



GWP-Med Partnership Council

19th Meeting

21 December 2016, Brussels

19th Meeting of the GWP-Med Partnership Council

Wednesday, 21 December 2016
Aloft Brussels Schuman, Brussels

Draft Agenda

1. Adoption of the Agenda
2. Minutes of the previous meeting
3. The GWP Agenda for Change (45 min)

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

4. Update on GWP-Med institutional and governance issues and way forward (45 min)

<i>Action</i>	<i>Background</i>
- Introduction - Discussion - Next steps	4a. Info Note 4b. Results of GWP-Med assessments by Sida/KPMG and GWPO

5. Approval of the GWP-Med Audited Budget 2015 (15 min)

<i>Action</i>	<i>Background</i>
- Presentation - Discussion - Approval	5a. Audited GWP-Med Budget 2015

6. GWP-Med Progress Report 2016 (60 min)

<i>Action</i>	<i>Background</i>
- Presentation - Discussion	6a. Draft GWP-Med Progress Report 2016 6b. Forecast GWP-Med Budget 2016

7. Draft GWP-Med Work Programme 2017-2019 (90 min)

<i>Action</i>	<i>Background</i>
- Presentation - Discussion - Follow up	7a. Draft GWP-Med Work Programme 2017-2019

8. Draft GWP-Med Work Plan 2017 (90 min)

<i>Action</i>	<i>Background</i>
- Introduction - Discussion - Follow up	8a. Draft GWP-Med Work Plan 2017 8b. Draft GWP-Med Budget 2017

9. Next Meeting, and Any Other Business

Organisational information

Accommodation & venue

Aloft Brussels Schuman
Place Jean Rey, 1040 Brussels
Tel: +32 2 800 08 88
www.aloftbrussels.com

Cell Vangelis: +306945-772016

Time Schedule:

Wednesday, 21 December 2015

Action	Time
Working Session I (Agenda Items 1,2,3,4,5)	09.00 – 11.00 (120 min)
<i>Break</i>	<i>11.00 - 11.30</i>
Working Session II (Agenda Items 6,7)	11.30 – 13.30 (120 min)
<i>Lunch</i>	<i>13.30 – 14.30</i>
Working Session III (Agenda Item 7,8)	14.30 – 16.30 (120 min)
<i>Departures</i>	
<i>Dinner, for those staying overnight</i>	<i>20.00</i>

AGENDA ITEM **2**

Minutes of previous meeting

DRAFT

**Minutes of the
18th GWP-Med Partnership Council Meeting**

GWP-Med premises, Athens
21 December 2015

The Meeting was attended by:

Blue Plan	Celine Dubreuil, Programme Officer for Water
CEDARE	Khaled Abu Zeid, Senior Regional Water Program Manager
CIHEAM	Atef Hamdy, Professor Emeritus
EIC	Ignasio Berdugo, Programme Officer
MedCities	Konstantia Nikopoulou, Project Officer
MedWet	Nejib Benessaiah, Senior Policy Advisor
MENBO	Ramiro Martinez, Coordinator (holding also proxy by IME)
MIO-ECSDE	Michael Scoullou, Chairman; Anastasia Roniotes, Head Officer
GWP Secretariat	Angela Klauschen, Senior Network Officer (limited to an informal part of the meeting due to urgent health matters)
GWP-Med Secretariat	Vangelis Constantianos, Executive Secretary Bessie Mantzara, Head, Finance and Administration

Apologies:

IME	Hachmi Kennou, Executive Director (provided proxy to Ramiro Martinez, MENBO)
------------	--

Agenda Item 1. Adoption of the Agenda

Michael Scoullou welcomed the GWP-Med Partnership Council (PC) members in Athens. He particularly mentioned the participation of two new representatives, Konstantia Nikopoulou from MedCities and Ignasio Berdugo from EIC, and greeted them at the PC. Angela Klauschen, the new GWP Senior Network Officer responsible for the Mediterranean, faced an urgent health problem and was able to participate only at an informal part of the meeting and was debriefed on discussions.

Konstantia informed on the retirement of Joan Parpal. Michael highlighted Joan's commitment and service to the PC, GWP-Med and the Mediterranean water agenda particularly on urban matters and requested Konstantia to convey the PC's warmest regards and wishes.

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 (Annex II) with two agreed changes after request of Khaled Abu Zeid on points related to the Egyptian membership and the voting rights of the three regional networks (AWC, CEDARE, RAED) having their base in Egypt:

- Page 2: Add as underlined: '*Michael reminded that the three regional networks based in Egypt (Egypt and its membership is part of GWP-Eastern Africa)...*'

- Page 2: The phrase '*Michael added that, in any case, double voting shall be avoided*'.

Nejib Benessaiah suggested the three regional networks to have voters' status in one Region (Mediterranean) and observers' status in the other Region (Eastern Africa).

Agenda Item 3. Update on GWP-Med governance issues and way forward

Michael reminded that it was agreed to launch the elections process after the conclusion of the GWP Governance and Financing Review and the membership clearance in order to have confirmed the Med voting body. The draft Review was completed in mid November 2014 and was submitted to GWP SC (24-26 November 2014). The GWP SC endorsed the ten key recommendations of the Review although they noted that the details and nuances within each recommendation would have to be worked on further in consultation with the relevant GWP governing bodies and the GWP Network. The process guided by the GWP SC was carried over by the GWP Secretariat and most of its elements related to Regions were concluded by mid 2015. Overall, certain delays were faced in GWP during 2015 given a few changes in GWP bodies (change of Chair, Executive Secretary, TEC Chair, SC members).

GWP conducted a membership review in summer 2015. At the end of August 2015, the Regions were requested to further assist in clarifying a number of pending issues. Contacts with members were concluded by GWP-Med and were concluded in October 2015. The results of the survey and confirmed membership include 83 members as well as 10 older applications for membership that were traced in the GWP members' database as 'non-processed' and their processing is pending. It was clarified that these 10 applications will not be counted in the electoral unless clarified by GWP before the launch of the nominations' process.

It was further agreed that

- the 83 members should be classified into the defined Colleges before the process starts. The Secretariat should come with a suggestion, consult and consolidate individually with the members.
- a note should introduce the background, including the current and the upcoming governance system, and should describe steps. The draft note will be shared for comments with the PC.
- in case they apply, the GWP-Med founding members should be indicated as such in the nominations list.
- the current PC will not provide non-binding advice to the membership, as initially considered, on the nominations that will be received in order to safeguard transparency and non-discrimination.

Agenda Item 4. Approval of the GWP-Med Audited Budget 2014

Bessie Mantzara presented the GWP-Med Audited Budget 2014 (Annex III). She noted the positive balance between funds raised in the Mediterranean and the core budget, that is the best among GWP Regions. Michael noted the importance of the core funding for achieving satisfactory regionally raised funds. PC members positively commented on the results, including noting the high competition on regional financing.

The Budget Forecast for 2015 was presented in its advanced stage and approved (Annex IV).

Linking budget with performance, Atef Hamdy commented positively on the 'value for money'.

Agenda Item 5. GWP-Med Progress Report 2015

Vangelis Constantianos presented briefly the GWP-Med Progress Report 2015. PC member commented positively on the volume and quality of activities.

Atef suggested to consider north-south and south-south capacity building activities on Non-Conventional Water Resources Management subjects, including in collaboration with Gulf countries, fact that could also provide opportunities for fundraising. He also suggested utilizing for capacity building activities the well-equipped Training Center of the Egyptian Ministry of Water Resources, in 6th October City, Cairo.

Nejib asked for a more proactive and regular flow of information, in addition to the on-line communication channels already in use, in order to take advantage and, if relevant and feasible, synergize with a greater number of GWP-Med activities. Vangelis indicated that activities are mostly communicated to target groups per content or project, and that the Secretariat shall do its best to respond to the request. Michael also noted that all efforts should be made to upgrade overall communications. Konstantia Nikopoulou offered to host GWP-Med articles and announcements at the MedCities e-Newsletter that has a wide dissemination list.

Khaled showed interest on a number of activity lines including WACDEP and the GEF ClimaVar Project, the upcoming Water for the City project and the Nexus line of work, noting that regional networks, including CEDARE, could assist GWP-Med in the implementation of activities. Michael indicated that most of these activities need appropriate expertise, part of which may be available in the membership. A more proactive and targeted dissemination among the membership of calls for experts and tenders was requested and agreed. EMWIS was also mentioned as a good communication channel, which is already in use by the GWP-Med Secretariat.

Ramiro Martinez asked to consider the GWP-Med Secretariat collecting and disseminating information and material of the membership. Vangelis replied that this is a function already provided by EMWIS for the wider water community while it would be beyond the capacity of the GWP-Med Secretariat.

The Water-Food-Energy-Environment Nexus agenda triggered interest and Ignacio Berdugo provided information on the EIC project WEAM4i on Water & Energy Advanced Management for Irrigation, and Atef on the CIHEAM project SPRING.

Agenda Item 6. Draft GWP-Med Work Plan 2016

Vangelis presented briefly the draft GWP-Med Work Plan 2016. He noted that it is the largest work plan since GWP-Med's launch, and that its volume is more than double compared to previous years. PC members commented positively on the volume and increased capacity.

With regards to the GWP-Med activities related to the UNECE Water Convention agenda, Khaled noted that some countries may have reservations on the Convention, while the provisions of the Arab Water Convention should not be neglected. In order to avoid sensitivities, he suggested avoiding the word 'promotion' about the UNECE Convention and better use the term 'facilitate understanding' as well as mentioning 'other Conventions, including the Arab Convention'.

With regards to the GWP-Med activities related to Integrated Urban Water Management, Khaled suggested utilizing the term and contents of 'climate-smart water management solutions' which contains technology and IT innovations. Anastasia Roniotes commented that, in certain cases, there are sensitivities amongst the environmental community, particularly the civil society, on such solutions.

Details on a number of action lines figuring in the draft Work Plan were presented and debated also under Agenda Item 7.

The budget forecast for 2016 was presented by Bessie and approved (Annex V).

With these, the GWP-Med Work Plan 2016 was approved (Annex VI).

Agenda Item 7. Advancing key global GWP processes in the Mediterranean: Water-Food-Energy Nexus agenda, Gender Strategy, Youth Strategy, Integrated Urban Water Management agenda, SDGs Preparedness Initiative

Vangelis introduced the respective thematic areas and global GWP process. PC members expressed interest on a number of the subjects discussed.

On the Nexus agenda, given its volume, complexity and potential, it was agreed that a strategic collaboration among interested partners within and beyond the partnership should be promoted by GWP-Med. All PC members expressed interest to explore such synergies.

It was agreed to:

- Continue building the Nexus agenda, utilizing all possible options including through developing an adaptation-mitigation agenda
- Invite selective partners and other entities in the regional and beyond to join the Regional programme according to their interest and capacity
- If there is interest, contribute in building a global GWP Nexus programme, including with the involvement of other Regions

On the Gender agenda, Michael highlighted the potential of developing activities on women and entrepreneurship. He also noted the often politicized content of the gender agenda in the region. Atef suggested the need to equally educate men and women on gender issues. He also pointed to the gender-migration agenda including since men migrate more than women that often stay in the home land and become its caretaker and manager.

It was agreed to

- Mobilize the GWP-Med Gender Task Force that has not been launched yet.
- Elaborate an internal gender mainstreaming policy for the range of GWP-Med activities.
- In collaboration with partners, elaborate a gender action plan reflecting needs of the region on which GWP-Med can add value, describing possible synergies, and screening funding options

On the Youth agenda, it was agreed to go as slow as needed, including given the range of other demanding activities. Among areas to explore could be youth-water-employment and youth-water-migration, or a combination.

It was agreed to:

- Form a GWP-Med Youth Task Force.
- Elaborate an internal youth mainstreaming policy for the range of GWP-Med activities.
- In collaboration with partners, elaborate a youth action plan reflecting needs of the region on which GWP-Med can add value, describing possible synergies, and screening funding options.
- Focus on Youth & Employment and, possibly, Youth & Migration, including linked with the Nexus agenda.

On Integrated Urban Water Management, Konstantia explained the MedCities work in Sous, Saida and Tetouan. She suggested MedCities and GWP-Med liaising further to explore possibilities for collaboration. Nejib highlighted the urban-environment linkages in Ramsar cites that are close to urban centers and suggested considering synergies in such agenda.

Khaled reminded of the Alexandria 2030 integrated urban strategy developed through the Switch project.

It was agreed to:

- Implement the 'Water for the City' project, and build further on its experiences.
- Explore options for shifting GWP-Med on-going NCWRM agenda towards more urban contents aiming at establishing further background and action on IUWM.
- In collaboration with interested and capacitated partners, elaborate an IUWM action plan and explore funding options.

On SDGs, Khaled informed on the UN GEMI process of developing indicators for SDGs Targets, noting the need to have established a reliable baseline for the new indicators emphasizing the need to lobby to the countries for adopting the right water indicators. Michael mentioned that GWP is also contributing to this exercise and suggested a closer link towards utilizing the Mediterranean experience, including on the interrelations between SDGs.

It was agreed to

- Focus on Jordan, Lebanon and Montenegro, as a start.
- Engage with regional institutions on developing a regional monitoring framework for SDGs.
- Contribute at the SDGs global process.

Agenda Item 8. Any other business

No other business was discussed.

GWP-Med LOGO

18th Meeting of the GWP-Med Partnership Council

Monday, 21 December 2015
Athens, Greece

Agenda

1. Adoption of the Agenda
2. Minutes of the previous meeting
3. Update on GWP-Med governance issues 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 2014 (15 min)

<i>Action</i>	<i>Background</i>
- Presentation - Discussion - Approval	4a. Audited GWP-Med Budget 2014

5. GWP-Med Progress Report 2015 (75 min)

<i>Action</i>	<i>Background</i>
- Presentation - Discussion	5a. Draft GWP-Med Progress Report 2015 5b. Forecast GWP-Med Budget 2015

6. Draft GWP-Med Work Plan 2016 (120 min)

<i>Action</i>	<i>Background</i>
- Introduction - Discussion - Follow up	6a. Draft GWP-Med Work Plan 2016 6b. Draft GWP-Med Budget 2016

7. Advancing key global GWP processes in the Mediterranean: Water-Food-Energy Nexus agenda, Gender Strategy, Youth Strategy, Integrated Urban Water Management agenda, SDGs Preparedness Initiative (170 min)

<i>Action</i>	<i>Background</i>
- Presentation - Discussion - Follow up	7a. Info Note on global GWP positioning 7b. Info Note on Med processes

8. Next Meeting, and Any Other Business

ANNEX II

Minutes of the 17th GWP-Med Partnership Council Meeting
[see separate file]

ANNEX III

GWP-Med Audited Report 2014
[see separate file]

ANNEX IV

GWP-Med Budget Forecast 2015
[see separate file]

ANNEX V

GWP-Med Budget Forecast 2016
[see separate file]

ANNEX VI

GWP-Med Work Plan 2016
[see separate file]

AGENDA ITEM **3a**

Info Note on the GWP Change Agenda

The GWP Change Agenda

Information Note

Starting from May 2016, GWP has embarked in building a Change Agenda for the organisation having as overarching objective: 'GWP fit for purpose, fit for future'.

This Change Agenda is a logical step following GWPO's Governance Reform which started in late 2014. Furthermore, the year 2015 saw a new development agenda: the UNGA adoption of Agenda 2030 with its 17 SDGs and dedicated water goal (SDG6); the Sendai agreement on Disaster Risk Reduction; Addis Ababa on financing Agenda 2030; and the UNFCCC Paris Agreement on Climate Change.

In this context, GWP sees the need to adapt and adjust to needs and trends ensuring a meaningful future for the organisation. Later in May and December 2016, the Global Steering Committee embraced the principles of the GWP Change Agenda.

In that context, the GWPO Secretariat developed a three-step approach, that is now also embedded in the GWP 3-year Work Programme. A description of the three steps and a tentative timeline of major decision moments is attached, along with a fuller explanation of the Change Agenda.

GWP, considering that prospects for an enhanced role, relevance, and recognition of the organisation have never been better, seeks the Region's and the wider Network's opinion and constructive feedback in preparation for the decision moments, convinced that acting together as "One GWP" will position the GWP Network for future tasks ahead.

The Change Agenda should succeed positive impacts on the wider operations of the organisation, including the Regions. In that context, GWP-Med would contribute to the consultation process, by:

- seeking feedback on the GWP Change Agenda by the PC
- seeking feedback on the GWP Change Agenda by the GWP-Med Secretariat
- seeking feedback on the GWP Change Agenda by selected key partners and collaborating organisations and institutions, as needed and opportune
- synthesizing and communicating these to GWPO
- following closely and contributing to the related GWP process throughout its duration

The Change Agenda - An introduction

November 16, 2016

Introduction

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

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

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

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

What is the Change Agenda?

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

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

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

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

Why do we need the Change Agenda?

These are the main drivers of the CA:

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

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

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

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

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

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

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

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

How is the CA going to be implemented?

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

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

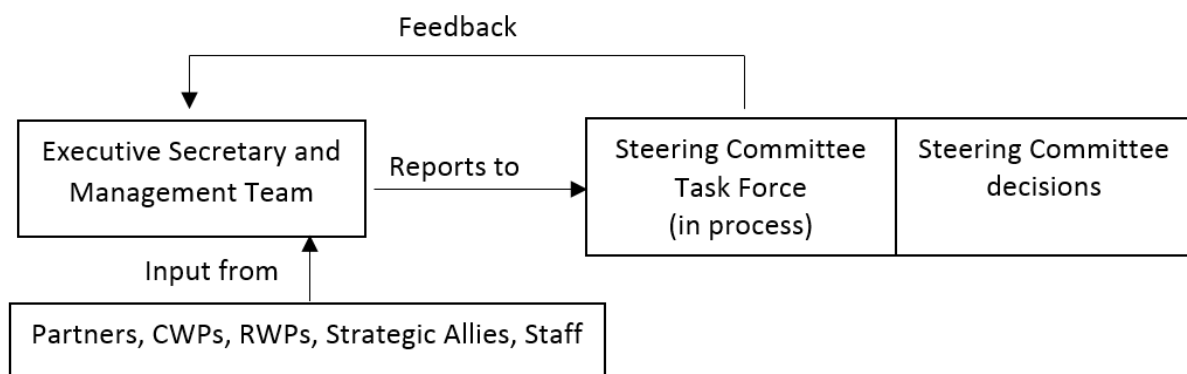
- *A learning component:* focusing on understanding and assessing GWP form and functions in the context of present and future scenarios, referred to as the **Network Assessment (NA) process**.
- *An adaptive component:* focusing on the implementation of **possible organisational changes**, via the 2017,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

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

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

Who is implementing the CA?

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



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

When is the CA being implemented?

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

Where is the CA being implemented?

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

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

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

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

AGENDA ITEM **4a**

Update on GWP-Med institutional and governance issues and way forward

Update on GWP-Med institutional and governance issues and way forward

Information Note

a. GWP-Med institutional issues

In 2016, GWP-Med witnessed a substantial growth on volume of activities, size of budget, and number of staff spread in several locations. This demanded an upgrade on administrative, managerial and human resources procedures, that were set in place through an intensive process in 2016. Based on the multi-year setting of the GWP-Med programme, the growth status is secured, including with even a small further increase until 2020.

The hosting arrangement provided to GWP-Med by MIO-ECSDE since 2002 has proven particularly effective, efficient and functional, offering the enabling environment for GWP-Med's evolution. Given emerging growth challenges, options for GWP-Med's institutional setting should be carefully examined. These may include:

- GWP-Med retaining the current hosting arrangement with MIO-ECSDE;
- GWP-Med establishing an independent legal entity, of a suitable status, like it has been the case for other GWP Regions already (e.g. Southern Africa, West Africa, Central Africa, Central and Eastern Europe, etc);
- GWP-Med integrating to GWPO, if such a modality is available, and if the arrangement is positive for both GWPO and GWP-Med.

As part of the on-going GWP Change Agenda, GWP-Med launched technical-level discussions with the GWPO exploring elements of the option of a Region integrating to the inter-governmental GWPO. Discussions are on-going, while a wider GWP organisational assessment will be conducted in 2017.

It is suggested to:

- continue technical discussions with GWPO on the feasibility of a Region integrating to GWPO.
- explore opportunities and implications of GWP-Med establishing an independent legal entity. Such an assessment may be delivered by around end of Q1 2017.
- comparatively assess the available options, and submit a suggestion to the PC and GWPO.

b. GWP-Med governance issues

At the last PC Meeting, the following were agreed:

- the members should be classified into the defined Colleges before the process starts. The Secretariat should come with a suggestion, consult and consolidate individually with the members.
- a note should introduce the background, including the current and the upcoming governance system, and should describe steps. The draft note will be shared for comments with the PC.
- in case they apply, the GWP-Med founding members should be indicated as such in the nominations list.
- the current PC will not provide non-binding advice to the membership, as initially considered, on the nominations that will be received in order to safeguard transparency and non-discrimination.

The process was delayed while discussions have been on-going with GWPO on the possibility of GWP-Med being integrated to GWPO, since the latter would have several implications on GWP-Med governance. Given that any further related step shall be linked with the GWPO organisational assessment, it is suggested to advance with launching the process for the new GWP-Med Steering Committee based on what has been already agreed.

AGENDA ITEM **4b**

Results of GWP-Med assessments by Sida/KPMG and GWPO

Results of GWP-Med assessments by Sida/KPMG and GWPO

Information Note

GWP-Med and its Host Institute, MIO-ECSDE, are regularly audited by GWPO and donors within the on-going operational and funding synergies with such institutions.

In 2016, GWP-Med was audited by:

- Sida, through KPMG (May 2016); see Report and management letter attached.
- GWPO (November 2016); see ToR attached; the report is waited by GWPO.

Results of both audits were very positive. Their findings assist even better fine-tuning of administration and management and, consequently, of operations and development of GWP-Med

Furthermore, in 2016, MIO-ECSDE was audited by the European Commission (February 2016) on the EC-supported H2020 Support Mechanism Programme. In addition, on the request of GWPO, MIO-ECSDE performed a precautionary Tax Audit for the years that have not been audited yet by the Greek Tax Authorities; the audit was conducted by PKF (September 2016). In addition, in May 2016, MIO-ECSDE received the ISO 9001:2015 certification.



cutting through complexity

GWP-Med

Review of Internal Management and
Control

Swedish International Development
Cooperation Agency

2016-06-23

Contents

1	Introduction	4
1.1	The Scope and Execution of the Assignment	4
1.2	List of Interviewed Persons	4
2	Executive Summary	5
3	Background	9
3.1	Organisation in Brief	9
3.2	Financial Status and Funding of the Organisation	9
4	Management and Organisation	11
5	Risk Management	17
6	Anti-Corruption	19
7	Audit, Procurement and Financial Management	20
8	Forwarding of Funds	24

Abbreviations and Acronyms

APA	Authorised Public Accountant
CWP	Country Water Partnership
EU	European Union
GWP	Global Water Partnership
GWP-Med	Global Water Partnership-Mediterranean
GWPO	Global Water Partnership Organisation
IWRM	Integrated Water Resources Management
MEDTAC	Mediterranean Technical Advisory Committee of GWP
MIO-ECSDE	Mediterranean Information Office for Environment, Culture and Sustainable Development
NGO	Non-governmental Organisation
OSS	The Sahara and Sahel Observatory
RWP	Regional Water Partnership
Sida	Swedish International Development Cooperation Agency
ToR	Terms of Reference
UN	United Nations
UNECE	The United Nations Economic Commission for Europe
USD	US Dollar

1 Introduction

1.1 The Scope and Execution of the Assignment

According to the Swedish International Development Cooperation Agency's (Sida) Contribution Management Rule, a risk analysis of the partner organisation shall be carried out. One part of the risk analysis consists of assessing the internal management and control of the agreement partner. Sida entered into an agreement with Global Water Partnership-Mediterranean (GWP-Med) 13 November, 2015. Since Sida lacks sufficient information about the internal management and control of the GWP-Med, represented by its host institute and legal body under the Greek law MIO-ECSDE, a decision has been taken to contract a consultant to perform an assessment. KPMG was selected to undertake the study assessment based on the framework agreement between Sida and KPMG and on a specific engagement Terms of Reference (ToR). The assessment will provide input for Sida when deciding on and designing the support to the GWP-Med, represented by its host institute and legal body and the Greek law MIO-ECSDE.

The Assignment was conducted in Athens during May 2016. The Assignment was performed in good co-operation with the parties involved. Anders Lundin, APA (Authorised Public Accountant) was responsible for the overall execution and Kaisa Ylipekkala, CIA (Certified Internal Auditor) assisted in carrying out the assessment.

This Assignment aims at assessing the internal management and control of the GWP-Med currently in place. Based on the KPMG findings and recommendations, Sida will require that the GWP-Med addresses the weaknesses as appropriate before or during a new possible agreement phase.

This report presents the encountered weaknesses and our recommendations to address them. The report will also be presented to Sida in a meeting to allow for comments and discussions.

1.2 List of Interviewed Persons

Name	Position	Organisation
Mr Vangelis Constantianos	Executive Secretary	GWP-Med
Ms Bessie Mantzara	Head of Finance & Administration	GWP-Med
Mr Michael Scoullou	Chair	GWP-Med, MIO-ECSDE
Ms Anthi Brouma	Deputy Regional Coordinator	GWP-Med
Ms Tonia Petropoulou	External Accountant	
Ms Yosra Albakkar	Regional Programme Manager	Sida

2 Executive Summary

The Global Water Partnership–Mediterranean (GWP-Med) is a Regional Water Partnership of the Global Water Partnership (GWP). The GWP is an international network created in 1996 to foster the implementation of integrated water resources management (IWRM). The GWP-Med was created in 2002. The GWP-Med is a platform bringing together competent organisations working regularly on water issues in the Mediterranean region. Its members may come from all over the Mediterranean and beyond. The goal of the GWP-Med is to promote and exchange knowledge on the IWRM for the sustainable use of the region's water resources. Working at regional, national, local and trans-boundary level, the GWP-Med provides technical support to policy making, facilitates dialogue on water security and the IWRM issues, and implements demonstration actions. The GWP-Med is hosted by the Mediterranean Information Office for Environment, Culture and Sustainable Development (MIO-ECSDE).

The GWP-Med's work is financed by several donors. The revenue of the GWP-Med totalled to 1.456 million euro in 2014. The project-based funding totalled to 1.244 million euro (85%) and core funding totalled to 212 thousand euro (15%). Core funding has been raised by the GWPO and the project-based funding has been raised locally by the GWP-Med. Sida has been one of the main donors of the GWP-Med by providing funding of 189 thousand euro in 2014. Based on the interviews, the funding of the GWP-Med's operations is currently increasing.

Management and Organisation

The GWP-Med is an independent organisation with no legal status. The GWP-Med is hosted by the MIO-ECSDE, which is a legal entity based in Greece. The GWP-Med has a clear management structure and clearly defined roles, authorisation and authorities set by the GWP-Med Rules of Procedure. The formal decision-making mandate and delegation of the work is adequately organised given the size and activities of the organisation. The Steering Committee is the highest decision making body of the organisation comprising of 11 members and based on the interviews, the capacity of the Steering Committee is sufficient. The Secretariat, headed by the Executive Secretary, is responsible for the daily management of the organisation.

Rules and policies followed by the GWP-Med are stipulated by several guidelines. However, KPMG observed that the guidelines lack some policies, such as a policy for the petty cash and assets management. In addition, segregation of duties in regard to the authorisation of payments is not adequately ensured as the Head of Administration & Finance can make minor payments alone from the petty cash. The different roles and responsibilities within the organisation have been adequately defined.

Risk Management

The GWP-Med performs risk assessments both at the project and organisational level. Risks are discussed in the staff meetings, but the GWP-Med and its host institution have not determined a systematic and regular approach for reviewing and updating the organisational level risk analysis. The GWP-Med has sufficient staff regarding resources, competence and professional knowledge in order to be able to work preventively and proactive with different types of risks considering the size and complexity of the organisation. Based on the interviews, the main risks are related to the political and economic instability in the region of the organisation.

Anti-Corruption

The GWPO has launched the GWP Anti-Fraud/Corruption Policy in 2015 which applies also to the GWP-Med. Based on the interviews, the GWP-Med has shared the Policy with all employees, and the organisation and its Host Institution are planning to create email accounts as a whistle-blower channel to which employees can submit emails in terms of any concerns relating to corruption. The activities of the GWP-Med include advice, support and capacity building. In relation to this, the assessed risk of corruption is considered limited. Also according to interviews, the management is not aware of any misuse of funds or anti-corruption incidents.

Audit, Procurement and Financial Management

The GWP-Med is audited annually in accordance with the International Standards on Auditing by an external and independent audit firm. The Auditor has expressed an unqualified opinion for 2013 and 2015, but qualified opinion for 2014. The qualified opinion for 2014 has been caused by two transactions which have not been recorded according to the guidelines. The cumulative error was 9,726 euro. In addition to the Independent Auditor's Reports, the Auditor has provided separate Management Letter for 2015 including the key findings and recommendations of the audits and management's response to the recommendations.

The GWP-Med follows the Code of Conduct of the MIO-ECSDE which includes the policy for sub-contracting of services and acquisition of products. KPMG sample tested procurements conducted under the Sida Agreement for the "Overcoming governance challenges to the mobilisation of financing for the Mediterranean water sector" –Project. KPMG observed that the organisation has requested quotations according to the policy and the evaluation process has been duly documented and approved. However, KPMG observed that approvals of final invoices have not been documented.

The GWP-Med uses the Capital finance system for bookkeeping which allows for the project-based bookkeeping. The Capital system will be replaced by a new system, SoftOne Business Explorer, in the coming months. Regarding the "Overcoming governance challenges to the mobilisation of financing for the Mediterranean water Sector" –Project funded by Sida, KPMG observed that the link between the Annual Financial and Results Progress Reports is limited as the budget utilisation has not been clearly analysed in the progress reports and the financial and progress reports have been prepared for the different periods. The Finance Unit prepares a budget comparison in Excel spreadsheet on a quarterly basis which is shared with the Executive Secretary, Project Managers and the GWPO. This includes also a forecast for the next two quarters.

Forwarding of Funds

The GWP-Med does not forward funds to its partners regularly and it does not have a systematic approach in relation to assessing recipient organisations' capacity. Regarding the "Making water cooperation happen in the Mediterranean" –Project funded by Sida, the organisation will have two partners, but formal partner assessments have not been conducted as the GWP-Med has been collaborating with both organisations before and is familiar with them. At the time of the Review, the GWP-Med was preparing draft grant agreements with the partners. KPMG reviewed a draft grant agreement and noted that rights and obligations of the recipient partner organisation were stipulated in the draft agreement and requirements were in accordance with the agreement between the GWP-Med and Sida.

In the following table the main observations and recommendations are presented in order of category. The key recommendations are grouped under three priorities: Low, Medium and High. Recommendations rated "High" require, in our view, immediate attention. The Medium rated recommendations need to be implemented within a reasonable timeframe while the Low rated should be addressed whenever deemed suitable. In this Review, recommendations rated as "High" were not identified.

Main Observations and Recommendations

Observation	Recommendation	Priority
Management and Organisation		
Segregation of duties in regard to the authorisation of payments is not adequately ensured as the Head of Administration & Finance can make minor payments alone from the petty cash.	The GWP-Med should consider implementing a joint signatory practice for the payments processed through petty cash in order to ensure a sufficient level of control for payments.	Low
The organisation does not have a documented policy for the petty cash management and fixed assets management defining sufficient processes and controls.	The organisation should define a policy for the petty cash management and the fixed assets management in order to ensure that sufficient processes and controls are in place.	Low
An annual physical verification of the fixed assets has not been conducted.	An annual physical verification of the fixed assets should be undertaken to ensure the physical condition, existence and location of all assets corresponds to documentary evidence.	Low
Risk Management		
The GWP-Med has not determined a systematic and regular approach for reviewing and updating the risk analysis. Lack of systematic risk management process may reduce the GWP-Med's possibilities to achieve its goals.	The GWP-Med should establish a formal risk assessment process where risks are identified and assessed systematically on an organisational level. The risk assessment process should be conducted on a regular basis.	Medium
Audit, Procurement and Financial Management		
The Head of Administration & Finance approves invoices, but approvals have not been documented.	The Finance Unit needs to ensure that the approvals of invoices have been documented for further verification before entering invoices to the accounting system.	Medium
Regarding the "Overcoming governance challenges to the mobilisation of financing for the Mediterranean water Sector" –Project funded by Sida, the link between the Annual Financial and Results Progress Reports is limited as the budget utilisation has not been clearly analysed in the Annual Result Progress Reports and the financial and progress reports have been prepared for different periods.	Annual Financial and Results Progress Reports should be clearly linked to each other by analysing possible under and/or overutilisation in the progress reports.	Medium

Forwarding of Funds

The GWP-Med does not have a systematic approach in relation to assessing recipient organisations' capacity.

The GWP-Med should establish a systematic process in relation to assessing recipient organisation's capacity in regard to competence, resources, internal management and control and work on anti-corruption. The assessments should be documented.

Low

3 Background

3.1 Organisation in Brief

The Global Water Partnership–Mediterranean (GWP-Med) is a Regional Water Partnership of the Global Water Partnership (GWP). The GWP is an international network created in 1996 to foster the implementation of integrated water resources management (IWRM): the coordinated development and management of water, land and related resources by maximising economic and social welfare without compromising the sustainability of ecosystems and the environment. It is a non-profit multi-donor funded action network focused on facilitating and supporting the sustainable management of water resources at all levels. The GWP has built up a network of Regional Water Partnerships (RWPs). These bring together various sectors and interest groups to identify and discuss common water problems and to develop action plans based on integrated water resources management. Each RWP, and the Country Water Partnerships, Area Water Partnerships, City Water Partnerships and River Basin Partnerships that may be established in the regions, has its own operational strategy, work programme and administrative structure. The RWPs are attached to host institutions that administer funds and employ staff on their behalf.

The GWP-Med, in its present form, was created in 2002 and it is the successor partnership to the Mediterranean Technical Advisory Committee of the GWP (MEDTAC). The GWP-Med is a platform bringing together competent organisations working regularly on water issues in the Mediterranean region. Its members may come from all over the Mediterranean and beyond. The goal of the GWP-Med is to promote and exchange knowledge on Integrated Water Resources Management (IWRM) for the sustainable use of the region's water resources. Its mission is to support the sustainable development and management of water resources at all levels in the Mediterranean. Working at regional, national, local and trans-boundary level, the GWP-Med provides technical support to policy making, facilitates dialogue on water security and the IWRM issues, and implements demonstration actions.

The GWP-Med facilitates a multi-stakeholder platform that brings together 10 major regional networks of different water disciplines (government, river basins, local authorities, professionals, NGOs, research institutes, irrigators, etc.) and 78 other institutions and organisations from both EU and non-EU countries. The geographical scope of the GWP-Med includes over 20 countries in the Mediterranean area. The GWP-Med Secretariat has the Head Office in Athens, Greece and side offices in Tunis, Tunisia and Beirut, Lebanon with approximately 15 staff members in total.

The GWP-Med is hosted by the Mediterranean Information Office for Environment, Culture and Sustainable Development (MIO-ECSDE). The MIO-ECSDE is a federation of Mediterranean non-governmental organisations (NGOs) active in environment and development issues. It functions as a technical and political platform and umbrella organisation for the NGO intervention in the Mediterranean scene. In cooperation with governments, international organisations and other socioeconomic partners, the MIO-ECSDE plays an active role in the protection of the environment and the sustainable development of the Mediterranean region.

The GWP's finances are managed by the GWP Organisation (GWPO), which is an intergovernmental agency in Sweden. The GWPO Secretariat acts as the network hub for the GWP. In addition to managing GWP's finances, the GWPO reports on funding received at the global level. It also helps with the exchange of knowledge, resources, and ensures communication and coherence across the network.

3.2 Financial Status and Funding of the Organisation

KPMG reviewed the income and expenses statements of the GWP-Med for 2013 and 2014 as presented in the financial statements of the MIO-ECSDE. The work of the GWP-Med is financed by the donors. The funding is raised both locally by the GWP-Med and centrally by the GWPO. The donor contribution

totalled to 1.456 million euro in 2014 while the total income amounted to 1.502 million euro. The donor contribution increased 167 thousand euro (13%) from the previous year. The funding provided by donors is mostly project-based. In 2014, the project-based funding totalled to 1.244 million euro (85%) and core funding totalled to 212 thousand euro (15%). Sida has been one of the main donors by providing 189 thousand euro in 2014. Based on the interviews, the funding of the GWP-Med's operations is currently increasing.

The actual expenditure totalled to 1.498 million euro in 2014, resulting in a small surplus of 4 thousand euro. The activity costs, 1.209 million euro, cover the major part of the total expenditure (81% of the total expenditure). The main cost categories included in the activity costs were expert fees (859 thousand euro), travel and transportation expenses (162 thousand euro) and accommodation and meeting costs (133 thousand euro). Personnel costs totalled to 200 thousand euro in 2014.

The income and expenses statement for financial years 2013 and 2014 are presented in the table below.

Income & Expenses Statement (euro)		
	2014	2013
Income		
Contributions received	1 456 158	1 289 173
Financial Income	4 145	8 045
Difference in Exchange Rates	41 893	18 704
Other Income	-	25 995
Total Income	1 502 196	1 341 916
Expenses		
Personnel	200 377	183 522
Depreciation	3 154	7 328
Office Costs	51 273	46 427
Activity Costs	1 209 087	1 066 267
Financial Costs	1 601	916
Difference in Exchange Rates	23 711	35 198
Other Expenses	2 163	196
Extraordinary Loss	6 626	-
Tax Penalties and Surcharges	20	-
Total Costs	1 498 013	1 339 853
Result	4 183	2 063

4 Management and Organisation

- a) Is the organisation an entity that has legal capacity to enter into an agreement with rights and obligations?
- b) Does the management structure have clearly defined roles, authorisations and authorities?
- c) Are there bylaw/statutes that clearly stipulate the mandate of the board and the organisation?
- d) Present the composition of the board, its members different competences, the election process and the board's insight in the operations of the organisation.
- e) Based on the above, does the board have sufficient and relevant competence, including competence in financial matters, for an organisation of this type and size?

The Global Water Partnership–Mediterranean (GWP-Med) is one of the 13 Regional Water Partnerships (RWPs) of the Global Water Partnership (GWP). The GWP is an international network, which has built up a network of RWPs. The GWP is managed by the GWP Organisation (GWPO), which is an intergovernmental agency based in Sweden. The GWP-Med is an independent organisation, but it does not have a legal status. The GWP-Med is hosted by the Mediterranean Information Office for Environment, Culture and Sustainable Development (MIO-ECSDE), which is a legal entity.

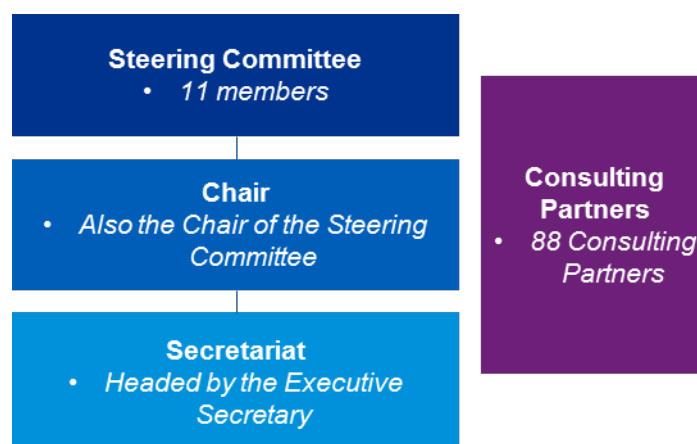
The management and accountability of the Host Institution to the GWPO is regulated by the Host Institution Agreement concerning the GWPO, GWP-Med and MIO-ECSDE. The regulations set by the Host Institution Agreement are related to the funding provided by the GWPO to the GWP-Med. The current agreement is for the period of January 2015 to December 2017. The establishment of a relationship between the GWP-Med and the Host Institution also provides a framework for the Host Institution to manage and be accountable to other donors for funds raised by the GWP-Med for the regional activities. The GWPO has no formal role in such arrangements, but requires the Host Institution to provide it with summary information on such other funds. The responsibility of the Host Institution to other donors for funds raised by the GWP-Med is limited to the financial and administrative management and to ensure that the funds received are used as agreed with the respective donors. The fee to the Host Institution for such other funds must be agreed with the respective donors. The roles and responsibilities as per the Host Institution Agreement are described more in detail below.

The GWPO is responsible for obtaining funds at the global level for the operations of the GWP activities in the region and for the relations with the international financiers of the GWP. The GWPO approves the work plans and budgets on an annual basis. The GWPO supervises the activities of the GWP-Med and ensures that the GWPO contribution is used as agreed with the donors and approved by the GWPO. The GWPO provides the Host Institution and the GWP-Med with instructions and guidance on financial reporting to meet the donor and GWPO standards. The GWPO makes disbursements to the Host Institution acting on behalf of the GWP-Med.

The GWP-Med is responsible for the implementation of regional activities in the Mediterranean in accordance with the approved work plans and budgets. The GWP-Med is responsible for obtaining funds at the local level for the GWP activities in the region. The GWP-Med provides support to the implementation of activities at the country level as set out in the Country Water Partnership (CWP) work plans and budgets. The GWP-Med is responsible on behalf of the GWPO for supervising and following up such activities at the country level. The GWP-Med approves the CWP budgets, work-plans and reports before submitting them to the GWPO.

The Host Institution provides financial management and administers funds of the GWP-Med's activities. The planning and implementation of the activities is the responsibility of the GWP-Med, but the Host Institution supports the GWPO and the GWP-Med with the preparation and follow up of the annual budget. The Host Institution in collaboration with the GWP-Med prepares quarterly financial reports to the GWPO.

According to the GWP-Med Rules of Procedure, the management structure of the GWP-Med consists of the following five organs: the 88 Consulting Partners, Steering Committee, Chair, Technical Committee and Secretariat. The different organs are described in the Picture below, except for the Technical Committee, which is not currently active. Each of the organs are described more closely after the Picture.



Consulting Partners

The GWP-Med has 88 Consulting Partners. Any organisation involved with water issues or having an impact on them, and having its base in a Mediterranean country, can become a member of the Consulting Partners. The application is available on the GWP-Med's website. All Consulting Partners are considered equal and they are informed and invited to participate in the GWP-Med's activities, they are provided reporting and they have meetings at least once every two years. In addition, the nominations for members of the Steering Committee are made by members of the Consulting Partners and only among themselves. Overall, the role of the Consulting Partners is mostly information sharing. The Consulting Partners do not have responsibilities and they do not have any decision making mandate.

Steering Committee

The Steering Committee is the highest decision-making body of the GWP-Med. The Steering Committee has 11 different organisations as members. The Steering Committee is responsible for determining policies, reviewing and approving the work programme, reports of activities, annual budget and financial balance, convening meetings of the Consulting Partners, deciding on the Host Institution by following provisions and guidelines by the GWP, electing its Chair and appointing the Executive Secretary. The Steering Committee monitors on-going activities and provides guidance on all work areas, including the political aspects. The Steering Committee meets at least once a year.

KPMG reviewed the Steering Committee meeting minutes for 2014 and 2015, and noted that the Steering Committee has met once both in 2014 and 2015. Based on the meeting minutes and according to the interviews, the Steering Committee is operating as stated in the Rules of Procedure and the members of the Steering Committee have sufficient capacity to contribute towards the GWP-Med's operations.

Chair

The Chair of GWP-Med represents the GWP-Med and the Steering Committee to all authorities and other organisations, manages the Steering Committee and the Consulting Partners affair, proposes the draft agenda, convenes and chairs the Steering Committee and Consulting Partners meetings, reports to the Steering Committee and Consulting Partners on all major developments and events in which the Chair participates, supervises the implementation of the decisions of the Steering Committee, provides general policy guidance to the Secretariat and leads fundraising efforts. According to the interview of the Chair, the collaboration between different parties in the organisation is smooth and he has a close collaboration with the Secretariat.

Technical Committee

According to the GWP-Med Rules of Procedure, the organisation should have a Technical Committee comprising of experts assisting the Steering Committee on the GWP-Med development and activities in fields identified by the Steering Committee. The Technical Committee should provide technical advice, quality control, assess the technical quality and effectiveness of the yearly programme and evaluate the general progress made in the implementation of the IWRM. The Technical Committee should meet at least once a year in coordination with the meetings of the Steering Committee. However, based on the interviews, the Technical Committee has not been active during the previous years as its work has not been considered effective. At the time of the Review, the GWP-Med was establishing a new committee which aim is to review and provide support to the projects implemented by the GWP-Med. Currently, the GWP-Med is relying on the expertise of the members of the Steering Committee.

Secretariat

The Secretariat has the overall responsibility for the coordination and execution of the annual work plans of the GWP-Med. It is responsible for the organisation's outreach activities, and for promoting collaborations and synergies with other organisations, institutes and processes active in the Mediterranean. The Secretariat manages all initiatives, programmes and projects of the GWP-Med. In addition, it manages the finances of the GWP-Med and reports accordingly to the Chair, Steering Committee and GWPO. The Secretariat is headed by the Executive Secretary. The responsibilities of the Executive Secretary include for example selecting and appointing the personnel, implementing the work plans and fundraising, and informing the Chair and the Steering Committee on a regular basis. The GWP-Med Secretariat is based in Athens, Greece, with side officers in Beirut, Lebanon and Tunis, Tunisia. The GWP-Med Secretariat is hosted by the Mediterranean Information Office for Environment, Culture and Sustainable Development (MIO-ECSDE), which legally represents the GWP-Med.

Conclusion

The GWP-Med is an independent organisation with no legal status. The GWP-Med is hosted by the Mediterranean Information Office for Environment, Culture and Sustainable Development (MIO-ECSDE), which is a legal entity. The GWP-Med has a clear governance structure and clearly defined roles and responsibilities set by the GWP-Med Rules of Procedure. The formal decision-making mandate and delegation of the work is adequately organised given the size and activities of the organisation. The Steering Committee is the highest decision making body of the organisation. The Steering Committee comprises of 11 members and based on the interviews, the capacity of the Steering Committee is sufficient.

f) Is there a decision order that adequately ensures segregation of duties in regard to authorisation of payments, different roles and responsibilities within the organisation?

The Code of Conduct of the MIO-ECSDE provides guidelines in regard to authorisation of payments of both the MIO-ECSDE and GWP-Med. Payments are made through bank transfers and cheques, both authorised and signed by the Chair. In addition, payments can be made in cash. By a written authorisation of the Chair, cash is withdrawn from the bank accounts and it is handled by the Head of Administration & Finance. The Head of Administration & Finance can make minor payments alone from the petty cash, but for higher payments the amount needs to be approved by the Chair. Payments are also made using the GWP-Med's credit card issued in the name of the Chair. The credit card is mainly used for covering hotel or subsistence expenditure and in some cases also for purchase of goods or acquisition of services. Credit card payments are authorised by the Chair.

A standing authorisation is given by the Chair and the Executive Bureau to the Head of Administration & Finance to make the necessary payments of monthly salaries and social security charges cost at the end of each month, as well as payments for telephone, electricity, postage, internet and other similar running costs prior to the expiration date of the corresponding bill. The Head of Administration & Finance informs the Chairman on the total amount to be paid and the Chair authorises a temporary limited access to the web banking system for the execution of the payments.

Different roles and responsibilities within the organisation are defined in the GWP-Med Rules of Procedures, as described in the beginning of this chapter. The GWP-Med has also written contracts with its employees in which roles and responsibilities of the respective positions are defined.

Conclusion

The Code of Conduct of the MIO-ECSDE provides guidelines in regard to the authorisation of payments of both the MIO-ECSDE and GWP-Med. However, a segregation of duties in regard to the authorisation of payments is not adequately ensured as the Head of Administration & Finance can make minor payments alone from the petty cash. The different roles and responsibilities within the organisation have been adequately defined.

Recommendation

The GWP-Med should consider implementing a joint signatory practice for the payments processed through petty cash in order to ensure a sufficient level of control for payments.

- g) Is there an office manual or equivalent stipulating rules and policies in regard to travel advances, other types of advances, petty cash, inventories, per diem level, routines for credit cards and payments etc.? Do these rates and rules seem reasonable? Are travels with business class allowed, and what levels of per diems are applied? It is stipulated what standard of accommodation that is used for workshops and travels?

Advances

The GWP-Med provides advances to some service providers, as stipulated in the agreements between the GWP-Med and the service providers. Advances are not normally provided to employees. Only in a case of an event, a person in charge can be provided an advance to be able to pay per diems to the participants. In this case, a person in charge needs to provide receipts signed by the DSA recipients and extra cash back to the Secretariat. Advances are not provided for travelling purposes. Instead, reimbursements are made afterwards against travel claims in which original receipts need to be attached.

Petty Cash

According to the GWP Financial Guidelines, payments shall be made directly to recipients' bank accounts. The use of cash should be strictly limited to the payment of per diems and minor amounts out of petty cash. According to the Code of Conduct of the MIO-ECSDE, cash can be withdrawn from the bank accounts by a written authorisation of the Chair and it is handled by the Head of Administration & Finance Officer. However, the organisation does not have a documented detailed policy for the petty cash defining controls such as a limit for the amount of petty cash stored in a safety box and reconciliation with the bookkeeping. In addition, the Head of Administration & Finance Officer can make minor payments alone from the petty cash. Higher amounts need to be approved by the Chair.

According to the interviews, the GWP-Med has petty cash both in euro and USD. The Chair and the Head of Administration & Finance have access to the petty cash. Petty cash is kept in a safety box and it is calculated at the end of each month by the Head of Administration & Finance and reconciled with the bookkeeping. The reconciliation is approved by the Executive Secretary. KPMG sample tested reconciliations and noted that they were duly documented and approved.

Inventories

The GWP-Med does not have a documented policy in terms of fixed assets management. The fixed assets register is maintained, but the verification of the assets has not been conducted. Therefore, the fixed assets register may include old items that cannot be used any more. Based on the interviews, the GWP-Med has not purchased assets under the Sida funding.

Travelling - Per Diems, Accommodation and Flights

The GWP-Med follows the MIO-ECSDE Travel Policy and Travel Regulations in terms of per diems, accommodation and flights. According to the Policy, all travels need to be authorised through a Travel Request. The applicable per diem rate is set to a maximum of 40% of the one established by the European Union for the location where the traveller spends the night, provided that an accommodation cost will not exceed the remaining 60%. In such case the per diem will be reduced accordingly. The per diem is calculated on the basis of overnight stays away from home on official mission. The Policy sets certain reductions on the per diem rate if breakfast, lunch and/or dinner are paid to the traveler.

In accordance with the Policy, accommodation cost covers up to five star hotel stay as long as it does not exceed 60-65% of the daily per diem rate foreseen by the European Union for the respective country. Higher hotel costs may be authorised if there are valid rational reasons for the choice but the total EU per diem for the specific country cannot be exceeded.

According to the Policy, all air travel is in economy class. However, if the flight duration of a journey is nine hours or longer, a higher class up to a business class can be allowed if the relevant budget source permits it and there is budget available.

Credit Cards

The MIO-ECSDE and the GWP-Med have two credit cards in common use issued in the name of the Chair. According to the MIO-ECSDE Code of Conduct, credit cards are mainly used for covering hotel or subsistence expenditure and in some cases also for purchase of goods or acquisition of services. Credit card payments are authorised by the Chair. Based on the interviews, credit cards are used only if bank transfer is not possible.

Payments

According to the GWP Financial Guidelines, payments shall be made directly to recipients' bank accounts. The GWP-Med has one euro and one USD bank account, and one savings account in Greece. In addition, the GWP-Med has three bank accounts in Brussels of which two are used for a specific project and one is a general account to which for example Sida will transfer the funds.

As described earlier in this report, regular payments such as salaries are authorised by the Head of Administration & Finance and all other payments are authorised by the Chairman. Regarding the non-regular payments, the Assistant Accountant generates a list of pending payments approximately once in a month for the Chair's approval. KPMG reviewed lists of pending payments and noted that they were duly approved by the Chair. After the Chair's approval, payments can be made through the online banking system.

All transactions in the monthly bank account statements are reconciled with the bookkeeping system on a monthly basis by the Assistant Accountant. KPMG reviewed reconciliations and observed that reconciliations between the bank account statements and the bookkeeping have been duly documented for all transactions in the monthly bank account statements.

Conclusion

Rules and policies followed by the GWP-Med are stipulated for example in the GWP Financial Guidelines, the Code of Conduct of the MIO-ECSDE and the MIO-ECSDE Travel Policy and Travel Regulations. However, KPMG observed that the organisation does not have a documented detailed policy for the petty cash defining controls for the petty cash management and in addition, the Head of Administration & Finance Officer can make minor payments alone from the petty cash. The GWP-Med does neither have a documented policy in terms of fixed assets management. The fixed assets register is maintained, but the verification of the assets has not been conducted.

Recommendations

The organisation should define a policy for the petty cash management and the fixed assets management in order to ensure that sufficient processes and controls are in place.

An annual physical verification of the fixed assets should be undertaken to ensure the physical condition, existence and location of all assets corresponds to documentary evidence.

5 Risk Management

- a) Are risk analyses performed regularly, and are there routines for identifying, analysing and taking risk reducing measures?
- b) What risks have the organisation identified for its operations?

The GWP-Med performs a risk analysis for each project at the project proposal stage. In addition to the project level risk assessments, the GWP-Med performs a risk analysis at the organisational level in collaboration with the MIO-ECSDE. Based on the organisational level risk analysis, the GWP-Med and the MIO-ECSDE have assessed risks either low or medium. The organisations have identified for example the following medium level risks: failures related to suppliers/subcontractors, failures of supplies/subcontractors to comply with requirements and an unstable environment for the organisation's actions/activities. The organisations have also identified preventive measures as well as defined probability, seriousness and significance of the risks. Based on the interviews, the main risks related to the GWP-Med's operations are political and economic risks. Regarding the political risk, the GWP-Med operates in countries with several ongoing crises such as Libya and Syria, and Istanbul in Turkey. However, the GWP-Med has a strong network of partners in the area which can be considered as an advantage since partners provide valuable information to the organisation and activities can be updated accordingly. In terms of economic risk, economic crisis in Greece affects also the operations of the GWP-Med.

Based on the interviews, risk analysis and risk management are considered in the GWP-Med's daily operations and discussed in the staff meetings whenever needed. Staff meetings are held once in every month or every two months, but formal meeting minutes have not been prepared. In addition, the GWP-Med and the MIO-ECSDE have consolidated staff meetings with the Chair and the Head Officer approximately once in a year with a more strategic approach where also risks are considered. KPMG reviewed the latest staff meeting minutes from May 2015. The Chair, Head of Administration & Finance and Executive Secretary of the GWP-Med and the Head Officer of the MIO-ECSDE were involved in the meeting where political and economic crisis in Greece and mitigation measures were considered.

However, the GWP-Med and the MIO-ECSDE have not determined a systematic and regular approach for the reviewing and updating the risk analysis. The current risk analysis does not include for example the economic risk which was raised as one of the main risk for the GWP-Med's operations during the interviews.

Conclusion

Risk analysis and management aspects are considered in the GWP-Med's daily operations and in the staff meetings. However, the GWP-Med and the MIO-ECSDE have not determined a systematic and regular approach for reviewing and updating the risk analysis. Lack of systematic risk management process may reduce the GWP-Med's possibilities to achieve its goals.

Recommendation

The GWP-Med should establish a formal risk assessment process where risks are identified and assessed systematically on an organisational level. The risk assessment process should be conducted on a regular basis.

- c) Does the organisation have sufficient staffing regarding resources, competence and professional knowledge in order to be able to work preventively and proactive with different types of risks?

The staff of the GWP-Med has a long work experience with the water and environment issues since several key staff members have been working for the organisation from the very beginning. In addition, the capacity of the Finance Unit can be considered sufficient as the organisation has both in house staff

and external staff contributing to the finances. The Head of Administration & Finance has worked for the organisation from the beginning. At the time of the Review, the organisation was seeking to strengthen the Finance Unit by recruiting one full-time accountant to be able to better respond to the increasing volume of activities. In addition, the organisation was planning to recruit some advisors to work in other countries to increase the sustainability of the GWP-Med and its activities. The organisation also engages external experts and consultants whenever needed.

Conclusion

The GWP-Med has sufficient staff regarding resources, competence and professional knowledge in order to be able to work preventively and proactive with different types of risks considering the size and complexity of the organisation.

6 Anti-Corruption

a) Is there an anti-corruption policy or has the organisation in other ways manifested that they work proactive against corruption? Are there satisfactory routines and systems for preventing, detecting and taking measures on fraud and corruption? Does the organisation have documented ethical guidelines/code of conduct policy?

b) Has it according to the organisation occurred corruption cases, and if so, how has it been handled by the organisation?

c) What eventual corruption risks have been identified during the assignment by the consultant that Sida has procured for this review?

The GWPO has launched the GWP Anti-Fraud/Corruption Policy in 2015 which applies to all stakeholders, including the GWP-Med and its host institution. The Policy defines fraudulent and corrupt behaviour within the GWP Network, sets out steps to be taken when fraud is reported or suspected and highlights measures that shall be taken in order to minimise the risk of fraud or corruption occurring in the GWP.

The Regional Steering Committees assume responsibility for ensuring that the GWP Anti-Fraud/Corruption Policy is implemented by the Regional Water Partnerships. The Regional Water Partnership shall at the end of each year receive a report from the Regional Coordinator noting that no corruption and fraudulent acts have taken place in connection with any payments made by the Regional Water Partnership to Country Water Partnership, or external consultants.

The GWPO has a number of guidelines and manuals in place in order to minimise and prevent the risk of corruption and fraudulent acts. The guidelines and manuals regulate how the GWPO manages the receipt, transfer and management of its funds. The provisions in the guidelines and agreements shall be adhered to by all employees in the GWPO as well as within the RWPs and CWPs, and all host institutions.

Based on the interviews, the GWP-Med has shared the GWP Anti-Fraud/Corruption Policy with all employees and at the time of the Review, the organisation was collecting confirmations from the employees to ensure that they have received and understood the policy. The MIO-ECSDE and the GWP-Med are also planning to create two email accounts as a whistle-blower channel to which employees can submit emails in terms of any concerns relating to corruption.

The activities of the GWP-Med include advice, support and capacity building. In relation to this, the assessed risk of corruption is considered limited. According to the interviews, the management is not aware of any misuse of funds or anti-corruption incidents.

Conclusion

The GWPO has recently launched the GWP Anti-Fraud/Corruption Policy which applies also to the GWP-Med and its host institution. Based on the interviews, the GWP-Med has shared the Policy with all employees. The MIO-ECSDE and the GWP-Med are also planning to create two email accounts as a whistle-blower channel to which employees can submit emails in terms of any concerns relating to corruption. However, the activities of the GWP-Med include advice, support and capacity building and therefore, the assessed risk of corruption is considered limited. According to interviews, the management is not aware of any misuse of funds or anti-corruption incidents.

7 Audit, Procurement and Financial Management

- a) Is the organisation audited according to national rules and regulations applicable to the legal form of organisation that it is. What type of audit is it (ISA, national standard, assurance engagement, agreed upon procedures)? Does the organisation follow-up on weaknesses identified in the audits in a systemised way? Is the auditor external, independent and qualified? During how many years have the audit firm been auditing the organisation?

The Financial Report of the GWP-Med is audited annually in accordance with the International Standards on Auditing. The Financial Report of the GWP-Med has been prepared solely to enable the GWPO to prepare consolidated accounts and not to report on the GWP-Med as a separate entity. KPMG reviewed the Independent Auditor's Reports for the financial years 2013, 2014 and 2015. The audits have been carried out by the external and independent audit firm, GrantThornton. The Auditor has expressed an unqualified opinion for 2013 and 2015, but qualified opinion for 2014. The qualified opinion for 2014 has been caused by two transactions which have not been recorded according to the guidelines. The cumulative error was 9,726 euro. Based on the interviews, the same audit firm has been auditing the organisation for five years and during 2016, the audit will be tendered for the next five years.

In addition to the Independent Auditor's Reports, the Auditor has provided separate Management Letter / Audit Memorandum for 2015 where the key findings of the audits have been summarised and rated based on their assessed significance. KPMG reviewed the Management Letter for 2015 and noted that the rating of findings has been illustrated by the use of traffic lights and all findings (four in total) have been categorised as yellow. The GWP-Med management has provided comments on each finding. The Chairman and the Executive Secretary have the ultimate responsibility for following up the audit recommendations.

Conclusion

The GWP-Med is audited annually in accordance with the International Standards on Auditing by an external and independent audit firm. The Auditor has expressed an unqualified opinion for 2013 and 2015, but qualified opinion for 2014. In addition to the Independent Auditor's Reports, the Auditor has provided separate Management Letter / Audit Memorandum for 2015 where the key findings of the audits have been summarised and rated based on their assessed significance. The Chairman and the Executive Secretary have the ultimate responsibility for following up the audit recommendations.

- b) Is there a procurement policy that includes adequate rules and regulations to manage planned procurement in compliance with applicable regulations? Sida's procurement rules for NGOs can be used to compare with. Check adherence to the procurement policy by reviewing a couple of procurements.

In terms of procurements, the GWP-Med follows the Code of Conduct of the MIO-ECSDE which includes the policy for sub-contacting of service and acquisition of products. According to the Code of Conduct, the following policies should be followed:

- Below 6,000 euro per year. Services of similar kind or products with a cost of up to 6,000 euro per year can be purchased directly and without tender requests, only by simple evaluation of the prices offered in the market.
- 6,001 to 60,000 euro per year. Acquisition of services of similar kind or products within a cost range of 6,001 to 60,000 euro per year are made through a tendering procedure officially announced in the MIO-ECSDE website for at least 10 days before the closing date of the procedure. A minimum of three offers should be received/requested and the final selection should be duly justified in case the lower cost offer is not chosen.

- 60,001 to 130,000 euro per year. Acquisition of similar services or products within a cost range of 60,001 to 130,000 euro per year are made through a public procurement procedure, announced in the daily press and if required, also in the Official Journal (Government Gazette) of the Government of Greece (issue of public procurements).
- Above 130,001 euro per year. Acquisition of similar services or products with a cost of more than 130,001 euro per year are made through an International public procurement procedure, announced officially in the Official Journal of the EU, in the Official Journal (Government Gazette) of the Government of Greece (issue of public procurements) and in the daily press. The rules of the procurement are defined based on the rules set out by the EU, the Greek law and the specific requirements of the project for which the acquisition is to be made.

In case the procedures described above cannot be applied due to the available timeframe of the specific project, or in case the criteria for the evaluation of a service or a product are of qualitative or artistic nature then a special permission should be requested by the funding agency in order to jointly determine the procedure to be followed. Leasing of additional office space, equipment and vehicles are subject to the above provisions.

KPMG sample tested procurements conducted under the Sida Agreement for the "Overcoming governance challenges to the mobilisation of financing for the Mediterranean water Sector" –Project. The tested procurements were related to the events including purchase of flight tickets, accommodation and meeting venue. The values of the procurement were below 60,000 euro. KPMG observed that the organisation has received at least three quotations and the evaluation including the reasoning for the selection has been conducted by the Project Officer and the Head of Administration & Finance, and approved by the Chairman. The evaluation process has been duly documented and approved. However, according to the interviews, procurements of this type have not been announced on the MIO-ECSDE website. Instead, the GWP-Med has requested quotations directly from the potential suppliers.

KPMG observed that approvals of final invoices have not been documented. Based on the interviews, invoices are reviewed and approved by the Head of Administration & Finance, but the review and approval are not documented by signing invoices. The Head of Administration & Finance adds only a project code to an invoice while reviewing and approving them, but not a signature. The Head of Administration & Finance is aware of projects implemented by the GWP-Med and she knows how to allocate invoices to different projects. After adding project codes, the Assistant Accountant checks that invoices are applicable by the tax authorities and records them to the Capital finance system.

Based on the interviews, the Executive Secretary and the Project Manger define and select participants for the events. The GWP-Med normally pays accommodation, flights and per diems to the participants. In addition, donors may define eligible participants and in this case, the GWP-Med can use donor funding only for those participants and the others need to be covered by the core funding.

Conclusion

The GWP-Med follows the Code of Conduct of the MIO-ECSDE which includes the policy for sub-contracting of service and acquisition of products. KPMG sample tested procurements conducted under the Sida Agreement for the "Overcoming governance challenges to the mobilisation of financing for the Mediterranean water Sector" –Project. KPMG observed that the organisation has requested quotations according to the policy and the evaluation process has been duly documented and approved. However, according to the interviews this kind of procurements have not been announced on the MIO-ECSDE website. Instead, the GWP-Med has requested quotations directly from potential suppliers. KPMG also observed that approvals of final invoices have not been documented.

Recommendation

The Finance Unit needs to ensure that the approvals of invoices have been documented for further verification before entering invoices to the accounting system.

- c) Does the organisation have an accounting software that allows for adequate accounting records for an organisation of its size and operations? Is project accounting possible in the accounting software? How does the organisation work with budget analysis and budget follow-up?

Accounting System

The Finance Unit of the GWP-Med comprises of the Head of Administration & Finance and Assistant Accountant who are employees of the GWP-Med and the Host Institute and work for the both organisations on a time sharing basis and based on project needs. In addition, the organisation has an external Assistant Accountant and Chief Accountant who work part-time for the organisation. The GWP-Med is currently planning to hire a full-time financial officer to the in-house finance team to better respond to the increasing volume of activities. Also, the Project Managers are supposed to use 10% of their time for following up the budget utilisation of the projects. The GWP-Med uses the Capital finance system for bookkeeping. The Capital system has been used since 2006 and it will be replaced by a new system, SoftOne Business Explorer, in the coming months. The Capital system as well as the new system allow for the project-based accounting. The Capital system has one currency in use, euro. Different currencies are translated using average monthly rate provided by InforEuro (European Commission site). Transactions are recorded to the Capital system by the Accountant Assistant on a weekly basis and reviewed by the Chief Accountant on a monthly basis. The fund balance reconciliation is carried out on a quarterly basis.

Reporting to Sida

The financial reporting is prepared by the Head of Administration & Finance in co-operation with the Project Managers. A general ledger is generated from the Capital system into Excel spreadsheet and the financial reporting is prepared in Excel. Based on the interviews, the narrative reporting is prepared by the Project Managers and shared with the Head of Administration & Finance to ensure that the financial and narrative reporting is linked.

KPMG reviewed the Annual Financial Reports and Annual Results Progress Reports of “the Overcoming governance challenges to the mobilisation of financing for the Mediterranean water Sector”-Project funded by Sida. KPMG noted that the Annual Financial and Results Progress Reports have been prepared for different periods. The GWP-Med has prepared the Annual Financial Reports for the periods of 1 January-31 December, 2013, 1 January-31 December, 2014 and 1 January-31 December, 2015. The Annual Progress Reports have been prepared for the periods of 3 December, 2012-31 August, 2013, 1 September, 2013-31 August, 2014 and 1 September, 2014-31 August, 2015. In addition, the budget utilisation has not been clearly analysed in the Annual Result Progress Reports. As a conclusion, the link between the Annual Financial and Results Progress Reports is limited.

KPMG reviewed the audit trail from the Annual Financial Report of “the Overcoming governance challenges to the mobilisation of financing for the Mediterranean water Sector”-Project to the bookkeeping and further from the bookkeeping to the individual vouchers. The sufficient supporting documentation has been attached to the vouchers and an audit trail could be verified. KPMG also observed that in addition to the budget comparison, the Annual Financial Report included a detailed report presenting expenditure at the transaction level.

Budget Analysis and Follow-up

The Capital finance system does not include a budget module. Therefore, budget comparisons are done in Excel spreadsheet. According to the interviews, the budget follow up is done on a quarterly basis by the Finance Unit. The budget comparison is shared with the Executive Secretary, Project Managers and the GWPO. The budget comparison includes also a forecast for the next two quarters. Forecasts are prepared by the Executive Secretary, the Head of Administration & Finance and Project Managers. Project Managers are involved in planning and budgeting process of the project activities from the proposal stage. Budgets are updated annually.

The new finance system includes also budgets both at the organisation and the project level. The Project Manager will have a review access to the new system which will enable them to follow up budget utilisation on an ongoing basis.

Conclusion

The GWP-Med uses the Capital finance system for bookkeeping which allows for the project-based bookkeeping. The Capital system will be replaced by a new system, SoftOne Business Explorer, in the coming months. Regarding “the Overcoming governance challenges to the mobilisation of financing for the Mediterranean water Sector”-Project funded by Sida, the link between the Annual Financial and Annual Results Progress Reports is limited as the budget utilisation has not been clearly analysed in the Annual Result Progress Reports and the financial and progress reports have been prepared for the different periods. The Finance Unit prepares a budget comparison in Excel spreadsheet on a quarterly basis which is shared with the Executive Secretary, Project Managers and the GWPO. This includes also a forecast for the next two quarters. The new finance system includes also budgets both at the organisation and the project level which will enable them to follow up budget utilisation on an ongoing basis.

Recommendation

The Annual Financial and Results Progress Reports should be clearly linked to each other by analysing possible under and/or overutilisation in the progress reports.

8 Forwarding of Funds

- a) Does the organisation assess the recipient organisation's capacity in regard to competence, resources, internal management and control and work on anti-corruption, and if so, in what way? Are these assessments documented?

The GWP-Med does not forward funds to its partners regularly. However, the GWP-Med is currently preparing draft grant agreements with two cooperation partners who will be involved in implementing the "Making Water Cooperation happen in the Mediterranean" –Project funded by Sida. The GWP-Med is planning to forward funds to both partners according to the agreed disbursement schedule. Sida will transfer funds to the bank account of the GWP-Med in Brussels according to the grant agreement and the GWP-Med will forward funds to the partners according to the grant agreements between the GWP-Med and partners.

Based on the interviews, the GWP-Med does not have a systematic process in relation to assessing recipient organisation's capacity. For example in the Sida Project, the GWP-Med decided to collaborate with the United Nations Economic Commission for Europe (UNECE) and the Sahara and Sahel Observatory (OSS) because according to the organisation, there are no other eligible partners considering the type of the Project. The organisation was also familiar with the partner organisations and therefore, it did not go through any kind of assessment process.

Conclusion

The GWP-Med does not forward funds to its partners regularly. Based on the interviews, the GWP-Med does not have a systematic approach in relation to assessing recipient organisations' capacity. For example in the "Making Water Cooperation happen in the Mediterranean" –Project, the organisation has been collaborating with both partners before and therefore, assessments were not needed.

Recommendation

The GWP-Med should establish a systematic process in relation to assessing recipient organisation's capacity in regard to competence, resources, internal management and control and work on anti-corruption. The assessments should be documented.

- b) Are there signed agreements between the organisation and its partner organisations in subsequent link? Are the rights and obligations of the recipient partner organisations stipulated in the agreements? Are the agreement requirements in accordance with what is stipulated in the agreement between Sida and the organisation?

In the "Making Water Cooperation happen in the Mediterranean" –Project, the GWP-Med is currently drafting grant agreements with its cooperation partners. KPMG reviewed the draft grant agreement between the GWP-Med and the UNECE. The rights and obligations such as prerequisites for disbursements, procurements regulations and requirements for reporting and audits have been defined in the draft grant agreement. Regarding the audit, the grant agreement between the GWP-Med and Sida stipulates specific clauses to be added to the contract between the GWP-Med and the UNECE, because the audits of the UNECE are regulated by the United Nations (UN) rules and regulations. This has been considered in the draft grant agreement between the GWP-Med and the UNECE accordingly. In terms of specific tasks to be implemented by the Cooperation Partner, the draft grant agreement refers to the grant agreement between the GWP-Med and Sida including Project Document and the General Conditions which will be annexed to the grant agreement between the GWP-Med and the UNECE. Overall, the requirements stipulated in the draft grant agreement between the GWP-Med and the UNECE are in line with the grant agreement between the GWP-Med and Sida. However, it must be emphasised that only a draft grant agreement was provided for KPMG's review and the final grant agreement may differ from the draft grant agreement. At the time of the Review, the GWP-Med was waiting for the UNECE's comments for the draft grant agreement prepared by the GWP-Med. Regarding the OSS, the GWP-Med has not prepared a draft grant agreement yet.

Conclusion

The GWP-Med is currently preparing draft grant agreements with two cooperation partners who will be involved in implementing the "Making Water Cooperation happen in the Mediterranean" –Project. The rights and obligations of the recipient partner organisation are stipulated in the draft grant agreement and requirements are in accordance with the agreement between the GWP-Med and Sida.

- c) What reporting requirements; financial and results; including audits, does the organisation place on its recipient organisations? Are eventual findings and weaknesses in the audit reporting from recipient partner organisations followed-up upon by the organisation in a systematic and documented way?

As per the draft grant agreement between the GWP-Med and the UNECE, the UNECE should submit annual audited financial reports for the Project no later than three months following the end of the 12 months period under which the activities have taken place. The report shall describe the implementation of the Project according to the agreed activities, difficulties encountered and measures taken to overcome problems, eventual changes introduced, as well as the degree of achievement of its results as measured by corresponding indicators. The final report, narrative and financial, will cover the entire period of Project implementation. Certified financial reports shall be deemed acceptable. The partner shall also submit annual narrative reports no later than 1 March following the end of each financial year.

The audit shall be carried out as regulated by the UN rules and regulations. Should the External Board of Auditors to the United Nations as appointed by the General Assembly make any observations on the use of grants arising from the Sida Contribution, a copy of the audit report shall be provided to GWP-Med/MIO-ECSDE and to Sida.

Conclusion

As per the draft grant agreement between the GWP-Med and the UNECE, the partner should submit annual financial and narrative reports to the GWP-Med. The audit shall be carried out as regulated by the UN rules and regulations.

Contact us

Anders Lundin

**Partner, Authorised Public Accountant
International Development Assistance Services**

anders.lundin@kpmg.fi

Kaisa Ylpekkala

**Assistant Manager, Certified Internal Auditor
International Development Assistance Services**

kaisa.ylpekkala@kpmg.fi

www.kpmg.fi

© 2015 KPMG Oy Ab, a Finnish limited liability company and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. All rights reserved.

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

The KPMG name, logo and "cutting through complexity" are registered trademarks or trademarks of KPMG International Cooperative ("KPMG International").

Management Response to the GWP-Med Review of Internal Management and Control, commissioned by Sida

This is the GWP-Med management response to the “GWP-Med Review of Internal Management and Control” commissioned by Sida, and conducted by KPMG during May 2016.

GWP-Med considers the conducted review and the resulting Report (dated 23/6/2016) a useful tool for safeguarding and further enhancing good management through its established operation and control systems.

The Report in general describes well the nature and operations of GWP-Med. Our response focus, therefore, only on the Report’s 7 recommendations, providing GWP-Med’s comments, and suggested actions.

The final Report and the current Management Response will be provided to GWP-Med Partnership Council and GWPO.

Recommendations	GWP-Med Comments	GWP-Med Suggested Actions
<i>1. Management and Organisation</i>		
1.1. The GWP-Med should consider implementing a joint signatory practice for the payments processed through petty cash in order to ensure a sufficient level of control for payments [Priority: Low]	<p>As described in the Host Institute’s Code of Conduct, payments in cash relate mainly to postage, maintenance expenses, and office consumables; in general, these (as it was mentioned during the review visit) are in the order of 500 euro per month.</p> <p>Furthermore, according to the Greek tax legislation system, cash payments, cannot exceed the limit of 500 euro per provider.</p> <p>Only for reimbursement of tickets, mileage remuneration and perdiems for conference participants, the amount to be handled in cash can be higher. In these cases, the amount is approved beforehand by presenting to the Chairman the detailed list of all amounts to be paid to each individual recipient. Then, by written authorization of the Chairman, the corresponding amount is withdrawn from the bank</p>	<p>A double signatory process is already established for the petty cash payments by using expense request tool offered by the new accounting software SOFT1.</p> <p>A payment in cash is requested by the dedicated for cash payments officer → the GWP-Med Executive Secretary approves → the Finance & Administration Unit verifies.</p>

Recommendations	GWP-Med Comments	GWP-Med Suggested Actions
	<p>account and it is handled either by the Finance & Administration Officer or another officer formally appointed to oversee the expense realization and reporting.</p> <p>It is in the above described framework that the Head of Administration and Finance can make payments from the petty cash. The petty cash is reconciled at the end of each month with the accounting software, and the cash counting is supervised by the GWP-Med Executive Secretary and the MIO-ECSDE Head Officer respectively.</p>	
<p>1.2 The organisation should define a policy for the petty cash management and the fixed assets management in order to ensure that sufficient processes and controls are in place. [Priority: Low]</p>	<p>Similar to the comments above</p>	<p>A detailed description on the Petty Cash Policy will be added in the Organisation's Code of Conduct for future reference.</p> <p>The Code of Conduct will be updated by the end of the year to include all needed recommendations and will be approved by the General Assembly to be organized in December 2017</p>
<p>1.3 An annual physical verification of the fixed assets should be undertaken to ensure the physical condition, existence and location of all assets corresponds to documentary evidence. [Priority: Low]</p>		<p>A physical verification of the fixed assets which are mainly consists of PC's, laptops, printers, photocopiers, will be made at the end of 2016 to verify their condition, existence and location.</p>
<p>2. Risk Management</p>		
<p>2.1 The GWP-Med should establish a formal risk assessment process where risks are identified and assessed systematically on an organisational level. The risk</p>	<p>The Risk Management procedures have been already revisited after the audit and certain points have been updated, including the reference to the economic crisis in Greece and in the region.</p>	<p>We will continue updating the Risk Management Assessments at regular intervals, at the end of each year, as part of the ISO 9001:2016 procedures, and ad hoc during the year if needs arise.</p>

Recommendations	GWP-Med Comments	GWP-Med Suggested Actions
assessment process should be conducted on a regular basis. [Priority: Medium]	A formal Risk Assessment process is now part of our certified procedure under the ISO 9001:2015 (inspection / certification performed on 27/5/2016).	
3. Audit, Procurement and Financial Management		
3.1 The Finance Unit needs to ensure that the approvals of invoices have been documented for further verification before entering invoices to the accounting system. [Priority: Medium]	Currently, invoices are controlled when received by the Finance & Administration Unit which allocates a project code to the specific invoice in collaboration with the respective project manager submitting the invoice. The code is written on the invoice and then the invoice is recorded in the accounting software. Invoices without a coding are not accepted for further processing by the accountant. The code writing represents the verification process.	Starting in 2017, we will enrich the verification process by adding a stamp and signature on the approved invoice before it is further processed. To this direction we have already incorporated in the accounting software (SOFT1) an expense request mechanism that authorizes the expenditure prior to reaching to the invoice issuing. This expense request involves a 3 levels approval: An officer requests to proceed with a specific expense → the project manager approves → the GWP-Med Executive Secretary controls → the Finance Officer verifies and then the officer can proceed with the realization of the expense. A similar verification is also applied prior to the payment of each invoice: Finance & Administration Unit request the payment of a specific invoice → the GWP-Med Executive Secretary verifies that the service was successfully delivered → the Chairman approves.
3.2 Annual Financial and Results Progress Reports should be clearly linked to each other by analysing possible under and/or overutilisation in the progress reports. [Priority: Medium]	This observation concerns exclusively the Sida-supported Project “Overcoming governance challenges to the mobilization of financing for the Mediterranean Water Sector”. The matter has been raised and thoroughly addressed with the Sida Manager.	The KPMG recommendation is already part of GWP-Med procedures. Thus, no further action is suggested.
4. Forwarding of Funds		
4.1 The GWP-Med should establish a systematic process in relation to assessing recipient organisation’s	The current procedure of assessing recipient organisation’s capacity is not systematic (e.g. it is not documented) but it has proven to be effective on	A documented process to assess recipient organisation’s capacity will be established by end January 2017 as integral part of GWP-Med’s overall procedures.

Recommendations	GWP-Med Comments	GWP-Med Suggested Actions
<p>capacity in regard to competence, resources, internal management and control and work on anti-corruption. The assessments should be documented. [Priority: Low]</p>	<p>contents given that no major problems have been encountered, safeguarding the integrity of the organization and the donors.</p>	

Terms of Reference

GWPO ASSESSMENT

GWP Mediterranean

Hosted by

**Mediterranean Information Office for Environment, Culture and Sustainable
Development (MIO-ECSDE)**

November 22-24, 2016

Objective and Purpose

The reviews of the RWP Secretariats are compulsory activities for GWPO, based on instructions from the GWPO Steering Committee, which has been acknowledged and emphasised by the Core Donors, the Sponsoring Partners, as well as by the European Commission in its Institutional Assessment of GWP.

The objective of this internal assessment is to evaluate the operations and effectiveness of GWP Mediterranean (GWP MED) to achieve its objectives, deliver its programmatic work, increase its capability, and comply with the financial and administrative management requirements, especially when it comes to the new Drin Project.

The purpose of the review is twofold: (1) To reassure the GWP donors that the regional Secretariat complies with the GWP financial guidelines, and the Host Institution selected to manage the GWPs funds complies with the minimum performance standards set for this service. (2) To support the operational management of the GWP Regional Secretariat to achieve its potential. In addition to reassuring sound financial and effective operational management, the visits undertaken by GWPO to the GWP Regions have proven to be very good tools for knowledge sharing and knowledge building, and improving the relationship between the region, host institution and GWPO.

A similar assessment was carried out in GWP MED during December 2009.

Hosting arrangement

GWP MED is a regional partnership of the Global Water Partnership established in 2002. GWP-Med is a platform that brings together competent organisations working on water issues in the Mediterranean Region. Through collaboration with its partners, GWP-Med activities extend to water, food and environmental interaction; integrated groundwater management and education.

The Steering Committee of the RWP is the decision-making body.

The Mediterranean Information Office for Environment, Culture and Sustainable Development (MIO-ECSDE) has kindly hosted the GWP Med Secretariat since April 2002.

MIO-ECSDE has agreed to provide financial management and administer funds for the RWP. The host institution is accountable for funds management and shall provide administrative management as requested by GWP MED, including making contractual arrangements, recruiting and employing personnel, undertaking the HR function for staff, procurements and provide GWP MED with office space and services.

The Host institution fee charged by MIO-ECDSE for the purpose of covering its costs for the financial and administrative management is 3,5% of the amounts actually spent, provided such amounts were transferred by GWPO to the Host Institution for the Work Plan. Furthermore, the MIO-ECSDE recovers office and other costs as specified in the budget approved by the Steering Committee.

The 2016 Core and WACDEP budgets currently managed by GWP MED is €601,098.

There is a separate agreement for the Drin Projects whereby MIO-ECSDE pays 2% of the total funds transferred by GWPO as a management fee.

The 2016 Drin budgets currently managed by GWP MED are \$500,800 from UNDP Albania plus \$95,370 from UNDP Kosovo.

Method

Peter Nyman will join the MIO-ECSDE and GWP MED teams in Athens for 3 days for an on-site review of processes, review of related documents, and discussions on the collaboration moving forward.

Other GWPO staff, such as Angela Klauschen, may join the review meetings by Skype as required.

The visit is undertaken with the aim of assessing the financial and administrative management of GWP funds, particularly in managing the new Drin project, and jointly solving any the issues MIO-ECSDE, GWP Mediterranean, and GWPO are experiencing.

More specifically the review will be carried out through:

1. Securing a common understanding of the responsibility areas as stipulated in the Donor Agreement, GWPO Administrative Guidelines, and Host Institution Agreement.
2. Developing a common understanding on what is requested by GWPO, MIO-ECSDE, and GWP Mediterranean (both secretariat and RSC) in order to comply with the relevant documents.
3. Identifying weaknesses or opportunities and jointly agreeing on actions to be implemented by GWPO, MIO-ECSDE, and GWP Mediterranean.

Proposed Activities

To meet the objectives of the visit, the following activities are proposed with a focus on the Drin project.

1. Activity Area 1: Internal Control Procedures

- 1.1. MIO-ECSDE to present its internal control procedures for the financial and administrative processes for the Drin Projects.
- 1.2. Presentation of the new GWP Mediterranean accounting system.
- 1.3. Procedures for procurement, travel, annual leave, payments and reporting.
- 1.4. Compliance with GWP's Anti-fraud/corruption policy.
- 1.5. Staff contracts, salary and benefit calculations.
- 1.6. HR Policy procedures and compliance to these procedures.
- 1.7. Consultancy contracts and fee calculations.
- 1.8. Monitoring cash flow.
- 1.9. Archiving system.

2. Activity Area 2: Audit

- 2.1. Discuss any outstanding issues arising from the 2015 audit.
- 2.2. Identify existing and potential obstacles to receiving a favourable audit report 2016.

3. Activity Area 3: Review of processes

- 3.1. Discuss GWP Financial Guidelines in order to secure compliance with GWP financial requirements.
- 3.2. Review the budget management process, including budget preparation, implementation, monitoring and controlling.
- 3.3. Review collaboration with the Drin implementing countries (Albania, Kosovo, Macedonia, Montenegro) on financial and contractual matters.
- 3.4. Carry out a sample based review of travel, procurement, host fee, and consultancy fees calculation and records in order to assess compliance with GWP guidelines.

4. Activity Area 4: Human Resources Management

- 4.1. Assess the functions related to human resources management and assignment of tasks for the Drin project.
- 4.2. Discuss follow up on staff contracts, compliance and coordination from RSC-HI level and information flow.
- 4.3. Review of employment contracts, timesheets, staff costs and salary payments.
- 4.4. Review of staff duty travel and Back-to-Office reporting requirements and practices.
- 4.5. Assess process for measuring staff performance including roles of both regional Steering Committee and Host Institution.

5. Activity Area 5: Drin specific issues

- 5.1. Discuss information flows for the Drin project and identify areas for improvement.
- 5.2. Discuss how to meet the annual reporting requirements.
- 5.3. Discuss how to reconcile the annual reports for UNDP, GWPO, and MIO-ECSDE.
- 5.4. Discuss how management fees are calculated, paid, and reported for year end.
- 5.5. Discuss how costs are shared in respect to the earmarked funding coming from UNDP Albania and UNDP Kosovo.
- 5.6. Discuss how risks are managed within the Drin project.

6. Activity Area 6: Preparations for the new IW-Learn project

- 6.1. Discuss appropriate workflows for the new IW-Learn project.
- 6.2. Discuss how to set up the financial management in the accounting system
- 6.3. Discuss how to meet the reporting requirements.
- 6.4. Prepare a realistic timetable for the first year deliverables.
- 6.5. Discuss how to mitigate ineligible costs such as bank fees, currency losses, and differences to UN rates and rules.
- 6.6. Discuss how to track the in kind contributions.

7. Activity Area 7: The GWP Change Agenda as a facilitator of GWP-Med's further development

- 7.1. Discuss options for GWP-Med's institutional setting and related organization adaptation
- 7.2. Discuss the actual potential for CWPs development and sustainable functioning in the region
- 7.3. Elaborate on the challenge of running an 'institutional' agenda while being based, to the large extend, on individual and output-bound projects

Preparation by the Host

To facilitate a successful visit, we kindly request MIO-ECSDE and GWP Mediterranean to arrange for the below.

Requested assistance during the visit

- We kindly request Bessie Mantzara, Giannis Dedes, as well as Dimitris Faloutsos to be available during the visit.
- If convenient, we would also request Michael Scoullou and Vangelis Constantianos to be available at the beginning and end of the visit for the introductory and wrap up meetings.

Documents to be prepared for the GWPO visit

- Current employment contracts of all Drin staff
- Timesheets of all Drin staff
- Performance assessments of all Drin staff
- A current list of all outstanding staff advances for the Drin (name, date, amount)
- A list of all consultancy contracts for the Drin (name, date, amount)
- A copy of the Drin fixed assets register

Documents we would need easily accessible during the visit

- All accounting documents, vouchers, supporting documents, contracts, payment details, procurement evaluations, payroll, travel claims, bank statements, bank reconciliations, and other financial documents to be easily accessible.
- Description on how to access supporting documents going from the General Ledger or vice versa.

Tentative timetable

<i>Tuesday 22 November 2016</i>	
Morning	<p>Introductory meeting with MIO-ECSDE and GWP Mediterranean.</p> <p>Briefing on the internal assessment and clarification of any questions.</p> <p>Participants may include Michael Scoullos, Vangelis Constantianos, Bessie Mantzara, Giannis Dedes, and Dimitris Faloutsos.</p> <p>Angela Klauschen may join by Skype if possible.</p>
Remainder of the day	<p>Meetings with appropriate MIO-ECSDE and GWP Mediterranean staff for detailed mapping of procedures, internal control functions, audit, and review of processes, human resources and institutional issues.</p>
<i>Wednesday 23 November 2016</i>	
All day	<p>Meetings with appropriate MIO-ECSDE and GWP Mediterranean staff for detailed mapping of procedures, internal control functions, audit and review of processes, human resources and institutional issues.</p>
<i>Thursday 24 November 2016</i>	
Morning	<p>Individual meetings with MIO-ECSDE and GWP Mediterranean staff to review results obtained in previous two days and clarification of any gaps in information.</p>
Afternoon	<p>Wrap up meeting with MIO-ECSDE and GWP Mediterranean.</p> <p>Participants could include Michael Scoullos, Vangelis Constantianos, Bessie Mantzara, Giannis Dedes, and Dimitris Faloutsos.</p> <p>Angela Klauschen may join by Skype if possible.</p>

Stockholm, 18 November 2016

Peter Nyman

AGENDA ITEM **5a**

Audited GWP-Med Budget 2015

Audit Instruction

Year ending 31 December 2015

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 2015 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 2015 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.

Audit Instruction

Year ending 31 December 2015

X. CURRENT YEAR RECOMMENDATIONS

Our consideration of internal control was for the limited purpose described in the first paragraph and was not designed to identify all deficiencies in internal control that might be significant deficiencies or material weaknesses and, therefore, there can be no assurance that all such deficiencies have been identified. However, from previous experience with our Audits of GWP-Med material weaknesses didn't come to our attention. We identified the items mentioned below that whilst not constituting significant deficiencies are considered significant enough to warrant management awareness or attention.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

We consider the following deficiencies in GWP-Med's internal control to be significant deficiencies:

Issue: IT systems

The current Accounting Software (Capital) is well customized in order to closely follow expenditures per specific project and activity. There are specific codes attributed to each one of the projects and specific budget lines that allow for reconciliation of all expenses per project and activity. In addition the financial officer monitors by using excel worksheets the information provided by the accounting software against the approved specific budget lines. Given the increased number of the new GWP-Med projects in addition to the ongoing programs and their size, we recommend that a new Accounting ERP Software should be in place which will provide the needed tools for a direct detailed monitoring of expenses against the respective project/activity budget line within the same software. This will enable a better and more direct monitoring and information on the implementation of each program budget. Such a program can also give direct access to readily available information of the budget use and remaining budget space to the project managers and to higher management



Audit Instruction

Year ending 31 December 2015

Management response

The Accounting Software has been replaced by ERP Accounting software.

Issue: Cash on hand

The Secretariat of GWP-Med is based in Athens and it is hosted by the Mediterranean Information Office for Environment, Culture and Sustainable Development (MIO-ECSDE). We noted that at the moment the cash on hand for GWP-Med and MIO-ECSDE are commonly monitored in the accounting software. Although the expenses paid in cash are characterized and attributed to the specific project they belong to either for GWP-Med or MIO-ECSDE, their payment record is kept in one accounting code a fact that cannot provide instantly the cash at hand availability for GWP-Med and/or MIO-ECSDE. This information is currently monitored using excel. We recommend that cash availability should be separately monitored using separate accounts in the accounting books of MIO-ECSDE

Management response

Cash payments and cash availability will be monitored in separate accounting codes for GWP-Med and MIO-ECSDE starting from 1.1.2016

Issue: Financial Statement Process

Presently, the Financial Officer prepares Quarterly Financial Reports that are reviewed by the GWP-Med Executive Secretary before their submission to GWPO, This review is not always documented, as approval is sometimes oral.

Therefore, documentation that the review was conducted is not always available. This may lead to doubts of whether the review was made and undermine the reliability of the financial reports.

We recommend that these reviews should always be documented.

Management response

Management will request formal documentation of reviews.

Audit Instruction

Year ending 31 December 2015

Issue: Internal Audits performed

We noted that formal Internal Audit Plan is not communicated to management beforehand. Performing scheduled internal audits will ensure that the entity's internal controls are effective in order to prevent or detect errors or fraud. We recommend that internal audit plan should be communicated to management.

Management response

There was a discussion on the issue of Internal Audit during the HI Executive Board Meeting last December with a question on performing these controls on a scheduled timeline and theme or at a random manner as was the case before. The Executive Board favored the second option on continuing the random approach. The issue will be discussed again in the next Executive Board Meeting.

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

There were no outstanding items at the time of the release of our audit report.

Yours sincerely,

Athens, 23 February 2016

The Certified Public Accountant Auditor



Eleni Aggelopoulou

SOEL Reg. No 30861



Chartered Accountants Management Consultants
56, Zefirou str., 175 64 Palaio Faliro, Greece
Registry Number SOEL 127



Audit Report

Auditor:	Eleni Aggelopoulou
Name of Regional Water Partnership (RWP):	Mediterranean

Dear Sir,

We have audited the accompanying Financial Report consisting of Global Water Partnership - Mediterranean expressed in EURO as at December 31, 2015 and for the year then ended, in accordance with International Standards on Auditing. The Financial Reports are the responsibility of management 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:

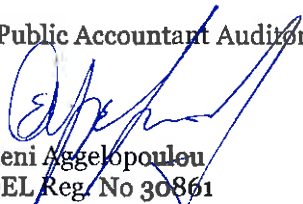
1. As requested in your instructions, we have performed the specified audit procedures outlined in the Group Audit Instructions. We have no exceptions to report as a result of applying these procedures.
2. During the course of applying these procedures no other matters came to our attention that we believe 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, 2015 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 Global Water Partnership Global Water Partnership - Mediterranean per Dec 31, 2015.

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, 23 February 2016

The Certified Public Accountant Auditor


Eleni Aggelopoulou
SOEL Reg. No 30861

BALANCE REPORT EUR

Kindly enter information ONLY in section B below.

Region: **GWP Mediterranean**

Balance Report 2015 (from): 1 January 2015
Balance Report 2015 (as per): 31 December 2015

	CORE	WACDEP	TOTAL GWP RWP	Locally Raised funds	TOTAL RWP
1 Ingoing Balance 1 Jan 2015			€ 28.302	€ 1.110.295	€ 1.138.597
2 Total Transfers from GWPO / Locally Raised funds 2015			€ 401.180	€ 2.442.323	€ 2.843.503
Expenditures Q1 from Expenditure Report	€ 35.730	€ 77.561	€ 113.291	€ 154.210	€ 267.501
Expenditures Q2 from Expenditure Report	€ 42.284	€ 45.881	€ 88.165	€ 175.016	€ 263.181
Expenditures Q3 from Expenditure Report	€ 69.383	€ 59.574	€ 128.957	€ 288.905	€ 397.862
Expenditures Q4 from Expenditure Report	€ 76.304	€ 173.736	€ 250.041	€ 406.858	€ 747.499
3 Total Expenditures (General ledger as per date of report)	€ 224.301	€ 356.752	€ 581.054	€ 1.094.389	€ 1.676.043
4 Closing Balance (General ledger)			-€ 151.572	€ 2.457.629	€ 2.306.058
5 Receivables & Advance payments (not included as expenditures at end of reporting period)			482.187		482.187
6 Accrued costs & Unpaid Invoices (included as expenditures at end of reporting period)			338.025		338.025
7 Bank Balance per Balance report (General Ledger)			-€ 295.733		-€ 2.161.896

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	5b. List Accrued costs	Amount EUR	7. List Bank Statement/s	31. December 2015
1. ADVANCES TO PROVIDERS	€ 8.178	1. DOMESTIC PROVIDERS	€ 144.370	Petty cash	€ 0
2. HELLENIC MIN. FOREIGN AFFAIRS	€ 75.688	2. FOREIGN PROVIDERS	€ 145.008	Core / WACDEP	€ 524.830
3. DEPOSIT WITH HOST INSTITUTE	€ 308.321	3. TAXES	€ 41.133	EURO ACCOUNT	€ 14.000
4.	€ 0	4. SOCIAL SECURITY CHARGES	€ 7.914	USD ACCOUNT	€ 0
5.	€ 0	5.	€ 0	Locally raised funds	€ 0
6.	€ 0	6.	€ 0	KBC-BRUSSELS EURO	€ 1.156.120
7.	€ 0	7.	€ 0	PEG - BRUSSELS USD	€ 466.321
8.	€ 0	8.	€ 0	EURO ACCOUNT (savings)	€ 527
9.	€ 0	9.	€ 0	Verified by Bank Statements	
10.	€ 0	10.	€ 0	attached to the report	
TOTAL	€ 465.182	TOTAL	€ 328.024	Total Bank Statement	€ 2.161.896

7. Locally raised funds - INCOME	EUR
UNICE	€ 10.603
SIWI	€ 725
UNSPENT BALANCE	-€ 6.626
Blue Plan	€ 11.091
OECD	€ 800
Coca Cola Foundation	€ 446.867
United Nation (GEF-Climt)	€ 236.322
Centro Research Ecologic	€ 29.178
WACDEP CU Niras	€ 27.348
LDK - SWIM-SM project	€ 35.760
Greek Ministry for Environ	-€ 10.440
Government of Malta	€ 5.853
NIRAS-Natura	€ 17.604
Blue Plan	€ 14.651
SIDA Water Cooperation	€ 1.077.890
SIWI-Water integrity Proj	€ 78.291
Coca Cola Foundation - Life for the city project	€ 466.466
2. Total Locally raised	€ 2.442.323

GWP Mediterranean

	Budget 2015	Accumulated Expenditures 2015	Remaining Actual Budget Space	Expenditure rate %
GWP Core + Add GWP funds				
TOTAL GOALS	224.573	224.301	272	100%
Goal 1 – Catalyse change in policy and practice				
SUM GOAL 1	0	0	0	
Goal 2 – Generate and communicate knowledge				
Outcome Challenge:				
Activity 1: Knowledge sharing and dialogue among Parliamentarians (COMPSUD) and among Media (COMJEST)	8.000	12.000	-4.000	150%
Activity 2 : Promote education for IWRM - Mediterranean Education Initiative for Environment and Sustainability	8.000	12.000	-4.000	150%
Activity		0	0	
SUM GOAL 2	16.000	24.000	-8.000	150%
Goal 3 – Strengthen partnerships				
Outcome Challenge				
D103337 Gender Workshop Athens CS200	4.573	4.573	0	
Outcome Challenge				
Activity 1: Promote Country Water Partnerships	2.000	3.000	-1.000	150%
Activity 2: Promote GWPMed in the pan-African and Gulf agenda, and related fundraising	2.000	1.869	131	93%
Activity 3: Design agendas for new GWP-Med focus themes responding to the GWP Strategy 2020	2.000	3.000	-1.000	150%
Outcome Challenge				
Activity 3.5.1 RSC meeting	8.000	3.939	4.061	49%
Activity 3.5.2 Regional Partners meeting	8.000	0	8.000	0%
Activity 3.5.3 Annual Global CP meeting Secretariat Travel	4.000	5.828	-1.828	146%
Activity 3.5.4 Annual Global CP meeting Partners Travel	5.000	0	5.000	0%
SUM GOAL 3 - activities (excl Running Costs)	35.573	22.209	13.364	62%
Running Costs Secretariat (Region and Country):				
4.1 Staff costs Secretariat (salaries, social security etc.)	94.000	93.598	402	100%
4.2 Office Running Costs	27.500	28.600	-1.100	104%
4.3 Audit fees	5.000	5.000	0	100%
4.4 Financial costs	1.500	1.500	0	100%
4.5 Bank Interest (reported as negative expenditures)	-3.000	-1.347	-1.653	45%

B

	Budget 2015	Accumulated Expenditures 2015	Remaining Actual Budget Space	Expenditure rate %
GWP Core + Add GWP funds				
4.6 Other costs (chair fees, staff and other travel and subsistence costs)	40.000	42.741	-2.741	107%
4.7 Host Institution fees	8.000	8.000	0	100%
SUM Running Costs	173.000	178.092	-5.092	103%
SUM GOAL 3 INCLUDING Running Costs	208.573	200.301	8.272	96%

This budget version issued
 Budget approved by the Network Officer
 Budget approved by the Regional Steering Committee/Council
 Final budget sent to the Host Institution by the Network Officer

MMDDYY
 MMDDYY
 MMDDYY
 MMDDYY



WACDEP North Africa

GWP Mediterranean

	Budget 2015	Accumulated Expenditures 2015	Remaining Actual Budget Space	% Expenditure Rate
TOTAL GOALS	80.600	77.736	2.864	96%
Goal 1 – Catalyse change in policy and practice <i>Outcome Challenge/ Work Package 1</i>				
Activity 1 : CC integration into the hydro-socio-economic model for water resources management in the SASS basin including the definition of the baseline situation, the identification of current CC consideration in development strategies, identification of existing CC projections in the region, evaluation of direct and indirect climate change impacts and definition of alternative development orientations in order to integrate climate change considerations through a consultation process	40.000	41.603	-1.603	104%
Activity 2 : Support the existing consultation mechanism to expand its missions in order to support the overall management of the basin and ensure the joint management of shared waters and the inclusion of climate change considerations in the prerogatives and missions of the mechanism .	9.600	0	9.600	0%
Total Outcome Challenge/ Work Package 1	49.600	41.603	7.997	84%
Total Outcome Challenge/ Work Package 2	0	0	0	0
Total Outcome Challenge/ Work Package 3	0	0	0	0
Outcome Challenge/ Work Package 4				
Activity 1: Undertake studies in the area of innovative and new financing mechanisms and sources, climate finance, benefit sharing targeting transboundary shared waters	9.941	13.513	-3.572	136%
Total Outcome Challenge/ Work Package 4	9.941	13.513	-3.572	136%
Total Outcome Challenge/ Work Package 5	0	0	0	0
SUM GOAL 1	59.541	55.116	4.425	93%
Goal 2 – Generate and communicate knowledge				
Total Outcome Challenge/ Work Package 6	0	0	0	0
Total Outcome Challenge/ Work Package 7	0	0	0	0
SUM GOAL 2	0	0	0	0
Goal 3 – Strengthen partnerships				
Total Outcome Challenge/ Work Package 8	0	0	0	0

GWP Mediterranean

	Budget 2015	Accumulated Expenditures 2015	Remaining Actual Budget Space	% Expenditure Rate
Running Costs Secretariat (Region and Country):				
Staff costs Secretariat (salaries, social security etc.)	10,000	12,434	-2,434	124%
Office Running Costs	3,000	4,000	-1,000	133%
Audit fees	1,000	0	1,000	0%
Financial costs	500	500	0	100%
Bank Interest (reported as negative expenditures)	0	0	0	
Other costs	3,559	2,686	873	75%
Host Institution fees	3,000	3,000	0	100%
SUM Running Costs	21,059	22,620	-1,561	107%
SUM GOAL 3 INCLUDING Running Costs	21,059	22,620	-1,561	107%

This budget version issued	MMDDYY
Budget approved by the Network Officer	MMDDYY
Budget approved by the Regional Steering Committee/Council	MMDDYY
Final budget sent to the Host Institution by the Network Officer	MMDDYY

WACDEP Tunisia

GWP Mediterranean

	Budget 2015	Accumulated Expenditures 2015	Remaining Actual Budget Space	% Expenditure Rate
TOTAL GOALS	180.642	184.456	-3.814	102%
Goal 1 – Catalyse change in policy and practice				
Total Outcome Challenge/ Work Package 1	0	0	0	
Outcome Challenge/ Work Package 2				
Activity 1: Develop vulnerability maps of water resources to climate change including : • Development of water resources baseline • Assess direct impacts of climate change and indirect drivers (non-hydro climatic such as demographic changes) on national development priorities and key economic growth sectors (energy, agriculture, industry, etc.) • Prioritise vulnerable areas to climate change scenarios and impact assessment	34.530	40.283	-5.753	117%
Activity 2 : Contribute to the preparation of the water and soil preservation strategy integrating climate change considerations and based in a participatory approach	14.032	16.310	-2.278	116%
Total Outcome Challenge/ Work Package 2	48.562	56.593	-8.031	117%
Total Outcome Challenge/ Work Package 3	0	0	0	
Outcome Challenge/ Work Package 4				
Activity 1: Assessment of Tunisia's accessibility and use of CC funds and innovative funding mechanisms as well as water related Project Preparation Facilities (PPFs) highlighting mains constrains and developing recommendations on how to enhance the access to these funds (close collaboration with ICA)	1.765	1.765	0	100%
Total Outcome Challenge/ Work Package 4	1.765	1.765	0	100%
Outcome Challenge/ Work Package 5				
Activity 1 : Implement no/low regret measures in the GDA of Diar El Hojjaj through the use of meteorological data to contribute to water security	39.275	47.703	-8.428	121%
Total Outcome Challenge/ Work Package 5	39.275	47.703	-8.428	121%
SUM GOAL 1	89.602	106.061	-16.459	118%
Goal 2 – Generate and communicate knowledge				
Outcome Challenge/ Work Package 6				
Activity 3 :Implement the capacity building programme on CC mainstreamin and Economics	17.040	20.085	-3.045	118%
Activity 4 : Attend WACDEP coordination meeting, pan-African Project Preparation and Climate Finance Workshop, ECCA workshop	10.000	0	10.000	0%
Total Outcome Challenge/ Work Package 6	27.040	20.085	6.955	74%
Outcome Challenge/ Work Package 7				
Activity 4 : prepare knowledge products on outcomes/outputs and results achieved within the WACDEP programme.	10.000	8.338	1.662	83%
Total Outcome Challenge/ Work Package 7	10.000	8.338	1.662	83%
SUM GOAL 2	37.040	28.423	8.617	77%
Goal 3 – Strengthen partnerships				
Total Outcome Challenge/ Work Package 8	0	0	0	
Running Costs Secretariat (Region and Country):				
Staff costs Secretariat (salaries, social security etc.)	24.000	22.083	1.917	92%
Office Running Costs	12.000	12.003	-3	100%
Audit fees	2.500	0	2.500	0%
Financial costs	500	498	2	100%
Bank Interest (reported as negative expenditures)	0	0	0	
Other costs	8.000	8.388	-388	105%
Host Institution fees	7.000	7.000	0	100%
SUM Running Costs	54.000	49.972	4.028	93%
SUM GOAL 3 INCLUDING Running Costs	54.000	49.972	4.028	93%

This budget version issued	MMDDYY
Budget approved by the Network Officer	MMDDYY
Budget approved by the Regional Steering Committee/Council	MMDDYY
Final budget sent to the Host Institution by the Network Officer	MMDDYY

WACDEP Region (excl. Africa)

GWP Mediterranean

	Budget 2015	Accumulated Expenditures 2015	Remaining Actual Budget Space	% Expenditure Rate
TOTAL GOALS	100.000	94.561	5.440	95%
Goal 1 – Catalyse change in policy and practice				
<i>Outcome Challenge/ Work Package 1</i>				
Activity 5: Support to regional policy making for Climate change	70.000	75.036	-5.036	107%
Total Outcome Challenge/ Work Package 1	70.000	75.036	-5.036	107%
Total Outcome Challenge/ Work Package 2	0	0	0	#DIV/0!
Total Outcome Challenge/ Work Package 3	0	0	0	#DIV/0!
<i>Outcome Challenge/ Work Package 4</i>				
Activity 1: Undertake studies in the area of innovative and new financing mechanisms and sources, climate finance, benefit sharing targeting transboundary shared waters	10.000	0	10.000	0%
Total Outcome Challenge/ Work Package 4	10.000	0	10.000	0%
Total Outcome Challenge/ Work Package 5	0	0	0	#DIV/0!
SUM GOAL 1	80.000	75.036	4.964	94%
Goal 2 – Generate and communicate knowledge				
Total Outcome Challenge/ Work Package 6	0	0	0	#DIV/0!
Total Outcome Challenge/ Work Package 7	0	0	0	#DIV/0!
SUM GOAL 2	0	0	0	#DIV/0!
Goal 3 – Strengthen partnerships				
Total Outcome Challenge/ Work Package 8	0	0	0	#DIV/0!
Running Costs Secretariat (Region and Country):				
Staff costs Secretariat (salaries, social security etc.)	10.000	11.089	-1.089	111%
Office Running Costs	3.000	3.000	0	100%
Audit fees	1.000	1.000	0	100%
Financial costs	0	0	0	#DIV/0!
Bank Interest (reported as negative expenditures)	0	0	0	#DIV/0!
Other costs	3.000	1.436	1.564	48%
Host Institution fees	3.000	3.000	0	100%
SUM Running Costs	20.000	19.525	476	98%
SUM GOAL 3 INCLUDING Running Costs	20.000	19.525	476	98%

This budget version issued	MMDDYY
Budget approved by the Network Officer	MMDDYY
Budget approved by the Regional Steering Committee/Council	MMDDYY
Final budget sent to the Host Institution by the Network Officer	MMDDYY



GWP Mediterranean

Secured Locally Raised funds

	Budget 2015	Expenditures 2015	Remaining Budget 2015
TOTAL GOALS	1.106.000	1.094.989	11.011
Goal 1 – Catalyse change in policy and practice			
Outcome Challenge:			
Activity 1: Policy dialogue is facilitated and catalytic actions are implemented for IWRM and WSS planning at regional, national and local level (within EC Sustainable Water Integrated Management Programme, GEF Strategic Partnership for Mediterranean Large Marine Ecosystems and the Mediterranean Component of the EU Water Initiative and Water financing / Private Sector Participation (PSP) - SIDA, BEWATER project)	525.000	514.142	10.858
Activity 1.1.: Water Financing and Private Sector Participation (PSP) -SIDA		111.782	
Activity 1.2.: Bewater Project		23.214	
Activity 1.3.: SWIM-SM		55.475	
Activity 1.4.: Water Integrity Capacity Building - MENA		39.760	
Activity 1.5.: NIRAS Capacity Building activities		66.064	
Activity 1.6.: Gef Medpartnership project		113.290	
Activity 1.7.: Gef - Replication Activities		54.750	
Activity 1.8.: GEF-Medpartnership Final Conference		49.807	
Activity 2: Regional and local policy dialogue is facilitated and capacity is built for Integrated Transboundary Water Resources Management (within Petersberg Phase II / Athens Declaration Process, GEF IW:LEARN 3 , Drin Dialogue, Sava Partnership)	17.200	17.122	78
Activity 2.1.: Building of capacities on transboundary water cooperation in Lebanon and Jordan - UNECE funded		17.122	
Activity 3: Support policy dialogue, stakeholder consultation and build capacity for integrated groundwater resources management (within Dinaric Karst Transboundary Aquifer System -DIKTAS-project)	0	0	0

Activity 4: Promote regional policy dialogue on climate change adaptation and climate variability issues (within GEF Climate Viability and Change Project)	158.800	158.815	-15
<i>Activity 4.1.: Gef- Climate Viability project</i>		143.075	
<i>Activity 4.2.: Various (Blue Plan , 7th WWF Etc)</i>		15.740	
Activity 5: Implement local pilot applications and promote local and regional dialogue on non-conventional water resources management (within the Coca Cola system projects)	405.000	404.910	90
<i>Activity 5.1. RWH-Cyprus</i>		107.114	
<i>Activity 5.2.: Alter Aqua</i>		297.796	
Outcome Challenge:			
Activity 1	0	0	0
Outcome Challenge:	0	0	0
Activity 1	0	0	0
Outcome Challenge:	0	0	0
Activity 10	0	0	0
Outcome Challenge:	0	0	0
Activity 1	0	0	0
SUM GOAL 1	1.106.000	1.094.989	11.011
Goal 2 – Generate and communicate knowledge			
Outcome Challenge: Knowledge sharing facilitated by providing quality products and services			
Activity 1: Knowledge sharing and dialogue among Parliamentarians (COMPSUD) and among Media (COMJEST)	0	0	0
Activity 2 : Promote education for IWRM - Mediterranean Education Initiative for Environment and Sustainability	0	0	0
Activity 3 : Promote awareness on water challenges and contribute to the identification of sustainable solutions in the Mediterranean	0	0	0
Outcome Challenge:			
Activity 1	0	0	0
Outcome Challenge:	0	0	0
Activity 1	0	0	0
Outcome Challenge:	0	0	0
Activity 1	0	0	0
Outcome Challenge:	0	0	0
Activity 1	0	0	0
SUM GOAL 2	0	0	0

Goal 3 – Strengthen partnerships			
Outcome Challenge: Awareness of youth about water issues raised			
Activity 1	0		0
Outcome Challenge:	0		0
Activity 1			
Outcome Challenge:	0		0
Activity 1			
Outcome Challenge:	0		0
Activity 1			
Outcome Challenge:	0		0
Activity 1			
Outcome Challenge:	0		0
Activity 1			
SUM GOAL 3 - activities (excl Running Costs)	0		0
Running Costs Secretariat (Region and Country):			
4.1 Staff costs Secretariat (salaries, social security etc.)	0		0
4.2 Office Running Costs	0		0
4.3 Audit fees	0		0
4.4 Financial costs	0		0
4.5 Bank Interest (reported as negative expenditures)	0		0
4.6 Other costs	0		0
4.7 Host Institution fees	0		0
SUM Running Costs	0		0
SUM GOAL 3 INCLUDING Running Costs	0		0

This budget version issued	MMDDYY
Budget approved by the Network Officer	MMDDYY
Budget approved by the Regional Steering Committee/Council	MMDDYY
Final budget sent to the Host Institution by the Network Officer	MMDDYY

BALANCE REPORT

Region: GWP MED Drin Project 2015



Kindly enter information ONLY in section B below.

- 1** Ingoing Balance 1 Jan 2015
- 2** Total Transfers from GWPO
- 3** Total Expenditures (General ledger as per date of report)
- 4** Closing Balance 31 Dec 2015 (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)

TOTAL EURO	
+	€ 0
+	€ 57.797
-	€ 52.275
=	€ 5.522
+	0
-	0
=	€ 5.522

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.	€ 0 1.	€ 0	USD ACCOUNT	€ 5.522
2.	€ 0 2.	€ 0		
3.	€ 0 3.	€ 0		
4.	€ 0 4.	€ 0		
5.	€ 0 5.	€ 0		
6.	€ 0 6.	€ 0		
7.	€ 0 7.	€ 0		
8.	€ 0 8.	€ 0		
9.	€ 0 9.	€ 0		
10.	€ 0 10.	€ 0		
TOTAL	€ 0 TOTAL	€ 0	7. Total Bank Statements	€ 5.522

SECTION B

BA

GWP MED Drin Project 2015	Budget	Expenditures	Remaining Budget
TOTAL GOALS	57.797	0	0
Goal 1 – Catalyse change in policy and practice			
<i>Outcome Challenge:</i>			
Activity 1	0	0	0
Activity 2: Regional and local policy dialogue is facilitated and capacity is built for Integrated Transboundary Water Resources Management GEF Drin/UNDP	57.797	52.275	5.522
SUM GOAL 1	57.797	52.275	5.522
Goal 2 – Generate and communicate knowledge			
<i>Outcome Challenge:</i>			
SUM GOAL 2	0	0	0
Goal 3 – Strengthen partnerships			
<i>Outcome Challenge:</i>			
SUM GOAL 3 - activities (excl Running Costs)	0	0	0
Running Costs Secretariat (Region and Country):			
Staff costs Secretariat (salaries, social security etc.)	0	0	0
Office Running Costs	0	0	0
Audit fees	0	0	0
Financial costs	0	0	0
Bank Interest (reported as negative expenditures)	0	0	0
Other costs	0	0	0
Host Institution fees	0	0	0
SUM Running Costs	0	0	0
SUM GOAL 3 INCLUDING Running Costs	0	0	0

This budget version issued	MMDDYY
Budget approved by the Network Officer	MMDDYY
Budget approved by the Regional Steering Committee/Council	MMDDYY
Final budget sent to the Host Institution by the Network Officer	MMDDYY

AGENDA ITEM **6a**

Draft GWP-Med Progress Report 2016

GWP-Med

Report of Activities

2016

Global Water Partnership – Mediterranean

Athens, Beirut, Ohrid, Podgorica, Pristina, Tirana, Tunis
Head Office: c/o MIO-ECSDE, Kyrristou 12 str., 10556 Athens, Greece
Phone: +30 210-3247490, -3247267 Fax: +30 210-3317127
E-mail: secretariat@gwpmed.org Web: www.gwpmed.org

1. A snapshot of 2016

2016 has been a year of setting into course a number of new multi-year projects, while conceptualizing and negotiating a number of other projects responding directly to GWP-Med priority agenda. Upgrading at a new scale of operations, GWP-Med human resources were increased by 30%, demanding adjusted managerial and administrative norms and procedures, that were prepared and set in application. In that sense, 2016 has served as an 'inception year' for the GWP-Med work programming period 2017-2019 and beyond.

The majority of the objectives set in the GWP-Med Work Plan 2016 were 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 serious 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 events. Furthermore, the prevailing uncertainty due to the social unrest and accumulative impact of forced migration have caused the often (re)orientation of national priorities causing alterations to agreed sets of actions. 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.

Delays, slow progress or even re-structuring of activities were recorded in some cases, without nonetheless hindering considerably the overall implementation of the Work Plan 2016. A number of activities (e.g. of the GEF Drin Project and the Non Conventional Water Resources Management Programme), with their budgets, were rescheduled for 2017 after agreement with donors and partners.

Furthermore, a number of additional activities that were not foreseen in the Work Plan 2016 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.

Among achievements in 2016, we should mention:

- The **Ministerial approval (2/2016, Athens) of the UNEP/MAP Regional Framework on Climate Change Adaptation**, having particular emphasis on the coastal zone. GWP-Med serviced technically the UNEP/MAP process, including through provision of expertise as well as by facilitating an international Advisory Group, as part of the WACDEP MED activities. The Regional Framework provides new impetus for action in the region, and building of related portfolios of activities advanced in 2016. The process was operationally linked with a number of activities of the **Sida-supported 'Making Water Cooperation Happen' project (end 2015-2018)**.
- The consistent building of the far-reaching **UfM political and technical process aiming at establishing a joint vision for water security in the Mediterranean towards 2030 and beyond**. Building trust and content among countries and stakeholders towards a suggested UfM Ministerial Conference on Water in 2017, the process aims at linking capacities and financial resources towards addressing targeted needs. GWP-Med services the UfM process as its technical facilitator providing key technical and organizational support for the delivery of all related outputs and activities, as part of its WACDEP MED activities. The UfM process has been operationally linked with a number of activities under the **Sida-supported 'Making Water Cooperation Happen' project (end 2015-2018)**.
- The contribution of GWP-Med in the implementation of the 'SEE 2020 Strategy: Towards European Integration' was of key importance. GWP-Med, being responsible for the SEE 2020 Strategy actions related to Water and the Nexus: participates in the coordination board of the SEE2020 strategy; provides along with REC technical support to the Regional Working Group on Environment (comprised of representatives of countries) -that is responsible for the implementation of the Dimension Environment- and its coordinator, RCC; assists in exploring possibilities for the initiation

of a political process for enhancing transboundary collaboration in SEE etc. The ADA supported project on the Nexus in SEE will assist implementing the Nexus part of the SEE 2020 Strategy; it has been recently presented by RCC to the SEE 2020 Implementation Committee as the (only) successful example of attracting financing for the implementation of the aims and objectives of the SEE Strategy in the field of action and of aligning the donor's interests with the latter. Acknowledging its services, the Ministers convened on 1 April 2016 in Podgorica acknowledged -through the adopted Declaration- the contribution of GWP-Med.

- The structured evolution of work in the Drin River Basin as per the agreed Memorandum of Understanding (MoU) among Riparians and consequent Action Plan, demonstrating their genuine wish to cooperate for the management of the shared resource. GWP-Med serves as a central facilitating role as Secretariat of the formal Drin Core Group (acting as de facto joint commission for the basin management); under this role it coordinates key projects advancing in the Drin, in close collaboration with UNECE. The GEF UNDP Drin Project (end 2015-2019), that was set with a team of 8 staff members (full and part timers; the origin and nationality of the staff members cover all Drin Riparians) and launched implementation of activities in 2016, mobilise 5.5 million USD and engage more than 150 stakeholders (institutions, academia, organizations, civil society) for the realization of the Drin MoU. The Project Management Unit, based in Tirana is already envisaged to become the nucleus of the Secretariat of the future joint commission after the end of the Project, implementing an -envisioned- International Agreement for the management of the Drin Basin (should the Drin Riparians decide to have one prepared and signed).
- The completion of WACDEP I Programme (2014-2018), with achievements at i) transboundary level, by mainstreaming climate change in the hydrogeological model that constitutes the main decision tool in the Northern Western Sahara Aquifer; ii) national level, by developing Tunisia's water resources vulnerability maps to climate change and establishing the national roadmap for climate change mainstreaming in the agriculture development plans; iii) local level, by adopting the Douimis Basin Development Plan by the Regional Development Council. Building on results and extending to new items based on countries' demands, WACDEP II Programme (2017-2019) is under preparation.
- The progress of the **Non-Conventional Water Resources (NWRC) Programme** (2014-2018) and the **Integrated Urban Water Resources Management (IUWRM) agenda**, though delays were faced in some technical applications due to complex public procurement norms and/or planning reasons. New NWRC communications and awareness raising outputs were produced and disseminated, including a video and infographics, increasing the outreach capacity of the programme. The NCWR Programme in Greece received (10/2016) a Gold Award in the sustainable business awards as an environmental project supported by the private sector. Furthermore, **ancient wisdom on NCWRM matched with modern techniques** in Santorini island, Greece, through training activities for university students, organised with the Cornell University. Among innovations, a Serious Game on IUWRM tailor-made for the **'Water for the City' Project** (2016-2018) in Alexandroupolis, Greece, was designed and will be used for enhancing stakeholders understanding and engagement on the agenda, holding substantial replication potential. Contributions to the development of the global IUWRM agenda were made.
- The continuation, together with OECD, of the UfM-labelled and Sida-supported regional programme on **Governance & Financing for the Mediterranean Water Sector** (2013-2017), with an emphasis on the enabling conditions for Private Sector Participation (PSP) in water services. The Programme has attracted high-level political interest and engagement as well as stakeholders' ownership, despite the political turbulence in the region. Mauritania and Albania expressed interest to benefit from activities. Fundraising options for the continuation of the programme were explored, while the UfM political framework and practical assistance have been key. Further to advancement of policy dialogue and experience sharing in the Mediterranean, the knowledge acquired has led GEF entrusting to GWP-Med the conceptualization and organisation of the launching of the **GEF global**

PSP agenda for its Source-to-Sea-and-Beyond agenda (Sri Lanka, 5/2017), establishing prospects for further engagement at global level.

- The advancement of the agenda on **Water Integrity** with multi-stakeholder dialogue and targeted capacity building activities within the SIWI-led and Sida-supported 'Water Integrity Capacity Building Programme in MENA'. Among others, emphasis was put on the **Gender and Water Integrity agenda**, incorporating further and on practical grounds gender mainstreaming considerations. The conduct of the national high level workshops assisted with raising the necessary political interest on the theme and encouraging action. The decision, together with national partners, for the organisation of a second set of national workshops demonstrates the political impetus gained and the willingness to elaborate on country-specific recommendations for advancing integrity within the water sector. The Learning Summit (scheduled for the fall of 2017) is expected to compile the national recommendations within the regional context and establish a roadmap for their effective implementation.
- The **finalization of four River Basin Adaptation** Plans through the EC DG RES-supported **BeWater Project (2014-2017)**, through stakeholder engagement. BeWater is a research project led by CREAM with the participation of 12 more partners. GWP-Med services primarily the communications and outreach agenda of the project. The Plans were produced for Tordera (Spain), Pedieos (Cyprus), Rmel (Tunisia) and Vipava (Slovenia).
- The promotion of the **Youth & Climate Change Adaptation** agenda in Tunisia through capacity building and dialogue activities on in collaboration with local NGOs, as part of the GWP Youth for Water & Climate project and BeWater project.
- The facilitation of interested Mediterranean countries **exploring accession to the UNECE Water Convention**, assisting the Convention's Secretariat. Lebanon and Tunisia were assisted with targeted support in this respect.
- The successful coordination of the organisation of the **MENA Focus events during the 2016 World Water Week in Stockholm**, which was substantial on discussions, messages and attendance. Launched formally during a high level session and at the presence of two Ministers of Water from the MENA region, a set of events dedicated to the Middle East & North Africa (MENA) Region will be 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.
- The **increase of GWP-Med outreach** thanks to the enforcement of the communications team and the improved organisation of its operations.
- The successful setting up of a large scale and multi-component GWP-Med Programme on **Water-Food-Energy-Environment Nexus in the Mediterranean** encompassing activities at regional, sub-regional, national and transboundary levels, through securing funding of 5,5 mil euros for the period 2016 (end) to 2021 from Sida, ADA, UBA and GEF. Development of synergies with UNECE, EC Joint Research Center, UNEP/MAP, and fundraising efforts continue. The engagement of a range of partners is foreseen and further synergies will be actively build in 2017. Among other outcomes, already earmarked budget will support the preparation of implementation projects to address the issues that will be brought up through the Nexus Policy Dialogues, providing the provision for following up with a long-term design.
- The promising building up of the **Water Security-Migration-Employment agenda, including with a focus on Gender and Youth**, as a future flagship agenda for GWP-Med. Conceptualization and outreach to partners towards establishing synergies, will be followed by fundraising exploration.

2. Activities in brief

Mediterranean	
WORKPLAN 2016 (Highlights)	PROGRESS 2016
<p>Highlight 1</p> <ul style="list-style-type: none"> • Advance Integrated Water Resources Management (IWRM) planning, implementation and monitoring through policy dialogue, catalytic actions and capacity building on targeted issues and at different scales, including: <ul style="list-style-type: none"> - (a) at <i>Mediterranean level</i>, with emphasis on contributing to on-going regional processes including the Union for the Mediterranean and its Water Expert Group, the 5+5 Western Mediterranean Water Strategy, etc; assisting coordination for building the water-related Sustainable Development Goals agenda in the region; promoting the concept of Water-Food-Energy-Ecosystems Nexus and of joint IWRM/Integrated Coastal Zone Management (ICZM) Planning; 	<p>> <i>Support to regional IWRM policy processes was provided:</i></p> <ul style="list-style-type: none"> ○ Technical support to the Union for the Mediterranean (UfM) in the formal process towards a UfM regional water agenda, including climate change objectives, having as a milestone the organization of a UfM Ministerial Conference on Water (scheduled for April 2017, in Malta). This concerned: technical assistance for facilitating the delegated Drafting Group of the UfM Water Expert Group (WEG) including drafting of background and discussion documents and organization of three UfM WEG Drafting Group Meetings (04/2016, Athens; 06/2016, Malta; 09/2016, Brussels); assistance for the organization of one WEG Meeting (12/2016, Athens); contribution in drafting documents for the UfM Senior Officials (SOM) Meetings. The UfM SOM Meeting of 10/2016 approved the organization of the Ministerial Conference. <i>[activity supported by WACDEP Med]</i> ○ Ongoing support to the 5+5 Water Strategy process for the Western Mediterranean (led by Algeria and Spain and technically facilitated by MENBO), including provision of comments and contributions during consultations (02/2016, 06/2016). Alignment of GWP-Med activities with the 5+5 Action Plan has been sought <i>[activity supported through own resources]</i> ○ Regional partner to the OECD Global Water Governance Initiative (representing on occasion also GWPO), with steady presence in and active contribution in the working groups and the related documents, especially the Water Governance Principles elaboration and finalisation. <i>[activity supported through own resources]</i> ○ Coordination of the MENA Focus at the Stockholm Water Week, involving 4 thematic sessions organized with/by regional partners, and addressing an audience of more than 500 persons.

<p>- (b) at South East Europe level, with emphasis on contributing in the implementation of the Regional Cooperation Council SEE 2020 Strategy including towards achieving its objectives on sustainable utilization of water resources making use of the Water-Food-Energy-Ecosystems Nexus approach, and towards a Regional (SEE) Water Agreement;</p>	<p><i>[activity supported through Sida and own resources]</i></p> <ul style="list-style-type: none"> ○ Active involvement and contribution in different regional and international fora (e.g. UNECE Working Groups, COP22, WB, etc.) facilitated the promotion of the IWRM agenda and allowed the cross-fertilisation among projects and processes. Outreach in these events was to more than 1500 people <i>[activity supported through own resources and through a range of projects]</i> ○ Design of a long-term and multi-activity GWP-Med regional programme on Water-Energy-Food-Environment Nexus. This included securing financial resources for activities at regional (Sida), national (GEF, ADA, UBA) and local, including transboundary and coastal (Sida, GEF), levels. The total capacity raised is in the order of 5,5 mil euros for 2017-2020. <i>[activity supported through own resources]</i> ○ Contribution to the design of an ICZM/IWRM (Source-to-Sea) agenda under the lead of UNEP MAP concluded with the approval of a related ‘child’ project within the new GEF UNEP MAP MedProgramme (2017-2021). GWP-Med will partner with PAP RAC, SCP RAC and UNESCO in the project. Preparatory activities will launch in 2017. <i>[activity supported through own resources]</i> ○ Design activities were undertaken for setting the Sustainable Development Goals agenda in the region. The agenda will be concretized and launched in 2017, including within the GWP SDG Readiness Facility. <i>[activity supported through own resources]</i> ○ Collaboration with the Regional Cooperation Council (RCC) advanced in service of the ‘SEE 2020 Strategy: Towards European Integration’. GWP-Med is responsible for the IWRM and Nexus agenda within the SEE 2020 Dimension “Environment” i.e. advancing the Nexus approach; exploring possibilities for the initiation of a political process for enhancing transboundary collaboration in SEE; advancing private sector participation in financing water infrastructure. A related Nexus Project supported by ADA was launched [at the end 2016] supporting the related part of SEE 2020. Further, GWP-Med along with REC provided technical support to the Regional Working Group on Environment (RWGE) and its coordinator, the RCC. The RWGE convened at Ministerial level on 04/2016, Podgorica; GWP-Med provided technical support to the Montenegrin Ministry of Sustainable Development and Tourism for the drafting of a “Declaration of Ministers and High-Level Representatives on the occasion of the 1st High-level Ministerial Panel on Responding to Climate and Environmental Challenges in SEE”; the latter acknowledges the contribution of GWP-Med in the process for the implementation of SEE2020. <i>[activity supported through own resources]</i>
---	---

<p>- (c) at national level, with emphasis on Lebanon, Montenegro and Morocco depending on the specific country IWRM agendas including in support of SDG readiness; and, promoting Country Water Partnerships as possible and needed particularly by exploring options in the Drin Basin countries (Albania, FYR Macedonia, Kosovo, Montenegro);</p> <p>- (d) at local and/or river basin level, including promoting joint IWRM/ICZM Planning in the Awali River (Lebanon) and exploring further options for application of the methodology elsewhere in the region;</p> <p>- € by continuing activities on the Water Governance & Financing Nexus with an emphasis on Private Sector Participation as well as Corporate Social Responsibility and</p>	<ul style="list-style-type: none"> ○ Activities in Lebanon, under the Governance & Financing Programme, were designed and initiated (see also in 1.e). ○ No country-level activities were undertaken in Morocco due to difficulties with mobilizing the resources for technical work within the Governance & Financing Programme (through OECD/EIB). Should current fund raising efforts together with the Moroccan Government bear fruits, activities will commence in early 2017. ○ A scoping was done for Montenegro, particularly linked with the SDGs Preparedness Facility, but no activities were implemented in 2016. Montenegro will be one of the MED focus countries for the Facility in 2017. <i>[activity supported through own resources]</i> <ul style="list-style-type: none"> ○ The Scoping Report and ToR for the development of a fully-fledged IRBM/ICZM Plan in the Awali River Basin (Lebanon) were completed towards a shared vision for the management of the Awali area. Activities in Awali replicated the related Buna/Bojana experience using the Integrative Methodological Framework approach. Follow up activities are under consideration. <i>[activities supported by the GEF MedPartnership Project and own resources]</i> ○ A publication on the transboundary Buna/Bojana river basin (shared between Albania and Montenegro) and coastal management Plan was drafted in collaboration with PAP RAC and UNESCO. Finalization is expected in 2017. <i>[activity supported through own resources]</i> ○ GWP-Med, along with other partners, was requested by the MAVA Foundation to contribute in the preparation of the action plan to implement the MAVA Strategy 2016-2022 for protection of the Mediterranean coastal and marine environment, including wetlands. The Buna/Bojana was chosen on 10/2016 as one of the areas of intervention. GWP-Med is negotiating with MAVA and partners for the continuation of the work done under the Buna/Bojana River basin and coastal management Plan. GWP-Med also contributes in the prioritization of a related MAVA intervention in Tunisia. <i>[activity supported through own resources]</i> <p>> <i>Regional and national activities continued</i> aiming to enhance stakeholders' understanding and capacity to promote/take action on the enabling environment for greater and more effective private sector involvement, while ensuring the social character of WSS and respect for the human right to water. Gender mainstreaming and corporate social responsibility considerations represent areas of special attention. Technical work at national level includes an assessment and a diagnostic analysis of the present situation on</p>
---	---

Water Stewardship, at regional, sub-regional (MENA and SEE), national and transboundary levels; and by advancing activities on **Water Integrity** at MENA level.

private sector involvement in water services along with an evaluation of the governance framework underpinning the water sector, and a set of forward-looking, internationally-inspired but country-specific recommendations for institutional, legal and structural changes along with a targeted and time-bound action plan for their implementation. These are supported and led by structured and inclusive multi-stakeholder's consultation processes.

- The **Palestinian** National Multi-Stakeholder Dialogue on Water Sector Reform to include Private Sector Participation was launched under the auspices of the Minister of Water, and developed through a series of fact-finding missions and the organisation of four consultation workshops in 2014-2015. The National Report was concluded in mid-2016, following the request of the national counterpart to incorporate additional considerations stemming from current developments in the country. Overall, the Dialogue involved 229 individuals from 39 different institutions, representing public authorities, utilities, NGOs, private sector, academia, donors and regional organisations. 27% of them were women, while an average of 45 participants attended each workshop. The Dialogue and technical product developed in close cooperation with national stakeholders and under the auspices of the Palestinian Water Authority (PWA) and the Minister of Water. PWA embarked in 2016 on a set of policy changes based on the recommendations and actions identified in the programme's National Report. Moreover, a request has been placed by PWA for the continuation of the Dialogue process to support the set of policies currently under elaboration by the government.
- Activities in **Lebanon** were initiated and progressed during the first half of 2016. The specific context of work was discussed and agreed upon with the Lebanese Ministry of Energy and Water and was included in a concept note detailing the overall Dialogue process. Agreement on and engagement of targeted partners to this work was also achieved, including private banks. Halting of work, as per the suggestion of the political hierarchy, in the period June-September 2016 was due to internal developments in the country. Nonetheless, work is expected to resume before the end of 2016 and is anticipated to signify a novelty towards sustainable financing of water through the involvement of the banking sector.
- The **2nd Regional Conference on Governance & Financing for the Mediterranean Water Sector**, was held on 12/2016, Tunis, under the auspices of the Tunisian Ministry of Agriculture, Hydraulic Resources and Fisheries, disseminating programme results and sharing knowledge among targeted participants, strengthening at the same time the interface between public, private and civil society actors at regional level. Mauritania and Albania expressed interest to benefit from related activities. Cooperation with other projects and processes has been sought and will materialise with synergy with the Water Integrity for the MENA project (see below).

[activities were part of the Regional Programme on 'Governance & Financing for the Mediterranean Water Sector' implemented by GWP-Med, OECD and UfM, with support by Sida. Complementary fundraising efforts are on-going for work in additional countries.]

	<p>> The 'Water Integrity Capacity Building Programme in MENA', led by SIWI and supported by Sida, was under full implementation during 2016. GWP-Med is the core regional partner for this regional programme.</p> <ul style="list-style-type: none"> ○ The set of national training workshops in each of the 5 focus countries (Lebanon, Jordan, Morocco, Tunisia and Palestine) were completed with the conduct of national high-level workshops. These informed decision and policy makers about the context and progress of the project, highlighted the role and value of water integrity for good water governance and reinforced political commitment for further action. ○ 3 regional alumni workshop were organised as follow up of the national trainings and offering insights on how to further mainstream water integrity and operationalise the individual action plans (prepared during the national trainings). More specifically, these workshops targeted the best performing 25 individuals from the i) operational staff (02/2016, Dead Sea, Jordan); ii) women (05/2016, Ifrane, Morocco) and iii) mid-level managers (10/2016, Amman, Jordan). ○ Based on joint decision with national partners, a decision was made to hold a second set of high level workshops in each of the 5 countries with the aim to further mobilise political interest and also to elaborate on country-specific recommendations for further mainstreaming integrity considerations in the water sector. These recommendations will be compiled and form one of the key knowledge products for the Learning Summit (scheduled for the fall of 2017) that will mark the highlight and the conclusion of the project.
<p>Highlight 2</p> <ul style="list-style-type: none"> ● Advance integrated Transboundary Water Resources Management through region-wide and local policy dialogue, stakeholder consultation and capacity building as well as by assisting competent partners in management planning, with a focus on the Drin River Basin (shared by five riparians in Southeastern Europe), and the North Western Sahara Aquifer (shared by Algeria, Libya and Tunisia) and, depending on countries' interest, the Medjerda River Basin (shared by Algeria and Tunisia). Furthermore, assist the promotion of the UNECE Water Convention in the region. Advance 	<p>> <i>In Drin River Basin:</i></p> <ul style="list-style-type: none"> ● Technical and administrative services provided to the formal process for Drin MoU for the management of the Drin transboundary river basin (shared by Albania, Greece, FYR Macedonia, Kosovo and Montenegro): day-by-day running of the Drin Core Group Secretariat; facilitation of 3 Expert Working groups (on Water Framework Directive; Monitoring and Exchange of Information; Biodiversity and Ecosystems). DCG and EWG meetings organized in 06/2016 and 12/2016. Close collaboration with the Drin countries and UNECE continued. The implementation of the Drin MoU is advancing as an outcome of coordination -by the DCG being assisted by GWP-Med- of actions supported by donors and mainly the implementation of the GEF/UNDP supported Drin Project. [There are on-going negotiations with countries for the organization of a Ministerial Meeting in 12/2016.] ● The implementation of the GEF UNDP Project 'Enabling Transboundary Cooperation and Integrated Water Resources Management in the Extended Drin River Basin' (budget of 5,5 m USD) is on-going. Recruitment of the staff members project team was completed (6 full and 2 part timers). There team became fully operational in 06/2016. The preparation of a Stakeholders Analysis advanced; 6 stakeholders Focus Groups Meetings were implemented in the beneficiary countries; a Stakeholder Conference [was] organised in 12/2016, in Tirana; ToR for 1 of the 5 pilot activities and for the

activities on the **Water-Food-Energy-Ecosystems Nexus including Climate Change** considerations, with emphasis on SEE shared basins and the North Western Sahara Aquifer.

establishment of an Information Management System have been launched; ToR for the preparation of 2 out of the 5 thematic reports (Socio-economics, Ecosystems, Hydrology, Pollution, Institutions) that will comprise the Transboundary Diagnostic Analysis are to be launched (the rest will be internally prepared); Pollution sampling expedition and analysis of samples in the Drin Basin in accordance [was] organised in 12/2016. Activities will continue per the project work plan in 2017 and on.

[activities supported by the GEF UNDP Drin Project and own resources]

> In the Northern Western Sahara Aquifer System (NWSAS)

- The NWSAS institutional setting was supported as a 'no/low regret' CC adaptation measure: assessment of the institutional and legal framework of the NWSAS Consultation Mechanism was elaborated. The assessment results and recommendations were presented at the NWSAS Steering Committee on 08/2016, Tunis. Follow up discussions were held at a NWSAS Workshop on the subject and on the Nexus agenda on 11/2016, Tunis.

[activities supported by WACDEP-North Africa/ Transboundary and Sida Matchmaker Project]

> In support of the UNECE Water Convention in MENA countries:

- In **Lebanon**, the study on implications and benefits by acceding to the Water Convention was completed aiming to inform the Lebanese government towards taking a related decision.
- In **Tunisia**, a national dialogue for the country's possible accession to the UNECE Water Convention was facilitated: an assessment report on the opportunities and the challenges was elaborated, and a national consultation workshop was organised 09/2016, Tunis.
- In **Jordan**, decision by the government on next steps is pending. A multi-stakeholder workshop was held in 03/2015, Amman. An inter-ministerial committee (under the leadership of the Ministry for Water and Irrigation) was charged to study implications and provide recommendations.

[activities supported by UNECE, including with contributions by WACDEP-North Africa/Transboundary and Sida Matchmaker Project, and implemented in cooperation with the competent line Ministries in the involved countries]

> For promoting the Water-Energy-Food-Environment Nexus agenda, including by addressing Climate Change considerations:

- **Sub-regional level** (SEE, MENA): In SEE (see also 1.a), a project (110k Euro) on sub-regional Policy Dialogue supported the German Ministry of Environment through the German Environment Agency and was launched at the end of 2016. Additional financing (~120k Euro) will be provided by GEF UNDP IW:LEARN 4 project. In MENA, related Policy Dialogue activities (250k Euro) are part of a multi-component project supported by Sida; the inception period was concluded at 11/2016.

	<ul style="list-style-type: none"> ○ National level: In SEE, a Nexus policy dialogue in one country will be implemented (see also 1.a), supported by a Nexus assessment, being means to develop a Nexus strategy towards water, food and energy security as well as sustainable management of resources used by these sectors. ○ Transboundary basins/aquifers level: In SEE, similar activities as at country level will be implemented in two transboundary basins, aiming in addition at enhancing cooperation among riparian states (see also 1.a). In MENA, focus will be in North Western Sahara Aquifer (Algeria, Libya and Tunisia), in collaboration with UNECE and OSS, with Sida support; the activities will be initiated in November 2016. <i>[activities were implemented within the framework of and in collaboration with the SEE 2020 Strategy, Petersberg Phase II / Athens Declaration Process, Drin Basin MoU and related GEF UNDP Drin Project, UNECE Water Convention System, OSS, Sida Matchmaker project]</i> ○ The GEF UNDP IW:LEARN 4 Project (2016-2019) advanced its preparations. Activities that GWPO and GWP-Med will implement include: continuation of the Regional Dialogues for enhancement of TWRM in SEE and Med; replication of the Med’s experience in other GWP Regions. The Project Inception Meeting was held in 03/2016, Paris. The contract between UNESCO (implementing partner) and GWPO is about to be signed.
<p>Highlight 3</p> <ul style="list-style-type: none"> ● Contribute in tackling Climate Change and Variability challenges through support to <i>regional</i> 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; completion of contributions related to development of methodology for climate change mainstreaming on water and land planning as well as national vulnerability mapping in Tunisia; scoping for developing climate-related activities in Mauritania; awareness raising and communication on climate change adaptation strategies at basin level. 	<p>> <i>At the regional level:</i></p> <ul style="list-style-type: none"> ● Technical support provided for the finalization of the draft UNEP MAP / MCSD ‘Regional Framework on Climate Change Adaptation’. The document was approved at the COP of the Barcelona Convention (02/2016, Athens). Follow up contributions were agreed in collaboration with UNEP MAP. ● Awareness campaign designed and awareness raising materials (infographics, posters) on CC Adaptation Planning at basin level in the Mediterranean elaborated and produced in support of the EC PF7 BeWater Project. Technical contribution for a Handbook on stakeholders engagement for river basin adaptation planning. ● The works of the UfM CC Group Meeting (05/2016, Paris) were followed and contributions were made. ● Technical contribution made to the 2015/2016 Regional Trainings on ICZM including on climate change. targeting 30 participants form key institutions involved on ICZM from 5 countries (Egypt, Jordan, Lebanon, Palestine and Tunisia). The contribution included the organization of a 2-weeks workshop in 02/2016, Tunis (including field trips, case study and interviews with stakeholders) and mentoring sessions for the participants. ● A Side Event was co-organised with the Tunisian Ministry of Agriculture at the COP 22 (11/2016) to share lessons on CC in the Mediterranean, including through WACDEP I and in view of WACDEP II. <i>[activities supported by WACDEP-Mediterranean, the GEF/MAP Climate Variability & Change Project, the EC FP7 BeWater Project, the NIRAS/Sida Project on ICZM/IWRM, and Sida Matchmaker Project]</i>

	<p>> In Tunisia:</p> <ul style="list-style-type: none"> • Maps on Water Resources Vulnerability to Climate Change were elaborated: Six Focus Working Group Meetings were organised to build the socioeconomic scenario, define the vulnerability indicators and assess the water resources vulnerability. Related GIS database was developed. National Workshop to present the final results [was/to be] organised in 12/2016. • Climate Change Resilience Plan for Water and Land Management for Douimis (North Tunisia) was developed, through an extensive consultation process: 5 Thematic Working Groups were established engaging local and national experts and stakeholders as well as research partners. The Douimis Plan was adopted by the Regional Development Council of Bizerte. • Methodological Guidelines for Climate Change Mainstreaming in Development Planning at Watershed Basin Level were elaborated. National workshop for the Guidelines dissemination [was/to be] organised in 12/2016. • A 30mn documentary film was prepared to document the lessons learnt from the Douimis Plan experience, to disseminate the knowledge developed and promote replication. • A Youth Initiative on Climate Resilience and Water Security was developed, through: i) facilitation of an awareness campaign led by the BeWater Project trained youth targeting school students (17 NGOs involved in delivering the campaign, 814 students participating) and the large public (open day organised in Zaghouan); ii) celebrating the World Water Day and organising a National Workshop on Youth and Blue Jobs (03/2016, Tunis); iii) participation of youth representatives in international events (Pre COP22, Budapest Water Summit, COP 22); iv) organising National Workshops on the Role of Youth to Achieve the Water and Climate Change related SDGs, 11/2016, Tunis. <p><i>[activities supported by WACDEP Tunisia and EC FP7 BeWater Project]</i></p> <p>> In Mauritania:</p> <ul style="list-style-type: none"> • Discussions held and scoping mission organised (10/2016) to identify the country priorities and possible contributions of WACDEP 2. <p><i>[activities supported by WACDEP North Africa]</i></p>
<p>Highlight 4</p> <ul style="list-style-type: none"> • Promote sustainable management of Non-Conventional Water Resources through <ul style="list-style-type: none"> - piloting technical interventions at <i>local</i> level with installation of small- 	<p>> <i>In service of the Non-Conventional Water Resources (NCWR) Programme in the Mediterranean:</i></p> <ul style="list-style-type: none"> ○ The NCWRM Programme continued its activities in Greece, Malta and Cyprus and its scoping for it expansion to Italy through the 5-year grant (2014-2018), supported by the Coca-Cola Foundation. For 2016, this complemented on-going projects in Malta, Cyprus and Greece. Further to their contribution to local Climate Change Adaptation, some of the activities have an Urban content, though focused in islands.

scale **Rainwater Harvesting and Grey Water Reuse systems** in Mediterranean islands (Cyprus, Greece, Malta, Italy, etc) also as contribution to local climate change adaptation;

- designing and launching 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 .

- Emphasis on increasing the programme’s outreach was given, through a number of publicity and awareness tools developed in 2016. A social media campaign run in the week leading to World Water Day, highlighting how NCWRs can be utilised at household and community level.
- **In Greece:**
 - RWH pilot applications advanced. Activities continued in project islands of the Dodecanese complex: an NCWR system was reinstated and 2 RWH systems were installed, while a stormwater application is in the tendering progress. The applications benefit a total of 1,200 permanent inhabitants and 2,000 tourists every year in two islands.
 - A 3 weeks hands-on training course and field work on NCWRM techniques for 6 post graduate student was conducted in Santorini in 05/2016, in collaboration with the Cornell University. Among others, emphasis was on rehabilitating traditional cisterns as a local cultural element towards creating a virtual Water Museum to be included as the single Greek contribution to the Water Museum of Venice.
 - Educational activities, in the project islands and in Athens, using the new version of the educational material “The Gift of Rain in the City” involved a total of 2023 students and 553 teachers.
[activities implemented in collaboration with the CSR Programme “Mission Water” of Coca-Cola Tria Epsilon and Coca-Cola Hellas]
- **In Malta**, within the NCWR Programme (*aka Alter Aqua*):
 - The installation of 1 greywater reuse system at the KMS Malta National Swimming pool was concluded, recycling greywater from showers for toilet flushing;
 - The reinstatement of a stormwater management system in a public square in Paola Boffu is currently in progress (to be concluded in Q1/2017).
 - The greywater recycling system installed at the Helen Keller School for disabled students in Qrendi is to be inaugurated by H.E. The President of Malta (11/2016), attracting publicity and reinforcing the demonstration character of the application and thus its outreach at national level.
 - Educational activities were implemented at the Xrobb I-Ghagin Environmental Centre by the Maltese partner Nature Trust Malta, as the educational programme has been adopted by the Ministry of Education and is part of their educational activities during the student’s visit to the Centre.
[The Programme is implemented in partnership with the (former) Maltese Ministry for Energy and Health and the Sustainable Energy & Water Conservation Unit, the Ministry for Gozo & the Eco-Gozo project and the Coca-Cola System in Malta. It is primarily supported by the Coca-Cola Foundation, with contributions from the partners and co-funding by the Ministry for Gozo]

- In **Cyprus**, within the NCWR Programme (*aka Mission Water*):
 - A greywater recycling system is currently being installed (to be concluded by end 2016) in a Community sports stadium in Limassol. The system will benefit approx. 1900 athletes per year, including a well-known women's football team and foreign teams trained there in summer months.
 - Educational activities advanced through teacher training workshops, reaching out to 75 educators.
 - Programme's outreach has been enhanced with numerous references to its outputs in the media.
- In Italy, within the NCWR Programme, during an exploratory mission in Sardinia potential partnerships and interventions were identified. Activities are to advance once the MoU with the regional authorities is signed.

>On designing and launching the GWP-Med agenda on integrated urban water resources management in collaboration with partners:

- Discussion on options to launch an IUWM in the Med region continued with GWP and some regional partners.
- A new 2-year project proposal on water management in urban environment in a coastal city in Northern Greece, "Water for the City", received a 1.2 million USD grant from The Coca-Cola Foundation. The project includes the development of innovative capacity building tools, such as serious game based on the IUWM principles, as well as community engagement and awareness raising tools. Moreover, in Greece, by end 2016, a new partnership with the second largest city in the country will be launched (Thessaloniki; 1.5 million inhabitants; one of the Rockefeller's 100 Resilient Cities). Urban NCWT applications have been identified to be implemented in the coming two years. This expansion will allow synergies with the "Water for the City" project, as a basis for an urban network, where the principles of IUWM and water sensitive cities are promoted.
- In Malta, one urban NCWR is in the tendering phase (a storm water management project).

> Contribution to the development of the global GWP IUWM agenda:

- A GWP-Med team member has been trained on the IUWM principles (Abidjan, 2016) and has become member of the global urban team within GWPO, contributing to its operations and events (Africa Water Week, etc.).
- Options for opening the agenda in North Africa, and particularly in Tunisia, were explored and will be followed up in 2017.

Highlight 5

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

> Educational activities were implemented primarily through the NCWRM and IUWM agendas (see Highlight 4).

> The Summer University of Samothraki 2016 took place on 07/2016 on the island of Samothraki, Greece, engaging more than 70 participants, and organised by a number of partners. It consisted of two parallel courses: on “Aquatic and Social Ecology-Theory and Practice” and on “Integrated Water and Coastal Management - Educational and Participatory Approaches”.

> Gender activities were implemented primarily through the Governance & Financing and Water Integrity agendas (see Highlight 1)

> Youth activities were implemented primarily through the Climate Change Adaptation and NVWRM agendas (see Highlights 3 and 4)

Furthermore, work progress markers over the years of the on-going GWP Strategy 2014-2019 are presented in Annex 1, and the annual indicators' status (*this is work in progress*) is given in Annex 2.

3. Challenges and lessons learned

- The serious challenges linked to the persistent socio-political unrest and war/open conflict in several of the South Mediterranean Countries remained palpable during 2016, as well as the economic challenges faced by several North Mediterranean Countries. In addition to practical issues of conducting activities and travelling to/from countries, the above issues render, in some cases, particularly challenging the water security vision, long term planning and effective IWRM application.
- 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 2016. 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 considered 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 22 full-timers based in 7 locations (Athens, Beirut, Ohrid, Podgorica, Pristina, Tirana and Tunis), and a large number of other external short-term technical experts. An internal process on enhancing modes of the GWP-Med Secretariat operations was completed, 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. In May 2016, an independent internal management audit was conducted by KPMG after the request of Sida, concluding with very positive results and helpful recommendations for further improvement.
- The estimated 2017 budget follows the up-curve of the past few years and is the highest since GWP-Med's establishment (2002) while it marks a doubling-plus of the usual annual budget. Importantly, this level is considered secured until at least 2019 given the multi-year setting of the secured projects. Fund-raising efforts will consistently continue in 2017.
-
- Opening and/or delving further into relatively new themes through steady line of work will continue e.g. on transboundary water resources management, the Water-Food-Energy-Environment Nexus including its linkages with Climate Change, Non-Conventional Water Resources, Integrated Urban Water Resources Management, Private Sector Participation including elements of Corporate Social Responsibility, Water Integrity, IWRM/ICZM (Source-to-Sea) planning, etc. Furthermore, the GWP SDG Preparedness Facility as well as the Water Security-Migration-Employment agenda (including with emphasis on Gender and Youth) are expected to create new niches for GWP-Med at national and regional levels.

4. A look to the future

- The majority of activity-lines will continue in 2017 and beyond, with secured funding. Activities planned are described in the draft GWP-Med Work Plan 2017. The estimated 2017 budget follows the up-curve of the past few years and is the highest since GWP-Med's establishment (2002). The trend will continue in 2018 and 2019. Fund-raising efforts will consistently continue in 2017.
- Opening and/or delving further into relatively new themes through steady line of work will continue e.g. on transboundary water resources management (in the Drin Basin and the North Western Sahara Aquifer), the Water-Food-Energy Nexus including its linkages with Environment and Climate Change, IWRM/ICZM planning, Non-Conventional Water Resources, outreach and engagement of Private Sector

including elements of Corporate Social Responsibility, Water Integrity, a screening of options for engaging in the Integrated Urban Water Resources Management agenda as well as the Water Security-Migration-Youth Employment agenda, etc.

- Content of new work agendas consistent with the GWP Strategy 2020 are aimed to more concretely advance in 2017 including on Water & Gender and Water & Youth. Furthermore, the GWP SDG Preparedness Facility is expected to create a niche for GWP-Med at national and regional levels.

Annex 1. Work progress markers over the years of the on-going GWP Strategy 2014-2019

PROGRESS MARKERS TO BE ADDRESSED BY GWP SYSTEM						MONITORING - OUTCOME JOURNAL					
						/	/	/	Something can be reported about the boundary actor, mostly in terms of connection / interest / participation to GWP activities (10%)		
						+	+	+	A change process is identified while not fully implemented; the discussion of the link to GWP activities is worth reporting (50%)		
						++	++	++	A significant change can be reported; the discussion of the different influences/ processes leading to this change is worth reporting, including the link to GWP activities (90%)		
OC	PM	wkp 14	wkp 15	wkp 16	Progress Markers	Oct-14	Oct-15	Oct-16	Comments Oct-14	Comments Oct-15	Comments Oct-16
1,1	1.1.1	X			National governments are equipped with tools (assessment, elaboration of policy options, capacity building) to make progress on their national water and sanitation planning in an integrated approach including through establishing readiness for responding to Sustainable Development Goals.	++	++	+	The support to national water and sanitation planning continued intensively engaging a range of stakeholders and despite the prolonged socio-political instability in the region particularly in the southern part, which sometimes required the delay or on occasion the halting of activities. The often changes in the national administrations posed an additional challenge, but the fact that a great number of activities were successfully implemented according to plan demonstrates the countries' commitment to water sector reform processes. The set of activities and their boundary actors are briefly presented in the Progress Report. In a number of cases, feedback from leading stakeholders including governments demonstrates current and/or anticipated impact e.g. integrating guidelines produced in their national system, utilizing knowledge acquired for promoting agendas, etc. However, since most of the activities contributed to policy processes it is expected that actual results would be visible beyond the current reporting period. Among others, the extension of the EU SWIM-SM Programme with one year	The situation and challenges in the region have not changed since 2014. Actually, they have only got worse in some countries. In 2015, the EU SWIM-SM and the GEF UNEP/MAP MedPartnership project were completed successfully, receiving positive recommendations by beneficiary country for following up with new projects in the respective fields that were transmitted to donors and were shared with the regional stakeholders' community.	The situation and challenges in the region have not changed. Importantly, the socio-political unrest in several of the countries has limited appetite for structured policy making interventions. Following the successful completion of multi-year projects at the end of 2015, 2016 has been a year of setting up content and partnerships for new related interventions that, if fundraising is successful, will unfold in the period 2017-2019

												8th Biannual International Water Conference.
1,1	1.1.3	X			Regional and national IWRM and ICZM partners establish better understanding of the related inter-linkages and challenges and selected transboundary and national basins are equipped with advanced local management planning tools.	+	++	++	Some delays have been encountered in completing the Integrative Methodological Framework on ICZM/IWRM and proceeding with widely promoting this product along with the local application made through the transboundary Buna/Bojana Plan (also facing some delays) and the Awali River Basin (on track). Still, work will be completed soon, and follow up will be made according to plans in 2015, within the life of its supporting project (GEF MAP UNEP MedPartnership). The collaboration with two leading partners in the field ie. PAP RAC MAP/UNEP and UNESCO increases outreach and follow up options.	Development of the IWRM/ICZM Integrated Methodological Framework as well as their practical demo applications in the transboundary Buna/Bojana area (Albania, Montenegro) and the Awali River Basin (Lebanon) were completed. Collaboration with PAP RAC MAP/UNEP and UNESCO have added to experience sharing and served as a lab for testing ICZM and IWRM approaches.	Experience aquired and knowledge developed on IWRM/ICZM in previous years was capitalized for building new follow up projects. However, implementation of activities were limited. If fundraising efforts will be successful, a new set of activities will emerge in the period 2017-2019.	
1,1	1.1.6	X			Regional / Sub-regional institutions and political initiatives are assisted in advancing their water related strategy processes, including on the Water-Food-Energy-Ecosystems Nexus (Nexus). National and basin institutions are assisted in addressing water, food and energy security issues using the Nexus approach.	++	++	++	Policy processes on Climate Change as well as on IWRM led by the two prime Mediterranean political bodies were assisted and concrete steps were undertaken. At the sub-regional level, collaboration with RCC continued in the framework of the SEE 2020 Strategy, while inputs were made in assistance to the 5+5 Western Mediterranean collaboration. Overall, the majority of activities advanced according to schedule and several of these will be completed in 2015.	Collaboration with the targeted political insititutions (UfM, MAP UNEP, RCC, 5+5 Initiative, etc) advanced according to plan.	The UfM was substantially assisted for running a fully fledged and engaging formal preparatory process towards the suggested UfM Ministerial Conference on Water (proposed for spring 2017) through the UfM Water Expert Group (convening at Water Directors' level). If the process concludes successfully in 2017, it shall provide guidance for long term water cooperation in the region and will establish a mechanism and work programme for its implementation. Furthermore, the UNEP MAP Regional Framework on Climate Change Adaptation, technically assisted by GWP-Med for its elaboration, was adopted at Ministerial level. Moreover, targeted support and input was provided to the 5+5 Initiative and the elaboration of the Action Plan for the implementation of the related Water Strategy. Among other areas of work, the Action Plan aligns with projects of regional interest, including the	

												Governance & Financing for the Mediterranean Water Sector and the Water Integrity capacity building in the MENA that GWP-Med leads/co-leads. Further, the RCC was technically supported in the implementation of the SEE 2020 Strategy with a range of activities.
1,1	1.1.7				Stakeholders are assisted to improve their understanding and capacity and debate on water integrity, transparency and accountability as means for improved water governance.			++				Following the successful conduct of a series of national capacity building workshops on water integrity in 5 countries (Lebanon, Jordan, Palestine, Morocco and Tunisia - provided to a total of 500 people), the capacity of the top achieving trainees (a total of 100 people) was reinforced through the organisation of regional alumni workshops aiming to progress with the implementation of individual action plans. Special emphasis during the alumni workshops, and through dedicated sessions, was paid on gender issues and the interlinkages of water integrity with gender. Furthermore, the design of a concrete mentoring process was launched and finalised in 2016 and will be fully implemented in 2017 for further supporting the action plan operationalisation through a steady mechanism.
1,2	1.2.1			x	Decision makers and stakeholders establish better understanding, improve their capacity and are equipped with advanced policy tools and knowledge to respond to Transboundary IWRM challenges to respond among others to security risks with the Water-Food-Energy-Ecosystems Nexus being used as benefits' identification and cooperation enhancement tool; formal and informal policy dialogues and	++	++	+	The prime set of activities in 2014 was on advancing operational synergies with riparian countries in the shared basins and international stakeholders as well as on elaborating joint project proposals. Results of the latter would become available in late 2014/early 2015. Among important results, the GEF UNEP Drin Project, with 4.5 mil USD financing and 200 mil USD co-financing, was approved by the GEF CEO and appraisal of GWP/GWP-Med as Implementing Partner is underway.	The GEF UNDP Drin River Basin Project was launched, the UNECE Convention was promoted in Jordan and Lebanon in collaboration with UNECE, while Sida confirmed funding for following up that work through 3-year project that includes a number of additional other activities including on the nexus in the North Western Sahara Aquifer.	Both the GEF UNEP Drin Project and the Sida 'Making Water Cooperation Happen' Project had a slower than anticipated start. However, their setting was completed and acceleration was witnessed from mid year on.	

					stakeholder processes progress e.g. collaborative action advances for the management of the Drin River Basin and of the North Western Sahara Aquifer, collaboration potential is explored in basins in SEE as well as for the management of the Medjerda river, more countries of the Mediterranean become aware and possibly participate at the UN Water Convention ratification process, etc.						
1,3	1.3.1		X		Decision makers and stakeholders develop better understanding of and advance policies related to the climate change and variability mainstreaming on national and sectoral planning processes, including adaptation actions through joint and coordinated action.	++	++	++	A range of national and international stakeholders have been engaged. Though activities advanced, certain delays were encountered due to often changes of government officials leading activities on behalf of benefiting partners as well as limited available capacity at local level. Delays will be covered by the end of 2014 and in 2015.	Activities were completed according to plan.	Activities were completed according to plan.
1,4	1.4.2		X		Local authorities and individuals, particularly in water scarce islands of the Mediterranean, are motivated to promote and assisted to apply Non-Conventional Water Resources Management (NCWRM) practices including rainwater harvesting (RWH), gray water reuse and storm water management	++	+	+	In 2014, the NCWR Programme has expanded its implementation to 5 new beneficiary islands in Greece, Malta and Cyprus, reaching a total of 31 Mediterranean islands since its initiation (in 2009). Local pilot applications have been embraced by the local authorities; MoUs with local authorities and/or national authorities were signed for every intervention made, and in-kind and/or in-cash co-financing has been often the case in the areas of application. Activities have been also embraced by the local communities at large with their practical benefits (e.g. input to the local water balance, risk management, landscaping of public spaces, etc.) contributing directly to improvement of local livelihoods. Replications of the pilot rainwater, greywater and reverse osmosis systems are already practiced by local authorities and, in some cases, individuals. Teachers	Activities in 2015, were successfully concluded in Cyprus. In Greece, all but one applications were also successfully implemented. Delay was encountered in the implementation of one significant activity in Lipsi island, Greece, due to delay in securing the needed EIA permissions by the local municipality; this demonstrates the kind of obstacles that can be faced for this kind of technical applications. However, such interventions provide tangible benefits to the local populations and will continue being in the focus of the GWP-Med NCWRM Programme. Minor delays were encountered in Malta, related to shared responsibilities among Ministries. Some delays were also encountered in opening the NCWRM agenda in Sardinia, Italy. Both activities will excel in 2016.	Obstacles beyond the project management efforts continued related to lengthy procurement and cumbersome licensing procedures for public works. However, the soft part of the related activities advanced well with a range of communication and awareness tools, were developed and utilized increasing the programme's outreach and raising its profile to targeted stakeholders as well as to wider public.

								and students have enthusiastically participated in the educational activities, and have gained from the specialized material produced and trainings conducted. The validity of the Programme's impact is also documented by the continuous credit by its donors and particularly the Coca Cola Foundation and the Coca Cola System in the countries of application; among others, a 2.5 mil USD grant has been agreed (1/2014) with the Coca Cola Foundation for the period 2014-2018.			
1,4	1.4.3	X			Regional partners contribute and engage to the design and launching of a GWP-Med Integrated Urban Water Resources Management agenda, including through pilot technical applications	/	+	+	Exploration of options with targeted partners was undertaken. However, it has not been made possible to advance substantially the setting-up of the agenda, including due to the work load in a number of other fields of action. The GWP-Med added value and niche have to be clearly articulated and competition, particularly with partner organization over scarce financial resources, should be avoided. Furthermore, fund raising has to be made, in a field where organizations with substantial activity for several years dominate. Follow up, and hopefully launching, will be made in 2015.	Exploration of options was made through screening of the regional IUWRM agenda as well as with targeted cities (primarily in Greece). Though the scoping did not concluded in articulating in full a future GWP-Med IURM agenda, a targeted pilot project (1,2 mil USD) was developed for and in collaboration with the city of Alexandroupolis and submitted to the Coca Cola Foundation with positive outlook. The latter should contribute in gradually shaping a GWP-Med niche, while further elaboration of options is on-going. Thus, the consultation workshop on the future GWP-Med IUWRM agenda was shifted to 2016 aiming for a better definition and alignment with the upcoming GWP IUWM agenda.	A 1.2 mii USD grant for a urban pilot project in a greek city (Alexandroupolis) has been received. The "Water for the City" project involves a technical solution, which is subject to a lengthy and cumbersome permitting process and long procurement period. While the permitting process is advancing, through obstacles related to recent change in the legal and regulatory framework causing delays, all other soft activities are advancing according to plan, including the development of a serious game on urban water manegment in the face of climate change. The NCWR Programme will be expanding also to coastal cities, starting from Thessaloniki, in order to reach out to urban audiences, highlighting the potential of NCWR to contribute to local water security by addressing climate change impacts, such as flooding. This expansion will allow synergies with the "Water for the City" project, as a basis for an urban network, where the principles of IUWM and water sensitive cities are promoted.

2,1	2.1.1	X	X	Facilitate the works of the Circle of Mediterranean Parliamentarians for Sustainable Development (COMPSUD) and of the Circle of Mediterranean Journalists for Sustainable Development (COMJSD) by sharing information among the networks, organising their annual meetings (including interaction with stakeholders) and building their capacity through targeted workshops. The two Circles are co-facilitated by GWP-Med since their launching in 2003.	++	++	+	Information sharing activities continued and both networks were kept moderately engaged. However, it has not been made possible to secure adequate funding to advance activities with more substantial contents also allowing a more structured manner, including addressing the national level in addition to the regional one. The political turmoil in the region, with several countries facing particular challenges with the functioning of both their Parliamentarians and the Media, did not assist in that direction. A project proposal for funding systematic capacity building and knowledge sharing activities has been submitted to Sida. Follow up with exploration of options will be made in 2015, particularly given that there are very limited other efforts of the type with a focus on water and sustainable development in the region, and the potential of the two networks remains valid and substantial.	Activities advanced according to schedule. However, long-term financing of the MPs and Media agenda has not been yet secured. Options will be continued been explored.	Activities planned for 2017 based on funding secured. However, long-term financing of the MPs and Media agenda has not been yet secured. Options will be continued been explored.
2,2	2.2.1	X	X	Educators are assisted in their networking and capacity building on IWRM issues.	++	++	++	The network of Mediterranean Educators (MEdIES) has expanded in membership, specialized educational material have been produced and practiced targeting teachers and students. Among others, a new collaboration with the Water Centre of the Malta College of Applied Science and Technology (MCAST) has been agreed, enhancing tertiary education on IWRM.	Activities advanced according to schedule.	Activities advanced according to schedule.

2,3	2.3.1	x			Raise visibility on Mediterranean water challenges in key international forum and formulate regional water targets on selected issues towards achieving solutions, with an emphasis on water-related Sustainable Development Goals	+	++	++	GWP-Med representatives participated in more than 70 international, regional and national events, presenting Mediterranean and GWP-Med lessons learned and, in several cases, having leading roles. Recognition of the Mediterranean and GWP-Med knowledge and expertise are demonstrated by the number of global events (around 10) in which GWP-Med officers have been invited to present particular cases within the organisations fields of action. Particularly with regards to SDGs, the National Consultation in Tunisia was successfully implemented with adequate engagement by authorities and stakeholders.	GWP-Med representatives participated in more than 60 international, regional and national events, presenting Mediterranean and GWP-Med lessons learned and, in several cases, having leading roles. Recognition of the Mediterranean and GWP-Med knowledge and expertise are demonstrated by the number of global events (around 10) in which GWP-Med officers have been invited to present particular cases within the organisations fields of action. Among others, GWP-Med served as the Co-ordinator of the Med Process of the 7th World Water Forum, which included an elaborate regional consultation and the organisation of events in Korea. In 2015, GWP-Med concluded agreement with SIWI to be the Coordinator of the MENA Day at the World Water Week for the coming years.	GWP-Med representatives participated in more than 70 international, regional and national events, presenting Mediterranean and GWP-Med lessons learnt and, in several cases, having leading roles. Recognition of the Mediterranean and GWP-Med knowledge and expertise are demonstrated by the number of global events (around 8) in which GWP-Med officers have been invited to present particular cases within the organisations fields of action. Among others, GWP-Med led the organisation of the global GEF IW:LEARN International Roundtable on 'Partnering with the Private Sector for Sustainable Financing from Source-to-Sea and beyond' (14-15 May 2016, Negombo, Sri Lanka) as well as the MENA Focus set of four targeted events held during the World Water Week (30-31 August 2016, Stockholm).
3,1	3.1.1	x		x	Country and local stakeholders are organised in partnerships to better tackle IWRM challenges.	+	+	/	As in previous years, exploration carried on in the region has shown that the need of Country Water Partnerships is limited due to the fact that certain formal mechanisms exist already in several of the countries of the region, while in other countries such formations may face acceptance obstacles due to national political situations. In addition, the prolonged socio-political unrest has questioned structures, polarized national situations and has given rise to new sets of actors, whose capacity, accountability mechanisms and sustainability needs further scrutiny. Mauritania has expressed a keen interest to be supported towards setting up a CWP, however this was not possible to advance in 2014, but it will be followed up in 2015, particularly if other activities advance	Conditions have not changed in the countries of the region, on the contrary they were worsen in several of them due to socio-political unrest. The GEF Drin Project was launched only in November, so the exploration in Balkan countries will be done in 2016.	Conditions have not changed in the countries of the region, on the contrary they were worsen in several of them due to socio-political unrest. The GEF Drin Project may provide some opportunities for advancing the agenda in the coming year(s).

									in the country. A model system for establishing a sustainably functioning CWP will be tested in 2015 in Balkan countries.			
3,2	3.2.1		X		X		+	+	+	The African agenda was well followed during 2014, through GWP-Med's participation in WACDEP, the inclusion of North Africa in the SITWA/ANBO/GWP Project and the linkages with other African processes (e.g. private sector participation, transboundary waters including the ANBO Strategy, etc) that provide opportunities for even more interaction and engagement. It will be followed up in 2015.	WACDEP and SITWA continued providing most of the entries in the African agenda. More opportunities may emerge in 2016, including through the building of the WACDEP II work plan. Overall, it is considered that exploring North African options within an African agenda remains an opportunity largely untapped for GWP-Med.	WACDEP and SITWA continued providing most of the entries in the African agenda. More opportunities may emerge in 2016, including through the building of the WACDEP II work plan. Overall, it is considered that exploring North African options within an African agenda remains an opportunity largely untapped for GWP-Med.
3,2	3.2.2		X		X		/	+	/	Facilitating openings in the Gulf area was not made possible due to the particular work load in running GWP-Med agendas. The MoU between GWP-Med and UNEP ROWA will be utilized in 2015 for advancing openings.	Steps were taken in opening the Gulf agenda through exploring options for serving the GCC economic diversification agenda linked to climate change objectives through Nexus approaches. Discussions with some GCC countries and the EC were held. The agenda will be followed up in 2016.	Channels of communication were kept open and further explored but no decisive steps were taken due to the very loaded agenda in the Region. However, the potential for opening a work agenda in the Gulf is evident and will be followed up in 2017-2019.
3,3	3.3.1		X		X		+	+	++	Design and engaging work was launched on the Water-Food-Energy Nexus, the Integrated Urban Water Management, and the Water & Gender fields. Particularly for the Nexus agenda, a range of partners have been explored and agreements for collaboration on specific contents have been reached, including joint fund-raising efforts. The Urban and Gender agendas advanced less but concretely provide the background for development in 2015. Similar will be for the Water & Youth agenda.	All agendas targeted for development made steps, with most advanced been the one on the Nexus including the approval of Sida and German funding, submission of a proposal to Austria and exploring GEF. Similar steps were taken for the Urban agenda, though contents still needs definition and elaboration. The development of the Gender agenda advanced less, but it will boost early in 2016 including through projects launched late in 2015 (GEF UNDP Drin, Sida multi-activity project).	The Nexus agenda made decisive steps and a fund raising of currently more than 5,5 mil euros is confirmed for 2017-2019. The development of the Gender and Youth agenda developed less, but will be followed up consistently, including through the emerging Migration & Employment agenda

Annex 2. Annual indicators' status

NB	IND	Targets set in 2016	Explanation of targets	Results achieved in 2016	Explanation of results achieved in 2016 (i.e. what do the numbers in the column to the left refer to)	Targets set for 2017	Explanation of targets set for 2017 (i.e. what do the numbers in the column to the left refer to)
I1	Number of people benefiting from improved water resources planning and management	More than 200 mil	Through application of tools developed in service of improved policy making	a. 200 mil b. 1 mil c. 0,4 mil d. 12 mil	a. MED countries: coordinated process towards a new joint regional water agenda under UfM advanced b. Drin countries: through implementation of the Drin MoU for transboundary collaboration c. Maltese Islands: through New Water Management Strategy d. Tunisia: Water Resources Vulnerability Maps provided to decision makers to inform water resources planning	a. 200 mill b. 1 mil c. 1.5 mi	a. MED countries: new joint regional water agenda under UfM adopted at Ministerial level b. Drin countries: through implementation of the Drin MoU for transboundary collaboration c. Thessaloniki: 2030 Resilience Strategy
I2	Total value of investment influenced which contributes to water security and climate resilience through improved WRM & water services	260 mil euros	* Drin River Basin management options advance * NWSA management options advance * Investment Plan for the Douimis Basin in Bizerte - Tunisia	a.200 mil b. 50 mil c. 8 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. Douimis investment plan adopted by the Regional Development Council	a.200 mil b. 50 mil c. 8 mil d. 10 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. Douimis investment plan adopted by the Regional Development Council d. Identification of pilot investment projects with the involvement of banks in Lebanon
O1	Number of policies, plans and strategies which integrate water security for climate resilience	4	* Approved UNEP MAP Regional Framework for Climate Change Adaptation * Public Private Partnership By-Law in Palestine * National Guidelines for CC mainstreaming in water and land planning at watershed level in Tunisia * Action Plan for integrated water and land development including CC considerations at Douimis Basin in Bizerte - Tunisia	3	* UNEP MAP Regional Framework on Climate Change Adaptation approved at Ministerial level, with GWP-Med technical assistance * Action Plan for integrated water and land development including CC considerations at Douimis Basin in Bizerte - Tunisia * PPP by-law in Palestine under preparation	5	* Regional priorities on a joint regional water agenda under UfM * ToRs for the National Adaptation Plan in Tunisia * PPP by-law in Palestine * Guidelines for banks to engage in water projects in Lebanon * 2030 Urban Resilience Strategy in Thessaloniki

NB	IND	Targets set in 2016	Explanation of targets	Results achieved in 2016	Explanation of results achieved in 2016 (i.e. what do the numbers in the column to the left refer to)	Targets set for 2017	Explanation of targets set for 2017 (i.e. what do the numbers in the column to the left refer to)
O1g	Number of policies/plans/strategies that have gender mainstreamed in water resource management	3	<ul style="list-style-type: none"> * Approved UNEP MAP Regional Framework for Climate Change Adaptation * National Guidelines for CC mainstreaming in water and land planning at watershed level in Tunisia * Action Plan for integrated water and land development including CC considerations at Douimis Basin in Bizerte - Tunisia 	4	<ul style="list-style-type: none"> * UNEP MAP Regional Framework on Climate Change Adaptation approved at Ministerial level, with GWP-Med technical assistance * National Guidelines for CC mainstreaming in water and land planning at watershed level in Tunisia * Action Plan for integrated water and land development including CC considerations at Douimis Basin in Bizerte – Tunisia * PWA Strategy for mainstreaming gender in water and environment 	6	<ul style="list-style-type: none"> * ToRs for the National Adaptation Plan in Tunisia that consider gender * Gender mainstreaming strategy in the framework of the GEF Drin Project * Gender mainstreaming strategy in the framework of the Nexus Project in SEE * Gender mainstreaming strategy in the framework of the Sida supported ‘Matchmaker’ Project * Gender considerations in the elaboration of 10 policies for the water reform process under the lead of PWA * Gender considerations in the Guidelines for banks to be involved in water projects in Lebanon
O2	Number of approved investment plans associated with policies, plans and strategies which integrate water security for climate resilience	1	<ul style="list-style-type: none"> * Investment Plan for the Douimis Basin in Bizerte - Tunisia 	1	<ul style="list-style-type: none"> * Investment Plan for the Douimis Basin in Bizerte - Tunisia 	1	<ul style="list-style-type: none"> Pilot investment project with banking sector involvement in Lebanon
O3	Number of agreements/commitments on enhanced water security at transboundary/regional level influenced	3	<ul style="list-style-type: none"> * Drin River Basin management options advance * NWSA management options advance * Options on institutional setting and development of the Nexus agenda reinforced by the representatives of the 3 countries in the NWSAS aquifer 	5	<ul style="list-style-type: none"> * Drin River Basin management options advanced through the Drin MoU process and commitments for action expressed at the Drin Core Group * NWSA management options advanced through Nexus agenda * Study on institutional setting and options for enhancing collaboration in NWSA elaborated and submitted to NWSA Coordination Mechanism * UNEP MAP Regional Framework on Climate Change Adaptation approved at Ministerial level, with GWP-Med technical assistance * Declaration of the 1st High Level Ministerial Panel on Responding to Climate and Environmental Challenges in SEE 	2	<ul style="list-style-type: none"> * Drin MoU implementation advances * NWSA collaboration advances

NB	IND	Targets set in 2016	Explanation of targets	Results achieved in 2016	Explanation of results achieved in 2016 (i.e. what do the numbers in the column to the left refer to)	Targets set for 2017	Explanation of targets set for 2017 (i.e. what do the numbers in the column to the left refer to)
O4	Number of investment strategies supporting policies and plans which integrate water security for climate resilience						
O5	Number of enhanced legal frameworks / policies / strategies integrating water security and climate change facilitated by GWP			1	* National Guidelines for CC mainstreaming in water and land planning at watershed level in Tunisia	1	* ToRs for the National Adaptation Plan in Tunisia
O6	Gender: Percentage of women and girls benefiting from interventions to improve water security (min %).	35%	35% of participants in all activities organised	35%	35% of participants in all activities organised	40%	40% of participants in all activities organised
O7	Youth: Number of youth organizations involved in water resources decision making bodies.			1	1 Youth NGO involved in the development of Rmel Basin Adaptation Plan in Tunisia		
OT1.1	Recognition of GWP contribution to the global debate measured by number of acknowledgments in official documents			1	* GWP-Med's contribution to the elaboration and dissemination of the OECD Water Governance Principles and the provision of the translation of the principles in the Greek language		
OT1.2	Number of regional organisations supported in developing agreements/commitments /investment options and tools that integrate water security and climate resilience	7	* Union for the Mediterranean * UNEP Mediterranean Action Plan * Regional Cooperation Council * 5+5 Western Mediterranean Initiative * UNECE * Drin Corda * NWSA Consultation Mechanism	7	* Union for the Mediterranean * UNEP Mediterranean Action Plan * Regional Cooperation Council * 5+5 Western Mediterranean Initiative * UNECE * Drin Corda * NWSA Consultation Mechanism	7	* Union for the Mediterranean * UNEP Mediterranean Action Plan * Regional Cooperation Council * 5+5 Western Mediterranean Initiative * UNECE * Drin Corda * NWSA Consultation Mechanism

NB	IND	Targets set in 2016	Explanation of targets	Results achieved in 2016	Explanation of results achieved in 2016 (i.e. what do the numbers in the column to the left refer to)	Targets set for 2017	Explanation of targets set for 2017 (i.e. what do the numbers in the column to the left refer to)
OT1.3	Number of national organisations supported in developing legal frameworks / policies / strategies, sectoral and development plans-integrating water security and climate resilience	7	* Ministries of Agriculture, of Environment and of Development and International Cooperation in Tunisia * Ministry of Tourism and Sustainable Development of Montenegro * Ministry of Environment of Albania * Lebanese Ministry of Energy and Water * Morocco Ministry for Energy, Mining, Water and Environment	6	* Ministries of Agriculture, of Environment and of Development and International Cooperation in Tunisia * Palestinian Water Authority * Ministry of Tourism and Sustainable Development of Montenegro * Ministry of Environment of Albania	4	* Ministry of Agriculture in Tunisia * Ministry of Hydraulics in Mauritania * Lebanese Ministry of Energy and Water * Palestinian Water Authority
OT1.3 g	Number of national/subnational organisations supported in integrating gender perspectives into water resource management policies/plans/legal frameworks	3	* Lebanese Ministry of Energy and Water * Morocco Ministry for Energy, Mining, Water and Environment * Ministry of Agriculture of Tunisia	3	* Ministry of Agriculture of Tunisia * Palestinian Water Authority (through Gov&Fin project)	2	* Ministry of Agriculture in Tunisia * Ministry of Hydraulics in Mauritania
OT1.4	Number of organisations (all levels) supported in the development of investment strategies supporting policies and plans which integrate water security for climate resilience	2	*Lebanese Ministry of Energy and Water *Ministry of Agriculture of Tunisia	5	* Ministry of Agriculture of Tunisia * Palestinian Water Authority * Lebanese Ministry of Energy and Water * Jordanian Ministry of Water and Irrigation * Morocco Ministry for Energy, Mining, Water and Environment	6	* Ministry of Agriculture of Tunisia * Palestinian Water Authority * Lebanese Ministry of Energy and Water * Jordanian Ministry of Water and Irrigation * Morocco Ministry for Energy, Mining, Water and Environment * Mauritanian Ministry of Hydraulics
OT1.5	Number of countries supported in the development of capacity and projects to access climate and climate-related finance to improve water security.	1	Tunisia	1	Tunisia	2	* Tunisia * Mauritania

NB	IND	Targets set in 2016	Explanation of targets	Results achieved in 2016	Explanation of results achieved in 2016 (i.e. what do the numbers in the column to the left refer to)	Targets set for 2017	Explanation of targets set for 2017 (i.e. what do the numbers in the column to the left refer to)
OT1.6	Number of demonstration projects undertaken for which innovation has been demonstrated	12	<ul style="list-style-type: none"> * 10 NCWRM applications in Mediterranean islands * 1 large scale urban application * 1 Démo project for climate change mainstreaming in water and land planning at Douimis basin - Tunisia 	7	<ul style="list-style-type: none"> * 5 NCWRM applications in Mediterranean islands * 1 medium scale urban application * 1 Démo project for climate change mainstreaming in water and land planning at Douimis basin - Tunisia 	8	<ul style="list-style-type: none"> * 6 NCWRM applications in Mediterranean islands * 1 large scale urban application * 1 Démo project for climate change mainstreaming in water and land planning at Douimis basin - Tunisia
OT1.6 g	Number of initiatives/demo projects specifically targeting gender issues	4	<ul style="list-style-type: none"> * Integration of gender considerations in the Mediterranean Nexus Dialogue * Integration of gender considerations in the NWSA Nexus assessment * Integration of gender considerations in the Drin management * Integration of gender issues in the Douimis development Plan - Tunisia 	21	<ul style="list-style-type: none"> * Integration of gender issues in the Douimis development Plan – Tunisia * 20 Individual Action Plans on water integrity led by women/women organisations in Jordan, Lebanon, Palestine, Morocco and Tunisia 	23	<ul style="list-style-type: none"> * Integration of Gender considerations in the GEF Drin Project. * Integration of Gender considerations in the Nexus Project in South East Europe. * Integration of gender issues in the ToRs for the NAP in Tunisia * 20 Individual Action Plans on water integrity led by women/women organisations in Jordan, Lebanon, Palestine, Morocco and Tunisia
OT1.7	Number of documents produced outlining the lessons from GWP demonstration projects and a plan for replicating solutions	3	<ul style="list-style-type: none"> * Lessons learned from catalysing action for transboundary cooperation through stakeholders engagement * Lessons learned from investigating governance & financing for the Mediterranean water sector * Lessons learnt from climate change mainstreaming in water and land planning at basin level 	7	<ul style="list-style-type: none"> * Regional Synthesis Report of the Water Integrity in the MENA project * 3 Policy briefs from national reports in Jordan, Palestine and Tunisia (Gov&Fin project) * Lessons learnt from climate change mainstreaming in water and land planning at basin level : i) Methodological Guidelines , ii) Documentary film * NCWR impact story by GWP 	4	<ul style="list-style-type: none"> * Regional recommendations on Water Integrity in the MENA * Regional Report on Governance & Financing * Policy Brief from national report in Lebanon (Gov&Fin project) * NCWR lessons
OT1.8	Number of beneficiaries supported in demonstration projects on water security and climate resilience undertaken	10 mil	<ul style="list-style-type: none"> * in the Drin River Basin * In the NWSA * In small island communities in Greece, Malta, Cyprus and Italy through NCWRM applications * In city of Alexandroupolis, Greece, through an Urban application * In Douimis Basin in Tunisia : 2000 	a. 10,000 b. 2,000	<ul style="list-style-type: none"> a. In small island communities in Greece, Malta, Cyprus and Italy through NCWRM applications b. In Douimis Basin in Tunisia 	a. 1 mil b. 0,1 mil	<ul style="list-style-type: none"> a. In the Drin River Basin b.1 In small island communities in Greece, Malta, Cyprus and Italy through NCWRM applications b.2 In city of Alexandroupolis, Greece, through an Urban application

NB	IND	Targets set in 2016	Explanation of targets	Results achieved in 2016	Explanation of results achieved in 2016 (i.e. what do the numbers in the column to the left refer to)	Targets set for 2017	Explanation of targets set for 2017 (i.e. what do the numbers in the column to the left refer to)
OT2.1	Number of government institutions/ other stakeholders with demonstrably enhanced capacity to integrate water security and climate change in the design and implementation of policies, plans & projects	350	Through the range of activities	400	Through the range of activities	400	Through the range of activities
OT2.1 g	Number of capacity building and professional development workshops/ initiatives with a significant focus on women and youth	1	Alumni Workshop on Water Integrity for Women in the MENA	4	<ul style="list-style-type: none"> * National workshop on youth and employment in Tunisia * National workshop on the role of youth in achieving water and climate related SDG * Local workshop targeting youth to discuss adaptation options at Rmel basin * Alumni Workshop on Water Integrity for Women in the MENA 	5	National mentoring processes in 5 countries (Lebanon, Jordan, Palestine, Morocco and Tunisia) targeting women
OT2.2	Number of south-south lesson learning & knowledge transfers initiatives with commitments for concrete follow up			3	3 Alumni Workshops on Water Integrity in the MENA	1	Learning Summit on Water Integrity in the MENA
OT2.3	Number of media features on climate change and water security linked to the Water Security Programme. All media including radio, television, print, internet	35	WACDEP, NCWRM, Drin Project, general	40	WACDEP, NCWRM, Drin Project, general	60	WACDEP, NCWRM, Drin Project, general

NB	IND	Targets set in 2016	Explanation of targets	Results achieved in 2016	Explanation of results achieved in 2016 (i.e. what do the numbers in the column to the left refer to)	Targets set for 2017	Explanation of targets set for 2017 (i.e. what do the numbers in the column to the left refer to)
OT2.4	Number of publications, knowledge products (including strategic messages) and tools for water security & climate resilience developed and disseminated	5	<ul style="list-style-type: none"> * Governance & Financing for the Mediterranean Water Sector: Lebanon and Morocco * A game for capacity building on urban water management in coastal city *National Guidelines for CC mainstreaming in water and land planning at watershed level in Tunisia *Publication on the Water and Land planning strategies development in Tunisia *Publication on the WACDEP training capacity building programme and related action plans 	12	<ul style="list-style-type: none"> *Technical Guide on Non Conventional Water Resources Management Techniques *Serious Game on urban water management in a coastal city * Infographic on the use of NCWR at household and community level * 3 Animated videos on NCWR technologies * Blog article on rainwater harvesting for water security & climate change adaptation *National Guidelines for CC mainstreaming in water and land planning at watershed level in Tunisia * Handbook on stakeholders engagement for adaptation planning at river basin level * Documentary Film on the demo Project in Douimis * Publication on the WACDEP training capacity building programme and related action plans * Governance & Financing for the Mediterranean Water Sector: Palestine 	5	<ul style="list-style-type: none"> *Governance & Financing for the Mediterranean Water Sector: Lebanon * Infographic on blue/green infrastructure in cities * Animated video on urban water security * Video Game on urban water security * Publication on the WACDEP training capacity building programme in Mauritania
OT2.4g	Number of publications and knowledge products that have a prominent gender perspective incorporated	2	<ul style="list-style-type: none"> * Governance & Financing for the Mediterranean Water Sector: Lebanon *National Guidelines for CC mainstreaming in water and land planning at watershed level in Tunisia 	1	<ul style="list-style-type: none"> * National Guidelines for CC mainstreaming in water and land planning at watershed level in Tunisia 	1	Publication on the WACDEP training capacity building programme in Mauritania
OT2.5	User satisfaction across knowledge products and services produced, managed and disseminated by GWP						

NB	IND	Targets set in 2016	Explanation of targets	Results achieved in 2016	Explanation of results achieved in 2016 (i.e. what do the numbers in the column to the left refer to)	Targets set for 2017	Explanation of targets set for 2017 (i.e. what do the numbers in the column to the left refer to)
OT2.6	Number of joint global/regional activities by GWP and WPP 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 – Locally raised funds.	3.1 mil Euro		1,5 mil		3,3	
OT3.2 b	Increased financial performance across all Regional and Country Water Partnerships – In kind contributions.	1 mil Euro		1 mil		1 mil	
OT3.3	Water partnerships accreditation (<i>to be developed</i>)	NA		NA		NA	

AGENDA ITEM **6b**

Forecast GWP-Med Budget 2016 (Q1 to Q3)

AGENDA ITEM **7a**

Draft GWP-Med Work Programme 2017-2019

Mediterranean

GWP-Med Work Programme 2017-2019

v. November 2016



Table of contents

1. Background and introduction

- 1.1 The regional context
- 1.2 GWP organisation in the region
- 1.3 GWP regional role and value added
- 1.4 Taking stock of the 2014-2016 Strategy period

2. Strategic Result Framework at Regional level

- 2.1 Vision and Mission
- 2.2 Regional Outcome Challenges and Progress Markers
 - 2.2.1 Strategic goal 1
 - 2.2.2 Strategic goal 2
 - 2.2.3 Strategic goal 3

3. Implementation Map at Regional level

- 3.1 Implementation Path for Goal 1
- 3.2 Implementation Path for Goal 2
- 3.3 Implementation Path for Goal 3

4. Financial and Human Resources

5. Summary Results Framework

- 5.1 GWP Impact
- 5.2 GWP Key Water Governance Outcomes
- 5.3 GWP Outputs

1. Background & introduction

1.1. The Mediterranean 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, poverty, changing consumption patterns, urbanization, rising water and food demands, growing energy needs, environmental degradation, climate change, gender disparities and more. Part of the region currently faces an enduring economic crisis, socio-political instability, conflicts and large-scale migratory movements often under dramatic conditions.

Water fosters human security, supports economic growth and provides for environmental needs. The Mediterranean 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 more than 150 million people facing water stress. According to the Intergovernmental Panel for Climate Change (IPCC), this figure is set to rise by a further 80-100 million by 2025. 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. 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, is a significant source of pollution. Overall, more effort is required to protect the **environment** and maintain environmental 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 will 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 policies making and action planning, institutional settings, law and regulation, 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 services as well as water pollution abatement, does not meet the needs. It may require new tools and partnerships, 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. It will be necessary to include in the equation the contribution to and benefits from ecosystem services. Quantifying the cost of inaction towards water and environmental degradation can help managers and decision makers to assess the importance of investment.

Approaches to address challenges

The **Integrated Water Resources Management (IWRM)** approach has been introduced seeking solutions at basin, local, national and regional level going beyond administrative borders. Joint methodological approaches between **IWRM and Integrated Coastal Zone Management (ICZM)** add value in taking action in the Mediterranean coast that receives great developmental pressures while been the host of important ecosystems. The implementation of a **Water-Food-Energy-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 employed 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 mainstreaming**; 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 donors where relevant. Among them, the role of river basin organisations and local authorities is increasingly recognised and supported. The positive outcome of these processes is visible in many countries, though a number of obstacles remain. Furthermore, new challenges have strongly emerge like those linked with **changing consumption patterns; climate change** including extreme events; increased **migration** flows due to conflict, social unrest and degradation of natural resources; unsustainable tourism development, etc. Furthermore, **employment** challenges, particularly for the younger generation and women, remain central and in need of long term approaches and substantial action.

With natural water supplies no longer meeting the growing demand in several countries throughout the region, **non-conventional water resources**, such as treated wastewater reuse and desalination, are increasingly becoming an additional contributor to water availability. Related environmental, energy, health and other impacts need to be carefully considered while defining the potentials and limitations of such options. 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. In relation and beyond these, a strong demand for **integrated urban water management**, including through blue-green approaches and practices, has emerged.

A large percentage of the region's water resources 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; replication of best practices; promotion of common approaches after adaptation to local needs; joint pilot projects; innovative practices including through knowledge transfer; 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 more traditional development policies are, at times, applied.

International processes are reflected at regional and national level. The region reached to a large extend 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 UN Conventions on water provide another important instrument. The coordinated implementation of these provide new impetus for regional cooperation.

Regional and sub-regional institutions and initiatives provide the political 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 active in the region include:

- the 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;
- 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 League of Arab States (LAS), including its Arab Water Security Strategy (2011) and other Strategies related to water, environment and climate change adaptation;
- the Regional Cooperation Council (RCC), including its South East Europe 2020 Strategy (2013);
- the 5+5 Initiative for the Western Mediterranean, including its Water Strategy (2015);
- the African Ministerial Council on Water (AMCOW) and its decisions;
- the UNECE Water Convention (1992), that is globally open since 2012;
- 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.

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 IWRM aspects 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 and transboundary efforts towards water security and the promotion of peace and stability in the Mediterranean.

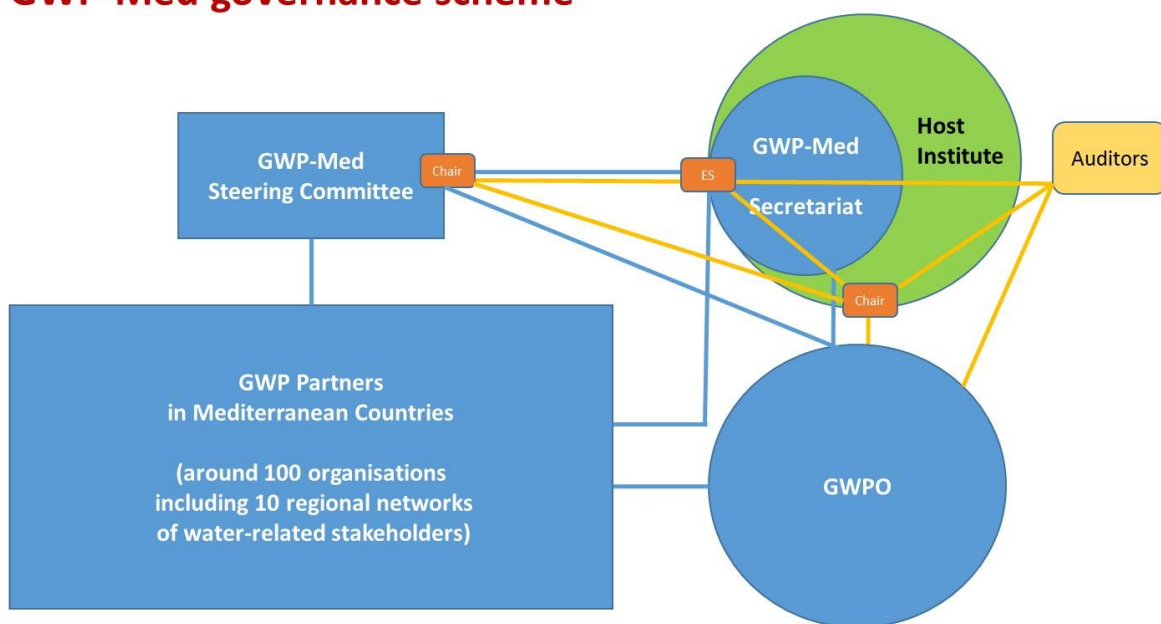
1.2. GWP organization in the Mediterranean

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

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 Secretariat is hosted by the Mediterranean Information Office for Environment, Culture and Sustainable Development (MIO-ECSDE) that provides its legal entity based on formal agreement between GWP and MIO-ECSDE.

The following figure outlines the GWP-Med governance structure:

GWP-Med governance scheme



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

1.3. GWP regional role and value added

Aiming at a water secure Mediterranean, GWP-Med:

- assists policy making, promotes action, demo application and knowledge exchange on Integrated Water Resources Management (IWRM) and the sustainable use of water resources in the Mediterranean region, as a means towards sustainable growth.
- familiarises Mediterranean governments and stakeholders with these principles, demonstrating their value, applicability and positive impact.
- works at regional, transboundary, national, basin and local level to facilitate multi-stakeholder engagement and donors' support for dialogue, action and investments.
- technically assists Mediterranean countries to promote water resources planning through integrated approaches in order to achieve coherent and tangible solutions.
- facilitates a multi-stakeholder platform across the Mediterranean bringing together:
 - * 10 major regional networks of water stakeholders (Governments, River Basins Organisations
 - * Local Authorities, Professionals, NGOs, Research institute, Irrigators, etc);over 90 institutions, organisations and private sector actors from non-EU and EU countries.

GWP-Med provides technical support to policy making, facilitates dialogue processes and implements demonstration actions, addressing several **thematic areas**, including:

- Integrated Water Resources Management (IWRM) Planning, including joint IWRM, Integrated Coastal Zone Management (ICZM) and Integrated Groundwater Management through 'Source-to-Sea' approaches;
- Water Governance & Financing, including Private Sector Participation;
- Transboundary Water Resources Management;
- Adaptation to Climate Vulnerability and Change;
- Non Conventional Water Resources Management, including as means for Integrated Urban Water Resources Management;
- Water–Food–Energy–Ecosystems Nexus.

Furthermore, GWP-Med focuses on stakeholder participation, education, capacity building, networking of targeted groups (decision-makers, parliamentarians, media). It addresses Gender, Equity, Youth and Poverty as cross-cutting issues, mainstreaming these through its policy and technical work. Employment and Migration are among its new action areas of focus.

1.4. Taking stock of the 2014-2016 period

The period 2014-2016 marked GWP-Med's upgrade at a new scale of operations, including an increase of the financial and human capacity by around 30%. The latter came with a further increase in the recognition and in the opportunities for serving political and technical processes in the region.

During that period, GWP-Med:

- assisted key regional and sub-regional political processes, like the UfM process towards a new regional water agenda, the RCC process of the SEE 2020 Strategy, the UNEP MAP process leading to the ministerial adoption of the Regional Framework on Climate Change Adaptation, the UNECE agenda, the Drin Memorandum of Understanding, while contributions were made to the 5+5 Western Mediterranean Strategy on Water, the AMCOW agenda in North Africa, etc.
- advanced its defined agenda, through a number of multi-year projects that were successfully concluded e.g. the EU-supported 'Sustainable Water Integrated Management – Support Mechanism' Project, the GEF UNEP MAP 'MedPartnership' Project, the GEF UNEP MAP 'Climate Variability and Change in the Mediterranean' Project, WACDEP, the GEF UNDP IW:LEARN 3, etc.
- evolved contents of its operational priorities, through projects that continue their implementation and others that were launched e.g. the Sida-supported 'Water Governance & Financing' Project, the Sida-supported 'Water Integrity' Project, the Coca-Cola supported 'Non-Conventional Water Resources Management' Project, the Coca-Cola supported 'Water for the City' Project, etc.
- set the foundations for continuing its work agenda with even more capacity, through new such projects were secured and launched serving GWP-Med priorities e.g. the GEF UNDP Drin Project, the Sida-supported 'Making Water Cooperation Happen' Project, the ADA-supported 'Nexus in SEE' Project, the GEF UNESCO IW:LEARN 4, etc.
- and, defined new lines of GWP-Med work that were conceptualized, negotiated and launched, e.g. the Water-Food-Energy-Ecosystems Nexus agenda, the Water Security-Migration-Youth Employment agenda, Gender-related and Youth-related activities, etc.

The majority of the objectives set in the GWP-Med Work Plans 2014-2016 were 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 serious 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 events. Furthermore, the prevailing uncertainty due to the social unrest and accumulative impact of forced migration have caused the often (re)orientation of national priorities causing alterations to agreed sets of actions. 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 render, 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 agenda and synergies;
- 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;
- Competition is high.

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;
- Outreach and communications channels need to enhance;
- 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 demands of the evolving organizational setting and agenda development.

2. Strategic Result Framework (2014-2020)

2.1 Vision & Mission

The GWP Vision is “A water secure world”. The GWP Mission is "To Advance integrated water resources management at all levels for sustainable and inclusive growth". GWP-Med fully aligns its aims, objectives and modes with these. More specifically:

TABLE A: Strategic Results Framework			
Vision	“A water-secure world”	<p>GWP Impact Statement: A higher level of water security and climate resilience achieved in developing countries, transboundary basins and economic regions</p>	<p>Regional level Impact Statement for Mediterranean: <i>Water-related and inter-linked SDGs substantially advance towards 2030 targets in the Mediterranean countries</i></p>

Mission	“To advance integrated water resources management for sustainable growth and prosperity at all levels”	GWP Work Programme Overall Outcome: Sustainable development and management of water resources at all levels	Regional level Work Programme Overall Outcome: <i>Mediterranean countries assisted to implement water-related and inter-linked SDGs</i>
----------------	--	---	---

2.2. Regional Outcome Challenges and Progress Markers

In 2017-2019, GWP-Med in synergy with partner and collaborating institutions and stakeholders will:

- advance policy and technical agendas developed in previous years in support of promoting IWRM;
- intensify reaching-out to and establishing collaboration with more water partners as well as with more ‘out-of-the-water-box’ stakeholders;
- will advance action in existing thematic fields and launch activity in new area of work.

To achieve these, GWP-Med will build on:

- the heritage GWP-Med operations, including knowledge created, capacity developed and recognition gained;
- screening of existing and emerging regional and national processes and partners, 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.

Reflecting the GWP Strategy 2020, GWP-Med action is built on the organisation’s three strategic Goals:

- Goal 1: Catalyze change in policy and practice.
- Goal 2: Generate and communicate knowledge.
- Goal 3: Strengthen partnerships.

The following part presents the expected regional outcome challenges and the progress markers for 2020 as well as the anticipated partners and beneficiaries through these lines of action.

2.2.1. Goal 1: Catalyze change in policy and practice

This goal focuses on improving water resources management putting IWRM into practice to help countries towards growth and water security emphasizing an integrated approach, good governance, appropriate infrastructure and sustainable financing. In doing so, it also focuses on contributing to and advocating solutions for critical challenges to water security, such as climate change, urbanisation, food, energy, ecosystems, transboundary water management and other challenges as they emerge.

Outcome Challenge		Progress Marker		Boundary partners
1.1	Policy dialogue is facilitated and catalytic actions and demo applications are implemented for IWRM and WSS planning at regional, national	1.1.1	Regional / Sub-regional institutions and political initiatives are assisted for advancing their water related strategy processes , including through Water-Food-Energy-Ecosystems Nexus (Nexus) and Climate Resilience approaches .	Regional and sub-regional institutions, regional stakeholders, donors. Indicatively: UfM, UNEP-MAP, RCC, 5+5 Western Med initiative
		1.1.2	National governments are equipped with tools (assessment, strategic choices, policy options, capacity building) to make progress on their national water	Governments, local authorities, RBOs, water and other sustainable development

Outcome Challenge	Progress Marker	Boundary partners
and local / river basin level	and sanitation planning and monitoring in an integrated approach, including through establishing and advancing readiness for responding to Sustainable Development Goals .	stakeholders, private sector, donors. Indicatively, key aimed beneficiaries: 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 Tourism and Sustainable Development of Montenegro, Ministry of Environment of Albania
	1.1.3 Water financing / Private Sector Participation (PSP) stakeholders establish better understanding of related challenges, opportunities and options for ways forward by taking advantage of the national and regional platforms for policy dialogue offered; policy recommendations are formulated and are available for operationalization by key players (regulating authorities and private sector) leading to new synergies; pilot schemes are promoted and, eventually, tested.	Governments, local authorities, water and other sustainable development stakeholders, private sector, donors Indicatively, key aimed beneficiaries: 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 Tourism and Sustainable Development of Montenegro, Ministry of Environment of Albania
	1.1.4 Stakeholders are assisted to improve their understanding and capacity on water integrity, transparency and accountability as means for improved water governance.	Governments, local authorities, water & other sustainable development stakeholders
	1.1.5 Regional and national IWRM and Integrated Coastal Zone Management (ICZM) partners establish better understanding of the related inter-linkages and challenges and selected national and transboundary basins/coastal areas are equipped with advanced local management planning tools.	Governments, local authorities, RBOs, water and other sustainable development stakeholders, private sector, donors Indicatively, key aimed beneficiaries: Ministry of Environment Tunisia, Lebanese Ministry of Environment, Lebanese Ministry of Energy and Water, Ministry of Tourism and Sustainable Development of Montenegro, Ministry of Environment of Albania
	1.1.6 National and basin institutions are assisted in addressing natural resources security issues using the Water-Energy-Food-Ecosystems Nexus approach,	Governments, local authorities, RBOs, sustainable development stakeholders, private sector, donors

Outcome Challenge		Progress Marker		Boundary partners
			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.	Indicatively, key aimed beneficiaries: Water, Energy, Agriculture and Environment Ministries of Albania, Montenegro, Kosovo, FYR Macedonia, Algeria, Jordan, Lebanon, Tunisia, Mauritania
1.2	Regional and local policy dialogue is facilitated, capacity is built and solutions are catalysed for Transboundary IWRM	1.2.1	Decision makers and stakeholders establish better understanding, improve their capacity and are equipped with advanced policy tools and knowledge to respond to Transboundary IWRM challenges. Targeted transboundary water bodies include transboundary water bodies in SEE like the Drin River Basin and in the MENA like the North Western Sahara Aquifer System.	Governments, local authorities, RBOs, sustainable development stakeholders, regional institutions, private sector, donors Indicatively, key aimed beneficiaries: Water, Energy, Agriculture and Environment Ministries of Albania, Montenegro, Kosovo, FYR Macedonia, Algeria, Jordan, Libya, Lebanon, Tunisia, Mauritania
		1.2.2	More countries of the Mediterranean become aware of and possibly participate at the UNECE Water Convention ratification process, etc.	Governments, local authorities, RBOs, water and sustainable development stakeholders, regional institutions, donors Indicatively, key aimed beneficiaries: Ministry of Agriculture of Tunisia, Lebanese Ministry of Energy and Water, Jordanian Ministry of Water and Irrigation
1.3	Regional and national policy dialogue is facilitated, capacity is built and solutions are catalysed on climate change adaptation and climate variability issues	1.3.1	Decision makers and stakeholders develop better understanding of and advance policies related to climate change and variability mainstreaming in national and sectoral planning processes towards climate security , including by addressing mitigation/adaptation co-benefits, through: policy and action planning; elaboration of investment portfolios; exploration of options for private sector engagement; support to countries on preparing and advancing National Adaptation Plans (NAPs); support to countries on preparing and advancing Intended Nationally Determined Contribution (INDCs) setting and implementation; etc.	Governments, local authorities, RBOs, sustainable development stakeholders, regional institutions, private sector including insurance companies, donors Indicatively, key aimed beneficiaries: 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 Tourism and Sustainable Development of Montenegro, Ministry of Environment of Albania

Outcome Challenge		Progress Marker		Boundary partners
1.4	Local pilot applications are implemented and local and regional dialogue is promoted on Non-Conventional Water Resources Management , and the Urban Water Resources Management agenda advances through city-level interventions	1.4.1	Local authorities and individuals, particularly in water scarce islands and coastal areas of the Mediterranean, are motivated to promote and assisted to apply Non-Conventional Water Resources Management (NCWR) practices, including rainwater harvesting (RWH), gray water reuse and storm water management.	Governments, local authorities, sustainable development stakeholders, regional institutions, private sector, donors Indicatively, key aimed beneficiaries: Local communities in Greece, Cyprus, Malta and Sardinia
		1.4.2	Regional and local partners contribute and engage to the implementation of a GWP-Med Integrated Urban Water Management (IUWM) agenda , including through pilot IUWM planning, technical applications at city level, and promotion of employment opportunities particularly for Youth	Governments, local authorities, sustainable development stakeholders, regional institutions, private sector, donors Indicatively, key aimed beneficiaries: Local communities in Greece and Tunisia
1.5	Networking, policy planning, and local pilot applications for addressing Migration challenges related to water security are promoted	1.5.1	Regional, national and local partners engage for long-term solutions to Water Security & Migration challenges, with emphasis on Employment opportunities, Gender, and Youth engagement , at the countries of migrants' origin, in the intermediate receiving countries, and the countries of destination.	Governments, employment and migration stakeholders, sustainable development stakeholders, regional institutions, private sector, local authorities, donors
1.6	Policy planning is assisted and local pilot applications are implemented for addressing Disaster Risk Reduction challenges	1.6.1	National and local partners engage on Disaster Risk Reduction solutions, including through better flood control and drought management planning at transboundary and city levels <i>[action line to be screened and defined</i>	Governments, local authorities, sustainable development stakeholders, regional institutions, private sector, donors

2.2.2. Goal 2: Generate and communicate knowledge

This goal focuses on developing the capacity to share knowledge and to promote a dynamic communications culture so as to support better water management.

Outcome Challenge		Progress Marker		Boundary partners
2.1	Knowledge is shared and awareness on water challenges is promoted and contribute to the identification of sustainable solutions in the Mediterranean	2.1.1	Package knowledge created through GWP-Med activities and disseminate knowledge products in targeted stakeholder groups	Regional institutions, regional stakeholders, sustainable development stakeholders, academia
		2.1.2	Raise visibility on Mediterranean water challenges in key international forum and formulate regional water targets on selected issues towards achieving solutions, including with an emphasis on water-related Sustainable Development Goals .	Regional institutions, regional stakeholders, governments, local authorities, sustainable development stakeholders, private sector, donors

Outcome Challenge		Progress Marker		Boundary partners
2.2	Parliamentarians and Media are assisted in tackling more efficiently IWRM issues in their fields of operation and power	3.1.1	Facilitate the works of the Circle of Mediterranean Parliamentarians for Sustainable Development (COMPSUD) and of the Circle of Mediterranean Journalists for Sustainable Development (COMJSD) by sharing information among the networks, organising their annual meetings (including interaction with stakeholders) and building their capacity through targeted workshops. The two Circles are co-facilitated by GWP-Med since their launching in 2003.	MPs (individuals and networks), Media (individuals and networks), regional institutions, regional stakeholders
2.3	Education for IWRM is promoted through the Mediterranean Education Initiative for Environment and Sustainability		Educators are assisted in their networking and capacity building on IWRM issues.	Educators, academia, regional institutions, regional stakeholders

2.2.3. Goal 3: Strengthen partnerships

This goal focuses on enhancing the network's resilience and effectiveness through stronger partnerships, good governance, measuring performance to help learning and financial sustainability.

Outcome Challenge		Progress Marker		Boundary partners
3.1	Sustainable Country and local water partnerships are explored and established	3.1.1	Country and local stakeholders are networked in functioning partnerships to better tackle IWRM challenges	Water and sustainable development stakeholders, donors
3.2	GWP and GWP-Med agendas in Africa and in the Gulf is –further-set and advance	3.2.1	Operational links are established with African key institutions and stakeholders and contribution to the Pan-African agenda is made with emphasis on promoting North African water-related objectives and South-South cooperation.	Regional institutions, regional stakeholders, governments, donors
		3.2.2	Options for collaborations and action are explored with Gulf countries governments, stakeholders and GCC regional institutions aiming at promoting GWP objectives in the area, and an operational agenda is established and advance.	Regional institutions, regional stakeholders, governments, donors
3.3	Agendas for new GWP-Med focus themes responding to the GWP Strategy 2020 advance	3.3.1	Regional partners contribute and engage to the design and advancement of recent GWP-Med focus themes reflecting priorities in the GWP Strategy 2020, including on Gender and on Youth , also with emphasis on Employment	Regional institutions, regional stakeholders, gender /youth /employment organisations, governments, donors

3. Implementation Map (2017-2019)

The following tables present the key secured and pursued capacities that will support activities towards meeting outcome challenges and responding to progress markers.

GWP-Med relies, to large extend, on projects for developing its strategic work agenda. These projects are prioritized through screening vs a number of factors (relevance, doability, financeability, replication, etc.), and are secured through direct negotiations with donors and/or through competitive procedures. Only a small, but critically important for its function, part of the GWP-Med funding is through core-funding / basket funding, currently provided exclusively by GWP.

All projects mentioned in the column ‘Funding – secured & pipeline’ have detailed project documents including work plans, which present their activities, implementation mechanisms and budgets; it is beyond the scope of this document to present these in any detail. These projects, and subsequent activities, will be implemented by the GWP-Med Secretariat in collaboration with selected per-project operational partners and external experts, as needed.

3.1. Implementation path for Goal 1: Catalyze change in policy and practice

High level Output 1: Facilitation packages for countries and regions implemented and innovative, sustainable IWRM solutions demonstrated

Outcome Challenge		Progress Marker		Indicative Projects servicing action	Funding - secured & pipeline (estimate)	Funding - aimed to be raised (estimate)
1.1	Policy dialogue is facilitated and catalytic actions and demo applications are implemented for IWRM and WSS planning at regional, national and local / river basin level	1.1.1	Regional / Sub-regional institutions and political initiatives are assisted for advancing their water related strategy processes , including through Water-Food-Energy-Ecosystems Nexus (Nexus) and Climate Resilience approaches .	- ‘Making Cooperation Happen in the Mediterranean’ Project (2016-2018, GWP-Med/Sida) - ‘Water, Climate and Development II’ Project (2017-2019, GWP)	5,5 mil euros	0,3 mil euros
		1.1.2	National governments are equipped with tools (assessment, strategic choices, policy options, capacity building) to make progress on their national water and sanitation planning and monitoring in an integrated approach, including	- ‘Governance & Financing for the Mediterranean Water Sector’ Programme (2014-2017, GWP-Med/Sida)		

Outcome Challenge		Progress Marker		Indicative Projects servicing action	Funding - secured & pipeline (estimate)	Funding - aimed to be raised (estimate)
			through establishing and advancing readiness for responding to Sustainable Development Goals .	- GWP SDGs Preparedness Facility (2017 on) - SWIM/H2020 II Project (2016-2019, LDK/EU)		
		1.1.3	Water financing / Private Sector Participation (PSP) stakeholders establish better understanding of related challenges, opportunities and options for ways forward by taking advantage of the national and regional platforms for policy dialogue offered; policy recommendations are formulated and are available for operationalization by key players (regulating authorities and private sector) leading to new synergies; pilot schemes are promoted and, eventually, tested.	- 'Governance & Financing for the Mediterranean Water Sector' Programme (2014-2017, GWP-Med/Sida)		
		1.1.4	Stakeholders are assisted to improve their understanding and capacity on water integrity, transparency and accountability as means for improved water governance.	'Water Integrity in the MENA' Project (2015-2017, SIWI/Sida)		
		1.1.5	Regional and national IWRM and Integrated Coastal Zone Management (ICZM) partners establish better understanding of the related inter-linkages and challenges and selected national and transboundary basins/coastal areas are equipped with advanced local management planning tools.	MedProgramme (2017-2020, UNEP-MAP/GEF)		
		1.1.6	National and basin institutions are assisted in addressing natural resources security issues using the Water-Food-Energy-Ecosystems Nexus approach, including through elaboration of investment portfolios and implementation of demonstration application showcasing how-to's on policy and action planning and technical aspects. At transboundary level, Nexus approaches are utilized as tool for identification of shared benefits and	- 'Nexus in SEE' Project (2017-2019, ADA) - Nexus in SEE' Project (2016-2018, UBA) - IW:LEARN 4 (2016-2019, UNESCO/GEF) - MedProgramme (2017-2020, UNEP-MAP/GEF)		

Outcome Challenge		Progress Marker		Indicative Projects servicing action	Funding - secured & pipeline (estimate)	Funding - aimed to be raised (estimate)
			enhancement of transboundary cooperation and formal and informal policy dialogues and stakeholder processes advance.			
1.2	Regional and local policy dialogue is facilitated, capacity is built and solutions are catalysed for Transboundary IWRM	1.2.1	Decision makers and stakeholders establish better understanding, improve their capacity and are equipped with advanced policy tools and knowledge to respond to Transboundary IWRM challenges. Targeted transboundary water bodies include transboundary water bodies in SEE like the Drin River Basin and in the MENA like the North Western Sahara Aquifer System.	- Drin Project (2015-2019, UNDP/GEF) - IW:LEARN 4 (2016-2019, UNESCO/GEF)	3 mil euros	
		1.2.2	More countries of the Mediterranean become aware of and possibly participate at the UNECE Water Convention ratification process, etc.	- 'Making Cooperation Happen in the Mediterranean' Project (2016-2018, GWP-Med/Sida)		
1.3	Regional and national policy dialogue is facilitated, capacity is built and solutions are catalysed on climate change adaptation and climate variability issues	1.3.1	Decision makers and stakeholders develop better understanding of and advance policies related to climate change and variability mainstreaming in national and sectoral planning processes towards climate security , including by addressing mitigation/adaptation co-benefits, through: policy and action planning; elaboration of investment portfolios; exploration of options for private sector engagement; support to countries on preparing and advancing National Adaptation Plans (NAPs); support to countries on preparing and advancing Intended Nationally Determined Contribution (INDCs) setting and implementation; etc.	- 'Water, Climate and Development II' Project (2017-2019, GWP) - 'Climate Change Adaptation in the Med' Project (2017-2019, UNEP-MAP/GEF) - BeWater Project (2015-2017, CREAM/EU)	1,2 mil euros	0,2 mil euros
1.4	Local pilot applications are implemented and local and regional dialogue is promoted on Non-Conventional Water	1.4.1	Local authorities and individuals, particularly in water scarce islands and coastal areas of the Mediterranean, are motivated to promote and assisted to apply Non-Conventional Water Resources Management (NCWR) practices,	'Non-Conventional Water Resources Management' Programme (2014-2018, Coca-Cola)	1,8 mil euros	

Outcome Challenge		Progress Marker		Indicative Projects servicing action	Funding - secured & pipeline (estimate)	Funding - aimed to be raised (estimate)
	Resources Management, and the Urban Water Resources Management agenda advances through city-level interventions		including rainwater harvesting (RWH), gray water reuse and storm water management.			
		1.4.2	Regional and local partners contribute and engage to the implementation of a GWP-Med Integrated Urban Water Management (IUWM) agenda , including through pilot IUWM planning, technical applications at city level, and promotion of employment opportunities particularly for Youth	'Water for the City' Project (2016-2018, Coca-Cola)		
1.5	Networking, policy planning, and local pilot applications for addressing Migration challenges related to water security are promoted	1.5.1	Regional, national and local partners engage for long-term solutions to Water Security & Migration challenges , with emphasis on Employment opportunities, Gender, and Youth engagement , at the countries of migrants' origin, in the intermediate receiving countries, and the countries of destination.	- 'Making Cooperation Happen in the Mediterranean' Project (2016-2018, GWP-Med/Sida)	0,15 mil euros	0,5 mil euros
1.6	Policy planning is assisted and local pilot applications are implemented for addressing Disaster Risk Reduction challenges	1.6.1	National and local partners engage on Disaster Risk Reduction solutions, including through better flood control and drought management planning at transboundary and city levels <i>[action line to be screened and defined]</i>		[Tbd]	[Tbd]

3.2. Implementation path for Goal 2: Generate and communicate knowledge

High level Output: Knowledge and capacity developed, disseminated and used

Outcome Challenge		Progress Marker		Indicative Projects servicing action	Funding (secured/pipeline)	Funding (aimed to be raised)
2.1	Knowledge is shared and awareness on water challenges is promoted and contribute to the identification of sustainable solutions in the Mediterranean	2.1.1	Package knowledge created through GWP-Med activities and disseminate knowledge products in targeted stakeholder groups	Most of the projects under Goal 1	Financed under projects in Goal 1 and Core	Financed under projects in Goal 1 and Core
		2.1.2	Raise visibility on Mediterranean water challenges in key international forum and formulate regional water targets on selected issues towards achieving	Most of the projects under Goal 1	Financed under projects in Goal 1 and Core	Financed under projects in Goal 1 and Core

Outcome Challenge		Progress Marker		Indicative Projects servicing action	Funding (secured/pipeline)	Funding (aimed to be raised)
			solutions, including with an emphasis on water-related Sustainable Development Goals .			
2.2	Parliamentarians and Media are assisted in tackling more efficiently IWRM issues in their fields of operation and power	3.1.1	Facilitate the works of the Circle of Mediterranean Parliamentarians for Sustainable Development (COMPSUD) and of the Circle of Mediterranean Journalists for Sustainable Development (COMJSD) by sharing information among the networks, organising their annual meetings (including interaction with stakeholders) and building their capacity through targeted workshops. The two Circles are co-facilitated by GWP-Med since their launching in 2003.	- 'Making Cooperation Happen in the Mediterranean' Project (2016-2018, GWP-Med/Sida)	Financed under projects in Goal 1	Financed under projects in Goal 1
2.3	Education for IWRM is promoted through the Mediterranean Education Initiative for Environment and Sustainability		Educators are assisted in their networking and capacity building on IWRM issues.	- 'Non-Conventional Water Resources Management' Programme (2014-2018, Coca-Cola) - 'Water for the City' Project (2016-2018, Coca-Cola)	Financed under projects in Goal 1	Financed under projects in Goal 1

3.3. Implementation path for Goal 3: Strengthen partnerships

High level Output: An effective Global Action Network of partners sustained

Outcome Challenge		Progress Marker		Indicative Projects servicing action	Funding (secured/pipeline)	Funding (aimed to be raised)
3.1	Sustainable Country and local water partnerships are explored and established	3.1.1	Country and local stakeholders are networked in functioning partnerships to better tackle IWRM challenges	Core	Financed under projects in Goal 1 and Core	Financed under projects in Goal 1 and Core
3.2	GWP and GWP-Med agendas in Africa and in the	3.2.1	Operational links are established with African key institutions and stakeholders and contribution to the Pan-African agenda is made with emphasis on	- 'Water, Climate and Development II' Project (2017-2019, GWP)	Financed under projects in Goal 1 and Core	Financed under projects in Goal 1 and Core

Outcome Challenge		Progress Marker		Indicative Projects servicing action	Funding (secured/pipeline)	Funding (aimed to be raised)
	Gulf is –further- set and advance		promoting North African water-related objectives and South-South cooperation.	- Core		
		3.2.2	Options for collaborations and action are explored with Gulf countries governments, stakeholders and GCC regional institutions aiming at promoting GWP objectives in the area, and an operational agenda is established and advance.	Core	Financed by Core	Financed by Core
3.3	Agendas for new GWP-Med focus themes responding to the GWP Strategy 2020 advance	3.3.1	Regional partners contribute and engage to the design and advancement of recent GWP-Med focus themes reflecting priorities in the GWP Strategy 2020, including on Gender and on Youth , also with emphasis on Employment	Most of the projects under Goal 1	Financed under projects in Goal	Financed under projects in Goal 1

Total Funding 2017-2019		Funding (secured/pipeline)	Funding (aimed to be raised)
Figures		Appx. 12 mil euros (including Core funding)	Appx 1 mil euros (for implementation in 2017-2019)

4. Financial and Human Resources (2017-2019)

4.1. Financial resources

Budget evolution follows a steady up-curve since GWP-Med's establishment (2002), with financial 'step-plateaus' lasting around 3-4 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 current programming period (2019).

The estimated total budget for the execution of the GWP-Med Work Programme 2017-2019 is in the order of 13 mil euros. Of these, around 12 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, pledges through GWP, etc.). Securing an additional 1 mil euros will be pursued between 2017-2018 for implementation until the end of 2019. 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.

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

Year	2017	2018	2019
Million euros	3,4	4,6	5

The following table presents the main funding sources for 2017-2019.

Regional portfolio for 2017-2019 (secured and in pipeline)	Activity reference (source of list of activities)
Sida UfM/GWP-Med/OECD Programme on 'Governance and Financing for Mediterranean Water Sector', 2013-2017	Project document
SIWI/Sida Programme on 'Water Integrity in the MENA', 2014-2017	Project document
Sida 'Making Cooperation Happen in the Mediterranean' Project, 2015-2018	Project document
GEF UNDP Drin Projects (Drin Full Size Project and Drin Kosovo Medium Size Project), 2015-2019	Project documents
GEF IW:LEARN 4 Project, 2017-2020	Project document
UBA Nexus Project in SEE, 2016-2018	Project document
ADA Nexus Project in SEE, 2016-2018	Project document, contract under preparation
GEF UNEP Med Programme Nexus Project in MENA and SEE, 2017-2020	Approved and Project Document to be developed
GEF UNEP Med Programme Source-to-Sea Project in MENA and SEE, 2017-2020	Approved and Project Document to be developed
NCWRM Programme supported by a multi-annual CSR Programme of the Coca Cola Foundation, 2014-2018	Project document
'Water for the City' Project supported by the CSR Programme of the Coca Cola Foundation, 2016-2018	Project document
EU FP7 project BeWater (climate change adaptation planning at basin level), 2014-2017	Project document
WACDEP II_AF_North Africa	Work Plan under finalization
WACDEP II_AF_Tunisia	Work Plan under finalization
WACDEP II_Mediterranean	Work Plan under finalization
SDG Preparedness Facility	Work Plan under preparation
Core from GWP	On-going

In 2017-2019, effort will be made to secure similar, to the least, resources for the next Work Programme (2020-2022). The following table presents the main lines for fund-raising.

Key projects proposals under development	Activity reference
Multi-donor Programme on Water-Food-Energy- Ecosystems Nexus in the Mediterranean aimed for labelling at the UfM, including with a Gender and Youth focus	Under development
Continuation of the UfM/GWP-Med/OECD Programme on Governance and Financing for the Mediterranean Water Sector, including on Private Sector Participation, Gender and Youth	Under exploration
Projects in the field of Transboundary Water Resources Management	Under exploration
Projects in the field of Climate Change Adaptation and Financing	Under development
Projects in the field of Integrated Urban Water Resources Management agenda	Under exploration
Projects in the field of Migration-Water-Youth Employment agenda, including with a Gender focus	Under development
Projects in the field of Source-to-Sea	Under development
Projects in the field of Disaster Risk Reduction agenda	Under exploration
Basket-funding for core activities (administration, management, etc)	Under exploration

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 administration; 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.

Among others, effort will be made to secure a regionally-raised 'basket funding', including through considering options for advancing GWP-Med institutional setting, despite inherited difficulties given the unavailability of related defined donors' budget lines in the Mediterranean.

4.2. Human resources

Current (end 2016) staff capacity is 22, spread in 7 locations: Athens (Head Office), Beirut (staff member and Antenna Office under consideration), Ohrid (Project Office hosted by Ministry), Podgorica (staff member and Antenna Office in the making), Pristina (Project Office hosted by Ministry), Tirana (Project Office hosted by Ministry) and Tunis (Antenna Office). Staff may raise to 24 members from 2017 on.



A number of collaborating organisations are engaged in the execution of activities while external short-term technical experts are also recruited according to needs.

An internal process on enhancing modes of the GWP-Med Secretariat operations, 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, is expected to assist efficiency of operations. In May 2016, an independent internal management audit was conducted by KPMG after the request of Sida, concluding with very positive results and helpful recommendations for further improvement.

5. Summary results framework

An attempt to provide a set of quantified indicators for GWP-Med’s results in the period 2017-2019, with all limitations and ambiguities inherited in such presentations, is provided in the following tables, based on the unified system of GWP’s set of indicators.

5.1. Impact

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

TABLE D: Summary Results Framework						
LFA level	Description	Indicators	2017	2018	2019	
Impact	A Water Secure World: A higher level of water security and climate resilience achieved in developing countries, transboundary basins and economic regions	I1	Number of people benefiting from improved water resources planning and management	200M	200M	200M
		I2	Total value of investment influenced which contributes to water security and climate resilience through improved WRM & water services	250M	250M	250M

5.2. Key Water Governance Outcomes

GWP main Outcomes lie in the **governance improvements** introduced by actors at all levels where GWP is active. These governance improvements are called hereafter GWP Key Water Governance Outcomes and occur in “change areas” which cover the wide array of the water governance spectrum. A comprehensive classification of these “change areas” and related Integrated Water Resources Management (IWRM) tools has been developed by GWP, as reflected in the GWP ToolBox classification structure (ref. www.gwptoolbox.org) organised in three main clusters:

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

Those are the areas where changes are happening on the ground via the actors of the water sector benefiting from GWP interventions. Each GWP entity applies the Outcome Mapping approach to identify the key boundary actors to influence in order to have a chance to foster real change. The way GWP would like to see these boundary actors influenced is articulated via the “Outcome challenges”.

TABLE D: Summary Results Framework						
LFA level	Description	Indicators	2017	2018	2019	
Outcome	Sustainable development and management of water resources at all levels	<i>Series of indicators recording changes in Water Governance influenced by GWP, following ToolBox structure</i>				
		# Number of Enabling Environment elements influenced # Number of Institutional Arrangements influenced # Number of Management Instruments influenced	5	5	5	
		<i>More specifically: 6 Indicators followed closely, including Targets</i>				
		O1 3a) Number of policies, plans and strategies which integrate water security for climate resilience	4	3	3	
		O2 3b) Number of approved investment plans associated with policies, plans and strategies which integrate water security for climate resilience	1	1	1	
		O3 Number of agreements/commitments on enhanced water security at transboundary/regional level influenced.	2	1	1	
		O4 Number. of investment strategies supporting policies and plans which integrate water security for climate resilience		1	1	
		O5 Enhanced legal frameworks / policies / strategies integrating water security and climate change facilitated by GWP/WPP.	2	1	1	
O6 Gender: Percentage of women and girls benefiting from interventions to improve water security (min %). Nb requires robust M&E methodology to ensure disaggregated data collected.	40%	40%	50%			

TABLE D: Summary Results Framework						
LFA level	Description	Indicators	2017	2018	2019	
Influenced Boundary Actors	Boundary actors ensure that water is a key part of sustainable development	OC1.n	See Outcome Challenges Goal 1 defined above	100	120	150
Influenced Boundary Actors	Boundary Actors use increased knowledge & communication capacity	OC2.n	See Outcome Challenges Goal 2 defined above	400	500	600
Influenced Boundary Actors	Boundary Actors use increased networking capacity	OC3.n	See Outcome Challenges Goal 3 defined above	400	500	600

5.3. Outputs

GWP outputs lie in **the services and products** delivered by the GWP network which foster sustainable governance improvements of the water systems. GWP has not traditionally monitored its outputs systematically but it can be done without losing the integrity of the present monitoring framework.

TABLE D: Summary Results Framework						
LFA level	Description	Indicators	2017	2018	2019	
Output 1	Facilitation packages for countries, regions and global level implemented and innovative, sustainable IWRM solutions demonstrated	OT1.0	Recognition of GWP contribution to the global debate measured by number of acknowledgments in official documents		1	2
		OT1.1	Number of regional organisations supported in developing agreements/commitments /investment options and tools that integrate water security and climate resilience	7	7	7
		OT1.2	Number of national organisations supported in developing legal frameworks / policies / strategies, sectoral and development plans- integrating water security and climate resilience	4	6	6
		OT1.3	Number of organisations (all levels) supported in the development of investment strategies supporting	6	6	6

		polices and plans which integrate water security for climate resilience				
	OT1.4	Number of countries supported in the development of capacity and projects to access climate and climate-related finance to improve water security.	2	2	2	
	OT1.5	Number of demonstration projects undertaken for which innovation has been demonstrated	8	8	6	
	OT1.6	Number of documents produced outlining the lessons from GWP demonstration projects and a plan for replicating solutions	4	6	8	
	OT1.7	Number of beneficiaries supported in demonstration projects on water security and climate resilience undertaken	2M	2M	2M	
Output 2	Knowledge and capacity developed, disseminated and used	OT3.1	Number of government institutions/other stakeholders with demonstrably enhanced capacity to integrate water security and climate change in the design and implementation of policies, plans & projects	400	400	400
		OT3.2	Number of south-south lesson learning & knowledge transfers initiatives with commitments for concrete follow up.	1	2	2
		OT3.3	Number of media features on climate change and water security linked to the Water Security Programme. All media including radio, television, print, internet.	60	70	80
		OT3.4	Number of publications, knowledge products (including strategic messages) and tools for water security & climate resilience developed and disseminated	5	6	8
		OT3.5	User satisfaction across knowledge products and services produced, managed and disseminated by GWP. Methodology to be agreed.			
		OT3.6	Number of joint global/regional activities by GWP and WPP on climate change and water security which lead to demonstrable follow-up actions.			

Output 4	An effective Global Action Network of partners sustained	OT4.1	Implementation of Results Framework & associated M&E across the GWP network.	<i>a) Capacity building across network b) Results/M&E capacity recruited</i>	<i>Results framework & associated M&E fully operationalised.</i>	<i>GWPO & RWPs/CWPs effectively reporting against results framework.</i>
		OT4.2	Increased financial performance across all Regional and Country Water Partnerships.	<i>Support & capacity building across the GWP network</i>	<i>All RWPs/CWPs leverage GWPO core funding by at least 1 to 0.5</i>	<i>All RWPs/CWPs leverage GWPO core funding by at least 1 to 1.</i>

As mentioned above, the formulation of outputs and related indicators may evolve and adjust.

AGENDA ITEM **8a**

Draft GWP-Med Work Plan 2017

GWP-Med Work Plan 2017



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

The Mediterranean is shaped by its unique geographical, ecological, geopolitical and cultural features. The Region is challenged by natural conditions including water scarcity, demographic change, unemployment, 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, conflicts and large-scale migratory movements often under dramatic conditions. The vast majority of these natural and man-made challenges is directly linked with water resources.

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

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

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

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

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

In 2017, GWP-Med in synergy with partner and collaborating institutions and stakeholders will advance policy and technical agendas developed in previous years in support of promoting IWRM; will intensify reaching-out to 'out-of-the-water-box' stakeholders through Water-Food-Energy-Ecosystem Nexus

approaches; and will launch activity in new thematic fields, like on Migration & Employment. GWP-Med action will build on:

- the heritage of 15 years of GWP-Med operations, including knowledge created, capacity developed and recognition gained;
- screening of existing and emerging regional and national processes and partners, 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.- screening of existing and emerging regional and national processes and partners, as well as of international processes with application in the Region;
- screening of funding opportunities and, further on, of strategic and operational partnerships.

B. Workplan 2017 highlights

- Advance **Integrated Water Resources Management (IWRM) planning, implementation and monitoring** through policy dialogue, catalytic actions and capacity building on targeted issues and at different scales, including:
 - *at Mediterranean level*, with emphasis on contributing to on-going regional processes including the **Union for the Mediterranean** and its Water Expert Group, the **5+5 Western Mediterranean Water Strategy**, etc; assisting coordination for building the water-related **Sustainable Development Goals** agenda in the region; promoting the concept of **Water-Food-Energy-Ecosystems Nexus** and of **joint IWRM/Integrated Coastal Zone Management (ICZM) / Source-to-Sea Planning**;
 - *at South East Europe level*, with emphasis on contributing in the implementation of the **Regional Cooperation Council SEE 2020 Strategy** including towards achieving its objectives on sustainable utilization of water resources making use of the Water-Food-Energy-Ecosystems Nexus approach, and towards a Regional (SEE) Water Agreement;
 - *at national level*, with emphasis on Lebanon, Tunisia, Palestine and Montenegro depending on the specific country IWRM agendas including in support of SDG readiness; and, promoting Country Water Partnerships as possible and needed particularly by exploring options in the Drin Basin countries (e.g. Albania, FYR Macedonia, Kosovo, Montenegro);
 - by continuing 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 advancing activities on **Water Integrity** at MENA level
 - by designing and launching with partners the GWP-Med agendas on **Migration & Employment**.
- Advance integrated **Transboundary Water Resources Management** through region-wide and local policy dialogue, stakeholder consultation and capacity building as well as by assisting competent partners in management planning, with a focus on the Drin River Basin (shared by five riparians in Southeastern Europe), and the North Western Sahara Aquifer (shared by Algeria, Libya and Tunisia) and, depending on countries' interest, the Medjerda River Basin (shared by Algeria and Tunisia). Furthermore, assist the promotion of the **UNECE Water Convention** in the region. Advance activities on the **Water-Food-Energy-Ecosystems Nexus including Climate Change** considerations, with emphasis on SEE shared basins and the North Western Sahara Aquifer.
- Contribute in tackling **Climate Change and Variability** challenges through support to *regional* policy making and regional project development linked with the UfM Climate Change Expert Group as well as for action planning linked with the MAP UNEP / MCSO Regional Framework for Climate Change Adaptation; assisting the NAP elaboration process in Tunisia; reinforcing stakeholders capacities on water security and climate resilience in Mauritania; awareness raising and communication on climate change adaptation strategies at basin level, assisting Tunisia on mobilizing funds for climate resilient development plans.
- Promote sustainable management of **Non-Conventional Water Resources** through
 - piloting technical interventions at *local* level with installation of small-scale **Rainwater Harvesting and Grey Water Reuse systems** in Mediterranean islands (Cyprus, Greece, Malta, Italy, etc) also as contribution to local climate change adaptation;

- designing and launching the GWP-Med agenda on **integrated urban water resources management** in collaboration with partners, including implementation of a pilot technical application on urban water management in the city of Alexandroupolis, Greece, and several small scale urban interventions, through a water sensitive city approach in the city of Thessaloniki.
- Promote **education for sustainable development** with emphasis on water; **raise awareness** and **build capacities** of targeted stakeholders groups including **parliamentarians and media**; promote **knowledge management & sharing** through elaboration and distribution of success stories on IWRM & TWRM aspects.
 - Design and launch with partners the GWP-Med agendas on **Water & Gender** and **Water & Youth**, including with an emphasis on **Employment**.

C. Funding portfolio overview

List of core and project work streams (including projects financed through locally raised funds) that will be implemented during 2017

Regional portfolio for 2017	Activity reference (source of detailed list of activities for 2017)	Budget reference (Euro) (source of detailed budget for 2017)
Raised in the Region		
Sida UfM/GWP-Med/OECD Programme on Governance & Financing for Med Water Sector, 2013-2017	Project document	Project document
SIWI/Sida Programme on Water Integrity Capacity Building in the MENA, 2014-2017	Project document	Project document
Sida 'Making Cooperation Happen in the Mediterranean' Project, 2015-2018	Project document	Project document
GEF UNDP Drin Projects (Drin Full Size Project and Drin Kosovo Medium Size Project), 2015-2019	Project documents	Project document
GEF IW:LEARN 4 Project, 2017-2020	Project document	Project document
UBA Nexus Project in SEE, 2016-2018	Project document	Project document
ADA Nexus Project in SEE, 2016-2018	Project document	Project document
GEF UNEP Med Programme Nexus Project in MENA and SEE, 2017-2021	GEF PIF	To be developed in 2017
GEF UNEP Med Programme Source-to-Sea Project in MENA and SEE, 2017-2021	GEF PIF	To be developed in 2017
NCWRM Programme supported by a multi-annual CSR Programme of the Coca Cola Foundation, 2014-2018	Project document	Project document
'Water for the City' Project supported by the CSR Programme of the Coca Cola Foundation, 2016-2018	Project document	Project document
EU FP7 project BeWater (climate change adaptation planning at basin level), 2014-2017	Project document	Project document
Funded by GWPO		
SDG-PF	To be developed	
WACDEP II_AF_North Africa	Work Plan under preparation	
WACDEP II_AF_Tunisia	Work Plan under preparation	
WACDEP II_AF_Mediterranean	Work Plan under preparation	
Core		

D. GWP-Med Work Plan 2017

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

Outcome Challenge		Progress Marker		
Ref.	Description	Ref.	Progress Markers Description	Brief Activity Description
1.1	Policy dialogue is facilitated and catalytic actions and demo applications are implemented for IWRM and WSS planning at regional, national and local / river basin level	1.1.1	Regional / Sub-regional institutions and political initiatives are assisted for advancing their water related strategy processes , including through Water-Food-Energy-Ecosystems Nexus (Nexus) and Climate Resilience approaches .	<p>In collaboration with the lead political institutions and other regional partners engaged in the related processes:</p> <ul style="list-style-type: none"> * technically assist the UfM Secretariat in administering the regional Water Expert Group. * technically assist the UfM Secretariat in the process towards and following up the suggested UfM Ministerial Conference on Water (April 2017, Malta). * technically assist the Regional Cooperation Council (RCC) and the participating SEE countries to implement the water-related and nexus-related provisions of the 'SEE Strategy 2020: Towards European Integration' through the Water-Food-Energy-Ecosystems Nexus approach. * contribute to the '5+5' Western Mediterranean Water Strategy follow up.
		1.1.2	National governments are equipped with tools (assessment, strategic choices, policy options, capacity building) to make progress on their national water and sanitation planning and monitoring in an integrated approach, including through establishing and advancing readiness for responding to Sustainable Development Goals .	<p>Linked primarily with work below (1.1.3) contribute, based on demand, to key national IWRM or WSS processes through assessment, policy dialogue and capacity building activities, using a structured multi-stakeholder approach. The water governance-financing nexus agenda concerns primarily WSS and aims at a) providing an assessment of the status quo and b) offering country-specific consensus-based recommendations for action benefitting from international practices. These actions are embedded in national water sector reform processes, thus aligning with the IWRM framework and contributing to the implementation of the SDGs as per the priorities and obligations of the countries.</p> <p>In 2017 the activities will target Lebanon, Tunisia, Palestine and Montenegro (tbc).</p>
		1.1.3	Water financing / Private Sector Participation (PSP) stakeholders establish better understanding of related challenges, opportunities and options for ways forward by taking advantage of the national and regional platforms for policy dialogue offered; policy recommendations are formulated and are available for operationalization by key players (regulating authorities and private sector) leading to new	<p>Linked also with 1.1.2, targeted activities will continue addressing the framework conditions for the sustainable financing of water services including through Private Sector Participation and Corporate Social Responsibility elements. In partnership with the UfM, OECD, country partners and other relevant actors the work will concern:</p> <ul style="list-style-type: none"> * Lebanon, on revisiting the regulatory framework for PSP and establishing an agenda on the role of banks in financing water infrastructure. The possibility of pilot investments will be actively sought to showcase the practical applicability of

Outcome Challenge		Progress Marker		
Ref.	Description	Ref.	Progress Markers Description	Brief Activity Description
			synergies; pilot schemes are promoted and, eventually, tested.	<p>the work. Should this take place, it will signify a novelty in terms of approach followed and results achieved.</p> <p>* Palestine, on continuing –at the request of the government- with a phase II the Dialogue process of the Governance & Financing project. This will concern assistance to the elaboration of a set of policies supporting the water sector reform process (also with regard to PSP).</p> <p>* Montenegro (TBC) on the framework conditions for private sector involvement in water infrastructure and with consideration to the regulatory instruments for abiding to the EU Water Framework Directive requirements.</p> <p>* at sub-regional level, and in synergy with SIWI, explore the potential for PSP-related work at transboundary basins.</p> <p>* at regional level, facilitate policy dialogue and sharing of experiences among the range of stakeholders for replication of successful methodologies.</p> <p>* at international level, provide lead contribution for the Mediterranean/MENA to the OECD Global Water Governance Initiative.</p> <p>* at international level, capitalise on and explore plausible ways forward with the launching of the GEF PSP agenda in the source-to-sea and beyond.</p>
		1.1.4	Stakeholders are assisted to improve their understanding and capacity on water integrity, transparency and accountability as means for improved water governance.	<p>In collaboration with partners, primarily in the framework of the Water Integrity in the MENA project:</p> <p>a) reinforce the capacity of trained stakeholders through targeted mentoring activities at national level;</p> <p>b) strengthen further the political commitment at national level in the 5 focus countries through the elaboration of country-specific recommendations for immediate action;</p> <p>c) organise a High -level Learning Summit, scheduled to take place in the fall of 2017, to bring the findings and recommendations in a regional forum that raise further awareness on the issue and promote action;</p> <p>d) at regional level, establish linkages and provide targeted input to the water and governance agendas of the Union for the Mediterranean and the League of Arab States, the key regional political processes for the MENA, attributing the needed political impetus for bringing water integrity further on the foreground and for urging much-needed action.</p>
		1.1.5	Regional and national IWRM and Integrated Coastal Zone Management (ICZM) partners establish better understanding of the related inter-linkages and challenges and selected national and transboundary	<p>* In collaboration with UNEP MAP and partners and under the lead of MAP, develop the work plan of the GEF Med Programme ‘Child Project’ on coastal and water management (7 mil of GEF contribution); this detailed planning of the project will include extensive consultation with countries, UNEP and partner organizations.</p>

Outcome Challenge		Progress Marker		
Ref.	Description	Ref.	Progress Markers Description	Brief Activity Description
			basins/coastal areas are equipped with advanced local management planning tools.	* In collaboration with MAVA and partners and under the lead of IUCN, develop a project on coastal and water management in Buna/Bojana river basin and coastal area, hopefully following up the work already done in the area.
		1.1.6	National and basin institutions are assisted in addressing natural resources security issues using the Water-Food-Energy-Ecosystems Nexus approach, including through elaboration of investment portfolios and implementation of demonstration application showcasing how-to's on policy and action planning and technical aspects. At transboundary level, Nexus approaches are utilized as tool for identification of shared benefits and enhancement of transboundary cooperation and formal and informal policy dialogues and stakeholder processes advance.	<p>* In collaboration with leading political institutions and other regional partners engaged in the related processes, launch and implement a large scale and multi-component Regional Programme on the Nexus, aimed for UfM-labelling, including regional, sub-regional, national and transboundary activities, including in:</p> <ul style="list-style-type: none"> ○ SEE (activities supported by ADA, UBA and GEF) <ul style="list-style-type: none"> - at regional level, including 1 a SEE Regional Nexus Assessment towards a regional Nexus Strategy, and related consultation through a regional Roundtable; - transboundary level, including the initiation of a Nexus Policy Dialogue encompassing a Nexus Assessment and a multi-stakeholder consultation process for preparing a Nexus Strategy and elaborating two investment projects to address identified Nexus challenges in each of the two transboundary basins. - at national level, including a Nexus Policy Dialogue encompassing a Nexus Assessment and a multi-stakeholder consultation process for preparing a Nexus Strategy. ○ MENA (supported by Sida), including 1 Roundtable for the introduction of institutions and organizations to the Nexus agenda and consultation on priorities for action. ○ North Western Sahara Aquifer System (supported by Sida), in collaboration with OSS and UNECE, including a Nexus Policy Dialogue encompassing a Nexus Assessment and a multi-stakeholder consultation process for assisting NWSAS countries to improve management of the transboundary underground water body, including by exploring advanced institutional settings.
1.2	Regional and local policy dialogue is facilitated, capacity is built and solutions are catalysed for Transboundary IWRM	1.2.1	Decision makers and stakeholders establish better understanding, improve their capacity and are equipped with advanced policy tools and knowledge to respond to Transboundary IWRM challenges. Targeted transboundary water bodies include transboundary water bodies in SEE like the Drin River Basin and in the MENA like the North Western Sahara Aquifer System.	In the Drin Basin, facilitate, in partnership with UNDP and UNECE, the implementation of the Drin MoU for the management of the extended transboundary river basin (shared by Albania, Greece, FYR Macedonia, Kosovo and Montenegro) through advancing the knowledge base regarding TIWRM 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

Outcome Challenge		Progress Marker		
Ref.	Description	Ref.	Progress Markers Description	Brief Activity Description
				<p>terms of content and aims with the Drin MoU and supports its implementation. In 2017 the following activities will be implemented:</p> <ul style="list-style-type: none"> - DCG and Expert Working Group meetings will be organized to enable the countries coordinating action at the Drin Basin level; - the Transboundary Diagnostic Analysis will advance and possibly conclude; - the development of the Information Management System will be initiated; - the preparation of the Lake Ohrid Management Plan will be initiated; - activities for the implementation of the EU Floods Directive will be initiated; - a pilot project for the collection of biomass as means to reduce nutrients load from a transboundary lake will be initiated and advance; - a transboundary monitoring network will be established in the Lake Skadar/Shkodra (Albania/Montenegro); - stakeholders will be engaged through a structured consultation process as well as through the “Drin Day”; - publications will be prepared. <p>For North Western Sahara Aquifer, see main activities under 1.1.6.</p>
		1.2.2	More countries of the Mediterranean become aware of and possibly participate at the UNECE Water Convention ratification process, etc.	<p>In collaboration with UNECE and based on countries’ demand:</p> <ul style="list-style-type: none"> * continue support to Lebanon and Tunisia for their potential accession to the UNECE Water Convention * <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 * initiate the exploration process in more countries (Morocco, and Iraq have expressed interest) * organise two sub-regional capacity building events (one in the Maghreb and one in the Mashreq) to enhance capacity on transboundary water cooperation, including awareness on the UNECE Water Convention * editing, design and printing of documents related to the the UNECE Water Convention (e.g. translation of material into Arabic, tailored-made material for the MENA countries, etc.
1.3	Regional and national policy dialogue is facilitated, capacity is built and	1.3.1	Decision makers and stakeholders develop better understanding of and advance policies related to climate change and variability mainstreaming in national and sectoral planning processes towards climate security , including by addressing	<p>> <i>In Tunisia:</i></p> <ul style="list-style-type: none"> o following-up on the roadmap for climate change mainstreaming in the agriculture sector developed during WACDEP I, the Tunisian Ministry of Agriculture will be assisted through WACDEP II to develop the ToRs for the

Outcome Challenge		Progress Marker		
Ref.	Description	Ref.	Progress Markers Description	Brief Activity Description
	solutions are catalysed on climate change adaptation and climate variability issues		mitigation/adaptation co-benefits, through: policy and action planning; elaboration of investment portfolios; exploration of options for private sector engagement; support to countries on preparing and advancing National Adaptation Plans (NAPs); support to countries on preparing and advancing Intended Nationally Determined Contribution (INDCs) setting and implementation; etc.	<p>preparation of a National Adaptation Plan (NAP) and assist in fundraising for the preparation and the implementation of the NAP.</p> <ul style="list-style-type: none"> ○ following up the elaboration and adoption of the Douimis (North Tunisia) Development Plan during WACDEP I, the Regional Development Council will be assisted through WACDEP II to prepare the programme for the Plan's implementation. <p>> <i>In Mauritania:</i></p> <ul style="list-style-type: none"> ○ capacities of institutional partners on climate change mainstreaming in national development planning will be reinforced through WACDEP II.
1.4	Local pilot applications are implemented and local and regional dialogue is promoted on Non-Conventional Water Resources Management , and the Urban Water Resources Management agenda advances through city-level interventions	1.4.1	Local authorities and individuals, particularly in water scarce islands and coastal areas of the Mediterranean, are motivated to promote and assisted to apply Non-Conventional Water Resources Management (NCWR) practices, including rainwater harvesting (RWH), gray water reuse and storm water management.	<p>NCWRM practices will be promoted and local authorities and stakeholders will be engaged in 4 countries (Cyprus, Greece, Italy and Malta), demonstrating the NCWRM potential to local water security and climate change adaptation. Further emphasis will be put on awareness, capacity building and community engagement activities towards a new water culture.</p> <p><i>Activities will be implemented within the NCWRM & the 'Water for the City' Programmes supported by the CSR Programme of the Coca Cola Foundation.</i></p>
		1.4.2	Regional and local partners contribute and engage to the implementation of a GWP-Med Integrated Urban Water Management (IUWM) agenda , including through pilot IUWM planning, technical applications at city level, and promotion of employment opportunities particularly for Youth	<p>An IUWM agenda within GWP-Med is further articulated and implemented through:</p> <ul style="list-style-type: none"> * defining contents, including as a contribution to climate change adaptation and linked with NCWRM, Nexus, Employment/Green Jobs and Youth, in collaboration with regional partners. Organisation of a related regional workshop to better define the agenda and promote synergies. * implementing a technical pilot IUWM application, through optimization of the supplying dam in the city of Alexandroupolis (Greece) as well as dialogue, capacity building, awareness raising and education activities. * designing and exploring synergies and funding for an IUWM intervention in Tunisia as part of the 'Urban Water in Africa' initiative. * contributing in the 2030 Resilience Strategy of the city of Thessaloniki (Greece) by exploring how NCWR demo applications can be replicated creating an urban network yielding multiple benefits beyond flood control. <p><i>Activities will be implemented within the NCWRM & the 'Water for the City' Programmes supported by the CSR Programme of the Coca Cola Foundation.</i></p>

Outcome Challenge		Progress Marker		Brief Activity Description
Ref.	Description	Ref.	Progress Markers Description	
1.5	Networking, policy planning, and local pilot applications for addressing Migration challenges related to water security are promoted	1.5.1	Regional, national and local partners engage for long-term solutions to Water Security & Migration opportunities, Gender, and Youth engagement , at the countries of migrants' origin, in the intermediate receiving countries, and the countries of destination.	A regional long-term initiative on Water Security- Migration-Youth Employment 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 fundraised to address these challenges in origin, transit and destination countries, including regional and national activities (Tunisia and Lebanon). The Programme will be aimed for UfM labelling. <i>Activities will be implemented within the Sida 'Matchmaker' Project and through internal/core capacities.</i>
1.6	Policy planning is assisted and local pilot applications are implemented for addressing Disaster Risk Reduction challenges	1.6.1	National and local partners engage on Disaster Risk Reduction solutions, including through better flood control and drought management planning at transboundary and city levels	* A brief scoping of options for contributing to Disaster Risk Reduction objectives in the region will be elaborated. * A pilot project under the GEF Drin Project (see also 1.2.1) will assist in the implementation of the EU Floods Directive in the Drin Basin. <i>Activities will be implemented within the GEF Drin Project and through internal/core capacities.</i>

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

Outcome Challenge		Progress Marker		Brief Activity Description
Ref.	Description	Ref.	Progress Markers Description	
2.1	Knowledge is shared and awareness on water challenges is promoted and contribute to the identification of sustainable solutions in the Mediterranean	2.1.1	Package knowledge created through GWP-Med activities and disseminate knowledge products in targeted stakeholder groups	Knowledge products, packaging experiences from GWP-Med activities, will be elaborated and produced. ToolBox will be further populated with Mediterranean cases, and promoted in the region. <i>Activities will be implemented within the range of GWP-Med projects and through internal/core capacities.</i>

Outcome Challenge		Progress Marker		Brief Activity Description
Ref.	Description	Ref.	Progress Markers Description	
		2.1.2	Raise visibility on Mediterranean water challenges in key international forum and formulate regional water targets on selected issues towards achieving solutions, including with an emphasis on water-related Sustainable Development Goals .	Support, as needed and appropriate, to regional and international fora. Activities can/may concern: * targeted country support in the framework of the GWP-led SDG Preparedness Facility * the continued active involvement in the OECD Global Water Governance Initiative and especially the follow up of the Water Governance Principles backed by Ministers at the OECD Ministerial Council Meeting (06/2015) and endorsed by 42 countries and more than 140 major stakeholder groups * the coordination of the MENA Focus during the Stockholm World Water Week 2017 * the initiation of the Mediterranean Process in view of the 8 th World Water Forum (2018, Brazil)
2.2	Parliamentarians and Media are assisted in tackling more efficiently IWRM issues in their fields of operation and power	2.2.1	Facilitate the works of the Circle of Mediterranean Parliamentarians for Sustainable Development (COMPSUD) and of the Circle of Mediterranean Journalists for Sustainable Development (COMJSD) by sharing information among the networks, organising their annual meetings (including interaction with stakeholders) and building their capacity through targeted workshops. The two Circles are co-facilitated by GWP-Med since their launching in 2003.	Parliamentarians and Media are assisted in tackling more efficiently IWRM issues in their fields of operation and power. Synergies with other regional organisations having similar agendas will be promoted. <i>Activities will be implemented within the Sida 'Matchmaker' project and through internal/core capacities.</i>
2.3	Education for IWRM is promoted through the Mediterranean Education Initiative for Environment and Sustainability	2.3.1	Educators are assisted in their networking and capacity building on IWRM issues.	Works of the Mediterranean Education Initiative for Environment and Sustainability (MEdIES) will be promoted through networking and capacity building activities among educators and development and pilot use in schools of thematic educational material targeting pupils. MEdIES is co-supported by GWP-Med since its launching in 2003. <i>Activities will be implemented primarily within the NCWRM and IUWM projects supported by the CSR Programme of the Coca Cola Foundation. (see under 1.4.1 and 1.4.2)</i>

Strategic Goal #3: Strengthen Partnerships. *This goal focuses on enhancing the network's resilience and effectiveness through stronger partnerships, good governance, measuring performance to help learning and financial sustainability.*

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

Annex 1. Annual indicators' status

NB	IND	Targets set in 2016	Explanation of targets	Results achieved in 2016	Explanation of results achieved in 2016 (i.e. what do the numbers in the column to the left refer to)	Targets set for 2017	Explanation of targets set for 2017 (i.e. what do the numbers in the column to the left refer to)
I1	Number of people benefiting from improved water resources planning and management	More than 200 mil	Through application of tools developed in service of improved policy making	a. 200 mil b. 1 mil c. 0,4 mil d. 12 mil	a. MED countries: coordinated process towards a new joint regional water agenda under UfM advanced b. Drin countries: through implementation of the Drin MoU for transboundary collaboration c. Maltese Islands: through New Water Management Strategy d. Tunisia: Water Resources Vulnerability Maps provided to decision makers to inform water resources planning	a. 200 mill b. 1 mil c. 1.5 mi	a. MED countries: new joint regional water agenda under UfM adopted at Ministerial level b. Drin countries: through implementation of the Drin MoU for transboundary collaboration c. Thessaloniki: 2030 Resilience Strategy
I2	Total value of investment influenced which contributes to water security and climate resilience through improved WRM & water services	260 mil euros	* Drin River Basin management options advance * NWSA management options advance * Investment Plan for the Douimis Basin in Bizerte - Tunisia	a.200 mil b. 50 mil c. 8 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. Douimis investment plan adopted by the Regional Development Council d. Identification of pilot investment projects with the involvement of banks in Lebanon	a.200 mil b. 50 mil c. 8 mil d. 10 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. Douimis investment plan adopted by the Regional Development Council d. Identification of pilot investment projects with the involvement of banks in Lebanon
O1	Number of policies, plans and strategies which integrate water security for climate resilience	4	* Approved UNEP MAP Regional Framework for Climate Change Adaptation * Public Private Partnership By-Law in Palestine * National Guidelines for CC mainstreaming in water and land planning at watershed level in Tunisia * Action Plan for integrated water and land development including CC considerations at Douimis Basin in Bizerte - Tunisia	3	* UNEP MAP Regional Framework on Climate Change Adaptation approved at Ministerial level, with GWP-Med technical assistance * Action Plan for integrated water and land development including CC considerations at Douimis Basin in Bizerte - Tunisia * PPP by-law in Palestine under preparation	5	* Regional priorities on a joint regional water agenda under UfM * ToRs for the National Adaptation Plan in Tunisia * PPP by-law in Palestine * Guidelines for banks to engage in water projects in Lebanon * 2030 Urban Resilience Strategy in Thessaloniki

NB	IND	Targets set in 2016	Explanation of targets	Results achieved in 2016	Explanation of results achieved in 2016 (i.e. what do the numbers in the column to the left refer to)	Targets set for 2017	Explanation of targets set for 2017 (i.e. what do the numbers in the column to the left refer to)
O1g	Number of policies/plans/strategies that have gender mainstreamed in water resource management	3	<ul style="list-style-type: none"> * Approved UNEP MAP Regional Framework for Climate Change Adaptation * National Guidelines for CC mainstreaming in water and land planning at watershed level in Tunisia * Action Plan for integrated water and land development including CC considerations at Douimis Basin in Bizerte - Tunisia 	4	<ul style="list-style-type: none"> * UNEP MAP Regional Framework on Climate Change Adaptation approved at Ministerial level, with GWP-Med technical assistance * National Guidelines for CC mainstreaming in water and land planning at watershed level in Tunisia * Action Plan for integrated water and land development including CC considerations at Douimis Basin in Bizerte – Tunisia * PWA Strategy for mainstreaming gender in water and environment 	6	<ul style="list-style-type: none"> * ToRs for the National Adaptation Plan in Tunisia that consider gender * Gender mainstreaming strategy in the framework of the GEF Drin Project * Gender mainstreaming strategy in the framework of the Nexus Project in SEE * Gender mainstreaming strategy in the framework of the Sida supported ‘Matchmaker’ Project * Gender considerations in the elaboration of 10 policies for the water reform process under the lead of PWA * Gender considerations in the Guidelines for banks to be involved in water projects in Lebanon
O2	Number of approved investment plans associated with policies, plans and strategies which integrate water security for climate resilience	1	<ul style="list-style-type: none"> * Investment Plan for the Douimis Basin in Bizerte - Tunisia 	1	<ul style="list-style-type: none"> * Investment Plan for the Douimis Basin in Bizerte - Tunisia 	1	<ul style="list-style-type: none"> Pilot investment project with banking sector involvement in Lebanon
O3	Number of agreements/commitments on enhanced water security at transboundary/regional level influenced	3	<ul style="list-style-type: none"> * Drin River Basin management options advance * NWSA management options advance * Options on institutional setting and development of the Nexus agenda reinforced by the representatives of the 3 countries in the NWSAS aquifer 	5	<ul style="list-style-type: none"> * Drin River Basin management options advanced through the Drin MoU process and commitments for action expressed at the Drin Core Group * NWSA management options advanced through Nexus agenda * Study on institutional setting and options for enhancing collaboration in NWSA elaborated and submitted to NWSA Coordination Mechanism * UNEP MAP Regional Framework on Climate Change Adaptation approved at Ministerial level, with GWP-Med technical assistance * Declaration of the 1st High Level Ministerial Panel on Responding to Climate and Environmental Challenges in SEE 	2	<ul style="list-style-type: none"> * Drin MoU implementation advances * NWSA collaboration advances

NB	IND	Targets set in 2016	Explanation of targets	Results achieved in 2016	Explanation of results achieved in 2016 (i.e. what do the numbers in the column to the left refer to)	Targets set for 2017	Explanation of targets set for 2017 (i.e. what do the numbers in the column to the left refer to)
O4	Number of investment strategies supporting policies and plans which integrate water security for climate resilience						
O5	Number of enhanced legal frameworks / policies / strategies integrating water security and climate change facilitated by GWP			1	* National Guidelines for CC mainstreaming in water and land planning at watershed level in Tunisia	1	* ToRs for the National Adaptation Plan in Tunisia
O6	Gender: Percentage of women and girls benefiting from interventions to improve water security (min %).	35%	35% of participants in all activities organised	35%	35% of participants in all activities organised	40%	40% of participants in all activities organised
O7	Youth: Number of youth organizations involved in water resources decision making bodies.			1	1 Youth NGO involved in the development of Rmel Basin Adaptation Plan in Tunisia		
OT1.1	Recognition of GWP contribution to the global debate measured by number of acknowledgments in official documents			1	* GWP-Med's contribution to the elaboration and dissemination of the OECD Water Governance Principles and the provision of the translation of the principles in the Greek language		
OT1.2	Number of regional organisations supported in developing agreements/commitments /investment options and tools that integrate water security and climate resilience	7	* Union for the Mediterranean * UNEP Mediterranean Action Plan * Regional Cooperation Council * 5+5 Western Mediterranean Initiative * UNECE * Drin Corda * NWSA Consultation Mechanism	7	* Union for the Mediterranean * UNEP Mediterranean Action Plan * Regional Cooperation Council * 5+5 Western Mediterranean Initiative * UNECE * Drin Corda * NWSA Consultation Mechanism	7	* Union for the Mediterranean * UNEP Mediterranean Action Plan * Regional Cooperation Council * 5+5 Western Mediterranean Initiative * UNECE * Drin Corda * NWSA Consultation Mechanism

NB	IND	Targets set in 2016	Explanation of targets	Results achieved in 2016	Explanation of results achieved in 2016 (i.e. what do the numbers in the column to the left refer to)	Targets set for 2017	Explanation of targets set for 2017 (i.e. what do the numbers in the column to the left refer to)
OT1.3	Number of national organisations supported in developing legal frameworks / policies / strategies, sectoral and development plans-integrating water security and climate resilience	7	<ul style="list-style-type: none"> * Ministries of Agriculture, of Environment and of Development and International Cooperation in Tunisia * Ministry of Tourism and Sustainable Development of Montenegro * Ministry of Environment of Albania * Lebanese Ministry of Energy and Water * Morocco Ministry for Energy, Mining, Water and Environment 	6	<ul style="list-style-type: none"> * Ministries of Agriculture, of Environment and of Development and International Cooperation in Tunisia * Palestinian Water Authority * Ministry of Tourism and Sustainable Development of Montenegro * Ministry of Environment of Albania 	4	<ul style="list-style-type: none"> * Ministry of Agriculture in Tunisia * Ministry of Hydraulics in Mauritania * Lebanese Ministry of Energy and Water * Palestinian Water Authority
OT1.3 g	Number of national/subnational organisations supported in integrating gender perspectives into water resource management policies/plans/legal frameworks	3	<ul style="list-style-type: none"> * Lebanese Ministry of Energy and Water * Morocco Ministry for Energy, Mining, Water and Environment * Ministry of Agriculture of Tunisia 	3	<ul style="list-style-type: none"> * Ministry of Agriculture of Tunisia * Palestinian Water Authority (through Gov&Fin project) 	2	<ul style="list-style-type: none"> * Ministry of Agriculture in Tunisia * Ministry of Hydraulics in Mauritania
OT1.4	Number of organisations (all levels) supported in the development of investment strategies supporting policies and plans which integrate water security for climate resilience	2	<ul style="list-style-type: none"> *Lebanese Ministry of Energy and Water *Ministry of Agriculture of Tunisia 	5	<ul style="list-style-type: none"> * Ministry of Agriculture of Tunisia * Palestinian Water Authority * Lebanese Ministry of Energy and Water * Jordanian Ministry of Water and Irrigation * Morocco Ministry for Energy, Mining, Water and Environment 	6	<ul style="list-style-type: none"> * Ministry of Agriculture of Tunisia * Palestinian Water Authority * Lebanese Ministry of Energy and Water * Jordanian Ministry of Water and Irrigation * Morocco Ministry for Energy, Mining, Water and Environment * Mauritanian Ministry of Hydraulics
OT1.5	Number of countries supported in the development of capacity and projects to access climate and climate-related finance to improve water security.	1	Tunisia	1	Tunisia	2	<ul style="list-style-type: none"> * Tunisia * Mauritania

NB	IND	Targets set in 2016	Explanation of targets	Results achieved in 2016	Explanation of results achieved in 2016 (i.e. what do the numbers in the column to the left refer to)	Targets set for 2017	Explanation of targets set for 2017 (i.e. what do the numbers in the column to the left refer to)
OT1.6	Number of demonstration projects undertaken for which innovation has been demonstrated	12	<ul style="list-style-type: none"> * 10 NCWRM applications in Mediterranean islands * 1 large scale urban application * 1 Démo project for climate change mainstreaming in water and land planning at Douimis basin - Tunisia 	7	<ul style="list-style-type: none"> * 5 NCWRM applications in Mediterranean islands * 1 medium scale urban application * 1 Démo project for climate change mainstreaming in water and land planning at Douimis basin - Tunisia 	8	<ul style="list-style-type: none"> * 6 NCWRM applications in Mediterranean islands * 1 large scale urban application * 1 Démo project for climate change mainstreaming in water and land planning at Douimis basin - Tunisia
OT1.6 g	Number of initiatives/demo projects specifically targeting gender issues	4	<ul style="list-style-type: none"> * Integration of gender considerations in the Mediterranean Nexus Dialogue * Integration of gender considerations in the NWSA Nexus assessment * Integration of gender considerations in the Drin management * Integration of gender issues in the Douimis development Plan - Tunisia 	21	<ul style="list-style-type: none"> * Integration of gender issues in the Douimis development Plan – Tunisia * 20 Individual Action Plans on water integrity led by women/women organisations in Jordan, Lebanon, Palestine, Morocco and Tunisia 	23	<ul style="list-style-type: none"> * Integration of Gender considerations in the GEF Drin Project. * Integration of Gender considerations in the Nexus Project in South East Europe. * Integration of gender issues in the ToRs for the NAP in Tunisia * 20 Individual Action Plans on water integrity led by women/women organisations in Jordan, Lebanon, Palestine, Morocco and Tunisia
OT1.7	Number of documents produced outlining the lessons from GWP demonstration projects and a plan for replicating solutions	3	<ul style="list-style-type: none"> * Lessons learned from catalysing action for transboundary cooperation through stakeholders engagement * Lessons learned from investigating governance & financing for the Mediterranean water sector * Lessons learnt from climate change mainstreaming in water and land planning at basin level 	7	<ul style="list-style-type: none"> * Regional Synthesis Report of the Water Integrity in the MENA project * 3 Policy briefs from national reports in Jordan, Palestine and Tunisia (Gov&Fin project) * Lessons learnt from climate change mainstreaming in water and land planning at basin level : i) Methodological Guidelines , ii) Documentary film * NCWR impact story by GWP 	4	<ul style="list-style-type: none"> * Regional recommendations on Water Integrity in the MENA * Regional Report on Governance & Financing * Policy Brief from national report in Lebanon (Gov&Fin project) * NCWR lessons
OT1.8	Number of beneficiaries supported in demonstration projects on water security and climate resilience undertaken	10 mil	<ul style="list-style-type: none"> * in the Drin River Basin * In the NWSA * In small island communities in Greece, Malta, Cyprus and Italy through NCWRM applications * In city of Alexandroupolis, Greece, through an Urban application * In Douimis Basin in Tunisia : 2000 	a. 10,000 b. 2,000	<ul style="list-style-type: none"> a. In small island communities in Greece, Malta, Cyprus and Italy through NCWRM applications b. In Douimis Basin in Tunisia 	a. 1 mil b. 0,1 mil	<ul style="list-style-type: none"> a. In the Drin River Basin b.1 In small island communities in Greece, Malta, Cyprus and Italy through NCWRM applications b.2 In city of Alexandroupolis, Greece, through an Urban application

NB	IND	Targets set in 2016	Explanation of targets	Results achieved in 2016	Explanation of results achieved in 2016 (i.e. what do the numbers in the column to the left refer to)	Targets set for 2017	Explanation of targets set for 2017 (i.e. what do the numbers in the column to the left refer to)
OT2.1	Number of government institutions/ other stakeholders with demonstrably enhanced capacity to integrate water security and climate change in the design and implementation of policies, plans & projects	350	Through the range of activities	400	Through the range of activities	400	Through the range of activities
OT2.1 g	Number of capacity building and professional development workshops/ initiatives with a significant focus on women and youth	1	Alumni Workshop on Water Integrity for Women in the MENA	4	* National workshop on youth and employment in Tunisia * National workshop on the role of youth in achieving water and climate related SDG * Local workshop targeting youth to discuss adaptation options at Rmel basin * Alumni Workshop on Water Integrity for Women in the MENA	5	National mentoring processes in 5 countries (Lebanon, Jordan, Palestine, Morocco and Tunisia) targeting women
OT2.2	Number of south-south lesson learning & knowledge transfers initiatives with commitments for concrete follow up			3	3 Alumni Workshops on Water Integrity in the MENA	1	Learning Summit on Water Integrity in the MENA
OT2.3	Number of media features on climate change and water security linked to the Water Security Programme. All media including radio, television, print, internet	35	WACDEP, NCWRM, Drin Project, general	40	WACDEP, NCWRM, Drin Project, general	60	WACDEP, NCWRM, Drin Project, general

NB	IND	Targets set in 2016	Explanation of targets	Results achieved in 2016	Explanation of results achieved in 2016 (i.e. what do the numbers in the column to the left refer to)	Targets set for 2017	Explanation of targets set for 2017 (i.e. what do the numbers in the column to the left refer to)
OT2.4	Number of publications, knowledge products (including strategic messages) and tools for water security & climate resilience developed and disseminated	5	<ul style="list-style-type: none"> * Governance & Financing for the Mediterranean Water Sector: Lebanon and Morocco * A game for capacity building on urban water management in coastal city *National Guidelines for CC mainstreaming in water and land planning at watershed level in Tunisia *Publication on the Water and Land planning strategies development in Tunisia *Publication on the WACDEP training capacity building programme and related action plans 	12	<ul style="list-style-type: none"> *Technical Guide on Non Conventional Water Resources Management Techniques *Serious Game on urban water management in a coastal city * Infographic on the use of NCWR at household and community level * 3 Animated videos on NCWR technologies * Blog article on rainwater harvesting for water security & climate change adaptation *National Guidelines for CC mainstreaming in water and land planning at watershed level in Tunisia * Handbook on stakeholders engagement for adaptation planning at river basin level * Documentary Film on the demo Project in Douimis * Publication on the WACDEP training capacity building programme and related action plans * Governance & Financing for the Mediterranean Water Sector: Palestine 	5	<ul style="list-style-type: none"> *Governance & Financing for the Mediterranean Water Sector: Lebanon * Infographic on blue/green infrastructure in cities * Animated video on urban water security * Video Game on urban water security * Publication on the WACDEP training capacity building programme in Mauritania
OT2.4g	Number of publications and knowledge products that have a prominent gender perspective incorporated	2	<ul style="list-style-type: none"> * Governance & Financing for the Mediterranean Water Sector: Lebanon *National Guidelines for CC mainstreaming in water and land planning at watershed level in Tunisia 	1	<ul style="list-style-type: none"> * National Guidelines for CC mainstreaming in water and land planning at watershed level in Tunisia 	1	Publication on the WACDEP training capacity building programme in Mauritania
OT2.5	User satisfaction across knowledge products and services produced, managed and disseminated by GWP						

NB	IND	Targets set in 2016	Explanation of targets	Results achieved in 2016	Explanation of results achieved in 2016 (i.e. what do the numbers in the column to the left refer to)	Targets set for 2017	Explanation of targets set for 2017 (i.e. what do the numbers in the column to the left refer to)
OT2.6	Number of joint global/regional activities by GWP and WPP 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 – Locally raised funds.	3.1 mil Euro		1,5 mil		3,3	
OT3.2 b	Increased financial performance across all Regional and Country Water Partnerships – In kind contributions.	1 mil Euro		1 mil		1 mil	
OT3.3	Water partnerships accreditation (<i>to be developed</i>)	NA		NA		NA	

AGENDA ITEM **8b**

Draft GWP-Med Budget 2017

