

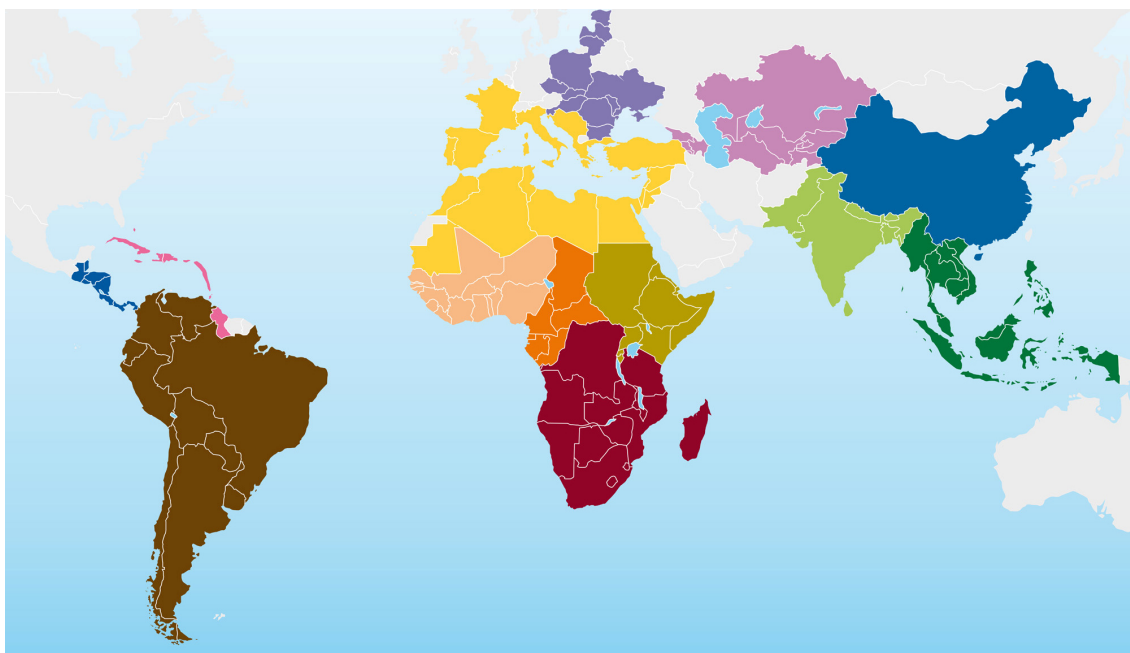
Volume 2 – GWPO

# Workplan 2012

## *Implementing the Strategy*

1. GWPO 2012 Activities
2. GWPO 2012 Budget

DRAFT - October 2011



[www.gwp.org](http://www.gwp.org)

*Intentionally blank*

# Table of Contents

<b>Table of Contents .....</b>	<b>1</b>
<b>1 GWPO Work Plan 2012.....</b>	<b>2</b>
1.1 Introduction .....	2
1.2 GWPO Management and Coordination.....	3
1.3 GWPO Workplan Summary.....	5
1.3.1 100 Office of the Executive Secretary.....	5
1.3.2 200 Finance and Administration Unit .....	6
1.3.3 300 Communications Unit.....	6
1.3.4 400 Network Operations Unit .....	8
1.3.5 500 Technical Committee.....	9
<b>2 GWPO budget .....</b>	<b>10</b>
2.1 Budgeting GWPO activities .....	10
2.2 GWPO 2012 consolidated budget by Goals and Lead Units / TEC .....	11
2.3 GWPO 2012 consolidated budget by expenditures .....	12
2.4 GWPO 2012 budget by activities .....	13
<b>ANNEX: Activity Sheets GWPO Secretariat .....</b>	<b>16</b>

# 1 GWPO Work Plan 2012

## 1.1 Introduction

The GWP's Outcome Mapping approach for planning, monitoring and reporting is supported in this GWPO workplan by the grouping of activities, outputs and resources requirements (human and financial) in a work breakdown structure based on the GWP Strategy and its 18 Strategic Elements (SEs). Each of the approximately 70 activities in this workplan are described in activity sheet tables which provide the following detailed information:

- GWP Strategic Element No.: *which of the GWP Strategic Elements does this activity respond to?*
- Activity title: *describing the main are of activity*
- Activity leader: *who within the GWPO is the main individual responsible and accountable for delivery of the outputs?*
- Description of the main activities to be carried out: *an outline of the main activities to be carried out during the year.*
- Main outputs: *what are the main deliverables – i.e. tangible outputs?*
- Estimated human (no of days of individuals) and financial resources (estimated travel and procurement costs): *to enable adequate human and financial resources to be clearly defined and made available during the year.*
- Distribution of cost for the activity across the 4 Strategic Goals: *Even though many activities relate to a specific Strategic Element, most support a range of outcomes across several GWP Strategic Goals. In order to reflect the estimated financial resources by Goal, it is useful to estimate the distribution of these resources.*
- Related Outcome Challenges & progress markers: *in order to link the activity and output to the Outcome Challenges identified in the 5 year GWPO work programme. These are referred to in each activity sheet by the respective number for the Outcome Challenge.*

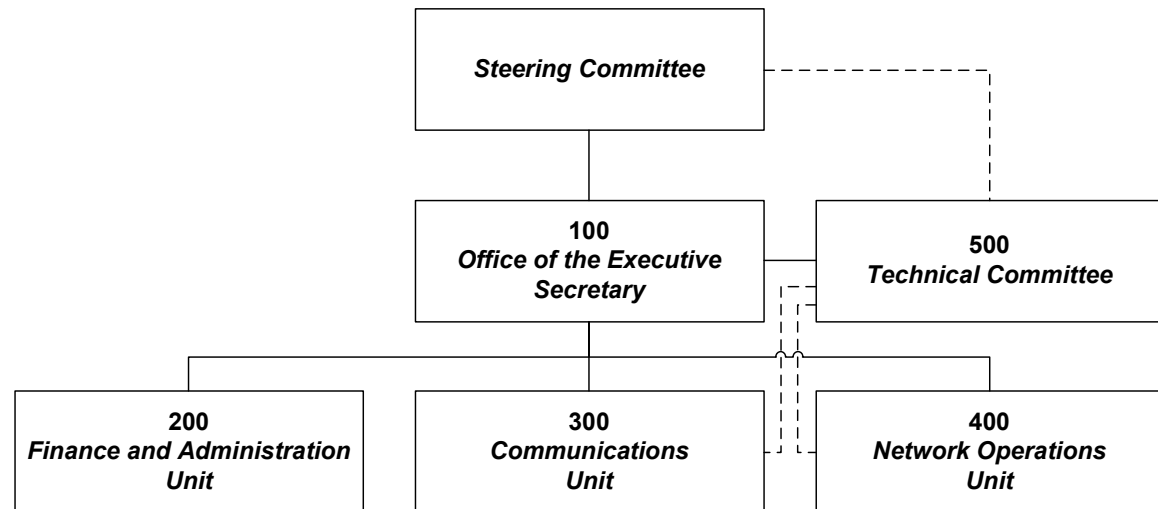
The detailed activity sheet descriptions, including budgets are provided in the Annex.

## 1.2 GWPO Management and Coordination

The GWPO comprises 5 entities for management and coordination purposes:

- The Office of the Executive Secretary;
- Three Units for 1) Finance and Administration, 2) Communications and 3) Network Operations; and
- The work of the Technical Committee.

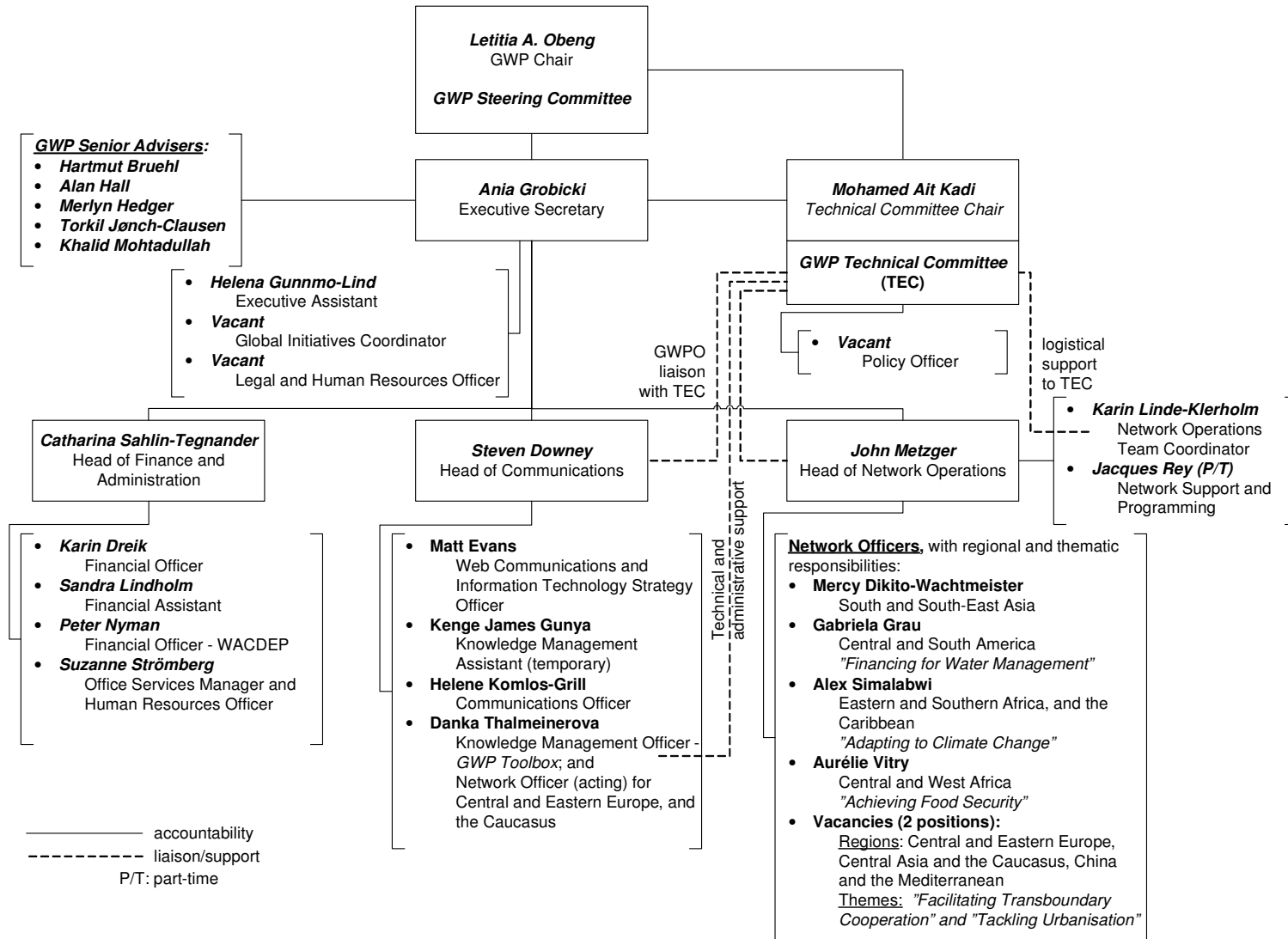
## Global Water Partnership Organisation Framework – 2012 Workplan



The Organisational Chart for the GWPO is as follows:

# Global Water Partnership Organisation

## Organisational Chart – October 2011



## 1.3 GWPO Workplan Summary

### 1.3.1 100 Office of the Executive Secretary

The Office of the Executive Secretary is responsible for overall management and direction of the GWPO and its staff.

Operationally, the activities under the Office of the ES include the support to the Steering Committee, Sponsoring Partners, etc. as well as the budget and support for the GWP Chair.

The main activities of the office of the Executive Secretary are as follows:

SE	No	Activity Title	Activity Leader
3.2	101	Participating in Strategic Regional and Global Events	Ania Grobicki
3.4	102	Advocacy & Strategic Communications	Ania Grobicki
3.4	103	Support GWP Technical Committee in Knowledge Sharing & Knowledge Management	Ania Grobicki
4.1	104	Strategic Thematic Initiatives and New Programme Development	Ania Grobicki
4.1	105	Strategic Partner and FPG Cooperation & Development	Ania Grobicki
4.2	106	Human Resources Management	Ania Grobicki
4.3	107	Fundraising	Ania Grobicki
4.4	108	Corporate Management & Governance	Ania Grobicki
4.4	109	Internal Management	Ania Grobicki
4.4	110	Statutory Meetings of GWP Governing Bodies	Ania Grobicki

Highlights of the activities under the Office of the Executive Secretary for 2012 include:

- Secure increased funding for GWP to meet the requirements needed to fully implement the 2009-2013 strategy, by strengthening cooperation and interaction with existing donors and strategic allies as well as supporting and developing regional and national level fundraising activities.
- Develop the organizational structure and environment including recruitment of human resources with the matching skills mix for a successful implementation of the 2009 – 2013 strategy and to meet the demands of a growth budget. In addition Gender and Youth Strategies will be developed to revitalize the network.
- Initiate, support and develop 5 key thematic focus areas; Climate Change, Food Security, Urbanization, Transboundary Cooperation and Financing Water Management. Build and develop the regional involvement within the GWP-WMO Associated Programme on Flood Management and the Integrated Drought Management Programme.

### **1.3.2 200 Finance and Administration Unit**

The Finance and Administration Unit has overall responsibility for financial management and reporting for the GWPO.

The main activities and responsibilities are summarised as follows:

SE	No	Activity Title	Activity Leader
4.3	201	Accounting	Catharina Sahlin Tegnander
4.3	202	Financial Management	Catharina Sahlin Tegnander
4.4	203	Audit Network (Global and Regional)	Catharina Sahlin Tegnander
4.3	204	Regional Partners and Network Operations Financial Management support	Catharina Sahlin Tegnander
4.4	205	Hosting of EUWI Finance Working Group and support to Technical Committee	Catharina Sahlin Tegnander
4.4	206	Office Administration	Suzanne Strömberg
4.1	207	Internal Finance and Admin. Unit Management	Catharina Sahlin Tegnander

Highlights for 2012 include:

- The Financial Reports from the RWP have gradually improved in quality and timeliness and are currently at a high level with a few exceptions only. The aim for 2012 is to support the high performing RWPs to remain at the same level, in spite of possible changes of Host Institutions, and to give additional support to strengthen the weaker RWPs.
- Support the regions further in reporting on locally raised funds so that funding secured at the country level is included in the locally raised funds for the region as a whole.
- Assist in the process to improve regional budget management by clarifying roles and responsibilities and streamlining the budget approval process
- Finance will continue to assist the RWPs/Host Institution to reduce the number of observations in the auditors Management Letter.
- The goal for GWPO is to keep or decrease the number and significance of the observations in the GWPO Management Letter.
- Secure continued positive audit assessments of GWPO financial management.
- Establish and implement solid and easy to follow financial routines for the WACDEP and ANBO Programmes at all levels (Country, Regional, Global).
- Develop requirements for and start a search of a “cloud based” accounting system which would provide the possibility for GWPO and the RWP/CWPs to access a joint system.

### **1.3.3 300 Communications Unit**

The mandate for the GWPO Communications Unit as spelled out in the global Strategy is to support the network in communications capacity-building, advocacy (outreach), knowledge sharing, and strategic messaging.



The main activities of the Communications Unit in 2012 are as follows:

SE	No	Activity Title	Activity Leader
3.1	301	Communications capacity-building across the GWP Network	Steven Downey
3.2	302	Events	Helene Komlos Grill
3.2	303	Website	Matt Evans
3.2	304	Stockholm World Water Week	Steven Downey
3.3	305	GWP IWRM ToolBox	Danka Thalmeinerova
3.3	306	Document Management System	Matt Evans
3.3	307	Storage and Distribution	Helene Komlos-Grill
3.4	308	Publishing	Helene Komlos-Grill
3.4	309	Press / Strategic Messaging	Steven Downey
4.4	310	Decision Archive	Matt Evans
4.4	311	Partners Database and other software	Matt Evans
4.4	312	GWPO IT Equipment	Matt Evans
4.4	313	GWPO IT Service Provider	Matt Evans
4.4	314	Support to GWPO	Helene Komlos-Grill
4.4	315	Subscriptions	Helene Komlos-Grill

Highlights for 2012 include:

- Reporting & Media:
  - Continue to work with regions to build communications capacity, esp. in reporting results of GWP activities but also in all activities (media, brand, web, knowledge sharing, etc.).
  - Continue to communicate GWP impact to key audiences such as donors and media through publications, online, and at events.
- Knowledge Sharing/ToolBox
  - Explore the addition of new features to the ToolBox website which will make it more interactive.
  - Explore how the ToolBox can be used in academic curriculum and training institutes in the developing world.
- Communications Infrastructure
  - Build on our investment in technology by enhancing: a) the use of the Partners database by the regions b) integrating our work processes into the database platform and c) exploring the best way to share and preserve institutional knowledge across the network.

### 1.3.4 400 Network Operations Unit

#### Overview

The Network Operations Unit comprises the Head of Network Operations, six Network Officers having both regional and global thematic responsibilities, and administrative and programmatic support.

The main activities for the Network Operations Unit in 2012 are summarised following. The activity sheets providing detailed and specific descriptions are provided in the Annex.

SE	No	Activity Title	Activity Leader
1.3	401	Improving water infrastructure	John Metzger
1.4	402	Financing water management	Gabriela Grau
1.5	403	Facilitating Transboundary Cooperation	John Metzger
1.6	404	Monitoring progress on IWRM – status report to UNCED+20	John Metzger
2.1	405	Adapting to climate change	Alex Simalabwi
2.2	406	Food security	Aurélie Vitry
2.3	407	Urbanisation	
2.4	408	Resolving conflicts	Mercy Dikito-Wachtmeister
3.4	409	GWP- Dundee University Scholarship Programme in International Water Law	Prof. Patricia Wouters John Metzger
4.1	410	Scientific Programme Committee for the Stockholm World Water Week	John Metzger
4.2	411	GWP performance measurement	John Metzger
4.4	412	Support to Eastern Africa	Alex Simalabwi
4.4	413	Support to the Caribbean	Alex Simalabwi
4.4	414	Support to Mediterranean	John Metzger
4.4	415	Support to Southern Africa	Alex Simalabwi
4.4	416	Support to Central Africa	Aurélie Vitry
4.4	417	Support to West Africa	Aurélie Vitry
4.4	418	Support to Central and Eastern Europe	Danka Thalmeinerova
4.4	419	Support to Central Asia and the Caucasus	Danka Thalmeinerova
4.4	420	Support to China	John Metzger
4.4	421	Support to Central America	Gabriela Grau
4.4	422	Support to South America	Gabriela Grau
4.4	423	Support to South Asia	Mercy Dikito-Wachtmeister

4.4	424	Support to Southeast Asia	Mercy Dikito-Wachtmeister
4.4	425	Managing of GWP Network Unit	John Metzger
2.1	427	Water, Climate and Development Coordination	Alex Simalabwi
1.5	428	EU ANBO management	Aurélie Vitry

Highlights for 2012 include:

- Network Officers playing an increasingly active role in as focal points in the 5 priority strategic thematic elements of the GWP Strategy and thereby enabling operationalising the knowledge chain. The Network Operations Unit will increasingly be involved in working with the regions to support new programme development and management and implementation of on-going initiatives. To effectively deliver, the outstanding vacancies in the Network Operations Unit must be filled under the growth budget.
- Support to commencement of implementation of the WACDEP in Africa and, subject to availability of the growth budget, scale up similar activities in most other regions (ref. Section 5).
  - Provide support to the regions in setting up WACDEP systems, teams, and reporting processes.
  - Assist the regions with the selection of new Hosts for the WACDEP as required.
- Support to commencement of implementation of the EC/ANBO Transboundary in Africa Project.

### 1.3.5 500 Technical Committee

#### Introduction

The GWP Technical Committee's specific role as defined in the Strategy is in two key areas:

1. To provide intellectual leadership to keep GWP at the forefront of new ideas and challenges.
2. To provide demand-driven technical support to Regional and Country Partnerships.

The main activities of the Technical Committee and the responsible leaders are summarised below. Detailed descriptions are presented in the activity sheet tables in the Annex.

SE	No	Activity Title	Activity Leader
1.5	501	Reinforcing GWP's participation in the global debates on transboundary waters	Patricia Wouters
2.1	502	Making the case for water security	Wouter Arriens, Tushaar Shah, Mohamed Ait Kadi
2.1	503	Exploring the economics of water security	Dale Wittington and Claudia Sadoff
2.1	504	Support to Climate Change Adaptation Operational Strategy	Mohamed Ait Kadi

2.2	505	Water policy to support food security	Mohamed, Uma Lee and Tushaar Shah
2.3	506	Support on integrated urban water management	Wouter Arriens
3.3	507	TEC contributions to the GWP Toolbox	Patricia Wouters / Dale Wittington
3.4	508	Information to policy makers on possible solutions to address critical challenges	Mohamed Ait Kadi
4.4	509	Technical Committee Meetings	Mohamed Ait Kadi
4.4	510	Management of Technical Committee	Mohamed Ait Kadi

Highlights for TEC in 2012 include:

- Key messages to be addressed for 6<sup>th</sup> WWF:
  - o Perspectives Paper on Economics of Water security,
  - o Position Paper on Water and Green Economy.
  - o to provide 4 key panellists for the session 2.1 (Balance Multiple Use through IWRM)
- Follow up in Water & Food Security work:
  - o Policy brief from SAS and SA/EA Workshops,
  - o Perspectives Paper
  - o Background Paper
- Follow up in Transboundary Cooperation (a Background paper is envisaged to be developed by end 2011)
  - o Policy Brief
  - o Contribution to a joint INBO/GWP Handbook on IWRM in Transboundary basins
  - o Contribution to a joint University Dundee/GWP summer course on IWL

## 2 GWPO budget

### 2.1 Budgeting GWPO activities

The GWPO activities are implemented by the Secretariat in collaboration with TEC and with the support of senior advisors and external consultants. GWPO secretariat can be split in 4 main units with well identified focuses in terms of activities.

<i>GWPO Secretariat Units</i>	<i>Scope of activities</i>
1. Office of the Executive Secretary; 3 staff incl. 1 support	<ul style="list-style-type: none"> <li>• Global agenda</li> <li>• Management &amp; fund raising</li> <li>• Global Governance</li> </ul>
2. Finance and administration unit; 3.9 staff	<ul style="list-style-type: none"> <li>• Finances &amp; Administration</li> </ul>

3. Communication unit; 4 staff incl. 1 ToolBox	<ul style="list-style-type: none"> <li>• Knowledge, Communications and IT</li> <li>• ToolBox program</li> </ul>
4. Network operations unit; 8.25 staff incl. 1 support	<ul style="list-style-type: none"> <li>• Support Regional Agenda</li> <li>• Support Regions</li> </ul>
<b>TEC</b>	<b>Scope of activities</b>
5. Technical committee	<ul style="list-style-type: none"> <li>• Global agenda</li> <li>• Support Regional Agenda</li> </ul>

The staffs of the 4 units work in teams for implementing the activities identified in the work plan (see detailed activity sheets) and in collaboration with TEC. All GWPO activities are led by a given secretariat staff member or TEC member. The budgeting of activities allows a bottom-up consolidation of the budget by Goals, by lead-units / TEC for implementation or by expenditures. The budget of GWPO secretariat is thus presented in the tables below against these three different perspectives.

## 2.2 GWPO 2012 consolidated budget by Goals and Lead Units / TEC

The 2012 budget per units is provided below for the “continuity” scenario.

	Lead unit (Secretariat & TEC)	Goal 1	Goal 2	Goal 3	Goal 4	Total
100	Office of the ES	259,021	295,117	231,056	460,980	1,246,173
200	Finance & Admin	135,569	178,381	206,921	192,651	713,522
	Financial administration ANBO					-25,500
300	Communications	74,777	74,777	443,240	211,351	804,145
400	Network Operations	288,359	297,669	162,250	211,569	959,847
500	Technical Committee	46,455	203,165	158,535	25,870	434,025
	Round off					1,788
	TOTAL excl. regional expenditures					<b>4,134,000</b>
		<b>19%</b>	<b>25%</b>	<b>29%</b>	<b>27%</b>	<b>100%</b>

## 2.3 GWPO 2012 consolidated budget by expenditures

The 2012 budget per expenditures is provided below for the “continuity” scenario.

	EURO 9.52	EUR 9.00	EURO 9.00
	ACTUAL 2010	BUDGET 2011	CONTINUITY BUDGET 2012
<b>Secretariat</b>			
Staff	1 116 103	1 125 000	1 128 000
Travel	46 840	28 000	88 000
Office	282 707	264 000	306 500
Audit/legal	49 558	51 000	57 000
IT/Communications	288 015	176 000	283 500
Financial costs/revenues	47 475	10 000	18 000
<b>Total Secretariat</b>	<b>1 830 698</b>	<b>1 654 000</b>	<b>1 881 000</b>
<b>GWP Global Governance</b>			
Steering committee	148 151	162 500	207 000
Mid-term Review	-	95 000	-
Network meeting (CP)	71 980	75 000	70 000
Financial/Sponsoring Partners Meetings	4 278	2 500	6 000
<b>Total Global Governance</b>	<b>224 409</b>	<b>335 000</b>	<b>283 000</b>
<b>GWP Technical Committee</b>	<b>314 538</b>	<b>370 000</b>	<b>427 000</b>
<b>Toolbox</b>	<b>85 512</b>	<b>81 000</b>	<b>172 000</b>
<b>Programme Development Support</b>	<b>54 654</b>	<b>100 000</b>	<b>380 000</b>
<b>Total Global</b>	<b>679 113</b>	<b>886 000</b>	<b>1 262 000</b>
<b>Regional Support</b>			
Regional core	2 699 925	2 510 000	2 600 000
Network Operations	604 367	677 000	769 000
Regional and Thematic Support	83 467	73 000	117 000
WACDEP GWPO	-	100 000	100 000
WACDEP Regional	-	200 000	400 000
Int.Drought. Man. and Flood Management	-	-	-
Regional programmes	-	-	-
Local financial support regions/countries	2 647	-	5 000
<b>Total Regional support</b>	<b>3 390 406</b>	<b>3 560 000</b>	<b>3 991 000</b>
<b>TOTAL CORE EXPENDITURES</b>	<b>5 900 217</b>	<b>6 100 000</b>	<b>7 134 000</b>

## 2.4 GWPO 2012 budget by activities

The 2012 budget per activity is provided below for the “continuity” scenario.

SE	NB	Activity title	Leader	Days	Staff costs	Trav. costs	Oth. costs	Total costs
3.2	101	Participating in Strategic Regional and Global Events	Ania Grobicki	49	21,949	0	0	21,949
3.4	102	Advocacy & Strategic Communications	Ania Grobicki	3	1,473	0	5,000	6,473
3.4	103	Support GWP Technical Committee in Knowledge Sharing & Knowledge Management	Ania Grobicki	71	27,650	4,500	0	32,150
4.1	104	Strategic Thematic Initiatives and New Programme Development	Ania Grobicki	60	27,450	14,200	0	41,650
4.1	105	Strategic Partner and FPG Cooperation & Development	Ania Grobicki	30	15,150	3,200	0	18,350
4.2	106	Human Resources Management	Ania Grobicki	58	24,070	10,000	0	34,070
4.3	107	Fundraising	Ania Grobicki	67	27,805	10,000	0	37,805
4.4	108	Corporate Management & Governance	Ania Grobicki	10	5,500	0	0	5,500
4.4	109	Internal Management	Ania Grobicki	60	24,750	7,200	0	31,950
4.4	110	Statutory Meetings of GWP Governing Bodies	Ania Grobicki	45	14,475	0	33,000	47,475
4.3	201	Accounting	Catharina Sahlin Tegnander	25	10,375	0	0	10,375
4.3	202	Financial Management	Catharina Sahlin Tegnander	45	18,675	0	0	18,675
4.4	203	Audit Network (Global and Regional)	Catharina Sahlin Tegnander	45	18,675	10,000	0	28,675
4.3	204	Regional Partners and Network Operations Financial Management support	Catharina Sahlin Tegnander	45	18,675	10,000	0	28,675
4.4	205	Hosting of EUWI Finance Working Group and support to Technical Committee	Catharina Sahlin Tegnander	20	8,300	5,500	0	13,800
4.4	206	Office Administration	Suzanne Strömberg	45	18,675	13,200	0	31,875
4.1	207	Internal Finance and Admin. Unit Management	Catharina Sahlin Tegnander	64	26,560	8,500	0	35,060
3.1	301	Communications capacity-building across the GWP Network	Steven Downey	20	8,300	12,000	0	20,300
3.2	302	Events	Helene Komlos Grill	35	14,525	2,500	0	17,025
3.2	303	Website	Matt Evans	45	18,675	7,800	0	26,475
3.2	304	Stockholm World Water Week	Steven Downey	50	24,800	15,000	0	39,800
3.3	305	GWP IWRM ToolBox	Danka Thalmeinerova	80	33,200	16,000	0	49,200
3.3	306	Document Management System	Matt Evans	80	33,200	16,000	0	49,200

SE	NB	Activity title	Leader	Days	Staff costs	Trav. costs	Oth. costs	Total costs
3.3	307	Storage and Distribution	Helene Komlos-Grill	70	29,050	10,000	0	39,050
3.4	308	Publishing	Helene Komlos-Grill	100	41,500	14,800	0	56,300
3.4	309	Press / Strategic Messaging	Steven Downey	156	64,740	20,000	0	84,740
4.4	310	Decision Archive	Matt Evans	242	99,462	0	0	99,462
4.4	311	Partners Database and other software	Matt Evans	134	56,210	6,000	0	62,210
4.4	312	GWPO IT Equipment	Matt Evans	41	12,425	0	9,000	21,425
4.4	313	GWPO IT Service Provider	Matt Evans	70	24,250	0	36,250	60,500
4.4	314	Support to GWPO	Helene Komlos-Grill	57	15,150	0	13,550	28,700
4.4	315	Subscriptions	Helene Komlos-Grill	45	23,075	0	10,250	33,325
1.4	402	Financing water management	Gabriela Grau	63	25,675	0	15,000	40,675
1.5	403	Facilitating Transboundary Cooperation	John Metzger	26	8,400	0	15,000	23,400
1.6	404	Monitoring progress on IWRM – status report to UNCED+20	John Metzger	10	4,000	0	0	4,000
2.1	405	Adapting to climate change	Alex Simalabwi	13	6,200	0	24,000	30,200
2.2	406	Food security	Aurélie Vitry	128	42,000	0	42,000	84,000
2.3	407	Urbanisation		151	68,248	0	39,552	107,800
2.4	408	Resolving conflicts	Mercy Dikito-Wachtmeister	49	21,949	0	0	21,949
3.4	409	GWP- Dundee University Scholarship Programme in International Water Law	Prof. Patricia Wouters John Metzger	3	1,473	0	5,000	6,473
4.1	410	Scientific Programme Committee for the Stockholm World Water Week	John Metzger	71	27,650	4,500	0	32,150
4.2	411	GWP performance measurement	John Metzger	60	27,450	14,200	0	41,650
4.4	412	Support to Eastern Africa	Alex Simalabwi	30	15,150	3,200	0	18,350
4.4	413	Support to the Caribbean	Alex Simalabwi	58	24,070	10,000	0	34,070
4.4	414	Support to Mediterranean	John Metzger	67	27,805	10,000	0	37,805
4.4	415	Support to Southern Africa	Alex Simalabwi	10	5,500	0	0	5,500
4.4	416	Support to Central Africa	Aurélie Vitry	60	24,750	7,200	0	31,950
4.4	417	Support to West Africa	Aurélie Vitry	45	14,475	0	33,000	47,475
4.4	418	Support to Central and Eastern Europe	Danka Thalmeinerova	25	10,375	0	0	10,375
4.4	419	Support to Central Asia and the Caucasus	Danka Thalmeinerova	45	18,675	0	0	18,675
4.4	420	Support to China	John Metzger	45	18,675	10,000	0	28,675
4.4	421	Support to Central America	Gabriela Grau	45	18,675	10,000	0	28,675
4.4	422	Support to South America	Gabriela Grau	20	8,300	5,500	0	13,800
4.4	423	Support to South Asia	Mercy Dikito-	45	18,675	13,200	0	31,875



SE	NB	Activity title	Leader	Days	Staff costs	Trav. costs	Oth. costs	Total costs
			Wachtmeister					
4.4	424	Support to Southeast Asia	Mercy Dikito-Wachtmeister	64	26,560	8,500	0	35,060
4.4	425	Managing of GWP Network Unit	John Metzger	20	8,300	12,000	0	20,300
2.1	427	Water, Climate and Development Coordination	Alex Simalabwi	35	14,525	2,500	0	17,025
1.5	428	EU ANBO management	Aur�lie Vitry	45	18,675	7,800	0	26,475
1.5	501	Reinforcing GWP's participation in the global debates on transboundary waters	Patricia Wouters	50	24,800	15,000	0	39,800
2.1	502	Making the case for water security	Wouter Arriens, Tushaar Shah, Mohamed Ait Kadi	80	33,200	16,000	0	49,200
2.1	503	Exploring the economics of water security	Dale Wittington and Claudia Sadoff	80	33,200	16,000	0	49,200
2.1	504	Support to Climate Change Adaptation Operational Strategy	Mohamed Ait Kadi	70	29,050	10,000	0	39,050
2.2	505	Water policy to support food security	Mohamed, Uma Lee and Tushaar Shah	100	41,500	14,800	0	56,300
2.3	506	Support on integrated urban water management	Wouter Arriens	156	64,740	20,000	0	84,740
3.3	507	TEC contributions to the GWP Toolbox	Patricia Wouters / Dale Wittington	242	99,462	0	0	99,462
3.4	508	Information to policy makers on possible solutions to address critical challenges	Mohamed Ait Kadi	134	56,210	6,000	0	62,210
4.4	509	Technical Committee Meetings	Mohamed Ait Kadi	41	12,425	0	9,000	21,425
4.4	510	Management of Technical Committee	Mohamed Ait Kadi	70	24,250	0	36,250	60,500

## ANNEX: Activity Sheets GWPO Secretariat

SE	NB	Activity title	Leader	Activity Description	Main Outputs
3.2	101	<b>Participating in Strategic Regional and Global Events</b>	Ania Grobicki	Make preparations and participate/speak in events that provide advocacy platforms, in cooperation with GWP Regions, Strategic Partners/Allies and GWP Secretariat and Senior Leadership Team, for the benefit of implementing the GWP Strategy and its desired outcomes - to support the sustainable development and management of water resources at all levels.	To continuously advocate the IWRM concept and deliver strategic key messages to selected audiences and decision makers, in order to raise the profile of water resources management in global, regional and national-level political agendas.
3.4	102	<b>Advocacy &amp; Strategic Communications</b>	Ania Grobicki	Write strategic inputs to put GWP on the Advocacy arena within key forums.	Guide the implementation of the Communications strategy, provide communications and advocacy materials for publications to promote GWP and deliver key messages.
3.4	103	<b>Support GWP Technical Committee in Knowledge Sharing &amp; Knowledge Management</b>	Ania Grobicki	Guide and support GWP Technical Function in the areas of Knowledge Sharing and Knowledge Management, especially within the area of Economics of Water Security. Participate in TEC meetings.	Establish a High Level Panel on Economics of Water Security and be a key catalyst in driving the discussions forward hand in hand with developing knowledge products.
4.1	104	<b>Strategic Thematic Initiatives and New Programme Development</b>	Ania Grobicki	Be a key catalyst and facilitator in the development of 5 Thematic Focus Areas: Climate Change – well in progress, Urbanisation, Food Security, Transboundary Management and Financing Water Management both internally and externally, to advocate for action and develop solutions for critical challenges. Be a key part in building new programmes together with strategic allies (ex. WMO, PAWD III) and integrating these with the strategic goals of the network.	Establish 5 key strategic thematic Focus Areas: Climate Change – well in progress, Urbanisation, Food Security, Transboundary Cooperation and Financing Water Management to increase focus on ways to meet critical global, regional and national development challenges. Build and strengthen the GWP Knowledge Chain by including people from Secretariat, Regions, Strategic Partners, Senior Advisors, FPG – especially the Dutch, Regional Development Banks and Multilateral Agencies. Find new sources for global and regional funding, broaden the substantive scope of GWP activities and ensure that the outcomes of Strategic Goals 1 and 2 (on promoting water in national development and meeting critical development challenges) are met in a variety of contexts.
4.1	105	<b>Strategic Partner and FPG Cooperation &amp; Development</b>	Ania Grobicki	Programmatic development - interact, build, maintain and develop relations with Strategic/Financial Partners. Plan biannual FPG meetings to harmonize donor relations.	Strengthen cooperation and the number of co-funding activities of GWP with Strategic/Financial Partners to increase the level of funding for the network, and to promote IWRM, linked to a variety of new development challenges such as climate change, urbanization, food security etc.
4.2	106	<b>Human Resources Management</b>	Ania Grobicki	Ensure a stable organizational structure and good working environment in accordance with GWP Statutes. Be responsible for and make decisions related to staff contracts, recruitment, salaries, performance reviews etc. Participate in and plan for Staff retreat	Plan for organizational system and structure, human resources and skills mix needed to support the implementation of the 2009-2013 GWP Strategy; ensure a positive, harmonious and productive work environment within the GWP Secretariat.
4.3	107	<b>Fundraising</b>	Ania Grobicki	Develop and implement the Fundraising Strategy at global and	Increase and manage fund raised at Global, Regional and

SE	NB	Activity title	Leader	Activity Description	Main Outputs
				regional level and manage fundraising initiatives in partnership with GWP Secretariat and Regions.	National levels (both core and programmatic funding) to be able to meet the requirements needed to fully implement the 2009-2013 strategy.
4.4	108	<b>Corporate Management &amp; Governance</b>	Ania Grobicki	Strategic Leadership of GWP Network through overall view and understanding of needs and requirements to develop and lead GWP through the implementation and outcomes of the Strategy 2009 – 2013. Be updated on global, regional, country and secretariat activities, progress and development for decision making.	To lead and support the GWP Network and Secretariat to meet the goals to be achieved in the 2009-2013 strategy, through establishing stream lined and well functioning HI and HQ agreements, procurement, staff rules and regulations and other policies, and in addition minimize potential risks to the organisation.
4.4	109	<b>Internal Management</b>	Ania Grobicki	Participate in Management-, Staff-, and Senior Leadership Team Meetings, in order to manage Secretariat and Network development.	See to that each Secretariat staff member delivers their part of the implementation of the 2009-2013 strategy, according to each individual performance cycle; oversee the structure and functioning of the Secretariat and Technical Committee.
4.4	110	<b>Statutory Meetings of GWP Governing Bodies</b>	Ania Grobicki	SP, SC and RD/CP planning, content preparation and attendance. Ensure Secretariat support to Governing Bodies.	To serve the GWP Governing Bodies (Sponsoring Partners, Steering Committee, Regional Days and Consulting Partners Meeting) in order to make decisions and guide the organization in implementing the GWP Strategy 2009-2013 – e.g. approval of GWPO Work Plan 2012.
4.3	201	<b>Accounting</b>	Catharina Sahlin Tegnander	Process invoices and claims; secure timely payments; record quality checked regional expenditures in the general Ledger, monthly reconciliations to secure updated accurate information; verify and follow-up supplier invoices; Update and keep the accounting system in good working conditions; Keep the practical accounting guide updated	
4.3	202	<b>Financial Management</b>	Catharina Sahlin Tegnander	Secure a robust internal control by a participatory process for budget preparations, budget follow-up, and forecasts; Monitor budget execution and assist all units on budget issues; Manage the annual closing process to allow a smooth process ; Prepare useful financial reports to be used as decision making tool for Management, Technical Committee, and units within the Secretariat; Prepare a high quality Annual Financial Report; Prepare correct and timely VAT and tax reports to the Swedish Authorities; Control decisions and manage the outputs from the Decisions Archive; Plan and monitor liquidity and currency accounts ;Liaise with the bank	
4.4	203	<b>Audit Network (Global and Regional)</b>	Catharina Sahlin Tegnander	Prepare for and assist the auditors during the spring and autumn audit of the Secretariat; Assist the global auditors in the audit of the RWP; Liase with the regional auditors; Contribute to the Audit Guidelines; Interact and develop a good relationship with the GWPO auditors; Prepare the required audit documents (representation letters etc)	
4.3	204	<b>Regional Partners and</b>	Catharina	Quality control the quarterly financial reports from the regions	

SE	NB	Activity title	Leader	Activity Description	Main Outputs
		<b>Network Operations Financial Management support</b>	Sahlin Tegnander	and liaise with the regions and network team on recommendations for improvement; Support the RWP on any financial queries; Provide capacity building financial training for the regions as requested or deemed necessary; Conduct internal audits and host institution visits; Liaise with the Network team and regions on financial queries and requests; Prepare and update financial guidelines for best practice at the regions; Liaise with potential Host Institutions on Financial and Administrative matters as part of the host selection process; Quality control and support the Host Institution for the EC ANBO Programme	
4.4	205	<b>Hosting of EUWI Finance Working Group and support to Technical Committee</b>	Catharina Sahlin Tegnander	Provide high quality support on financial and administrative matters including accounting, supplier payment, preparation of monthly financial status reports, preparation of the annual financial report, and support as requested during the audit process.	
4.4	206	<b>Office Administration</b>	Suzanne Strömberg	Provide an efficient, cost-effective and ergonomically-sound work environment; Secure good cooperation with SIWI/UNDP/FAO/UNEP; Provide user-friendly administrative procedures and tools; Review of the Secretariat Handbook; Assist SIWI with reception duties	
4.1	207	<b>Internal Finance and Admin. Unit Management</b>	Catharina Sahlin Tegnander	Secure a well functioning Finance and Admin Unit with dedicated, motivated, and skilled staff; Improve efficiency through information sharing, best practice, and manual and IT tools; Participate in management -, unit-, staff-, and other generic meetings	
3.1	301	<b>Communications capacity-building across the GWP Network</b>	Steven Downey	A major element of the GWP global strategy (2009-13) is for GWPO to support communications capacity-building across the network and especially to support regional communications. The annual Communications Officers meeting provides a platform for inter-regional knowledge sharing and a venue for addressing practical matters that face a dispersed international communications team (reporting, media relations, publishing, graphical policy, online presence, etc.).	<ul style="list-style-type: none"> <li>• Communications Officers meeting: plan, organize, follow-up actions.</li> <li>• Work with regions to improve reporting so outcomes are clearly articulated (through monthly and annual reports, news releases, etc.)</li> <li>• Orientation/induction in 2012 of TEC on communications matters</li> <li>• Maintain and improve online tools (WOLF) for regions which make publications creation easier and global brand more recognizable.</li> <li>• Seek ways to economically translate, print and distribute materials—both online and in hard copy.</li> <li>• Support regions and special programmes (e.g., WACDEP) in recruitment and training of Communications Officers</li> <li>• Photo management (selection, purchase, Flickr) for public awareness material for the network</li> </ul>

SE	NB	Activity title	Leader	Activity Description	Main Outputs
					<ul style="list-style-type: none"> <li>Support regional Communications Officers at major events (reporting, side events, web publishing, etc.)</li> <li>Support in the creation and maintenance of regional websites on the <a href="http://www.gwp.org">www.gwp.org</a> platform</li> </ul>
3.2	302	Events	Helene Komlos Grill	GWP selects key global and regional events where we advocate for an integrated approach to water resources management, and contribute technical expertise.	<ul style="list-style-type: none"> <li>Support advocacy at key events (e.g., UNFCCC, Africa Water Week, UNECE, etc.)</li> <li>Material and logistical support at selected events. In 2012 there are two major global ones: 6th World Water Forum (March) and Rio+20 (June)</li> <li>Financial support, as necessary, for regional events.</li> </ul>
3.2	303	Website	Matt Evans	Enhance network communications by continuing to integrate the Partners database with the website, and continue to develop website features so that the site remains state-of-the-art.	<ul style="list-style-type: none"> <li>Website maintenance and upgrades</li> <li>Assist regions, on request, with migrating their websites to global platform</li> <li>Explore more effective uses of social media (e.g., SlideShare, LinkedIn, YouTube, Flickr, Twitter, etc.)</li> </ul>
3.2	304	Stockholm World Water Week	Steven Downey	This annual event is key to enhancing our visibility in the water world and strengthening our relationship with a strategic ally, SIWI. GWP participates fully as exhibitor and convener of sessions and side events, in addition to roles filled by individual staff (e.g., ES, HNOps, Junior Water Prize jury). This budget contains registration fees for GWPO staff.	<ul style="list-style-type: none"> <li>GWP exhibit</li> <li>GWP-convened sessions and side events</li> <li>GWPO staff attendance for networking</li> <li>Media exposure for GWP</li> </ul>
3.3	305	GWP IWRM ToolBox	Danka Thalmeinerova	<p>The ToolBox is central to GWP's knowledge sharing efforts, says the strategy.</p> <p>Support:</p> <ul style="list-style-type: none"> <li>Assist Network Officers to foster inter-regional sharing of knowledge created by the Network as well as by other entities</li> <li>Assist Communications unit in sharing GWP technical knowledge</li> <li>Assist RWPs in use of ToolBox (presentations in regions) – 2 trips</li> </ul> <p>Expand:</p> <ul style="list-style-type: none"> <li>Establish a knowledge hub of universities</li> <li>Conduct a Survey on application of ToolBox in the field</li> <li>Establish online discussion forum with Communications unit</li> <li>Application of Tools in assessing performance in selected</li> </ul>	<ul style="list-style-type: none"> <li>Network Officers are active in promotion of ToolBox in their regions</li> <li>Communication team is supported by technical knowledge</li> <li>2 travels conducted to regions (based upon requests)</li> <li>Knowledge hub of academia initiated and regional workshops organized -2 days workshop of 15-20 people</li> <li>Survey on ToolBox use conducted in all 13 regions</li> <li>Discussion forum launched</li> <li>Analytical study and the Report on Application of Tools in assessment of WRM performance developed in 2 countries</li> </ul>

SE	NB	Activity title	Leader	Activity Description	Main Outputs
				<p>county(ies)</p> <ul style="list-style-type: none"> <li>Promote use of ToolBox among GWP Partners and other key institutions</li> <li>Liaise with strategic partners to share knowledge resources</li> </ul> <p>Enhance quality of ToolBox:</p> <ul style="list-style-type: none"> <li>Revision of tools A3 and C7</li> <li>Revision of tools B1 and B2</li> <li>Case studies and Reference documents</li> </ul>	<ul style="list-style-type: none"> <li>Tools on Financing and Economic instruments developed</li> <li>Tools on Institutional Arrangements developed</li> <li>Minimum 6 case studies and 12 reference documents uploaded</li> <li>ToolBox website is maintained and properly administered</li> </ul>
3.3	306	<b>Document Management System</b>	Matt Evans	Consider options to enhance or replace our document archive system (Sharepoint) with an intranet that serves GWPO and RWPs.	<ul style="list-style-type: none"> <li>If determined, replace Sharepoint with new Knowledge Management and document handling system</li> </ul>
3.3	307	<b>Storage and Distribution</b>	Helene Komlos-Grill	Annual contract for warehousing, printing, and dispatching of GWP publications.	<ul style="list-style-type: none"> <li>Warehouse services</li> <li>Printing</li> <li>Mailing services</li> </ul>
3.4	308	<b>Publishing</b>	Helene Komlos-Grill	<p>GWP in Action Annual Report: This flagship publication documents the activities and financial information. While the report is not exhaustive, it is comprehensive and represents the full spectrum of GWP's performance.</p> <p>NewsFlow: This monthly e-newsletter, with 1,700 subscribers, reports on the network's activities and achievements. GWPO Communications continues to work with the regions to improve reporting: moving from simply recording activities to communicating news and outcomes that demonstrate GWP's added value at all levels.</p> <p>Translations, Photographs, Printing, etc.: A significant portion of the GWPO Communications budget is to provide a range of services to the network: writing, editing, design, photos, translations, printing, CDs, brochures, presentations, electronic communications, etc.</p> <p>GWP Technical Committee Products: GWPO Communications manages the publishing process.</p> <p>Graphical Policy: Updated and approved by the Steering Committee in May 2011 (first time since 2005). The guiding document for the GWP visual brand identity.</p>	<ul style="list-style-type: none"> <li>Produce, support and coordinate production of GWP printed and digital material (translations, editorial services, design, photographs, layout, printing)</li> <li>NewsFlow: select, write, edit and format monthly e-newsletter</li> <li>Technical Committee products edited, designed, translated, printed and disseminated (materials paid for on TEC budget, not staff time)</li> <li>GWP in Action Annual Report (planning, selecting, writing, editing, design, printing)</li> <li>GWP Brochure: update</li> </ul>

SE	NB	Activity title	Leader	Activity Description	Main Outputs
3.4	309	<b>Press / Strategic Messaging</b>	Steven Downey	<p>In conjunction with events and as opportunities arise, GWP engages with media on interviews and disseminates news releases.</p> <p>GWPO Communications gives regular attention to message development so that the network is aligned in what it is trying to communicate to its various audiences. The role of GWPO Communications is to craft language to reflect our strategic niche, create an inventory of key messages and GWP descriptors as agreed by the network, and connect the content of our work (activities) to concrete results (outcomes).</p>	<ul style="list-style-type: none"> <li>• Support message development so network is aligned in what it communicates</li> <li>• Create and manage website content</li> <li>• Disseminate news and use newsworthy events to show GWP relevance</li> <li>• Arrange for media interviews, using key GWP people as spokespersons</li> <li>• Follow-up and report media coverage: "GWP in the News"</li> <li>• Pursue opportunities for advocacy at key events and with strategic allies</li> <li>• Exploit online opportunities to 'get the message out' on water issues</li> <li>• Develop e-alerts/e-cards for use prior to events, new publications, etc.</li> </ul>
4.4	310	<b>Decision Archive</b>	Matt Evans	The Decision Archive is an online system for creating and processing financial decisions by GWPO that greatly enhances budget monitoring.	<ul style="list-style-type: none"> <li>• Upgrade and modifications to ensure it provides the secretariat with a reliable service for financial management.</li> </ul>
4.4	311	<b>Partners Database and other software</b>	Matt Evans	<p>The Partners database is foundational to having the right 'intelligence' about the network. Updating and improvement is necessary to keep it useful for the global and regional offices. The database is now—unlike before—accessible by the regions, allowing for greater participation by the network and enhancing the mapping of GWP's complex relationships.</p> <p>Maintenance fees and upgrades require annual investments.</p>	<ul style="list-style-type: none"> <li>• Maintenance fees and upgrades to Partners database</li> <li>• Miscellaneous software upgrades for GWPO, as necessary</li> </ul>
4.4	312	<b>GWPO IT Equipment</b>	Matt Evans	Each year provision needs to be made for normal replacement of IT hardware in addition to part-time IT support for staff.	<ul style="list-style-type: none"> <li>• Replace equipment, as necessary</li> <li>• IT support to staff</li> <li>• Office IT equipment maintained</li> </ul>
4.4	313	<b>GWPO IT Service Provider</b>	Matt Evans	GWPO pays an outside supplier to provide platforms and licensing for computer-related office systems.	<ul style="list-style-type: none"> <li>• Software licenses kept up to date</li> <li>• Office IT systems maintained</li> </ul>
4.4	314	<b>Support to GWPO</b>	Helene Komlos-Grill	Various activities to support internal processes.	<ul style="list-style-type: none"> <li>• Participation in and support for SC, FPG, TEC and various other meetings</li> <li>• Support fundraising proposals and reports to donors</li> <li>• Support CP (programme, filming, Minutes, evaluation, Annual Lecture, news, etc.)</li> <li>• General admin in contracting services for communications activities</li> </ul>
4.4	315	<b>Subscriptions</b>	Helene	As the focal point for knowledge resources at the global	<ul style="list-style-type: none"> <li>• Book purchases and subscriptions</li> </ul>



SE	NB	Activity title	Leader	Activity Description	Main Outputs
			Komlos-Grill	secretariat, GWPO Communications orders books, periodicals and other resources as required.	
1.4	402	<b>Financing water management</b>	Gabriela Grau	<p>The publication of the EUWI has been delayed due to the complexity and diversity of the workshops, which was not duly documented. The aim will be to highlight the importance of working on water financing training which has generated a great demand and enabled GWPO to set the foundation for a more coherent and structured way of addressing this subject, in particular to extend knowledge to the country level, for the benefit of the Partnership.</p> <p>The CDKN project now in progress will develop technical and strategic guidance documents on financing by March 2012. These will be disseminated and discussed with RWPs and the need for any adaptation to local conditions will be examined and followed up. The need to develop training on financing linked to these publications and earlier EUWI/CapNet work will be investigated.</p> <p>A study will be carried out by EUWI/GWP-CAM on methods of revenue raising for water resources management. A publication will give experiences around the implementation of financial instruments, and contain key elements that should be taken into account when trying to adopt and implement financial instruments at different levels.</p>	(i) Publication of the EUWI FWG report containing lessons learned and insights resulting from the joint GWP, EUWI FG and OECD initiative will be ready for circulation across the RWPs and CWPs during the first quarter; (ii) Disseminate and promote the use of the outputs from the CDKN initiative, (iii) Publication on methods for revenue raising for water resources management.
1.5	403	<b>Facilitating Transboundary Cooperation</b>	John Metzger	<p>The Global Water Partnership's (GWP) 2009 2013 Strategy commits to 'facilitating transboundary cooperation' noting: "Taking the shared benefits approach, GWP will support regional processes and work with regional organisations and initiatives, such as ASEAN, SADC and ECOWAS. GWP will also work with other partners such as UN-Water, including the GEF to contribute to existing initiatives in all regions, extending from the Yellow River to the Nile Basin, in support of cooperative processes to make shared waters become a force for regional economic development"</p> <p>GWP seeks to increase the effectiveness of this commitment by identifying and integrating its current portfolio of activities in international and sub-national transboundary at the global, regional, national, sub-national and local levels into an operational strategy for facilitating transboundary water cooperation that fosters the GWP vision of a water secure</p>	<p>Further develop a coherent operational strategy for facilitating transboundary cooperation that is useful to the entire GWP (Global, TEC, Regions and Countries) in guiding a coherent plan of activities that facilitate transboundary cooperation, including:</p> <ul style="list-style-type: none"> <li>(i) The GWP/Dundee scholarship programme in international water law (ref. Activity 409)</li> <li>(ii) In cooperation with Chatham House, development of a 4-year programme on transboundary water security;</li> <li>(iii) Completion of the INBO Handbook on transboundary water resources management,</li> <li>(iv) Support to TEC in the development of a background paper on transboundary water resources management and</li> <li>(v) ongoing activities across the network including specific transboundary activities undertaken by the regional and country I partnerships.</li> </ul>



SE	NB	Activity title	Leader	Activity Description	Main Outputs
				<p>world.</p> <p>The GWP TEC has developed a framework for consolidating its activities in transboundary under the headings: (i) substantive; (ii) procedural; (iii) Knowledge Chain – under which we seek to identify / develop / devise / deliver our strategy on transboundary, consistent with GWP's core mission.</p> <p>GWP is uniquely positioned to strengthen transboundary water cooperation by combining its internationally recognised leading-edge think-tank capacity (e.g. in the Technical Committee), with a network of over 2400 partner organisations, 13 Regional Water Partnerships and 77 Country Water Partnerships. In addition, GWP's core values (inclusiveness, openness, transparency, accountability, respect, gender-sensitivity and solidarity) provide an internationally-respected neutral platform which should enable opportunities for facilitating transboundary cooperation, considered within the core mission of the GWP.</p> <p>GWP is already active in one way or the other in addressing transboundary water management issues in the Nile, Mekong, Danube, Central Asia, the Balkans, Western and Southern Africa and China, among others.</p> <p>Working closely with TEC, external consultants where useful, and key regional partners, we will continue to analyze GWP's strengths and weaknesses, and examine the global and regional opportunities and threats; to enable development of a coherent operational strategy to address this important element of our Strategy.</p>	
1.6	404	<b>Monitoring progress on IWRM – status report to UNCED+20</b>	John Metzger	<p>During 2012, this activity will support of a joint project with UN Water entitled: "Status Report to the UNCED+20 Conference on the application of integrated approaches to the development, management and use of water resources"</p> <p>The goal of the project is: To support countries in the sustainable development and management of water resources.</p> <p>The purpose of the project is: To assess progress and outcomes on "the application of integrated approaches to the development, management and use of water resources", and to develop a long term monitoring and reporting framework for water resources.</p> <p>The project will assess progress based on the</p>	<p>The major outputs from this project are as follows:</p> <p>(1) A United Nations Progress Report to be submitted to the UNCED+20 Conference including: (i) An assessment of progress since 1992 on the management of water resources across the world and the adoption of integrated approaches, (ii) An analysis of the findings and policy lessons for the global, national and regional levels; (iii) A series of operational recommendations on: -How countries could make further progress in their development and management of water resources at the national level including for shared waters, considering various sectoral needs -Future indicators and monitoring options (what and how) by UN-Water and partners, based on the experience of producing this report.</p> <p>(2) An accompanying Power Point Presentation of the</p>

SE	NB	Activity title	Leader	Activity Description	Main Outputs
				<p>recommendations of the UNCED Conference in 1992, as stated in Agenda 21 Chapter 18, and the Johannesburg Plan of Implementation agreed at the WSSD in 2002. The outcomes of the UNFCCC processes will also be taken into account in the procedures and preparation of the progress report. The report has a unique purpose related to the UNCED plus 20 meeting and is the only report that focuses exclusively on water resources. It thus complements the tri-annual World Water Development Report, which gives a comprehensive review of all aspects of water, and reports such as JMP and GLAAS that focus only on water supply and sanitation services. The project does not aim to assess the present physical availability of freshwater resources in the world as this is covered by others. The project will address the need for a more rigorous reporting framework for water resources and will involve countries to promote national ownership and future follow up on long term reporting on water resources.</p>	<p>above report to communicate effectively the findings and recommendations of the status of the management of water resources.</p> <p>(3) A visual and interactive presentation of progress over time - at least since 1992 RIO summit. – depending on data availability.</p> <p>(4) A proposal for establishing a regular monitoring and reporting framework on the progress in the management of water resources world-wide.</p> <p>Key milestones in the project include:</p> <p>(i) inception report by November 2010 - COMPLETED</p> <p>(ii) Final survey instrument by March 2011 - COMPLETED</p> <p>(iii) Completed surveys from all countries by August 2011 – COMPLETED</p> <p>The project will be completed in 2012 with the following activities:</p> <p>(iv) Final status report and accompanying presentations by February 2012;</p> <p>(v) Proposal for establishing a regular monitoring and reporting framework by December 2012</p>
2.1	405	<b>Adapting to climate change</b>	Alex Simalabwi	<p>This activity aims at supporting GWP efforts in developing solutions for adapting the management of water resources to climate change. The activity will be guided by an operational strategy on climate change and will support the implementation of the Water, Climate and Development Programme (WACDEP). The objective of the programme is to promote water security as a key part of sustainable regional and national development for economic growth and human security. The objectives of the programme are to support countries in:</p> <ul style="list-style-type: none"> <li>the integration of water security and climate resilience in development planning processes</li> <li>the development of partnerships and capacity of institutions and stakeholders to build resilience to climate change through better water management</li> <li>the development of “no regret” financing and investment strategies for water security and climate change adaptation</li> </ul>	<ul style="list-style-type: none"> <li>Finalise GWP operational strategy on climate change</li> <li>Map GWP's global work on climate change including WACDEP</li> <li>Represent GWP in key global event/processes on climate change adaptation such as UNFCCC, AGWA, WCC</li> </ul>
2.2	406	<b>Food security</b>	Aurélie Vitry	<p>1. Formal mapping of GWP's current activities at regional and global levels and strategic global allies – based on preliminary</p>	<p>1. Document summarizing GWP's key activities at regional and global levels as well as list of strategic global</p>

SE	NB	Activity title	Leader	Activity Description	Main Outputs
				<p>background research carried out in 2011 and 2011 CP meeting discussions/outcomes</p> <p>2. Revision of operational food security strategy for GWP and coordination of implementation</p> <p>3. Support to design and implementation/coordination of specific food security programmes/projects:</p> <ul style="list-style-type: none"> <li>- global IFAD-funded project on water/food security and integrated land and water resources management (1,5 million USD, supplemented by same amount from GWP Core; 3 years; targeting specific countries in South Asia and Eastern Africa)</li> <li>- implementation of MOU with FAO (including work with Global Soil Partnership)</li> <li>- cooperation with Challenge Programme on Water and Food (and CGIAR Research Programme 5 on Water, Land and Ecosystems), sharing lessons from South and West African regions</li> <li>- strengthened partnership with the CAADP (Africa), in the WACDEP framework</li> <li>- joint activities with the International Land Coalition</li> </ul> <p>Will include several trips to key regional/global events on food security and agricultural water management, visits to strategic allies and/or project countries/regions</p> <p>4. Supervise follow-up GW-MATE/GWP activities. One example could be Stephen Foster's participation to the GEF Groundwater governance programme on behalf of GWP, to facilitate involvement of the RWPs in GEF's upcoming regional consultation meetings on a Global diagnostic of groundwater governance issues</p>	<p>allies</p> <p>2. Operational strategy for GWP's involvement in the area of food security revised; beginning of implementation</p> <p>3. IFAD project fully developed, co-financing secured; beginning of implementation At least two GWP/FAO joint activities GWP/CPWF cooperation documented and shared, and possibly replicated in regions other than WAF and SAF / used as a basis for defining joint activities within the CRP-5 framework CAADP better involved in implementation of WACDEP (mainly through local level pilot projects focusing on the water-food-energy nexus) At least one GWP/ILC joint activity</p> <p>4. Development and monitoring of implementation a new consultancy contract to S. Foster</p>
2.3	407	<b>Urbanisation</b>		<p>The GWP Strategy proposes the following for this strategic element: Today, 50 percent of the world's population lives in urban areas and, with changing demographics characterised by massive migration into cities, by 2025 the percentage is projected to be 60 percent.</p> <p>Urban water and wastewater management is a serious threat in most developing countries. Most cities are unable to expand basic water services or manage growing competition among</p>	<p>(i) GWP Operational Strategy for tackling urbanisation in the context of the available human and financial resources and the vision and mission of the GWP and its network.</p> <p>(ii) Represent the issue of urbanisation and water resources management in the context of ongoing stakeholder discussions and dialogues between governments, regional development banks and others to enable and IWRM approach to be applied in investments in water infrastructure development and management.</p>

SE	NB	Activity title	Leader	Activity Description	Main Outputs
				<p>users. Given the trends in urbanisation, the need to improve water and waste management in cities is urgent. But, this must take impacts over a wide area into consideration, both upstream and downstream, as well as across basin and aquifer boundaries. As part of this effort, GWP will continue its work with UN-Habitat Water Operators Partnerships, where the focus will be on managing 'used water' as an essential element in overall water management.</p> <p>During 2011 the Technical Committee produced a perspectives paper entitled "Towards Integrated Urban Water Management". Working closely with the Technical Committee, we will seek to develop and initiate an operational strategy for GWP to move forward with this strategic element.</p>	
2.4	408	<b>Supporting dialogues that emphasise negotiation and compromise and allow optimal choices</b>	Mercy Dikito-Wachtmeister	<p>1. Work regarding this strategic activity evolves around supporting regional dialogues that create the space for stakeholders to dialogue, think through water conflict aspects and arrive at negotiated and compromise solutions that reflect stakeholder choices for achieving optimal benefits for all. The importance of dialogues of this nature emanate from the fact that demand for water, degradation of water &amp; related natural resources, climate variability, and rural urban migration and conflicts over water and related resources have increased, and that this increases the possibility of serious conflicts over water and negative impacts on vulnerable groups, including the poor. The framework for resolving conflicts is the UN Charter article 1 which provides for maintaining international peace and security and promoting fundamental freedoms of all thru the peaceful management of the world's water resources locally, regionally, and globally. Key to this at the international level is the UN Watercourses Convention.</p> <p>This work in this area will : Activities to be undertaken. From a legal perspective, the framework for resolving conflicts is the UN Charter article 1 which provides for maintaining international peace and security and promoting fundamental freedoms of all thru the peaceful management of the world's water resources locally, regionally, and globally. Key to this at the international level is the UN Watercourses Convention.</p> <p>According to the GWP strategy, GWP's key role will be to</p>	<p>(i) An annotated summary of 13 regional work plan 2010 activities regarding conflict resolution prepared and shared with the NO team. (ii) Half yearly summary of 13 regions output reports on conflict resolution activities prepared and shared with the NOs. (iii) Patricia Wouters (Resource person) (and if funds allow a social scientist, most likely Prof Shantha from Bangalore India) will have visited GWPO to have half day session with Network Officer on the UNCharter Article 1 (Law of Nations) and the legal and social perspectives to resolving conflicts, by June 2012. If funding situation does not allow, Shantha will only share written work on experiences from the ground, i.e interstate river water sharing of rivers in South of India. This provides the legal and social context for understanding conflict resolution. (iv) Attend 1 global and 1 regional level conflict resolution related seminars at Dundee University or any relevant institution (v) Attend relevant global and regional conflict resolution events in SEA and SAS, annotate and share some scenarios with Network Officers. (vi) On a yearly basis update a summary map on conflict resolution scenarios emanating from the network (policy and practice) and from theory and legal perspectives. Vii. Regions to support on Conflict resolution activities identified, and the support they require identified. Viii. A more detailed activity plan on GWP's role in resolving conflict within the GWP network</p>

SE	NB	Activity title	Leader	Activity Description	Main Outputs
				<p>“support dialogues that emphasize negotiation and compromise and that allow stakeholders to think through and make choices that result in optimal benefits for all” Support for the Dialogues will mainly be through ;</p> <ul style="list-style-type: none"> <li>• Facilitation of good understanding by the Network officers and the Network of the UN Charter article 1, which provides the framework for looking at resolving water conflicts, locally, regionally and globally. Support in this area will hopefully be provided through University of Dundee- UNESCO Centre.</li> <li>• Using interns, prepare a concise brochure on the literature around conflict, conflict resolution and scenarios of conflict resolution and identify some good illustrative cases for the toolbox.</li> <li>• From the information available through consultations with the regions (through NOs),map out the conflict resolutions activities that the network is involved in in river water sharing and transboundary water management .</li> <li>• Through consultations with the NOs, identify the nature of support that regions which are currently involved in conflict resolution require.</li> <li>• Feed, inform and catalyse the GWP knowledge chain with approaches/strategies coming out from the network activities so as to better understand related conflicts and realistic scenarios for conflict resolution for practitioners and policy makers coming out of them.</li> <li>• In consultation with the Network Officers and their regions, support the regions in identifying and mapping out the key issues in the two areas of conflict resolution (transboundary &amp; interstate river water sharing), the main actors and their roles and the resources GWP requires to facilitate the process and identify who provides them.</li> <li>• Based on the outputs from the assessment/survey, draw a more detailed activity plan on GWP's role in resolving conflict within the GWP network.</li> <li>• GWPO's role in this thematic element is to support the work of regions, GWPO cannot afford to side step the regions. GWPO hopes that some of the activities that can be included depending on need and in consultation with regions are;</li> <li>• Communicating to the conflicting parties and the respective</li> </ul>	

SE	NB	Activity title	Leader	Activity Description	Main Outputs
				<p>national governments the availability of the GWP multistateholder platform in the country and the greater network to support the dialoguing process.</p> <ul style="list-style-type: none"> <li>• Supportive Information, mainly on conflict resolution scenarios that have emerged or are emerging from other conflicting situations in other river and transboundaries..</li> <li>• Documenting conflict resolution processes as dialoguing takes place</li> <li>• Facilitating linkages and dialoguing between conflicting parties and parties in similar situations</li> <li>• Facilitating linkages between conflicting parties with global processes on the same</li> </ul>	
3.4	409	<b>GWP- Dundee University Scholarship Programme in International Water Law</b>	Prof. Patricia Wouters John Metzger	<p>The 2-week study programme on International Water Law, delivered by the Dundee University was piloted in the summer of 2011 and will be scaled-up in 2012. The programme is directed at practitioners in developing countries and will facilitate capacity building in international water law. Participants will be better able to facilitate efforts to encourage cooperation in transboundary water resources management and development.“</p> <p>Objective: Capacity building in international water law to enable improved cooperation in transboundary water resources management and development</p> <p>Action: in collaboration with Dundee University, GWP will implement a GWP-Dundee Scholarship Programme in international water law. The programme is expected to enable training on a cost-shared basis in international water law for 30 professionals per year across the GWP network (5-year programme, i.e. 150 professionals trained).</p>	30 regional professional practitioners trained in international water law and thus able to facilitate mutual gains (ref. benefit-sharing) approaches to management and development of transboundary river basins.
4.1	410	<b>Scientific Programme Committee for the Stockholm World Water Week</b>	John Metzger	<p>Representing GWP interests through participation as a member of the Scientific Programme Committee for the Stockholm World Water Week.</p> <p>The thematic scope for 2012 is “Water and Food Security” – also a core element of GWP’s Strategy.</p>	<p>(i) Incorporation of GWP representation in the entire range of WWW programming</p> <p>(ii) Contribution to effective delivery of a relevant scientific programme</p> <p>(iii) Co-facilitating one of the core workshops (usually 8 in total) for the WWW programme.</p>
4.2	411	<b>GWP performance measurement</b>	John Metzger	<p>Since GWP is mainly about facilitating processes to improve water resources management, and GWP does not implement infrastructure projects, GWP has adopted “Outcome Mapping” as a tool to monitor and report results, and measure performance. This methodology is being applied across the network in 2009 and beyond, with stronger links to the Global</p>	<p>Increasingly useful and relevant programme management tools and outputs including planning, monitoring, implementation and reporting tools and reports.</p> <p>In 2012, as requested by the FPG and SC, we will be implementing a succinct yet analytical annual progress report</p>

SE	NB	Activity title	Leader	Activity Description	Main Outputs
				<p>Action Network to share experiences on performance measurement. Experiences with Outcome Mapping since its inception are enabling its application to be customized to suit the real requirements of the Network in a manner also compatible with the donor requirements.</p> <p>GWP will also share with the donor community its experience of the Outcome Mapping approach to show how it can be adopted in similar policy-related programmes and networks. The main activities here are to continue to develop and strengthen the GWP programme management cycle including:</p> <ul style="list-style-type: none"> <li>• Monitoring the performance of the GWP Network using an Outcome Mapping approach adapted to suit the requirements of the Network and the GTP donors</li> <li>• Facilitating the use of Outcome Mapping approach by the RWPs</li> <li>• Developing and revising useful Progress Markers for regional activities</li> <li>• Working to ensure compilation of the Outcomes from the GWP regional activities</li> <li>• Support to the ES in reporting to the SC on progress made in regional and programme activities</li> <li>• Participating in evaluations and learning processes as and when required.</li> </ul>	intermediate between the conventional Annual Report and the very detailed synthesizing
4.4	412	<b>Support to Eastern Africa</b>	Alex Simalabwi	<p>This activity will involve supporting GWP EA in implementation of their work plans for 2011. The activity will involve routine support to planned activities, providing demand driven advice to GWP EA and supporting their efforts in fund mobilization. The activity will also involve support to program development and participation in key regional meetings. Specific activities</p> <p>Support GWP EA in strategic and programmatic matters</p> <ul style="list-style-type: none"> <li>• Support GWP EA in developing 2013 work plans</li> <li>• Support GWP EA in fundraising</li> <li>• Support GWP EA in programme management and implementing activities in 2012 work plan</li> </ul> <p>Support GWP EA in governance matters</p> <ul style="list-style-type: none"> <li>• Participate in at least 2 GWP EA regional meetings</li> <li>• Support administrative, management and governance of GWP EA</li> <li>• Support GWPEA reporting on outcomes</li> </ul>	<ul style="list-style-type: none"> <li>(i) Support implementation of GWP EA implements programme for water, climate and development;</li> <li>(ii) Africa Water Week effectively supported with inputs from GWP EA;</li> <li>(iii) GWP EA 2012 work plan implemented and GWP-EA work plan for 2013 prepared;</li> <li>(iv) At least 1 proposal for GWP EA submitted to funding agency;</li> <li>(v) GWP EA outcomes reported in GWPO Annual Report;</li> <li>(vi) GWP EA outcomes reported in global international processes</li> <li>(vii) GWPEA governance improves</li> </ul>



SE	NB	Activity title	Leader	Activity Description	Main Outputs
				<p>Support GWP EA in linking with International processes</p> <ul style="list-style-type: none"> <li>• Support GWP EA participation in global CP, water week and COP 17</li> <li>• Support GWP EA in documenting outcomes of regional work for international audiences</li> </ul>	
4.4	413	<b>Support to the Caribbean</b>	Alex Simalabwi	<p>This activity will involve supporting GWP C in implementation of their work plans for 2012. The activity will involve routine support to planned activities, providing demand driven advice to GWP C and supporting their efforts in fund mobilization. The activity will also involve support to program development and participation in key regional meetings. Specific activities (refer to GWP-C work plan for details)</p> <p>Support GWP C in strategic and programmatic development</p> <ul style="list-style-type: none"> <li>• Support GWP-C develop programme on Water, Climate &amp; Development</li> <li>• Support GWP-C to prepare for GWP C 2012 High Level Forum</li> <li>• Support GWP-C in interregional exchange with at least one region</li> <li>• Support GWP-C submit at least 1 proposal to funding agency</li> </ul> <p>Support GWP C in governance matters</p> <ul style="list-style-type: none"> <li>• Support administrative, management and governance of GWP C</li> <li>• Support to financial report for GWP C</li> <li>• Participate in at least 2 GWP CA regional meetings</li> <li>• Support GWP-C reporting on outcomes</li> </ul> <p>Support GWP C in linking with International processes</p> <ul style="list-style-type: none"> <li>• Support GWP-C participation in global CP and water week</li> <li>• Support GWP-C participation in global CP, water week and COP 17</li> <li>• Support efforts in linking with regional bodies-CARICOM, CCCC, COTED and SREP</li> </ul>	<ul style="list-style-type: none"> <li>(i) GWP-C develop programme for water, climate and development;</li> <li>(ii) At least 1 proposal for GWP-C submitted to funding agency;</li> <li>(iii) Outcomes of Caribbean High Level Ministerial Forum followed up;</li> <li>(iv) GWP-C participates in interregional exchange with at least one region;</li> <li>(v) GWP-C 2012 work plan implemented;</li> <li>(vi) GWP-C Work plan for 2013 prepared;</li> <li>(vii) GWP-CA outcomes reported in GWPO Annual Report;</li> <li>(viii) GWP-CA outcomes reported in global international processes</li> </ul>
4.4	414	<b>Support to Mediterranean</b>	John Metzger	<p>Goal 1: Promote water as a key part of sustainable development</p> <ul style="list-style-type: none"> <li>• Support the process of operationalising the MED water strategy at regional and country level through providing lessons learnt from other regions in facilitating IWRM planning</li> </ul>	<ul style="list-style-type: none"> <li>(i) Improved workplans for 2012 and 2013.</li> <li>(ii) 5-year strategic programme observing outcome mapping is in place.</li> <li>(iii) Concise progress markers identified till 2013 with a working process for updating them annually.</li> </ul>



SE	NB	Activity title	Leader	Activity Description	Main Outputs
				<p>processes.</p> <ul style="list-style-type: none"> <li>• Provide relevant GWP knowledge for better support to country processes in Tunisia, Mauritania, Lebanon and other country level to improve programme delivery of MED.</li> <li>• Engage in TB cooperation supported action with a view of documenting lessons learnt from MED for adding to GWP knowledge.</li> <li>• Develop the regional capacity for the uptake of knowledge and strengthen the links with EUWI-FWG and OECD as knowledge partners to support GWP-MED work on financing water in context of regional strategy.</li> <li>• Scope for and set-up a support mechanisms for GWP-MED to be better able to inform MED infrastructure programmes and GWP-MED advocacy for sustainable infrastructure.</li> <li>• Document for GWP knowledge tools, lessons learnt from private sector involvement both as a potential financier of GWP regional/global activities and as a financier in IWRM process and involvement in infrastructure development.</li> <li>• Better engage GWP-MED in Pan-African processes for the benefit of North Africa as a sub-region of MED</li> </ul> <p>Goal 2: Address critical challenges</p> <ul style="list-style-type: none"> <li>• Support the region in defining its CC strategy within MED context of being a hard hit region in terms of water scarcity and sea level rise. Assist MED in its advocacy for adaptation through improved water resources management as response.</li> <li>• Build on MED's experiences for a better engagement in food-security issues in the region. Document lessons learnt for other regions. Forge links with Food security focal point.</li> <li>• Support MED to engage with urbanization and demographic mobility issues in the region and at global level given the large city syndrome in the region. Document lessons learnt and link regional work to thematic focal point.</li> <li>• Scope for opportunities of MED's engagement in conflict resolution processes especially in the West Asia sub-region. Document any lessons learnt (especially from former work in Southern-Eastern Europe) and link to thematic focal point for global engagement.</li> <li>• Forge strong links between MED and TEC on those issues.</li> </ul> <p>Goal 3: Reinforce knowledge sharing and communications</p> <ul style="list-style-type: none"> <li>• Assist the region in strengthening its communication function</li> </ul>	<ul style="list-style-type: none"> <li>(iv) At least four cases studies for toolbox developed.</li> <li>(v) 3 documented knowledge products based on MED experience in food security, TB and urbanization.</li> <li>(vi) Joint programme prepared for fundraising with all other African regions.</li> <li>(vii) Improved communications function resulting better reporting for monthly, six-monthly and annual reports – more timely.</li> <li>(viii) Inclusion of 20 strong regional partners and national level partners from the south. Resolve all partners database issues.</li> </ul>

SE	NB	Activity title	Leader	Activity Description	Main Outputs
				<ul style="list-style-type: none"> <li>• Support the region in becoming fully conversant in outcome mapping</li> <li>• Support the region in developing its 5-year strategic programme and identifying progress markers</li> <li>• Assist region in harmonizing programme goals and outputs into outcome mapping formats</li> <li>• Assist region in better mining for concrete outcomes and documentation of lessons learnt from their restricted and regional funded programmes.</li> <li>• Support the region in developing communication messages for advocacy on thematic areas</li> </ul> <p>Goal 4: Build a more effective network:</p> <ul style="list-style-type: none"> <li>• Continue discussions with MED on improved regional governance of the partnership.</li> <li>• Widen partners' database for a better representation of sectoral interests and sub-regional interests.</li> <li>• Build on Med strengths in fundraising for building capacities of the African regions working on Pan African processes.</li> </ul>	
4.4	415	<b>Support to Southern Africa</b>	Alex Simalabwi	<ul style="list-style-type: none"> <li>• Support the process facilitating the work of SADC (Water Division) on implementing the 3rd Regional Strategic Action Plan (RSAP).</li> <li>• Strengthen regional support to country process for WACDEP implementation</li> <li>• Support the finalization of the extension of Dutch support to Mozambique to finalize its IWRM plan – especially in final reporting and documentation of lessons learnt.</li> <li>• Support the region in developing programmes for countries small island states</li> <li>• Support in finalizing proposal to AfDB for WACDEP</li> <li>• Support region in engaging in Zambezi Danida-supported activities and DFID regional support to SADC</li> <li>• Support GWPSA in operationalizing the WACDEP Africa Coordination Unit and WACDEP implementation in SADC region</li> <li>• Assist the region in strengthening the KM and communication function in regions</li> <li>• Support the region in attracting donor funds through fundraising at global regional and country level.</li> </ul>	<ul style="list-style-type: none"> <li>(i) GWP-SA strengthens its regional funding situation with potentially regional funding from DFID, USAID and DANNIDA</li> <li>(ii) WACDEP Africa coordination Unit strengthened and mobilised</li> <li>(iii) Knowledge management function strengthen and GWPSA website updated</li> <li>(iv) GWPSA submits proposal to AfDB for funding by WACDEP</li> </ul>
4.4	416	<b>Support to Central Africa</b>	Aurélie Vitry	This activity involves supporting GWP-Central Africa in implementation of their 2012 work plan. The activity involves routine support to planned activities, providing demand-driven	

SE	NB	Activity title	Leader	Activity Description	Main Outputs
				<p>advice to GWP-Central Africa and supporting their efforts in fundraising, programme development and participation in key regional and international meetings (see generic description of NO's position). Specific activities are (see GWP-Central Africa 2012 work plan for details):</p> <p>1. Strategy and programmes: Facilitate and support fundraising strategies and implementation of programme activities, in particular:</p> <ul style="list-style-type: none"> <li>- Central Africa's involvement in the pan-African Water, Climate and Development programme (WACDEP)</li> <li>- on-going work on water resources financing in Central Africa (FORSEAU) and implementation of ECCAS regional water policy</li> <li>- development of, and advocacy for, a proposal on water and food security</li> <li>- locally funded initiatives (Kribi project, Congo Basin Forest Fund, CICOS, etc.)</li> </ul> <p>2. Governance:</p> <ul style="list-style-type: none"> <li>- Represent GWPO in the regional Steering Committee (1 SC meeting in 2012)</li> <li>- Ensure smooth implementation of Host Institution Agreement, including the development of a roadmap to address current shortcomings</li> </ul> <p>3. Representation/advocacy activities: Support the region in preparation for, and participation in, regional and international meetings, workshops and seminars (including the 2012 Stockholm World Water Week, 5th Africa Water Week, COP-18, etc.)</p> <p>4. Coordination with other NOs/FPs: Work as part of the NOp team to provide improved support to the region. Includes participation to the NOp meetings every second week (26 meetings) and to the annual CP and regional meetings</p>	<p>1. GWP-Central Africa 2012 work plan implemented and 2013 work plan prepared (including WACDEP) At least one proposal developed and submitted to one or several funding agency(ies), possibly on water resources financing in Central Africa or water/food security Locally funded activities better captured</p> <p>2. HIA firmly in place and roadmap implemented</p> <p>3. GWP-Central Africa outcomes reported in relevant regional and international events and publications, including the GWP in Action 2011 (improved reporting) and 2012 (improved monitoring and reporting) GWP-Central Africa participates in and/or organises key regional and international events for increased visibility</p> <p>4. Inter-regional sharing of experiences facilitated and synergies with other regions' activities created (via NOs and FPs on specific thematic areas)</p>
4.4	417	Support to West Africa	Aurélie Vitry	<p>This activity involves supporting GWP-West Africa in implementation of their 2012 work plan. The activity involves routine support to planned activities, providing demand-driven advice to GWP-West Africa and supporting their efforts in fundraising, programme development and participation in key regional and international meetings (see generic description of</p>	

SE	NB	Activity title	Leader	Activity Description	Main Outputs
				<p>NO's position). Specific activities are (see GWP-West Africa 2012 work plan for details):</p> <p>1. Strategy and programme: Facilitate and support fundraising strategies and implementation of programme activities, in particular:</p> <ul style="list-style-type: none"> <li>- West Africa's involvement in the pan-African Water, Climate and Development programme (WACDEP)</li> <li>- proposed groundwater programme in West Africa and dialogue with the IFAD, FAO and others donors</li> <li>- locally funded initiatives (WIN, WWF/97 UN Convention, etc.)</li> </ul> <p>2. Governance:</p> <ul style="list-style-type: none"> <li>- Represent GWPO in the regional Steering Committee (2 SC meetings in 2012)</li> <li>- Support GWP-West Africa in investigating and operationalizing new hosting arrangements</li> </ul> <p>3. Representation/advocacy activities:</p> <ul style="list-style-type: none"> <li>- Support the region in preparation for, and participation in, regional and international meetings, workshops and seminars (including the 2012 Stockholm World Water Week, 5th Africa Water Week, COP-18, etc.)</li> </ul> <p>4. Coordination with other NOs/FPs Work as part of the NOP team to provide improved support to the region. Includes participation to the NOP meeting every second week (26 meetings) and to the annual CP and regional meetings.</p>	<p>1. GWP-West Africa 2012 work plan implemented and 2013 work plan prepared (including WACDEP) At least one proposal developed and submitted to one or several funding agency(ies) Locally funded activities better captured</p> <p>2. New hosting arrangements investigated and, if relevant, operationalised</p> <p>3. GWP-West Africa outcomes reported in relevant regional and international events and publications, including the GWP in Action 2011 (improved reporting) and 2012 (improved monitoring and reporting) GWP-West Africa participates in and/or organises key regional and international events for increased visibility</p> <p>4. Inter-regional sharing of experiences facilitated and synergies with other regions' activities created (via NOs and FPs on specific thematic areas)</p>
4.4	418	<b>Support to Central and Eastern Europe</b>	Danka Thalmeinerova	<p>This activity involves the following components:</p> <p>Support the region in strategic and programmatic matters</p> <ul style="list-style-type: none"> <li>- Support implementation of 2012 work plan and development of 2013 work plan</li> <li>- Support in facilitation of Danube Strategy (Task Force on PP)</li> <li>- Support in other Task Forces (IDM, SusSan)</li> </ul> <p>Support in governance matters</p> <ul style="list-style-type: none"> <li>- Support administrative, management and governance</li> <li>- Liaison with GWPO Secretariat, TEC</li> <li>- Support to semi annual, annual and financial reports</li> </ul>	<p>(i) GWP CEE 2012 work plan implemented and 2013 work plan prepared.</p> <p>(ii) GWP CEE outcomes reported (Annual report) and financial reports submitted correctly and on time.</p> <p>(iii) A proposal for Disaster Risk Reduction (non-structutereal measures for Flood protection) developed and submitted to funding agency(ies).</p> <p>(iv) GWP CEE participates in and organises key regional and international events for increased visibility.</p>

SE	NB	Activity title	Leader	Activity Description	Main Outputs
				<ul style="list-style-type: none"> <li>- Support to develop project proposals for funding</li> <li>- Participate in at 2 regional meetings (one e-meeting)</li> </ul> <p>Support in international processes</p> <ul style="list-style-type: none"> <li>- Support in CP meeting, SWWW</li> <li>- Support in linking CEE with regional initiatives (ICPDR, HELCOM, EU-programs, UNECE, IWAC)</li> </ul>	
4.4	419	<b>Support to Central Asia and the Caucasus</b>	Danka Thalmeinerova	<p>This activity involves the following components:</p> <p>Support the region in strategic and programmatic matters</p> <ul style="list-style-type: none"> <li>- Support implementation of 2012 work plan and development of 2013 work plan</li> <li>- Support in inter-regional exchange with GWP CEE</li> </ul> <p>Support in governance matters</p> <ul style="list-style-type: none"> <li>- Support administrative, management and governance</li> <li>- Liaison with GWPO Secretariat, TEC</li> <li>- Support to semi annual, annual and financial reports</li> <li>- Support to develop project proposals for funding</li> <li>- Participate in at 2 regional meetings</li> </ul> <p>Support in international processes</p> <ul style="list-style-type: none"> <li>- Support in CP meeting, SWWW</li> <li>- Support in preparatory meeting for WWF</li> <li>- Support in linking CACENA with regional initiatives (IFAS, UNDP)</li> </ul>	<ul style="list-style-type: none"> <li>(i) GWP CACENA 2012 work plan implemented and 2013 work plan prepared.</li> <li>(ii) GWP CACENA outcomes reported (Annual report) and financial reports submitted correctly and on time.</li> <li>(iii) At least one proposal developed and submitted to funding agency(ies).</li> <li>(iv) GWP CACENA participates in and organises key regional and international events for increased visibility.</li> </ul>
4.4	420	<b>Support to China</b>	John Metzger	<p>This activity involves the following components:</p> <p>Support the region in strategic and programmatic matters</p> <ul style="list-style-type: none"> <li>- Support implementation of 2012 work plan and development of 2013 work plan</li> <li>- Support in facilitation of High Level Roundtable on Extreme Climate Change Adaptation</li> <li>- Support in high level forums: Yangtze and Yellow rivers</li> <li>- Provide strategic advices to priority themes: Integrated groundwater management and irrigation (Shaanxi), Urban water management (Hebei), and Flood control (Fujian)</li> </ul> <p>Support in governance matters</p> <ul style="list-style-type: none"> <li>- Support administrative, management and governance</li> <li>- Liaison with GWPO Secretariat, TEC</li> <li>- Support to semi annual, annual and financial reports</li> <li>- Support to develop project proposals for funding</li> </ul>	<ul style="list-style-type: none"> <li>(i) GWP China 2012 work plan implemented and 2013 work plan prepared.</li> <li>(ii) GWP China outcomes reported (Annual report) and financial reports submitted correctly and on time;</li> <li>(iii) Funding opportunities with ADB identified</li> </ul>

SE	NB	Activity title	Leader	Activity Description	Main Outputs
				Support in international processes - Support in CP meeting, SWWW - Support in linking with ADB	
4.4	421	<b>Support to Central America</b>	Gabriela Grau	In addition to supporting the overall implementation of the 2012 work plan, there will be some key activities of particular involvement, such as the establishment of a regional programme on water, climate and development. The latter will consider supporting the development of a closer and more effective relationship with the Central American Bank for Economic Integration around water financing mechanisms and strengthening the relationship with CEPAL. Other initiatives where support will be provided are: regional workshops on food security and on urban waters, inter-regional linkages with universities and fundraising initiatives amongst other regional tasks, as and when required.  The establishment of the Latin American Support Group depends very much on the RWP efforts to make it happen, GWPO can only encourage them to speed up the process.	(i) 2012 Regional work plan implemented and 2013 work plan and budget prepared. (ii) Water, Climate and development programme is operating smoothly. (iii) Fund raising efforts by GWP CAM are reinforced and lead to increased funding for key initiatives. At least one proposal submitted to funding agency.
4.4	422	<b>Support to South America</b>	Gabriela Grau	Supporting the implementation of the overall 2012 work plan. Some activities of special involvement would be: high level workshop on water management and climate change adaptation measures to be held in Peru and funded by SDC, establishment of WCDP in Peru, development of ToolBox case studies, providing support to fundraising initiatives and other regional tasks other regional initiatives, as and when required.  The establishment of the Latin American Support Group depends very much on the RWP efforts to make it happen, GWPO can only encourage them to speed up the process.	(i) 2012 Regional work plan implemented and 2013 work plan and budget prepared. (ii) High level workshop is carried out and contributes to open up dialogue between the government and private sector. (iii) Water Climate and Development programme starts operating. (iv) Fund raising efforts by GWP SAM are reinforced and lead to increased funding for key initiatives At least one proposal submitted to funding agency.
4.4	423	<b>Support to South Asia</b>	Mercy Dikito-Wachtmeister	Activities to support GWP SAS will mainly entail providing strategic advice and support to the region for the implementation of its 2012 work plan. Support will be provided on programmatic activities, on follow up cooperation activities with the ADB, on Zonal Water Partnerships in India, on strategic cooperation with other organisations, and on governance. I will also support the region in implementing follow up programme activities emanating from the Colombo workshop convened by TEC. .. Host Institution support will need to be provided to GWP SAS if they rotate to Nepal for 2013. The Region will need support in recruiting the Regional	(i) GWP-SAS 2012 work plan implemented; (ii) GWP SAS 2013 work plan prepared. (iii) The GWP SAS proposal on CCA funded by DFID and implemented from 2012.. GWP-SAS activities, outputs & outcomes reported in the monthly, regional reports , (iv) GWP SAS communication strategy elaborated and completed; (v) GWP SAS fund raising strategy elaborated and completed vi. Rotation administrative procedures put in place for GWP SAS rotation to Nepal is decision to rotate is made.

SE	NB	Activity title	Leader	Activity Description	Main Outputs
				<p>Secretariat if rotation to Nepal takes place.</p> <ul style="list-style-type: none"> <li>• Support the region on the implementation of programmatic aspects covering the GWP South Asia Climate Change Adaptation Programme to be funded by DFID, , working on IWRM ,floods and droughts, trans boundary issues, water management and productivity, river basin and lower level organizations.</li> <li>• Specifically follow up and nurture the region's initiative and proposals on drought management</li> <li>• Support India Water Partnership in its Zonal Water Partnership led programmes in the 6 zones covering the whole country. I will also make 1 trip to India during the year.</li> <li>• Support India water partnership in private sector targeted fundraising initiatives for ZWPs.</li> <li>• Support GWP SAS in implementing follow up activities emanating from the Colombo Workshop. Feb 2011.</li> <li>• Support the region in the establishment of its Regional Pool of Experts to support the region programmatically. Pool of experts cuts across the sectors</li> </ul> <p>Support GWP SAS in governance matters</p> <ul style="list-style-type: none"> <li>• If decision is made to rotate to Nepal in 2013, Support the region in the recruitment of the new Regional Coordinator and participate in the interviews</li> <li>• Coach the Coordinator on GWP procedures and the OM approach</li> <li>• Support the new Regional Coordinator in the preparation of the 2013 work plan for presentation at CP 2012.</li> <li>• Support the region in the drafting of its communication strategy.</li> <li>• Support the region in reporting their outcomes.</li> <li>• Support the region in the elaboration of its fund raising strategy</li> <li>• Support the region in the promotion of good governance by CWP's at the country. Explore possibility of external consultant to do an assessment on governance in GWP SAS.</li> <li>• Attend 2 regional SC meetings of GWP SAS.</li> <li>• Support the region in building and strengthening an effective knowledge chain on IWRM in the region.</li> </ul> <p>Investigate the Host Institution in Nepal if decision is made to rotate to Nepal as next host of GWP SAS.</p>	

SE	NB	Activity title	Leader	Activity Description	Main Outputs
				<p>Support GWP SAS in strategic cooperation with regional/international organisations and in fundraising</p> <ul style="list-style-type: none"> <li>• Update the region with CCA funding information.</li> <li>• Support the region to play active role in SAWI World Bank/Australia ,etc funded project. • Support GWP SAS to implement The Japanesee funded GWP/ADB TA</li> </ul>	
4.4	424	<b>Support to Southeast Asia</b>	Mercy Dikito-Wachtmeister	<p>This activity entails supporting GWP SEA in implementing its 2012 work plan. Support to the region will mainly entail providing strategic advice and support on programmatic activities including the DFID to be funded programme on CCA, cooperation &amp; linkages with regional organisations in SEA fundraising, support region in implementation of the Japanesee GWP/ADB TA, establishing the region's long term Regional Secretariat base in Bangkok, and coaching the new Regional Coordinator as is anticipated. I will attend 2 planned SC meetings, 1 Regional event on Climate change adaption, , 1 Regional multi-stakeholder dialogue on water security in Sept 2011, follow up on joint agreed activities of the GWP SEA/UNESCAP initiative. I will also participate in the recruitment interviews for the new Regional Coordinator to be based at new Regional Secretariat base in Bangkok..</p> <p>Support GWP SEA in strategic programmatic development</p> <ul style="list-style-type: none"> <li>• Support the region in the implementation of the DFID funded CCA programme.</li> <li>•</li> <li>•</li> <li>• Support Indonesia in its urban water management dialoguing.</li> <li>• Support Vietnam in its search for possible solutions to solve conflicts of water uses for securing food and energy</li> </ul> <p>Support the region in operationalising the knowledge chain.</p> <ul style="list-style-type: none"> <li>• Support TEC and GWP SEA in operationalising the Knowledge Chain, i.e. Implementing goal 3 of GWP strategy. The Three (3) value propositions are (i) transboundary water (ii) food security and through the (iii) water security paper that TEC will work on.</li> </ul> <p>Support GWP SEA in governance matters</p> <ul style="list-style-type: none"> <li>• Support GWP SEA in transitioning to set up new Regional Secretariat arrangements in Bangkok.</li> </ul>	<p>(i) GWP SEA establishes cooperation programme with ASEAN in line with Bali workshop outcome on Flooding. . (ii) GWP SEA Administrative procedures for operationalizing the ADB/GWP TA in SEA put in place and the GWP/ADB TA operational in 2012. (iii) The GWP SEA proposal on CCA funded by DFID and becomes operational in countries of SEA 2012. (iv) At least 4 GWP SEA CWPs accredited by GWPO. (v) New GWP SEA Regional Coordinator recruited and in place in Bangkok,and conversant with OM. (vi) GWP SEA reports on outcomes.</p>



SE	NB	Activity title	Leader	Activity Description	Main Outputs
				<ul style="list-style-type: none"> <li>• Coach the new Regional Coordinator on GWP operational procedures.</li> <li>• Coach new Regional Coordinator on outcome mapping.</li> <li>• Participate in 2 GWP SEA SC meetings</li> <li>• Support the region in the preparation of the 2013 workplan to be</li> <li>• Support the GWP SEA Chair in explaining the GWPO policy on accreditation of CWPs to countries</li> <li>• Support the region in the accreditation of all its CWPs, except Malaysia, which is now accredited</li> <li>• Support the region in the presentation of its bi annual outcome report to GWPO</li> <li>• Support the region to set up a pool of technical experts to advise on a range of technical matters</li> </ul> <p>Support GWP SEA in strategic cooperation with other regional organisations and in fundraising</p> <ul style="list-style-type: none"> <li>• Support GWP SEA in its cooperation initiative with UNESCAP to influence decision makers to create an enabling environment, to strengthen institutions and appropriate investments to ensure water security for the 21st century</li> <li>• Link the region with possible consultant services to provide support in accessing fast funds on CCA.</li> <li>• Continue Support GWP SEA to strategically position itself in relation to the water agenda in GWP SEA</li> <li>• Support GWP SEA to implement on the GWP/ADB TA</li> <li>• Support GWP SEA to follow up June Bali meeting follow up areas of cooperation with ASEAN Secretariat</li> <li>• Support GWP SEA to follow up relevant outcomes of the ASEAN LEADERS SUMMIT to be held in December 2012</li> <li>• Support GWP SEA to better network and strategically positioning itself to link up with strategic initiatives in the region.</li> </ul>	
4.4	425	<b>Managing of GWP Network Unit</b>	John Metzger	<p>This activity entails the following:</p> <p>1. Planning and overall co-ordination including:</p> <ul style="list-style-type: none"> <li>• Coordinate and support medium and long-term strategic planning and work programming with special emphasis on the Regional Water Partnerships</li> <li>• Work with the NOs to support the Regional Water Partnerships', and Country Water Partnerships', activities and outcomes, as part of implementation of the GWP</li> </ul>	<p>(i) Increasingly effective Network Operations Unit serving the stated needs of the regions and effectively contributing to the GWP response to the emerging thematic challenges.</p> <p>(ii) Effective facilitation of the knowledge chain through improved inter-regional learning and liaison with the Technical Committee.</p> <p>(iii)</p>

SE	NB	Activity title	Leader	Activity Description	Main Outputs
				<p>Strategy 2009-2013</p> <ul style="list-style-type: none"> <li>• Work with the NOs to ensure substantive action by the RWPs within the framework of the 2009-2013 Strategy and the Annual Work Programmes, and focus on capturing and documenting success stories</li> <li>• Advise the NOs in strengthening and developing the GWP Network at regional and country levels, screening new partner applications and supporting regions and countries seeking accreditation as new water partnerships.</li> <li>• Provide back-up to the NOs in regional/country representation when necessary. In consultation with the Network Officers, participate in key regional meetings and events as and when required, based on regional demand or Secretariat need</li> <li>• Promote capacity building on IWRM within the GWP regions through technical assistance and exchange of knowledge and good practices on IWRM</li> <li>• Co-ordinate and secure technical backstopping by Senior Advisers on relevant regional programmatic activities</li> <li>• Promote knowledge sharing among the RWPs and the technical function at global and regional level</li> <li>• Provide co-ordination with strategic allies and build their links with the Regional and Country Water Partnerships</li> </ul> <p>2. Management</p> <ul style="list-style-type: none"> <li>• Manage and supervise the Network Operations Unit Team</li> <li>• Manage the activities of Senior Advisers and Consultants providing services to the Network Operations Unit</li> <li>• Provide overall strategic direction, advice and support to the Network Officers, including oversight regarding governance, financial and contractual matters with the Regional Water Partnerships and their Host Institutions</li> <li>• Chair regular Network Operations meetings with the Network Team and the Communications Team, building synergy throughout the regions and lessons shared across the network</li> <li>• Contribute to performance evaluations of other staff in Secretariat</li> <li>• Act on behalf of the ES when required</li> <li>• Support the ES in fundraising and in managing the funds available</li> </ul>	

SE	NB	Activity title	Leader	Activity Description	Main Outputs
				<p>3. Management Team</p> <ul style="list-style-type: none"> <li>• Work pro-actively with the ES, the Head of Finance &amp; Administration and the Head of Communications on the GWP Management Team</li> <li>• Ensure effective communications, learning and knowledge sharing within the GWP Network</li> <li>• Advise and assist with the issuing of contracts, recruitment of staff, etc.</li> <li>• Provide oversight and support to NOs regarding governance, matters relating to accreditations of water partnerships, financial and contractual matters including negotiation with the RWPs and their Host Institutions, thereby working closely with the Legal Officer</li> <li>• Prepare or review funding applications for regional, country and programmatic activities and ensure initiatives are in line with the GWP Strategy</li> </ul>	
2.1 a	427	<b>Water, Climate and Development Coordination</b>	Alex Simalabwi	<p>This activity aims at supporting GWPO efforts coordination of the Water, Climate and Development Programme (WACDEP) as part of GWP's core work programme. The objective of the WACDEP programme is to promote water security as a key part of sustainable regional and national development for economic growth and human security. The objectives of the programme are to support countries in:</p> <ul style="list-style-type: none"> <li>• the integration of water security and climate resilience in development planning processes</li> <li>• the development of partnerships and capacity of institutions and stakeholders to build resilience to climate change through better water management</li> <li>• the development of "no regret" financing and investment strategies for water security and climate change adaptation</li> </ul>	<ul style="list-style-type: none"> <li>• WACDEP Africa coordination unit and management structures fully established and operational and supports programme implementation</li> <li>• WACDEP effectively coordinated and implemented in collaboration with WACDEP Coordination Unit and other Network Officers in Africa, as part of GWP's Core work programme</li> <li>• Support preparation of guidance Framework on Water Security and Climate Resilient Development to support implementation of WACDEP</li> <li>• WACDEP generic TORs developed for key activities</li> <li>• 2012 Annual WACDEP progress report prepared and presented to AMCOW Tac and AMCOW Executive Council of Ministers</li> <li>• WACDEP proposal developed and presented to funding agencies</li> <li>• Global WACDEP strategic alliances mobilised for collaboration: WMO, IWMI, UNCCD, CDKN, UNFCCC, UNECA (ClimeDev), World Bank and others</li> </ul>
1.5	428	<b>EU ANBO management</b>	Aurélie Vitry	<p>The European Commission has selected GWPO for the implementation of a 3-million Euro project for "strengthening African institutions for transboundary water management". The project's main objectives are: (i)</p>	

SE	NB	Activity title	Leader	Activity Description	Main Outputs
				<p>institutional strengthening of the African Network of Basin Organisations (ANBO); (ii) improved governance of African transboundary water resources under the ANBO platform.</p> <p>The project will be implemented between January 2012 and December 2014, in a two-staged approach (inception phase in 2012 and implementation phase in 2013-2014). It will be implemented by a Project Management Team (PMT), hosted at ANBO's current technical secretariat (the Senegal river basin organisation, OMVS), which will be accountable to a Project Steering Committee (PSC). At the end of year 1, an Inception Report will be submitted to the EC; its approval will condition the continuation of the project (implementation phase).</p> <p>The PSC (which will include representatives from GWPO, the 5 African RWPs and ANBO coordination bureau) will provide policy direction and overall strategic oversight, including approval of the Inception Report.</p> <p>In addition to its involvement in the PSC, GWPO will:</p> <ul style="list-style-type: none"> <li>-manage a contract with OMVS towards the achievement of project results (including financial control of Q reports),</li> <li>-liaise with the EC (submission of financial and narrative reports, Inception Report, requests for clarifications, etc.),</li> <li>-provide financial and administrative support to the PMT, including one mid-term mission to OMVS.</li> </ul>	<p>1. Inception Report developed and submitted to the European Commission (and hopefully approved, for continuation of the project in years 2 and 3)</p>
1.5	501	<b>Reinforcing GWP's participation in the global debates on transboundary waters</b>	Patricia Wouters	<p>GWP seeks to facilitate transboundary cooperation effectively, offering insight (at the conceptual level) and practical guidance (at the operational level). A Background Paper on TB cooperation will be completed by end of 2011. TEC will continue to support this strategic element as follows:</p> <ul style="list-style-type: none"> <li>(i) develop a Policy Brief (based upon a Background Paper)</li> <li>(ii) support international water law scholarship (a joint initiative of GWP and Dundee University)</li> <li>(iii) support a development of Operational Strategy for TB</li> </ul>	<p>Indicators of implementation:</p> <ul style="list-style-type: none"> <li>(i) A Policy Brief develop in 2012</li> <li>(ii) Summer course on IWL supported</li> <li>(iii) Operational Strategy for TB cooperation developed</li> </ul>
2.1	502	<b>Making the case for water security</b>	Wouter Arriens Tushaar Shah Mohamed Ait	<p>TEC Perspective Paper: Increasing Water Security – a Development Imperative will be published in November 2011, targeting Bonn 2011 Conference. It made a case how water</p>	<p>Indicators of implementation:</p> <ul style="list-style-type: none"> <li>(i) Policy Brief on Water Security</li> <li>(ii) countries and/or a regional water security profiles</li> </ul>

SE	NB	Activity title	Leader	Activity Description	Main Outputs
			Kadi	security relates to IWRM. The activity will continue as follows: (iv) develop Policy Brief for 6th WWF (v) complement the water security brief with country and regional evidence and case studies (vi) in collaboration with GWP-MED Partnership Council and Plan Bleu, TEC develops a case study on water demand management in the MED Region (vii) develop a background paper on Groundwater Management (viii) Water and Green Economy – GWP position paper for 6th WWF	initiated in cooperation with RWPs (iii) Technical Brief on water demand management in MED region developed (iv) Background paper on Groundwater Management developed by end 2012 (v) Water and Green Economy GWP position paper developed for 6WWF
2.1	503	<b>Exploring the economics of water security</b>	Dale Wittington and Claudia Sadoff	Producing and disseminating information on economics of water security should be an efficient way to “bring the water management issues higher in the political agenda”. Objective: Make a compelling economic case for water security and contribute knowledge to encourage more and better water investments and improved water management. The work on the economics of water security will continue as follows: (ix) complete Perspectives Paper on Economics of Water Security to target 6th WWF (x) develop a Background Paper by end of 2012 (xi) develop a compendium of country case studies (3-4) in collaboration with regions.	Indicators of implementation: (i) Perspectives Paper completed by March 2012 (6WWF) (ii) Background paper developed by end of 2012 (iii) 3-4 case studies developed by end of 2012 (iv) Presentation of SAWI hydroeconomic model at WWF6 KPA 2.1 by Claudia
2.1	504	<b>Support to Climate Change Adaptation Operational Strategy</b>	Mohamed Ait Kadi	A draft operational strategy on Climate change was introduced in August 2011 that includes the main components: a) advocacy (organization of dialogues, workshops, high level meetings in order to help policy makers understand the links between water and climate change); b) development of solutions, specifically those relating to policy level (tools, guides to decision makers, no and low regret measures development) and c) intellectual contribution and management of knowledge. TEC will contribute: (xii) Support to the Framework for water security and climate resilient development (xiii) support IDM Program (xiv) support IDM Platforms (SAS)	Indicator of implementation: (i) TEC participation in the advisory panel to the framework for water security and climate resilient development (ii) Support to SAS for the development of a concept note for IDM regional platform (iii) Participation in the GWP/WMO Steering Committee of IDMP
2.2	505	<b>Water policy to support food security</b>	Mohamed, Uma Lee and Tushaar Shah	TEC will help scope out future GWP work on the water, food security and climate change nexus, taking into account GWP's comparative advantages and exploring opportunities to collaborate with partners. Based upon the results of 2 regional workshops conducted in 2011, a background paper on Water	Indicators of implementation: (i) Background Paper on Water and Food Security developed by end of July 2012. (ii) Policy Brief from SAS and SA/EA workshops

SE	NB	Activity title	Leader	Activity Description	Main Outputs
				and Food Security will be developed.	
2.3	506	<b>Support on integrated urban water management</b>	Wouter Arriens	In August 2011, TEC published a Perspectives Paper in on integrated urban water management. A background paper is envisaged that will include case studies from cities (for example on Karachi). Also, a support to GWPO in development of operational strategy will be provided.	Indicators of implementation: i) A background paper by 1Q/2012 ii) Operation strategy developed.
3.3	507	<b>TEC contributions to the GWP Toolbox</b>	Patricia Wouters / Dale Wittington	The GWP Toolbox is a central tool for knowledge management and directly supports the GWP core functions of awareness raising, knowledge management and capacity building. While the Secretariat has line responsibility for the Toolbox, TEC will support its efforts. TEC contributes to the clearance of "Tools" to be disseminated through the Toolbox.	Indicators of implementation: (i) Tools on financial instruments and institutional setting cleared. (ii) Participation in GWPO Secretariat Meeting.
3.4	508	<b>Information to policy makers on possible solutions to address critical challenges</b>	Mohamed Ait Kadi	TEC supports GWP Network at international events to present key messages. In 2012, 6WWF and Rio+20 are the summit where GWP needs to address critical challenges	
4.4	509	<b>Technical Committee Meetings</b>	Mohamed Ait Kadi	The Technical Committee meets two times per year. This activity defines the resources required to enable TEC meetings. Each meeting requires - 2 days travel, 2 days meeting (spring meeting) - 4 days in the September meeting	Successful execution of 2 annual Technical Committee meetings delivering agreed actions contributing to the outputs noted in other activities.
4.4	510	<b>Management of Technical Committee</b>	Mohamed Ait Kadi	This activity encompasses the overall management of the Technical Committee Activities, supported by technical and administrative staff in GWPO Stockholm.	Effective management, including planning, organising, directing and controlling the activities of the Technical Committee.