

DRAFT FOR DISCUSSION

GWP Future Directions

October 2011

Section 1: Summary

- GWP is a unique global organization, being a world-wide Partnership linked to an intergovernmental organization (IGO).
- The GWP Strategy for 2009-2013 provides a unique global model and a results-oriented framework for implementing integrated and sustainable water resources development and management. We are now at the mid-point of the Strategy period, hence a Mid-Term Review of progress in implementation is being undertaken. Proposed future directions for the Partnership are also under review.
- Operational strategies and workplans for future activities are guided by the framework of the Strategy, which is also used to monitor progress.
- Strategy implementation has been slow, because of the constraints associated with the global economic crisis of the past 3 years.
- With increased core and designated funding, GWP will be able to contribute to the delivery of even more substantive results in countries and regions, through its broad multi-sectoral network of country, regional and global professionals and Partners.
- Increased funding would enable a “scaling up” and consolidation in the implementation of the Strategy, converting policies and plans into opportunities for increased investments in water-related information, institutions and infrastructure.
- Additional financial resources for full implementation of the Strategy need to be raised from governments and other sources, at global, regional and local levels.
- Given the importance of water resources for economic development, there are real opportunities for consolidating GWP’s work with the international financing institutions and regional economic bodies, supporting national governments to help maximize the impact of investments in water resources.
- Full implementation of the GWP Strategy would require modifications to the organizational structure of the GWP Network.
- Core funding applied at global, regional and country levels will continue to support governance, communications and knowledge management, as well as financial management activities.
- If funding levels remain at the current status quo, funding to the GWP Regions would provide minimal core funding, while the GWPO would scale back its administrative and technical support accordingly. Additional funds would only be available through an output-based system for designated activities.
- Hence regional and local fundraising efforts must increasingly be a focus for the RWPs and CWPs, strengthening their autonomy. At the same time the GWP name, integrity and reputation must be protected.
- The consolidation of five areas of thematic focus is important for generating substantive results and ensuring coherence in implementing the Strategy. Operational strategies are being developed for each area in order to guide global, regional and country implementation for delivery of tangible results, namely :
 - Water financing
 - Transboundary water management
 - Water and climate change
 - Water and food security
 - Integrated urban water management

Section 2: Background

This working document proposes strategic and operational directions for GWP in the second half of the Strategy period and beyond. In anticipation of those directions, the paper describes possible organizational arrangements, funding requirements, activities and expected results in two scenarios, one with substantial increased funding and the other at current funding levels. There is a current dialogue between GWP and Financing Partners about increased funding, and prospects of expanding the Financing Partners Group (FPG). Until now, the outcomes and results that have been achieved by GWP have been based on regional core funding (of EUR 200,000 annually for the majority of the Regions). These core funds have been used primarily for staffing, communications and regional governance activities, with the intention that additional funds would be raised locally to support the regional work programmes in the implementation of the Strategy. The contents of this paper derive from the need to ensure that the human and financial resources of the GWP Network are not being “spread too thinly” and a corresponding need to consolidate implementation for effective monitoring of progress and demonstration of results.

With the world facing the inter-linked challenges of ensuring food security, adapting to climate change, and urbanizing rapidly, with water security as the enabling factor among these, GWP is uniquely positioned to provide the support needed for countries and regions to move towards water security. GWP’s current Strategy is about sustainable water management, helping to tackle the broad global challenges, generating and sharing knowledge and building the Network.

GWP’s current Financing Partners are supporting countries to tackle the same global challenges. Some have expressed an interest in supporting the scaling up of GWP’s activities, as we implement our current Strategy, with a view to achieving even more substantial outcomes and results. There is a real opportunity for the Partnership to become a key focal point and catalyst for government actions world-wide on sustainable management of water resources.

GWP has within 15 years :

- Become a global multi-sectoral, multi-stakeholder Partnership supporting and promoting action at local, country and regional levels.
- Successfully advocated for integrated water resources management and helped countries achieve results in many different areas (see separate report).
- Grown to a network of over 2,500 Partner organizations with whom it works in supporting national and regional development. Strategic Allies who are drawn into the work of GWP become Partners within the network.
- Developed 13 Regional Water Partnerships (RWPs) with a strong network of institutions, regional practitioners and technical professionals from many sectors of development who work together to achieve water security.
- Accredited 80 self-selected Country Water Partnerships (CWPs) who subscribe to the mission and vision of GWP, and who are supported by the Regional Secretariats.
- Brought together Partners from government, civil society, private sector, media and academia in trusted relationships, to achieve change at various levels.

Section 3: The GWP Strategy : A results-oriented framework

The global 2009-2013 Strategy¹ was developed through network-wide consultations in 2008, including input from the Financing Partners Group, and was endorsed by GWP's Partners and global Steering Committee. Each GWP Region has its own strategy and detailed work programme established under the umbrella of the global Strategy.

The Global Water Partnership is committed to the vision of *a water secure world*, where an acceptable quantity and quality of water is available for health, livelihoods and production, coupled with an acceptable level of water-related risks. The Partnership pursues this vision through its commitment to the mission of *supporting the sustainable development and management of water resources at all levels*. This mission is realized when:

1. There are increased investments (in information, institutions, and infrastructure) for the sustainable development and management of water and related resources resulting in increased regional and national economic development - for the benefit of people and the environment;
2. Regional and national policies, strategies, plans and investments increase the security of water and related resources, through the approach of integrated water resources management;
3. There are appropriate solutions to water-related challenges that national governments can implement together with other Partners, building the prosperity and resilience of societies.

The GWP Strategy rests on the foundation of a network of institutional Partners united by their desire to ensure that the world's water resources are managed sustainably, for people, economies and the environment. Our multi-stakeholder, multisectoral network embodies a core GWP belief that only when a broad range of actors work together will our water security improve. Over 15 years, Partner organizations, CWPs, and RWPs have helped to deliver a range of development results in their countries and regions, with the support of GWPO. These efforts have established GWP as a leading organization with a high reputation, building relationships, trust and credibility at all levels, as testified by independent assessments such as the following:

GWP has become recognised as the leading international source of knowledge and experience on water resource management and has been successful in supporting developing countries to develop water resource management plans. ... The close country relationships that GWP has developed, indicate that it has been able to use its knowledge base to help partner countries move forward in better management of water resources, and the spread and reach of GWP indicate that this has been globally significant, particularly for the developing world. GWP has established a very significant international profile and presence which it will be important to maintain.” (DFID, UK, 2010)

¹ [GWP Strategy 2009-2013](#)

The Global Water Partnership is both stable and flexible, as it is built upon a network of Partners coming together in the “golden triangle” of action, knowledge and policy/decision-making (see Figure 1A below).

Knowledge : The GWP Technical Committee works with individual experts, institutional Knowledge Partners and regional knowledge platforms (within the RWPs) to provide the knowledge base needed to inform both action and policy-making, and in turn drawing valuable lessons from experience and evidence on the ground. Approximately 19% of GWP Partner organizations are academic and research institutions, universities, and professional associations.

Policy-making : GWP Partners include governments, decision-makers and policy-makers at all levels, such as Ministries, government departments and institutes, and local government as well as regional economic bodies, multilateral agencies and UN organizations. Currently an average of 28% of GWP Partners are government ministries and public agencies, mostly at national and a few at regional level, while approximately 1% are international bodies.

Action : A range of partnerships at all levels include Local/Area or Zonal Water Partnerships, Urban Water Partnerships, and River Basin Partnerships. Actions are guided by a sound base of knowledge, and can influence policy, decision-making and investment strategies at all levels, as well as implementing policies that are established in support of greater water security. 12 % of GWP Partners are private sector organizations, while 33% are NGOs.

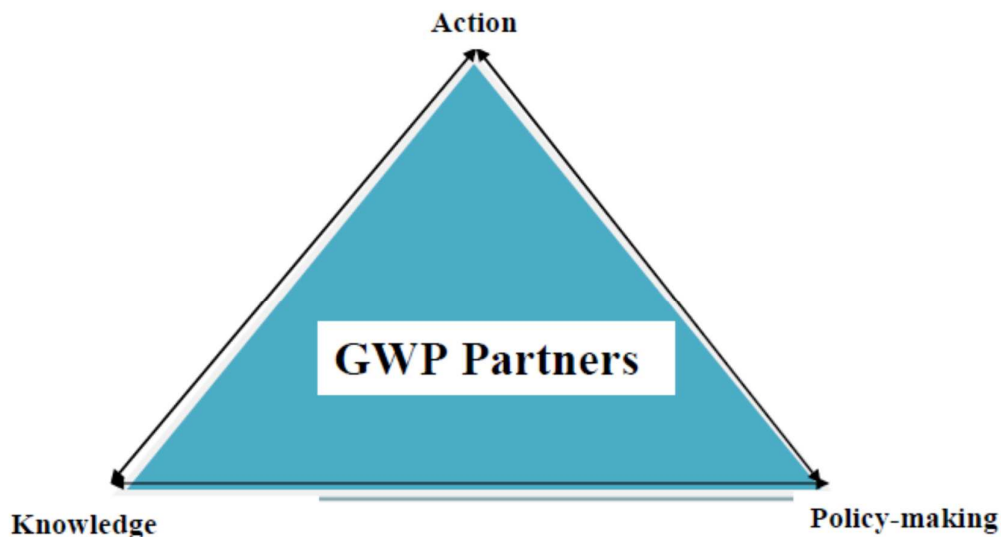


Figure 1A: The conceptual structure of the Global Water Partnership as an innovative action network of institutional partners, influencing policy-makers by working from a sound evidence and knowledge base. The dynamic interlinkages of the three nodes constitute the GWP knowledge chain.

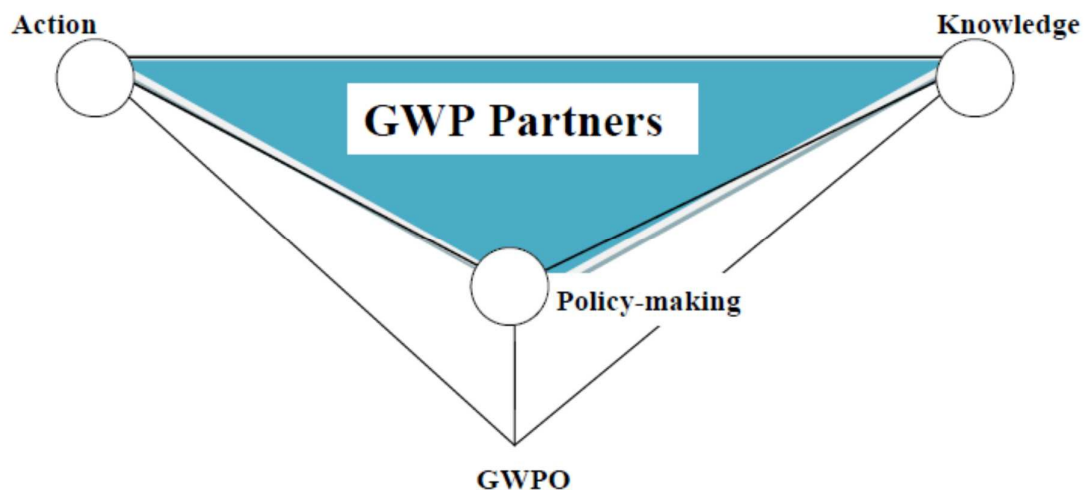


Figure 1B: The evolution of GWP with the establishment of GWPO as an inter-governmental organization (IGO), in support of the GWP Network.

From its early inception as a network in 1996, GWP has evolved by establishing an intergovernmental organization, the Global Water Partnership Organization (established in 2002), whose sole aim is to support the network of GWP Partners. GWPO comprises the Sponsoring Partners (national governments, multilateral agencies and UN bodies) as well as the GWP Steering Committee, the GWP Technical Committee and the global secretariat. A group of Financing Partners (national governments) come together to provide core funding to GWPO, in support of GWP’s network and Strategy.

The 2009-2013 GWP Strategy builds upon the strengths of the GWP to deliver results through establishing four strategic goals, each of which embodies a number of outcome challenges. To compare this to a traditional results chain such as that shown in Figure 2 below (designed for programmes or projects) is like comparing apples with oranges.



Figure 2. The traditional linear results chain

GWP is not a programme nor a project but a Partnership, hence the GWP structure and strategy are not linear. The Strategy delivers results through a number of feedback loops, which achieve a multiplier effect over time. Figure 3 below shows the inter-relationships among the four goals of the GWP Strategy. Goals 3 and 4 underpin the implementation of Goals 1 and 2, to fulfil GWP’s mission.

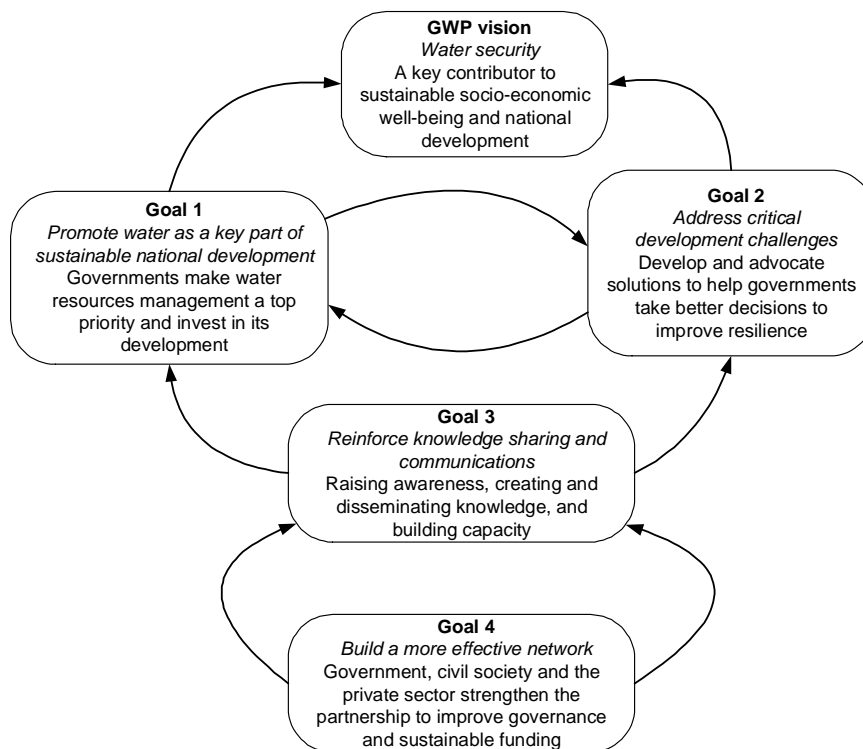


Figure 3: The interrelationships among GWP’s four Strategic Goals

The ambition of goals 3 and 4 (Figure 3 above) is to ensure good governance of the GWP Network, with government, civil society and the private sector working together and sharing knowledge to solve water issues and challenges (in what has become known as the GWP knowledge chain). These two goals form a sound basis for the achievement of goals 1 and 2, to make sustainable water resources management a top development priority and thereby to address the critical development challenges of our time. This demonstrates the importance of GWP strategic goal 4, namely to build a more effective network of Partners.

While the interrelationships among the four Strategic goals are not linear, the goals work together in order to achieve the mission and the vision of the Partnership. Hence the GWP Strategy itself constitutes a results-oriented framework (rather than a linear results chain). This framework is shown in the diagram below (Figure 4). In order to monitor and to be able to demonstrate the results achieved through the work of the Partnership.

Figure 4 shows how the results-oriented framework for the Strategy is organized into various strategic elements under the four goals, as contained in the Strategy document. These various elements of the 4 Goals of the Strategy can then be grouped into five broad thematic areas, in addition to network governance, communications and knowledge management. The outcomes, elements and activities associated with each goal are monitored through GWP’s network operations cycle (comprising work programming and monitoring on an annual basis, as well as over the entire Strategy period).

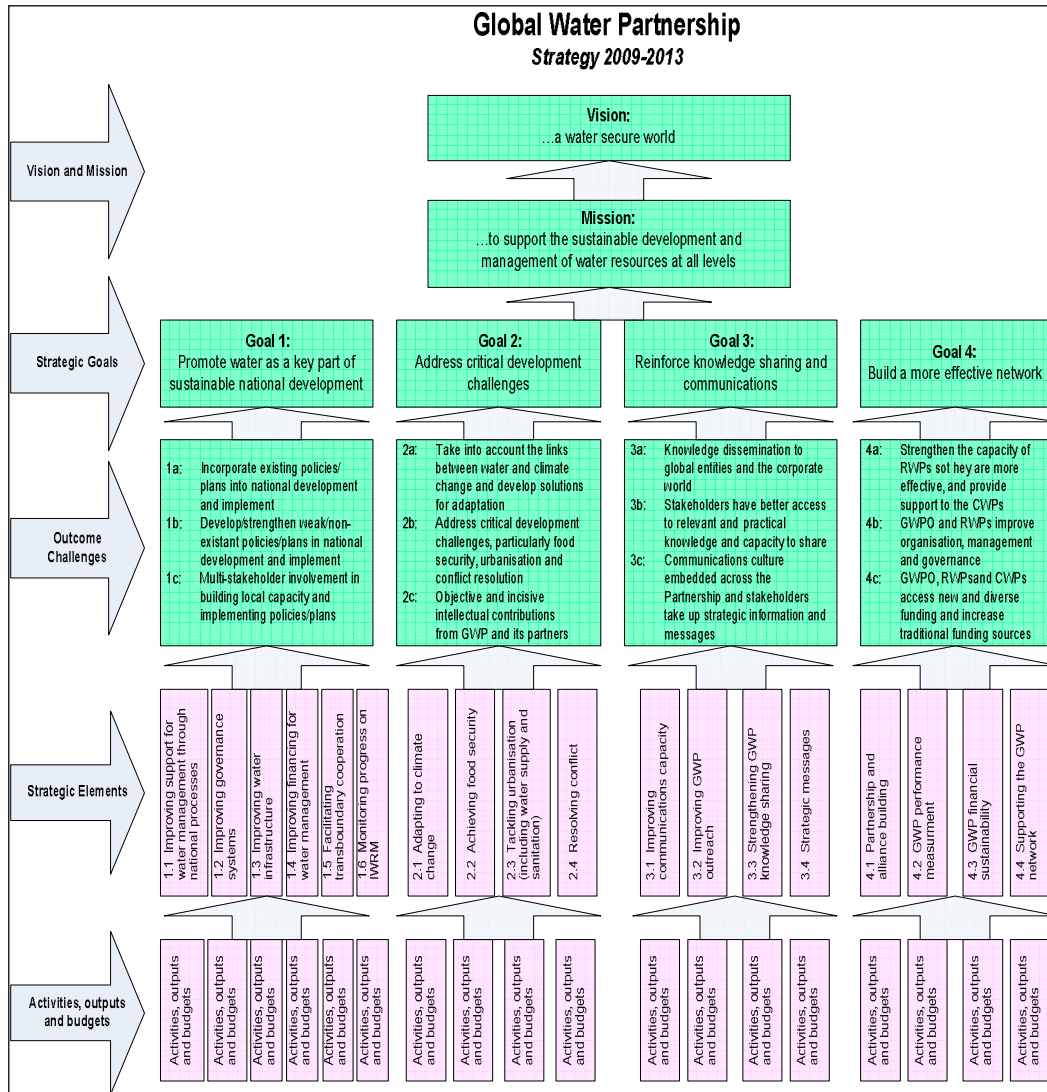


Figure 4. The GWP 2009-2013 Strategy as a results-oriented framework

Section 3: Implementation at the mid-point of the Strategy

In 2011, the Global Water Partnership is 15 years old, and is at the mid-point of the current 5-year Strategy period. This provides a suitable point at which to take stock of progress with Strategy implementation, through the current Mid-Term Review, as well as to provide some thinking regarding future directions of the development of the Partnership. The focus of implementation of GWP’s current Strategy is on helping to create the enabling environment (through policy, legal reform and investments) and to build the capacity of institutions to manage and develop water resources.

Moving into the second half of the strategy period, GWP is aware that budget constraints have hampered the ambitions of the Strategy. The budget for 2009-2011 has been static (see Section 6 below on funding). With financial uncertainty spreading, there is a risk that anticipated funding will not materialise. In addition, as water takes an increasingly important place on the development stage, GWP has to be very clear about its role. With the proliferation of water actors, GWP needs to provide appropriate leadership and seek the establishment of synergies that benefit its mission, while engaging with the many new actors who have entered the arena. Overlaps among different support actors must be avoided in the interests of coherence, and synergies must be actively developed.

At the same time, opportunities for increased funding have recently appeared, especially through the various climate funds. This challenges GWP to “scale up” its support for activities that convert policies and plans into sound investment strategies and projects on the ground. Seizing this opportunity, making our approach climate-smart, and responding to the fact that integrated water resources management is related to every development sector requires a massive increase in the mobilization of knowledge that is not only technically credible, but also practically relevant and politically legitimate. The challenges of scaling up are :

- to bring greater cohesion to overlapping activities both globally and regionally
- to bring added value through the integration of better climate information
- to identify and quantify the impacts of implementation
- to enable effective network management across the GWP Network (planning, implementing, monitoring, evaluating and reporting)

In 2011, with the prospect of significantly higher funding levels, five thematic focus areas of implementation have been defined, based upon the Strategic elements of Goals 1 and 2. The proposal is for Regions to use these as a basis for stepping up implementation activities which are a priority within their Regional Strategies. The focus areas provide an opportunity for a more coherent and standardized approach to developing an operational strategy in each area, linking with key allies, and reporting on results. Furthermore, GWP has also identified activities mainly associated with goals 3 and 4 that will require core support to facilitate the work of the Partnership as a whole.

Section 4: Development of 5 thematic focus areas for implementation

Regional and Country Water Partnerships have 5-year work programmes designed around the Strategic elements of the GWP Strategy, on the basis of which an annual workplan is developed each year. Efforts are being made to consolidate these elements into thematic focus areas for better reporting across the Partnership. It is expected that this will result in increased regional and national economic development through investments in sustainable development and management of water and related resources, focusing on water-related information, institutions, and infrastructure. The overall aim is to scale up the implementation of the GWP Strategy, and ensure the implementation of IWRM plans.

One important advantage of the consolidated thematic way of working is that resources and reporting will be focused on fewer major activities, rather than many smaller ones. This will

also make it easier for funders to see the impact of their support, whether this is targeted support for projects, or core funding for Strategy implementation. The five proposed thematic groupings of the Strategic elements within Goals 1 and 2 are presented below.

4.1 FINANCING WATER : Increasing Investment in Sustainable Water Resources Management and Development (Goal 1)

In the context of *improving financing for water management*, GWP will help to build national capacity in working with financing institutions to enable effective project and programme preparation resulting in investments in water resources management. The successes of Cap-Net and EUWI Finance Working Group (both strongly linked to GWP) provide insight for this area of implementation. A variety of collaborative initiatives are presently in discussion including :

- (1) the ADB/GWP Project Preparation Technical Assistance Project
- (2) the World Bank's WPP (the Water Partnership Programme trust fund mechanism for project preparation), and
- (3) the recently signed MOU between the Central American Bank for Regional Integration and GWP Central America.

The results will include strengthened RWPs to deliver results in their Regions. It also means that some selected CWP's will be enabled to provide technical assistance to loan projects, through designated programmes such as the one with ADB. National and regional governments can be supported in partnership with multilateral and bilateral financing institutions, in strategy and policy development as well as project and programme preparation for investments in sustainable water and related resources management and development activities (i.e., investments in information, institutions and infrastructure). Increased funding provides a unique opportunity for consolidating partnerships with development banks and economic institutions in supporting national governments' development efforts.

4.2 TRANSBOUNDARY WATER MANAGEMENT : Facilitating Cooperation (Goal 1)

GWP is already active in addressing transboundary water management issues in the Nile, Mekong, Danube, and Congo River Basins, and in the regions of Central Asia, and the Balkans, among others. The EU has recently requested GWP to act as the implementing agency for a new 3-year €3m institutional strengthening programme for the African Network of Basin Organisations (ANBO), focusing especially on 5 transboundary basins in Africa.

A coordinated and coherent programme of existing and new activities is presently being developed which builds on the values of GWP (inclusiveness, openness, transparency, accountability, respect, gender-sensitivity, and solidarity), and providing an internationally-respected neutral platform for building co-operation.

The results will include more effective facilitation of transboundary management and development activities leading to increased regional economic development.

Such development will be based on mutually agreeable and beneficial investments in water-related information, institutions and infrastructure.

4.3 WATER AND CLIMATE CHANGE: Building climate resilience through increasing water security (Goal 2)

Work on this thematic area is at the most advanced stage and includes the Water, Climate and Development Programme (WACDEP) for Africa, which has already been funded and launched in 2011 in conjunction with the African Union and AMCOW. In the operational strategy on Water and Climate Change, WACDEP is presented as a possible model for what could be developed for other thematic areas and regions. Various GWP regions have now defined their approaches to addressing the climate change adaptation challenges. WACDEP has also been accepted as a model within the Global Framework for Climate Services, as a prototype for a User Interface Platform which links the users of climate information with the providers of this information, defining and shaping the climate products and services which will enable better adaptation and resilience-building.

Two other major activities associated with this theme are the Associated Programme for Flood Management and the new Integrated Drought Management Programme (both in partnership with WMO).

4.4 WATER AND FOOD SECURITY : Achieving Food Security through Integrated Land and Water Management (Goal 2)

An operational strategy is under development for the thematic area of *water and food security*, in the context of integrated land and water management and development.

The results of this thematic focus area include:

- Increased investments in pro-poor and environmentally-friendly agricultural development, as well as research and extension that improves water productivity in agriculture. GWP works with Knowledge Partners and research organizations such as IWMI and the Challenge Programme on Water and Food to create linkages between research providers and users of such research, including both policy-makers and stakeholders on the ground.
- The operational strategy will support sustainable investments in integrated land and water management, as components of national and regional IWRM strategies and plans, jointly with FAO (MoU signed September 2011).
- As water management development is key to food security especially under conditions of increasing climatic variability and extremes, this thematic area also links with the Associated Programme on Flood Management and the new Integrated Drought Management Programme (jointly with WMO).

4.5 INTEGRATED URBAN WATER MANAGEMENT : Tackling Urbanization (Goal 2)

Urban water and wastewater management is a threat in most developing countries and especially in the fastest-growing cities and towns. A Perspectives Paper has been published by the GWP Technical Committee and an operational strategy will be developed going forward. The operational strategy for *integrated urban water management* will define activities, the results of which will deliver investments in sustainable urban water management and development (information, institutions and infrastructure).

4.6 CORE FUNDING : Supporting Knowledge Management, Communications, Network Development and Governance (Goals 3 and 4)

Core funding will provide the opportunity for GWPO to implement activities in support of achieving Goals 3 and 4. These include knowledge generation, sharing and reporting activities at global, regional and country levels. The Technical Committee and the GWP ToolBox require increased investment, as GWP continues to produce cutting-edge knowledge products, implement with its Partners the knowledge chain concept, and develop further the regional knowledge platforms in the various regions. In particular, the GWP ToolBox will be updated with climate-smart tools and case-studies.

Network development will be a major focus for the second half of the Strategy period, in order to ensure that CWPs receive the support they require to place water at the top of the national development agenda. A gender strategy and a youth strategy will also be developed to revitalize the partnership and keep it relevant. A new generation of water leaders will be nurtured within GWP.

4.7 The results focus : moving beyond outcomes and behavior change to quantifying benefits and beneficiaries

For each thematic focus area under the four GWP strategic goals, quantifiable results can be identified over time, documenting the specific countries, basins and populations who benefit from increased water security. While outcomes are difficult to quantify, as they involve behaviour change in boundary actors, policy shifts, institutional development and organizational change, they continue to be an essential part of the process. However, tangible results can be found through documenting the bigger picture of development and tracing the stories of who has benefited and how. Increased investment in water security and water management is one very clear indicator which results from successful outcomes. After 15 years of work, GWP now seeks to show this bigger picture which emerges over time. In Box A below, there are examples of GWP results that have come from very modest resources, using core funding support from GWP as seed money over the years to leverage many times more funding, and benefiting large numbers of people.

BOX A: Results of GWP long-term support

Example 1 (global) Financing Water

GWP has been instrumental in getting financing for water onto the political agenda. In 2003, the GWP (with WWC) set up the Camdessus Panel. The panel held seven hearings in various countries and prepared a seminal report on financing water, an issue that was hitherto neglected by both the water and development communities. It led to many follow up actions and outcomes. It was directly responsible for the ADB commitment to increase its funding to \$2 billion per year through its Water Financing Programme and was cited as influencing the establishment of the €500 million EU Water Facility. The OECD launched a major programme of work on financing water. The World Bank created a Municipal Fund. The Panel cost \$350,000 and has leveraged many times this amount.

Example 2 (country) Mali

GWP has been the key organisation in promoting the IWRM approach that avoids the costs and waste common with uncoordinated water policies and fragmented decision making. To date GWP has helped 14 countries in Africa and 19 in other parts of the world to prepare IWRM plans. This was done through the regional networks by local experts using knowledge products developed by the GWP Technical Committee. The IWRM plan developed for Mali was adopted by the government and incorporated into the national development plan. The planning and capacity development in Mali cost \$800,000 and leveraged significant funding for the sector. Important synergies were developed with the World Bank's National Rural Infrastructure Project (PNIR). By demonstrating value-addition to water sector reforms, the IWRM planning process generated interest among donors including Danida, GTZ, Swedish Sida and the EU, which together pledged close to US\$20 million. In 2009 the IWRM plan was integrated with the NAPA to ensure coherence in planned adaptation projects.

Example 3 (local) IWRM at community level

GWP Sri Lanka has supported local Area Water Partnerships to implement small scale projects. This included several community activities including watershed management, water quality improvement, sanitation projects, curbing illicit waste dumping and illicit sand mining of river beds. Over the past 5 years, this work has benefitted an estimated 590,000 people in 6 river basins. This has been done mostly on a voluntary basis, with funding support of under \$20,000 per year, and in-kind contributions from local partners of some 1 million rupees per year (about \$5,000/year).

Some expected results of the “bigger picture” approach include :

- In those countries that are engaged in the GWP network, better flood and drought management result in protection of livelihoods and reduction in the loss of lives
- In those countries/basins where GWP's collaborative support leads to improved water storage (small, large, natural and multipurpose) and better irrigation practices, wealth is created and livelihoods protected
- In those countries with rapidly growing urban populations, water supply and sanitation services are secured for larger numbers of people and pollution levels of surface and ground water are measurably reduced
- Countries take steps towards achieving water security and climate resilience with full ownership of decision-makers (integrating their IWRM plans and adaptation strategies, as well as national development plans) which facilitates increased investment in water-related projects
- “No regrets” investment and financing strategies are developed for water resources management, climate resilience and development and funded by development Banks, bilateral agencies and other financial support agencies in countries and basins

- Management at basin level is improved to take account of the impact of climate change on water resources and coordinating with climate information systems
- Better water metrics are established, providing more up-to-date hydrological information on the state of the resource, and informing water management decisions with improved forward predictions that take account of climate change
- Links are made between water and other sectors (e.g. energy, agriculture) to help build resilience through water storage and increased hydropower generation, improved water and food productivity in irrigated areas and improved flood and drought protection
- More robust analysis is developed on the economics of water security and climate resilience to inform and influence global and national agendas on tackling water and climate challenges
- Better water conservation and demand management results in countries based on information, education and pilot projects

Section 5: Organizational Support and Capacity Needs

GWP has overcome many of the constraints of international technical assistance by building on country and regional Partner organizations and the local skills base, with external expertise used sparingly. Capacity building and knowledge-sharing activities by GWP support a broad range of IWRM-related activities in countries and basins. Country and regional experts and practitioners bring local knowledge to bear, reducing the costs of technical assistance considerably, and ensuring the development of indigenous solutions with local buy-in, sustainability and long-term added value. This decentralized networking and Partnership approach is highly cost-effective and there is technical assistance available on-demand. Because of this locally-focused credibility, GWP is also able to engage senior policy makers, major NGOs, UN bodies and financial institutions across the board.

If additional funding allows GWP to implement the operational strategies outlined in section 4, there will be the corresponding need to build the capacity of GWP's global, regional, and country entities. Efforts must be made to safeguard GWP's good governance and high reputation as GWP scales up its activities. This section outlines the implications of a "step change" at every level of GWP.

5.1 Regional Water Partnerships under the growth scenario

The 2009-2013 Strategy makes clear the need to strengthen the RWPs, which has been a key focus, for example through the development of the Regional Days, the knowledge chain, communications capacity-building, and devolving greater fiduciary responsibility from global level. The way forward in scaling up activities will enable the RWPs to work more intensively with key allies, Partner organizations and CWPs. This includes intensifying the use of the multi-sectoral, multi-stakeholder professional and technical resources available to GWP, to facilitate support to national governments and regional bodies. It will also require some changes to operational and organizational structures to ensure good governance, sound implementation, continuity and institutional memory. The Regions will be supported to work more intensively with CWPs, as well as to develop focused reporting of results.

GWPO has worked on improving host institution agreements with RWP hosts. New challenges are emerging with RWPs establishing independent legal entities, to facilitate fund-raising and strengthen GWP's regional presence and profile. The forward-looking part of the Mid-Term Review provides information about where regional and country entities need further strengthening. Issues to be discussed include:

- The optimal organizational structure for RWPs to facilitate scaling up (including a minimum staff base in the Regional Secretariat – a full-time coordinator and a full-time communications officer to manage reporting, as well as human resources for financial management, fundraising, knowledge management and monitoring)
- The on-going role of the regional and country governance structures (included in the revision of the Conditions of Accreditation)
- Management of regional Knowledge Partners and technical professionals to provide support and implement activities through the regional knowledge platforms
- Requirements for fund-raising with country-level donors and the private sector
- Facilitating partnerships with regional development banks/economic institutions

5.2 The Global Secretariat and GWP Technical Committee under the growth scenario

The Secretariat is organized as follows: the Network Operations Unit, the Communications Unit, the Finance and Administration Unit, and the office of the Executive Secretary. The Secretariat currently has a core staff of about 20 to support the work of the Partnership and GWPO, which includes the GWP Technical Committee. As funding flows are enhanced, the secretariat will be strengthened accordingly, with particular emphasis on the fiduciary aspects. The balance between funding GWPO and the network will be kept in proportion and this is discussed further in section 6 below.

Network Operations

The Network Operations Unit has both regional and global responsibilities, and provides administrative and technical support to the RWPs. Recently, the Network Officers have been taking on increasing responsibilities to support development of the five thematic focus areas of the Strategy. The unit will play an increasingly active role in the development and coordination of the thematic areas outlined above, in network development, and in ensuring the coherent reporting of results. Additional Network Officers are required to ensure continued close liaison with the RWPs.

Communications

The more diverse, devolved, and larger a global network is, the greater the need for cohesion and strategic communication. There are three areas where additional resources will be needed:

1. Reporting: GWP as a whole will need to invest in training and building the capacity of people to monitor and report on its activities, outcomes and results, and the communications unit will intensify its support for this to regions as well as at global level.

2. Communications Infrastructure: the network will intensify its flows of communication and knowledge sharing. Cutting-edge infrastructure is needed to make best use of the range of new communications tools available, in order to maintain consistency across the network, to preserve institutional memory and to recruit, retain, and maximise the involvement of our Partners.

3. Knowledge Sharing/GWP ToolBox: this crucial resource strengthens the network's ability to build capacity and to create and share 'ahead of the curve' knowledge with decision makers, Partners and various stakeholders. Tools and case-studies must be informed by climate-smart approaches and must respond to the evolving needs of the Partners.

GWP Technical Committee

The GWP Technical Committee's specific roles as defined in the Strategy are to:

1. Provide intellectual leadership to keep GWP at the forefront of new ideas and challenges.
2. Provide demand-driven technical support to Regional and Country Water Partnerships.
3. Support GWP as an informed and independent voice in water-related international debates.

The global "ahead of the curve" thinking and support of the GWP Technical Committee can only be assured if additional financial resources are made available. The GWP Secretariat supports the Technical Committee Chair through day-to-day project/contract management to develop and publish the knowledge products. Under the growth scenario, a Knowledge Fund could be established to fund specific initiatives eg. GW-MATE.

Another mechanism for knowledge generation and dissemination is through the establishment through high level panels (e.g. the Camdessus Panel, see Box A above; the Gurria Panel) that can deliver a visible product with a high level of political credibility. Establishing such a panel would also need dedicated financial resources.

Finance and Administration

The Finance and Administration Unit has responsibility for fiduciary oversight, financial management and reporting for the GWPO. Future requirements for these activities will be adjusted according to changes in other parts of the organization.

The Executive Secretary

The Executive Secretary (ES) is responsible for the delivery of the GWP Strategy and the overall management of GWPO, as well as fundraising, and represents GWP in working with strategic allies at global level. The evolution of GWP is supported through new programme development and the co-ordination of GWP's global initiatives together with all parts of the GWP network. The ES is directly accountable to the GWP Steering Committee and the GWP Chair. The office of the ES also supports the work of the Financing Partners Group and the duties of the Sponsoring Partners in the oversight and governance of GWPO.

5.3 Strategy implementation and GWP structure under the Status Quo scenario

There are two options under consideration if core funding remains at current or reduced levels:

Option 1

The secretariat would be reduced in size, to provide fiduciary oversight and basic Network support and communications, while maintaining the ToolBox. The Technical Committee would also be restructured accordingly. All Regions would receive the same amount of reduced core funding, as “seed funding”, and then would be expected to raise their own additional funds for their activities. Success stories from RWPs and CWPs raising their own funding are contained in Box B.

Option 2

The secretariat would be reduced in size, to provide fiduciary oversight and basic Network support and communications, while maintaining the ToolBox. The Technical Committee would also be restructured accordingly.

Only RWPs which meet certain criteria would receive core funding. There would be different amounts for different Regions based upon criteria related to need and performance. There would be limited funding for these Regions for the implementation of workplans, and additional funds would be expected to be raised in all Regions receiving core support. RWPs not receiving core funding would still continue to be part of GWP as long as the conditions of accreditation continued to be met. RWPs would be expected to evolve with respect to funding needs over time. The most economically successful regions and countries would consider providing core funding and/or seconded staff to the global secretariat.

Box B. Fundraising by Regional and Country Water Partnerships

Core funding from global level is provided to support the governance and basic operations and of the respective Regional Water Partnerships, namely workplanning, reporting, knowledge sharing and financial management, with the expectation that there will be also be Regional and Country fundraising efforts. Some RWPs and CWPs successfully use funding from GWPO to leverage substantial additional funding.

For example, GWP Southern Africa has leveraged its Euro 200 000 annual allocation from GWPO (core funding) to raise increasing amounts of external resources. In 2010, GWPSA raised over EUR 400,000, twice its allocation of EUR 200,000 from GWPO.

Similarly, GWP Mediterranean has implemented a wide variety of programmes through regionally raised income. Funds have come from governments, the private sector, and the U.N. In 2009 the funds raised were EUR880,000, and in 2010 EUR 670,000.

GWP West Africa has been successful in using GWP core funding to mobilise additional resources for regional and country activities. Some Country Water Partnerships, with Benin and Mali being the most successful, have used the GWP name to build the Partnership and attract funds at country level and on a long-term basis, for a multitude of activities. The Benin Country Water Partnership has a budget of almost EUR1 million in 2011.

Section 6: Sustainable Funding Scenarios

Financing Partners presently provide most of the financial assistance to GWP. The amounts raised by the GWP Partners through local and in-kind contributions, while essential to the functioning of the Partnership, are often difficult to assess. The global core funding supports the global and regional secretariats and some CWPs in certain regions, as well as the coordination functions of the Partnership (monitoring, governance and oversight).

While global core support will continue during and beyond the current Strategy period, financial sustainability for GWP as a whole will only be assured when a greater share of the funds come from Regional and Country Water Partnerships. As shown above, some Regional Water Partnerships as well as CWPs have been actively involved in substantive fundraising to facilitate implementation of their Regional Strategies.

Under the status quo funding, all RWPs (except GWP Caribbean) have been receiving the same amount of core funding from global level over 2009-2010 as shown in Figure 5 below. This is basically “seed funding”, enabling regions to carry out essential management, communications and network governance functions, and fundraising. RWPs and CWPs need to be actively raising funding for specific activities together with Partners, for implementation of the Strategy, in addition to the core funding received. At the same time the GWP name, integrity and reputation must be protected within funding agreements.

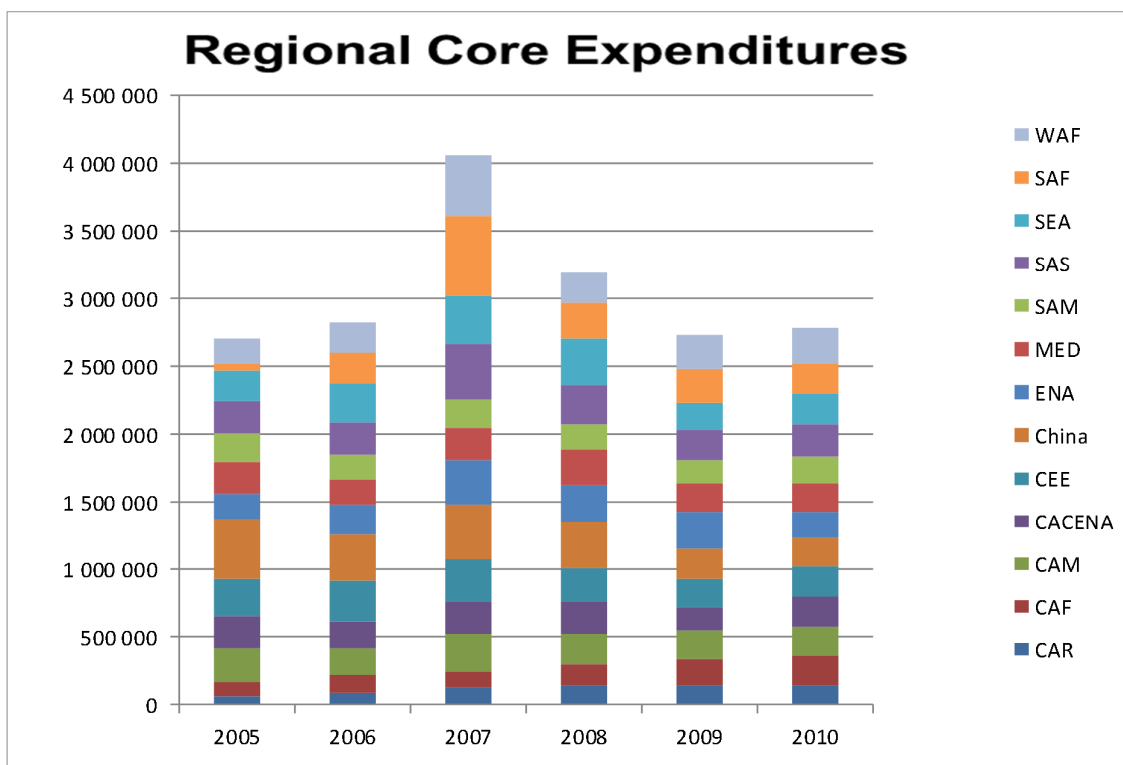


Figure 5. Regional Core Funding 2005-2010 (by Region, EUR)

6.1 Current Financial Situation and Projections

All current Finance Partners are expected to continue their current support to GWP, subject to the successful outcome of the Mid-Term Review. In addition, Austria has joined the Financial Partners Group in 2011 with funding for WACDEP. Designated funds for other specific new regional programmes are under discussion with the European Commission and with the Asian Development Bank.

While DFID in the United Kingdom has not yet provided funding for 2011, following years of consistent support to GWP, a new funding modality is being established which will allow DFID to provide an increased level of funding to GWP from 2012 onwards. In July 2011, the Board of the UK's International Climate Fund approved a sum of £12 million - £16 million over 4 years to be granted to GWP for work on building climate resilience world-wide through better water resources management.

Figure 6 below summarises funding expectations (in thousands of Euro) to 2015 based upon the continuity of existing funding together with the increased funding from DFID. It must be emphasised that the DFID funding is still conditional upon the Ministerial-level approval of the detailed GWP Business Case which is currently under development. However, from 2012 a sharply increased level of core funding is projected as shown. The graph shows the proposed split of the funding between the global and regional levels of GWP.

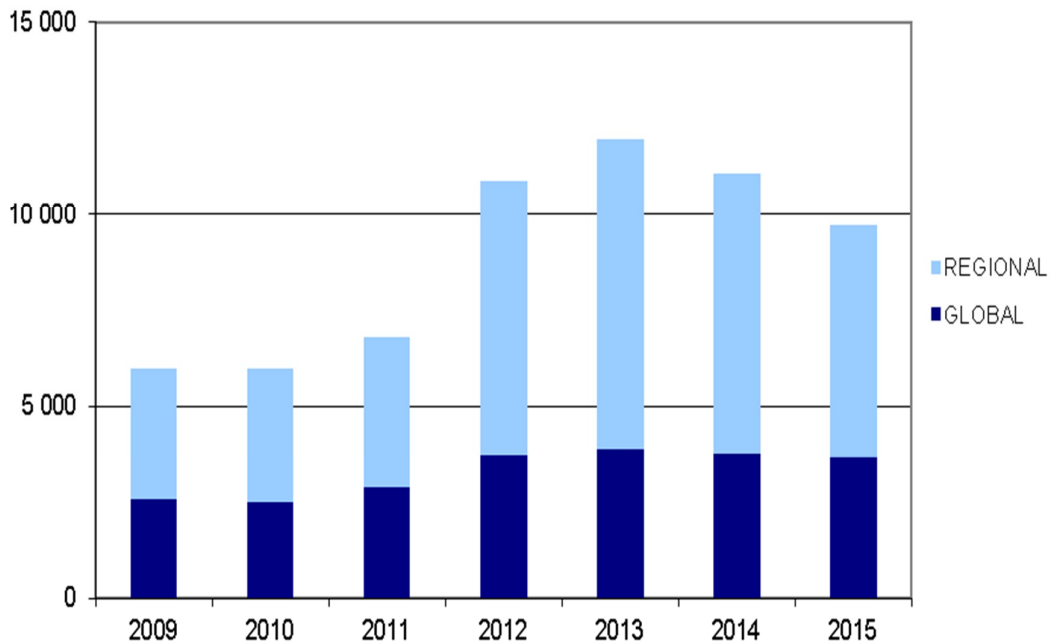


Figure 6. Existing and projected Regional and Global Core Funding allocations 2009-2015

(EUR 000s)

While the increase in funding will support the overall implementation and scaling up of the GWP Strategy, the way in which the funding is spent will involve a higher level of interaction, reporting and monitoring of outcomes and results between global and regional levels of GWP. A results framework will ensure coherent and standardized reporting of results across the GWP regions. This results framework will enable the implementation of the operational strategy on Water and Climate Change, while contributing to the implementation of the other thematic focus areas. Hence for the 2009-2013 Strategy to be implemented in the most ambitious way, with the operational strategies for all thematic areas being fully funded, an even higher level of funding will be required. Finally, all increases in regionally-raised funds and in-kind contributions at regional, local and country levels need to be factored in, remembering that these funds are presently underestimated due to the difficulties of showing evidence of the exact figures.

Figure 6 below summarises funding expectations (in Euro) to 2015 if the GWP Strategy is to be fully funded. Regionally raised funding is shown to increase linearly over time. The expected revenues raised at global level are shown as in Figure 5. In addition, there is a third curve which shows the additional funds to be raised at global level to fund all the thematic areas of the Strategy. An increase in regionally-raised funds would also contribute to the implementation of all the thematic areas.

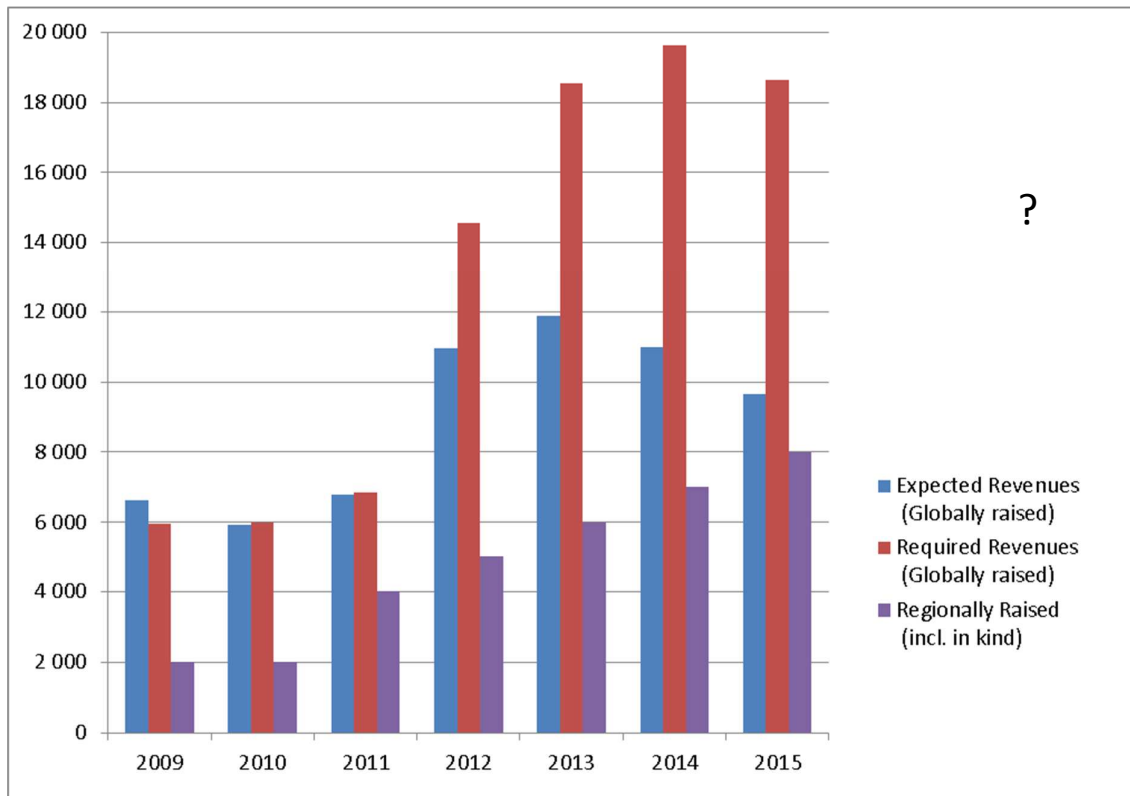


Figure 7. Globally raised funds and regionally raised funds required for full Strategy implementation (2009 to 2015, EUR 000s). “Expected revenues” as shown in Figure 6.

Conclusions

The ideas presented in this document for discussion highlight some opportunities for scaling up implementation during the second half of the Strategy period 2009-2013, and beyond. There is an opportunity for the GWP Network to maximize the quality and focus of its support to national and regional development efforts, in order to achieve more substantive and quantifiable results. This will require a step change in the way the Partnership has been functioning and hence associated changes in organizational and administrative arrangements. On the other hand, maintaining a “status quo” level of funding will require its own associated changes. The Mid-Term Review process now underway will provide further insights into future directions for the Global Water Partnership.