

Development of GWP's Global Strategy 2014-2019

Concept Note

DRAFT

Introduction

A draft global strategy framework is needed for the Global Water Partnership as a whole, to set the stage and to support the coherence and focus of 13 regional strategic plans (incorporating the strategic plans of the 80 Country Water Partnerships) to be developed over the next year. This draft concept note discusses the strategic content, while the attached Annex discusses the process of strategy development. This is designed as a two-way interaction, including substantial input from the Regional Water Partnerships' strategic plans and priorities through an inter-regional process. The aim is for the overall GWP global strategy to be developed and finalized by November 2013.

The next 6 years to 2020 will be crucial in growing GWP's role as a network, a partnership and an intergovernmental organization with the vision of building a water-secure world. Water insecurity and water risks are increasing rapidly in many countries due to population growth, climate variability and global warming. Building water security, formerly seen as part of a desired future, is now an imperative for the present, due to:

- increasing water scarcity
- increasing competition among users and uses
- increasing occurrence of extreme events (floods and droughts)
- increasing interconnectedness of resources (land, water, energy) and among local/national/regional and global levels of water management

Stakeholders in water are mobilizing to counter the perceived risks. Private sector interests are becoming much more active, especially on the part of large corporations seeking sustainability in their operations. Civil society organizations and the youth are passionately involved. Many governments are committing far more attention to water than was the case even 5 years ago. The triannual World Water Forum continues to draw large crowds. The GWP network is growing rapidly in terms of the number of partner organizations joining, at the rate of about 10% per year, with currently over 2,600 partner organizations worldwide coming from various sectors. The growing multiplicity of actors and interests in the vital issue of water coupled with the growing physical challenges require a powerful advocate : a clear and focused global strategy and global voice, from this unique organization which is the Global Water Partnership.

Specifically, three major contextual shifts have occurred which must shape the GWP strategy, vision and mission to 2020 :

1. A strong reaffirmation in 2012 by governments and the UN, that integrated water resources management is the structuring paradigm for better water governance, with an emphasis on countries implementing IWRM (ref.1 – the UN-Water report published at Rio+20, to which the GWP network made the major contribution; ref.2 – the Rio+20 declaration).

2. The crucial role of better water management in adapting to climate change. Climate funds are increasingly becoming available for investment in water management, as the scale of the climate adaptation challenge becomes apparent, and the increasing number of water-related disasters require a more coherent response from governments.
3. The UN resolution enshrining the right to water (ref.3), which demands much closer cooperation between the humanitarian community, committed to ensuring universal access to water supply, and the development community, committed to ensuring the sustainability of that supply.

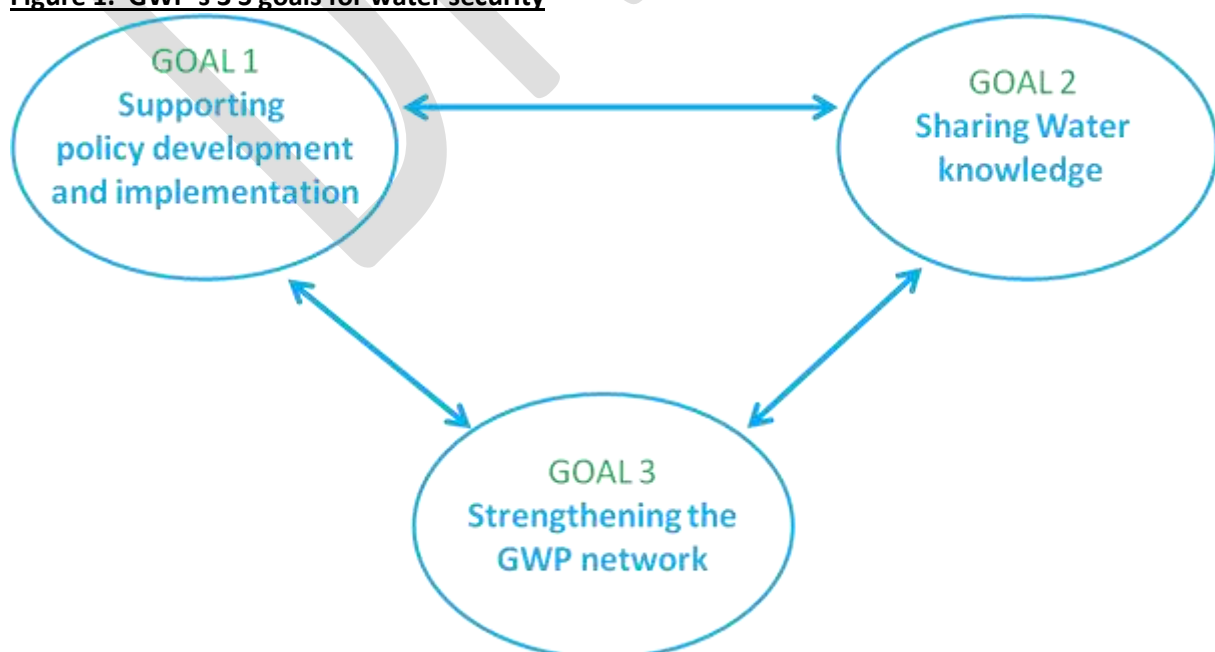
This concept note on the strategy framework proposes that the new GWP Strategy be explicit in emphasising these three areas. However, these contextual shifts can be addressed without dramatic changes : the new strategy can build upon the broad strategic directions and the organizational structures and processes which were endorsed by the 2011 Mid Term Strategy Review. The review identified the need for further organizational development and for building in results management approaches. It is proposed that these aims can be achieved through a streamlining of the current strategy, from 4 goals to 3, and by clearer emphasis on objectives, results and impact.

The GWP Strategy 2009-2013 set out 4 strategic goals for the organization:

1. An operational goal : Promote water as a key part of sustainable national development
2. An advocacy goal: Address critical development challenges
3. A knowledge goal : Reinforce knowledge sharing and communications
4. A partnering goal : Build a more effective network

Climate change was listed in the current strategy as one of the critical development challenges under the advocacy goal, Goal 2. Due to the success of GWP's advocacy on linking water and climate change, this has already become a major operational area for the network. Hence this concept note proposes to link the advocacy and operational goals, to provide a strategy centred around 3 S goals which interact with each other to build water security : strengthening the GWP network (the basis for achieving the other two goals); sharing water knowledge as the basis for GWP as a knowledge-intensive organization; and supporting policy development and implementation.

Figure 1. GWP's 3 S goals for water security



Built upon this sound and stable base of the 3 S goals, GWP's new strategy towards 2020 needs to be a strategy for consolidation and growth, to help address the increasingly urgent challenges of water insecurity in many regions and countries world-wide.

GWP's Vision and Mission

Through its vision statement, GWP is committed to building "a water-secure world", at all levels. The dimensions of water security are both beneficial, in the sense of having enough water of suitable quality for all needs and uses, and also destructive, because of the devastating physical effects of climate-related impacts, especially floods and droughts, and the pathological effects of water-borne diseases and pollution.

GWP's vision of water security is stable, enduring, and cannot be built in a day or a year. Hence it deserves to be the vision for the next strategy period through to 2020. It is truly a 2020 vision : a common vision, shared by many people, organizations and water stakeholders. There is a profound sense of emerging coherence and consensus that water security is essential both to human security at many levels, and to national security, with all its political implications. Water security also carries within itself the key to building climate resilience. It is important for GWP keep developing and building on the vision of water security : to understand more deeply the various dimensions of water security at all levels, especially the links to food security, to energy security, and to ecosystems. GWP must also provide powerful economic arguments to convince governments of the vital importance of water resources to the national economy. Exploring these dimensions of water security becomes an important task to be undertaken under the strategic goal of sharing water knowledge.

On the other hand, GWP's mission statement now needs to be further adapted and developed, to take account of the profound contextual shifts which have occurred over the past few years as outlined in the previous section. In particular the mission statement needs to be explicit about the power of the IWRM approach, and the need to implement this approach from the ground up, in a gender-sensitive way. Integration, both horizontal and vertical, is essential to building water security as outlined in GWP's vision. Although not included in the current mission statement, IWRM is clearly stated as one of the five Dublin-Rio principles, which are in the current strategy (2009-2013) and to which all GWP Partners subscribe when they apply for partnership.

The proposed revision of the mission statement should become an important aspect for the Global Strategy Task Force to address together with the GWP Regional Water Partnerships over the course of 2013, prior to the finalization of the new strategy.

Three Key Strategic Goals

The three strategic goals proposed reinforce each other and express GWP's theory of change : through network-building and knowledge-sharing, water reforms can be agreed, new policies and plans put in place, funded, and implemented, in order to build water security. A key issue that the strategy development process needs to address is the question of targets for each of the 3 S goals.

Goal 1 : Supporting Policy Development and Implementation

People new to GWP often ask : what does GWP actually do? The short answer could be : supporting policy development and implementation, to build water security world-wide. Since this is the focus of many GWP activities, it should be a single strategic goal, rather than two goals as in the current strategy. The longer answer stresses that GWP does this in a participatory and integrated way through partnerships at all levels, regional, national and subnational, with various stakeholders from the public and the private sectors, and civil society, and from various economic sectors. Advocacy, policy change and implementation of IWRM are interactive and combined in our work.

Goal 1 would encompass a wide spectrum of activities undertaken by partners in GWP's network at all levels, from advocacy through to policy analysis and water law; from IWRM, disaster risk reduction and adaptation planning through to financing strategies for water management and water infrastructure, gender mainstreaming, participatory catchment management and water demand management on the ground, intersectoral dialogues, transboundary diplomacy and much more. Helping to build better resource efficiency and sustainability, through the IWRM approach, is key.

The challenge for GWP with its large, diverse and growing network has been to report in a focused and substantive way on all its activities, while acknowledging that they are interrelated and that they express various facets of the IWRM approach. The GWP Future Directions paper (2010) set out five thematic areas upon which GWP focuses its work, and these have proven to be durable with one proposed addition : the interlinkages between energy and water. The six thematic areas under which GWP aims to support policy development and implementation are therefore :

- Water and climate change
- Water and food security
- Water financing
- Integrated urban water management
- Water and energy security
- Transboundary water management

The new strategy would aim to set out the strategic objectives and key partners in each of these areas. Each thematic area provides GWP the opportunity to apply the IWRM approach in specific contexts through and with its partners, and to help develop integrative linkages, gender-sensitive frameworks and funded programmes for implementation at various levels.

For example, the thematic area of water and climate change has been developed through an operational strategy, and determined advocacy, into a number of programmes with various partners. Through the IWRM approach, these programmes encompass different sectoral actors (including climate change adaptation, meteorology, agriculture, ecosystems, disaster risk reduction, and the regional economic commissions concerned with growing economic losses due to droughts and floods). They also focus on the parts of the hydrological catchment area hardest hit by climate change, such as the high catchments storing water as ice and snow, and the low-lying deltas, which are being affected by excessive water abstraction, flooding and rising sea levels.

While Goal 1 focuses primarily on policy development at national level, GWP's work also contributes to policy development at subnational (eg. municipal or provincial) level, at regional level, and at global level. The major policy developments at global level where GWP aims to contribute during the next Strategy period include the global climate change discussions, and the development of a Sustainable Development goal on water from 2015.

Goal 2 : Sharing Water Knowledge

As a knowledge-intensive organization, GWP supports knowledge management, knowledge sharing and communications throughout the network. This should remain a key strategic goal, as together with the network itself, GWP's major asset (as identified in the 2011 Mid Term Review) is the strong focus on generating knowledge and developing capacity worldwide for integrated water resources management. Over the current strategy period, the GWP Technical Committee has provided thought leadership, linking partners, publications and knowledge-related activities across the regions, through the "knowledge chain". The GWP ToolBox is recognized as a major international mechanism for sharing knowledge and best practices on IWRM, and has established linkages among numerous partner universities worldwide who provide training in IWRM using the ToolBox.

In the new strategy period associated with substantial growth in GWP, sharing water knowledge will be further intensified through various innovative mechanisms and new media (social networking, video-conferencing, webinars and the like), developing capacity and linking regions and countries that are facing common water challenges. Each Regional and Country Water Partnership will continue to develop knowledge management, expertise and capacity and to publish technical material in various languages, as expressed in their regional and country strategies. The value added of GWP at global level is to support this regional technical function through programme development in the six thematic areas, effectively linking local, regional and global level initiatives, and to enable the inter-regional knowledge sharing which is the lifeblood of GWP.

The IWRM approach has been thoroughly elaborated over the years by GWP and continues to serve as the benchmark for governments and organizations worldwide. There is a great need to share knowledge about the effective implementation of the IWRM approach in various contexts, and to revisit the implementation instruments of IWRM (policies/institutions/governance/finance). The development together with GWP regions and knowledge partners (such as INBO, SIWI, IWMI and others) of the distinctive series of Policy Briefs, Perspectives Papers, Technical Focus Papers and practical Handbooks needs to continue. At the same time the landmark GWP Background Papers, developed by the GWP Technical Committee together with the Regional Water Partnerships, provide definitive state-of-the-art overviews of thematic aspects within IWRM.

The new need, as discussed in the earlier section on GWP's vision and mission, is to elaborate the vision of water security and its various dimensions. Water security is the desired end, towards which the IWRM approach provides the means. Hence over the next strategy period, GWP will collaborate with regions, knowledge partners and key strategic allies to lay a firm knowledge foundation for better understanding of :

- The economics of water security
- The indicators of water security
- Linking water security, food security and energy security
- The interrelationships of water security and climate resilience

Clear communications within the network, strategic messaging to policy-makers, and effective media outreach to the general public beyond the network have never been more important than in the current melee of information and misinformation about water, especially regarding climate impacts. Together with the Regional and Country Water Partnerships, the GWP communications

infrastructure will continue to develop and innovate under the new strategy, while a stronger focus on strategic messaging and world-wide media outreach will be essential.

Goal 3 : Strengthening the GWP Network

The GWP Network with the 13 semi-autonomous GWP Regional Water Partnerships, which in turn work with and support Country Water Partnerships, Area Water Partnerships, City Water Partnerships, River Basin Partnerships and other groupings of partner organizations, is a unique non-hierarchical partnership, working as it does through its Partner organizations - some of which may be much bigger than GWP itself. In the new strategy period, GWP needs to intensify its role as a process catalyst and knowledge broker around water, and to guide the network through the current growth phase. The strategy development process is an opportunity to do this.

As Country Water Partnerships develop their long-range strategies and priorities for action through to 2020, these should feed into the preparation of the regional strategies for each region. The hope is for each of the regional strategies to be largely complete by May 2013. Through a series of interregional meetings, four in all (one on each continent), regions will have the opportunity to present their draft strategies to other neighbouring regions and the Global Task Force, helping to build the synergies and common vision that will drive GWP forward in the next phase. Thereafter the global strategy will incorporate these shared objectives and priorities that have been developed in a participatory way.

Networking aspects of the new strategy to include under Goal 3 will include : revised financing strategies to take account of new financial realities; revisiting GWP's governance mechanisms; building better linkages with individual partners who need to derive more benefit from the partnership; helping to revitalise existing Country Water Partnerships; helping to develop and then accrediting more new Country Water Partnerships within GWP. Currently two or three new CWPs are launched each year, with more expected. Within the existing 80 Country Water Partnerships, however, there are some 50 CWPs whose governance mechanisms differ widely from GWP's current accreditation guidelines and could therefore consider reaccreditation in order to keep the GWP name. Also there are many people and organizations who have been working closely with GWP as partners for a long time, but who have never formally joined as partners.

Links with the European Water Partnership (EWP), with the various Country Water Partnerships in Europe and with the newly-launched US Water Partnership should also be strengthened under the new GWP strategy, and the strategy development process itself is an opportunity to involve these partnerships. The GWP gender and youth strategies currently being developed during 2012 will be integrated and mainstreamed into the global and regional strategies, together with a strong outreach to young people everywhere and to women's organizations as essential partners in GWP's network. Hence the launch of the new GWP Strategy will be an opportunity to forge new alliances which strengthen the network structure, and to galvanize existing ones. This work will be continued and built into the targets and strategic objectives to be developed under Strategic Goal 3 : Strengthening the GWP Network.

ANNEX. The Strategy Development Process

The strategy development process to be undertaken during 2013, with budget, has been discussed with the Financing Partners and the Steering Committee in May 2012, and will be further elaborated with the GWP Regions during the Regional Days in August 2012. See the proposed timeline below.

A cost-effective combined process of strategic planning and organizational development : The Global Strategy Task Force will guide the global and regional strategic planning, chaired by the new GWP Chair, and with a proposed composition as shown below. A facilitator/consultant will be appointed to structure the meetings in order to maximise engagement.

The major challenge and opportunity for GWP is to integrate the regional strategies into global strategy in a participatory way, with GWP's unique approach. It is essential that this should be a two-way flow, so that the global strategic framework informs the development of the regional strategies, while in turn the regional strategies feed into the detailed formulation and finalization of the global strategy. This was done in 2008 in the preparation of the current Strategy, and the new Strategy is another opportunity to help to build increased engagement with regional partners, and also between regions, through inter-regional meetings on strategy development. One key person from each of nine RWPs will be nominated for the Global Strategy Task Force, as well as being centrally involved with the development of the regional strategy (this person need not necessarily be the Regional Coordinator/Regional ES or the Regional Chair; could be a regional expert).

Wherever possible meetings will be held back-to-back with major international/regional events, so as to reduce costs. A kick-off meeting will be held in January 2013, bringing together the Global Strategy Task Force for two days. Four inter-regional meetings will be held before May, where the draft regional strategies will be presented and discussed. All members of the Global Strategy Task Force should endeavour to attend inter-regional meetings whenever possible. The timing of the inter-regional meetings needs to be agreed with the RWPs during the Regional Days. Several electronic focus groups will also be established to feed into the Global Strategy from specific perspectives (eg. knowledge partners /gender experts/ youth). A first draft of the Global Strategy will be prepared by April 2013, to discuss with the Steering Committee in May. The draft Strategy will thoroughly discussed with Partners and the global water community during the Stockholm World Water Week. The final draft of the GWP Global Strategy will be sent to all GWP Partners for their electronic approval, and tabled for the Steering Committee's approval in November 2013.

Proposed Global Strategy Task Force : 25 in all

GWP Chair, TEC Chair and ES, Management Team	6
One additional TEC member	1
9 nominees from the RWPs	9
One GWP Senior Advisor	1
Nominees from SIWI, IWMI, IUCN, energy sector + guest	5
Network /organizational development facilitator	1
Two representatives of GWP Financing Partners	2

Proposed Timeline :

DATE/EVENT	MEETING	PARTICIPANTS	EXPECTED OUTPUTS
January 2013	Kick-off meeting of Global Task Force	Initial meeting of Global Strategy Task Force, including Financing Partners, Key Strategic Allies and new GWP Chair (see proposed Task Force)	Initial draft of GWP Global Strategy.
?	Europe (incl. EWP)	Inter-Regional Meeting : CEE, GWP Med, CACENA, EWP. Global Strategy Task Force members as available.	Regional strategies : CEE, CACENA, GWP Med; regional inputs into draft global strategy.
13 April 2013 (following India Water Week)	Delhi, India (for Asia)	Inter-Regional Meeting : SAS, SEA, China (with CACENA?) Global Strategy Task Force members as available.	Regional strategies : SAS, SEA, China; regional inputs into draft global strategy.
?	Americas (incl. USWP)	Inter-Regional Meeting : CAM, CAR, Sam, USWP. Global Strategy Task Force members as available.	Regional strategies : CAM, SAM, CAR; regional inputs into draft global strategy.
?	Africa	Inter-Regional Meeting : SAf, WAf, CAf, EAf (with GWP Med); Global Strategy Task Force members.	Regional strategies : SAf, WAf, CAf, EAf (with GWP Med); regional inputs into global draft.
Jan-Apr 2013	Electronic	Focus groups (several)	Specific inputs into global draft, eg. gender mainstreaming.
May 2013	Stockholm SC meeting	GWP Financing Partners Group and Steering Committee meetings, with new GWP Chair. Includes one day meeting of GWP SC with Task Force.	Review of progress. All draft Regional Strategies available, first draft of Global Strategy reviewed and discussed.
August 2013	Stockholm World Water Week	GWP Consulting Partners /Network Meeting and Stockholm World Water Week (SWWW): 2013 is the International Year of Water Co-operation	SWWW co-convened by SIWI and GWP. GWP Global Strategy to be presented and discussed widely with partners in seminars and workshops. GWP Network Meeting to discuss and approve draft, agree to approve the final strategy electronically.
October 2013	Electronic networking and e-conferencing	All regions and GWPO. Strategy Task Force finalises Global Strategy. Sent to all Partners and Steering Committee.	Final versions of regional 6-year strategies, 3-year work programmes with indicators, and annual workplans for 2014.
Nov 2013	Electronic	GWP Partners electronic vote.	GWP Partners.
Nov 2013	?	GWP Steering Committee meeting reviews final draft.	2014-2019 GWP Strategy approved.

Electronic webinars/consultations with :

- Knowledge Partners focus group
- Gender focus group
- Youth focus group
- Regional Banks
- Other?