

# Work Programme Management Manual

DRAFT - August 2012



### Document History

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# Global Water Partnership

## Work Programme Management Manual

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## Introduction

The GWP Work Programme Management processes are being continuously improved and simplified. The processes are based on a unique mix of Outcome Mapping and Logical Framework Analysis methodologies.

The overall objective of this manual is to present the various operational elements of the GWP work programme management process as they have evolved in a summarised manner enabling the various entities within the GWP network to apply them through a common approach. We have attempted to simplify and synergise all existing planning, implementation, monitoring and evaluating/reporting procedures.

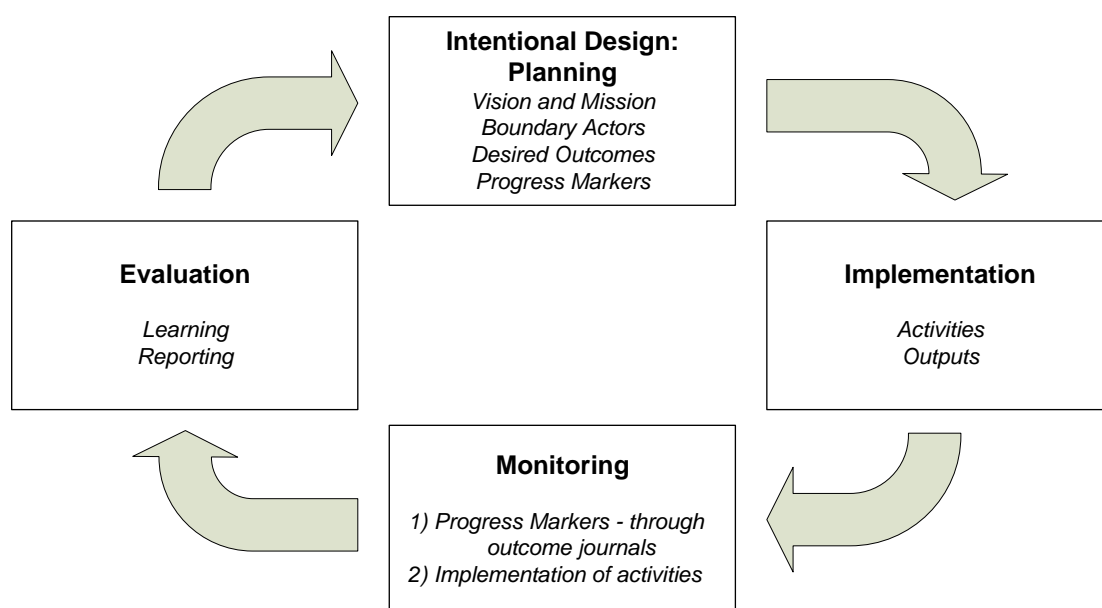
A few pointers are given as to how the GWP monitoring system may continue to evolve in future to further improve and simplify its Results Based Monitoring.

### Important introductory notes:

1. The parameters set by the GWP's 5 years Strategy, 5 years Work Programme and delivery mechanisms are presented as background in Annex A (section 3). It is important to bear them in mind in order to fully understand the challenges posed by GWP Work Programme Management at corporate level.
2. GWP is in the process of strengthening its results framework, blending Logical Framework Analysis components into its Outcome Mapping methodology. Preliminary elements are presented in Annex B (section 5). When the final structure is adopted, the monitoring information requests will have to be amended accordingly. A preliminary proposal to gather information on impact indicators is included in the request for monthly narrative report. Further adjustments may be necessary to collect complementary information on output indicators.

## 1. GWP Work Programme Management

Work planning implementation, monitoring and evaluation/reporting in the GWP follows a classic cycle augmented by concepts of Outcome Mapping (OM):



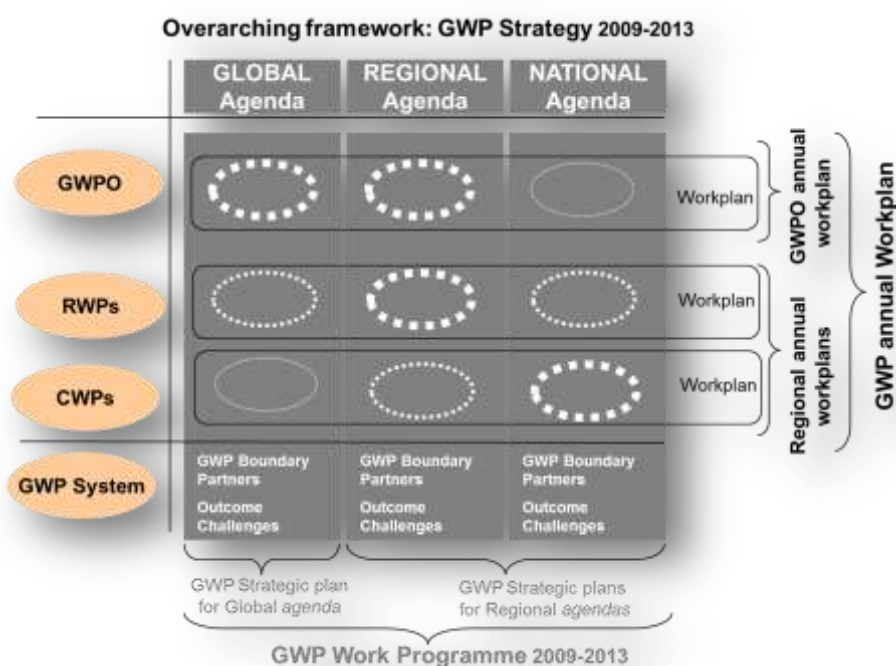
## GWP's Outcome Mapping-based Work Programme Management Cycle

OM has been applied within the GWP since 2007. It inherently recognises that direct *attribution* of results to outcomes<sup>1</sup> is not possible in policy and advocacy organisations such as GWP which don't directly deliver tangible "results" on the ground but rather set the stage for such results. OM methodologies seek to identify and report on the *plausible linkages* among outputs, outcomes and results across this *attribution gap*.

### 1.1 Planning

Each entity of the GWP system contributes to implementing the 5 year GWP 2009-2013 Work Programme and therefore achieving the 4 goals of GWP Strategy by undertaking activities at global, regional, national or local level. The set of activities implemented by a particular entity<sup>2</sup> is described in the **annual workplan** for each entity. The consolidation of the entities workplans forms the **GWP annual workplan**.

*The implementation framework - synergies in the work plans of GWP entities*



*Remark: Thematic management*

In addition to being packaged geographically, the GWP portfolio of activities described in the **GWP annual workplan** can also be packaged by themes along the strategic elements listed in the GWP Strategy. This packaging provides an opportunity to create linkages on substance of the activities across the whole network, consolidate results and fund raise for specific result areas.

### 1.2 Monitoring and Reporting

GWPO uses mainly **three reporting mechanisms** to collect monitoring information from the GWP entities<sup>3</sup>.

1. **Monthly narrative reports.** These reports are produced according to criteria established by the GWPO Communications Unit, in particular for the production of the monthly newsletter (NewsFlow).
2. **Quarterly financial reports.** These reports are produced according to criteria established by the GWPO Finance and Administration Unit mainly to monitor and approve financial disbursements.

<sup>1</sup> **Outcomes** are defined as : "changes in relationships, activities, actions, or behaviour of boundary actors that can be plausibly linked to a programme's activities, although they are not necessarily directly caused by it" (IDRC, 2001).

<sup>2</sup> Entities within the GWP Network include the 13 RWPs and the GWPO (comprising the Secretariat and the Technical Committee).

<sup>3</sup> Produced by all GWP entities (GWPO, including the Technical Committee & RWPs). In addition, detailed activity reports are provided by RWPs & CWPs to their respective governing bodies and detailed project reports to the sponsors when relevant.

3. Annual monitoring report on progress markers and self-assessment on progress around critical GWP functions. This report provides an annual feedback on observed changes in the water sector against progress markers established as goalposts towards the outcome challenges spelled out in the 5 years strategy. This feedback is complemented by a self-assessment on governance and management performance of the entity.

Based on this information, GWPO produces **three consolidated reports and one Newsletter**:

- **GWP Annual Progress Review**: This report is an account of achievements, difficulties encountered and challenges ahead. It is produced annually and is the main vehicle to inform the Senior Management and the global Steering Committee in a critical yet constructive manner on the status of the GWP Network.
- **GWP's Annual Report – GWP in Action**: This report is meant for a wide audience and describes how GWP activities and outcomes across the Network.
- **GWP's Monthly e-newsletter NewsFlow**: *NewsFlow* is an instrument for inter-regional sharing that strengthens the GWP Network in building knowledge and capacity. It is also a reporting mechanism so that donors and other audiences understand what we are doing and why. *NewsFlow* has over 2,700 subscribers, many who are external to GWP, so it is important to always describe the context and significance of what is reported. The articles highlighted in *NewsFlow* come from the material submitted in the Monthly Reports.
- **GWP's Annual Financial Report**: The report presents the consolidated audited financial report for the Network. This official financial report, approved by the Sponsoring Partners, is presented to all donors as part of GWP's reporting obligations.

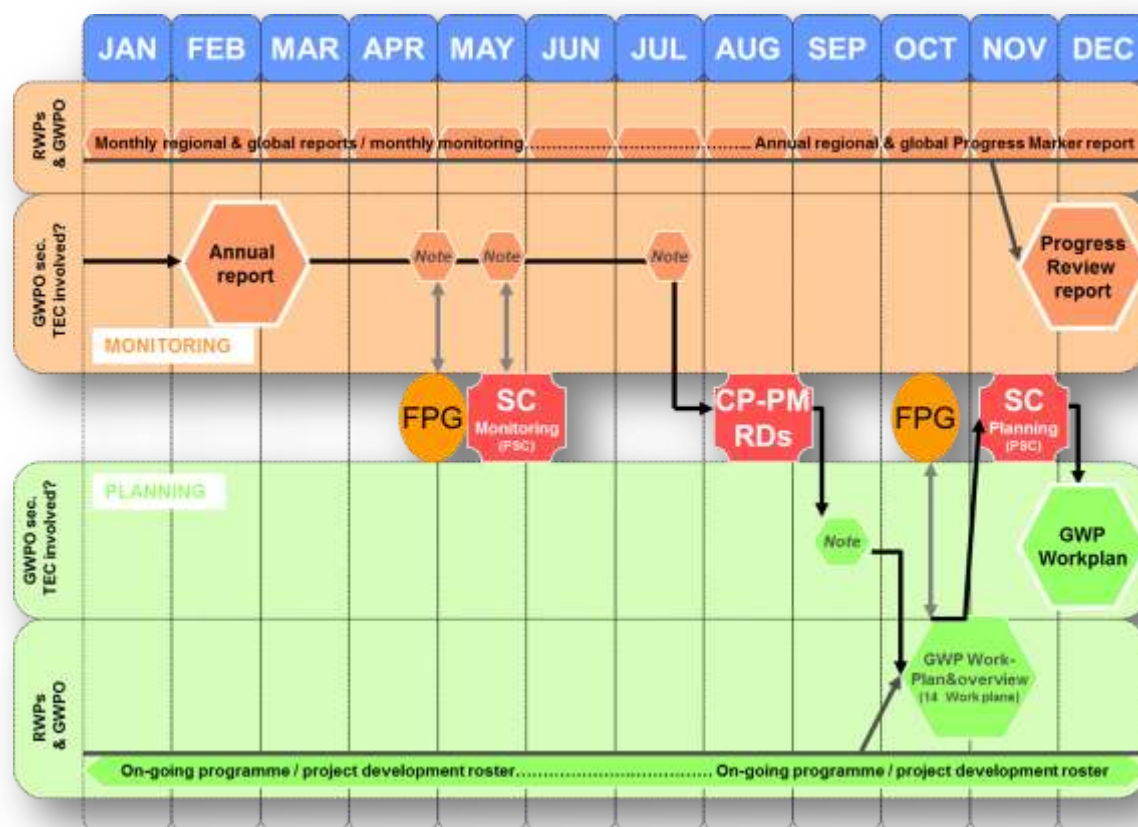
### 1.3 Annual Sequence

The diagram below shows the sequencing of GWP's Work Programme Management cycle. There are three key checkpoints at the GWP system level:

- Steering Committee (SC)<sup>4</sup> meeting - May: Evaluation and reflection on past activities including approval of the Annual Report – GWP in Action – for the previous year and submission of the Annual Financial Report.
- Annual Partners Meeting (PM) in August: The Consulting Partners (CP) meeting - drawing on lessons learned and discuss new developments.
- Sponsoring Partners (SP) Meeting in August: Approval of the Annual Financial Report.
- Steering Committee (SC) meeting - November: Annual workplans and budgets for the coming year presented for approval in light of conclusions reached at the annual Partners Meeting.

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<sup>4</sup> SC meetings are each preceded by meetings of the Financial Partners Group (FPG)



The information used at the different steps of the sequence is provided by the GWP entities in specific templates presented below. The sequence of requests for information is summarised in the following table and in Section 2 of this report:

Information to be provided by all GWP entities:	Request sent on:	Deadline for submission:
<b>Request A:</b> Input to Annual Progress Review report see section 2.1	1 October	1 November
<b>Request B:</b> Annual Workplan see section 2.2	1 October	1 November
<b>Request C:</b> Inputs for Annual Report - "GWP in Action" see section 2.3	15 December	15 January
<b>Request D:</b> Monthly Narrative Reports see section 2.4	Monthly	Beginning each month
<b>Request E:</b> Quarterly Financial Reports see section 2.5	Quarterly	20 <sup>th</sup> day each of April, July, October and January

As mentioned in the introductory notes, adjustments in data collection procedures have to be introduced progressively to enable the monitoring of Impact and Outputs.



## 2. Information provided by GWP entities

### 2.1 Request A: Input to Annual Progress Review

A

<b>Responsible</b>	Regional coordinator in liaison with regional SC. You will work with the assistance of the GWPO Network Officer responsible for your Region.
<b>Deadline</b>	1 November
<b>Purpose of M&amp;E information</b>	<p>The information requested is split in 4 sections:</p> <ul style="list-style-type: none"> <li>• M&amp;E 1: Annual Progress Markers Status</li> <li>• M&amp;E 2: Summary assessment of implementation of planned activities</li> <li>• M&amp;E 3: Management &amp; Governance Performance Self-Assessment</li> <li>• M&amp;E 4: Overall Critical assessment</li> </ul> <p>It is meant to be used for :</p> <ul style="list-style-type: none"> <li>• Your own analysis of progress and learning, to be used as background/inputs for preparing your Workplan</li> <li>• The production by GWPO of (i) the annual progress review and, (ii) the annual report. Both documents prepared for submission to the GWP Steering Committee and Financial support Group.</li> </ul>

#### 2.1.1 Overall assessment of Progress Markers Status

<b>Report M&amp;E 1</b>	Annual Progress Markers status report.
<b>Template used</b>	Excel spreadsheet provided separately.

#### TEMPLATE M&E 1 (illustrative view only):

NOTE: OC & PM nb to be harmonized								PROGRESS MARKERS TO BE ADDRESSED BY GWP SYSTEM								MONITORING - OUTCOME JOURNAL					MONITORING
																/	/	/	/	/	
																+	+	+	+	+	
																++	++	++	++	++	
AGENDA	OC	PM	k 09	k 10	k 11	k 12	k 13	Progress Markers								Nov-10	Dec-11	Nov-12	Dec-13	TODAY	
CAF	1.1	1.1.5	X					Some <b>development plans</b> are reviewed to reflect an IWRM approach												0	
CAF	1.1	1.1.6					X	Administrations in charge of water in Gabon and Chad coordinate other stakeholders have put in place <b>country teams</b>								/	/			/	
CAF	1.2	1.2.1		X	X	X		The Government of Cameroon has adopted the situation analysis document and the <b>IWRM action plan</b>								/	/			/	
CAF	1.2	1.2.2		X	X			Governments of Congo, Central African Republic and Sao Tome and Principe have adopted their <b>situation analysis documents</b>												0	
CAF	1.2	1.2.3		X				CICOS has a <b>Strategic Action Plan (SAP)</b>								++	++			++	
CAF	1.2	1.2.4		X	X			ECCAS Heads of States and Governments have adopted the new <b>regional water policy document and its institutional framework</b>								+	+			+	

*Explanation of the headings in the worksheets (Each line of the worksheet refers to a particular progress marker):*

<b>AGENDA</b>	code of the region or global level
<b>OC</b>	reference number of the Outcome Challenge to which the Progress Marker is contributing; usually comes from the 5 years Strategic Plan
<b>PM</b>	reference number of the Progress Marker considered (the GWP database uses a continuous numbering system over the 5 years strategy period)
<b>wk 09-13</b>	A cross (X) indicates in which annual workplan the progress marker is mentioned
<b>Progress Markers</b>	Recorded description of the Progress Marker
<b>"Date"</b>	Appreciation of progress at the given "Date" on a three levels scale (see below)
<b>Comments "Date"</b>	Comments on the appreciation of the given "Date"

*Three levels scale:*

/	Something can be reported about the boundary actor, mostly in terms of connection / interest / participation to GWP activities (10%)
+	A change process is identified while not fully implemented; the discussion of the link to GWP activities is worth reporting (50%)
++	A significant change can be reported; the discussion of the different influences/ processes leading to this change is worth reporting, including the link to GWP activities (90%)

### **Elements on the TEMPLATE M&E 1:**

#### *General*

1. The whole set of templates for all GWP regions and global level (14 worksheets) is included in the Excel spreadsheet. You obviously need to work with the worksheet of your region only.
2. The structure of the template does not change from one year to the other; two sets of information are simply added every year: (i) The new Progress Markers mentioned in this year's workplan are added to the existing list; (ii) The assessment and comments made last year on the existing list are recorded, ensuring thus continuity of monitoring of the core set of Progress Markers across the years ;
3. You will note that the list of progress markers of a given region can be sorted in different ways: by OC number, by work-planning year etc. You may use what suits you best for filling the data and analysing (simply keep the integrity of the data while sorting)

#### *Instructions*

1. Try and assess all Progress Markers.
2. Put the letter "N" (Non relevant) as assessment in two specific cases: (i) if the PM is a duplicate (consolidated in another PM) or (ii) if nothing has ever been reported on this PM and you consider it should be terminated
3. If the PM is still relevant but nothing has changed since the last assessment (nothing to be reported): leave a blank as assessment
4. If a major change has happened which can be related to GWP activities and was not formulated as a PM at planning stage: add a new PM without numbering
5. There may be some inaccuracies in the recording (formulation of progress markers, link to Outcome Challenge); sorry in advance for that...; thanks for clarifying with your NO and correcting them!
6. **PLEASE DO NOT CHANGE THE FORMATS; AND DO NOT MERGE CELLS**

## 2.1.2 Summary assessment of implementation of planned activities

<b>Report M&amp;E 2</b>	Summary assessment of implementation of planned activities
<b>Template used</b>	Summary table illustrated below

### TEMPLATE M&E 2:

Planned activities (highlights only <sup>5</sup> )	Achievements to date
• Highlight 1 (as provided in your workplan last year)	• achievements 1 (write 0.5 page max)
• Highlight 2 (as provided in your workplan last year)	• achievements 2 (write 0.5 page max)
• Highlight 3 (as provided in your workplan last year)	• achievements 3 (write 0.5 page max)
• (Possibly 1 more)	• achievements

## 2.1.3 Self-assessment on progress around critical GWP functions

<b>Report M&amp;E 3</b>	Management & Governance Performance Self-assessment It is proposed that the self-assessment process occur as part of the annual regional governance meetings, perhaps extending the duration of Steering Committee meetings or back-to-back to key regional events. It is understood that the Self-Assessment may or may not be available at the time of annual reporting.
<b>Template used</b>	Summary table illustrated below & companion note provided separately

### TEMPLATE M&E 3:

GWP Region:.....

Questionnaire prepared by: ..... Date: .....

Reviewed by: ..... Date: .....

GWP Critical Functions	How would you classify your performance? Or How each statement corresponds to reality in your RWP?			Comments <sup>6</sup>
	Fair	Good	Excel.	
<b>1. Strategic planning and programme implementation - including addressing thematic issues</b>				
We prepare good quality annual work plans within deadlines in accordance with frameworks agreed with the GWPO..				
We have mechanisms to involve GWP Partners in the region in the development of our annual work plan and budget.				
We have an up to date record of work plans and budgets to ensure some level of continuity.				
We monitor outcomes and the effectiveness of activities, and use the findings to feed into our annual planning processes.				
Our annual planning builds on progress made through activities undertaken in previous years and actively follow up on opportunities				

<sup>5</sup> This column is pre-filled with the information provided in last year's Workplan (see WPB 1)

<sup>6</sup> If "fair": what is the reason why your performance is not considered "good"? What are you planning to do in order to improve performance? And/or what could be done to help you improve it?

If "good": please, define what you think is the determining factor(s) for your good performance.

If "excellent": what would you like to recommend to other RWPs and GWP Secretariat to do in order to improve their performance in this aspect?

GWP Critical Functions	How would you classify your performance? Or How each statement corresponds to reality in your RWP?			Comments <sup>6</sup>
	Fair	Good	Excel.	
generated by those activities.				
Our region is actively supporting improved water governance processes (e.g. institutional reforms, legislative framework, etc) throughout the region.				
The critical development challenges to water security identified in our region (e.g. climate change, growing urbanisation, food production, resource related conflict, etc) are duly considered within the framework of the GWP Strategy in our annual work planning.				
<b>2. Communication and Reporting</b>				
Our RWP has a Communication Strategy/Plan.				
We regularly and timely submit monthly reports to GWP Secretariat with news, activities and outcomes places in a relevant context.				
We submit good quality annual outcomes report within deadline.				
We keep a record of regional and national processes, activities that may lead to outcomes (Outcome Mapping).				
We often update our website and monitor its use.				
We regularly share information with media on water related news and issues and about GWP events and publications.				
We monitor media coverage on GWP in our region.				
We give training to journalists. .				
We monitor the correct use of the GWP Graphical Policy by CWP.				
<b>3. Financial Management and Host Institution (HI) performance</b>				
Our submission of accurate and timely financial reports is:				
We secure timely audits.				
We secure sufficient level of liquidity throughout the year.				
We monitor our budget and liaise with the Network Officer and HI whenever an amendment is required.				
Our cooperation with the HI could be described as:				
The service provided by our HI could be described as:				
Our interaction with the GWPO Finance Team is:				
Our (RWP Secretariat and HI's) support to the CWP to perform good financial reporting is:				
The RWP SC oversees the HI performance.				
<b>4. Network Governance</b>				
We hold an annual general assembly (or every other year if defined by statutes).				
We keep a record of the RWP and all the CWPs' annual assemblies and the composition of their Steering Committee.				
We provide support on governance issues to the e CWP to ensure compliance to the Conditions for Accreditation.				
We hold regular Regional Committee/Council meetings in accordance with our statutes.				
We actively ensure a transparent election of SC members broadening up participation in the RWP and CWP governing bodies, and preventing capture of the Partnership by individuals holding vested interests.				
We keep a record of the agreements reached in the RC meetings and use it to follow up on progress in the following meetings.				
Reliability on the information in our partners database is:				
We promote the recruitment of new Partners as stated in the Policy on Partners.				

GWP Critical Functions	How would you classify your performance? Or How each statement corresponds to reality in your RWP?			Comments <sup>6</sup>
	Fair	Good	Excel.	
We contribute to ownership building by keeping GWP Partners in our region well informed of main developments throughout the Network.				
We maintain regular communication within the region, with the CWP and with GWP Secretariat.				
Our SC members are actively engaged in supporting the RWP planning, implementation and reporting processes.				
We fully comply with the GWP Conditions for Accreditation.				
<b>5. Knowledge sharing</b>				
We contribute to the promotion of the use of the ToolBox				
We contribute to the enhancement of the ToolBox by submitting case studies and sharing relevant good quality documents that could be used throughout the Network.				
Our RWP actively shares with GWP Partners in the region key documentation that could improve their WRM interventions.				
Our RWP and CWP support the development of technical publications.				
We monitor knowledge generation of GWP Partners in our region.				
<b>6. Fund raising</b>				
We have been very active engaging regional donors and/or the private sector				
We have developed and submitted proposals for funding.				
Our success in raising funds could be considered:				
Our success in engaging Partners to support our RWP and CWPs (in kind contributions) has been:				

#### 2.1.4 Overall Critical Assessment

<b>Report M&amp;E 4</b>	Overall Critical assessment <sup>7</sup> .
<b>Template used</b>	Summary table illustrated below (1page max for the three bullets together)

#### TEMPLATE M&E 4:

Overall critical assessment
<ul style="list-style-type: none"> <li>Critical assessment of achievements as compared to plans for the year.</li> </ul>
<ul style="list-style-type: none"> <li>Overall assessment of 5 year strategy implementation so far</li> </ul>
<ul style="list-style-type: none"> <li>Lessons learned and implications for the coming year.</li> </ul>

<sup>7</sup> Builds on progress markers and activity implementation reporting above

## 2.2 Request B: Annual Workplan

# B

<b>Responsible</b>	Regional coordinator in liaison with regional SC. You will work with the assistance of the GWPO Network Officer responsible for your Region.
<b>Deadline</b>	1 November
<b>Purpose of Workplan &amp; Budget information</b>	<p>The information requested is split into 3 sections:</p> <ul style="list-style-type: none"> <li>• WPB 1: Context and Workplan Summary</li> <li>• WPB 2: Detailed Workplan</li> <li>• WPB 3: Detailed Budget</li> </ul> <p>It is meant to be used for :</p> <ul style="list-style-type: none"> <li>• The production of your own Workplan</li> <li>• The production by GWPO of the Annual Workplan and Budget document prepared for submission to the GWP Steering Committee and Financial Partners Group.</li> </ul>

### 2.2.1 Introduction and Workplan summary

<b>Report WPB 1</b>	Introduction and Workplan summary.
<b>Template used</b>	Summary table illustrated below

#### **TEMPLATE WPB 1:**

<b>Introduction: Water Management Context and Challenges</b>
Text (write 1 page max)
<b>Workplan summary (List main highlights only)</b>
• Highlight 1 (write short description: 1 to 3 sentences max)
• Highlight 2 (write short description: 1 to 3 sentences max)
• Highlight 3 (write short description: 1 to 3 sentences max)
• Highlight (possibly 1 more)

## 2.2.2 Detailed Workplan

<b>Report WPB 2</b>	Detailed Workplan
<b>Template used</b>	Summary tables illustrated below

### TEMPLATE WPB 2:

**Strategic Goal #1:** Ensure water is a key part of sustainable national development. *This goal focuses on improving water resources management to help countries towards growth and water security emphasizing an integrated approach, good governance, appropriate infrastructure and sustainable financing.*

Outcome Challenge	Strategy to influence the boundary actors and contribute to achieving the outcome challenges	
	Progress markers – Describe the change in the boundary actors in each outcome challenge that you hope to see over the next twelve months if GWP is very successful. What will the boundary actors be doing differently?	Action to be taken by GWP – Specify what will be done, by whom, when and where.
OC #1	(-)	(-)
OC #2	(-)	(-)
OC #3	(-)	(-)
OC #4	(-)	(-)
OC #5	(-)	(-)
OTHER?	(-)	(-)

**Strategic Goal #2:** Address critical development challenges. *This goal focuses on developing and advocating solutions to critical challenges to water security, such as climate change, growing urbanisation, food production, resource related conflict and other challenges as they emerge.*

Outcome Challenge	Strategy to influence the boundary actors and contribute to achieving the outcome challenges	
	Progress markers – Describe the change in the boundary actors in each outcome challenge that you hope to see over the next twelve months if GWP is very successful. What will the boundary actors be doing differently?	Action to be taken by GWP – Specify what will be done, by whom, when and where.
OC #1	(-)	(-)
OC #2	(-)	(-)
OC #3	(-)	(-)
OC #4	(-)	(-)
OC #5	(-)	(-)
OTHER?	(-)	(-)

**Strategic Goal #3: Reinforce knowledge sharing and communications.** *This goal focuses on developing the capacity to share knowledge and to promote a dynamic communications culture, so as to support better water management.*

Outcome Challenge	Strategy to influence the boundary actors and contribute to achieving the outcome challenges	
	Progress markers – Describe the change in the boundary actors in each outcome challenge that you hope to see over the next twelve months if GWP is very successful. What will the boundary actors be doing differently?	Action to be taken by GWP – Specify what will be done, by whom, when and where.
OC #1	(-)	(-)
OC #2	(-)	(-)
OC #3	(-)	(-)
OC #4	(-)	(-)
OC #5	(-)	(-)
OTHER?	(-)	(-)

**Strategic Goal #4: Build a more effective network.** *This goal focuses on enhancing the network's resilience and effectiveness through stronger partnerships, good governance, measuring performance to help learning and financial sustainability.*

Outcome Challenge	Strategy to influence the boundary actors and contribute to achieving the outcome challenges	
	Progress markers – Describe the change in the boundary actors in each outcome challenge that you hope to see over the next twelve months if GWP is very successful. What will the boundary actors be doing differently?	Action to be taken by GWP – Specify what will be done, by whom, when and where.
OC #1	(-)	(-)
OC #2	(-)	(-)
OC #3	(-)	(-)
OC #4	(-)	(-)
OC #5	(-)	(-)
OTHER?	(-)	(-)

### **Elements on the TEMPLATE WPB 2:**

- Ensure a clear logical flow from (i) Activities, contributing to achieve (ii) Progress Markers, which are goal posts along the way to achieving (iii) Outcome Challenges.
- To the extent possible, use the Outcome Challenges that were defined in your 5 years regional strategic plan and were already used in your workplans since 2009.
- If relevant, use the Progress Markers that were defined in your 5 years regional strategic plan; note that you have the option (if justified) to revise them and/or develop new ones for next year. Avoid having too many progress markers if possible.
- To the extent possible, ensure that the numbering for activities is consistent across the planning & budget documents



## 2.2.3 Detailed Budget

<b>Report WPB 3</b>	Detailed Budget
<b>Template used</b>	Excel spreadsheet provided separately and companion document "Financial Guidelines"

### TEMPLATE WPB 3 (illustrative view only):

<b>4. FUNDS NOT INCLUDED IN THE BUDGET (see bottom of budget for more details)</b>			
Locally raised funds not secured 2012	250		
Expected in kind contributions 2012	12		
		<b>EURO</b>	
	<b>Total Funds 1+2+3</b>	<b>1. GWP Core Budget</b>	<b>3. Locally Raised Funds Secured</b>
<b>TOTAL SECURED FUNDING GOAL 1 - 4</b>	<b>275</b>	<b>200</b>	<b>75</b>
<b>Strategic Goal 1: To apply and implement IWRM principles and practices to support national development priorities</b>	<b>Total Funds 1+2+3</b>	<b>1. GWP Core Budget</b>	<b>3. Locally Raised Funds Secured</b>
Outcome Challenge: Enabling policy environment for National IWRM plans			
Activity 1 Support National IWRM policy dialogues	24	24	0
Activity 2 Awareness raising campaign	16	16	0
Outcome Challenge: Capacity development for National IWRM plans			
Activity 1 National trainings on IWRM	32	32	0
Outcome Challenge: Fundraising for National IWRM plans			
Activity 1 Fundraising	8	8	0
<b>SUM STRATEGIC GOAL 1</b>	<b>80</b>	<b>80</b>	<b>0</b>

### Elements on the TEMPLATE WPB 3:

To the extent possible, ensure that the numbering for activities is consistent across the planning and budget documents.

- 1. GWP Core Budget;** Core budget to be approved by GWPO Steering Committee. Estimated to be Euro xxx.
- 2. Approved additional GWP Funds;** Additional funds requested from and approved by GWPO for a specific purpose during the year (e.g. ToolBox, UNCSD, EUWI FWG). This column will remain hidden until applicable.
- 3. Locally raised funds secured (regional & country level):** Funds raised locally by the Region will be part of the Budget only when the funds are secured by a signed agreement. The Region will need to request additional information from the CWP in the region to ensure that locally raised funding secured at the country level are included in the locally raised funds for the region as a whole.  
Please provide further information on each donor providing more than €10,000 in the sheet "Locally Raised Funds > 10K". Please list each signed contract over €10,000 in a separate column specifying the donor and project name. Donor amounts less than €10,000 can be added together in the "Other Donors" Column

### FUNDS NOT INCLUDED IN THE BUDGET:

Locally raised funds not yet secured as well as forecasted in kind contributions are noted for information. Donor and amount could preferably be noted in the space provided in the last part of the sheet "Budget 2012".

### RUNNING COSTS SECRETARIAT (REGION AND COUNTRY)

Please use the budget lines under Goal 4.

Meetings are activities and should be included under Goal 4 (not in running costs) in respect to: Regional Steering Committee/Council Meetings; Annual Consulting Partners Meeting; Regional Partners Meeting

Include bank interest received under financial costs. Bank interest received will be considered negative expenditure in order to offset bank charges, much in the same way that we offset foreign currency losses with foreign currency gains.

### ACTUAL BY QUARTER:

The budget template is to be used for the quarterly expenditure reports. The Q report columns are currently hidden in the Budget template

2.3 Request C: Inputs to GWP Annual Report - *GWP in Action*

C

<b>Responsible</b>	Regional coordinator. You will work with the assistance of the GWPO Network Officer responsible for your Region.
<b>Deadline</b>	15 January
<b>Purpose of M&amp;E information</b>	The information requested is meant to be used for : <ul style="list-style-type: none"> <li>• The production by GWPO of the GWP Annual Report</li> </ul>

## 2.3.1 Documentation of significant Outcomes

<b>Report M&amp;E 5</b>	Selection of most significant outcomes of the previous year for the Annual report. The narrative should include a presentation of detailed background and context information. Relevant images and additional information may be added.
<b>Template used</b>	Summary template & guidelines illustrated below (2011)

**GWP [Region] [YEAR]**  
**Submission to GWP in Action [YEAR] Annual Report**

*You do not have to use this template but please follow its guidelines.*

*Prepared by:*

*Date:*

*(Please complete by 15/01/[YEAR])*

Note: Please provide 4-5 outcomes that occurred in [YEAR]. The activities that contributed may have occurred prior to [YEAR], but the actual outcomes must be in [YEAR]. An outcome is a change in the behaviour, relationship, and/or actions of boundary actors that can be reasonably linked to the activities and outputs of GWP.

If you report on a meeting or forum or dialogue, the reader needs to know *what difference it made*, not just what the recommendations were. If you say something was 'facilitated', we need to know what specific activities constituted 'facilitation' and which outcomes can be plausibly linked to this facilitation (which should be possible if you answer the questions below).

Recognizing that donors are increasingly seeking 'value for money', please give numbers, if possible, e.g.: (1) how many people can we credibly claim have benefitted (or will benefit) from this outcome? (2) has this outcome leveraged funds for the water sector? (3) is there some other value-added, e.g., a decrease in disease? Increased access to water? Water savings that can be measured?, etc.

*Outcome*

*(Who or what changed? What is the significance of the change? "So what?")*

*What strategic goal in your region does this outcome relate to?*

*Description of the change process  
(Why did the change happen?)*

*Contributing factors, actors, and background  
(Who or what contributed to the change? What was GWP's role?)*

*Lessons learned  
(can be positive and negative, based on the barriers and challenges faced)*

*Other information—web links to reports, news items, images, etc.:*

*People we can interview (email and telephone numbers)—It is one thing for us to say what we've achieved but far more impact when one of our stakeholders says it:*

## 2.4 Request D: Monthly Narrative Reports

D

Responsible	Regional coordinator & regional Communication Officer
Deadline	1st Monday of each Month
Purpose of information	<p>The information requested is meant to be used for :</p> <ul style="list-style-type: none"> <li>• Your own communication materials</li> <li>• Your own regular monitoring of progress and learning, in particular: background/inputs for preparing annual monitoring reports</li> <li>• The production by GWPO of the monthly electronic newsletter, NewsFlow</li> <li>• The maintenance by GWPO of (i) the monthly reports database, which records all the information items submitted (not only those published in NewsFlow) (ii) the governance outcome database, which records the key outcomes submitted.</li> </ul>

## 2.4.1 Routine recording of Work Programme Information

Report <b>M&amp;E 6</b>	Account of monthly activities, news, events & outcomes
Template used	Summary guidelines below

We ask for the following information items (Please number your items in your report).

- 1 ACTIVITIES or OUTPUTS.** A selection of GWP actions or products (usually from your workplan) that are expected to contribute to producing Outcomes at a later stage, for example:
  - new resources (publications, conference participation)
  - services (training workshop, facilitation)
  - processes (dialogues, consultation with stakeholders)
- 2 NEWS**—something that increased the visibility or enhanced the reputation of GWP. Information about new projects developed and funded with GWP involvement is of particular interest.
- 3 COMING EVENTS** that the GWP Network should be aware of.
- 4 OUTCOMES.** Ultimately, GWP exists to bring about *change* in the management of water resources. These changes, called Outcomes, are significant changes in the behaviour or actions of boundary actors that can be *plausibly linked* to GWP activities and outputs. The Monthly Narrative Report gives you the opportunity to reflect if any Outcomes occurred since your last report. You should not expect to observe such changes every month, but when you do, please report them even if the plausibly linked activities took place months ago. If anticipated, these Outcomes may already be described in current or past workplans (in the form of Progress Markers or Outcome Challenges). **Of particular interest are Key Water Governance Outcomes relating to significant changes in water governance systems. These changes can be related to a governance area listed in the GWP ToolBox and it is important for GWP monitoring to record them as such. For each of these Outcomes please record the following information:**
  - Connection to ToolBox Area (A1.01 to C9.05)
  - Location
  - Partner Organizations involved
  - Estimate of Value generated or funds leveraged
  - Estimate of GWP costs
- 5** Finally, if you have related PHOTOS, those are most welcome.

## 2.5 Request E: Quarterly Financial Reports

E

<b>Responsible</b>	Host Institutional liaison with the Regional Coordinator
<b>Deadline</b>	Quarterly
<b>Purpose of information</b>	The information requested is meant to be used for : <ul style="list-style-type: none"> <li>• financial monitoring</li> <li>• audit</li> <li>• Annual Financial Report</li> </ul>

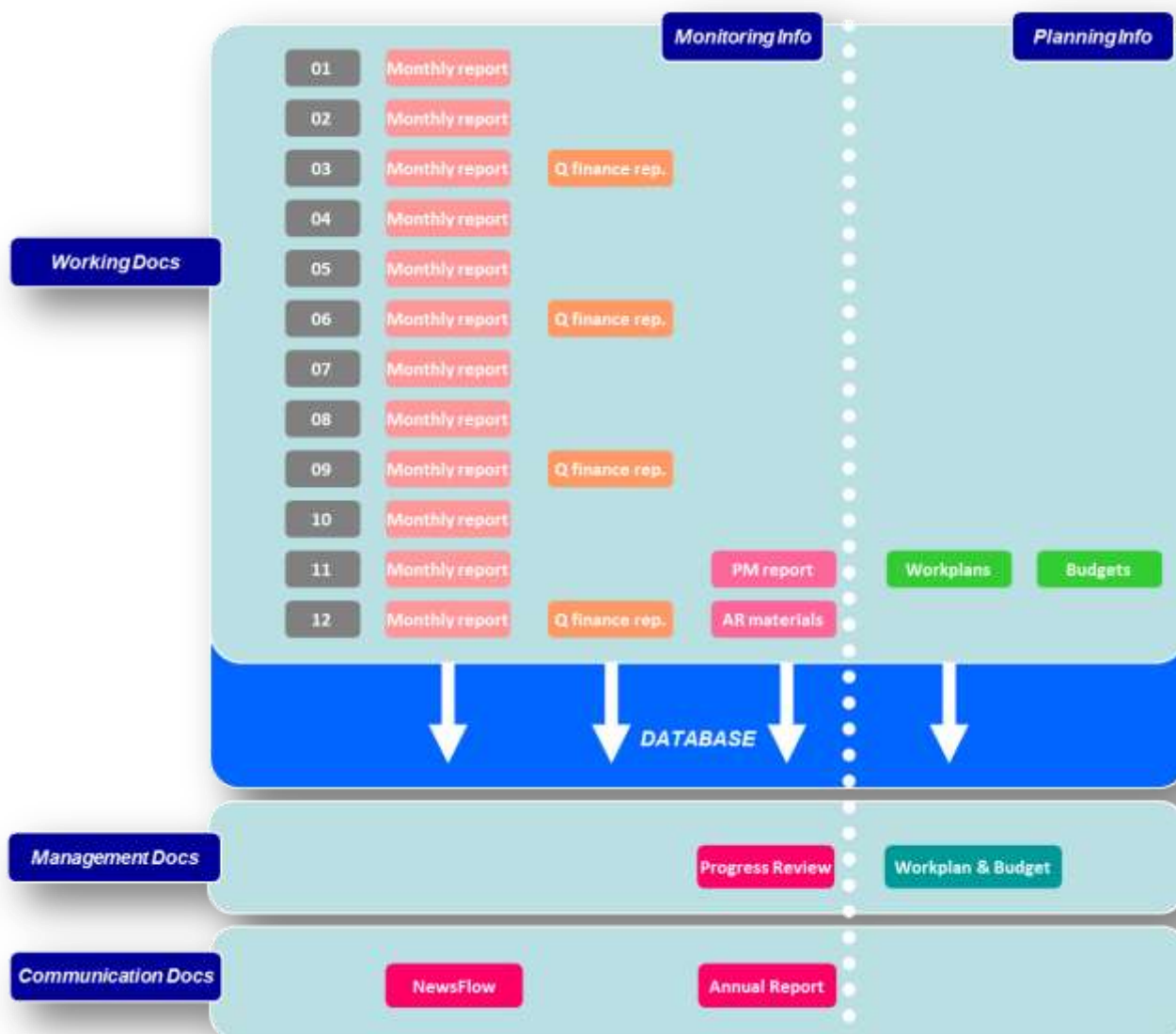
### 2.5.1 Routine recording of financial Information

<b>Report M&amp;E 7</b>	Account of expenditures against budget
<b>Template used</b>	Excel sheet provided separately and companion document “Financial Guidelines”

[Template provided within the annual budget Excel spreadsheet WPB3]

### 3. Work Programme Management Documents

A list of the main GWP documents relating to planning and monitoring is summarized in the figure below.



**Working documents** contain the information collected from the various GWP entities.

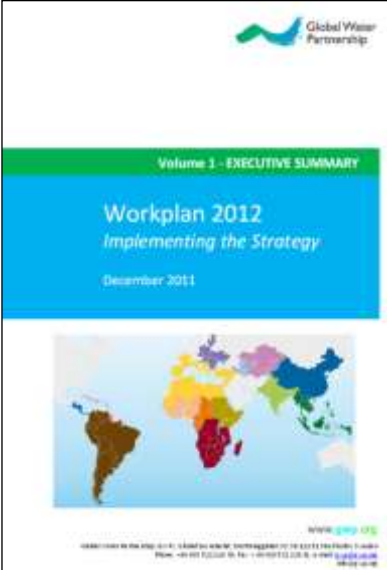
The basic information provided in the workplans and through the various reporting mechanisms is managed through the *GWP Program Information System*. This information has been standardised, indexed and compiled in a *Program Management Database*. The database allows the production of **Summary Reports** presenting the information in a standardized format by regions or by themes (see illustrative TOCs in annex).

Two main **Management Documents** are produced: Progress Review and Workplan. The Annual Report and Newsflow are the two main **Communication** outlets. These Documents are important to maintain and develop GWP's reputation and visibility.

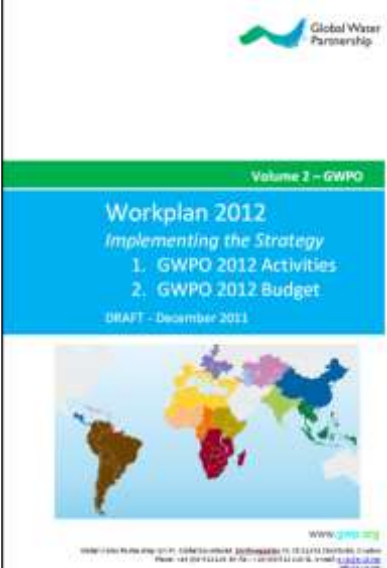
The table of contents of the management documents are provided hereafter.

### 3.1 Table of contents of GWP Workplan documents

#### Workplan Volume 1: Executive Summary

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	<b>1 Introduction</b> .....	<b>2</b>
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## Workplan Volume 3: GWP Global

Workplan Volume 3 - GWP Global

Global Water Partnership

Volume 3 – GWP GLOBAL: GWPO AND Regions

**Workplan 2012**  
Implementing the Strategy

DRAFT – October 2011

WORLD GWP GLOBAL

Global Water Partnership (GWP), Global Water Partnership (GWP) is a non-profit organization  
 whose aim is to promote the use of water resources in a sustainable manner. GWP is a  
 member of the United Nations World Water Development Programme (UNWDP).

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## 3.2 Table of contents of GWP Annual Progress Review

  <b>GWP Annual Progress Review 2012</b>  <i>Monitoring, Evaluating and Reporting Progress</i>  Review Report Outline - for discussion DRAFT – October 2011    <small>Global Water Partnership (GWP) Secretariat Water, 400 000 </small>
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## 4. Annex A Background on GWP Work Programme

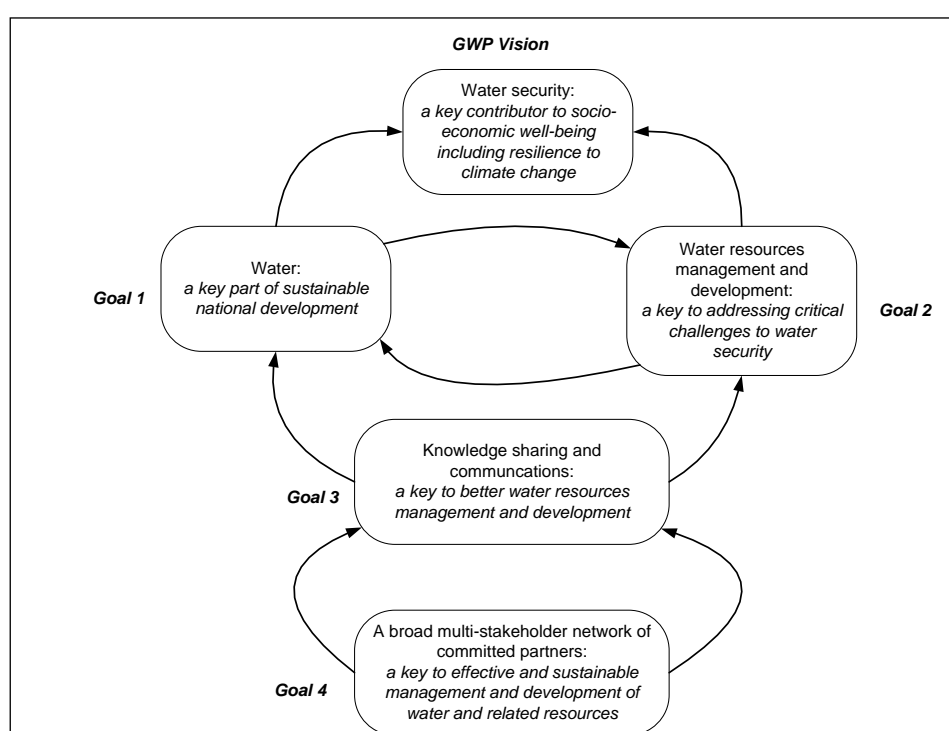
GWP Work Programme is currently developed within the framework of a 5 years Strategy (2009-2013)<sup>8</sup>. It is implemented through a Global Secretariat, a Global Technical Committee and 13 Regional Water Partnerships (further decentralized into Country Water Partnerships)<sup>9</sup>.

A summary presentation of the content of GWP Strategy, GWP Work Programme and GWP delivery mechanisms is provided below.

### 4.1 GWP Strategy

#### 4.1.1 A results chain across 4 strategic goals – GWP's "theory of change"

The GWP Strategy (2009-2013) has been developed on the basis of a *theory of change* with four well defined goals that were developed in consultation with stakeholders across the Network. This is illustrated in the diagram below.



The results derived from goals 3, 2, and 1 are achievable in a sustainable and cost-effective manner only through Goal 4 – an effective network. This broad multi-stakeholder network enables to generate and share knowledge and communicate globally, regionally and at country level (Goal 3) and to use the available human and financial resources to help countries develop and implement their strategies and plans as a basis for investments (Goal 1&2). The corresponding Value chain is illustrated in the table below.

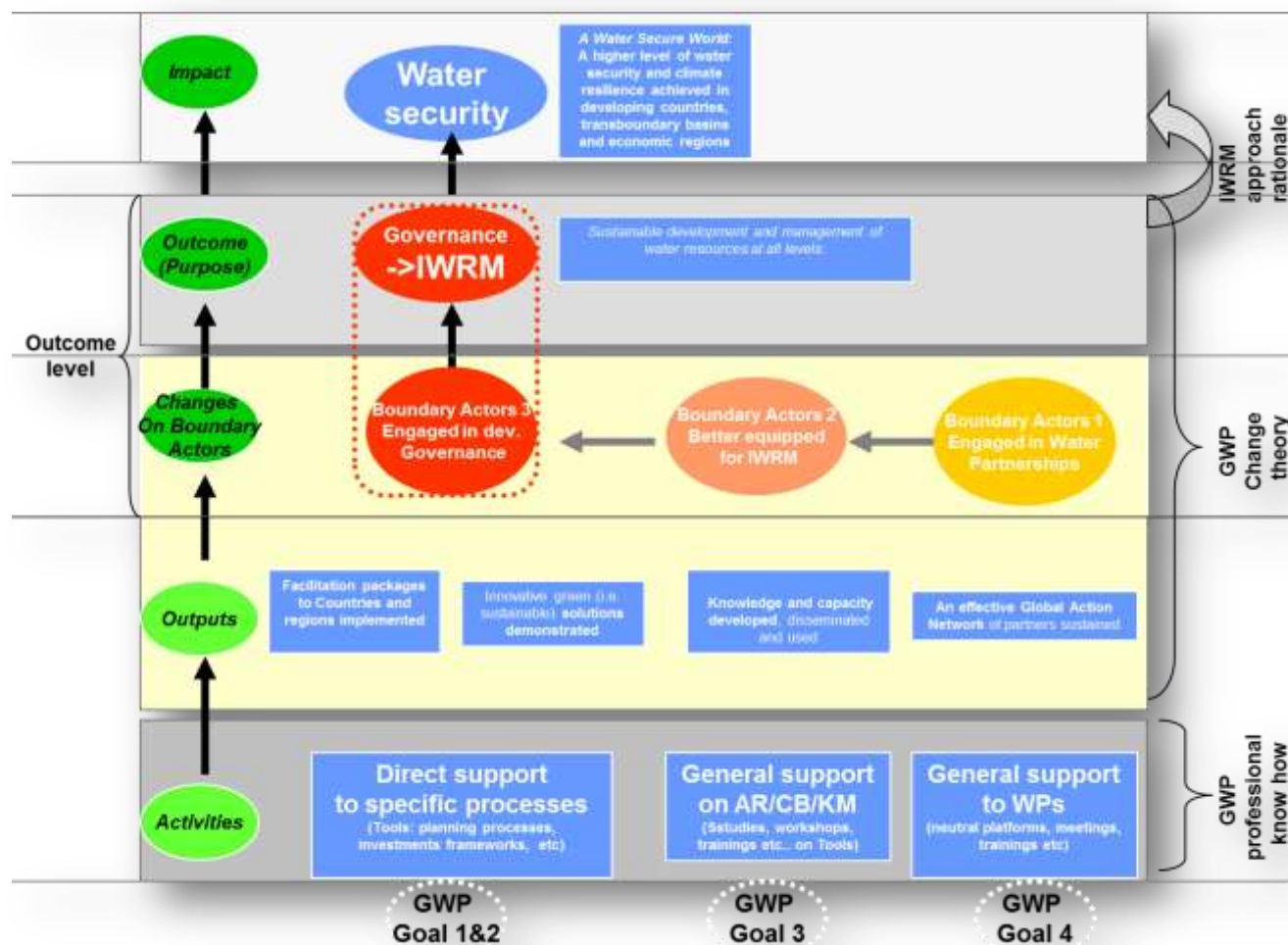
<sup>8</sup> See GWP 2009-2013 Strategy

<sup>9</sup> See GWP Corporate Documents for further information on Organization & Governance

Description of Outcome Challenges by Goals		Value added at different stages leading to real impact
<b>Goal 4</b>	<b>Actors</b> work as “partners” in a network mode	Contribution of <b>networking arrangements</b> to Impact (via Goal 1&2 mostly)
<b>Goal 3</b>	<b>Actors</b> participate to and benefit from awareness raising, knowledge sharing, capacity building activities on IWRM	Contribution of <b>awareness raising, capacity building, knowledge sharing activities on IWRM</b> to Impact (via Goal 1&2 mostly)
<b>Goal 1&amp;2</b>	<b>Actors</b> reform their water governance system towards IWRM (working on one or several “change area” such as items listed in the ToolBox structure)	Contribution of <b>IWRM oriented water governance</b> to Impact
<b>Impact</b>	<b>Actors</b> work within the (IWRM oriented) governance system to address concrete water related problems affecting directly beneficiaries.	<b>Real Impact on beneficiaries</b>

The links between the various elements contributing to delivering results envisioned in the Strategy are reflected in the logical framework presented below.

Figure: GWP LFA



#### 4.1.2 A global & decentralized ambition

GWP works globally as well as in 13 regions each having their own agendas and priorities.

### 4.2 GWP Work Programme

The Work Programme for achieving the 4 strategic goals is spelled out in:

- One **2009-2013 global strategic plan**, addressing the needs and priorities of the global agenda
- Thirteen **2009-2013 regional strategic plans** addressing the needs and priorities of the regional agenda in each of the 13 regions where the GWP network is active

The consolidation of these 14 strategic plans forms the **GWP 2009-2013 Work Programme**.

#### 4.2.1 Targeting Change via Boundary Actors

All GWP activities are geared towards fostering changes via well identified **Boundary Actors**. The comprehensive list of changes GWP would like to see happening at global and regional level during the 2009-2013 Strategy period is provided in GWP 2009-2013 Work Programme in the form of “Outcome Challenges”. These Outcome Challenges have been decomposed for the global and regional agendas in smaller goal posts to be reached along the way to 2013: the GWP Progress Markers. These Progress Markers are monitored every year and updated at the annual planning stage.

There is a great diversity of **Boundary Actors**: Governments, RBOs, Research organizations, NGOs, Funding agencies etc. Similarly, the **change areas** targeted cover the wide array of the water governance spectrum.

#### 4.2.2 Typical Activities

GWP activities can be structured along two dimensions: thematic areas addressed and types of intervention.

> The **18 “GWP strategic elements”** listed in GWP strategy referring to GWP thematic focus

##### Thematic portfolio Goal 1&2

SE 1.1	Improving support for water management through national processes
SE 1.2	Improving governance systems
SE 1.3	Improving water infrastructure
SE 1.4	Improving financing for water management
SE 1.5	Facilitating transboundary cooperation
SE 1.6	Monitoring progress on IWRM
SE 2.1	Climate change
SE 2.2	Food security
SE 2.3	Tackling urbanization + water supply & sanitation + environment <sup>10</sup>
SE 2.4	Resolving conflict

##### Thematic portfolio Goal 3&4

SE 3.1	Improving GWP communication capacity
SE 3.2	Improving GWP outreach
SE 3.3	Strengthening GWP knowledge sharing capacity
SE 4.1	Forging partnerships and alliances
SE 4.2	Measuring GWP performance
SE 4.3	Ensuring GWP financial sustainability
SE 4.4	Supporting GWP network
SE 4.5	Decreasing GWP carbon footprint

<sup>10</sup> Needs more detailed unpacking

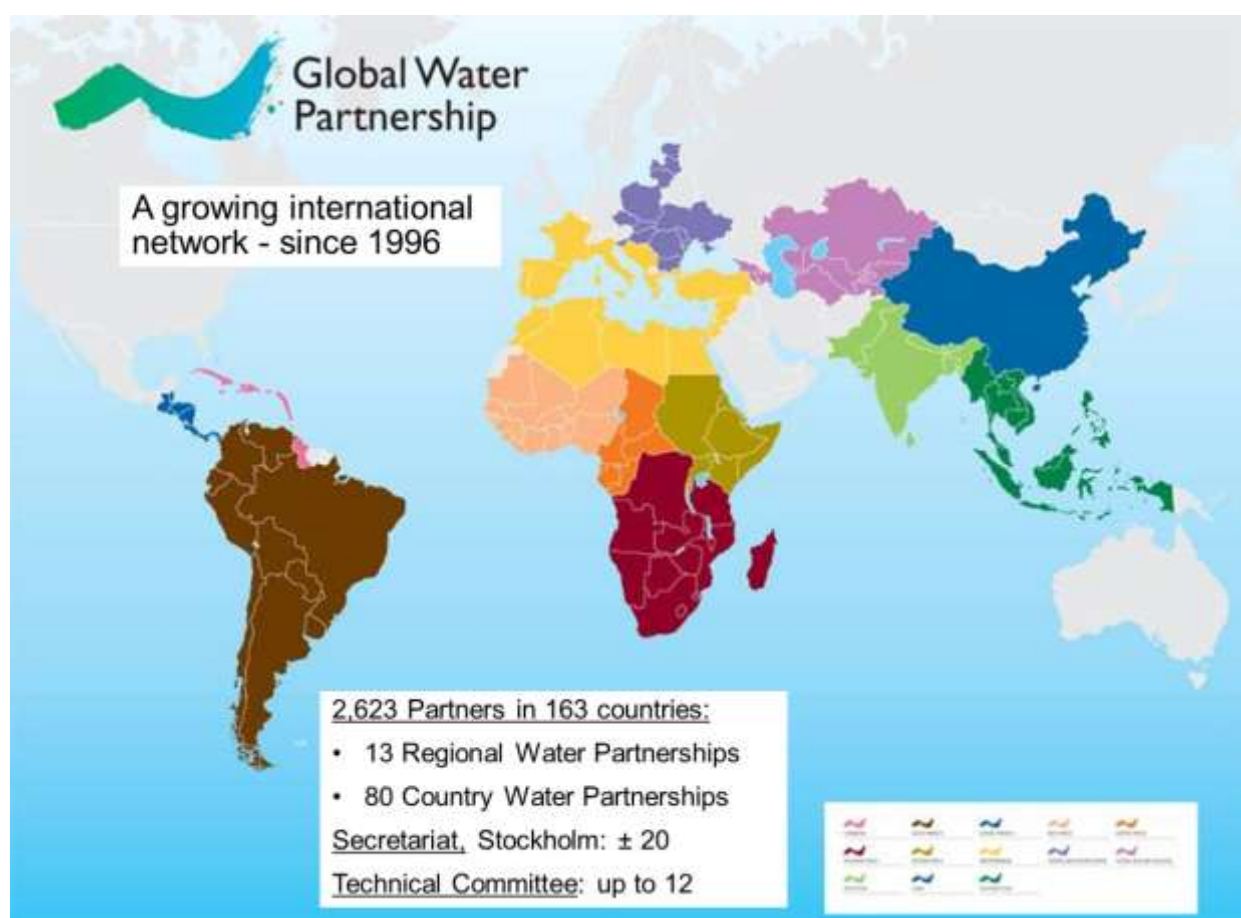
The 7 “types” of activities referring to GWP know-how are:

1. <b>Process facilitation</b>	Design / participation to significant planning / reform processes (workshops, drafting documents)
2. <b>Capacity building</b>	Targeted activities with a clear purpose in terms of building capacity (training, forum, dialogue, focused Toolbox training)
3. <b>Awareness raising</b>	General activities designed for raising awareness of larger public (world water days, exhibition etc)
4. <b>Knowledge products</b>	Publications and other products (lectures, books, website, newsletters etc)
5. <b>Operational management</b>	Programme implementation activities (meetings of project management groups, technical advisory groups)
6. <b>GWP Meetings</b>	Meetings initiated by GWP for (i) advocacy, designing or advancing a cooperation with partners (liaising with development banks, RECs, RBOs etc); (ii) Governance
7. <b>Others Meetings</b>	Participation / contribution to activities or processes initiated by others (e.g. world water forum, world water week, UN processes )

### 4.3 GWP Delivery Mechanisms

#### 4.3.1 GWP Network

The GWP network is organized around the GWPO (Secretariat and TEC), 13 RWPs and 80 CWP<sup>11</sup>

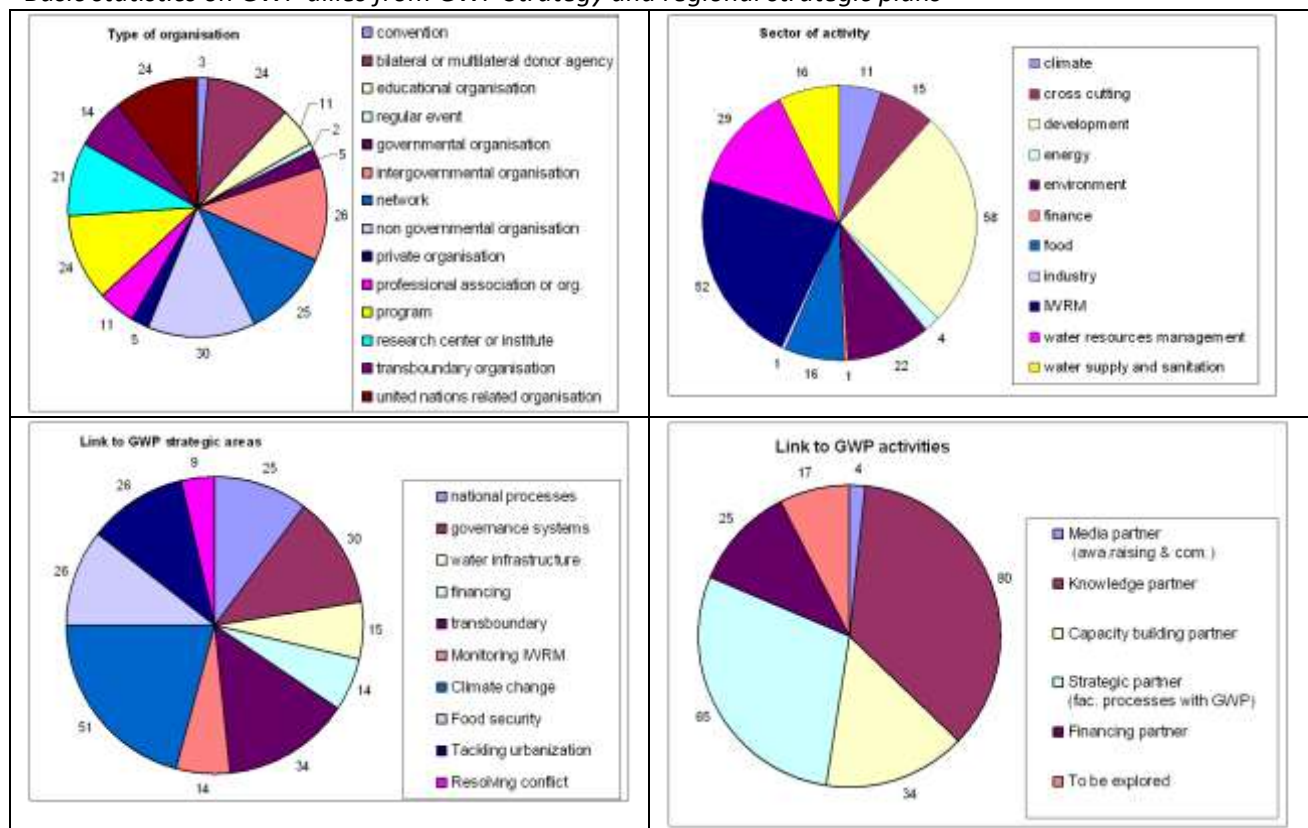


<sup>11</sup> See description in Strategy and other documents

## 4.3.2 GWP Allies

GWP is intervening in 13 regions and globally with a wide array of allies.

*Basic statistics on GWP allies from GWP Strategy and regional strategic plans*





## 5. Annex B GWP Simplified Results Framework

GWP is in the process of strengthening/simplifying its corporate results framework and related set of indicators. This will allow a clearer “results based” program management and more compact reporting for external audiences.

The list of indicators listed below has been derived from indicators used by the GWP WACDEP program and further developed in the context of a proposal for DFID funding. **This set is not finalized and is meant to evolve; \_see latest version of WACDEP and of the DFID Business Case.**

### 5.1 GWP Impact

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

**Impact:** *A Water Secure World:* A higher level of water security and climate resilience achieved in developing countries, transboundary basins and economic regions

	Indicator	Short description
Impact 1	Population (millions) impacted positively by improved water security & reduced vulnerability to climate risks	NB people

### 5.2 GWP Key Water Governance Outcomes

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

[www.gwptoolbox.org](http://www.gwptoolbox.org)) organised in three main clusters:

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

Those are the areas where changes are happening on the ground via the actors of the water sector benefiting from GWP interventions.

**Outcome:** Sustainable development and management of water resources at all levels:

	Indicator	Short description
Indicator 1	Number of countries with significant improvements in policies, institutional arrangements and management instruments for water security and climate resilience	NB countries
Indicator 2	Amount of funds (\$ millions) leveraged for water security and related climate change programmes	Amount of funds

### 5.3 GWP Outputs

GWP outputs lie in **the services and products** delivered by the GWP network which foster sustainable governance improvements of the water systems. GWP has not traditionally monitored its outputs systematically but it can be done without losing the integrity of the present monitoring framework. Further work is needed for sharpening the definition of these indicators. This will imply defining thresholds for qualifying words like: “applying”, “significant improvement in using”, “enhanced capacity in using” IWRM tools.

### Output 1 (Goal 1): Facilitation packages for countries and regions implemented

	Indicator	Short description
Indicator 1.1	Number of countries supported for approval of 'no regrets' investment and financing strategy documents on water security and climate resilient development	NB countries supported for funding packages of <b>IWRM Tools</b>
Indicator 1.2	Number of countries supported in the development of projects to access climate and climate-related funds	NB countries supported in accessing climate funds
Indicator 1.3	Number of river basin organisations (including transboundary) supported for applying tools for improved water security and climate resilience	NB TB supported for <b>applying IWRM Tools</b>

### Output 2 (Goal 2): Innovative, sustainable IWRM solutions demonstrated

	Indicator	Short description
Indicator 2.1	Number of GWP supported demonstration projects on water security and climate resilience undertaken	NB demonstration projects developing/testing innovative <b>IWRM Tools</b>
Indicator 2.2	Number of documented cases of replication of solutions developed through GWP network	NB of <b>uptake</b> cases of innovative <b>IWRM Tools</b> developed through GWP network
Indicator 2.3	Number of agreements and high level national and global policy and technical documents providing global and regional leadership on cutting edge issues for water security and climate resilience	NB of innovative <b>IWRM Tools institutionalized</b> (national or regional level)
Indicator 2.4	Recognition of GWP contribution to the global debate measured by number of acknowledgments in official documents	NB of acknowledgements of GWP work at global level

### Output 3 (Goal 3): Knowledge and capacity developed, disseminated and used

	Indicator	Short description
Indicator 3.1	Number of national, regional and civic organisations with enhanced technical and analytical capacity for assessing the impacts and risks in enabling water security in the context of climate change	NB organizations <b>capacitated</b> in developing, using, financing, implementing <b>IWRM Tools</b>
Indicator 3.2	Number of decision-makers with enhanced capacity to integrate water security considerations in policy, planning or project implementation.	NB decision-makers <b>capacitated</b> in developing, using, financing, implementing <b>IWRM Tools</b>
Indicator 3.3	Number of media features in developing countries on climate resilience & water security	NB media features
Indicator 3.4	Number of knowledge products for water security & climate resilience developed (incl. analytical inputs to policy/plan/project making; economic analysis of water based ecosystem services; public expenditure reviews)	NB <b>knowledge products developed</b>


### Output 4 (Goal 4): An effective Global Action Network of partners sustained

	Indicator	Short description
Indicator 4.1	Number of GWP Network partner organisations with enhanced capacity to manage and develop water resources and increase resilience to climatic variability	NB GWP partners involved
Indicator 4.2	Number of RWPs taking corrective measures as a results of GWP annual regional performance review	NB RWPs improving performance

As mentioned above, **the formulation of outputs and related indicators will evolve**, notably as a result of the development of GWP next Strategy (2014-2020). An example of new indicator under output 4 could be the amount of funds leveraged by GWP entities in joint programs and projects with allies.

## 5.4 Monitoring Datasheet by entity

The datasheet in use to summarize the monitoring information relating a particular GWP entity is presented below:



# BRIEF EXPLANATIONS RELATING TO THE VARIOUS SECTIONS OF THE DATA SHEET

IMPACT (Socio-Economic Benefits)		Entity	REG	TB	Country	Country 2	
	<b>Value Added (prox 1):</b>	This section is meant to capture GWP impact at different scales: whole GWP system, Global level, Regional level (13 regions), Transboundary level, National level.					
	<b>Beneficiaries (NB):</b>						
	<b>Investments (leverage):</b>						
		A robust methodology to assess this impact is yet to be developed.					
	<b>Value Added (prox 1):</b>						
	<b>Beneficiaries (NB):</b>						
	<b>Investments (leverage):</b>						
OUTCOMES (Key Water Governance improvements)		Entity	REG	TB	Country	Country 2	
Cumulative GWP	A Policies	This section is meant to capture GWP outcomes at different scales: whole GWP system, Global level, Regional level (13 regions), Transboundary level, National level. The approach used is based on a routine recording of "changes" fostered/influenced by GWP within the "water governance systems" at these levels. The classification of governance elements considered is based on the GWP ToolBox structure (60 governance elements grouped into 14 sub-categories and ultimately in 3 main areas: Policies, Institutional arrangements and Management Instruments).					
	B Institutional roles						
	C Management Instruments						
		Total	The data are collected routinely from all monitoring and project reports. (Work in progress - A				
	A Policies						
	B Institutional roles						
	C Management Instruments						
		Total					
PROGRESS MARKERS (Actors influenced)		This section provides a snapshot of progress made at the level considered (GWP, Global or Regional) in terms of fostering changes of GWP Boundary Actors behaviour. These changes are measured against progress markers defined in GWP entities workplans. These Progress Markers are goalposts along the way to addressing Outcome Challenges identified under the 4 Goals of the GWP Strategy. The progress made are thus displayed by goals. The 3 levels assessment scale is explained below.					
2005-todate		The data are collected through an annual Progress Markers Report.					
		Something can be reported about the boundary actor, mostly in terms of connection / interest / participation to GWP activities (10%)				!	
		A change process is identified while not fully implemented; the discussion of the link to GWP activities is worth reporting (50%)				+	
		A significant change can be reported; the discussion of the different influences / processes leading to this change is worth reporting, including the link to GWP activities (90%)				..	
ACTIVITIES (Progy)		This section provides a snapshot of activities implemented at the level considered (GWP, Global or Regional). The activities are recorded against themes (18 strategic elements of GWP Strategy grouped under the 4 GWP Goals - see GWP strategy) and against types (7 main types explained below).					
2005-todate		The data are collected through Monthly Reports.					
		Process facilitation	Design / participation to significant planning / reform processes (workshops, drafting documents)				
		Capacity building	Targeted activities with a clear purpose in terms of building capacity (training, forum, dialogue, focused Toolbox training)				
		Awareness raising	General activities designed for raising awareness of larger public (world water days, exhibition etc)				
		Knowledge products	Publications and other products (lectures, books, website, newsletters etc)				
		Operational management	Programme implementation activities (meetings of project management groups, technical advisory groups)				
		Alliance building	Meetings initiated by GWP for advocacy, designing or advancing a cooperation with partners (liaising with development banks, RECs, RBOs etc)				
		Overall support water agenda	Participation / contribution to activities or processes initiated by others (e.g. world water forum, world water week, UN processes)				
INPUTS (Budgets)		Entity	REG	TB	Country	Country 2	
2005-todate	Budget (I):	This section is meant to capture the budgets invested in GWP at different levels. The budgets can be raised at different levels (global, regional, national, local) and can be tied or untied. The amount of globally raised untied funds allocated to GWP regions annually is 200,000€.					
	Budget (I):						

The datasheet covers the monitoring of the following elements: (i) Key Water Governance Outcomes; (ii) Progress markers according to the 4 goals of the GWP strategy (intermediate outcomes between outputs and Key Water Governance Outcomes); (iii) Activities. As indicated earlier, additional attention is needed to track impact and outputs.



## 5.5 Towards monitoring of Impact and Outputs

Monitoring impact through Key water Governance Outcomes

Supporting material for Monthly Narrative Reports: Key Water Governance Outcomes assessment grid (not completed)

Note: The possible areas of impact assessment are indicated below. The green color indicates relatively robust connections; the pink more fluid connections. Grey means no easy connections

There is a need to develop more detailed explanations, tool by tool, for these assessments (possibly with examples).

### GWP Key Water Governance Outcomes level – Possible Impact Assessment Grid

		Governance Elements	Tools		NB of Beneficiaries	Investment Leverage	Value Added
A		Policies					
A	1	policies	A1.01	National water resources policy		√	
			A1.02	Policies with relation to water resources		√	
			A1.03	Climate change adaptation policies		√	
A	2	legal framework	A2.01	Elements of water law			√
			A2.02	Implementation and enforcement			√
			A2.03	Integrating legal framework for IWRM			√
A	3	financing and incentive structures	A3.01	Investment policies		√	
			A3.02	Grants and internal sources		√	
			A3.03	Loans and equity		√	
B		Institutional roles					
B	1	an organisational framework	B1.01	Reforming institutions			√
			B1.02	Transboundary organisations		√	
			B1.03	National apex bodies			√
			B1.04	River basin organisations		√	
			B1.05	Regulatory bodies and enforcement agencies			√
			B1.06	Service providers and IWRM			√
			B1.07	Strengthening public sector water utilities			√
			B1.08	Role of the private sector		√	
			B1.09	Civil society institutions and community based organisations	√		
			B1.10	Local authorities	√		
			B1.11	Building partnerships	√		
B	2	building institutional capacity	B2.01	Participatory capacity	√		
			B2.02	Capacity of water professionals	√		
			B2.03	Regulatory capacity	√		
C		Management Instruments					
C	1	water resources assessment	C1.01	Knowledge management			√
			C1.02	Water resources assessment			√
			C1.03	Modeling in IWRM			√
			C1.04	Developing water management indicators			√
			C1.05	Ecosystem assessment			√
			C1.06	Water footprint and virtual water concept			√

C	2	plans for IWRM	C2.01	National IWRM plans		√	
			C2.02	Basin management plans		√	
			C2.03	Groundwater management plans		√	
			C2.04	Coastal zone management plans		√	
			C2.05	Water infrastructure implementation and IWRM		√	
C	3	efficiency in water use	C3.01	Efficiency of use			√
			C3.02	Recycling and reuse			√
			C3.03	Efficiency of supply			√
C	4	social change instruments	C4.01	Education curricula	√		
			C4.02	Communication with stakeholders	√		
			C4.03	Information and transparency for raising awareness	√		
C	5	conflict resolution	C5.01	Conflict management	√		√
			C5.02	Shared water planning	√		
			C5.03	Consensus building	√		
C	6	regulatory instruments	C6.01	Water rights and allocation	√		
			C6.02	Water quality			√
			C6.03	Water services			√
			C6.04	Land use			√
			C6.05	Protecting freshwater ecosystem resources			√
C	7	economic instruments	C7.01	Water pricing			√
			C7.02	Pollution and environmental charges			√
			C7.03	Water markets and tradeable permits			√
			C7.04	Subsidies and incentives	√		√
C	8	information exchange	C8.01	Information management systems			√
			C8.02	Sharing data for IWRM			√
C	9	assessment instruments	C9.01	Risk assessment and management	√		
			C9.02	Environmental Assessment	√		
			C9.03	Social Assessment	√		
			C9.04	Economic assessment	√		
			C9.05	Vulnerability assessment	√		

### Summary of expected impact estimations

Governance Blocks		NB of Beneficiaries	Investment Leverage	Value Added
A	Policies		✓	✓
B	Institutional roles	✓	✓	✓
C	Management Instruments	✓	✓	✓

Governance Areas		Tools	NB of Beneficiaries	Investment Leverage	Value Added
A	1	policies	A1.01	✓	
A	2	legal framework	A2.01		✓
A	3	financing and incentive structures	A3.01	✓	
B	1	an organisational framework	B1.01	✓	✓
B	2	building institutional capacity	B2.01	✓	
C	1	water resources assessment	C1.01		✓
C	2	plans for iwrn	C2.01	✓	
C	3	efficiency in water use	C3.01		✓
C	4	social change instruments	C4.01	✓	
C	5	conflict resolution	C5.01	✓	✓
C	6	regulatory instruments	C6.01	✓	✓
C	7	economic instruments	C7.01	✓	✓
C	8	information exchange	C8.01		✓
C	9	assessment instruments	C9.01	✓	


#### 5.5.1 Monitoring Outputs

*Supporting material for Monthly Narrative Reports: Outputs assessment grid (pending)*

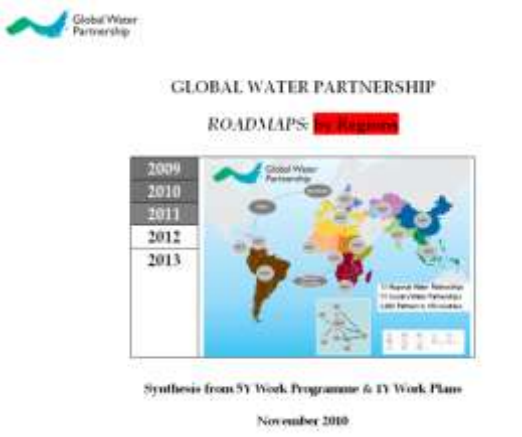
## 6. Annex C TOC of Database Summary documents

Indexing and compiling workplan and monitoring information in a common database obviously provides opportunities for generating standard summary reports. Examples of such reports are mentioned below.


### GWP Workplan by Themes

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## GWP Monthly report by Regions

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### GWP Monitoring Summary for Annual Report process

#### M&E REPORTING – AR 2011

#### CONTRIBUTION TO ANNUAL REPORT PREPARATION / SELECTED ELEMENTS FROM M&E DATABASE

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2	INFO 2: Abstract Monthly reports 2011.....	3
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#### **Purpose**

This report is merely a compilation of selected information available in the M&E database. It can be used as background material for a first screening of what has been reported by the network as significant achievements during the past year. It is meant to contribute to the Annual Report preparation process.

#### **Notes on the information selected**

- **INFO 1:** Extracted from the list of main “Governance outcomes” recorded from Monthly reports, Progress markers report and other sources. The records are indexed according to ToolBox classification. STILL INCOMPLETE, WORK IN PROGRESS
- **INFO 2:** List of Monthly reports items comprising (i) all items published in Newsflow; (ii) a few selected extra
- **INFO 3:** List of progress markers and comments comprising (i) all items scored as “++”; (ii) a few selected extra
- **INFO 4:** List of items featured in previous annual reports (titles only)

This internal report is an input to selection process of best stories for the Annual Report.