the indicator factsheets for a detailed explanation of the different indicators		As submitted in the 2019 Work Plan NO ACTION REQUIRED IN THESE COLUMNS		To be completed as part of the 2019 Progress Review	
NB	IND	Targets set in 2019	Explanation of targets	Results achieved in 2019	Explanation of results achieved in 2019 (i.e. what do the numbers in the column to the left refer to)
OT1.3	Number of <b>national organisations</b> supported in developing legal frameworks / policies / strategies, sectoral and development plans-integrating water security and climate resilience	2	* Ministry of Hydraulics in Mauritania * Lebanese Ministry of Energy and Water	1	* Ministry of Hydraulics in Mauritania
OT1.3g	Number of <b>national/subnational organisations</b> 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 <b>organisations (all levels)</b> supported in the development of investment strategies supporting policies and plans which integrate water security for climate resilience	2	* Lebanese Ministry of Energy and Water * Mauritanian Ministry of Hydraulics & Sanitation	3	* Mauritanian Ministry of Hydraulics & Sanitation * UfM * UNEP MAP
OT1.5	Number of <b>countries</b> supported in the development of capacity and projects to access climate and climate-related finance to improve water security.	1	* Mauritania	3	* Mauritania * Montenegro * Libya
OT1.6	Number of <b>demonstration projects</b> undertaken for which innovation has been demonstrated	3	* 1 large scale urban application * 2 demos in Drin Basin sub-basins	4	* 1 large scale urban application (Alexandroupolis) * 1 medium scale NCWR application (Malta)* 2 demos in Drin Basin sub-basins
OT1.6g	Number of <b>initiatives/demo projects</b> 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 <b>documents</b> produced outlining the lessons from GWP demonstration projects and a plan for replicating solutions	2	* TWRM lessons * Drin Demos lessons	0	
OT1.8	Number of <b>beneficiaries</b> supported in demonstration projects on water security and climate resilience undertaken	a. 1 mil b. 0,1 mil	a. In the Drin River Basin b. 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 <b>government institutions/ other stakeholders</b> 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

Please refer to the indicator factsheets for a detailed explanation of the different indicators		As submitted in the 2019 Work Plan NO ACTION REQUIRED IN THESE COLUMNS		To be completed as part of the 2019 Progress Review	
NB	IND	Targets set in 2019	Explanation of targets	Results achieved in 2019	Explanation of results achieved in 2019 (i.e. what do the numbers in the column to the left refer to)
OT2.1 g	Number of <b>capacity building and professional development workshops/ initiatives</b> with a significant focus on women and youth	1	COMPSUD workshop	6	- 1 Parliamentarians (COMPSUD) CB workshop - 2 Journalists CB workshop - IUWM serious game - Nexus serious game - Youth workshop in Mauritania
OT2.2	Number of <b>south-south lesson learning &amp; knowledge</b> transfers initiatives with commitments for concrete follow up			2	- 1 countries/river basin CB workshop on TWRM - 1 Nexus regional round table
OT2.3	Number of <b>media features</b> 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 <b>publications, knowledge products</b> (including strategic messages) and tools for water security & climate resilience developed and disseminated	1+1	* Methodological guidelines on international climate financing * Animated video on urban water security	2	Videos on urban water security
OT2.4 g	Number of <b>publications and knowledge products</b> that have a prominent gender perspective incorporated				
OT2.5	<b>User satisfaction</b> across knowledge products and services produced, managed and disseminated by GWP				
OT2.6	Number of <b>joint global/regional activities</b> by GWP and global institutions on climate change and water security which lead to demonstrable follow-up actions				
OT3.2 a	Increased financial performance across all Regional and Country Water Partnerships – <b>Locally raised funds.</b>	3 mil		3mil	
OT3.2 b	Increased financial performance across all Regional and Country Water Partnerships – <b>In kind contributions.</b>	1 mil		1 mil	
OT3.3	Water partnerships accreditation ( <i>to be developed</i> )	NA		NA	

## Annex 2. Management & Governance Performance Self-Assessment

GWP Critical Functions	How would you classify your performance? or How each statement corresponds to reality in your RWP?			<p><i>If "fair":</i> what is the reason why your performance is not considered "good"? What are you planning to do in order to improve performance? And/or what could be done to help you improve it?</p> <p><i>If "good":</i> please, define what you think is the determining factor(s) for your good performance.</p> <p><i>If "excellent":</i> what would you like to recommend to other RWPs and GWP Secretariat to do in order to improve their performance in this aspect?</p>
	Fair	Good	Excellent	
<b>1. Strategic Planning and programme implementation (including thematic issues)</b>				
We submit to GWP Secretariat good quality annual work plans within deadlines.		X		Quality is hopefully good, but is on GWP Sec to judge. Some delays continue encountered in report submission due to the work-load and the continuous multi-tasking of the GWP-Med staff members. Timely delivery will be further improved through better coordination of cross-cutting operations and 'automatization' of GWP-Med admin and monitoring procedures.
We have mechanisms to involve GWP Partners in the region in the development of our annual work plan and budget.		X		This is done through the GWP-Med Partnership Council. Due to the contents of the work plan and budget, it is not considered a good practice to develop the annual work plan and budget with the involvement of the entire membership, though the final material is available for public and membership access.
We have an up to date record of work plans and budgets to ensure some level of continuity.			X	Records are kept, and continuity is among the highly pursued objectives of GWP-Med operations.
We monitor outcomes and the effectiveness of activities, and use the findings to feed into our annual planning processes.		X		Effort is made, but it is not easily applicable due to the nature of activities as well as capacity limitations in following up at the multiple levels of operations, in a number of countries, where developments are beyond GWP-Med control after the completion of an activity. We are in the process of improving that through the updated GWP-Med administration and monitoring procedures and through even closer operational synergies with other actors working in the region.
Our annual planning builds on progress made through activities undertaken in previous years and actively follow up on opportunities generated by those activities.			X	The bulk of activities are part of multi-year programmes. There is a systematic effort to secure continuity of GWP-Med activities and build on opportunities created, though this is not always possible, including due to fluctuating continuity of donor policies and shift in national priorities due to the lingering socio-political situation especially in the south and east parts of the Mediterranean.
Our region is actively supporting improved water governance processes (e.g. institutional reforms, legislative framework, etc.) throughout the region.			X	The vast majority of GWP-Med activities are in such fields.
The critical development challenges to water security identified in our region (e.g. climate change, growing urbanisation, food production, resource related conflict, etc.) are duly considered in our annual work planning.			X	GWP-Med's activities are demand driven thus contributing to tackling actual development challenges, within the organisations capacity and modes of operations.

<b>2. Communication and Reporting</b>				
Our RWP has a Communication Strategy/Plan.		X		There are Communication Plans for different activities, and a general one for the organisation is under preparation. Nonetheless, the overall GWP directions, norms and practices are duly followed. Recent strengthening of the Communications Team has assisted with developing more strategic communications orientations.
We regularly and timely submit monthly reports to GWP Secretariat.		X		2019 performance has substantially improved after recruitment of a full Comms team.
We submit good quality annual outcomes report within deadline.		X		These can be always improved, particularly the timely delivery, and it will, through better coordination of cross-cutting operations and 'automatization' of GWP-Med admin and monitoring procedures (currently under finalization).
We keep a record of regional and national processes, activities that may lead to outcomes.		X		The monitoring system will be improved to better comply with the GWP system.
We often update our website and monitor its use.			X	This is in already operation, while the strengthening of the Communications Team will further assist that.
The press is invited to cover GWP events and publications.		X		The strengthening of the Communications Team has and will further assist that.
We monitor media coverage on GWP in our region.		X		Media coverage is monitored for specific work lines ie. NCWR and IUWM, TWRM and Nexus. The strengthening of the Communications Team on Transboundary & Nexus has and will further assist that.
We give training to journalists and regularly share with them information on water related news and issues.		X		The strengthening of the Communications Team has and will further assist that along with opportunities for such targeted activities through ongoing projects.
<b>3. Financial Management and HI performance</b>				
Our submission of accurate and timely financial reports is:			X	Accuracy is highly pursued and succeeds. In times, there are some delays in submissions, particularly in periods of multiple reporting obligations.
We secure timely audits.			X	As required by the HI Agreement, GWP-Med Rules of Procedure and GWP financial guidance to the Regions.
We secure sufficient level of liquidity throughout the year.			X	As required.
We monitor our budget and liaise with the Network Officer and HI whenever an amendment is required.			X	As required.
Our cooperation with the HI could be described as:			X	There is a smooth and productive cooperation at all levels.
The service provided by our HI could be described as:			X	There is an efficient service delivery in all key aspects as per the HI Agreement.
Our interaction with the GWPO Finance Team is:			X	On all aspects.
Our (RWP Secretariat and HI's) support to the CWP to perform good financial reporting is:				Not applicable since there are no CWPs for the moment in the Med.
The RWP SC oversees the HI performance.			X	As required by the HI Agreement and the GWP-Med Rules of Procedure.
<b>4. Network Governance</b>				

We hold an annual general assembly (or each other year if defined by statutes).		X		Delays in resolving GWP-Med membership and governance arrangements (including the election of the new Steering Committee after clearance of the Med membership) has affected the organisation of the general assembly meetings. Resolving pending matters is on-going in close collaboration with the GWP Sec and the GWP-Med Partnership Council, in direct link with the exploration of options for the GWP-Med legal/institutional setting that is on-going and aligned with GWPO guidance.
We keep a record of the RWP and all the CWPs' annual assemblies and the composition of their Steering Committee.			X	Records are consistently kept.
We provide support on governance issues to the e CWP to ensure compliance to the Conditions for Accreditation.				Not applicable since there are no CWPs for the moment in the Med.
We hold regular Regional Committee/ Council meetings in accordance with our statutes.			X	As provided by the GWP-Med Rules of Procedure.
We actively ensure a transparent election of SC members broadening up participation in the RWP and CWP governing bodies, and preventing capture of the Partnership by individuals holding vested interests.			X	As provided by the GWP-Med Rules of Procedure. However, delays have occurred due to issues related to the clearance of the membership. Resolving pending matters is on-going in close collaboration with the GWP Sec and the GWP-Med Partnership Council.
We keep a record of the agreements reached in the RC meetings and use it to follow up on progress in the following meetings.			X	Records are consistently kept.
Reliability on the information in our partners database is:			X	The partners database was cleared in 2015 and 2016. A partners survey is on-going in 2019, and will assist related info reliability
We promote the recruitment of new Partners as stated in the Policy on Partners.	X			Very selective promotion has been done. However, all arriving applications are processed effectively. In 2020 we will be running a campaign to meaningfully and sustainably increase the partnership including through reaching out to targeted organisations inviting them to join.
We contribute to ownership building by keeping GWP Partners in our region well informed of main developments throughout the Network.			X	Information channels are well operating; they will be improved following the strengthening of the Communications team. Partners are invited in a range of events and consultations each year. As a given, partners engagement can be always improved.
We maintain regular communication within the region, with the CWP and with GWP Secretariat.			X	Information channels are well operating. They were and will be improved following the strengthening of the Communications team.
Our SC members are actively engaged in supporting the RWP planning, implementation and reporting processes.			X	As foreseen in the Rules of Procedure.
We fully comply with the Conditions for Accreditation.			X	As foreseen in the Rules of Procedure and practiced.
<b>5. Knowledge sharing</b>				
We contribute to the promotion of the ToolBox		X		No direct contribution was done to the ToolBox. However, a number of KM outputs were delivered and widely disseminated.

We contribute to the enhancement of the Toolbox by submitting case studies and sharing relevant good quality documents that could be used throughout the Network.		X		As above
Our RWP actively shares with GWP Partners in the region key documentation that could improve their WRM interventions.		X		As above
Our RWP and CWP support the development of technical publications.		X		This is primarily the case with TEC material, regional think tanks and international partners. It will be further enhanced, particularly given the range and depth of knowledge / expertise developed through the GWP-Med activities in a number of fields.
We monitor knowledge generation of GWP Partners in our region.			X	We consider being a well-informed organisation, both on knowledge generated by partners and beyond, on policy processes and developments and on fundraising options.
<b>6. Fund raising</b>				
We have been very active engaging donors (mention estimate annual amount in "remarks")			X	GWP-Med presents a constantly increasing LRF over the years, reaching almost 1:10 in the 2020 forecast. GWP-Med is in a steady growing since 2006 and currently has achieved a larger mode of operations (with regards to budget, activities, staff and partners) reaching 20-25 staff members in 2017-2019, while having secured substantial financial resources for the period 2020-2022, though not enough to retain its current size and while fundraising efforts evolve.
We have developed and submitted proposals for funding.			X	A total of around 12 mil Euro in the period 2017-2019, and more under consideration
Our success in raising funds could be considered:			X	Over the years, GWP-Med has an average of appx. 80% success (accounted on aimed/approved budgets) in proposals submitted.
Our success in engaging Partners to support our RWP and CWPs (in kind contributions) has been:		X		Partners' co-financing is steadily pursued. However, while the in-cash locally raised funds have been increasing, there has been a bit less attention in that.

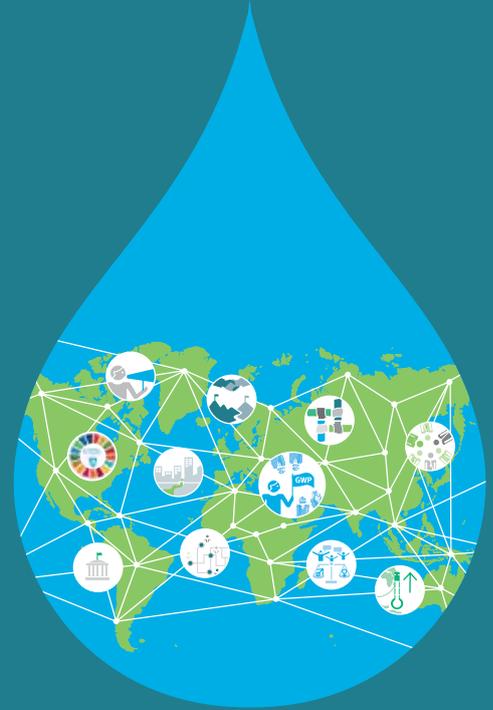
# AGENDA ITEM **6**

**The new GWP Strategy**



# Mobilising for a Water Secure World

Strategy 2020–2025



## THE URGENCY

The global water crisis urgently needs **more attention** and **coordinated action**. Sound and integrated water resources management is needed more than ever.

**THREATS**

Poverty Inequalities  
 Decreasing water quality  
 Pollution Climate change  
 Poor coordination Urbanisation  
 Competing demands  
 Migration  
 Floods  
 Water scarcity  
 Population growth  
 Droughts  
 Fragmentation Conflicts  
 Ecosystem degradation Water-related risks  
 Water-borne disease Hunger

**OPPORTUNITIES**

Investment Sustainable Development Goals (SDGs)  
 Voices of water Infrastructure  
 Youth engagement Employment  
 Nature-based solutions  
 Sendai framework  
 Valuing water  
 Transboundary cooperation  
 Gender equality  
 Private sector Technology Innovation  
 Nexus New business practices  
 Paris Agreement



## OUR STRATEGY 2020–2025:

### MOBILISING FOR A WATER SECURE WORLD

As countries and development partners work to address major water challenges, the Global Water Partnership (GWP) will mobilise key players and learn from new experiences in order to create and maintain momentum for coordinated action.

A multi-stakeholder action network, GWP will leverage global policy frameworks and mobilise its 3,000+ partner organisations – both within and beyond the water sector – to bring voices of water to the table and get things done.

# Who we are

## OUR VISION

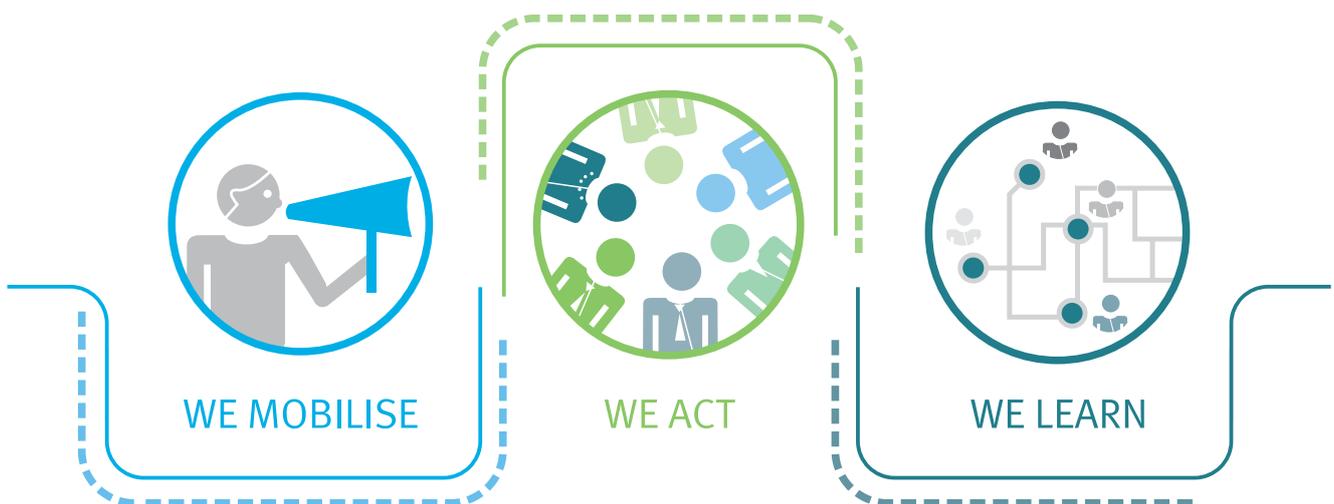
A water secure world

## OUR MISSION

To advance governance and management of water resources for sustainable and equitable development

## HOW WE DRIVE CHANGE

Leveraging global policy frameworks, we will inject motivation, opportunity, and capacity into processes that have the potential to lead to systems changes at all levels.



## OUR UNIQUE VALUE PROPOSITION

### Our reach

We comprise 3,000+ partner organisations in over 180 countries, influencing change from local to global levels.

### Our network

65+ Country Water Partnerships and 13 Regional Water Partnerships convene and broker coordinated action of government and non-government actors.

### Our knowledge

We draw on implementation experience at the local level and link it across our Network and to global development agendas.

# OUR STRATEGIC PRIORITIES

We strategically choose to work in areas where global or regional policy frameworks exist and bring leadership focus, progress measurement, development partner action and potential for financing.

**Foster coordination on water across the Sustainable Development Goals**

**Value water for development**

**Leverage the SDG target 6.5 on integrated water resources management**



**PROVIDE WATER SOLUTIONS TO DEVELOPMENT CHALLENGES**

We reduce fragmentation and increase effectiveness by supporting coordinated planning and implementation with a range of actors.

We contribute to a better understanding of the value of water across sectors, as well as for societal well-being, future generations, and gender equality.

We support countries to establish national IWRM status assessments and use progress against SDG 6.5 as an entry point to prioritise and formulate responses to broader water challenges.

We ensure water-specific insights are embedded and delivered towards national climate-related commitments, including Nationally Determined Contributions and National Adaptation Plans.

We support countries to access financing for climate adaptation by providing project preparation services such as feasibility studies, stakeholder outreach, and gender sensitisation.

We support the process of moving from initial investment planning by addressing key barriers in water-related infrastructure projects.



**CATALYSE CLIMATE-RESILIENT DEVELOPMENT**

**Advance national adaptation planning**

**Facilitate access to climate finance**

**Support integrated resilience planning, including in water infrastructure**

**Improve transboundary water governance**

**Engage in learning on water governance and international water law**

**Convene through regional dialogues**



**ENHANCE TRANSBOUNDARY COOPERATION**

We advance transboundary cooperation by supporting investment planning, mobilising finance, strengthening institutions, and developing mechanisms for benefit sharing.

We facilitate peer-to-peer learning on international water governance and law so that practitioners understand and identify solutions to complex transboundary water issues.

We act as neutral conveners, working across sectors and borders as facilitators of regional dialogues to establish trust and identify entry points for cooperation.

# OUR MEASURES OF SUCCESS

GWP will contribute to water secure, sustainable, inclusive, and resilient development.

We will significantly advance water-related SDGs in **60 countries** and **20 transboundary basins**, with a combined population of over **4 billion** people.

We will influence **€10 billion+** in water-related investments from government and private sources.



**300+ water-related policies, laws, institutional arrangements and related management instruments** incorporating IWRM principles adopted at regional, national, and local levels.

**80+ approved investment plans and budget commitments** associated with policies, plans, and strategies that integrate water secure development.



**30+ countries access climate finance** to implement water-informed National Adaptation Plans and integrated flood and drought management policies and measures.

**Investments of €1 billion+** directly supported in climate-resilient water management and infrastructure founded on robust, inclusive, and effective water governance systems.



**20+ new transboundary arrangements, commitments, and agreements** supported through GWP's role as a neutral convener and facilitator of cross-border dialogue.

**20+ transboundary institutions strengthened or established** with support from GWP teams, with a mandate to coordinate cross-border water resources management planning and investment.

## 20+ YOUTH-CENTRIC

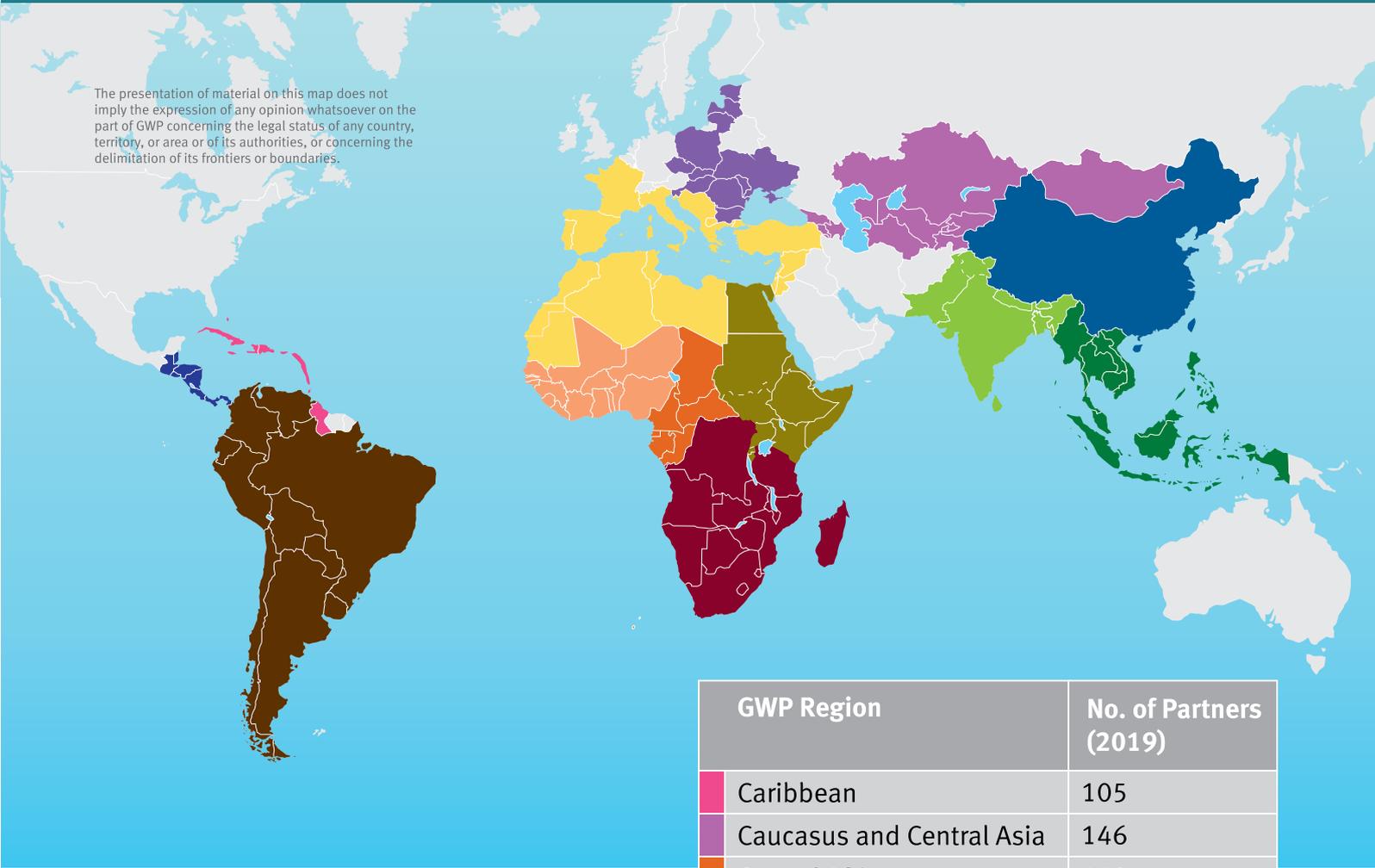
initiatives that mobilise youth to engage with **WATER MANAGEMENT** and governance processes and systems and to **PARTICIPATE IN DECISION-MAKING**

**20+ COUNTRIES IMPLEMENT DEVELOPMENT PLANS,** strategies, and formal commitments that aim to contribute to **GENDER INCLUSION AND/OR EQUALITY** through water secure development

**20+ INITIATIVES WITH PRIVATE SECTOR** actors to mobilise investment, **REDUCE IMPACTS ON WATER** by key industries and promote **INNOVATION AND ENTREPRENEURSHIP**

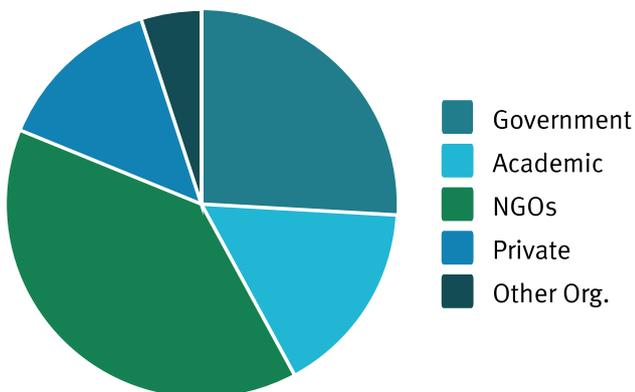
# AN ACTION NETWORK WITH A GLOBAL PRESENCE

The presentation of material on this map does not imply the expression of any opinion whatsoever on the part of GWP concerning the legal status of any country, territory, or area or of its authorities, or concerning the delimitation of its frontiers or boundaries.



GWP Region	No. of Partners (2019)
Caribbean	105
Caucasus and Central Asia	146
Central Africa	173
Central America	216
Central and Eastern Europe	184
China	99
Eastern Africa	303
Mediterranean	91
South America	359
South Asia	404
South East Asia	247
Southern Africa	338
West Africa	235
Global	290
<b>Total</b>	<b>3,190</b>

## GWP Partners by type

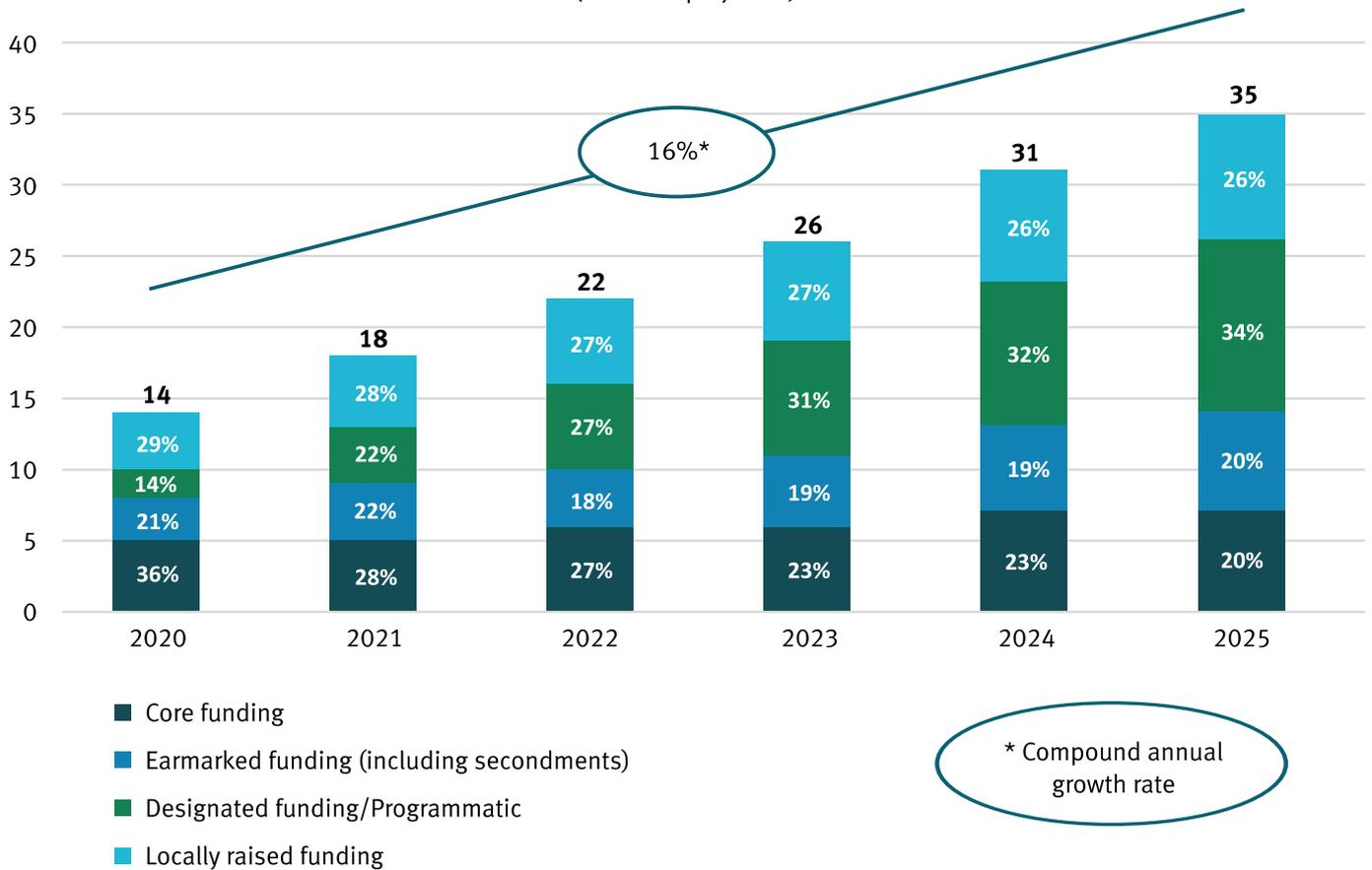


## VALUES THAT GUIDE OUR WORK

- Inclusiveness
- Openness
- Transparency
- Accountability
- Respect
- Gender sensitivity
- Solidarity

# RESOURCES REQUIRED TO ACHIEVE GWP STRATEGY 2020–2025 TARGETS

(million € projected)



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# MOBILISING FOR A WATER SECURE WORLD



STRATEGY 2020–2025

# WE ARE THE GLOBAL WATER PARTNERSHIP



The Global Water Partnership (GWP) is a multi-stakeholder action network and intergovernmental organisation dedicated to working with countries towards the equitable, sustainable, and efficient management of water resources. We comprise 3,000+ partner organisations in over 180 countries. Our network of 65+ Country Water Partnerships and 13 Regional Water Partnerships convenes and brokers coordinated action by government and non-government actors. A long-time advocate for integrated water resources management, we draw on implementation experience at the local level and link it across our Network and to global development agendas.

## OUR VISION

A water secure world.

## OUR MISSION

To advance governance and management of water resources for sustainable and equitable development.

## OUR UNIQUE VALUE

GWP mobilises action on the global water crisis through a unique combination of social capital, shared values, credibility within the global water community, bottom-up orientation, and expertise. A network of networks, we ensure the 'voices of water' can influence local, national, regional, and global development priorities. We are committed to our role as a neutral convener and respected for our focus on inclusiveness and sustainability.

## OUR WORK

Through our 2020–2025 Strategy, we will prioritise opportunities where key global or regional policy frameworks bring leadership focus, progress measurement, development partner action, and potential for financing. Specifically, we target the following Anchor Areas: Water solutions for the Sustainable Development Goals; Climate resilience through water; and Transboundary water cooperation.

## WE MOBILISE

We mobilise people and organisations to unite around shared development priorities that impact water resources. We bring all voices to the table, including the private sector. We work with youth as key agents of change. We work towards gender equality in all that we do. We build and leverage partnerships, and work through multi-stakeholder platforms to create space for diverse views and interests.

## WE ACT

We support coordinated action to address water risks and put integrated water resources management into practice. We work with our partners to change behaviours, strengthen institutions, build pilots and catalyse investment for water-wise sustainable development. We measure ourselves through the actions we take to improve water management and governance.

## WE LEARN

We learn from our actions and relationships. We curate, create, and share knowledge globally and across regions. We work with stakeholders to turn learning into ongoing improvements in water management and provide a constant feedback loop through our learning and knowledge architecture.

## OUR VALUES

Inclusiveness | Openness | Transparency | Accountability | Respect | Gender sensitivity | Solidarity

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# EXECUTIVE STATEMENT

We see great urgency to act. If the world remains off-track to deliver on its goal to bring sustainable water and sanitation to all, we will jeopardise the entire 2030 Agenda for Sustainable Development. Poverty and inequality will grow, and our planet will not be able to sustain us. Instead, to successfully pursue and achieve sustainable development, we need a water lens on all we do.

Taking comprehensive steps in the water sector is not easy – it takes time, perseverance, and determination. The magnitude of the demands on water is stunning and the demands themselves are competing. The Global Water Partnership (GWP) is uniquely positioned to help. Our Network of over 3,000+ partner organisations is broad and brings a strong brand with over 20 years of experience that speaks to our staying power. Our 65+ Country Water Partnerships have strong relationships and have earned trust through multi-stakeholder engagements. Our 13 Regional Water Partnerships have taken on leadership and support roles in regional processes, region-to-region learning and cross-country coordination. Our Network is supported by a global team that brings passion and insight into global processes and strong competencies in managing programmes, funds, and relationships.

Our Strategy argues for agility and urgency. Its purpose is to guide how our Network focuses its work between 2020 and 2025. Because we are a network, the Strategy operates at different levels. It provides direction for our Country Water Partnerships and Regional Water Partnerships – outlining our consistent thematic priorities and codifying our distinctive approach to delivering change while allowing for autonomy and innovation. The Strategy also offers insights to our Network, laying out areas of action and impact we can collectively pursue. And, finally, the Strategy clarifies the roles of those supporting the Network – the GWP Organisation and its governance bodies – in enabling and in being held accountable for helping deliver the Strategy.

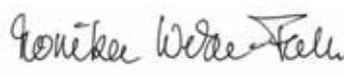
**Our Strategy is a Network Strategy**, reflecting the diversity and wealth of views and opportunities **across our many partners** and stakeholders. It provides space for everyone in our community to build **their work programmes** in alignment with the choices we make together.

Our Strategy has been informed by an independent evaluation (May–July 2018) and a GWP Partner Survey (November 2017). It benefited from early guidance from our Steering Committee, Financing Partners and Technical Committee. It took on input from our GWP Network Meeting, held in September 2018, bringing together 355 partner organisations from nearly 50 countries, as well as from our **13 Regional Steering Committees**. Our Regional Chairs and Regional Coordinators have provided **insight and** have been involved throughout. Our partners across our main stakeholder groups – from **international organisations**, research and academia, civil society, and the private sector – took time to review and **comment** on various versions of the document.

We are proud and **humbled** to share with you a document that will be the compass for our Network, provide accountability for our institutional and financing partners, and offer inspiration for all who work with the Global Water Partnership.



**Howard Bamsey**  
Chair



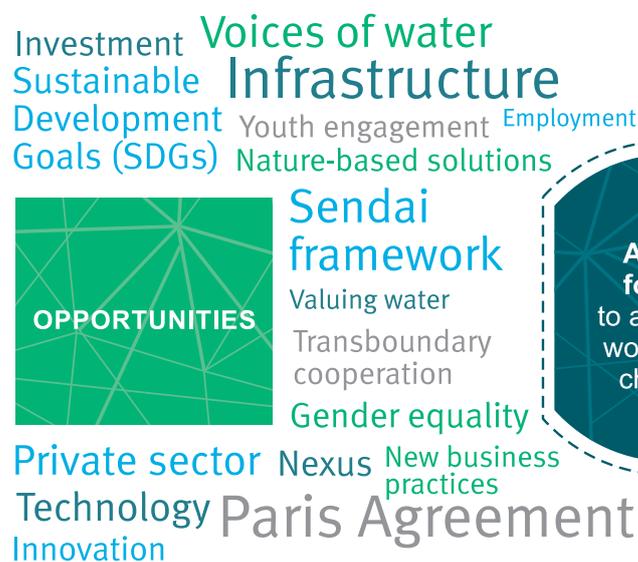
**Monika Weber-Fahr**  
Executive Secretary and CEO



**Amadou Maiga**  
Chair of Regional Chairs

# THE URGENCY

The global water crisis urgently needs **more attention** and **coordinated action**. Sound and integrated water resources management is needed more than ever.



**AGENDA  
for action**  
to address the  
world's water  
challenges

## Our Strategy 2020–2025: Mobilising for a Water Secure World

As countries and development partners work to address major water challenges, GWP will mobilise key players and learn from new experiences **to create and maintain momentum for coordinated action**.

A multi-stakeholder action network, GWP will leverage global policy frameworks and mobilise its 3,000+ partner organisations – both within and beyond the water sector – to bring voices of water to the table and get things done.

---

# THE GLOBAL WATER PARTNERSHIP: BRINGING THE VOICES OF WATER

**1. Water is a fundamental human right and is essential for sustainable development – and it is under threat.** Billions of lives are at risk because, in many parts of the world, water resources are managed poorly. Compromised by inefficiencies, struggling institutions, major data and infrastructure gaps, and a lack of inclusivity, the use of water is not adequately coordinated. As a result, scarce, polluted and poorly managed water resources are about to bring more and more countries to a breaking point, as additional pressures from climate change, population growth, urbanisation, and migration abound. In less than 100 years, the world has gone from 14 percent to 60 percent of its population living under water scarcity. A massive systems change is needed to allow countries to respond to the current crises and to provide clean and sustainably managed water to people.

**2. GWP will mobilise key players and learn from new experiences to create and maintain momentum for coordinated action that can respond to these threats.** A global multi-stakeholder action network, GWP and its more than 3,000 partner organisations provide a direct connection with influential stakeholders, from practitioners in local communities to senior politicians and global leaders. Our network modality allows us to create coalitions within and beyond the water sector in an agile and cost-effective way. We operate without ego: building partnerships is our way of working and we make sure we strengthen, complement, and do not duplicate the work of other development actors. We are deeply committed to our role as a neutral convener and we are respected as a voice for inclusiveness and sustainability.

**3. Our aim is to foster systemic change so that the pressures on water can be moderated and managed.** While many development partners are lending their financing and technical experience to support governments and other actors, few have the capacity or credibility to mobilise the breadth of stakeholders needed at the basin, country, and regional levels to work towards long-term solutions. New, broader, and more visible efforts are needed to change decision-making around water. Many understand this and some have begun to build and reinvigorate the enabling environments, institutions, policies, and management instruments around water, and to explore new technology and infrastructure choices. However, inertia remains rampant. We see this at the policy level as well as in administrative agencies, and even among development partners: short-term and siloed thinking is impeding systemic action. To break this mould, mobilising voices, action, and learning are needed. It is our ambition to provide just that.

**4. We draw from experiences with integrated water resources management (IWRM) at the local and regional levels and link those lessons to global insights.** IWRM is a process that promotes the coordinated development and management of water, land, and related resources. It explicitly aims to maximise economic and social welfare in an equitable manner without compromising the sustainability of vital ecosystems and the environment. Insights on IWRM have historically been one of GWP's key services to Network Partners and stakeholders, and our knowledge base and ongoing research provide a unique and valuable feedback loop to strengthen knowledge at all levels.

**5. Our distinctive business model leverages network effects to strengthen the impact of autonomous local partnerships.** Most of our teams operate out of and are part of in-country or regional non-profit organisations that convene stakeholders for action. Committed to operating through partnerships, we unite around our efforts to integrate water resources management across sectors, stakeholders, and borders. Yet we are diverse in our independent Country and Regional Water Partnerships. Each Network Partner operates independently and takes decisions that reflect local needs and opportunities. We actively seek to include groups in our Network that may be excluded from policy decisions – such as indigenous peoples, women, youth, and others. Our global team ensures we all benefit from being part of the Network – by coordinating our governance, facilitating cross-network activities and learning, and advocating for good water management globally.

**6. We are well-positioned to drive this change thanks to our reputation, our network of local organisations, and our expertise in water management.** This unique combination of resources and capabilities allows us to be a credible interlocutor with global organisations, mandated institutions in over 100 countries, and across diverse and inclusive platforms – including organisations that do not focus directly on water. GWP’s nearly 25-year history provides us with a positive reputation and the credibility needed to contribute to resolving the difficult water-allocation and water-sharing decisions needed going forward. We are seen as a trustworthy partner that can convene relevant stakeholders and facilitate constructive conversations about challenging topics. Our long-standing relationships with a range of partners and global leaders ensure that the ‘voices of water’ are heard in the implementation of local, national, regional, and global development priorities.

## Our Accomplishments

Since it was founded in 1996, GWP has grown into a network that has promoted, learned about, and shaped new ways for managing water in an integrated way. We are a network of networks with a track record of successfully ensuring that water and its many users and uses are reflected in policy and investment decisions. There is no organisation like GWP in its combination of strong social capital, shared values, trust earned in the world’s water community, bottom-up orientation, and water management expertise.

**GWP’s track record in achieving results is strong.** During our last strategy period from 2014 to 2019, GWP’s Country and Regional Water Partnerships supported over 80 countries in managing their water resources, manifested in more than 200 water governance outcomes. These outcomes also brought financial returns: GWP-supported plans, strategies, and initiatives influenced water-related investments of more than €1 billion. These included national water management policies and plans, investment plans, and river basin management strategies.

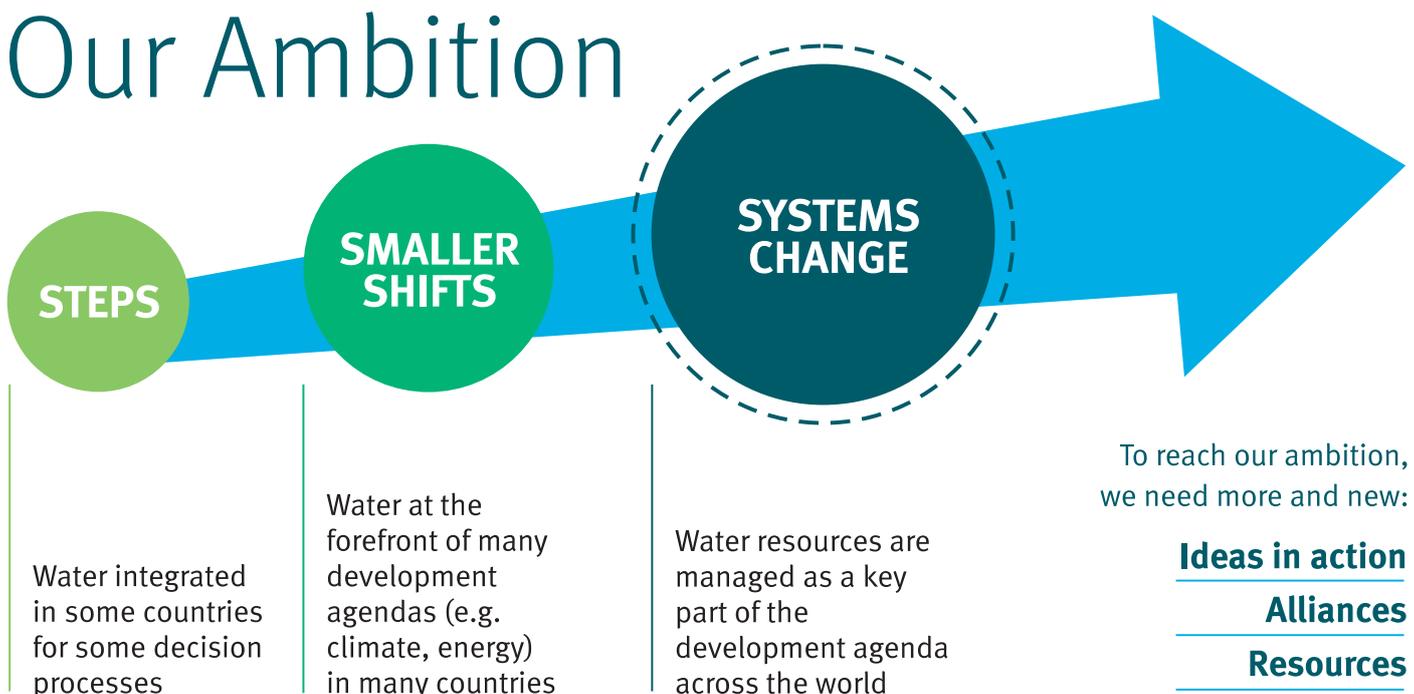
**A 2018 independent evaluation of GWP’s track record between 2014 and 2017 concluded that GWP has delivered against its strategic plan and far exceeded a majority of its targets.** The evaluation found that GWP is an important and needed player in water resources management and that the global context strongly validated the relevance of GWP’s mission. It also found that GWP has put in place an effective global architecture to monitor funding and results. With this Strategy, we are building on the evaluation’s recommendations, further investing in and strengthening our operational model and agility at the local and regional level.

# OUR STRATEGY: MOBILISING FOR A WATER SECURE WORLD

7. The water crisis is too big for half measures. With our Strategy, we commit ourselves to ambitious targets that will contribute to enabling water secure, sustainable, inclusive, and resilient development between 2020 and 2025. Our ambitions will be driven by opportunities that we identify with our partners and shaped by the ideas emerging through our collaboration, by the alliances we can build, and by the resources we are able to generate. Throughout the Strategy, we will work to mobilise these ideas and opportunities, alliances, and resources. We will measure our success based on a results framework that aligns with the global development agenda and contributes to development goals. Specifically, we will aim for the following overarching targets for our Network:

- ✓ **Support 4 billion people living in 60 countries and 20 transboundary basins.** We will significantly advance the water-related Sustainable Development Goals (SDGs) in 60 countries and 20 transboundary basins with a combined population of over 4 billion people.
- ✓ **Promote €10 billion in new investments.** We will influence more than €10 billion in water-related investments from government and private sources.

## Our Ambition



**8. We will address coordination and motivation challenges by leveraging political systems, technological change, and private sector drive.** We see countries and organisations pursue ambitious sustainable development agendas while discounting or ignoring crucial water-related trade-offs and conflicts between the development goals. Most countries have organised their decision-making processes and implementing institutions around sectors or development priorities; siloed approaches, fragmented thinking, lack of institutional integrity and bureaucratic competition are mirrored by many development partners and prevent solutions to the water crises. At the same time, technological and economic changes create new opportunities: social media are transforming network and community management; big data and new business models are emerging to help prevent human-made disasters, manage flooding, and raise public awareness of water conservation; the private sector is increasingly recognising the importance of water management to mitigate business risks; and the regionalisation of development agendas is changing the nature of water management interventions. We can capitalise on these opportunities to focus attention and mobilise action to ensure that water resources are managed as a key part of the development agenda.

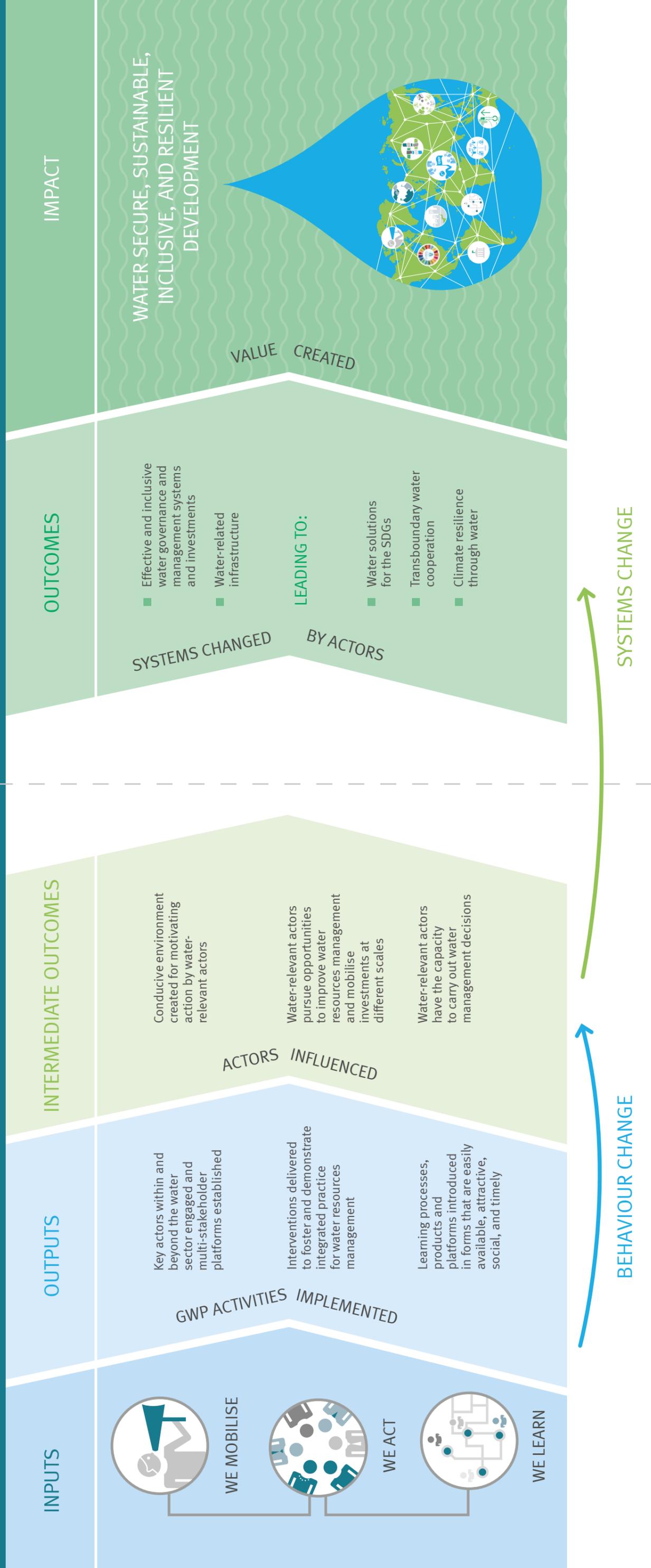
**9. We will anchor our work where key global or regional policy frameworks bring leadership focus, progress measurement, development partner action, and potential for financing.** In this Strategy, we have prioritised intervention points where governments, civil society organisations, and the private sector are already engaged, but where the persistent lack of coordination and failures to incorporate water-related insights create an opportunity for GWP to drive systemic change to address these issues. The 2030 Agenda, the Paris Agreement, the Sendai Framework, and transboundary cooperation initiatives, offer compelling and realistic opportunities.

**10. Within each of our Anchor Areas, our Theory of Change injects motivation, opportunity, and capacity into processes that will lead to better water management.** Building on GWP's strengths, we will strategically shape and design our activities along three dimensions that together will help us maximise our impact: we will engage new actors and extend the reach of our current partners (*we mobilise*); we will create and maintain momentum for action across IWRM processes, building pilots, catalysing action and investments, and creating opportunities for systems change (*we act*); and we will create mindful learning processes for agile improvements and innovations (*we learn*).

**11. We are flexible in our approaches: there is no 'one-size-fits-all' approach in water resources management.** We see IWRM as an 'umbrella' concept, with its four dimensions now encapsulated in SDG 6.5 (enabling environment, institutions and participation, management instruments, and financing). Building on the targets set by SDG 6.5, we will flexibly leverage a broad set of related approaches to improve water-related decisions, including: water–energy–food–environment nexus approaches, nature-based solutions, corporate water stewardship, ecosystem management, integrated flood and drought management, source-to-sea approaches, circular economy approaches, water footprint management methods, and climate infrastructure management.

# Theory of Change underpinning GWP's Strategy 2020–2025

Our engagements are strategically chosen in areas where global or regional policy frameworks exist and bring focus, progress measurement, development partner action, and potential for financing. The 2030 Agenda, the Paris Agreement, the Sendai Framework, and transboundary cooperation initiatives are such frameworks.



# OUR ANCHOR AREAS

**12. The next six years offer a window of opportunity to leverage global policy frameworks to build momentum and change complex systems.** The 2030 Agenda for Sustainable Development, the Paris Agreement, the Sendai Framework, the Desertification Convention, and commitments made towards transboundary cooperation frameworks, among others, offer opportunities for countries and organisations, and the partnerships between them, to fight poverty and advance sustainable development. Working in specific basin-, country-, and regional-level contexts, we know that we can mobilise greater momentum where such broader forces are already at play. We will therefore anchor our work in these three global priorities: the SDGs, the imperative to support climate adaptation, and efforts to advance transboundary cooperation.



## Water solutions for the Sustainable Development Goals

*“We recognize that water is at the core of sustainable development as it is closely linked to a number of key global challenges.”*

from *The Future We Want*, United Nations General Assembly Resolution A/RES/66/288, outcome document of the United Nations Conference on Sustainable Development, 2012

**13. GWP will support work on the policies and investment plans that help countries resolve water-related trade-offs inherent in achieving the SDGs.** We will stimulate ongoing awareness of the need that, to achieve the 2030 Agenda as a whole, mandated institutions must work in new ways, especially through multi-stakeholder partnerships, as highlighted in SDG 17. As part of this effort, we will focus on:

- Supporting agencies and key players to coordinate and resolve the competing demands for water resources as they work towards achieving the SDGs while driving investment and employment targets;
- Incorporating the multiple values of water in decision making; and
- Supporting countries to assess their progress towards integrated water resources management targets as set through SDG 6.5.

**14. Supporting agencies and key players to coordinate and resolve the competing demands for water resources as they work towards achieving the SDGs while driving investment and employment targets.** Investments in infrastructure and other measures to drive economic development and employment all draw on local water resources. For this reason, action must be coordinated and integrated across all the SDGs. Not doing so will endanger access to clean and sustainable water, and the achievement of other development goals. We will work with countries to facilitate engagement between different sector ministries and agencies and to engage all key players to identify priorities and formulate appropriate responses to water

resources management challenges. We will mobilise ‘nexus thinking’ on the food–ecosystems–energy nexus, the nexus with health and education, and the employment dimension of water resources. We will specifically involve the private sector and youth initiatives in focusing and maintaining attention on necessary action.

**15. Incorporating the multiple values of water in decision making.** To generate cross-sectoral interest and wider political commitment, we will seek to contribute to a better understanding of the multiple values of water and of water’s importance for implementing SDGs beyond the water targets of SDG 6. We will use values- and ethics-based entry points in conversations about water. We will mobilise expanded assessments of the values of water through economic and non-economic business case development, building evidence-based arguments tailored to non-water stakeholders, mindful of the need to take inclusive approaches. We will work with others to provide the context and evidence necessary to make a robust case for taking the values of water into account when making decisions at national, basin, regional, and continental levels.

**16. Supporting countries to assess their progress towards integrated water resources management targets as set through SDG 6.5.** The United Nations’ ongoing monitoring efforts provide a welcome context for refocusing attention on improving water management. We will support countries to establish national IWRM status assessments in an inclusive and action-oriented way, thereby creating important entry points and reminders for conversations that will drive continued action. These initiatives will model broad engagement beyond the water sector and establish priority issues across water-related SDG targets. The actions agreed upon towards concrete improvements in sustainable water management will showcase how coordination on water benefits the SDG agenda as a whole.



*“GWP East Africa organised a SDG 6 workshop so we could all better understand the challenges and priority areas for IWRM in Burundi. Following this we were able to make important recommendations for improving IWRM implementation in line with SDG target 6.5. We really appreciated this support to make it successful.”*

Engineer Anicet Nkurikiye, Advisor to the Minister for Water and Environment in Burundi, and Chair of GWP Burundi



## SUCCESS WILL BE...

**More than 300 water-related policies, laws, institutional arrangements, and related management instruments** incorporating IWRM principles adopted at regional, national, and local levels.

**More than 80 approved investment plans and budget commitments** associated with policies, plans, and strategies that integrate water secure development.



## Climate resilience through water

*“Water is to adaptation what energy is to mitigation.”*

*from the World Bank’s High and Dry: Climate Change, Water, and the Economy, 2016*

**17. GWP will introduce water-specific insights into national dialogues, planning, and investments associated with climate resilience-related development priorities.** As part of this effort, we will focus on:

- Including water-informed insights in national adaptation planning;
- Facilitating access to climate finance for resilience-building water projects; and
- Supporting integrated resilience planning, including in water infrastructure.

**18. Including water-informed insights in national adaptation planning.** We will work to introduce water-specific insights – particularly on flood and drought management, a stated priority of most countries – into national dialogues on climate resilience-related development priorities. We will do so primarily through existing national processes as countries update their Nationally Determined Contributions under the Paris Agreement and develop, implement, and refine their National Adaptation Plans. We will highlight transboundary perspectives in these national processes and channel insights from practical work at country- and river basin-level to inform global climate and disaster risk reduction policy.

**19. Facilitating access to climate finance for resilience-building water projects.** Many countries’ water agencies struggle to access multilateral development and climate finance for resilience-building water projects. GWP’s Country and Regional Water Partnerships will support countries to strengthen upstream country readiness, identify and prepare projects, conduct the multi-stakeholder outreach necessary to build ownership, and ensure projects are designed to benefit the most vulnerable populations.



*“In Zimbabwe, as part of the Water, Climate and Development Programme, GWP Southern Africa provided technical and financial support to organise stakeholder consultations during the drafting of water-related Action Plans for the National Climate Change Response Strategy (NCCRS). Because of the extensive consultations and media coverage, more people are now aware of climate change issues. This will make it easier to implement the NCCRS and for Zimbabwe to be more climate change resilient.”*

*Professor Sarah Feresu, Institute of Environmental Studies, University of Zimbabwe*

**20. Supporting integrated resilience planning, including in water infrastructure.** Investment in resilience-building water infrastructure, both built and natural, as well as supporting institutions and information systems is essential for sustaining economic growth and jobs, reducing inequality, sustaining vital ecosystem services, and managing floods and droughts. But progress is slow, stemming from sectoral and siloed approaches. Our Country and Regional Water Partnerships will use their convening power to support integrated resilience planning and to catalyse and accelerate collaborative action among water, climate, development, disaster risk reduction, and finance communities.



## SUCCESS WILL BE...

**More than 30 countries access climate finance** to implement water-informed National Adaptation Plans and integrated flood and drought management policies and measures.

**Investments of more than €1 billion** directly supported in climate-resilient water management and infrastructure founded on robust, inclusive, and effective water governance systems.



## Transboundary water cooperation

*“Transboundary water cooperation is a precondition for sustainable development, peace and stability.”*

from UN-Water's *Progress on Transboundary Water Cooperation 2018: Global Baseline for SDG Indicator 6.5.2, 2018*

**21. GWP will work across sectors and administrative borders to identify solutions that can promote sustainable transboundary water resources management.** As part of this effort, we will focus on:

- Facilitating dialogue across political jurisdictions;
- Learning about water governance and international water law; and
- Improving transboundary water governance.

**22. Facilitating dialogue across political jurisdictions.** As neutral conveners able to work across sectors and administrative borders, our Country and Regional Water Partnerships can facilitate multi-stakeholder dialogue and promote sustainable transboundary water resources management. We will work at the technical level to open up dialogues where water conflicts exist, as a way to promote peace and cooperation. Our engagement approach is broad, mobilising key actors and stakeholders, including river basin/lakes organisations, institutions supporting cooperation over transboundary aquifers, regional economic commissions, governments, key stakeholders from countries sharing freshwater, and local communities and users of transboundary waters. Mobilising youth groups focused on water resources issues and beyond will be an important element of building positive momentum for regional dialogues.

**23. Learning about water governance and international water law.** We have found that learning provides a positive environment for otherwise potentially adversarial dialogue to be initiated informally and constructively. We will therefore build on GWP's successful engagement in training on water governance and international water law and expand towards supporting peer-to-peer learning and knowledge-sharing among transboundary water practitioners in collaboration with existing global learning platforms. We will also leverage the alumni dimension of such learning activities as an effective way for practitioners to continue to understand and to jointly identify solutions to complex transboundary water issues. We will engage government, regional economic bodies, and other key transboundary basin stakeholders in learning processes and opportunities.

**24. Improving transboundary water governance.** Where water resources cross boundaries, political complexities exist that empower some but not all actors to put IWRM into practice. GWP teams will deploy a wide range of measures to foster transboundary water cooperation, including: (i) supporting investment planning and mobilising finance; (ii) contributing to the development of transboundary water action plans and to the establishment of joint institutional mechanisms; (iii) advocating for reducing disaster risks through data sharing; and (iv) providing insight on developing mechanisms for benefit sharing and for enabling regional (energy) trade. GWP will facilitate integrated management in transboundary basins, as well as from source to sea. In particular, GWP will work in deltas, a key connecting point for freshwater and ocean water issues.



*"GWP Mediterranean's assistance enabled us to review our 10-year strategy through an IWRM lens. They contributed to our national water sector strategy and helped to set up a decision-support system for managing six main rivers using the water evaluation and planning system model."*

Dr Fadi Comair, Director General, Directorate for Electrical and Hydraulic Resources, Ministry of Energy and Water, Lebanon



## SUCCESS WILL BE...

**More than 20 new transboundary agreements, commitments, and arrangements** supported through GWP's role as a neutral convener and facilitator of cross-border dialogue.

**More than 20 transboundary institutions strengthened or established** with support from GWP teams, with a mandate to coordinate cross-border water resources management planning and investment.

# ACROSS OUR ANCHOR AREAS

## Engaging the private sector

**25. Today's water challenges need *all* water interests to be at the table to jointly diagnose, discuss, and develop shared solutions – including the private sector.** So far, private sector engagement in water resources management or governance has been limited; yet, as water users, as producers of waste water, as service providers, financiers, or insurers, private sector entities enormously influence water availability and how water-related risks and opportunities are addressed. GWP has been able to build experience in engaging the private sector, including by working with farmers on water efficiency solutions, with beverage companies on non-conventional water resource mobilisation, with mining firms on water quality and quantity standards, and with utilities on drought management planning.

**26. We will mobilise private sector engagement where we see key water challenges coincide with our role, structure, and competencies.** We will do so in the context of our work towards IWRM – specifically to mobilise private sector engagement and contributions to building enabling environments, institutions, management tools, and finance for managing water resources in an integrated way. Strategically, we will:

- **Focus on highly water-relevant sectors.** The choice of sectoral engagement will vary, depending on the country or region, and it will be driven by the relevance of a particular sector to water management challenges and solutions. From a global perspective, key sectors will include: mining, textiles, food/agriculture, the financial and insurance sectors, water service providers, and products (including for off-grid solutions, non-conventional water resources, water efficiency, water quality measurement, etc).
- **Focus on specific areas where GWP's role as a trusted convener and solutions broker can make a difference.** These areas are likely to include:
  - (a) water data (creation, sharing, monitoring) – where GWP involvement can help contribute to collaborative solutions to data gaps;
  - (b) innovative solutions, approaches or technologies – where GWP involvement can help pilot, roll-out, or find acceptance for what is new;
  - (c) integrity, transparency, standards – where GWP involvement can help broker sector-wide improvements in private sector performance, including water accounting practices, procedures, and protocols.
- **Focus on national- or basin-level challenges – not on site-level or company-level engagement.** GWP's strategic role does not lie in being a service provider to facilitate agreements between individual companies and the communities they engage with. Instead, the multi-stakeholder dimension of our setup positions us to mobilise and bring together multiple players to solve challenges at the basin level or the national level specifically where longer-term engagement, institution building, and policy frameworks are needed. This will allow us to complement and support the work of others.

**27. We will design engagements carefully to create a level playing field and address power asymmetries, integrity challenges, potential attention diversion, and the risk of bias.** There are real risks associated with engaging private sector parties in water resources management processes and initiatives. Engaging with large companies can divert government and public focus away from otherwise agreed upon policy priorities, particularly when the initiatives are backed with significant resources and require government attention to go forward. Also, there is the risk of 'regulatory capture': where water resources institutions are weak, corporations or water services providers may begin to dominate water resources decisions, intentionally or unintentionally, undermining regulatory systems. Furthermore, where regulatory entities and private sector money coincide, corruption is a real risk and integrity initiatives may be required. The mandates and interests of private entities, governments, and civil society do not typically align: given the differences in power structures and access to resources and information, the engagement of the different parties must be designed in a manner that levels the playing field.

**28. Our business model for private sector engagement initiatives will be built around partnerships and may involve private sector contributions.** In building private sector engagement initiatives, we will partner with organisations that bring specific competencies. We will mobilise funding for private sector initiatives jointly with these organisations and through contributions from bilateral and multilateral donors as well as from private sector contributions.



Rocrops Agrotec, a smallholder family farming business, joined GWP Caribbean as a partner in 2010. *"Membership has encouraged us to focus more on promoting climate-smart agriculture and water management on our farm. This is helping us to adapt to climate change and we help others by building capacity among local agricultural and environmental practitioners. All this has enabled us to contribute to rural development and food security in Trinidad and Tobago."*

Ramgopaul Roop, CEO Rocrops Agrotec, Trinidad and Tobago



## SUCCESS WILL BE...

**More than 20 initiatives with private sector actors** to mobilise investment, reduce impacts on water by key industries, and promote innovation and entrepreneurship.

## Contributing to gender equality

**29. Through GWP’s Gender Strategy we will implement a ‘never without them when about them’ approach.** As part of all programmes developed under GWP’s Anchor Areas, our work to promote gender equality will focus on:

- Institutional leadership and commitment;
- Gender inclusion and analysis that drives change;
- Meaningful and inclusive participation in decision-making and partnerships; and
- Equal access to and control of resources.

**30. We commit our portfolio of action to promoting gender equality beyond statements of intent.** Across our entire portfolio, we will unlock barriers to progress on gender equality and inclusion in water resources management, ultimately expanding benefits for women, vulnerable and excluded groups, and the environment through a dedicated global programme. We will invest in gender informing and gender sensitising our work, including through tailored training and project and programme design, through specific analyses, and through dedicated monitoring and evaluation efforts. We will partner with other organisations to better understand and account for a broader range of factors that can lead to exclusion and marginalisation in water resources management, such as age, disability, ethnicity, caste, and sexuality, to ensure that no one is left behind. We will hold ourselves accountable by using GWP’s Gender Strategy (2015) and Gender Action Piece (2017) as guides when designing all of our initiatives.



### SUCCESS WILL BE...

**More than 20 countries implement** development plans, strategies, and formal commitments that aim to contribute to gender inclusion and/or equality through water secure development.

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# Mobilising youth for water resources management

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## 31. Anchored in our Youth Strategy, we will engage youth on decisions, employment, and innovation.

Over the past five years, GWP teams around the world have begun to purposefully reach out to and mobilise youth groups and younger individuals to confront water resources management challenges. We will reinvigorate our efforts to include young people in water decisions, offering pathways for youth to become agents of change for improved water resources management and sustainable development. More specifically, as part of all programmes developed under GWP's Anchor Areas, our work to mobilise youth will focus on:

- Supporting youth engagement in water policy processes, including through joint learning and capacity building on youth engagement with youth and partners;
- Cultivating youth-led initiatives for advancing good water management and governance; and
- Leveraging water resources management to build employment opportunities and innovative approaches relevant for youth interested in contributing to building a water secure world.



*"Being part of GWP has been one of the most important experiences of my life. I have been able to learn and collaborate with people from different countries and regions, but above all, it has been an opportunity to be part of an initiative that has addressed water scarcity issues for women in rural communities. This experience has helped me to understand that access to water continues to be a great challenge, but also that everyone, especially young people and women, must be part of the change to guarantee water for all."*

Vilma Alicia Chanta, GWP Central America Youth Focal Point. Works at FUNDE, in El Salvador, a GWP partner

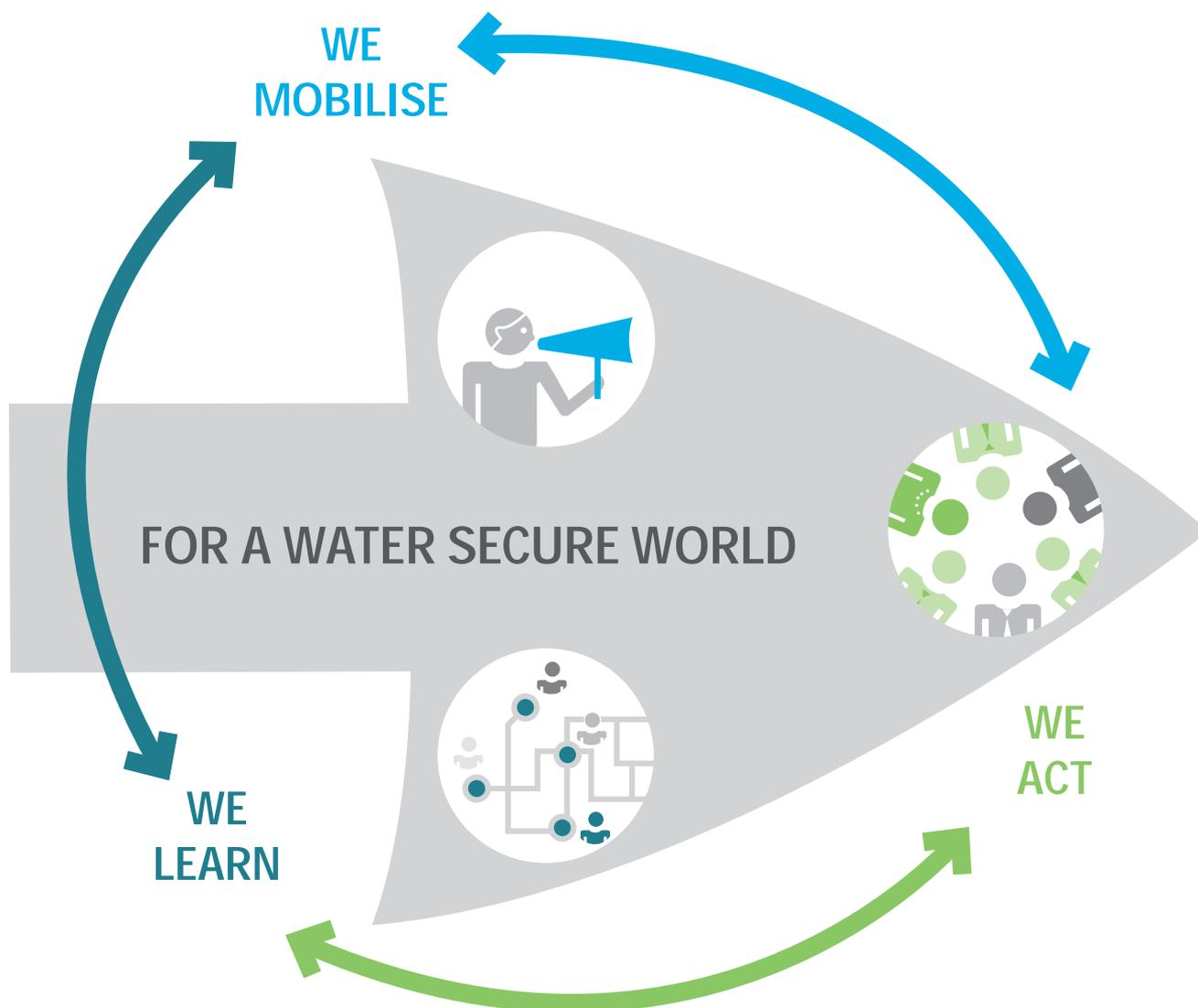


## SUCCESS WILL BE...

**More than 20 youth-centric initiatives** that mobilise youth to engage with water management and governance processes and systems and to participate in decision making.

# HOW WE WILL DRIVE CHANGE

32. Over the next six years, we will shape and design our activities along three dimensions that together will help us maximise our impact: mobilising, acting, and learning.



*“Every solution is provisional and contains the seed of a future problem; it works for a time and there is a constant challenge and response cycle. There is a spiral-like reflexive relationship between water and economic growth; improved water management promotes growth and economic growth creates opportunities for new kinds of water management interventions.”*

John Briscoe, as referenced in Tushaar Shah's *Increasing water security: the key to implementing the Sustainable Development Goals*, Global Water Partnership, 2016



## We mobilise

**33. We will engage an increasingly diverse group of ‘voices on water’.** For good water governance and management, space needs to be made for all water users to be at the table. We mobilise people and organisations to unite around shared development priorities that impact water resources. We bring all voices to the table and build and leverage partnerships, working through multi-stakeholder platforms, to create space for diverse views and interests. Specifically, we will:

- ✓ Expand our Network;
- ✓ Support multi-stakeholder platforms to be well managed and impact oriented; and
- ✓ Work in tandem with key partners to contribute to coordination and collaboration.

**34. Expanding our Network by actively seeking to increase diversity, inclusivity, and vibrancy within our Partner base.** We will reach outside the ‘water box’ to include more and new voices, including civil society organisations, parliamentarians, mayors, human rights advocates, farmers, faith-based groups, indigenous peoples, artists, youth groups, gender equality organisations, and journalists. We will find nuanced ways to mobilise the private sector while maintaining the neutrality and integrity of our partnerships. And we will work to complete our geographical coverage in response to demands and opportunities.

**35. Supporting multi-stakeholder platforms to be well managed and impact oriented.** The complexity involved in constructing solutions for water management has led GWP to build Country Water Partnerships – and in some cases City Water Partnerships. These are permanent multi-stakeholder platforms in many countries, ready to engage with and address evolving water challenges. Supporting these platforms is a key element of this Strategy. Our global and regional teams will: (i) offer support to strengthen facilitation and convening capacities; (ii) identify and offer commonly used and effective tools; (iii) leverage relationships to link with other civil society activities within and across regions; (iv) create space for learning from each other about potential opportunities and pitfalls when engaging with new partners, such as foundations, the donor community, or the private sector; and (v) mobilise income streams that can appropriately position multi-stakeholder platforms as a ‘go-to’ place for development partners and mandated agencies.

**36. Working in tandem with key partners to contribute to coordination and collaboration to address fragmentation across organisations that work ‘in the water space’.** Building coalitions and addressing fragmentation and siloed approaches across and beyond the water community is a strategic priority for us – at the country and regional level as much as the global level. At the country and regional level, this will happen as part of our specific interventions. Also, as a Network, we will ramp up our focus on working in structured and focused partnerships, including by building alliances with organisations outside the water sector. In mobilising across global themes, we will work in ‘agenda alliances’; in supporting our learning and knowledge architecture, we will engage in ‘strategic learning alliances’; and in building specific programmes, we will set up ‘delivery alliances’.



## We act

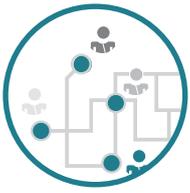
**37. We ground our efforts in concrete and coordinated action to address water risks and put IWRM into practice.** We will work with our partners to change behaviours, strengthen institutions, build pilots, and catalyse investment for water-wise sustainable development. By supporting decision-makers and water-related institutions, catalysing additional investment in water infrastructure, and demonstrating the potential of new technologies, we will drive systems change to improve water management and governance. Specifically, we will:

- ✓ Support decision-makers and strengthen the capacity of institutions;
- ✓ Work to catalyse inclusive investment in water infrastructure; and
- ✓ Invest in pilots and demonstration activities.

**38. Supporting decision-makers and strengthening the capacity of institutions to act for better water management.** Tackling a problem as complex as water management requires high implementation capacity. This includes capacities to address institutional inertia across multiple organisations, inspire leadership and competent staff, and mobilise sufficient funding. Leveraging country commitments to global political frameworks, we will continue to do what we do best: build trusted and long-term relationships and increase political will. We will support institutions to design and implement good water management policies and practices, where appropriate, by providing technical guidance, support, and learnings from experiences, and we will convene and accelerate multi-stakeholder involvement and decision-making processes to make sure change actually happens.

**39. Working to catalyse inclusive investment in water infrastructure.** Addressing the infrastructure investment gap in the water sector is critical to advance equity and address population growth and migration. We will help selected countries to demonstrate the economic and business cases for investing in both new and existing infrastructure and highlight the role and value of water in the economy and in creating jobs. We will collaborate with international financial institutions, technology innovators, and corporates to support country readiness to design better, safe, more sustainable, and inclusive infrastructure, and to facilitate access to finance. In so doing, we will pay specific attention to gender mainstreaming, technical support, and capacity building.

**40. Investing in pilots and demonstration activities to stimulate systemic change.** Our Partners can deliver action through pilots, to demonstrate and learn about implementing sustainable water management and investment. In select contexts, we will invest in delivering tangible and replicable demonstration activities. These will be designed with replication and upscaling in mind both within and across countries. Our focus will be on strategic, integrated, and forward-looking approaches. We will also pilot collaborations with the private sector. We will specifically look to leverage our Network connections to support adoption of new technologies and business models to improve access to water and sanitation and efficiency in water resources management and water use. We will embrace these changes and innovations and we will collaborate with thought leaders to introduce new, scalable approaches to stakeholders.



## We learn

**41. We will work with stakeholders to turn learning into ongoing improvements in water management, promoting constant feedback loops through our learning and knowledge architecture.** There is no simple 'one-size-fits-all' solution when putting IWRM into practice. Learning about what works has historically been one of GWP's key services to Network Partners and stakeholders. We are committed to practising the use of fact-based analysis for decision-making, including water accounting, climate data, and modelling that set values to water to improve collaboration across sectors. Specifically, we will:

- ✓ Engage with learning and knowledge alliances;
- ✓ Make learning opportunities more easily available, attractive, social, and timely; and
- ✓ Assess how new technologies can support water resources management.

**42. Engaging with learning and knowledge alliances to better understand successful water resources management.** We have always collaborated with knowledge organisations, including academia, research, and think tanks, who share our interests and focus on water management. Now is the time to take collaboration to a new level, building strategic learning and knowledge alliances to ensure synergies are leveraged and a focus is maintained on action. We have already built one such close alliance with the United Nations Development Programme's Cap-Net initiative, a platform of 20+ networks with over 1,000 organisational members, jointly running a virtual learning platform on water resources management. Working with other thinkers, professional organisations, and practitioners, we will selectively engage in research programmes to deepen a shared understanding of the conditions that lead to successful water resources management. Under the guidance of GWP's Technical Committee, we will invest in curating, creating, and sharing knowledge globally and across regions.

**43. Making learning opportunities more easily available, attractive, social, and timely.** Along with other organisations, we have invested in developing knowledge assets, tools, and learning opportunities for water resources management practitioners and for policy-makers alike. Going forward, our Integrated Water Resources Management ToolBox will become more interactive while bringing in other organisations and their insights. We will review our knowledge architecture to ensure key knowledge gaps are filled and use communities of practice to build a more vibrant user base. Through strategic knowledge alliances, we will put a user-centric philosophy at the heart of our approach to learning and knowledge management.

**44. Assessing which technologies are best suited to support decision-makers and supporting the piloting of these technologies and their integration into existing governance processes.** Management and governance processes can be faster and more effective when users are networked and share data, yet the water sector has made little progress in analysing big data and applying machine-learning to support water resources management, forecasting, and risk assessment, and to increase business efficiency at scale. We will work with our partners to test these novel approaches and identify impactful models.

# HOW WE WILL SUPPORT AND STRENGTHEN OUR NETWORK

**45. Our ambitions are high and to deliver them we need to strengthen our Network by investing in our Partners and our community at the regional and country level.** To deliver on this Strategy, our community will focus on renewing and investing in key aspects of our Network operations. Specifically, this means growing our partnership base within and beyond water and strengthening the operational capacities of Country and Regional Water Partnerships. Every global programme will include elements that can be used to channel resources to regional and country teams in the form of learning opportunities, financial resources, and/or opportunities for positioning. In addition, we will leverage GWP's network effects: we will create more opportunities for Country and Regional Water Partnerships to work together, draw inspiration and motivation from each other, and enhance one another's delivery capacity. Specific learning opportunities offered to active Country Water Partnerships and their leaders will create opportunities for growth and impact at the country and basin level. Regular Partner surveys, annual Network meetings at the global and regional level, and Country Water Partnership capacity assessments will make sure we stay on course.

**46. We will invest in our global learning architecture so that Country and Regional Water Partnerships can leverage it to stimulate behaviour change.** In our experience, we have found learning opportunities to often be the first step for behaviour change. With our strategic goals in mind, we will update and tighten GWP's learning and knowledge management architecture as follows: (i) GWP's Technical Committee and its thought leadership will be expanded to also support quality assurance for knowledge products, technical mentoring, and guidance for our regional teams; (ii) our monitoring and evaluation efforts will be linked to building a Network-wide learning culture; (iii) the Integrated Water Resources Management ToolBox will be revitalised to offer space for interactive and timely contributions and updates, available in shorter formats and more languages; (iv) our communities of practice will become a systematic feature of channelling learning from experience across the Network; and (v) selective alliances with learning and knowledge-based institutions will be built to connect our partners to more technical learning opportunities. At the same time, we will ramp up how we communicate new knowledge and learning so that target audiences find it easier to access and engage with, thus stimulating behaviour change.

**47. We will enhance our multi-tiered governance structure to ensure that it balances legitimacy and effectiveness in decision-making across our Network and Organisation.** Our governance is unique in that it marries two different structures. There is the governance structure for the GWP Network, anchored in the Network Partner Meeting from a global perspective and in Country and Regional Water Partnership governance structures more locally. And there is the governance structure for the GWP Organisation, anchored in the Sponsoring Partner Meeting. The GWP Organisation is a body of eight countries and two intergovernmental organisations which was set up as an independent intergovernmental organisation to support the Network in 2002. Throughout the strategy period, we will introduce more ways for Country and Regional Water Partnerships to influence and engage with the Network's and the Organisation's governance, specifically in strengthening global decision-making, legitimacy, and clarity of participation, in line with our values and culture.

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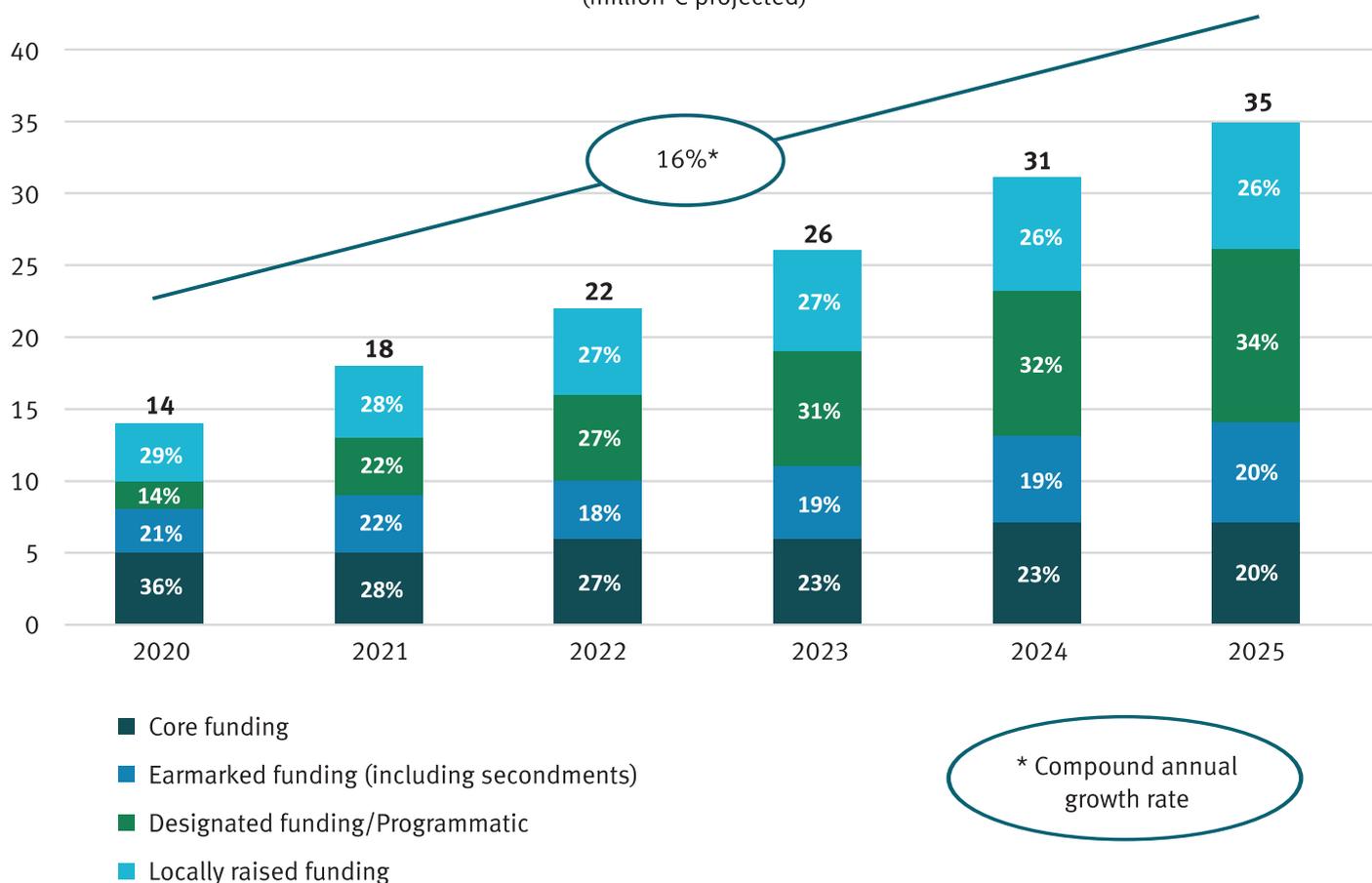
**48. We will maintain a global team, set up as an intergovernmental organisation, to provide Network services, global positioning, and leadership.** The global team supports the governance structures that keep us together, coordinates our regional and global presence and activities, sustains and facilitates our knowledge architecture, and ensures financial management and monitoring and evaluation are based on robust policies and reliable processes. The global team also coordinates strategy development, thematic engagements, global fundraising, and global programme management. Importantly, the global Chair and Executive Secretary position water-related themes in global fora, amplifying the voices of our members and arguing the case for water resources management. Throughout the strategy period, we will strengthen accountability and management approaches for the secretariat while ensuring that the team remains lean and focused on serving the Network.

**49. Our ambitious targets will require a significant upward shift in fundraising. We will thus develop a strong and growing programmatic portfolio while retaining a focus on core funding to ensure a solid backbone of Network functions.** We expect to be able to increase the portions of our budget related to designated, programmatic, and locally raised funding by 16 percent per year. This rapid growth is essential for us to contribute to driving systems change in over 60 countries and contribute to the sustainable development of 4 billion people. In the meantime, we rely on the commitment of a group of core donors to continue to fund our Network's 'backbone functions' globally and regionally. Evolving resource mobilisation opportunities will include:

- **Designated funding.** We will develop a set of broader activities to follow up on GWP's successful Water and Climate for Development Programme, focused on contributing to gender equality and leveraging resources, as well as activities to support the multi-stakeholder and civil society engagement dimensions of our work.
- **Programmatic funding.** We expect the most significant growth in the area of programmatic funding, including fundraising alone or jointly with partners for:
  - Programmes to mobilise knowledge and learning alliances;
  - Programmes to support countries in readiness for climate finance projects, in the context of their engagement with the Green Climate Fund;
  - Specific thematic programmes in the context of stimulating progress towards water-relevant SDGs (e.g. food security/water, nature-based solutions/water, resilient urban development/water);
  - Programmes that address broad and water-specific challenges that require transboundary responses (e.g. source-to-sea solutions for river and marine pollution); and
  - Programmes to mobilise private sector engagement towards IWRM, leveraging funding from bilateral agencies, multilateral agencies, foundations, and corporates.
- **Locally raised funding.** We will work with country and regional teams as they continue to strengthen their own fundraising capabilities by developing larger programmes, typically in partnership with other larger organisations. This will involve investing in the leadership capacity of country and regional teams through collaboration and cooperation across the Network.
- **Core funding.** We expect support from our core donors to remain steady or to slightly increase.

# RESOURCES REQUIRED TO ACHIEVE GWP STRATEGY 2020–2025 TARGETS

(million € projected)



## Supporting documents

### GWP Gender Strategy (2015)

<https://www.gwp.org/globalassets/global/about-gwp/strategic-documents/gwp-gender-strategy.pdf>

### GWP Gender Action Piece (2017)

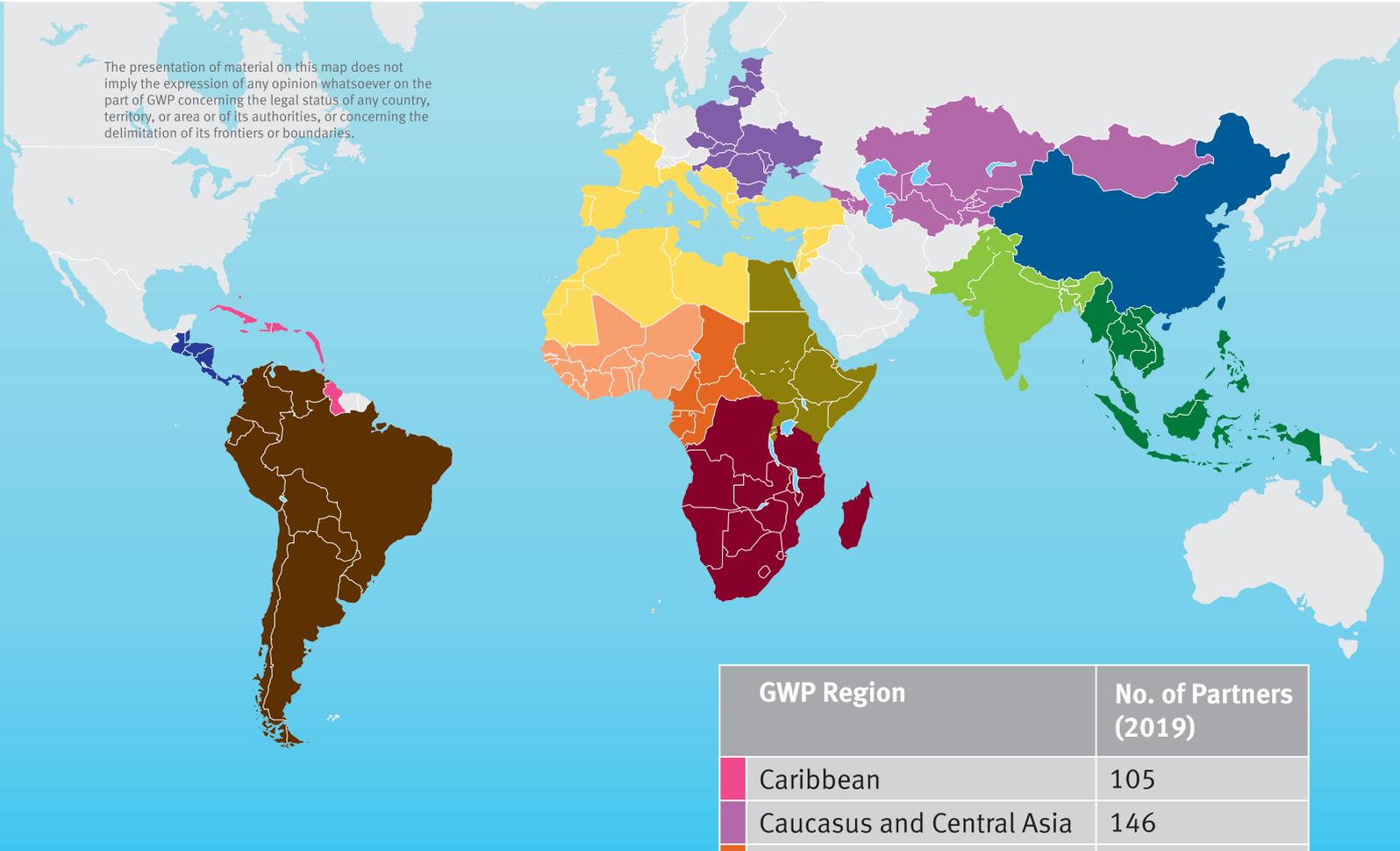
<https://www.gwp.org/globalassets/global/about-gwp/publications/gender/gender-action-piece.pdf>

### GWP Youth Engagement Strategy (2015)

[https://www.gwp.org/globalassets/global/about-gwp/strategic-documents/gwp\\_youth-strategy\\_web.pdf](https://www.gwp.org/globalassets/global/about-gwp/strategic-documents/gwp_youth-strategy_web.pdf)

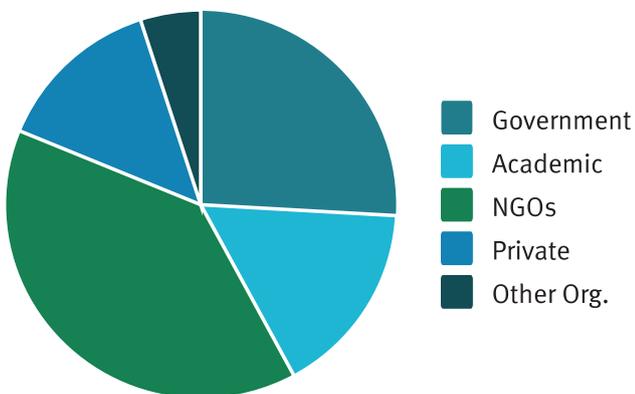
# AN ACTION NETWORK WITH A GLOBAL PRESENCE

The presentation of material on this map does not imply the expression of any opinion whatsoever on the part of GWP concerning the legal status of any country, territory, or area or of its authorities, or concerning the delimitation of its frontiers or boundaries.



GWP Region	No. of Partners (2019)
Caribbean	105
Caucasus and Central Asia	146
Central Africa	173
Central America	216
Central and Eastern Europe	184
China	99
Eastern Africa	303
Mediterranean	91
South America	359
South Asia	404
South East Asia	247
Southern Africa	338
West Africa	235
Global	290
<b>Total</b>	<b>3,190</b>

## GWP Partners by type



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Twitter: [@GWPnews](https://twitter.com/GWPnews)

Instagram: [gwp\\_water](https://www.instagram.com/gwp_water)

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# AGENDA ITEM **7**

**Draft GWP-Med Work Programme 2020-2022**



*Work Programme - RWPs*

GWP-Med  
Work Programme  
2020-2022

Draft - October 2019



**GWP Mediterranean  
Work Programme  
2020-2022**

**D R A F T**

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# 1. Background and introduction

## 1.1 The regional context

### *Water challenges in the Mediterranean*

**The Mediterranean** region is shaped by its unique geographical, ecological, geopolitical and cultural features. In a rapidly changing world, the region is challenged by natural conditions including water scarcity, demographic change, unemployment including highly 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, socio-political instability, war and other types of conflict, and large-scale migratory movements often under dramatic conditions. Most of these nature and man-made challenges are directly linked to water, and influence water resources management choices.

**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. However, the region is faced with varying water-related situations and challenges in its different rims. The **southern shores** of the region are among the world's most water-scarce areas, with 'water poor' people counting to more than 180 million, while those facing water shortages exceed 60 millions. According to the Intergovernmental Panel for Climate Change (IPCC), these figure is set to rise by a further 80-100 million by 2025. Some countries reaching a 160% renewable water resources deficit. The **northern shores** are better off on water availability, but increasingly encounter extreme phenomena like floods while droughts have become more frequent and persistent. Furthermore, water deficit is becoming common in the northern part, particularly during the dry seasons. **Modification of water bodies**, including due to pollution, is a threat in all Mediterranean countries.

With **agriculture** consuming up to 90% of water resources in some countries, efforts towards increasing water use efficiency and productivity (more 'crop per drop') and controlling pollution from fertilizers and pesticides need to enhance. With 60% of the region's population living in cities, **urban** water supply and sanitation services need to be rehabilitated and expanded, including through employment of green and innovative solutions. Similar should be the effort in **rural** communities, particularly those provided with poor services. 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 most Mediterranean countries. 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. As **groundwater** reserves, including non-renewable fossil aquifers, are being depleted in many areas of the region and heavily polluted by agriculture, industry and domestic uses, their mapping, protection and management need to be urgently improved. **Industry**, though not the major water consumer in the region, is a significant source of pollution. Overall, more effort is required to protect the **environment** and maintain environmental flows and services, including in wetlands and coastal areas, and to improve water quality safeguarding both **ecosystems** and **public health**.

**Climate change** effects, including more extreme phenomena like droughts and floods, are likely to exacerbate the situation, both in the south and north of the Mediterranean. Adaptation measures for **climate resilience** require effective water resources management. Given that several climate-related aspects remain uncertain, 'no-regret' actions present a sustainable way for responding to challenges. Furthermore, aiming at adaptation-mitigation co-benefits through interlinking water, land, energy and environment interventions, could provide tangible solutions and promote innovation in the region.

**Governance** remains a key challenge. Efforts focus on improving policy making and action planning, institutional settings, law and regulation, monitoring and enforcement mechanisms, innovative financing, application of cost recovery and polluter pays principle, etc. To achieve sustainable models of development, water must be mainstreamed into other sectoral policies such as agriculture, land planning and use, energy, industry, tourism and trade. Political will is key for making these happen. The importance of **cross-cutting issues**, such as gender, equity, poverty and rights, is increasingly recognized but is still relatively poorly tackled.

**Financing** of appropriate water and sanitation infrastructure and services as well as water pollution abatement, does not meet the needs. It may require new tools and partnerships in addition to public and donor investments, including through socially-sensitive engagement of the **private sector**. Understanding related options, adapting them to national needs and developing capacities are ingredients for advancing the agenda according to country choices. For these, it is important considering the contribution to and benefits from ecosystem services. Quantifying the cost of inaction towards water and environmental degradation can help managers and decision makers in prioritizing investments.

Furthermore, 'new' challenges evolve like those linked with **changing consumption patterns**; increased **migration** flows due to conflict, social unrest, jobs-related challenges and, at times, degradation of natural resources; unsustainable **tourism** development, etc. **Employment** challenges, particularly for the younger generation and women, remain central and in need of long-term approaches and substantial action.

### ***Approaches to address challenges***

The **Integrated Water Resources Management (IWRM)** approach is well accepted in the region seeking solutions at basin, local, national and regional level. The **Source-to-Sea** approach, including through application of a joint **IWRM and Integrated Coastal Zone Management (ICZM)** methodology, adds value in taking action in the Mediterranean coast that receives great developmental pressures while been the host of important ecosystems. The application of a **Water-Energy-Food-Ecosystems Nexus** approach can further contribute to optimizing the use of vital natural resources while addressing environmental needs and climate variability and change impacts.

For achieving a sustainable future, better planning and effective implementation; reliable metering, data and exchange of information; coordinated monitoring of progress achieved against objectives set; greater and more efficiently deployed investment; transparency; awareness; capacity building, and meaningful stakeholder participation, are needed. Safeguarding **human rights**, including the right to water and sanitation, especially for the more vulnerable; promoting **gender equality**; improving **accountability**; and engaging the **youth**, shall be an integral part of efforts towards water security. **Education** remains the most rewarding long-term investment.

Recognising these, the Mediterranean countries have engaged in long-term **water sector reforms**, involving state and non-state actors as well as development partners where relevant. Among such actors, the role of river basin organisations, local authorities and water-users associations has been recognised and needs to be further supported. The positive outcome of such multi-stakeholder processes is visible in many countries, though obstacles remain often leading to stakeholders' exclusion.

With natural water supplies no longer meeting the growing demand in several countries throughout the region, **non-conventional water resources**, such as treated wastewater and desalinated sea/brackish water, are becoming an important contributor to water availability. Related environmental, health, energy and other impacts of such options need to be carefully considered while defining their potentials and limitations. Improving non-conventional options demands better planning and regulation; coordinated investment; monitoring of operations; building managerial capacity; and, where relevant, mitigating their negative impacts including along the coastline. Overall, where development of non-conventional options is necessary, it should be combined with water demand management actions, while related **employment**,

**entrepreneurship** and **market-development opportunities** are valid and present an area for investment. In relation and beyond these, the strong need for **integrated urban water management**, including through blue-green approaches and practices, has been recognised.

A large percentage of the region's water resources is shared between countries. Sustainable management of **transboundary water resources** through integrated approaches, presents a unique opportunity towards avoiding conflicts and can assist advancing cooperation towards shared benefits. Tackling transboundary water pollution is a key area for improvement. Particularly in the north of the region, hydropower production in transboundary basins remains challenging towards securing ecosystem's integrity. Food security is more in the focus in the southern Mediterranean. Successful cooperation cases in the EU and the Balkans (e.g. Danube, Rhine, Sava, Drin) may inform and inspire transboundary synergies throughout the region.

### ***The role of regional cooperation, and related regional processes***

**Regional cooperation** adds value to national efforts by facilitating and supporting experience sharing; promotion of common approaches after adaptation to local needs; replication of best as well as innovative practices, including through knowledge transfer and joint pilot projects; and access to funding. These are promoted through regional political and technical cooperation processes, initiatives and programmes. Such regional undertakings also assist in raising the political profile of water issues, and foster inter-sectoral synergies that may not advance as fast at national level where, at times, more traditional approaches to development policies apply.

**International processes** are reflected at national level through action towards countries materializing their commitments. The region reached, to a large extent, the water-related Millennium Development Goals (MDGs, 2000). The **Sustainable Development Goals** (SDGs, 2015), including on Water (SDG 6) and inter-linked sectors and targets, and the Paris Agreement (2015) provide an ambitious framework for action towards sustainability. The different UN Conventions related to water and environment provide additional important instruments. The coordinated implementation of these provide key impetus for regional cooperation.

**Regional and sub-regional institutions and political initiatives** provide the policy and technical framework for advancing dialogue and action on shared objectives, bringing countries together on equal footing, promoting stakeholder engagement, and facilitating interaction with financiers. The most significant political initiatives in the region, *inter alia*, include:

- the Union for the Mediterranean (UfM), guided by the decisions of its Ministerial bodies and its Senior Officials Meeting. The UfM Water Expert Group, consisting of Water Directors, serves as a key technical body in the region. Mandated by the UfM Ministerial Conference on Water (2017, Malta), the UfM Water Agenda with its four Thematic Areas (Nexus; Water-Employment-Migration; Climate Change Adaptation; WASH) and its Financial Strategy, is a major political process in the region;
- the Barcelona Convention (1974) including its Protocols and the revised draft Mediterranean Strategy for Sustainable Development (2015), serviced by the UNEP Mediterranean Action Plan and its Regional Activity Centres while advised by the Mediterranean Commission for Sustainable Development (MCSD).
- UN Economic Commissions related to Mediterranean countries, and more specifically UNECE including its Water Convention (1992, globally open since 2012), UNESCWA and UNECA.
- the European Union (EU), including its Water Framework Directive (2000), its Daughter Directives and the extended EU *acquis* on issues related to water, environment and climate change adaptation;
- the African Union, including through its Development Agency (AUDA-NEPAD), and the African Ministerial Council on Water (AMCOW) and their decisions and action lines;
- the League of Arab States (LAS), including its Arab Water Security Strategy (2011) and other Strategies related to water, environment and climate change adaptation;
- the Arab Maghreb Union (UMA);

- the Regional Cooperation Council (RCC), including its South East Europe 2020 Strategy (2013) and its assistance for developing the EU/Western Balkans Green Agenda for the Western Balkans;
- the 5+5 Initiative for the Western Mediterranean, including its Water Strategy and Action Plan (2015);

A great number of regional, national, local and transboundary institutions, organisations, donors and stakeholders (users, river basin organisations, local authorities, utilities, civil society, academia, private sector, media, etc) are engaged in such efforts. A range of regional and sub-regional programmes and projects are promoting water-centred sustainable development agendas in the region.

In this framework, the Global Water Partnership – Mediterranean (GWP-Med) is a solid and positive contributor in the regional, sub-regional, national, local and transboundary efforts towards water security, climate resilience and the promotion of peace and stability in the Mediterranean, facilitating and operating a range of synergetic actions while holding distinctives roles with regional institutions in service of related political technical processes.

## 1.2 GWP organization in the region

GWP-Med’s countries of focus include the following, marked in yellow in the map below: Albania, Algeria, Bosnia & Herzegovina, Croatia, Cyprus, France, Greece, Italy, Israel, Jordan, Kosovo<sup>1</sup>, Lebanon, Libya, Malta, Mauritania, Monaco, Montenegro, Morocco, North Macedonia, Palestine, Serbia, Spain, Syria, Tunisia and Turkey.

Egypt and Slovenia participate in major Mediterranean political processes and may engage in regional policy dialogues and in action, as appropriate. In GWP’s geographic distribution, Egypt is part of GWP-Eastern Africa and Slovenia of GWP-Central and Eastern Europe.



Been the successor of the GWP Mediterranean Technical Committee (MEDTAC, created in 1999), GWP-Med was established in 2002 as the accredited Mediterranean Partnership of the Global Water Partnership.

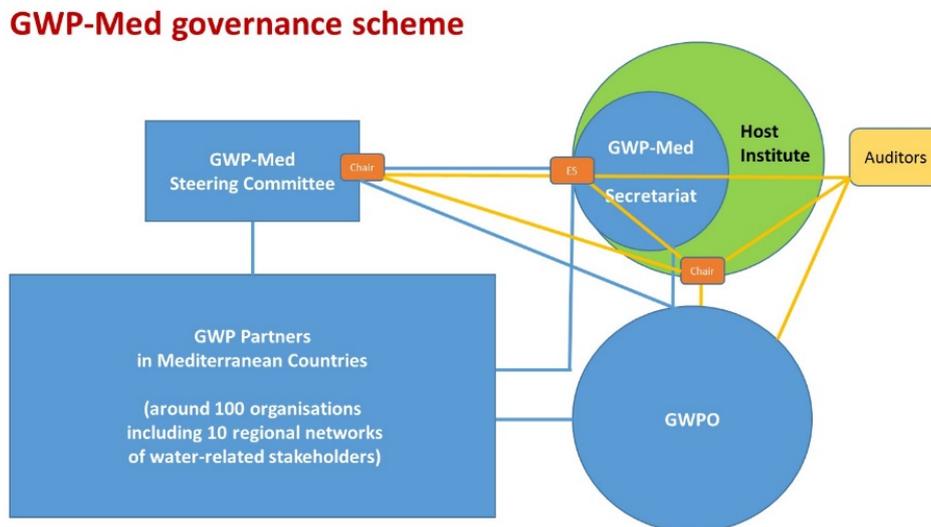
Evolving since 1999, GWP-Med is further consolidating its governance structure while expanding the GWP membership in the Mediterranean. Following common GWP modalities for its Regional Water Partnerships, the GWP-Med legal arrangement and the hosting of the GWP-Med Secretariat is provided through a Host Institution Agreement between the GWP Organisation (GWPO, Inter-Governmental Organisation) and the

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<sup>1</sup> References to Kosovo on this document shall be understood to be in the context of Security Council Resolution 1244 (1999)

Mediterranean Information Office for Environment, Culture and Sustainable Development (MIO-ECSDE, non-profit Civil Society Organisation under the Greek Law, with Mediterranean scope).

The following figure outlines the GWP-Med governance structure:



The GWP-Med Steering Committee consists (2019) of representatives of 9 major regional networks of water-related stakeholders while there is provision for expanding that with representatives of regional and national organisations upon conditions. Representatives of the following networks currently participate in the GWP-Med SC:

- Blue Plan UN Environment/Mediterranean Action Plan
- Center for Environment and Development for the Arab Region and Europe (CEDARE)
- Euro-Mediterranean Irrigators Community (EIC)
- International Center for Advanced Mediterranean Agronomic Studies (CIHEAM)
- MedCities
- Mediterranean Water Institute (IME)
- MedWet - The Mediterranean Wetlands Initiative
- Mediterranean Network of Basin Organisations (MENBO)
- Mediterranean Information Office for Environment, Culture and Sustainable Development (MIO-ECSDE)

On human resources, GWP-Med enters the triennium with an implementation capacity of a 22-strong Secretariat spread in Athens (Head Office), Beirut, Podgorica (Antenna Office), Pristina, Skopje (Antenna Office), Tirana (Antenna Office) and Tunis (Antenna Office).

### 1.3 GWP regional role and value added

GWP-Med aims at a water-secure Mediterranean as means for sustainable development, peace and prosperity.

GWP-Med shapes and designs its activities along the three (3) main dimensions of the GWP Strategy 2020-2025:

- **Mobilise:** facilitating multi-stakeholder participation & engagement in as well as development partners' support for policies, investments and solutions at regional, transboundary, national, basin and local level, through Integrated Water Resources Management (IWRM) and Water-Energy-Food-Ecosystem Nexus (WEFE Nexus) approaches.

- **Act:** assisting Mediterranean countries on policy making, planning and demo application for sustainable development and utilization of water resources through such integrated approaches towards coherent, tangible and measurable impacts.
- **Learn:** promoting understanding, capacity building, knowledge sharing and education on such integrated approaches, demonstrating their value, applicability and contribution towards countries' set objectives.

GWP-Med addresses the three (3) main Anchor Areas of the GWP Strategy 2020-2025 and related priority Themes, including:

- **Water solutions for the Sustainable Development Goals**
  - Water Governance & Financing, including Private Sector Participation
  - Water-Energy-Food-Ecosystems Nexus
  - Source-to-Sea, including IWRM/Integrated Coastal Zone Management/Integrated Groundwater Management
  - Non-Conventional Water Resources Management, including for Integrated Urban Water Management
  - Water-Employment-Migration
- **Climate Resilience through Water**
- **Transboundary Water Cooperation**

GWP-Med, furthermore, addresses the three (3) Across-Anchors Areas of the GWP Strategy 2020-2025:

- **Engaging the private sector**
- **Contributing to gender equality**
- **Mobilizing youth for water resources management**

In a region rich in partnerships, networks and joint actions, GWP-Med added value is with its:

- holistic approach on water and its range of inter-relations beyond the water sector;
- understanding of and legitimacy with mandated regional-national-basin-transboundary institutions' priorities and expressed needs as well as the related architecture on water, economy, society and development;
- technical expertise on policy making as well as applied and innovative integrated approaches;
- wide reach to the range of water and sustainable development stakeholders;
- convening capacity through multi-stakeholder platforms (MSPs);
- extensive regional and international pool of knowledge resources.

In 2020-2022, GWP-Med action will build on:

- the heritage of almost 20 years of 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;
- screening of funding opportunities and, further on, of strategic and operational partnerships.

## 1.4 Taking stock of the 2014-2019 Strategy period

[this part should be further elaborated]

The period 2014-2019 has marked expansion of GWP-Med agendas, enlargement of activities and upscaling of synergies. Selected highlights of GWP-Med action lines and achievements include:

- Advancements in **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*, by contributing to key regional processes including the **Union for the Mediterranean (UfM) Water Agenda** through its Ministerial Meeting (Malta, 2017) Water Expert Group (WEG) and the promotion of the related Work Programme through its 4 Thematic areas as well as its Financial 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-Food-Energy-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*, by 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 emphasis in Jordan, Lebanon, Mauritania, Palestine, Tunisia, as well as Montenegro and North Macedonia depending on the specific country IWRM agendas ;
- by a range of assessment, dialogue and action planning activities on the **Water Governance & Financing Nexus** with an emphasis on **Private Sector Participation** as well as **Corporate Social Responsibility and Water Stewardship**, and **Water Integrity** at MENA level
- by designing and launching with partners the GWP-Med agenda on **Water-Employment-Migration**.

- Advancements on 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, assisted the promotion of the **UNECE Water Convention** in the region. Advanced activities on the **Water-Energy-Food-Energy-Ecosystems Nexus** with emphasis on SEE shared basins and the North Western Sahara Aquifer.

- Contributions 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; assisting countries to develop a regional program proposal on climate change adaptation in the coastal area in the UNEP MAP framework; reinforcing stakeholders capacities on water security and climate resilience in Mauritania, including linked to NAP and NDCs and developing an action plan and preparation of bankable project;etc.

- Promotion of sustainable management of **Non-Conventional Water Resources** through
  - piloting technical interventions *at local level* through a wide range of innovative and mainstreamed technical application of small-scale and demonstration character in Mediterranean **islands** (Cyprus, Greece, Malta, Italy), 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 a pilot technical application on urban water management in the city of Alexandroupolis, Greece.

- Promotion of **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.

- Promotion of the GWP-Med agendas on **Water & Gender** and **Water & Youth**, including with an emphasis on **Employment**.

Overall, the vast majority of the objectives set in the GWP-Med Work Plans 2014-2019 have been achieved. It should be noted however, that the lingering political turbulence in the South and East Mediterranean and the often critical security conditions in several of the countries, have placed challenges in the smooth and unobstructed conduct of activities, both at national level and also when concerning the participation of national stakeholders in regional/international processes. Furthermore, the prevailing uncertainty due to the social unrest and accumulative impact of forced migration have caused, at times, the (re)orientation of national priorities towards these, causing alterations to national sustainable

development priorities. Additionally, ongoing reform processes in most of the countries, also due to the high expectations of the post-Arab Spring period, have translated into frequent institutional restructuring and changes in the composition of government structures, thus posing an additional challenge in the timely and uneventful implementation of activities. In addition to practical issues of conducting activities and travelling to/from some countries, the above issues rendered, in some cases, particularly challenging the water security vision, long term planning and effective IWRM application.

Recognised strengths of the organisation include:

- good placement and trust with regional and national policy institutions, partners and donors;
- continuity in the thematic agendas and in the synergies with partners;
- engagement on agendas and with partners beyond the water box;
- evolving and diversified fund-raising channels;
- committed personnel.

External challenges of the organization include:

- socio-political unrest and war, including often changes in governments and administration;
- the Mediterranean is not a target region for donors;
- high competition on limited financial resources devoted to related type of interventions.

Internal challenges of the organization include:

- the partnership needs to increase in an engaging manner, the membership and governance provisions need to be further consolidated, and options for the institutional setting of GWP-Med need to be further explored;
- knowledge management and sharing functions need to advance;
- internal organization, procedures and monitoring of impacts of operations need to fully meet the current and upcoming standards of the evolving organizational setting and agenda development.

## 2. Strategic Result Framework at Regional level

### 2.1 GWP Impact – Vision

GWP impact lies in the **socio-economic and environmental benefits** derived from better water resources governance and management in the countries and regions where GWP is active.

These benefits can be related to one or several thematic areas depending on the *actual problems* solved.

*For the Mediterranean, quantified targets are entered against the logframe indicators reflecting expected results for the entire planning period at the impact level.*

**TABLE A: Strategic Results Framework (1)**

TABLE A: Strategic Results Framework (1)			
<b>Vision</b>	<b>“A water-secure world”</b>	<b>GWP Impact Statement:</b> Water secure, sustainable, inclusive and resilient development	<b>Regional level Impact Statement:</b> Water secure, sustainable, inclusive and resilient development in the Mediterranean

<b>Impact</b>	<b>GWP indicators</b>	<b>Target 2020-2022</b>
Water secure, sustainable, inclusive and resilient development	I1: Number of people benefiting from improved water resources governance and management	200 mil people
	I2: Total value of water-related investments from government and private sources influenced	500 mil euros

## 2.2 GWP Key Water Governance Outcomes – Mission

GWP’s main outcomes lie in the **governance improvements** introduced by actors at all levels where GWP is active. These governance improvements, GWP Key Water Governance Outcomes, occur in “**change areas**” which cover the wide array of the water governance spectrum

A comprehensive classification of these “change areas” and related IWRM tools has been developed by GWP, as reflected in the GWP ToolBox classification structure used to categorise all GWP outcome level results. This classification structure is closely aligned with the framework formally adopted to monitor SDG 6.5.1 on IWRM which allows each GWP outcome to be categorised according to which SDG 6.5.1 sub-indicator it is moving the needle on. This is important as it allows GWP to connect its high-level results to an internationally adopted IWRM framework.

In the context of the 3-year Work Programme, the most tangible link with the SDG 6.5.1 framework manifests itself through the outcome targets in the GWP logframe. The outcome indicators are closely aligned with the 6.5.1 sub-indicators and as such each target maintains a direct link to the formal IWRM monitoring framework.

*For the Mediterranean, quantified targets are entered against the logframe indicators reflecting expected results for the entire planning period at the outcome level<sup>2</sup>.*

**TABLE A: Strategic Results Framework (1)**

TABLE A: Strategic Results Framework (1)			
<b>Mission</b>	<b>“To advance governance and management of water resources for sustainable and equitable development”</b>	<b>GWP Work Programme Overall Outcomes:</b> <ul style="list-style-type: none"> <li>• Robust, inclusive and effective water governance and management systems</li> <li>• Sustainable and climate resilient infrastructure</li> </ul>	<b>Regional level Work Programme Overall Outcome:</b> <ul style="list-style-type: none"> <li>• Robust, inclusive and effective water governance and management systems</li> <li>• Sustainable and climate resilient infrastructure</li> </ul>

*Please see the accompanying factsheets for an explanation of each indicator and example results*

Outcomes	GWP indicators	Target 2020-2022
<b>Enabling Environment:</b> Strengthened policies, laws and plans to support IWRM at national and other levels of planning	O1: No. of formally adopted national level policies, plans, strategies and laws influenced which integrate water security	2
	O2: No. of formally adopted policies, plans, strategies and laws influenced which integrate water security at other levels	3
	O3: No. of arrangements / commitments / agreements on enhanced water security influenced at transboundary / regional level	2
<b>Institutions and participation:</b> Strengthened institutions for IWRM implementation at national and other levels of planning	O4: No. of capacity building and knowledge development initiatives that can be directly associated with tangible governance change	5
	O5: No. of processes / frameworks / institutions established or strengthened to improve cross-sectoral / transboundary coordination	2

<sup>2</sup> Note: To qualify as a recorded outcome attributable to GWP, it needs to be demonstrated that 1) the result relates to a tangible IWRM oriented water governance change delivered by a mandated actor, and 2) it can be shown that GWP had a meaningful role to play in supporting/guiding/influencing this change. This role may be substantial or minor but the important thing is that GWP can demonstrate direct attribution between its work and the outcome, irrespective of the level of significance.

Outcomes	GWP indicators	Target 2020-2022
	O6: No. of formal multi-stakeholder participation processes facilitated on behalf of a mandated institution	4
	O7: No. of policies, plans, strategies and laws influenced that integrate gender inclusion	2
<b>Management Instruments:</b> Improved management instruments to support IWRM implementation at national and other levels of planning	O8: No. of management instruments formally being used by water managers and decision-makers	4
	O9: No. of formal data sharing arrangements established	2
<b>Financing:</b> Improved financing for water resources development and management at national and other levels of planning	O10: No. of approved investment plans and budget commitments associated with policies, plans and strategies that integrate water security	1
	O11: No. of funding agreements influenced to implement water-informed National Adaptation Plan and integrated flood and drought management policies and measures	2
	O12: No. of processes in place to raise local revenues from dedicated levies on water users at basin, aquifer or sub-national levels	
	O13: No. of budget commitments from riparian countries to support agreed transboundary cooperation arrangements	1
Sustainable and climate resilient infrastructure	O14: No. of water-related infrastructure interventions founded on robust, inclusive, and effective water governance systems influenced	2

## 2.3 Regional Outcome Challenges (Outcome Mapping approach, using progress markers)

*The governance improvements listed above are happening on the ground via the actors benefiting from GWP interventions.*

*Each GWP entity applies the Outcome Mapping approach to identify the key **boundary (targeted) actors**<sup>3</sup> to influence in order to have a chance to foster these changes. The way GWP would like to see these boundary actors influenced is described in the “Outcome Challenges”. These Outcome Challenges are broken down for both global and regional agendas in intermediate goals to be reached along the way: the GWP Progress Markers.*

*There is a great diversity of **Boundary Actors** and related outcome challenges: Governments, RBOs, Research organizations, NGOs, Funding agencies, etc. They can be related to one or several thematic areas depending on the actual problems targeted.*

*The outcome challenges and progress markers are set against the three dimensions through which GWP designs its activities – We Mobilise, We Act, We Learn – as described in the new 2020-2026 Global Strategy document.*

### 2.3.1 We Mobilise

*Conducive environment created for motivating action by water-relevant actors*

<sup>3</sup> The stakeholders with whom the programme will seek to interact with and influence to effect the desired water governance change

**TABLE B: Strategic Results Framework (2)**

OC <sup>4</sup>	Outcome Challenges	Boundary actors	Progress markers
1.1	Sustainable country water partnerships are explored and established	Country and local water and wider sustainable development stakeholders	<ul style="list-style-type: none"> <li>Country and local stakeholders are networked in functioning partnerships to better tackle IWRM (6.5.1 and 6.5.2) and WEFE Nexus objectives. <i>Target:</i> at least 1 CWP, according to demand</li> </ul>
1.2	GWP and GWP-Med agendas in Africa and in the Gulf is further set and advance	Regional institutions, regional stakeholders, governments, development partners	<ul style="list-style-type: none"> <li>Further operational links are established with African key institutions and stakeholders and contribution to the <b>Pan-African agenda</b> is made with emphasis on promoting North African water-related objectives and South-South cooperation. <i>Target:</i> AUDA-NEPAD, AMCOW, UMA, AWF, AfDB, EU-Africa cooperation</li> </ul>
		Regional institutions, regional stakeholders, governments, development partners	<ul style="list-style-type: none"> <li>Options for collaboration and action are explored with <b>Gulf countries governments, stakeholders and GCC regional institutions</b> aiming at promoting GWP objectives in the area, and an operational agenda is established and advance. <i>Target:</i> GCC, UNEP ROWA, Gulf IFIs Group, EU-Gulf cooperation</li> </ul>
1.3	Agendas for cross-cutting GWP-Med focus themes responding to the GWP Strategy 2020-2025 advance	Regional institutions, regional stakeholders, gender /youth /employment organisations, private sector partners, governments, development partners	<ul style="list-style-type: none"> <li>Regional partners contribute and engage to the design and advancement of <b>Gender, Youth, and Private Sector Participation</b> action plans, also with emphasis on <b>Employment</b> objectives. <i>Target:</i> 3 Action Plans</li> <li>Increased participation of women and youth in regional and national dialogue fora. <i>Target:</i> at least 40% for women, at least 10% for youth</li> <li>Increased participation of private sector in regional and national dialogue for a. <i>Target:</i> at least 50 private partners participate in dialogue and capacity building activities</li> <li>UfM Water &amp; Youth initiative supported and advance. <i>Target:</i> launch of the initiative</li> </ul>

### 2.3.2 We Act

*Water-relevant actors pursue opportunities to improve water resources management at different scales*

<sup>4</sup> Please number the Outcome Challenges

**TABLE B: Strategic Results Framework (2)**

OC <sup>5</sup>	Outcome Challenges	Boundary actors	Progress markers
2.1	Policy dialogue facilitated and catalytic actions and demo applications implemented for <b>IWRM and Nexus planning</b> at regional, national and local / river basin level	Regional and sub-regional institutions, regional stakeholders, development partners	<ul style="list-style-type: none"> <li>• <b>Regional / Sub-regional</b> institutions and political initiatives are assisted for advancing their <b>Water related strategy processes</b>, including through <b>WEFE Nexus, WEM and Climate Resilience approaches</b>. <i>Target:</i> UfM, UNEP/MAP, RCC, AU, 5+5 Western Med initiative, LAS, UMA</li> </ul>
		Governments, local authorities, RBOs, water and other sustainable development stakeholders, private sector, development partners	<ul style="list-style-type: none"> <li>• National governments are equipped with tools (assessment, strategic choices, policy options, capacity building) to make progress on their <b>national IWRM planning and monitoring</b> in an integrated approach, including through establishing and advancing capacity for responding to <b>Sustainable Development Goals</b>. <i>Target (indicatively, key aimed beneficiaries):</i> Ministry of Agriculture of Tunisia, Palestinian Water Authority, Lebanese Ministry of Energy and Water, Jordanian Ministry of Water and Irrigation, Mauritanian Ministry of Hydraulics, Ministry of Agriculture, Fisheries, Rural Development, Water and Forests of Morocco, Ministry of Tourism and Sustainable Development of Montenegro, Ministry of Environment &amp; Tourism of Albania, Ministry of Environment &amp; Physical Planning of North Macedonia</li> </ul>
		Governments, local authorities, RBOs, water and other sustainable development stakeholders, private sector, development partners	<ul style="list-style-type: none"> <li>• <b>Water financing / Private Sector Participation (PSP)</b> 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 authorities and private sector) leading to new synergies; pilot schemes are promoted and, eventually, tested. <i>Target (indicatively, key aimed beneficiaries):</i> Ministry of Agriculture of Tunisia, Palestinian Water Authority, Lebanese Ministry of Energy and Water, Jordanian Ministry of Water and Irrigation, Mauritanian Ministry of Hydraulics, Ministry of Agriculture, Fisheries, Rural Development, Water</li> </ul>

<sup>5</sup> Please number the Outcome Challenges

**TABLE B: Strategic Results Framework (2)**

OC <sup>5</sup>	Outcome Challenges	Boundary actors	Progress markers
			<p>and Forests of Morocco, Ministry of Tourism and Sustainable Development of Montenegro, Ministry of Environment &amp; Tourism of Albania, Ministry of Environment &amp; Physical Planning of North Macedonia</p>
		<p>Governments, local authorities, water &amp; other sustainable development stakeholders</p>	<ul style="list-style-type: none"> <li>Stakeholders are assisted to improve their understanding and capacity on <b>water integrity, transparency and accountability</b> as means for improved water governance. <i>Target:</i> MENA dialogue advance in new phase.</li> </ul>
		<p>Governments, local authorities, RBOs, water and other sustainable development stakeholders, private sector, development partners</p>	<ul style="list-style-type: none"> <li>Regional, national and local <b>IWRM and Integrated Coastal Zone Management (ICZM)</b> 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. <i>Target:</i> ICZM/IWRM assessments and action plans in Lebanon, Montenegro, Morocco and Tunisia.</li> </ul>
		<p>Governments, local authorities, RBOs, sustainable development stakeholders, private sector, development partners</p>	<ul style="list-style-type: none"> <li>National and basin institutions are assisted in addressing natural resources security issues using the <b>Water-Energy-Food- Ecosystems Nexus</b> 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. <i>Target (indicatively, key aimed beneficiaries):</i> Water, Energy, Agriculture and Environment Ministries of Albania, Bosnia &amp; Herzegovina, Montenegro, Kosovo*, North Macedonia, Algeria, Lebanon, Morocco, Serbia</li> </ul>
<p><b>2.2</b></p>	<p>Regional and local policy dialogue is facilitated, capacity built and IWRM and Nexus solutions catalysed for <b>Transboundary basins</b></p>	<p>Governments, local authorities, RBOs, sustainable development stakeholders, regional institutions, private sector,</p>	<ul style="list-style-type: none"> <li>Decision makers and stakeholders establish better understanding, improve their capacity and are equipped with advanced IWRM and Nexus policy tools and knowledge to respond to <b>Transboundary</b> challenges.</li> </ul>

**TABLE B: Strategic Results Framework (2)**

OC <sup>5</sup>	Outcome Challenges	Boundary actors	Progress markers
		development partners	<p>Targeted transboundary water bodies include Drin River Basin including Lake Ohrid, North Western Sahara Aquifer System, Dinaric Arc.</p> <p><i>Target (indicatively, key aimed beneficiaries):</i> Water, Energy, Agriculture and Environment Ministries of Albania, Montenegro, Kosovo*, North Macedonia, Algeria, Libya, Lebanon, Tunisia</p>
		Governments, local authorities, RBOs, water and sustainable development stakeholders, regional institutions, development partners	<ul style="list-style-type: none"> <li>• More countries of the Mediterranean become aware of and possibly participate at the <b>UNECE Water Convention</b> ratification process, etc.</li> </ul> <p><i>Target:</i> MENA policy dialogue and capacity building continues, Lebanon, Jordan</p>
2.3	Regional and national policy dialogue facilitated, capacity built, solutions catalysed and investments mobilized through technical assistance to countries, including for accessing international financing, for <b>water-related climate resilience</b> action	Governments, local authorities, RBOs, Nexus stakeholders, regional institutions, private sector including insurance companies, development partners	<ul style="list-style-type: none"> <li>• Decision makers and stakeholders develop better understanding of and advance policies and action related to <b>water-related climate resilience</b> including by addressing mitigation/adaptation co-benefits, through: policy and action planning; project prioritization and preparation; elaboration of investment portfolios; exploration of options for private sector engagement; support for preparing and advancing National Adaptation Plans (NAPs); support for advancing Intended Nationally Determined Contribution (INDCs) setting and implementation; etc.</li> </ul> <p><i>Target (indicatively):</i> Albania, Algeria, Kosovo*, Lebanon, Libya, Mauritania, Montenegro, Morocco, North Macedonia, Tunisia; launch and facilitation with UfM of regional partnership for mobilization of international climate financing</p>
		Governments, local authorities, sustainable development stakeholders, regional institutions, private sector, development partners	<ul style="list-style-type: none"> <li>• Regional, national and local partners engage on <b>Disaster Risk Reduction</b> solutions, including through better flood control and drought management planning, primarily at transboundary level.</li> </ul> <p><i>Target:</i> Dialogue and capacity building activities in Western Balkans.</p>
2.4	Local pilot applications implemented and local and regional dialogue promoted on <b>Non-Conventional Water Resources Management</b> , and	Governments, local authorities, sustainable development	Local authorities and individuals, particularly in water scarce islands and coastal areas of the Mediterranean, are motivated to promote and assisted to

**TABLE B: Strategic Results Framework (2)**

OC <sup>5</sup>	Outcome Challenges	Boundary actors	Progress markers
	the <b>Urban Water Resources Management agenda</b> advance through city-level interventions	stakeholders, regional institutions, private sector, youth, development partners	apply <b>Non-Conventional Water Resources (NCWR) Management</b> including through practices like rainwater harvesting (RWH), gray water reuse and storm water management, etc. as well as promote <b>Nature-based Solutions for Water</b> <i>Target (indicatively):</i> Local communities in Greece and Malta; exploration of options for application in MENA. Launch of NbSW initiative, with emphasis in North Macedonia and Western Balkans
		Governments, local authorities, sustainable development stakeholders, regional institutions, private sector, development partners	<ul style="list-style-type: none"> <li>Regional and local partners contribute and engage on <b>Integrated Urban Water Management (IUWM)</b>, including through pilot IUWM planning, technical applications at city level, and promotion of employment opportunities particularly for Youth. <i>Target (indicatively):</i> Exploration for developing pilots in Greece and Tunisia</li> </ul>
2.5	Networking, policy planning, and local pilot applications for addressing <b>Water-Employment-Migration</b> challenges are promoted	Governments, employment and migration stakeholders, Nexus stakeholders, regional institutions, private sector, local authorities, development partners	<ul style="list-style-type: none"> <li>Regional, national and local partners engage for solutions to <b>WEM</b> challenges, including towards promoting market-based approaches, with emphasis on <b>Gender</b>, and <b>Youth</b> engagement, through <b>Nexus</b> and <b>Nature-based Solutions for Water</b> approaches. <i>Target:</i> Development and launch of implementation of multi-activity (assessment, assistance to policy making, pilots, capacity building) UfM framework programme with focus in Jordan, Lebanon and Tunisia (indicative)</li> </ul>

### 2.3.3 We Learn

*Water relevant actors have the capacity to carry out water management decisions*

**TABLE B: Strategic Results Framework (2)**

OC <sup>6</sup>	Outcome Challenges	Boundary actors	Progress markers
3.1	<b>Knowledge</b> is shared and <b>awareness on water challenges</b> is promoted and contribute to the identification of sustainable water and climate resilience solutions in the Mediterranean	- Regional institutions, regional stakeholders, sustainable development stakeholders, academia - Regional institutions, regional	<ul style="list-style-type: none"> <li>Package knowledge created through GWP-Med activities and disseminate knowledge products in targeted stakeholder groups. <i>Target:</i> knowledge material on Transboundary, Nexus, Nexus/Wetlands, Climate resilience, Climate Financing.</li> </ul>

<sup>6</sup> Please number the Outcome Challenges

**TABLE B: Strategic Results Framework (2)**

OC <sup>6</sup>	Outcome Challenges	Boundary actors	Progress markers
		stakeholders, governments, local authorities, sustainable development stakeholders, private sector, development partners	<ul style="list-style-type: none"> <li>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 <b>Sustainable Development Goals</b>. <i>Target:</i> focusing on regional and sub-regional political and technical processes on Water, Nexus, Transboundary, Climate, Financing, Innovation, Entrepreneurship, Youth, Gender, Private sector</li> </ul>
3.2	<b>Parliamentarians and Media</b> are assisted in tackling more efficiently IWRM issues in their fields of operation and power	MPs (individuals and networks), Media (individuals and networks), regional institutions, regional stakeholders	<ul style="list-style-type: none"> <li>Facilitate the works of the <b>Circle of Mediterranean Parliamentarians for Sustainable Development (COMPSUD)</b> and of the <b>Circle of Mediterranean Journalists for Sustainable Development (COMJSD)</b> by sharing information among the networks, organising their regular 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. <i>Target:</i> regular information sharing and organisation of annual dialogue/capacity building workshops of the two Circles</li> </ul>
3.3	<b>Education</b> for IWRM is promoted through the Mediterranean Education Initiative for Environment and Sustainability	Educators, academia, regional institutions, regional stakeholders	<ul style="list-style-type: none"> <li><b>Educators</b> are assisted in their networking and capacity building on IWRM issues. <i>Target:</i> support regular information sharing within the network of educators, training of trainers primarily linked with the NCWR agenda.</li> </ul>

## 2.4 Implementation Map at Regional level – Outputs and Deliverables

*GWP outputs lie in the services and products delivered by the GWP network which foster sustainable governance improvements of the water systems (via influenced boundary actors).*

*The Strategy 2020-2025 sets out a common approach towards strategy implementation based around the three dimensions listed in the sub-sections below. The content can be related to one or several thematic areas depending on the actual problems targeted.*

*Quantified targets are entered against the logframe indicators reflecting expected results for the entire planning period at the output level.*

### 2.4.1 We Mobilise

Synthesis of the planned approach (key types of activities and outputs) for the *We Mobilise* dimension.

- Increase and widen diversion and volume of stakeholders engaging in dialogue and implementation processes, aiming for further inclusivity and vibrancy of contributions
- Assist multi-stakeholder platforms, of GWP-Med as well as its network members and beyond, for impact orientation
- Synergize with a range of partners, within and beyond the water sector, to increase coordination and joint action

Logframe targets for the *We Mobilise* dimension.

Please see the accompanying factsheets for an explanation of each indicator and example results

Outputs	GWP indicators	Target 2020-2022
Key actors within and beyond the water sector engaged and multi-stakeholder platforms established	OT3.1: RWP health check score (composite indicator measuring financial, governance and programmatic reporting parameters recorded in the ARAG)	
	OT3.2: No. of initiatives that mobilise underrepresented groups (incl. gender and youth) to engage with water management and governance processes and to participate in decision making	2
	OT3.3: No. of initiatives with private sector actors to mobilise investment, reduce impacts on water by key industries, and promote innovation and entrepreneurship	4

#### 2.4.2 We Act

Synthesis of the planned approach (key types of activities and outputs) for the *We Act* dimension.

- Support decision makers through legitimate regional and national policy making and action planning processes
- Catalyse inclusive investment in water and climate resilient infrastructure
- Implement pilot activities of demonstration character to stimulate systemic change through understanding, replication and leverage

Logframe targets for the *We Act* dimension.

Please see the accompanying factsheets for an explanation of each indicator and example results

Outputs	GWP indicators	Target 2020-2022
Interventions delivered to foster and demonstrate integrated practices for water resources management	OT1.1: No. of mandated institutions supported in developing and implementing arrangements for transboundary water management	7
	OT1.2: No. of mandated national institutions supported in developing and implementing policies, legal frameworks and/or plans based on IWRM	4
	OT1.3: No. of mandated sub-national institutions supported in developing and implementing policies, by-laws and/or plans based on IWRM	3
	OT1.4: No. of mandated institutions supported in integrating gender inclusive water components into development planning and decision-making processes	5

OT1.5: No. of mandated national institutions supported in developing national investment plans or strategies	6
OT1.6 No. of mandated institutions supported in the development of capacity and projects to access finance	6
OT1.7 No. of mandated national institutions supported in monitoring SDG 6	2
OT1.8 No. of demonstration projects undertaken for which innovation has been demonstrated	3
OT1.9 No. of initiatives / demonstration projects specifically targeting gender issues	3
OT1.10 No. of documents produced outlining the lessons from GWP demonstration projects and a plan for replicating solutions	4
OT1.11 No. of beneficiaries supported in demonstration projects on water security and climate resilience undertaken	4 mil

### 2.4.3 We Learn

<p>Synthesis of the planned approach (key types of activities and outputs) for the <i>We Learn</i> dimension.</p> <ul style="list-style-type: none"> <li>- Deepen and share knowledge on water security and climate resilience aspects, including through learning alliances</li> <li>- Enhance awareness raising and capacity building opportunities, including through innovative learning approaches</li> <li>- Reach out to less engaged stakeholders group seeking their more active contribution to water security and climate resilience agendas</li> </ul>
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Logframe targets for the *We Learn* dimension.

Please see the accompanying factsheets for an explanation of each indicator and example results

Outputs	GWP indicators	Target 2020-2022
Learning processes, products and platforms introduced in forms that are easily available, attractive, social and timely	OT2.1 No. of mandated institutions at national, basin and regional levels with demonstrably enhanced capacity to design and implement policies, legal frameworks and/or plans based on shared learning on IWRM processes	400
	OT2.2 No. of capacity building and professional development workshops/initiatives with a significant focus on women, youth, and/or other marginalized groups initiated and implemented	10
	OT2.3 No. of publications, knowledge products (including strategic messages) and tools for developed and disseminated	5
	OT2.4 No. of publications and knowledge products that have a prominent gender perspective incorporated	3
	OT2.5 User satisfaction across knowledge products and services produced, managed and disseminated	
	OT2.6 No. of knowledge exchange and cross-regional learning initiatives with commitments for concrete follow up	2

### 3. Anticipated portfolio of projects and initiatives

Overview of the **ongoing** and **anticipated** regional projects and initiatives through which the work programme will be implemented.

Projects / Initiatives	Brief description	Main thematic focus <sup>7</sup>
<b>On-going and anticipated</b>		
Sida 'Making Cooperation Happen in the Mediterranean' Project, 2016-2020		Nexus, TWRM, Clima, WEM
GEF UNDP Drin Projects (Drin Full Size Project and Drin Kosovo Medium Size Project), 2015-2021		TWRM
ADA Nexus in SEE, 2018-2021		Nexus
GEF IW:LEARN 4 Project, 2017-2020		TWRM
UfM Technical Assistance Project in support of the UfM Water Agenda, 2018-2020		Nexus, WEM, Clima, WASH
Coca-Cola Non-Conventional Water Resources Management in Malta, 2019-2020		NCWR
Coca-Cola Zero Drop in Greece 2020-2021		NCWR
GEF UNEP Med SCCF Project on Climate Change Adaptation in the Coastal Areas, 2020-2022		Clima
GEF UNEP Med Programme Nexus Project in MENA and SEE, 2017-2018 (PPG) and 2020-2023		Nexus
GEF UNEP Med Programme Source-to-Sea Project in MENA and SEE, 2017-2018 (PPG) and 2020-2023		Source-to-Sea
GEF UNESCO DIKTAS Project, 2020-2023		TWRM
GEF UNDP Floods in SEE, 2020-2023		Clima, TWRM
MAVA regional Nexus/Wetlands Knowledge Management Project, 2018-2020		Nexus
MAVA Tunisia ICZM/IWRM project, 2018-2020		Source-to-Sea
MAVA Buna/Bojana ICZM/IWRM project, 2018-2020		Source-to-Sea
SDG SP2 in North Macedonia, 2020		Governance
SDC/Nature-based Solutions on Water in North Macedonia, Balkans, Africa, 2020-2022		NCWR/WEM
GWP Gender-based Water and Climate for Development Programme, 2020-2023		Clima
GCF Readiness Projects: Montenegro, Libya (more countries)		Clima – plus more

## 4. Resources

### 3.1 Resources needed (3 years to 2022)

#### Financial resources

Budget evolution follows a steady up-curve since GWP-Med's establishment (2002), with financial 'step-plateaus' lasting around 4-5 years each. The latest such 'step-plateau' marked a doubling-plus of the usual annual budget and secured a related outlook for until the end of the previous programming period (2019).

The estimated total budget for the execution of the GWP-Med Work Programme 2020-2022 is in the order of 12 mil euros. Of these, around 8 mil euros are already secured or are in the pipeline (e.g. agreement with the donor has been reached but contracts have not been yet signed, anticipated pledges through

<sup>7</sup> Can be more than one

GWP, etc. The ratio between GWP-provided resources and GWP-Med-raised funds (Locally Raised Funds for the GWP terminology) is, with the present calculation, in the order of 1:8. The budget may increase if action-lines, for example of the Green Climate Fund, the African Investment Programme / WACDEP-G, excel and produce projects of scale.

An indicative allocation per year is presented in the following table.

Year	2020	2021	2022
Million euros	3,5	4	4,5

Effort will be made to effectively tackle implementation challenges often faced, such as low headcount compared to the range and size of activities; limited funding for Finance & Admin and Comms; multiple levels and lines of reporting and auditing processes; challenging co-financing obligations; geographic and/or cost eligibility limitations of certain funding sources; low capacity of some projects' partners to cope with needs and requirements; etc.

On human resources, GWP-Med enters the triennium with an implementation capacity of a 22-strong Secretariat spread in Athens (Head Office), Beirut, Podgorica (Antenna Office), Pristina, Skopje (Antenna Office), Tirana (Antenna Office) and Tunis (Antenna Office). Furthermore, a number of collaborating organisations are engaged in the execution of activities while external short-term technical experts are also recruited according to needs.

Among others, options for evolving or retaining GWP-Med institutional setting are considered and will conclude during the coming work programme period.

### 3.2 Business development and resource mobilisation

List of tangible current and anticipated opportunities to access the necessary funding to implement the work programme. Note that this could be from a variety of sources at the country, regional and global levels.

Projects / Initiatives	Brief description	Main thematic focus <sup>8</sup>
<b>Currently Pursued (indicative)</b>		
CBC Med on NCWR		NCWR
GCF Mauritania – Full size project		Clima
GEF UNEP Depollution through promotion of Nexus Wastewater Treatment Plants, with private sector participation		Nexus, Source-to-Sea Governance
Water-Employment-Migration/Nexus in MENA - Sida		WEM, Nexus, Governance
Advance implementation of the Drin Strategic Action Programme		TWRM
Non-Conventional Water Resources Management in Med countries		NCWR
Water-Employment-Migration, including with emphasis on Youth and Gender		WEM, Nexus
Governance & Financing, including Private Sector Participation		Governance

<sup>8</sup> Can be more than one

AGENDA ITEM **8**

**Draft GWP-Med Work Plan 2020**



# GWP-Med Work Plan 2020

*DRAFT*

Global Water Partnership – Mediterranean

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## A. Water Management Context and Challenges in the Mediterranean, and GWP-Med 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 such natural and man-made challenges are directly linked with water.

Water is fundamental to human security, key to social and economic growth and has a crucial role in 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 rims 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 mil, while those facing water shortages exceed 60 mil.

Intensive abstraction for domestic, agricultural and industrial purposes has led to depletion of surface and ground water 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 km<sup>3</sup>/year in 2007. Agriculture remains the major consumer with 64% of total water use (varying from 50% to 90%), 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 deterioration of water quality.

Access to potable water is above the global average and shows significant progress (it is estimated that 75 mil inhabitants received access to water in 1990-2006). Today, the proportion of the population enjoying access to improved water services stands at over 90% in most 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 parts of the Region, and 20+ mil 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, AU, Arab League, RCC, UMA, etc.) and stakeholders with coordination across entities and sectors remaining a significant challenge.

2020 is the first implementation year of the 2020-2022 Work Programme in response to the GWP Strategy 2020-2025. In 2020, GWP-Med in synergy with partner and collaborating institutions and stakeholders, and acting as a neutral convener, 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, shaping its action on:

- Mobilise: facilitating multi-stakeholder participation & engagement in as well as development partners' support for policies, investments and solutions at regional, transboundary, national, basin and local level, through Integrated Water Resources Management (IWRM) and Water-Energy-Food-Ecosystem Nexus (WEFE Nexus) approaches.
- Act: assisting Mediterranean countries on policy making, planning and demo application for sustainable development and utilization of water resources through such integrated approaches towards coherent, tangible and measurable impacts.

- Learn: promoting understanding, capacity building, knowledge sharing and education on such integrated approaches, demonstrating their value, applicability and contribution towards countries' set objectives.

GWP-Med will address the three main GWP Anchor Areas and related priority Themes, including:

- Water solutions for the Sustainable Development Goals
  - Water Governance & Financing, including Private Sector Participation
  - Water-Energy-Food-Ecosystems Nexus
  - Source-to-Sea, including IWRM/Integrated Coastal Zone Management/Integrated Groundwater Management
  - Non-Conventional Water Resources Management, including for Integrated Urban Water Management
  - Water-Employment-Migration
- Climate Resilience through Water
- Transboundary Water Cooperation

GWP-Med, furthermore, will address the three Across-Anchors Areas of the GWP Strategy 2020-2025: Engaging the private sector; Contributing to gender equality; Mobilizing youth for water resources management.

GWP-Med action will build on: the heritage of almost 20 years of 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; screening of funding opportunities and, further on, of strategic and operational partnerships.

## B. GWP-Med Work Plan 2020 highlights

- Advance **Water Security** targets through **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 and its Financial Strategy, the **5+5 Western Mediterranean Water Strategy and Action Plan**, the **League of Arab States**, the **African Union**, 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 Nexus approach;

- *at national level*, with provisional emphasis on Jordan, Lebanon, Tunisia, Mauritania as well as Montenegro and North 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 <b>Water-Employment-Migration</b> .
<ul style="list-style-type: none"> <li>Advance integrated <b>Transboundary Water Resources Management</b> 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 <b>Drin River Basin</b> (shared by five riparians in SEE), and the <b>North Western Sahara Aquifer</b> (shared by Algeria, Libya and Tunisia). Furthermore, assist the promotion of the <b>UNECE Water Convention</b> in the region. Advance activities on the <b>Nexus</b> including <b>Climate Change</b> and <b>Flood Management</b> considerations, with emphasis on SEE shared basins and the North Western Sahara Aquifer.</li> </ul>
<ul style="list-style-type: none"> <li>Contribute in tackling <b>Climate Resilience</b> 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; launching a UfM/GWP partnership for mobilising international climate finance in the Mediterranean; 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 GCF Readiness and full projects for submission to the Green Climate Fund in Libya, Montenegro and Mauritania, and exploring more such options in Med countries.</li> </ul>
<ul style="list-style-type: none"> <li>Promote sustainable management of <b>Non-Conventional Water Resources</b> through: piloting technical interventions at <i>local</i> level through practical demo applications in Mediterranean <b>islands</b> (Malta, and possibly more), also contributing to local climate resilience and youth employability objectives; further advancing the GWP-Med agenda on <b>integrated urban water resources management</b> in collaboration with partners; promoting <b>Nature-based Solutions on Water</b>, including linked with employment/entrepreneurship and youth engagement objectives.</li> </ul>
<ul style="list-style-type: none"> <li><b>Raise awareness</b> and <b>build capacities</b> of targeted stakeholders groups including <b>parliamentarians and media</b>; promote <b>knowledge management &amp; sharing</b> through elaboration and distribution of success stories on IWRM &amp; TWRM aspects; promote <b>education for sustainable development</b> with emphasis on water.</li> <li>Further design and promote with partners the GWP-Med agendas on <b>Water &amp; Gender, Water &amp; Youth, Water &amp; Private Sector Participation</b> including with an emphasis on <b>Employment</b>.</li> </ul>

### C. Funding portfolio overview

List of core and project work streams that will be implemented during 2020

Regional portfolio for 2020	Activity reference (source of detailed list of activities for 2020)	Budget reference (source of detailed budget for 2020)
<b>GWP supported</b>		
Core		
SDG SP2 in North Macedonia	Under preparation	Under preparation
<b>Locally Raised/ GWP-Med: Contracted and on going</b>		
Sida 'Making Cooperation Happen in the Mediterranean' Project, 2016-2020	Project document	Project document
GEF UNDP Drin Projects (Drin Full Size Project and Drin Kosovo Medium Size Project), 2015-2021	Project documents	Project document
ADA Nexus in SEE, 2018-2021	Project document	Project document
GEF IW:LEARN 4 Project, 2017-2020	Project document	Project document
UfM Technical Assistance Project in support of the UfM Water Agenda, 2018-2020	Project documents	Project document

<b>Regional portfolio for 2020</b>	<b>Activity reference</b> <i>(source of detailed list of activities for 2020)</i>	<b>Budget reference</b> <i>(source of detailed budget for 2020)</i>
Coca-Cola Non-Conventional Water Resources Management in Malta, 2019-2020	Project document	Project document
MAVA regional Nexus/Wetlands Knowledge Management Project, 2018-2020	Project document	Project document
MAVA Tunisia ICZM/IWRM project, 2018-2020	Project documents	Project document
MAVA Buna/Bojana ICZM/IWRM project, 2018-2020	Project document	Project document
<b>Locally Raised / GWP-Med: Approved and contract expected in 2020</b>		
GEF UNEP Med SCCF Project on Climate Change Adaptation in the Coastal Areas, 2020-2022	Project documents	Project document
GEF UNEP Med Programme Nexus Project in MENA and SEE, 2020-2023	PIF approved by GEF Council	PIF approved by GEF Council
GEF UNEP Med Programme Source-to-Sea Project in MENA and SEE, 2020-2023	PIF approved by GEF Council	PIF approved by GEF Council
GEF UNESCO DIKTAS Project, 2020-2023	Project documents	Project document
GEF UNDP Floods in SEE, 2020-2023	Project document	Project document
SDC/Nature-based Solutions on Water in North Macedonia, Balkans, Africa, 2020-2022	Project document	Project document
<b>Locally Raised / GWP-Med Expected to be approved and contracted in 2020</b>		
Coca-Cola Zero Drop in Greece, 2020-2021	Project document	Project document

*At the time of submission of this version of the Work Plan 2020, a number of other project proposals have been submitted and/or are under preparation.*

## D. GWP-Med Work Plan 2020

### 1. We Mobilize

Outcome Challenge		Progress Marker		Brief Activity Description
Ref.	Description	Ref.	Progress Markers Description	
1.1	Sustainable country water partnerships are explored and established	1.1.1	Country and local stakeholders are networked in <b>functioning partnerships</b> to better tackle IWRM (6.5.1 and 6.5.2) and WEFE Nexus objectives.	<p>Interest in the region is explored for establishing sustainable GWP Country Water Partnerships, with emphasis on North Macedonia and possibly Kosovo* and Montenegro, building on opportunities of the Drin collaboration.</p> <p><i>Activities will be implemented through internal/core capacities.</i></p>
1.2	GWP and GWP-Med agendas in Africa and in the Gulf is –further- set and advance	1.2.1	Further operational links are established with African key institutions and stakeholders and contribution to the <b>Pan-African agenda</b> is made with emphasis on promoting North African water-related objectives and South-South cooperation.	<p>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. Emphasis will be in AUDA-NEPAD, AMCOW, UMA, AWF, AfDB, EU-Africa cooperation.</p> <p><i>Activities will be implemented through internal/core capacities, including the emerging African Investment Programme on Water, and linked to on-going projects</i></p>
		1.2.2	Options for collaboration and action are explored with <b>Gulf countries governments, stakeholders and GCC regional institutions</b> aiming at promoting GWP objectives in the area, and an operational agenda is established and advance.	<p>Interest on the GWP agenda will be sound and synergies will be promoted with governments, stakeholders and regional institutions, as pertinent, aiming at 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 an Arab/DAC cooperation process (tbc). Options in Iran may be explored.</p> <p><i>Activities will be implemented through internal/core capacities.</i></p>
1.3	Agendas for cross-cutting GWP-Med focus themes responding to the GWP Strategy 2020-2025 advance	1.3.1	Regional partners contribute and engage to the design and advancement of <b>Gender, Youth, and Private Sector Participation</b> action plans, also with emphasis on <b>Employment</b> objectives.	<p>&gt; The GWP-Med agenda on Water &amp; Gender, Water &amp; Youth and Water &amp; Private Sector Participation, including with emphasis on Employability &amp; 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.</p> <p>&gt; Increased participation of women and youth in regional and national dialogue fora facilitated, aiming at least 30% for women, at least 10% for youth</p> <p>&gt; Participation of private sector in regional &amp; national dialogue fora facilitated, including through continuous support for the UfM Dialogue on Water Financing.</p> <p>&gt; UfM Water &amp; Youth initiative supported and advance.</p> <p><i>Activities will be implemented within the range of GWP-Med projects (Sida Matchmaker, Drin, ADA, NCWR, etc) and through internal/core capacities.</i></p>

## 2. We Act

Outcome Challenge		Progress Marker		
Ref.	Description	Ref.	Progress Markers Description	Brief Activity Description
2.1	Policy dialogue facilitated and catalytic actions and demo applications implemented for <b>IWRM and Nexus planning</b> at regional, national and local / river basin level	2.1.1	<b>Regional / Sub-regional</b> institutions and political initiatives are assisted for advancing their <b>Water related strategy processes</b> , including through <b>WEFE Nexus, WEM and Climate Resilience approaches</b> .	<p>In collaboration with the lead political institutions and other regional partners engaged in the related processes:</p> <ul style="list-style-type: none"> <li>* technically assist the UfM Secretariat in further developing and implementing the UfM Water Agenda including its Financial Strategy, through support to the regional Water Expert Group; technically leading its Thematic Areas and Task Forces for WEFE Nexus and Water-Employment-Migration; technically facilitating its Thematic Areas and Task Forces for Climate Change Adaptation, WSS, and Financial Strategy.</li> <li>* 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 as well as its evolution through the SEE/EU Green Agenda for the Western Balkans.</li> <li>* contribute to the '5+5' Western Mediterranean Water Strategy and Action Plan implementation's follow up.</li> <li>* further strengthen linkages with and contribute to priorities of Arab League, UMA</li> </ul> <p><i>Activities will be implemented within the Sida 'Matchmaker' Project, the UfM Technical Assistance Project, and through internal/core capacities.</i></p>
		2.1.2	National governments are equipped with tools (assessment, strategic choices, policy options, capacity building) to make progress on their <b>national IWRM planning and monitoring</b> in an integrated approach, including through establishing and advancing capacity for responding to <b>Sustainable Development Goals</b> .	<p>Linked primarily with work below (2.1.3) contribute, based on demand, to key national IWRM or WSS processes through assessment, policy dialogue and capacity building activities, using a structured multi-stakeholder inclusive 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 frameworks and contributing to the implementation of the SDGs as per the priorities and obligations of the countries.</p> <p>In 2020, exploration of interest will be made targeting Albania, Lebanon, Libya, Jordan, Montenegro, Tunisia and North Macedonia. Activities would advance based on resource availability.</p> <p><i>Activities will be implemented through internal/core capacities.</i></p>

Outcome Challenge		Progress Marker		Brief Activity Description
Ref.	Description	Ref.	Progress Markers Description	
		2.1.3	<p><b>Water financing / Private Sector Participation (PSP)</b>  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 authorities and private sector) leading to new synergies; pilot schemes are promoted and, eventually, tested.</p>	<p>Linked also with 2.1.2, advance design, further finetuning the context and fundraising for the next phase of work on the theme. In partnership with the UfM, OECD, country partners and other relevant actors the work shall concern:</p> <ul style="list-style-type: none"> <li>* the design and submission of project proposal(s) on sustainable financing, capitalising on the findings of the GWP-Med/OECD/UfM Gov &amp; Fin project (Sida).</li> <li>* Lebanon, on following up the implementation of the identified pilot water projects to be supported through private banks through a financing mechanism that the Central Bank of Lebanon has in place.</li> <li>* Jordan (tbc), on further promoting the engagement of private banks towards supporting small/medium scale pilot water projects.</li> <li>* Montenegro (tbc) and North Macedonia (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.</li> <li>* at sub-regional level, and in synergy with UNEP MAP, explore the potential for PSP for promotion of Nexus WWTP in MENA</li> <li>* at sub-regional level, and in synergy with SIWI, explore the potential for PSP-related work at transboundary basins.</li> <li>* at regional level, support the implementation of the Financial Strategy that forms part of the UfM Water Agenda and which has already utilised the experience of the Gov&amp;Fin project for the engagement of financing actors in the process;</li> <li>* 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 the 2<sup>nd</sup> UfM Annual Conference on Water Financing and Investment.</li> <li>* at international level, continue providing lead contribution for the Mediterranean/MENA to the OECD Global Water Governance Initiative.</li> <li>* at international level, capitalise on and explore plausible ways forward with the promotion of the GEF PSP agenda in the source-to-sea context.</li> <li>* at international level, explore ways to best contribute to the preparations for the 9<sup>th</sup> World Water Forum (Senegal, 2021).</li> </ul> <p><i>Activities will be implemented within the Sida 'Matchmaker' Project, the UfM Technical Assistance Project, and through internal/core capacities.</i></p>

Outcome Challenge		Progress Marker		Brief Activity Description
Ref.	Description	Ref.	Progress Markers Description	
		2.1.4	Stakeholders are assisted to improve their understanding and capacity on <b>water integrity, transparency and accountability</b> as means for improved water governance.	In collaboration with core 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 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.
		2.1.5	Regional, national and local <b>IWRM and Integrated Coastal Zone Management (ICZM)</b> 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.	<p>&gt; In collaboration with UNEP MAP and partners, launch implementation of GEF Med Programme 'Child Project' on coastal and water management, with emphasis in Albania, Lebanon and Morocco.</p> <p>&gt; 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, under the lead of Wetlands International; for Communications, under the lead of MedWet.</p> <p><i>Activities will be implemented within GEF UNEP/MAP MedProgramme and with MAVA support.</i></p>
		2.1.6	National and basin institutions are assisted in addressing natural resources security issues using the <b>Water-Energy-Food- Ecosystems Nexus</b> approach, 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>&gt; 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 and operational linkages with the WEM agenda, while already advancing parts of it, including:</p> <ul style="list-style-type: none"> <li>○ SEE (activities supported by ADA and GEF) <ul style="list-style-type: none"> <li>- at regional level, including related consultation through a Regional Roundtable on Nexus in SEE;</li> <li>- 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.</li> <li>- at national level, including a Nexus Policy Dialogue (encompassing a Nexus Assessment and a multi-stakeholder consultation process) for preparing a Nexus Strategy in Albania.</li> </ul> </li> <li>○ North Western Sahara Aquifer System (supported by Sida), in collaboration with OSS and UNECE, by producing the publication resulting from the Nexus</li> </ul>

Outcome Challenge		Progress Marker		Brief Activity Description
Ref.	Description	Ref.	Progress Markers Description	
				<p>Policy Dialogue (encompassing a Nexus Assessment and a multi-stakeholder consultation process) and continuing assisting NWSAS countries to improve management of the transboundary underground water body, including by exploring advanced institutional settings and building opportunities for implementation of countries' recommendations like from AUDA-NEPAD/PIDA for projects preparation and funds mobilization.</p> <ul style="list-style-type: none"> <li>○ In collaboration with UNEP MAP and partners and under the lead of MAP, launch the GEF Med Programme 'Child Project' on WEFE Nexus, with emphasis in Albania, Lebanon and Morocco.</li> </ul> <p><i>Activities will be implemented within the ADA Nexus/SEE Project, Sida 'Matchmaker' Project, GEF UNEP/MAP MedProgramme and through internal/core capacities.</i></p>
2.2	Regional and local policy dialogue is facilitated, capacity built and IWRM and Nexus solutions catalysed for <b>Transboundary basins</b>	2.2.1	Decision makers and stakeholders establish better understanding, improve their capacity and are equipped with advanced IWRM and Nexus policy tools and knowledge to respond to <b>Transboundary</b> challenges.	<p>&gt; 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, Kosovo*, North Macedonia, 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 2020 the following activities will be implemented:</p> <ul style="list-style-type: none"> <li>- DCG and Expert Working Group meetings will be organized to enable the countries coordinating action at the Drin Basin level;</li> <li>- the Strategic Action Programme of measures for the long-term Drin Basin management will be completed;</li> <li>- the development of the Information Management System will be completed;</li> <li>- the preparation of the Lake Ohrid Water Management Plan will be completed;</li> <li>- the design of a transboundary monitoring network will be established in the Lake Skadar/Shkodra (Albania/Montenegro);</li> <li>- a pilot project for the collection of biomass as means to reduce nutrients load from a transboundary lake will be completed;</li> <li>- 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;</li> <li>- the Transboundary Diagnostic Analysis will be disseminated;</li> </ul>

Outcome Challenge		Progress Marker		
Ref.	Description	Ref.	Progress Markers Description	Brief Activity Description
				<p>- stakeholders will be engaged through a structured consultation process as well as through the “Drin Day”.</p> <p>&gt; In the Dinaric Arc, activities for promoting integrated groundwater management will be launched through the GEF UNESCO DIKTAS II, with GWP-Med contributing to stakeholder engagement and outreach activities</p> <p>&gt; For North Western Sahara Aquifer, see main activities under 2.1.6.</p> <p><i>Activities will be implemented within the GEF UNEP Project, Sida ‘Matchmaker’ Project, GEF UNESCO DIKTAS II Project and through internal/core capacities.</i></p>
		2.2.2	More countries of the Mediterranean become aware of and possibly participate at the <b>UNECE Water Convention</b> ratification process, etc.	<p>In partnership with UNECE and based on countries’ demand:</p> <ul style="list-style-type: none"> <li>* continue support to Lebanon and Tunisia for their potential accession to the UNECE Water Convention</li> <li>* <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</li> <li>* conclude the exploration process in Iraq, including through follow up capacity building on the implementation of the accession.</li> <li>* organise a MENA capacity building event to enhance capacity on transboundary water cooperation, including awareness on the UNECE Water Convention</li> <li>* 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.)</li> </ul> <p><i>Activities will be implemented within the Sida ‘Matchmaker’ Project and through internal/core capacities.</i></p>
2.3	Regional and national policy dialogue is facilitated, capacity is built and solutions are catalysed on <b>climate change adaptation and</b>	2.3.1	Regional and national policy dialogue facilitated, capacity built, solutions catalysed and investments mobilized through technical assistance to countries, including for accessing international financing, for <b>water-related climate resilience</b> action	<p>&gt; <i>At regional level:</i></p> <ul style="list-style-type: none"> <li>o methodological guidelines will be developed on preparing a financing plan for climate change adaptation in coastal areas comprising domestic, international and private sector investment.</li> <li>o 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.</li> <li>o development, consultation and launch of a UfM/GWP partnership for mobilising international climate finance in the Mediterranean.</li> </ul>

Outcome Challenge		Progress Marker		
Ref.	Description	Ref.	Progress Markers Description	Brief Activity Description
	climate variability issues			<p>&gt; In North Africa, development, and upon resource availability launching, of the new GWP G-WACDEP Programme with the GWP &amp; Partners African Investment Programme.</p> <p>&gt; In the North Western Sahara Aquifer, explore countries interest for developing a bankable project to support climate mainstreaming in transboundary cooperation through the improvement of hydro-meteorological climate services and the implementation of Nexus solutions, possibly through AUDA-NEPAD/PIDA.</p> <p>&gt; At country level</p> <ul style="list-style-type: none"> <li>* Mauritania: follow up, possible through a GCF PPF, on the climate resilience proposal to GCF</li> <li>* Montenegro: follow up on the GCF Readiness Project proposal, and launch implementation pending on approval</li> <li>* Libya: prepare GCF Readiness Project proposal, and launch implementation pending on approval</li> <li>* Additional countries: explore interest of countries for preparation of GCF Readiness Project proposal, and advance accordingly.</li> </ul> <p><i>Activities will be implemented within the Sida 'Matchmaker' Project, GEF UNEP/MAP SCCF Project, the UfM Technical Assistance Project, and through internal/core capacities.</i></p>
		2.3.2	Regional, national and local partners engage on <b>Disaster Risk Reduction</b> solutions, including through better flood control and drought management planning, primarily at transboundary level.	<p>In the Drin Basin, activities will be launched for flood management including implementation of EU Floods Directive provisions through the approved Adaptation Fund / UNDP Floods project, with GWP-Med contributing to its Regional Component (e.g. stakeholder engagement and specific technical activities).</p> <p><i>Activities will be implemented within the Adaptation Fund UNDP Floods in SEE Project and through internal/core capacities.</i></p>
2.4	Local pilot applications implemented and local and regional dialogue promoted on <b>Non-</b>	2.4.1	Local authorities and individuals, particularly in water scarce islands and coastal areas of the Mediterranean, are motivated to promote and assisted to apply <b>Non-Conventional Water Resources (NCWR) Management</b> including through practices like rainwater harvesting (RWH), gray water reuse and storm water	<ul style="list-style-type: none"> <li>* Advancement of the NCWR project in Malta, in partnership with national authorities and the Coca-Cola Foundation and system, including pilot demo applications, youth engagement, capacity building, education and awareness raising.</li> <li>* Pending on approval (in end 2019), launching of Zero Dropin Greece focusing on advancing water efficiency and mobilisation of NCWR in the tourism sector, in partnership with local authorities and the Coca-Cola Foundation and system,</li> </ul>

Outcome Challenge		Progress Marker		
Ref.	Description	Ref.	Progress Markers Description	Brief Activity Description
	<b>Conventional Water Resources Management</b> , and the <b>Urban Water Resources Management agenda</b> advance through city-level interventions		management, etc. as well as promote <b>Nature-based Solutions for Water</b>	<p>including pilot demo applications, youth engagement, capacity building, education and awareness raising.</p> <p>* Exploration of options for activities, and related fund-raising, in more insular cases in the Mediterranean as well as in MENA, demonstrating the NCWR potential to local water security and climate change adaptation, while promoting youth and employability objectives.</p> <p>* An initiative on Nature-Based Solutions for Water will be launched, with emphasis on facilitating related Employment/Entrepreneurship towards promotion of related solutions. Initial focus will be North Macedonia and SEE, also related to an approved SDC/IUCN project (pending contracting).</p> <p><i>Activities will be implemented within NCWR projects supported by The Coca-Cola Foundation and through internal/core capacities.</i></p>
		2.4.2	Regional and local partners contribute and engage on <b>Integrated Urban Water Management (IUWM)</b> , including through pilot IUWM planning, technical applications at city level, and promotion of employment opportunities particularly for Youth.	<p>An IUWM agenda will be further articulated and implemented through defining contents, including as a contribution to climate change impacts and linked with NCWR, WEM, WEF Nexus, Youth, Gender and PSP in synergy with regional partners.</p> <p><i>Activities will be implemented through internal/core capacities.</i></p>
2.5	Networking, policy planning, and local pilot applications for addressing <b>Water-Employment-Migration</b> challenges are promoted	2.5.1	Regional, national and local partners engage for solutions to <b>WEM</b> challenges, including towards promoting market-based approaches, with emphasis on <b>Gender</b> , and <b>Youth</b> engagement, including through <b>Nexus</b> and <b>Nature-Based Solutions for Water</b> approaches.	<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 sought 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 GWP &amp; Partners 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>

### 3. We Learn

Outcome Challenge		Progress Marker		
Ref.	Description	Ref.	Progress Markers Description	Brief Activity Description
3.1	<b>Knowledge</b> shared and <b>awareness on water challenges</b> promoted and contribute to the identification of sustainable water and climate resilience solutions	3.1.1	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, with emphasis on Transboundary, Nexus, Nexus/Wetlands, Climate resilience, Climate financing, NCWR, WEM, Financing.  <i>Activities will be implemented within the range of GWP-Med projects and through internal/core capacities.</i>
		3.1.2	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 <b>Sustainable Development Goals</b> .	Support, as needed and appropriate, to regional and international processes and fora, focusing on Water, Nexus, Transboundary, Climate, Financing, Innovation, Entrepreneurship, Youth, Gender, Private sector. Activities can/may concern: * targeted country support in the GWP-led SDG Preparedness Facility * continued active involvement in the OECD Global Water Governance Initiative * coordination of the MENA Focus during the Stockholm World Water Week 2020 * various events in the context of the Arab and African Water Agenda
3.2	<b>Parliamentarians and Media</b> are assisted in tackling IWRM issues in their fields of operation and power	3.2.1	Facilitate the <b>Circle of Mediterranean Parliamentarians for Sustainable Development (COMPSUD)</b> and the <b>Circle of Mediterranean Journalists for Sustainable Development (COMJSD)</b> by sharing information among the networks, organising regular meetings (including interaction with stakeholders) and building capacity.	Parliamentarians and Media are assisted in tackling more efficiently IWRM and Nexus issues in their fields of operation and power. Synergies with other regional organisations having similar agendas will be promoted. The two Circles are co-facilitated by GWP-Med since their launching in 2003.  <i>Activities will be implemented within the Sida 'Matchmaker' and through internal/core capacities.</i>
3.3	<b>Education</b> for IWRM is promoted through the Mediterranean Education Initiative for Environment and Sustainability	3.3.1	<b>Educators</b> 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 digital educational tool on NCWRM, based on the NCWR Programme education material will be leveraged to engage educators in the region.  <i>Activities will be implemented primarily within the NCWR projects supported by the The Coca Cola Foundation. (see under 2.4.1)</i>

## E. GWP-Med Logframe Indicators Targets 2020

<i>Please refer to the indicator factsheets for a detailed explanation of the different indicators</i>		<i>To be completed as part of the 2020 Workplan</i>	
NB	IND	Targets set for 2020	Explanation of targets set for 2020 (i.e. what do the numbers in the column to the left refer to)
I1	Number of <b>people</b> benefiting from improved water resources governance and management	a. 200 mil b. 1 mil c. 1.5 mil d. 4 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. Nexus approaches in Albania and the Drin Basin in Western Balkans advanced
I2	Total <b>value of water-related investments</b> from government and private sources influenced	a.300 mil b. 10 mil c. 10 mil	a. Investment alignment under the UNEP/MAP Regional Framework on Climate Change Adaptation and the MedProgramme; and, on regional priorities towards the UfM Water Agenda b. Donors investments in soft activities and infrastructure in the Drin Basin c. Donors investments in soft activities and infrastructure related to Nexus in SEE and NWSAS
O1	No. of formally adopted <b>national level policies, plans, strategies and laws</b> influenced which integrate water security	1	* Nexus Strategy in Albania
O2	No. of formally adopted <b>policies, plans, strategies and laws</b> influenced which integrate water security at <b>other levels</b>	4	* Regional priorities advanced in detail for regional UfM Water Agenda * Drin Strategic Action Programme * Lake Ohrid Management Plan * Nexus Roadmap for SEE
O3	No. of <b>arrangements / commitments / agreements</b> on enhanced water security influenced at transboundary / regional level	5	* Drin MoU implementation advances * NWSAS collaboration advances * UfM Water Agenda advances * Nexus agenda in Drin Basin * Nexus agenda in Drin Basin
O4	No. of <b>capacity building and knowledge development initiatives</b> that can be directly associated with tangible governance change	2	* Nexus CB in SEE * CB activities in the Drin
O5	No. of <b>processes / frameworks / institutions</b> established or strengthened to improve <b>cross-sectoral / transboundary</b> coordination	2	* Drin Strategic Action Programme endorsement * Lake Ohrid Management Plan development
O6	No. of formal <b>multi-stakeholder participation processes</b> facilitated on behalf of a mandated institution	3	* Drin collaboration * NWSAS collaboration * Nexus in SEE collaboration
O7	No. of policies, plans, strategies and laws influenced that integrate <b>gender inclusion</b>	2	* UfM Water Agenda * Nexus Roadmap in SEE
O8	No. of <b>management instruments</b> formally being used by water managers and decision-makers		
O9	No. of formal <b>data sharing arrangements</b> established	1	* Drin Basin Information System
O10	No. of <b>approved investment plans and budget commitments</b> associated with policies, plans and strategies that integrate water security	3	* GEF UNEP/MAP MedProgramme, including investments for the Nexus and ICZM/IWRM action line/child projects * Nexus in SEE
O11	No. of <b>funding agreements</b> influenced to implement water-informed <b>National Adaptation Plan and integrated flood and drought</b> management policies and measures	3	* Montenegro * Libya * Mauritania
O12	No. of processes in place to <b>raise local revenues</b> from dedicated levies on water users at basin, aquifer or sub-national levels		

<i>Please refer to the indicator factsheets for a detailed explanation of the different indicators</i>		<i>To be completed as part of the 2020 Workplan</i>	
NB	IND	Targets set for 2020	Explanation of targets set for 2020 (i.e. what do the numbers in the column to the left refer to)
<b>O13</b>	No. of <b>budget commitments</b> from riparian countries to support agreed <b>transboundary</b> cooperation arrangements	1	* Drin Basin
<b>O14</b>	No. of <b>water-related infrastructure</b> interventions founded on robust, inclusive, and effective water governance systems influenced	1	Constructed Wetlands wastewater treatment in Kosovo
<b>OT1.1</b>	No. of mandated institutions supported in developing and implementing arrangements for <b>transboundary</b> water management	3	* Drin Core Group * NWSAS Coordination Mechanism * Lake Ohrid cooperation
<b>OT1.2</b>	No. of mandated <b>national</b> institutions supported in developing and implementing <b>policies, legal frameworks and/or plans</b> based on IWRM	8	* Lebanon Ministry of Energy and Water * Jordanian Ministry of Water and Irrigation * Mauritanian Ministry of Hydraulics * Ministry of Tourism and Sustainable Development of Montenegro * Ministry of Environment & Tourism of Albania * National Water Agency of Albania * Ministry of Environment & Physical Planning of North Macedonia * Ministry of Energy and Water Resources Management of Malta
<b>OT1.3</b>	No. of mandated <b>sub-national</b> institutions supported in developing and implementing <b>policies, by-laws and/or plans</b> based on IWRM		
<b>OT1.4</b>	No. of mandated institutions supported in integrating <b>gender</b> inclusive water components into development planning and decision-making processes	3	* UfM * UNEP MAP * RCC
<b>OT1.5</b>	No. of mandated national institutions supported in developing <b>national investment plans or strategies</b>		
<b>OT1.6</b>	No. of mandated institutions supported in the development of <b>capacity and projects to access finance</b>	16	Ministries responsible for water and for environment (NDAs) in developing countries of the UfM
<b>OT1.7</b>	No. of mandated national institutions supported in <b>monitoring SDG 6</b>	1	* Ministry of Environment & Physical Planning of North Macedonia
<b>OT1.8</b>	No. of <b>demonstration projects</b> undertaken for which <b>innovation</b> has been demonstrated	6	* 4 NCWR demos in Mediterranean islands and coastal cities * 2 Drin demos
<b>OT1.9</b>	No. of initiatives / <b>demonstration projects</b> specifically targeting <b>gender</b> issues		
<b>OT1.10</b>	No. of documents produced outlining the <b>lessons from GWP demonstration projects</b> and a plan for <b>replicating</b> solutions	2	* NCWR demos * Drin demos
<b>OT1.11</b>	<b>No. of beneficiaries</b> supported in <b>demonstration projects</b> on water security and climate resilience undertaken	20K	* NCWR demos in Mediterranean islands and coastal cities * Drin demos
<b>OT2.1</b>	No. of mandated institutions at national, basin and regional levels with <b>demonstrably enhanced capacity</b> to design and implement policies, legal frameworks and/or plans based on shared learning on IWRM processes	16	Ministries responsible for water and for environment (NDAs) in developing countries of the UfM
<b>OT2.2</b>	No. of capacity building and professional development workshops/initiatives with a significant <b>focus on women, youth, and/or other marginalized groups</b> initiated and implemented	2	- WEM related - Journalists related

<i>Please refer to the indicator factsheets for a detailed explanation of the different indicators</i>		<i>To be completed as part of the 2020 Workplan</i>	
NB	IND	Targets set for 2020	Explanation of targets set for 2020 (i.e. what do the numbers in the column to the left refer to)
<b>OT2.3</b>	No. of <b>publications, knowledge products</b> (including strategic messages) and <b>tools</b> for developed and disseminated	2	- On transboundary cooperation - On climate change financing
<b>OT2.4</b>	No. of <b>publications and knowledge products</b> that have a prominent <b>gender</b> perspective incorporated	2	- On Nexus - On WEM
<b>OT2.5</b>	<b>User satisfaction</b> across knowledge products and services produced, managed and disseminated		
<b>OT2.6</b>	No. of <b>knowledge exchange and cross-regional learning</b> initiatives with commitments for concrete follow up	2	- On transboundary cooperation - On NCWR
<b>OT3.1</b>	<b>RWP health check score</b> (composite indicator measuring financial, governance and programmatic reporting parameters recorded in the ARAG)		
<b>OT3.2</b>	No. of initiatives that <b>mobilise underrepresented groups</b> (incl. gender and youth) to engage with water management and governance processes and to participate in <b>decision making</b>	2	* Youth in UfM Water Agenda * Gender in UfM Water Agenda
<b>OT3.3</b>	No. of initiatives with <b>private sector actors</b> to mobilise investment, reduce impacts on water by key industries, and promote innovation and entrepreneurship	1	* Promotion of Nexus Waste Water Treatment Plans

## F. GWP-Med Overall Budget estimate 2020 (euros)

SOURCE / PROJECTS	2020 Budget estimate
<b>GWP Core Funding and other GWP project</b>	
GWP Core	180.000
GWP SP SDG – North Macedonia	20.000
<b>SUM GWP</b>	<b>200.000</b>
<b>Locally Raised Funds: GWP-Med</b>	
Making Cooperation Happen in the Mediterranean Project (Sida)	1.000.000
Drin Projects: Drin Full Size Project and Drin Kosovo Medium Size Project (GEF UNDP)	1.000.000
Nexus Project in SEE (ADA)	350.000
GEF IW:LEARN 4	20.000
SCCF Clima Project in MENA and SEE (GEF UNEP) – contract pending	40.000
Water for the City Project (The Coca-Cola Foundation)	5.000
UfM Technical Assistance Project	130.000
Water & Wetlands Projects in MENA and SEE (MAVA)	70.000
Non-Conventional Water Resources Management in Malta (The Coca-Cola Foundation), 2019-2020	280.000
Zero Drop Greece, 2020-2021 (The Coca-Cola Foundation) – contract pending	100.000
GEF UNEP Med SCCF Project on Climate Change Adaptation in the Coastal Areas, 2020-2022 – contract pending	50.000
GEF UNEP Med Programme Nexus Project in MENA and SEE, 2020-2023 -contract pending	150.000
GEF UNEP Med Programme Source-to-Sea Project in MENA and SEE, 2020-2023 – contract pending	30.000
GEF UNESCO DIKTAS Project, 2020-2023 – contract pending	20.000
GEF UNDP Floods in SEE, 2020-2023 – contract pending	30.000
<b>SUM Locally Raised Funds: GWP-Med</b>	<b>3.275.000</b>
<b>TOTAL Estimate 2020 (Euros)</b>	<b>3.475.000</b>