



GWP STRATEGY 2020-2025

Strategy Mid-term review.

Final report

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AGENDA



THEME

I. Background & Process

II. Executive summary

III. Analytics Summary:

- ▶ Mapping a changing world
- ▶ Water challenges
- ▶ Stakeholder consultations

IV. Way forward

V. Annex

PURPOSE OF THIS REPORT

To share key findings and learnings from the analysis on recent macroeconomic shifts, global water challenges and insights on stakeholder perspectives.

These are intended to serve as the basis for an open conversation within GWP on the implications for the second term of its Strategy 2020-2025, and the potential adjustments needed to ensure the content and targets of the strategy remain relevant and achievable.

The **‘Implications for GWP’** highlighted across the different sections need to be considered within the broader context of peer water organisations. Further analysis is needed to determine if these represent clear opportunities for GWP or if these are areas where other organisations are currently working and the potential to establish collaborative networks.

01

BACKGROUND & PROCESS

BACKGROUND

The work of GWP globally and throughout its Network is guided by its Strategy 2020 to 2025.

The Strategy contains ambitious targets across three anchor areas and three cross-cutting themes. The achievement of these targets is dependent on a strong network of regional and country water partnerships.

GWP would like to carry out a mid-term review of its Strategy to establish the continued relevance of strategic priorities and associated targets in the context of new global trends, shifting development priorities and the evolving role of water in the larger climate discussions.

Project Objective

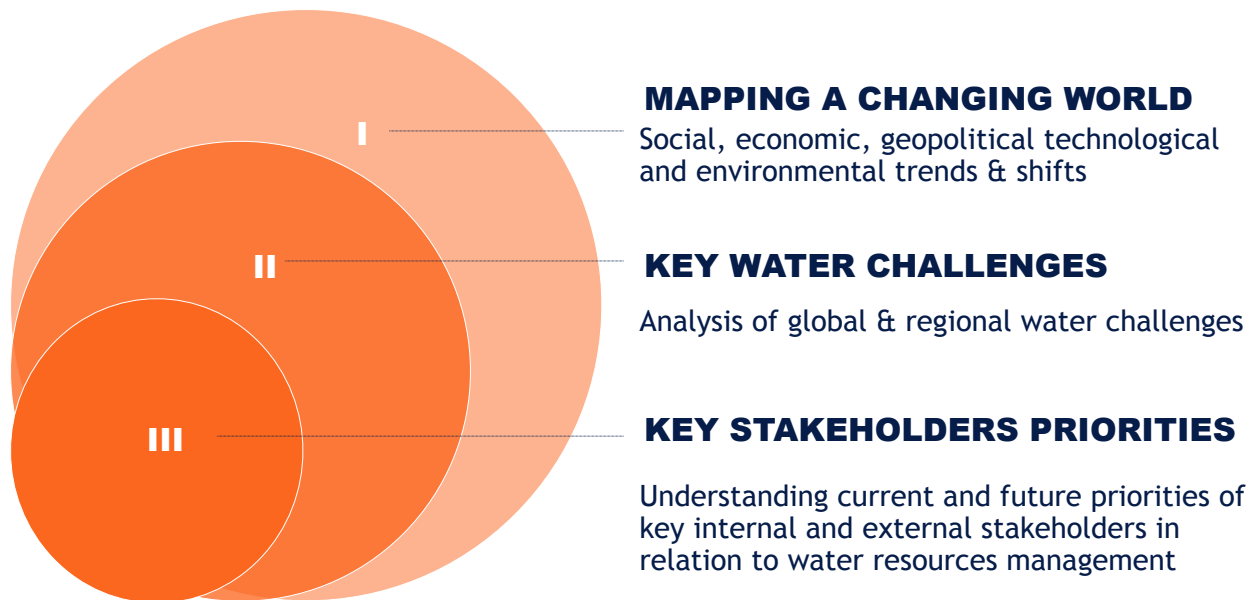
To provide GWP’s key decision-makers with relevant and updated information to make any required adjustments in the scope, content, and approach of its Strategy 2020 - 2025 ensuring that it remains relevant and fit for purpose during the second half of implementation.



OUR PROCESS

STRATEGIC RESEARCH & CONSULTATIVE PROCESS

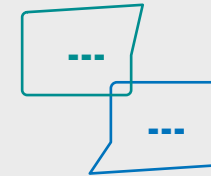
To frame our strategic research we use Anthesis' 'holoscope' context tool. This allows us to look more broadly and deeply at the interconnectedness of key issues and identify relevant trends and challenges.



METHODOLOGY



Extensive desktop research with a broad set of sources reviewed



Sixteen consultations with internal and external stakeholders from different regions across the world



Anthesis multidisciplinary team with water experts and strategy consultants from Europe and USA

02

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

MACROECONOMIC SHIFTS & TRENDS

- 1. Environmental:** Environmental risks are the biggest threat to the world in the next decade, with water issues exacerbated by climate change; increased action and leadership is needed to ensure water challenges are part of an integrated global Water and Climate Agenda.
- 2. Societal:** Erosion of social cohesion exacerbated by the global pandemic, rising inequalities and climate impacts. Threats to water quality, water scarcity and limited access to WASH are contributing to migration and increased social unrest.
- 3. Geopolitical:** A more polarised and fractured world as a result of growing geopolitical tensions, heightening the risk of intra and inter state conflicts over shared water resources.
- 4. Economic:** A combination of shocks is causing global divergence, slow growth, inflation and economic recession. Investment in water becomes low priority, hence the need to find smart ways for public and private sectors to cooperate for increased impact-driven action.
- 5. Technological:** innovation brings both opportunities for data clarity, quality and sustainable innovation in water, alongside sustained digital divide and increased risks of cyberthreats and misuse of information.

GLOBAL AND REGIONAL WATER CHALLENGES

- 1.** Across the world, all regions face drought, pollution and flooding risks to some extent. Additionally, developing economies suffer from limited access to WASH, poor governance and hydro political conflicts.
- 2.** Overcoming siloed and fragmented approaches is critical to address the water crisis through innovative, integrated cross-sectoral, multi-stakeholder solutions.
- 3.** Accelerating progress on transboundary cooperation, will require mobilising political will, addressing data gaps, scaling up capacity development and financing; GWP can play a meaningful role in the transboundary agenda as a neutral global convener.

EXECUTIVE SUMMARY (II)

STAKEHOLDER PERCEPTIONS & PRIORITIES

1. GWP has unfulfilled potential to take the lead in the water sector and deliver meaningful impact
2. Current supply-driven funding model could be challenged further to fulfil GWP's higher ambition, mission and mandate
3. Need to make the climate crisis water wise; GWP can drive further the integration of water in climate policies, strategies and plans.
4. Need to improve goal setting, responsibilities, coordination, knowledge sharing, and funding allocation between the global organisation and regional water partnerships.
5. Strategy breadth is not strategy. GWP needs to focus its resources and activities more to drive increased impact.
6. GWP seems to be caught up in the siloed, fragmented and outmoded ways of working and thinking of the broader water sector; clear opportunity to adopt a more updated, agile and integrated way to address key challenges.
7. IWRM needs a new impetus aligning it with today's global integrated agenda, expanding its core to integrate cross-sectoral, cross-border, cross-impact solutions and building effective multi-stakeholder coalitions including the private sector.
8. Closer, tighter association with UN agencies, the SDGs, the UN Global accelerators framework and the forthcoming UN 2023 Water Conference provide opportunities for GWP to improve its stature as a formally mandated agency driving the UN water agenda.
9. Sharpen GWP's positioning to lead the water sector as the global impact mobiliser, take an active role in UN processes, and reinforce its potential to convene, connect with other key sectors and scale impact.
10. Becoming a fit for the future organisation will require significant organisational change to make GWP effective and efficient in achieving its mandate.

03

ANALYTICS KEY FINDINGS

A dramatic, high-contrast photograph of a stormy sky. The clouds are dark and heavy, with bright, glowing light breaking through from behind, creating a silhouette effect. Several bright, jagged lightning bolts are visible, striking downwards from the clouds. The overall color palette is dominated by deep blues, purples, and oranges from the light source.

Analytics summary

Mapping a changing world

Relevant social, economic, geopolitical, technological and environmental trends & shifts

ENVIRONMENTAL RISKS ARE RANKED AS THE MOST SEVERE LONG-TERM THREATS TO THE WORLD, HEIGHTENING THE CRITICAL ROLE OF WATER IN THE CLIMATE CRISIS

Overview

Droughts, fires, floods, resource scarcity and species loss have worsened posing an increasing threat to people and the health of the planet.

Climate inaction, a disorderly climate transition, and environmental damage will only exacerbate extreme weather events and the natural resource crises.

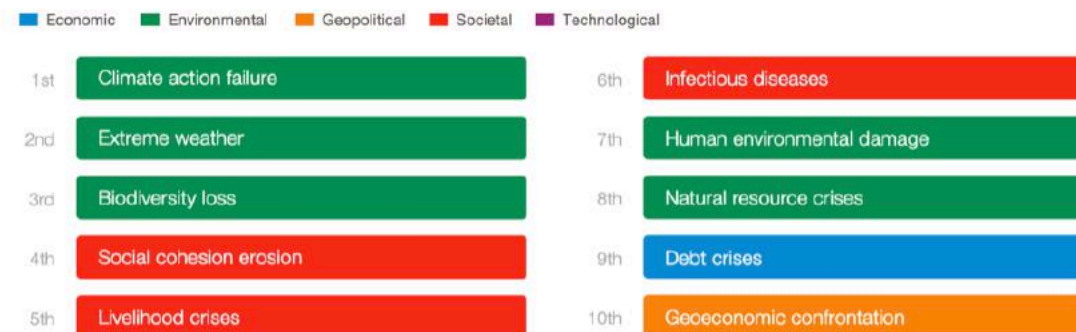
Impacts on water

Water resources threatened by the compounding impacts of climate change, extreme weather events, mismanagement, loss of biodiversity-related ecosystem services, and overexploitation.

Implications for GWP

Increased action and leadership is needed to ensure water challenges are at the front and centre of climate discussions, as part of an integrated global Water and Climate Agenda.

Most severe risks on a global scale over the next 10 years*



Source: World Economic Forum Global Risks Perception Survey 2021-2022

EROSION OF SOCIAL COHESION HAS BEEN EXACERBATED BY THE GLOBAL PANDEMIC, RISING INEQUALITIES AND CLIMATE IMPACTS CONTRIBUTING TO MIGRATION AND DISPLACEMENT

Overview

Social inequalities have worsened since COVID-19 started. Nationalism is on the rise threatening democracy and cooperation. Ideological polarisation and pessimistic sentiment.

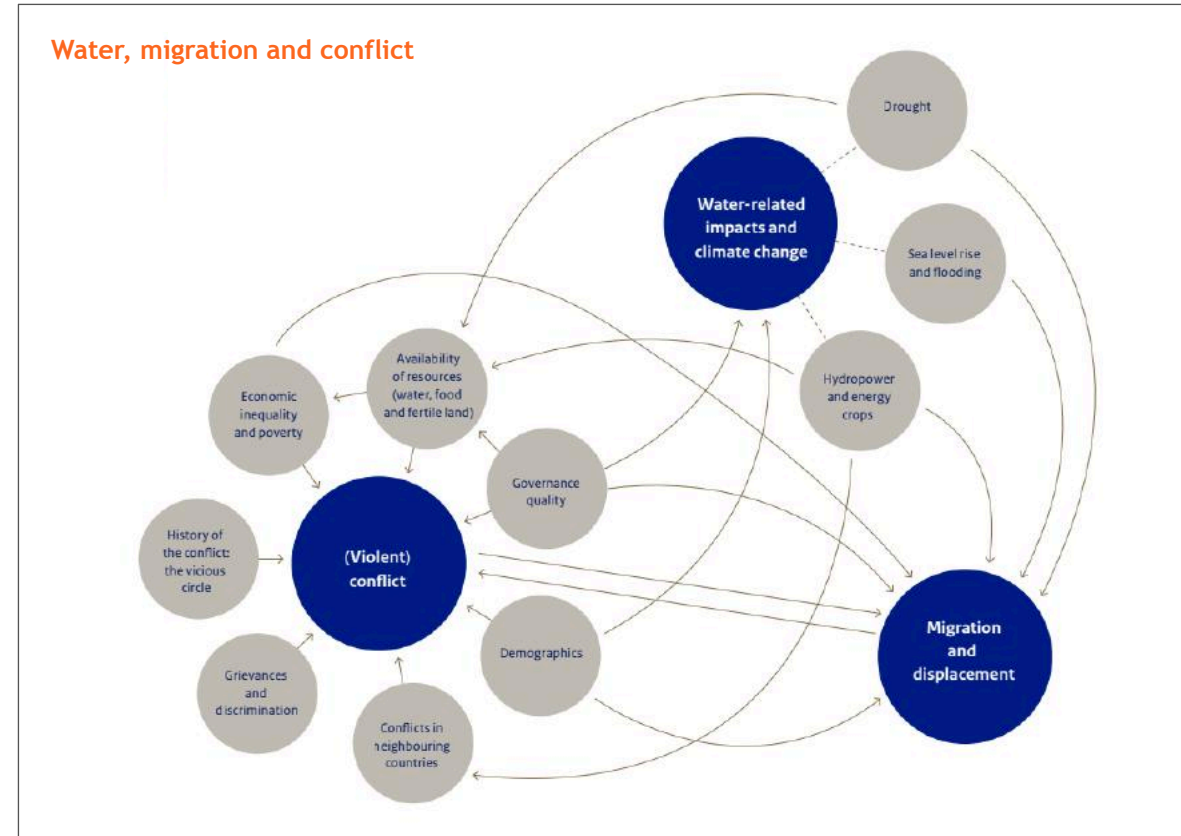
Impacts on water

COVID-19 has highlighted the inequalities in access to WASH services across developed and developing countries, gender, socioeconomic status.

Threats to water quality, livelihoods, and community resilience remain heightened, contributing to migration and the risk of increased social unrest.

Implications for GWP

Strong focus on improving access to safe drinking water and sanitation, as well as ensuring inclusion is addressed in the water related agenda.



WIDENING GEOPOLITICAL FRACTURES AND INCREASED POLARISATION ARE DRIVING FORCES FOR GLOBAL DIVERGENCE, THREATENING GLOBAL STABILITY

Overview

Rising political tensions, violence, armed conflicts and divisions across Asia, Africa, Middle East, and eastern Europe.

Substantial risks to global stability with cascading effects on the economy, food security, global supply chains, global trade and humanitarian crises.

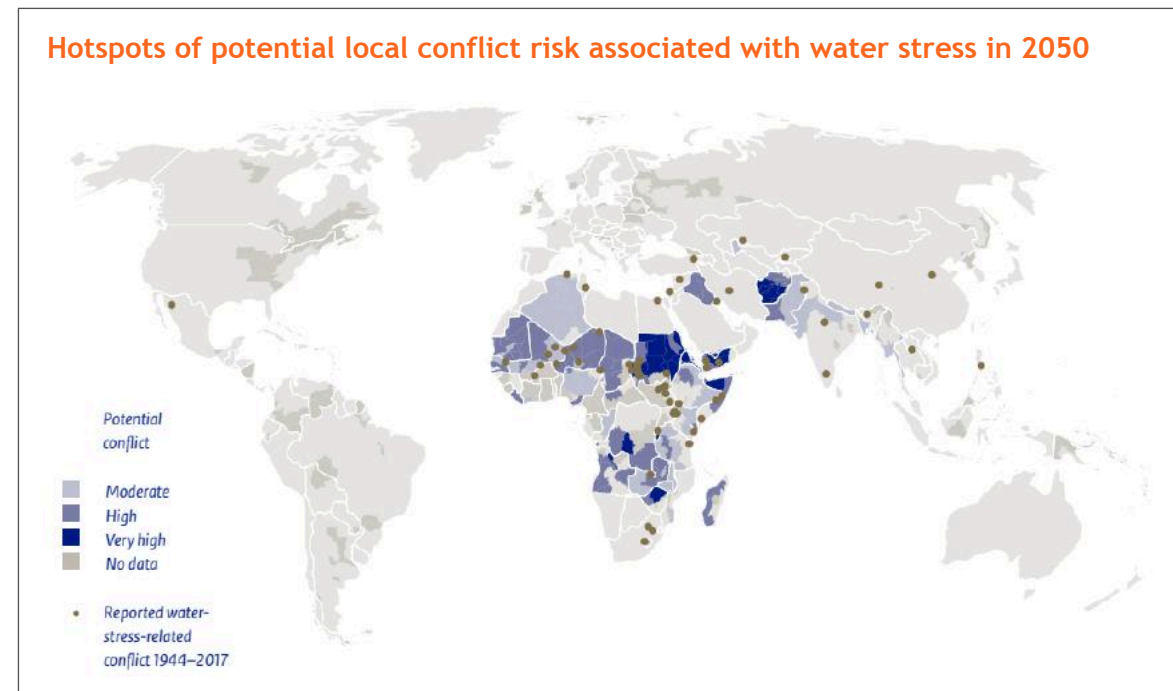
Impacts on water

War increases threats to water supplies and water infrastructure.

Inter- and intra-state conflicts are leading to the mismanagement of transboundary water resources exacerbating tensions over shared supplies.

Implications for GWP

Increased need to strengthen dialogues, mechanisms and cooperation between conflicting parties to ensure protection and respect for shared water resources and access to water for the civilian population.



ECONOMIC UNCERTAINTY AND CONCERNS REGARDING AN ONCOMING RECESSION HAVE INCREASED AS A RESULT OF MULTIPLE SHOCKS

Overview

Higher-than-expected inflation worldwide triggering tighter financial conditions; slowdown in China, reflecting COVID-19 outbreaks and lockdowns; and further negative spillovers from the war in Ukraine - energy and food prices increases.¹

Investment is redirected from global concerns to national priorities to control inflation, rising social unrest and other domestic pressures.

Impacts on water

Investment in water access, infrastructure and resource protection risks becoming a low priority for governments in a context of economic recession.

As economic inequality widens and water stress increases, securing access to clean water will be more difficult, especially for poorer countries.

Implications for GWP

Increasing need to address water issues from a cross-sectoral perspective, connecting water, food and energy, and stress the right valuing of water.

Amidst an uncertain economic outlook, Public Private Partnerships can bring innovative solutions to diversify funding and involve private sector.



The Economist

INNOVATIVE BREAKTHROUGHS ALONGSIDE GROWING RISKS OF CYBERATTACKS OUTLINE A MIXED TECHNOLOGICAL SCENARIO

Overview

Innovative developments in AI, IoT, GIS and 5G bring promising solutions to build resilience to the impacts of climate change.

Growing digital dependencies leading to greater cyberthreats.

Digital inequality persists: 40% of the global population still lack access to internet

Impacts on water

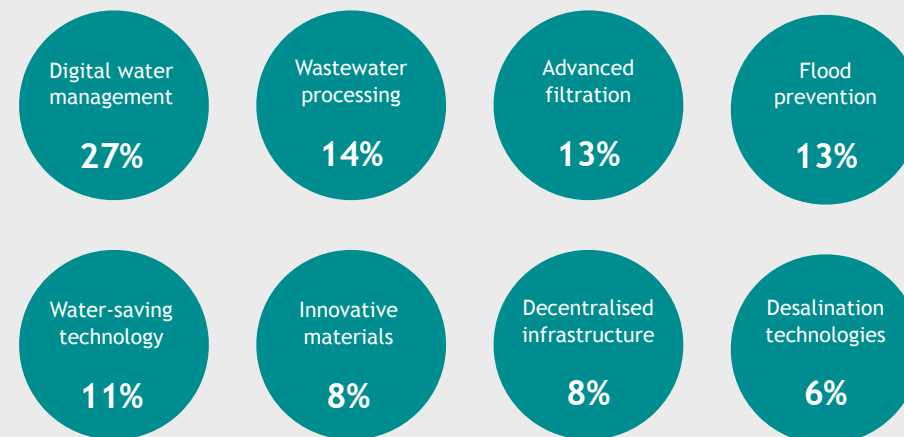
Advanced technologies play a vital role in addressing scarcity and safety, water efficiency, utility operations, monitoring and treatment and data and analytics.

Digitalisation of the water sector has increased its vulnerability to cyberattacks which could contaminate water, disrupt treatment and supply systems.

Implications for GWP

Providing the platform for identifying and piloting the latest technological innovations in water management, as well as creating a collaborative environment with water accelerators can help GWP advance its efforts by supporting the adoption of smart solutions in local and national development plans.

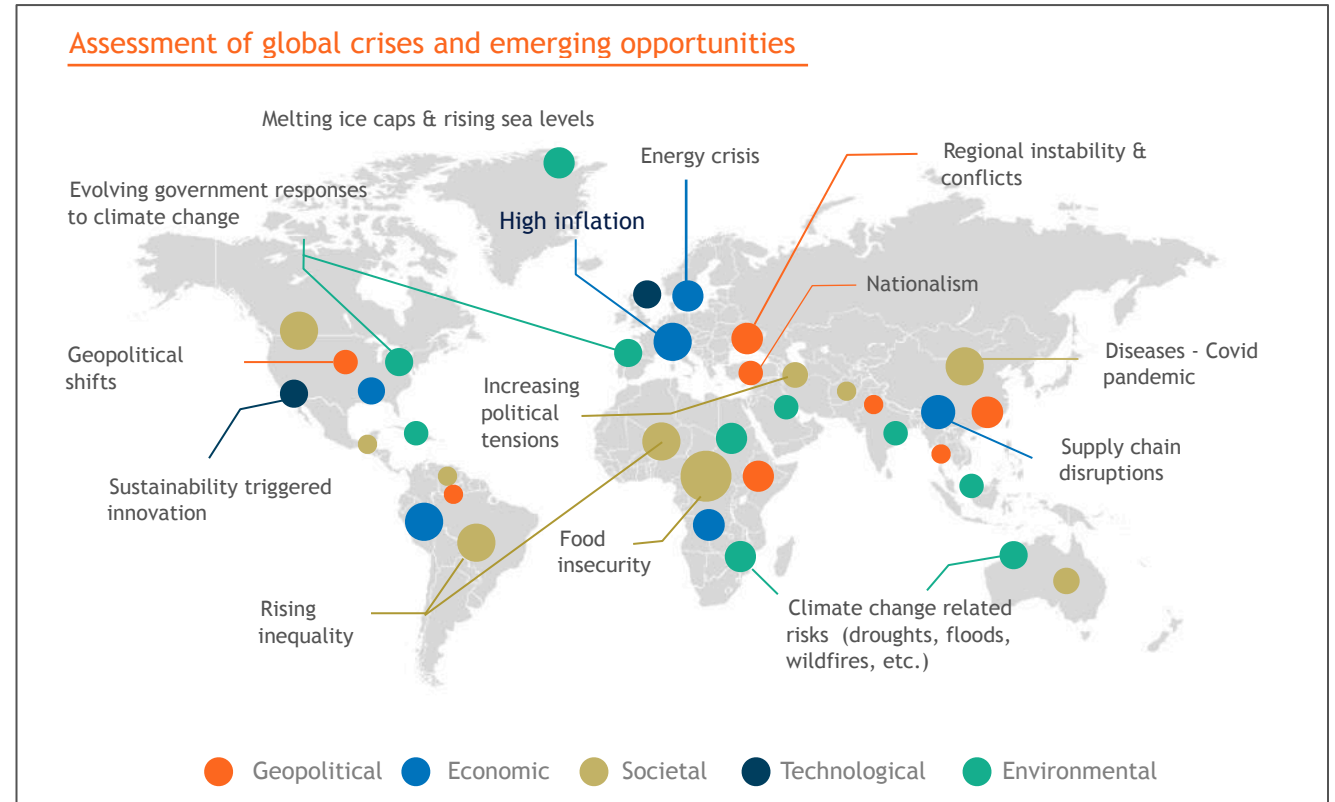
Impact of top 8 water management trends & innovations in 2022



GLOBAL CONTEXT SUMMARY

CLIMATE CHANGE, SOCIETAL FRACTURES, ECONOMIC UNCERTAINTY AND GEOPOLITICAL TENSIONS ARE DOMINATING GLOBAL TRENDS

- Environmental risks are the biggest threat to the world in the next decade, with water issues accelerated by climate change and water at the heart of the climate-energy-food nexus.
- COVID-19 persists and is disproportionately impacting poor countries; sustained inequalities are holding back human development and progress, and access to WASH remains an issue.
- A more polarised and fractured world as a result of inequalities and increasing geopolitical tensions, heightening the risk of intra and inter state conflicts over shared water resources.
- A combination of shocks is causing global divergence, slow growth, inflation and economic recession. Investment in water risks becomes low priority, hence the need to find smart ways for public and private sectors to cooperate for increased impact-driven action.
- Technological innovation brings both opportunities for data clarity, sustainable innovation and quality, alongside increased risks of digital divide, cyberthreats and misuse of information.





Analytics summary

Global & regional water challenges

THE PLANETARY BOUNDARY FOR WATER, BLOODSTREAM OF THE BIOSPHERE, HAS BEEN EXCEEDED

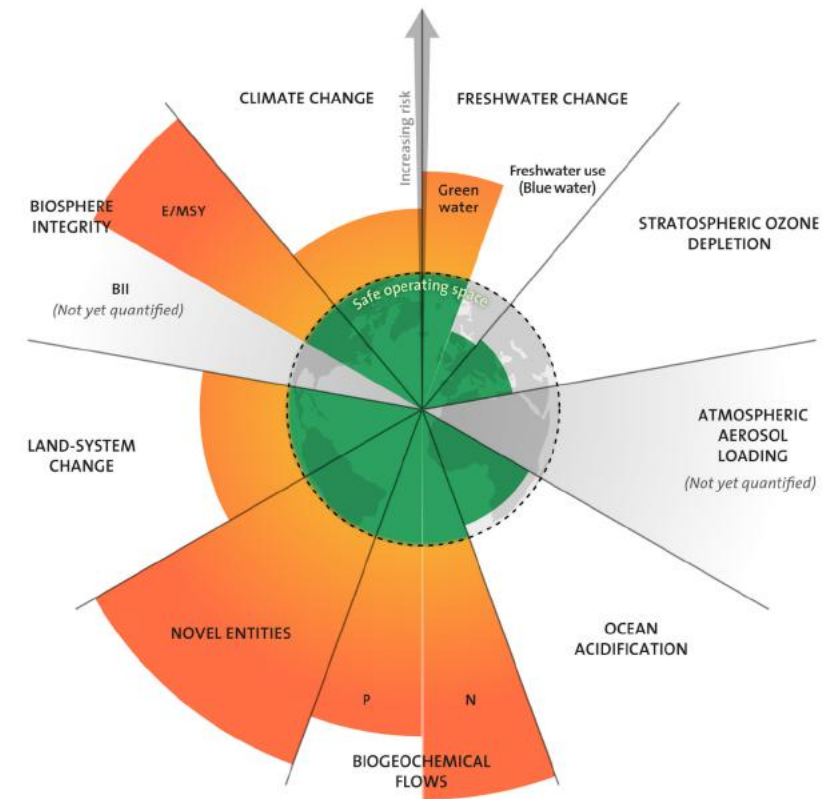
The latest scientific analysis show how humans are profoundly changing the water cycle. This is now affecting the health of the entire planet, making it significantly less resilient to shocks.

A reassessment of the planetary boundary for freshwater indicates that it has now been transgressed. This is a serious threat to life support systems on Earth, caused by global warming, unsustainable land management and destruction of nature.

The ‘Freshwater use’ planetary boundary is defined by blue water (rivers, lakes, reservoirs and renewable groundwater stores) as a provisional proxy for overall water flux changes in a river basin. Green water – terrestrial precipitation, evaporation and soil moisture – is fundamental to Earth system dynamics and is now extensively perturbed by human pressures at continental to planetary scales.

Implications for GWP

Efforts to further integrate water resources into wider impacts (Net Zero, NBS, biodiversity conservation, sustainable land management, etc.) are needed to ensure the resilience of the biosphere by securing land carbon sinks, and preventing further deforestation and soil degradation.



ALL REGIONS FACE DROUGHT, POLLUTION AND FLOODING RISKS TO SOME EXTENT. ADDITIONALLY, DEVELOPING ECONOMIES SUFFER FROM LIMITED ACCESS TO WASH, POOR GOVERNANCE AND HYDROPOLITICAL CONFLICTS

North America

The western U.S. is currently in a megadrought, and flooding and water quality are key issues in the Midwest and east coasts. The Mississippi River watershed, is heavily polluted and downstream flooding in New Orleans occurs regularly. The western U.S. water rights system has resulted in hydro-political conflicts over water allocations.

Central & South America

Flooding and water quality are key issues in the region, although parts of Brazil are experiencing the worst drought in over a century.¹ Both regions have issues with water governance and poor water management frameworks. Central America has poor access to WASH services.

Europe

Water quality is a key concern in Europe, with water bodies suffering from agricultural pollution as well as pollution from insufficiently treated wastewater.²

Middle East & Africa

The MENA region is the most water stressed area on the planet. Sub-Saharan Africa also suffers from water stress, and both regions have poor access to WASH, suffer from hydro-political conflict, and have poor water governance structures in place.

Russia & Asia

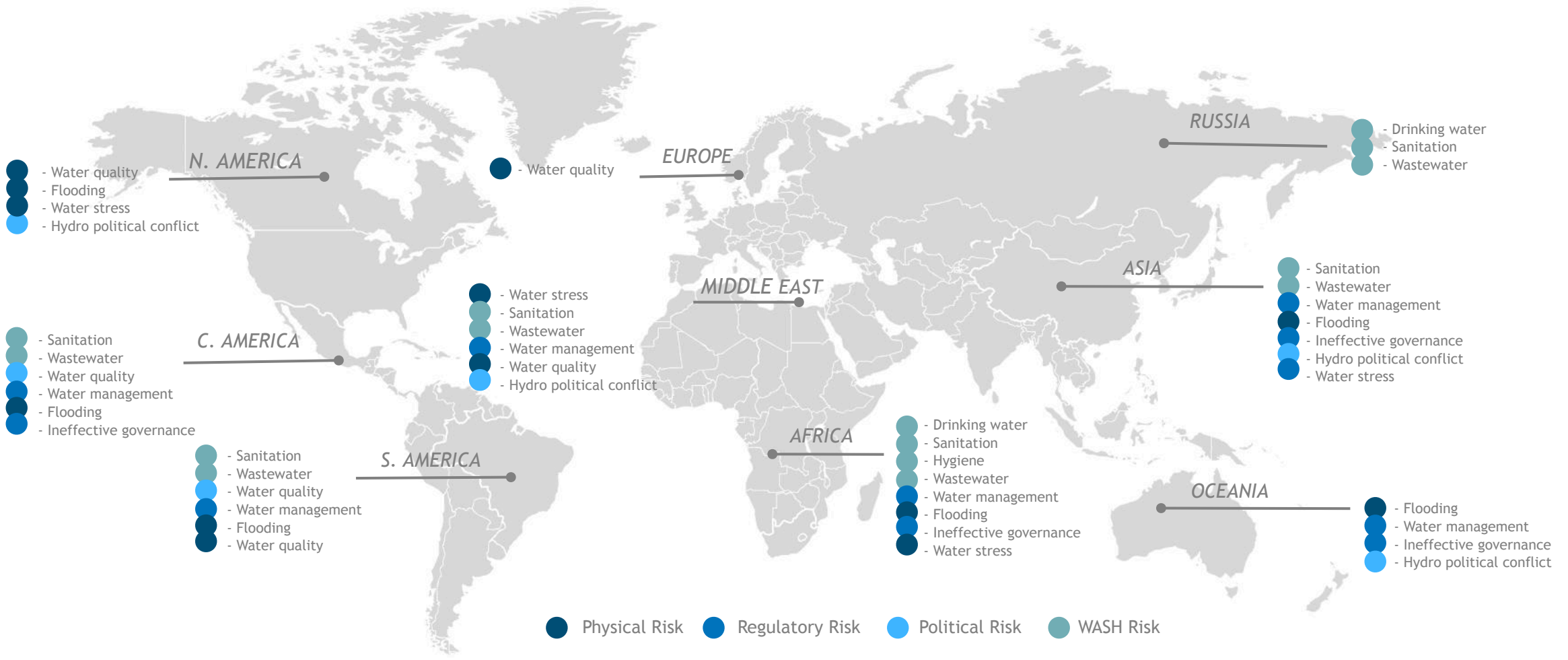
War in Ukraine is straining water resources throughout the region. Asia and Russia suffer from WASH access and poor governance, with Asia also experiencing drought and flooding.

Oceania

Australia experiences prolonged droughts as well as intense flooding events. Although water impacts are not as pronounced throughout the region, individual countries - specifically developing countries - still lack WASH access.

REGIONAL WATER CHALLENGES BY TYPE OF RISK

MENA, AFRICA & CENTRAL AMERICA FACE THE MOST ACUTE WATER RISKS; HOWEVER, ALL WATER RISKS ARE FELT TO SOME EXTENT GLOBALLY



TRANSBOUNDARY COOPERATION

MOST COUNTRIES STILL LACK COOPERATION AGREEMENTS ON SHARED WATER RESOURCES, A POTENTIAL SOURCE OF CONFLICT¹

Transboundary rivers, lakes and aquifers are shared by 153 countries around the world.

Ensuring that these waters are managed equitably, sustainably and peacefully, particularly in the context of climate change, requires countries to put in place operational arrangements for water cooperation.

According to data collected from 129 countries, 32 countries reported that 90 per cent or more of their transboundary water was covered by operational arrangements in 2020.

In Europe and Northern America, 24 of 42 countries have such levels of coverage, compared to 5 of 42 countries in sub-Saharan Africa and a total of 3 countries across the rest of the world.

Implications for GWP

Accelerating progress will require that countries address data gaps (especially in relation to transboundary aquifers), scale up capacity development and financing, capitalise on global water conventions and draft articles on the law of transboundary aquifers, and mobilise political will. GWP has an important role to play in driving transboundary cooperation.



OF REPORTING COUNTRIES
HAVE >90% OF THEIR
TRANSBOUNDARY WATERS
COVERED BY OPERATIONAL
ARRANGEMENTS (2020)

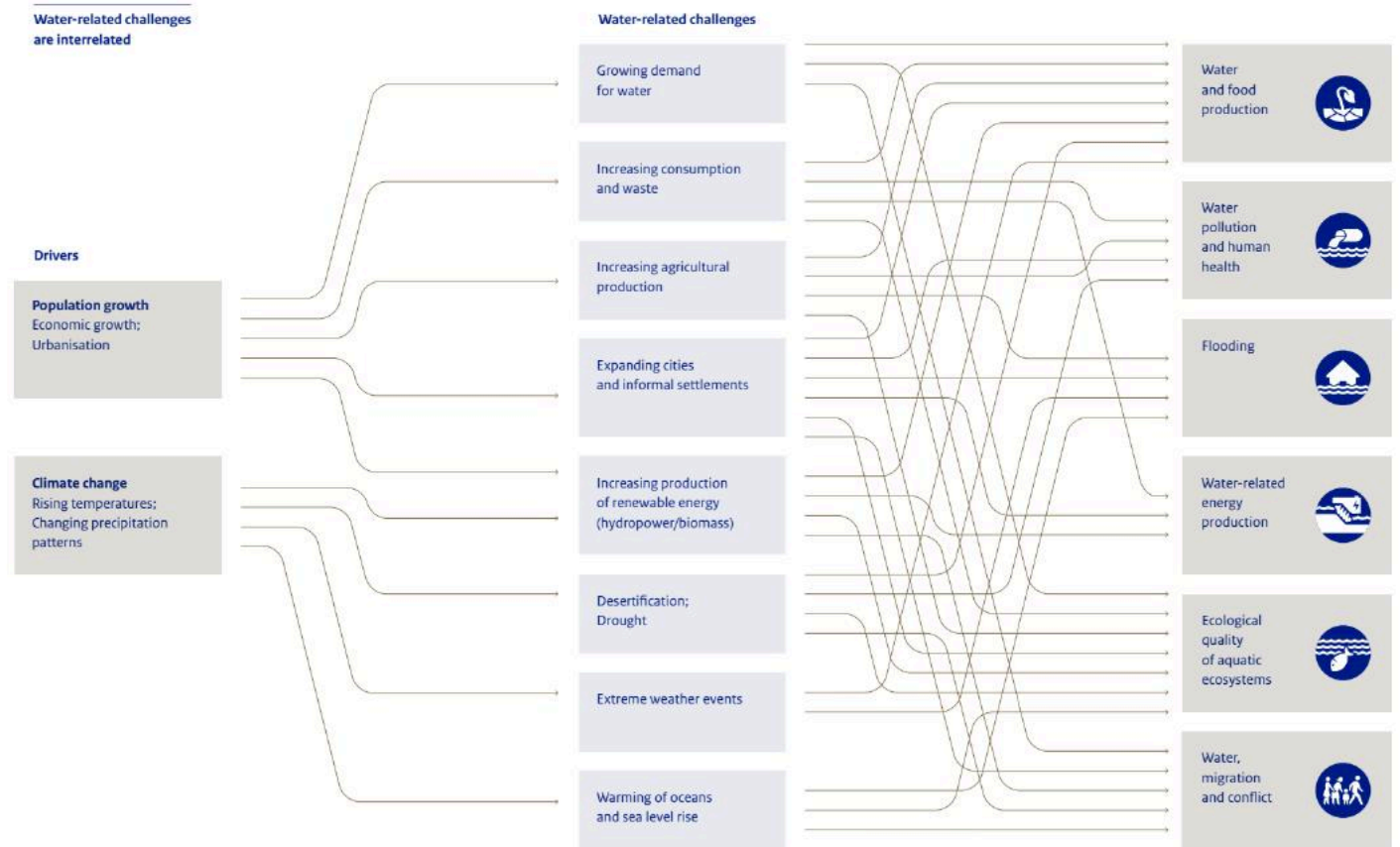
IN THE COMING DECADES, WATER-RELATED CHALLENGES ARE EXPECTED TO INCREASE IMPACTING BILLIONS OF LIVES

The impact of water challenges on people's daily lives are expected to increase due to an interrelated set of factors including:

- Population growth
- Economic development
- Increased agricultural production
- Climate change, affecting water availability, sea level rise and weather patterns.

Implications for GWP

As the global, independent voice of water, GWP's role is critical to mobilise increased impact-led, cross sectoral action to address the growing threats and complexity of multiple water-related challenges.



Source: PBL

Analytics summary

STAKEHOLDER CONSULTATIONS

Preliminary insights on internal and external stakeholders' perceptions and priorities

1 GWP HAS UNFULFILLED POTENTIAL TO TAKE THE LEAD IN THE WATER SECTOR AND DELIVER MEANINGFUL IMPACT

Clear opportunity to become the leading, global, independent voice of water representing multiple stakeholders across the world...

...raising the organisation's profile and leveraging its potential to deliver impact through its expertise in water management and its +3,000 partner organisations network.

The upcoming UN 2023 Water Conference provides a unique opportunity for GWP to capitalise on its network and convening power, driving and coordinating the delivery of the seven year 2030 action agenda.



UN
2023 WATER
CONFERENCE

NEW YORK
22-24
MARCH
2023

“GWP is the convener of the water sector and should lead on the Water Action Agenda for 2030 coming out of the UN2023 Water Conference as a partner in the implementation process.”

External stakeholder consultation

2 CURRENT SUPPLY-DRIVEN FUNDING MODEL COULD BE CHALLENGED FURTHER TO FULFIL GWP'S HIGHER AMBITION, MISSION AND MANDATE

Global

Opportunity to approach global donors with a higher ambition that goes beyond support for the organisation.

Challenge core strategic donors with bold, innovative and impactful solutions aligned with the country's own development focus...

... and leverage GWP's convening power to catalyse joint action bringing together a diverse set of funders, with the potential inclusion of new donor countries with a varied range of water challenges.

Regional

On a regional funding level, relationships seem to be contingent on implementation of projects to prove development impact.

This leads to a self-fulfilling cycle of fund-project design-implementation-impact delivery-additional funding. This cycle impedes staff from focusing on a higher level mission.

“Donors are spoilt governments. GWP should be challenging more its funders, being bolder, more imaginative and impactful, thinking beyond support for GWP as an organisation and more like a set of funders who support GWP to use it more creatively as a catalytic orchestrator to scale impact.”

External stakeholder consultation

3 NEED TO MAKE THE CLIMATE CRISIS WATER WISE

Increasing recognition that the climate crisis is inextricably interwoven with water resource challenges and as such requires **urgent integration in climate policies, strategies and plans.**

Extreme weather events are impacting the water cycle threatening sustainable development, biodiversity, and people's access to water and sanitation.

GWP must ensure and lead on the need for water challenges to be at the front and centre of climate discussions by providing strategic guidance to set and pursue an **integrated global Water and Climate Agenda** from both a climate adaptation and mitigation perspective.

“Climate change is changing all the equations. There are only a few organisations with water security as an exclusive mandate. GWP should work more to have greater influence across larger scales, creating close allies, think bolder and bigger, recognising its assets to create partnerships and mechanisms to catalyse others and align on a bigger scale of mission.”

External stakeholder consultation

Water is the fuel for the 21st century economies and the medium for resilience. There's a missing link. GWP has an incredible network deep in countries, if they embraced it could play a transformative role in achieving more climate resilience.”

External stakeholder consultation

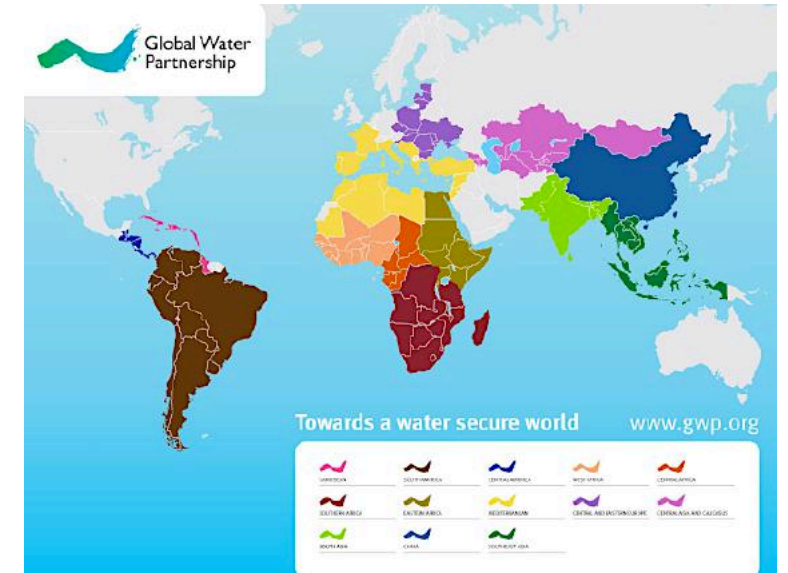
4 GREATER CONSISTENCY IN THE RELATIONSHIP BETWEEN GLOBAL AND REGIONAL LEVELS IS REQUIRED

Consensus that GWP’s global-regional-local model is one of the key strengths of the organisation.

However, it needs to improve goal setting, responsibilities, coordination, knowledge sharing, and funding allocation between the global organisation and regional water partnerships.

A better integration of regional best practices into GWP’s global platform would enhance efforts to advance the global agenda.

Conversely the global agenda will be moved forward by the mobilisation of the regional and national resources.



“ GWP has an amazing network to work on a common agenda for water, with feet on the ground at national level and a global scale to drive innovative, larger initiatives with governments. Today it’s almost unthinkable to create a network like GWP. It needs to be capitalised.”

External stakeholder consultation

5 STRATEGY BREADTH IS NOT STRATEGY

GWP's strategy is comprehensive and broad enough to include ambitious and diverse goals, but not sufficiently focused to enable external stakeholders to fully appreciate the specific core offering, role and mandate of GWP.

Internal GWP resources cover a broad range of activities and programmes with scattered or diluted impact towards the achievement of the defined goals.

Lack of strategic focus at regional level leads to participation in multiple platforms and processes with no clear evidence of materiality in the selection process.

A skew towards activity based KPIs and **insufficient clarity on impact KPIs** is not helping the clear articulation of goals, strategy and plans.

The hierarchy, role, strategic weight and relationship between anchor areas and cross-cutting themes is not fully clear.



“ The strategy is too broad with many themes mentioned, some of which are not GWP's competence - ie. water for energy.

GWP internal stakeholder consultation

6 GWP IS CAUGHT UP IN THE SILOED & FRAGMENTED WAYS OF WORKING OF THE WATER SECTOR

The water sector suffers from the inherent complexity, bureaucracy and slow pace of public processes, with multi-year programmes with no clear evidence of immediate impact.

GWP has a disproportionate exposure to the public sector and is caught up in these complex, slow paced processes, leading to a perception that it's not innovative, flexible or agile enough.

Changing this dynamic can start with an internal, cultural transformation, but can also be accelerated by establishing multi-stakeholder mechanisms with the private sector, innovation and impact finance enabling GWP to be more agile, adaptive and responsive to current demands and challenges.

The business community is a key water user and an enabler of innovation and technology that can contribute to GWP's mandate to drive IWRM, within the context of multi-stakeholder mechanisms that strive for the common good.

GWP is currently insufficiently connected into the private sector dynamics and needs to identify pathways and smart strategies to engage with businesses as part of its mandate to promote IWRM at all levels. In fact, GWP is especially attractive to the private sector given its proven convening power.

“ There’s a role for GWP acting as a bridge between public policy and water governance, and business risk and business strategy. There are synergies that need to be developed, and GWP and its partnership network are uniquely positioned to bridge that gap.”

External stakeholder consultation

7 IWRM NEEDS A NEW IMPETUS ALIGNING IT WITH TODAY'S GLOBAL INTEGRATED AGENDA

IWRM remains a core asset of GWP and can be unlocked for greater relevance and impact.

Diverging views on its potential to drive forward the water agenda, viewed by some as an old fashioned, conceptual, technical approach.

Alternative approaches like the food-energy-water nexus perceived as more innovative, focused and agile cross-sectoral solutions.

Need to expand, revitalise and build on the strengths of IWRM as a comprehensive framework that recognises the multidimensional nature of water management, considering integrated approaches, multiple stakeholders and cross-sectoral solutions.



“The strategy should be amplifying IWRM, underpinning the way we manage water in a holistic and comprehensive way. IWRM is a cross-cutting, inclusive, long-term approach to deliver on the SDGs, not just a narrow, technical approach.”

External stakeholder consultation

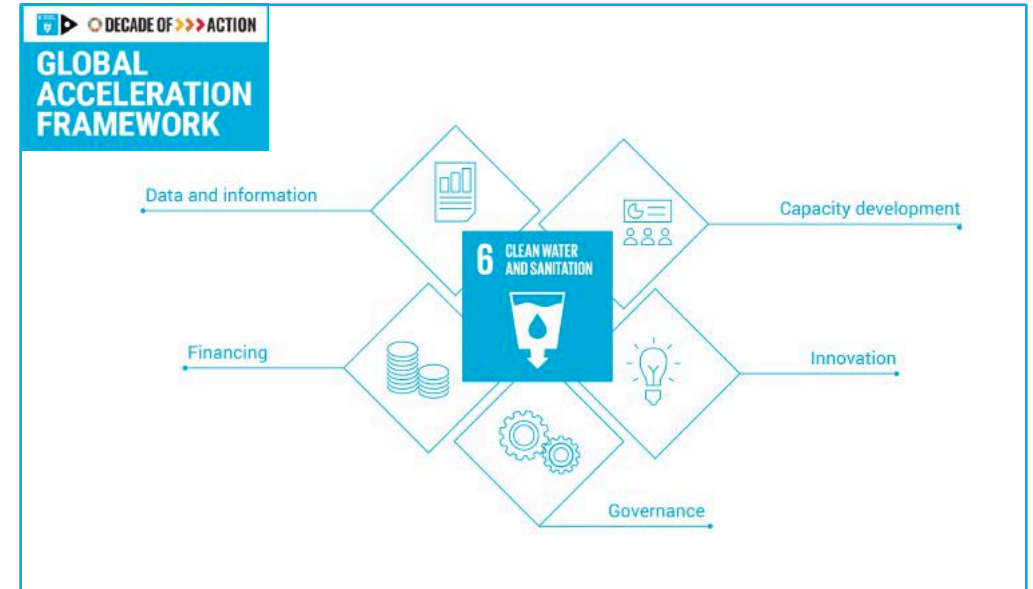
8 OPPORTUNITY TO FURTHER LEVERAGE ALIGNMENT WITH UN GLOBAL FRAMEWORK ACCELERATORS

There's an existing mandate for GWP from the UN to drive SDG 6.5.1 through IWRM.

GWP's strategy would benefit from an increased alignment with the SDG 6 Global Acceleration Framework as a unifying initiative that aims to deliver fast results at an increased scale.

Updating the strategy with the five cross-cutting and interdependent accelerators would allow GWP to be more aligned with current UN efforts to mobilise UN agencies, governments, civil society, private sector, and other stakeholders around key levers.

Closer, tighter association with UN agencies, the SDGs, the accelerators and the forthcoming conference provide opportunities for GWP to improve its stature as a formally mandated agency driving the UN water agenda.



“The global accelerators framework is focused on the means, the 'how' to achieve water security. How GWP's strategy is actually building on these accelerators is critical to achieve its goals.”

External stakeholder consultation

9 SHARPEN GWP'S POSITIONING TO LEAD THE WATER SECTOR AND REINFORCE ITS POTENTIAL TO CONNECT WITH KEY SECTORS

The complexity of the strategy and lack of clear focus on its role is holding back GWP's stature and brand positioning in the cluttered water sector...

... and is affecting its ability to position the organisation as the global water leader by creating robust networks within the water-food-energy-climate nexus to scale impact.

This is exacerbated by the apparent inability to illustrate the benefits of current convening practices in practical case studies that would engage stakeholders.

GWP has no clear story to convey and inspire external stakeholders to collaborate on its mission.

“GWP seem to be tangled up in their own discussions and trying to compete in a very crowded space.”

What are they adding? GWP has a lot of value in terms of bringing different actors together, working with a subset of funders to align and deliver change, becoming catalytic in this orchestration so that the collection of actors is more than the sum.”


External stakeholder consultation

10

BECOMING A FIT FOR PURPOSE ORGANISATION

Ultimately, the combination of the above insights begs the question whether GWP is sufficiently clear on its future role, the partners it needs to work with and the organisational capabilities it needs to deploy in order to achieve the impact set out in its vision - *A water secure world.*

There's a strong sense of will, potential and possibility but the reality is that significant organisational change will be required to make GWP effective and efficient in achieving its mandate.



“ Why do we do what we do? Is it because we have always done it and it has become a habit instead of us being more aware of the impact we want to make?”

GWP internal stakeholder consultation

04 WAY FORWARD



GWP, FROM BUSINESS AS USUAL TO A FIT FOR THE FUTURE ORGANISATION

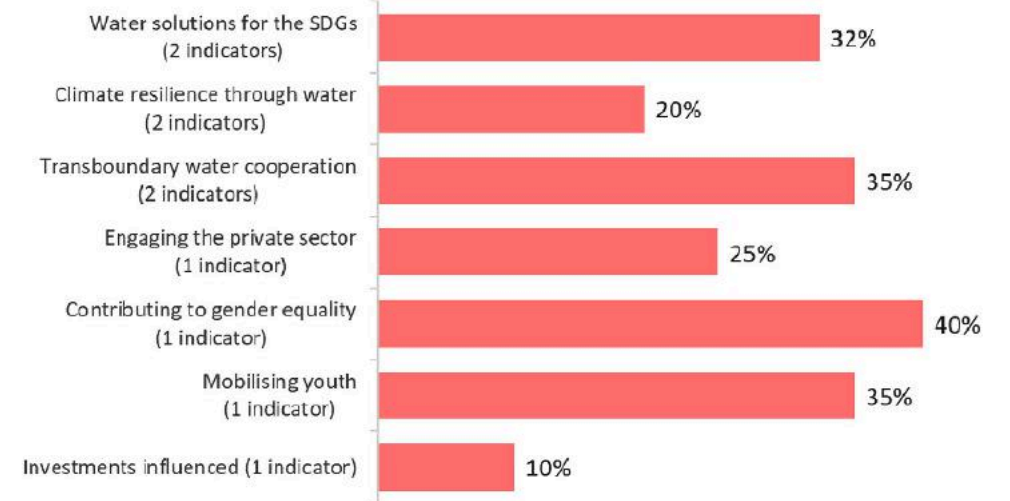
GWP HAS ACHIEVED MEANINGFUL PROGRESS ON SEVERAL OF ITS KEY TARGETS... BUT IN A FAST-MOVING AND INCREASINGLY CHALLENGING WORLD IS THIS ENOUGH TO FULFIL ITS MANDATE?

Gender equality, Mobilising youth, Transboundary water cooperation and Solutions for the SDG's are the top performers.

GWP could continue working on its defined strategy and targets, and most likely achieve a fairly good level of implementation.

However, given the shifts in the macroeconomic landscape, increasing urgency of water challenges and growing demands from key stakeholders, GWP must carefully consider whether it should introduce significant changes in the way it operates to have increased impact, engaging strongly on the issues where GWP can mobilise effective action to drive forward the water agenda.

Strategy achievement to date*



% of 2020-2025 targets achieved during the first 2 years of strategy implementation

GWP: TODAY AND HOW TO BECOME FIT FOR THE FUTURE

BUSINESS AS USUAL	WHAT NEEDS TO CHANGE	A FIT FOR FUTURE GWP	MAKING IT REAL EXAMPLES
<ul style="list-style-type: none"> Convener role Implementor on a regional/national level 	<p>From convening and implementing to impact mobiliser.</p> <p>‘Convening’ alone will not be sufficient given the urgency and complexity of issues.</p> <p>To achieve its vision GWP needs to be more dynamic, proactive, inclusive and impact-driven around its convening.</p>	<ul style="list-style-type: none"> Recognised for knowing what happens in the water world, connecting the dots and driving impact-led action through collaborations and partnerships “THE WATER PARTNER” in the world that goes beyond the water sector. 	<ul style="list-style-type: none"> GWP together with the Republic of Tajikistan and the Kingdom of the Netherlands sets the action agenda for the UN 2023 Water Conference GWP installs the implementation platform GWP monitors and reports on progress and is the communication channel GWP activates/mobilises where needed
<p>Anchor Areas</p> <ul style="list-style-type: none"> Water solutions for the SDGs Climate Resilience Transboundary cooperation 	<p>Continue GWP’s focus on defined anchor areas connecting water to the global key drivers.</p> <p>BUT importantly, strengthen GWP’s ROLE as an impact mobiliser</p>	<p>Anchor Areas</p> <ul style="list-style-type: none"> Water solutions for the SDGs Climate Resilience Transboundary cooperation 	<ul style="list-style-type: none"> GWP leads reporting on the impact water solutions have on the climate agenda (use SDG engagement) GWP mobilises through activation of stakeholders the action areas where there’s lack of progress and/or involvement of the water sector is seen (eg mitigation of climate change) Transboundary: global transboundary network exchanging lessons learnt; creating a safe-space to have conversations (link to UN network SDG16; potentially collaborate with Water Peace Security network)

GWP: TODAY AND HOW TO BECOME FIT FOR THE FUTURE

BUSINESS AS USUAL	WHAT NEEDS TO CHANGE	A FIT FOR FUTURE GWP	MAKING IT REAL EXAMPLES
<p>Cross-cutting themes</p> <ul style="list-style-type: none"> ▶ Youth ▶ Gender ▶ Private sector 	<p>STOP developing and leading programs</p> <p>Start collaborating with established subject matter networks, contributing with GWP's water expertise</p>	<p>Enablers</p> <ul style="list-style-type: none"> ▶ Youth ▶ Gender ▶ Private sector <p>Enablers are crucial preconditions to deliver a progressive and radical inclusive GWP strategy that leaves no one behind, mobilising different actors that are instrumental to delivering GWP's goals and drive forward the water agenda</p>	<ul style="list-style-type: none"> ▶ Partner with leading subject matter network organisations, use existing powerful water youth networks like IHE, YEP and similar established networks for gender ▶ Use the SDG6 Global Acceleration Framework as part of GWP's strategy framework to establish more clearly the means and 'how' to deliver on its goals; mobilise a coordinated response from countries at an increased rate and enable better engagement across all stakeholders and sectors
<p>Public sector approach</p> <ul style="list-style-type: none"> ▶ Multi stakeholder network skewed towards governments ▶ Water as a common good organised by governments 	<p>Develop your independency by being the real convener between governments and multiple stakeholders, including the private sector.</p> <p>Governments are not solely leading on the water agenda anymore, integrating other previously less obvious stakeholders needs to be part of the action agenda.</p>	<ul style="list-style-type: none"> ▶ The truly collaborative and dynamic multi stakeholder network ▶ Independent and trusted convener in the water sector ▶ Well-connected within the public sector ▶ Responding to the need of private sector organisations to bring together different actors 	<ul style="list-style-type: none"> ▶ GWP is the convener, creating the safe space, brokering solutions, cementing partnerships ▶ Seek close collaboration with water agencies already working with the private sector and connect with business organisations understanding the need for a collaborative long-term action agenda ▶ Drive and leverage blended capital mechanisms to engage the private sector aimed at developing and implementing integrated water solutions across their operations and beyond ▶ Maintain your close trusted relationships with governments

GWP: TODAY AND HOW TO BECOME FIT FOR THE FUTURE

BUSINESS AS USUAL	WHAT NEEDS TO CHANGE	A FIT FOR FUTURE GWP	MAKING IT REAL EXAMPLES
<p>IWRM 1.0</p> <ul style="list-style-type: none"> IWRM as the global integrated agenda of the water world 	<p>Moving from an exclusive focus on the water sector to a cross-sectoral approach</p> <p>Water connects the different crises in today's world, and an integrated approach is key</p>	<p>IWRM 2.0</p> <ul style="list-style-type: none"> IWRM 2.0 as the global integrated agenda across sectors and stakeholders, challenges and dimensionS Heightening the water contribution to address multiple global crises 	<ul style="list-style-type: none"> Rebrand IWRM to amplify its scope, with an emphasis on integrated solutions Horizontal integration connecting sectors, vertical integration connecting the global challenges with local actions and viceversa, adding the diagonal all-inclusive multi-stakeholder axes Relaunch GWP as impact mobiliser within the water sector and as cross-sectoral connector at UN2023 WC
<p>Supply-driven approach</p> <ul style="list-style-type: none"> Implement core funders programs 	<p>From moving along with mainstream solutions to leading with an innovative entrepreneurial mindset</p>	<ul style="list-style-type: none"> Demand-driven funding model Challenge core funders based on your knowledge of water and the sector Implement innovative core funder programs Bolder, imaginative solutions 	<ul style="list-style-type: none"> Leverage the water expertise of your network Diversify your donor-base moving from countries with excess of water to include other partners and donors from countries with diverse water challenges, eg KSA, Australia Think different: use blended finance opportunities, find unexpected financial sources
<p>Unclear positioning</p> <ul style="list-style-type: none"> Blurred internal and external understanding of what GWP does What does my function contribute to delivering on GWPs strategy 	<p>Clarity on your ROLE and key assets</p> <p>Shift from activity KPIs to impact KPIs</p>	<ul style="list-style-type: none"> Clear marketing and communication on goal and contribution by GWP Organisational structure fit-for-future with employees having a clear understanding of the contribution of their function to GWPs strategy 	<ul style="list-style-type: none"> KPIs demonstrating how GWP's initiatives contribute to real, measurable impact on critical areas to advance water security, eg NIWA* Use the impact KPIs to attract new donors, attract blended finance, diversifying your funder portfolio

05

ANNEX

OUR PROCESS

STAKEHOLDER CONSULTATIONS

GWP INTERNAL STAKEHOLDERS	REGION	ROLE
Darío Soto-Abril	GWPO	Executive Secretary & CEO GWP
Colin Herron	GWPO	Global Coordinator, Water Solutions for SDGs
Darko Manakovski	GWPO	Acting Head of Global Development
Ralph Philip	GWPO	Interim COO
Pablo Bereciartúa	GWP South America	Member GWP Steering Committee
Alejandra Mujica	GWP South America	Regional coordinator South America
Guljamal Nurmuhamedova	GWP Central Asia	Regional coordinator Central Asia
Vadim Sokolov	GWP Central Asia	Chair of Central Asia region
Alex Simalabwi	GWP Southern Africa	Regional coordinator for Southern Africa
Graham Chingambu	GWP Southern Africa	SADC
Armand Houanye	GWP West Africa	Regional coordinator West Africa
Abdoulaye Sene	GWP West Africa	Chair of West Africa region

EXTERNAL CONSULTATIONS	ORGANISATION	ROLE
Henk Ovink	Ministry of Foreign Affairs, The Netherlands	Special Envoy Water
John Matthews	AGWA	CEO
Klaus Leroch	GWPs Financing Partners Group	Austrian Development Bank
Mark Smith	IWMI	CEO

REGIONAL WATER CHALLENGES BY TYPE OF RISK

CENTRAL AMERICA, AFRICA, AND MENA FACE THE MOST ACUTE WATER RISKS; HOWEVER, ALL WATER RISKS ARE FELT TO SOME EXTENT GLOBALLY

Region	Physical Risks			Regulatory Risks		Political Risks	WASH Risks
	Water Scarcity	Flooding	Water Quality	Enabling Environment	Governance	Hydro Political Conflict	Clean Water & Sanitation
Oceania	0%	49%	1%	19%	44%	41%	12%
Asia	42%	63%	24%	12%	56%	31%	51%
South America	5%	47%	68%	25%	41%	16%	2%
Central America	-	100%	72%	-	100%	-	88%
Africa	71%	52%	19%	16%	58%	65%	78%
North America	53%	42%	40%	-	-	75%	-
Middle East	84%	25%	69%	18%	68%	40%	45%
Europe	10%	12%	69%	-	15%	14%	-
Russia	-	-	-	-	-	-	55%

¹ [SDG6 Data Portal - Regional Snapshots](#); ² [WWF Water Risk Filter](#)

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