

Global Water Partnership Strategy 2009 to 2013 Mid-Term Review

FINAL REPORT

Åke Nilsson and Pierre Walther

October 2011

EXECUTIVE SUMMARY

A BACKGROUND

This draft report presents the results and recommendations of an independent Mid-Term Review of the implementation of the Global Water Partnership (GWP) Strategy 2009-2013.

GWP is an action network with partners in 157 countries, and has as its mission to support the sustainable development and management of water resources at all levels. The promotion and adoption of Integrated Water Resources Management (IWRM) has been a central theme in carrying out this mission.

The Review, which was carried out during June 25 – September 30, 2011, was made through questionnaires, self-evaluation, document analysis, participation in GWP meetings, and interviews with 98 stakeholders, partners and boundary actors. A one-day workshop was facilitated by the Review Team, in which GWPO staff, and Chairs, Coordinators and other representatives from all regions expressed their views on a number of key issues that are of interest to the further development of GWP. No field visits were made as part of the review. The Review had two components: an assessment of progress in strategy implementation and a forward-looking analysis of changes that may be needed, options for scaling up strategy implementation and recommendations for the way forward.

The GWP Strategy for 2009-2013 was elaborated in a consultative process and is considered a landmark in the development of the partnership. It comprises the following levels:

1. The GWP vision is for a water secure world.
2. The GWP mission is to support the sustainable development and management of water resources at all levels.
3. Four strategic goals, and for each of them defined outcomes and a set of strategic elements

The four goals and the 19 strategic elements against which the Team has assessed progress are as follows:

Goal 1: Promote water as a key part of sustainable national development

1. Improving support for water management through national processes
2. Improving governance systems
3. Improving water infrastructure
4. Improving financing for water management
5. Facilitating trans-boundary cooperation
6. Monitoring progress on IWRM

Goal 2: Address critical development challenges

1. Adapting to climate change
2. Achieving food security
3. Tackling urbanisation
4. Resolving conflicts

Goal 3: Reinforce knowledge sharing and communications

1. Improving GWP communications capacity
2. Improving GWP outreach
3. Strengthening GWP knowledge sharing
4. Delivering strategic messages

Goal 4: Build a more effective network.

1. Partnership and alliance building

2. Performance measurement
3. Financial sustainability
4. Supporting the network
5. Reducing GWP's carbon footprint

The strategy is complemented by a Work Programme for 2009-2013 in which most of the regions specified progress markers for the strategy period. It is unclear whether this document has been formally approved by the Steering Committee (SC).

B MAIN FINDINGS AND IMPLICATIONS

B.1 Context

1. When the GWP was initiated in 1996, it played a lead role in promoting the water agenda in general and in introducing the IWRM approach in particular. Since then, the context in which GWP operates has changed, particularly with regard to an increasing number of institutions and organisations engaged with promoting and implementing IWRM processes. The latest decade has also seen the emergence of new and increasingly serious development challenges, at the same time as financing from traditional donors has become more limited, partly as a result of financial crises. Finally, the IWRM approach is being increasingly challenged; the main arguments against it being that it is normative rather than based on evidence, that it does not consider important political factors that are beyond the control of IWRM “implementers”, and that it has been too little concerned with investment and development aspects of water resources management.
2. The main implication of these developments is that there is need for GWP to continuously assess the relevance of its thematic orientation and its partnerships and relations with old and new actors, in line with its priorities and the role it wants to play in this changing context.
3. The Review Team has concluded that, in spite of IWRM being criticized, the intellectual “ownership” of the IWRM approach is one of the two main GWP assets, and it should be kept as the core approach. The emerging development challenges, particularly climate change, and the proliferation of new actors on the water resource management arena are not only a challenge to GWP, but more importantly they provide an opportunity for GWP to enter into strategic cooperation with the new partners, while promoting IWRM as an important approach, e.g. for climate change adaptation.
4. The second main GWP asset is its multi-stakeholder partner network with global outreach as well as national and local presence. The availability of the network places GWP in a good position to play a lead role in promoting integration between different sectors, and creates opportunities to address water resources management not only at global and regional levels, but also at country and community levels.

B.2 Progress in strategy implementation at regional and country level

5. The GWP Strategy for 2009-2013 is relevant and well designed with regard to its goals, expected outcomes and strategic elements, but the targets defined in the work programme at both regional and global levels were too ambitious and many targets have not been reached. In spite of this, GWP has made substantial progress both at regional and global level under all four goals that form the backbone of the strategy.
6. The areas in which progress have been made, and the levels of progress, vary a lot between regions and countries. The most important successes are found in relation to the first goal, particularly under the strategic elements “Improving support for water management through national processes – SE 1.1” and “Improving governance systems – SE 1.2”.

7. The Team made detailed analyses of progress in the following six regions which constitute a cross-section with regard to performance, structure, size and number of years in existence of the Regional Water Partnership (RWP): Central Africa, Central America, China, Mediterranean, Southern Africa and South. The number of results is considerably higher in “Improving support for water management through national processes” (SE 1.1); “Improving governance systems” (SE 1.2); “Adapting to climate change” (SE 2.1); “Improving GWP outreach” (SE 3.2); and “Supporting the network” (SE 4.4), than in other result areas.
8. Results achieved by RWPs under “Improving support for water management through national processes” include initiation of stakeholder round-tables and dialogues in China; achieving integration of IWRM approaches in the national development planning process in Zambia; promotion of institutional mechanisms to enhance stakeholder participation at national policy level as well as in catchment management in South Asia.
9. Results under “Improving governance systems” include facilitating regional water policy preparation and providing assistance for its implementation in Central Africa; new water legislation developed in Central America; support to drafting and preparation for implementation of water legislation in China; participation in regional water resource management and climate change adaptation strategy development in southern Africa; support to water policy development in several countries in South Asia; and contributions to developing strategies on water and sustainable development in the Mediterranean region.

B.3 Progress in strategy implementation at global level

10. Not only at the regional but also at the global level, the targets defined in the work programme 2009-2013 were too ambitious and did not take budget and other institutional limitations into account. In spite of this, GWP has continued to make substantial contributions to global processes, partly because of its capacity to build alliances with other programmes and partners, and partly through competence and skills available in the organisation and the network being used in a large number of events at international level.
11. With regard to reforms and steps that were recommended by the 2008 evaluation, GWP has made headway in several of the areas, but not in all. The size of the Steering Committee and the Secretariat has been reduced in accordance with recommendations made. Recommendations for shifting some of the resources for the network officer positions to the regions, providing mechanisms for enhancing inter-regional knowledge sharing, and strengthening the regional technical functions have not been implemented to any major extent.
12. With regard to progress in the outputs from the Technical Committee the number of publications has been lower than the historical level during the last two years, but this is probably due the fact that there have been substantial transitions in the membership of the TEC, as well as a new Chair, and that it takes time for a “new” TEC to develop its modus operandi and become fully effective. Based on the publication schedule it is assessed that by the end of the strategy period, the TEC would have achieved a publication rate well above the historical rate. One important area where the TEC lags behind is the engagement with the regions. Many interviewees state that more support would be needed, and that TEC outputs should be less academic and more oriented towards providing more applied guidance for IWRM implementation. Regional competence could also be utilised more than it is today in the development of knowledge products. The TEC has initiated a process aiming at engaging more in the regions, and has organised two major workshops in South Asia and South Africa during 2011 as part of that process.
13. GWP's knowledge management, learning, communication and networking functions are not yet fully adapted to modern approaches and facilities. Still, emphasis is mainly on knowledge

production. GWP has introduced a “knowledge chain” as a process and this is considered a good approach but it needs to be complemented. Current knowledge management and communication in GWP does not take sufficiently into account that today a lot of information and knowledge on IWRM is produced and communicated through the Web. The GWP website and the toolbox are used, but the Team is not convinced that the knowledge is used effectively to produce results in the target countries. GWP could play an important role in (a) understanding demand in the field more clearly; (b) compiling meta-reports which could provide guidance to practitioners; (c) translating standard books; (d) launching peer-to-peer or twinning processes to foster learning and to assist initiatives in regions and countries; and (e) establishing and managing help desks.

B.4 Relevance

14. The existence and operation of GWP as such is at least as relevant today as it was 15 years ago. Achieving a water secure world through furthering sustainable and holistic development and management of water resources is even more important today in the light of an increasing demand for water from all sectors. At the same time, emerging global challenges such as climate change and rapid urbanisation, poses severe threats and risks related to the water resource.
15. The strategy is considered relevant by most interviewees, including donors. The general opinion is that GWP should keep IWRM as the focus of its work but that it should reach out to cover climate change and other global challenges. This is what GWP is doing today. However, the strategy is considered too complex and all encompassing and a future strategy could be more focussed on priority issues. The current thematic re-orientation is a move in the right direction, and would make the strategy more relevant for the GWP itself at global, regional and country level, but also for donors and GWP's strategic partners.

B.5 Efficiency

16. Funding in the present strategy period is by many considered at the lower limit of what would be needed to successfully operate a global organization. GWPO is trying its best and taking effective measures to deal with this situation.
17. Most regions receive around 200,000 Euro in core funding. The average actual cost for governance and management function in the six regions studied in detail by the Review Team was 122,000 Euro for 2010, against an average actual total core budget spending of 225,000 Euro, that is 54%. This very high relative cost indicates that the current level of contribution from the GWP to the regions is not large enough to achieve a reasonable level of cost efficiency within the existing organisational arrangements.
18. The budgeted costs for governance and the global secretariat is 1.8 million Euro against a total budget of 5.7 million Euro for 2011, that is 32%. This is a high figure, but understandable considering the nature of how GWPO operates.

B.6 Effects on, and interaction with donors and other programmes

19. The donors have a high opinion about the relevance of GWP and how the network interacts with donor-financed projects and programmes. Both the GWP mission as such and the current strategy are well in line with the donor's policy orientations in many policy areas, including on environment, gender, poverty orientation and climate change.
20. Donors see the network as a potential instrument to achieve results at all levels, and particularly to achieve action on the ground and thereby reaching closer to people living in poverty. Most donors express clearly that they want to see more of implementation, and that there is need for GWP to re-formulate its position and role in the changing context, but without deserting IWRM as the core approach.

B.7 Options for steps in the current period

21. The current outcome-mapping based system for planning and monitoring could be used up to 2013. It should be replaced with a simpler and more realistic result-based planning framework that should include monitoring of activities and outputs, in addition to effects. A baseline should be established using simple forms of the type that have already been prepared by GWPO.
22. Suggested means of scaling-up implementation of the Strategy for 2009-2013 include analysis and strengthening of the network, high-level roundtables, better regional outreach of TEC, and improved communication and networking/coaching rather than static knowledge production.
23. Proposals made in the GWP present and future directions paper, and the steps taken in relation to the on-going DFID consultancy to prepare for a results framework are good starting points for the preparation of the next strategy. Additional steps that can be taken at this stage to introduce mechanisms for piloting, create more space for strategic discussion and thinking in GWP, and to increase organisational accountability.

B.8 Issues and options for the future

24. Rationalize the organisation. The review concludes that there is need for an organisational development process using external facilitation and expertise in order to rationalize the organisation. This would address the following challenges: a complex organisational set-up; lack of organisational accountability; functioning of steering at the global level; limited capacity of steering and technical platforms; effectiveness of the regions; capacity in the GWPO Secretariat; ambiguity of goals; lack of information to country level.
25. Modernize the management of the partner network. As mentioned, the network, which consists of more than 2,400 partners, is considered one of the main assets of GWP. There are several indications, however, that the network is not as extensive and active as the high official number of partners indicates. GWP needs to study and verify the actual position in this regard, and become more active in managing the network through setting of goals, organizing the network, and monitoring and evaluating its performance.
26. Define an objective and agenda for action. A new convincing and coherent agenda beyond IWRM planning needs to be developed that can unify partners and provide them with identity, concrete tasks and perspectives that meet their expectations.
27. Adapt the capacity of the GWPO Secretariat. In the last few years, the level of funding has not been sufficient to generate capacity for assuming necessary additional tasks. The capacity of the GWPO Secretariat should be enough to guarantee at least the following key functions: dialogue and representation at the international level; launching and financing of global programmes; administration of steering and technical functions; communication; knowledge management; network management; and financial management.
28. Strengthen regional and country platforms. The 2008 evaluation presented as its vision that in the future there would be a shift in the distribution of funding, core as well as non-core, with most resources going to country level, then regional and then global. In fact, today very little goes to the country level, and it is the finding of the review that the regular core funding of around 200,000 Euro that goes to the RWPs is not sufficient.
29. Rationalize work programming, monitoring, reporting and evaluation. The current system for planning and monitoring, based on outcome mapping, is too ambitious and resource consuming. Just to keep key persons in the regions trained on outcome mapping, which would be necessary to keep a required level of quality of work, would involve an unrealistic effort, considering the frequent staff changes and resource limitations. The system therefore

needs to be replaced with a simpler and more realistic result-based planning framework at the beginning of the next strategy period.

30. Leverage funding at regional and country levels. On-going efforts at increasing funding at these levels need to be continued and even more emphasized, using experience from regions that have been successful.
31. Re-define operations in case of funding restrictions. The following four options are identified: (a) status quo with rationalized organization and/or introduction of competitive funding; (b) reduction in the number of financially supported Regional Water Partnerships; (c) shift to a thematic programme approach; and (d) shift to funding only activities and projects that are co-funded by Regional or Country Water Partnerships. The Review Team would be in favour of option b or d.

C RECOMMENDATIONS

C.1 Immediate Steps

1. Although the Review Team has found the current planning, monitoring and reporting system based on outcome mapping overly ambitious and heavy, there is nothing won by having it discontinued until there is a new and better system to replace it with. It is therefore recommended that it be used for the remaining part of the strategy period.
2. Using the opportunity of the current DFID results-framework consultancy, GWPO should immediately start the process of elaborating a new simple and robust format for planning, monitoring and reporting, which should cover activities as well as outputs, outcomes and impacts. The system should include performance indicators, milestones and baseline information.
3. The various detailed suggestions made by the in the review report should be considered in the elaboration of the new results framework.
4. The new format could be endorsed by the funding partners, and should be tested, piloted and refined so as to be ready for replacing the present system by 2014.
5. The GWPO should ascertain the integration between the process of developing the new format and the processes for organisational change and preparation of a new strategy that will be on-going in parallel, in order to achieve coordination and synergies.
6. Crossing a geographic with a thematic program approach has to be planned carefully, to ensure that the strong ownership and identity in the GWP network is maintained.
7. It is recommended to initiate steps towards the introduction of mechanisms for piloting and to work with a more competitive approach already in 2012.
8. The process for starting with the preparation of the new strategy will start soon. Therefore, it is recommended to start as early as possible with addressing some of the issues identified in the review report.

C.2 Scaling-up of strategy implementation

During the remaining two years of the present strategy period, the options for scaling up the implementation of the strategy presented earlier in the report should be considered, namely:

1. An analysis, strengthening and re-vitalization of the network, even with the risk that many partners will leave GWP.
2. Sanction regions or coordinators that do not deliver results.

3. Organizing high-level roundtables aiming at engaging actors from sectors other than the water sector (e.g. energy, agriculture). The high-level roundtables should lead to declarations or other binding decisions.
4. Improving the regional outreach of TEC by setting up thematic sub-groups with regional participation.
5. Invest in knowledge, communication and networking/coaching for improved effectiveness and quality of IWRM implementation.
6. Ensure technical competence in the network at the regional and the country level.
7. Identify and document flagship projects that are ready for scaling-up and replication as good models.

C.3 Organizational change process

1. The Review Team recommends that GWP, while preparing for the next Strategy period, embarks on an organizational change process that would make the GWP even more dynamic and fit to meet challenges in the future.
2. The process should enable GWP to become more strategic and less focused on operational issues. It should lead to a new commitment of GWP to IWRM. Core functions of GWP and the GWPO secretariat should be strengthened: planning, communication, website, financial management, TEC (knowledge), monitoring and strategic partnerships. The adequate level of funding needs to be determined.
3. A high-level retreat should be organized, preferably of one-week duration, with a mixed group of strategic thinkers, GWP partners, GWPO staff, GWP strategic partners such as the WMO, and external experts on organisational development. The objectives of the retreat would include to reflect on changes in the context of the organization, and the implications of this in defining a clear role of GWP for the future; to discuss ways of adapting the IWRM approach to new needs and realities; and to set the direction for an organizational change process and the preparation of the new strategy.
4. Based on the results of the retreat, two groups could be established: (1) an organizational change group that would drive the organisational development process; and (2) a permanent think tank that could identify new challenges and opportunities for GWP and IWRM in the changing world and assist GWP in finding its new or adjusted role in this new context. TEC constituting, or being part of, the second group could be considered. Donors can also participate in this group.
5. The Review Team has presented a number of issues and made suggestions on changes and improvements that could be contemplated in the organisation and operation of GWP. It is recommended that these suggestions, including the different options for the way forward, be considered in the organisational change process.

C.4 Preparation of a new strategy

1. The RT recommends that GWP maintain the main strategic design (vision, mission, and four goals with related outcomes) also in the next phase, but consider focussing on fewer strategic elements. . “A water secure world” is an attractive vision in the present situation where many regions and countries may be faced with water scarcity.
6. The results of the recommended retreat and the ensuing outputs from the work of the two suggested groups will provide important inputs to what the strategy and the recommendable level of funding should be, but the main strategy work should be carried out in consultation with the regions and countries.

7. Work programmes for the next strategy should be more realistic than they have been in the current strategy period. It is important that the donors commit the funds that are needed to achieve the planned results.
8. It is important that the GWPO is proactive in launching the different processes on time so that all components (strategy, work programmes and plans, and organisational changes) are ready at the outset of the next strategy period.

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1 INTRODUCTION

In July 2011, Ramboll Natura AB was mandated to carry out an independent Mid-Term Review of the implementation of the Global Water Partnership (GWP) Strategy for 2009-2013. The review process is guided by a Steering Group, representing the Financial Partners Group, the Steering Committee, the Technical Committee and GWPO. The purpose of the Review is to provide a forward-looking, independent, constructive assessment of progress, which will improve and build ownership within the GWP for the successful implementation of the Strategy through to the end of 2013, and guide the on-going process of change management within the organization.

The Review objectives are:

1. to document and to analyse progress in implementing the Strategy at national, regional and global levels;
2. to identify whether changes are needed to either or both the organisational arrangements and the work programming in order to improve progress in implementing the Strategy; and
3. to review options for scaling up delivery of the Strategy and make recommendations for the way forward.

The Review Team (RT) has consisted of Åke Nilsson (Team Leader, Sweden) and Pierre Walther (Switzerland). The scope and methodology of the Review were defined and discussed with the GWP during the inception phase, and presented in the Inception Report. Several methods have been applied, e.g. online questionnaires, self-evaluation, document analysis, participation in GWP meetings, and interviews with 98 stakeholders, partners and boundary actors. No field visits were made as part of the review.

The RT wants to thank the GWP, and particularly Dr. Letitia Obeng, GWP Chair, and Dr. Ania Grobicki, Executive Secretary, and staff at the GWPO Secretariat, for the warm welcome and strong support given to the Team through discussions and guidance to navigate through all the documentation. The RT had the opportunity to participate in the Regional week and the Consulting Group meetings that took place in August 2011 in Stockholm.

This report summarizes the main findings and recommendations of the RT. The mandate was defined as an independent Review. Therefore, the findings and recommendations of the RT do not necessarily have to be shared by the GWP. Comments received from the GWP on an earlier draft have been taken into account in the finalization of this Final Report.

2 BACKGROUND

2.1 General

Throughout the countries, regions and at the global level, governments, inter-governmental and other international organizations, well-respected research and academic institutes, and NGOs, with competence and experience in Integrated Water Resource Management (IWRM) are the lead partners that carry the GWP forward. Advocating for an integrated approach to water resources management and supporting IWRM processes with the aim of achieving water security have been the core activities of the GWP since its initiation in 1996.

The GWP has built its activities on a strong brand, which has been attractive to its partners. The brand and strong links to national governments, the UN and policy-makers at many levels, are major assets of the partnership and an important part of its identity.

Among similar programmes that claim global outreach, GWP is, from a budget point of view, relatively small. Its budget was 9.6 million Euro in 2010, including estimated in-kind

contributions of 1.3 million Euro and locally raised income of 1 million Euro. The 13 Regional Water Partnerships (RWPs) receive only seed money, most of them around 200,000 Euro per region and year. Only around 25% of the budget for RWPs is transferred to Country Water Partnerships (CWP).

GWP has gone through several change processes that have led to the present organizational structure. Today, the organization consists of the “meeting of the sponsoring partners, the chair, the Steering Committee (SC), the nomination committee, the executive secretary, the secretariat and such other organs that the Steering Committee may decide to establish in accordance with these statutes”¹.

The GWP Organization (GWPO), which is an inter-governmental organization, was formed in 2020 to support the GWP network. It is the legal representative of the GWP, based in Stockholm, Sweden.

The responsibilities of the Steering Committee (SC) include developing the policy of the network and the work of the organisation; appointing the Technical Committee (TEC) and other committees and groups; appointing the Executive Secretary; establishing links with and accrediting RWPs, Regional Technical Committees (RTC) and CWPs; and reporting annually to its partners and sponsoring partners. The Sponsoring Partners, which are the formal governing body of GWPO, have a range of responsibilities, including appointing the Chair and members of the SC, and the Auditors. They also approve the Audit reports.

2.2 A global network

GWP is a global network and a Partnership. In a rapid internal assessment of strengths and weaknesses of GWP (see Annex 6) as well as in interviews with partners and donors, it is regularly stated that the network with its global outreach as well as national and local presence is the main asset of GWP.

Today, the network counts more than 2,400 partner organisations. Registered partners are mainly from the following sectors: NGOs (33%), government (18 %), research and education (16%), private sector (12%), and public agencies (10%).

The RT made an analysis of the expectations of GWP partners², and these expectations can be summarized as follows:

- (a) The GWP brand is attractive but there are big differences in expectations and capacity of the applying partners, and also in terms of language and skills.
- (b) The applicants mainly expect access to projects and funding, and to a lesser degree also to knowledge.
- (c) The thematic interests are very diverse, also according to the specific needs in the regions. Many mention water supply and sanitation.

The network itself has no legal status. The 13 RWPs are semi-autonomous management units. They apply for accreditation and have some autonomy. On the other hand, most of the RWPs depend on the financing they receive from the GWP. The financial management responsibility for funds received from GWPO lies with the RWP host institutions. The funds are subject to annual audits carried out by local auditors, but instructions for the local audits are issued by the GWPO auditors.

¹ See Statutes, Art. 5, para. 2

² Based on study of randomly selected application forms (pending applications 2011)

2.3 The Strategy 2009-2013

The Strategy 2009-2013 has been elaborated in a consultative process and is considered a landmark in the development of the partnership. It comprises the following levels:

4. The GWP vision is for a water secure world.
5. The GWP mission is to support the sustainable development and management of water resources at all levels.
6. Four strategic goals, each of them with three defined outcomes: (a) promote water as a key part of sustainable national development; (b) address critical development challenges; (c) reinforce knowledge sharing and communications; and (d) build a more effective network.
7. For each strategic goal, key focus areas of intervention called strategic elements have been specified.

The Strategy 2009-2013 is complemented by a work programme 2009-2013 in which the regions specify how they want to contribute to the four global goals. A new methodology, "Outcome Mapping" (OM), was introduced. Not all of the regions specified progress markers. The quality differs from region to region.

It is unclear whether this work programme 2009-2013 was formally approved by the Steering Committee (SC). It was translated into Annual Work Plans, which are now prepared by each RWP on a routine basis and according to the OM methodology (e.g. focus on outcomes and definition of progress markers).

3 A CHANGED CONTEXT

3.1 General

When the GWP was initiated in 1996, it played a lead role in promoting the water agenda in general and in introducing the IWRM approach in particular. Since then, the context in which GWP operates has changed, particularly with regard to the number and type of institutions and organizations engaged with promoting and implementing IWRM processes.

The latest decade has also seen the emergence of new and increasingly serious development challenges, at the same time as financing from traditional donors has become more limited, partly as a result of financial crises.

There is need for GWP to continuously assess the relevance of its thematic orientation and its partnerships and relations with old and new actors, in line with its priorities and the role it wants to play in this changing context.

3.2 The IWRM approach

GWP has, in the eyes of many, been considered being the "owner" of the IWRM approach as such, and the definition made by the GWP Technical Advisory Committee in 2000³ is the one most commonly quoted. However, alternative definitions exist, ranging from a technical one mentioned in a UNDP publication already in 1991⁴ to a more recent livelihood-centered

³ "IWRM is a process which promotes the co-ordinated development and management of water, land and related resources, in order to maximize the resultant economic and social welfare in an equitable manner without compromising the sustainability of vital ecosystems." (GWP-TAC Background Paper No. 4, 2000)

⁴ "IWRM is necessary to combat increasing water scarcity and pollution. Methods include water conservation and reuse, water harvesting, and waste management. An appropriate mix of legislation, pricing policies and enforcement measures is essential to optimize water conservation and protection." (UNDP, 1991)

definition proposed by IWMI⁵.

Although a fair level of consensus about the suitability of the IWRM approach as a means to improve water management in general has been reached, to a substantial part through the advocacy work of the GWP, the approach is being increasingly challenged. Other approaches, such as Adaptive Water Management⁶ and Expedient Water Resources Management⁷, have been developed that can be seen as logical reactions on the normative and perceived inflexible nature of the IWRM approach.

Arguments against IWRM are many, including that it is a vague normative rather than an evidence-based approach with few success stories: that it does not consider limitations posed by political factors that are beyond the control of IWRM “implementers”; that it has been too much oriented towards establishing stakeholder platforms at the cost of promoting investment in much needed infrastructure; and that a simple paradigm such as IWRM cannot be successfully applied as a blue-print in the heterogeneous world we live in.^{8,9} The realism of the IWRM approach has also been questioned on the basis of the fact that there exist so few examples in the world of institutional arrangements under which true integration between sectors would be possible; in most cases IWRM is handled by water departments, which commonly do not have the political weight to achieve such integration.

While opinions differ on most of these arguments, the position against IWRM being implemented as an all-encompassing blueprint, is accepted by most interviewees. Implementing IWRM should be a matter of finding the right entry points to water management processes, programmes and projects, preferably ongoing ones, where relevant components of IWRM, adapted to local situations, can be promoted and supported.

3.3 Needs in the countries

A global survey that is presently carried out by UNEP with a mandate from the UN Task Force on water and sanitation, confirms that many of the responding 122 countries have today adopted IWRM approaches in their national policies, laws and regulations and/or institutional arrangements. A considerable number of countries have completed IWRM planning. What is needed is support to implementation, taking the diversity of contexts at the sub-national level into account.

GWP has contributed substantially to this survey, and there is a strong awareness within GWP that the focus is moving away from “support to IWRM planning” to “support to IWRM implementation”.

⁵ "IWRM involves the promotion of human welfare, especially the reduction of poverty and encouragement of better livelihoods and balanced economic growth, through effective, democratic development and management of water and other natural resources at community and national levels, in a framework that is equitable, sustainable, transparent, and as far as possible conserves vital ecosystems." (Merrey, D.J.; Drechsel, P.; Penning de Vries F.W.T.; Sally, H.; 2008: *Integrating “livelihoods” into integrated water resources management; taking the paradigm to its logical next step for developing countries*. IWMI,

⁶ Defined by the EC NeWater Project as “an approach that addresses uncertainty and complexity by increasing and sustaining the capacity to learn while managing.”

⁷ “Expedient WRM can be defined as ‘advisable on practical rather than principled grounds’ – thus emphasizing a shift towards problem identification and solution, and away from the adoption of accepted norms – including the Dublin Principles.” Quote from Bruce A. Lankford, Douglas J. Merrey, Julien Cour and Nick Hepworth: *From Integrated to Expedient: An Adaptive Framework for River Basin Management in Developing Countries*. IWMI, 2007.

⁸ Biswas A.K.; Tortajada C. (ed), 2004: *Appraising the concept of sustainable development: water management and related environmental challenges*. Oxford University Press.

⁹ Mike Muller: *The challenges of implementing an African water resource management agenda*. In: *Africa in Focus: Governance in the 21st Century*, HSRC Press, 2011.

3.4 Other actors and programmes

When GWP was founded, it was one of relatively few international programmes in the water sector. Today, a large number of development organisations are active in promoting integrated or coordinated water resources management or similar approaches, to a large extent undoubtedly as a result of successful advocacy carried out by the GWP.

New actors include water partnerships not formally connected to the GWP in many countries, dedicated to the dialogue about water issues and some of them to business and export promotion (e.g. Netherlands Water Partnership; BPDWS); new international organizations (e.g. Water Footprint Network; the Gender and Water Alliance; SSWM); and existing large international organizations claiming an enhanced role in the water sector, and particularly in water resources management (e.g. UNDP through its Water Governance Facility).

A Google search on the term IWRM was performed by the RT (see Annex 8). The first result that refers to the GWP website is number 9 on the list, preceded by CapNet, iwrn.org, USAID, Lund University, Cologne University of Applied Science, South Africa Dept. of Water Affairs and Forestry, WaterWiki and the IWRM-Net Scientific Coordination Project. The first 50 results represent 44 different organisations, programmes or projects, most of which are NGOs, UN organisations or academic institutions. The actors owning the websites are contenders to GWP in terms of competition for funding, but at the same time many of them are potential strategic partners in promoting IWRM, and GWP has already established formal cooperation with several of them.¹⁰

Organisations in the UN family, and initiatives and programmes set up under regional bodies such as AMCOW, EU or ECOWAS, or under development banks such as the World Bank, ADB or AfDB, are of particular importance since such cooperation is strategically important to the GWP, both with regard to IWRM promotion in general and for cooperation on addressing emerging global challenges such as climate change and rapid urbanisation in developing countries.

The World Bank, for example, assists countries in the preparation of Country Water Resources Assistance Strategies. Such strategies have been prepared in a number of countries in which GWP is active.

3.5 Changes in expectations and policies of financing partners

Many of the traditional western GWP donor governments are going through a financial crisis, e.g. the Netherlands and the UK, or move towards more targeted funding. Few of the donors can commit core funding over longer periods to GWP, and many of them are donors that provide only limited funding, such as SDC.

Donors want increased visibility of the results of their support to GWP, if possible in quantitative terms and including both outputs and effects. They require reporting on results, not only outputs but also outcomes. Some of them prefer to fund not the global but rather regional or country-specific activities of GWP.

DFID and ADA (a new donor) shift to more targeted and “ear-marked” programme funding, e.g. for climate change adaptation in Africa. Formats for planning and reporting are pre-defined, as the funding has its source in other global programmes. This jeopardizes the GWP outcome-mapping format for planning and reporting that has now been introduced with quite a substantial investment.

In this new context, GWP has to assess whether it wants to become an operational organisation

¹⁰ GWP has signed MoUs with AMCOW, CapNet, European Water Partnership, FAO, the Gender and Water Alliance, ICLEI, INBO, IUCN and the World Water Council.

for programmes with global or continental reach or whether it wants to keep its participatory, bottom-up approach to strategizing and planning. It needs to be assessed whether the policy to provide each region with the same amount of funding, is still feasible. It is also being questioned by some donors why GWP should support regions that are not considered as poor, as in the cases of the Mediterranean region and China. The global scope of GWP is at stake.

Financing partners increasingly stress that it is time to get started with implementation of IWRM rather than planning and setting the institutional environment. They want to see action on the ground, and studies have shown that while the IWRM work has had policy, governance and planning effects and in some countries has led to establishing more effective institutions and management instruments, the impact on actual water management practices and investment in infrastructure has so far been limited.

3.6 Summary of challenges and opportunities

The RT notes that the context in which GWP operates has changed substantially in the past few years. This has a direct impact on the implementation of the Strategy 2009-2013, not only at the global but also at the regional and the country level.

Important challenges and opportunities include:

1. The IWRM approach is challenged. Some experts report that IWRM is no longer attractive for donors.
2. There are many new actors and emerging programmes in the water sector. They are potential competitors to GWP.
3. The latest decade has also seen the emergence of new and increasingly serious development challenges, e.g. climate change.
4. Partly due to the financial crisis, policies and strategies of donors are changing rapidly. GWP has to decide whether it wants to become an operational organisation or to maintain its well-established identity as a global partnership.
5. GWP The emerging development challenges, particularly climate change, and the proliferation of new actors on the water resource management arena are not only a challenge to GWP, but more importantly they provide an opportunity for GWP to enter into strategic cooperation with the new partners, while promoting IWRM as an important approach, e.g. for climate change adaptation.
6. The multi-stakeholder partner network with global outreach as well as national and local presence is considered an important asset for GWP. There are several indications, however, that the network is not as extensive and active as the high official number of partners indicates. With improved management of the network, GWP could be in a good position to play a lead role in promoting integration between different sectors, and create opportunities to address water resources management not only at global and regional levels, but also at country and community levels.

4 PROGRESS IN STRATEGY IMPLEMENTATION AT THE REGIONAL AND COUNTRY LEVEL

4.1 General

In accordance with what was agreed in the inception phase, the RT has focused its analysis on the following regions: Central Africa, Central America, China, Mediterranean, Southern Africa and South Asia.

The work has included analysis of documents, discussions with key staff and partners, and internet searches to get more information about actors and their relationships with GWP. The results of the regional analyses are presented in Annex 9.

Although substantial improvements are currently being made, monitoring has been weak in GWP. Therefore it has been difficult for the RT to get systematic information on the progress of strategy implementation. This adds to the fact that networks are difficult to evaluate in the first place, because of the complexity of actors, relationships and organisation.

The narrative reporting and the information on the GWP website show that the GWP is active and continuously produces results, even if they are sometimes difficult to track and monitor systematically. The level of activity and results achieved is seen as something very positive by the RT.

At the global level there is a relatively even distribution of the limited financial resources among activities under the four goals (22-28%). At the regional level, however, there are big differences as the regions are autonomous to plan their own budgets. For GWP-Med, for instance, only 17% and 16% of the totally available financing (core and additional) goes into goals 3 and 4 respectively¹¹, while for GWP-WAf 78% of the funds are spent on goal 4.

This is a positive indication of diversity. The regional water partnerships work in their specific regional contexts according to their own priorities, and the network is organic in its functioning. This is important for the sustainability of the regional partnerships and the outcomes of their work.

The contexts and modes of operation thus vary greatly between the regions, which has a direct impact on the results achieved. The main characteristics can be summarized as follows:

1. GWP-CAf is the youngest of all RWPs and covers relatively few countries with formal CWP. Much of the work in this region has been related to the regional and basin levels.
2. GWP-CAM covers small countries that have a long tradition of working together. CWP are quite active and receive some funding. Regional platforms (e.g. for economic development) are strong and an important entry point for GWP.
3. GWP-China is central government driven. High-level round tables are costly but an effective mean to achieve policy results. Area water partnerships in provinces are motivated but receive little funding. They profit from opportunities, such as DFID-funded programmes.
4. GWP-Med operates in a region that is politically quite complex (e.g. Palestine issue; Arab movement; the Balkans). GWP-Med mainly collaborates in the many international programmes and initiatives (e.g. EU, UNEP, GEF initiatives), and results are directly related to these programmes. GWP-Med is involved in many such initiatives, mainly as partner in consortiums, and the agenda is defined by these initiatives.
5. GWP-SA is one of the most active and vibrant RWPs. It connects closely to the SADC institutional set-up, and is committed to support and work with official SADC water sector policy and initiatives.
6. GWP-SAS functions in a context of weak formal regional political cooperation, and it does not operate as a regional partnership in the same way as in other regions, where countries participate together in joint regional activities. With few exceptions, the activities in the region are carried out as country activities only. This has led to an interesting combination of work at a variety of levels within the countries, from activities at high national policy level to local communities.

¹¹ Total for 2010 and 2011.

Planning, reporting and documentation of results poses problems. Some examples: a) some regions submitted work programmes without progress markers or without defined targets making it difficult to measure progress; b) the wording of indicators have been changed afterwards in several cases; (c) the quality of reporting is very mixed; (d) in general, there is little quantitative information available on activities and outputs, and (e) there is little information that would make attribution of the results specifically to the activities of GWP possible.

Many of these problems can be related to the fact that the core budget that is transferred from GWPO to the regions is relatively small. 200,000 Euro per year is not sufficient to establish a culture of planning, reporting and accountability, and many regions do not consider planning and reporting a priority.

The GWPO secretariat has made a substantive effort to resolve this problem through a process of introducing new systems both for work programming and monitoring, that started in 2009 and is in some parts still work in progress (see Section 2.3). One of the outputs of this process was a useful report on the main outcomes during the first two years of strategy implementation that was published in May 2011. The methodology is difficult to crosscheck, but the correctness of information in this reporting has been largely confirmed by the concerned parties in the regions during the course of the review.

The planned production of a more brief synthesis report based on this reporting would be a step forward in making the information more accessible.

The planning process is bottom-up and engages the regions, which prepare their own strategies, work programmes and annual work plans, which get approved under the regional steering functions and are then fed into the overall GWP plans.

Sections 4.2-5 below summarises the progress in the six selected regions under each strategic element of the GWP strategy, and provides an account of more important results.

4.2 Goal 1: Promote water as a key part of sustainable national development

Improving support for water management through national processes

This has been the main area of GWPs work in the past, and there was substantial progress in supporting country IWRM planning processes in several of the regions before 2009.

In the current strategy period, some limited progress towards initiating IWRM planning processes has been made by GWP-CAf.

In GWP-CAM, a lot was achieved in terms of national IWRM planning, mainly till 2009. In the current period, the level of activities has dropped, partly because the Regional Technical Committee (CATAC) is no longer active. The national IWRM plan of Costa Rica was approved, and processes started in El Salvador, Guatemala and Nicaragua.

GWP-China played a major role in organizing round tables with all stakeholders and water users in a number of basins and watersheds (e.g. Wei River). Dialogues started on water protection and pollution control along a number of rivers (e.g. Yellow River).

GWP-MED is mainly active at the regional (Mediterranean) level, meaning that relatively little has been done at the national level. National IWRM planning is supported only in Lebanon. It is active in most of the regional processes at both UN (Barcelona Convention) and Euro-Med or EU levels.

The framework for IWRM and Coastal Zone Management was developed in the context of the Mediterranean Partnership, a large programme. GWP-Med was an implementing partner, together with around 10 other organizations including UNEP, UNESCO, WWF and FAO. The process was co-funded by GEF, in collaboration with the Mediterranean component of the

European Union Water Initiatives (Med-EUWI).

Several national IWRM plans were prepared in the Southern Africa region, but little has so far happened in terms of implementation. Promoting IWRM planning in Africa was the response to an international mandate, which led to considerable funding, to a large extent under the PAWD programme. The IWRM planning process and an ensuing lack of follow-up action have highlighted the need for addressing the main obstacles for implementing the plans, such as poor governance, scarce funding and absence of financing strategies. IWRM planning processes have created considerable demand for action, which it has been difficult to satisfy.

One important result of GWP-SA during the current strategy period has been the success in integrating IWRM planning processes with national development planning in Zambia. This started before 2009 with integration of IWRM in the national development plan, and has continued during the current strategy period with support and facilitation from GWP-SA and ZWP in the preparation of the water sector part of the 6th NDP.

Under the current strategy period, GWP-SA has supported and facilitated the preparation of IWRM plans in Swaziland, Namibia, and to some extent in Botswana. Good progress is reported in the case of Namibia and Botswana. In DRC, the DRC CWP has been involved in engaging stakeholders in the preparation of their IWRM plan. GWP-SA has also facilitated SADC multi-stakeholder dialogues with wide sector representation.

In the South Asia region, the development of Area and Zonal Water Partnerships, and Local Water Parliaments in Nepal, has been valuable, and many good results have been reported also at community level, which have impacted directly on the quality of people's livelihoods. Institutional mechanisms to enhance stakeholder participation were promoted at several levels (national policy as well as catchment management) by the CWPs in SAS countries, and substantial implementation activities were also promoted and supported. Examples include enhanced gender involvement, joint management of irrigation facilities, and initiation of a process of integrating actions by regulators, police, district agencies and local authorities to control mining of river sand in Sri Lanka; and IWRM planning in Wainganga, India, and at national level in Nepal.

Improving governance systems

GWP-CAf participated in the preparation of a regional water policy for the Economic Community of Central African States (ECCAS), which was finalised and adopted in 2009. Since then, GWP-CAf has assisted ECCAS in fund raising for implementation of the policy and they have been given a technical assistance role in the preparation of a regional action plan, funded by the African Water Facility.

In Central America, Honduras and Nicaragua approved new water legislation. These are important successes. Unfortunately, the regional network of legislators has ceased to develop activities after 2009, and a decision about its future is pending.

In China, the report on the implementation of China's water law was completed in 2011. Due to its closeness to the government, GWP-China played a role also in other processes, for instance in the drafting of the law on the Yellow River.

GWP-Med contributed to the Mediterranean water strategy, which is awaiting approval. It also ensured that IWRM was included in the Mediterranean strategy for sustainable development (UNEP-Map).

Through its close linkages of its operations to the SADC institutional set-up, GWP-SA has been able to provide important inputs to several formal strategy processes and dialogues in the southern Africa region, including on the regional climate change strategy and through promoting the integration of water security aspects in the SADC IWRM Regional Strategic Action Plan III (RSAP3).

In India, the Chair of IWP and other members of the Board functioned as members of the drafting committee of India's new water policy, and there was also substantial influence on policy development at State level. PWP, in collaboration with government and private sector partners, contributed to the water resources chapter of the 10th Five Year Development Plan. In Nepal, the NWP contributed to re-drafting of the national constitution in terms of ensuring adequate provision for IWRM; they contributed to improving irrigation policy with regard to strengthening participatory aspects and improving transparency and good governance in irrigation; and facilitated the setting up of village level water parliaments. In Sri Lanka, activities of SLWP have resulted in influencing policies and legislation on illegal sand mining.

Improving water infrastructure

Results are limited here. GWP-Med succeeded in entering into a successful collaboration with the Coca Cola "Mission Water" under which public buildings (e.g. schools and city halls) are equipped with rainwater harvesting systems, and there is a direct link to educational activities. The new "Agenda for Non-Conventional Water Resources Management in Malta" at country level, is a direct outcome of this collaboration with Coca-Cola. Experiences from the Greek Islands are replicated in Malta.

In the South Asia region, some water infrastructure development has been promoted by the partnerships at different levels, notably through rainwater harvesting and farming technology improvement in catchment-based work.

Improving financing for water management

GWP-CAf has organised, in partnership with others, a regional meeting on financing of the water sector. One of the outcomes is a proposed strategy and mechanism for regional financing called the Central African Regional Solidarity Fund for Water (FORSEAU), intended to be hosted at the Central African Development Bank.

Together with the EU Water Initiative and other partners, discussion around water financing (for instance private sector participation in urban water utilities) has been launched in a number of countries in GWP-CAM and GWP-Med.

In Central America, trainings were organised on water financing issues in Honduras. GWP-CAM participated in a number of advisory committee meetings where the main focus was on financing of water and sanitation infrastructure.

GWP-Med contributed to private sector participation in water infrastructure being assessed in two countries (including Egypt) with the methodology developed together with OECD. They participated in a number of workshops, mainly in Arab countries including Egypt, Lebanon and Tunisia. As in other GWP regions, the EU Water Initiative (EUWI) was a strong partner.

An attempt made by GWP-SA to initiate activities to increase awareness of water ministers of the role of water in the economy has so far failed due to lack of financing, but is still being pursued.

Facilitating transboundary cooperation

GWP-CAf has supported the Congo Basin Commission (CICOS) through introducing IWRM principles in its operations, and by facilitating the preparation of a Strategic Action Plan for the Basin, involving stakeholders at regional and national levels.

In GWP-Med, the activities around the Drin River in the Balkans are considered successful by all international and national partners. Together with these partners, GWP-Med has succeeded to bring all important stakeholders to the table to discuss the issues around the river. Local organizations would have preferred to be more involved. A similar initiative is planned for the Orantes river.

GWP-SA has been included as an implementing partner in RSAP3 where a role in the Zambezi Basin project may materialise in the future. They have also been engaged in the implementation of the Challenge Programme for Water and Food Challenge, Limpopo, and in transboundary IWRM planning with LIMCOM and ORASECOM.

Monitoring progress on IWRM

Several RWPs and CWPs contributed actively to the UN Water global study on the status of IWRM in the world. The results of the study will be presented in the Bonn+10 conference in November 2011 and in the Rio+20 conference in June 2012.

4.3 Goal 2: Address critical development challenges

Adapting to climate change

GWP played a substantial role in organizing high-level round tables on climate change adaptation in Central America and China. In many countries, there is high demand for discussing water security in the context of climate change adaptation. GWP is one among several organisations that satisfy this demand.

High-level discussions have increased understanding of linkages between IWRM and climate change. At the international and regional levels, this has led to several official submissions to the UNFCCC Secretariat, concrete actions on water and climate change adaptation being specified in the Water, Climate and Development Programme for Africa (WACDEP), and a proposal to establish a platform on integrated drought and flood monitoring and forecasting in the South Asia region. 10.

GWP-CAM can count on the support of the Central American Commission of the Environment (CCAD) to promote joint initiatives in climate change adaptation. There are not yet any concrete activities, but consultations were held in all countries.

GWP-China was actively involved in the preparation and implementation of high-level round tables on extreme climate adaptation strategies. They also carried out workshops on groundwater development and utilisation in irrigated areas in the Shaanxi province.

In GWP-Med, the EC project “Sustainable Water Integrated Management – Support Mechanisms” (SWIM-SM) will address the four core themes that are reflected in the draft Strategy for Water in the Mediterranean: water governance; water and climate change; water financing; and water demand management and efficiency.

GWP-SA has participated in the development and launch of WACDEP together with AMCOW and SADC, and will play an important role in its implementation in southern Africa. They have also supported climate change adaptation strategy preparation within SADC, and communicated and cooperated with Botswana, Swaziland and UNDP on climate change issues. The facilitation by GWP-SA and ZWP in preparing the water sector part of the 6th National Development Plan in Zambia has resulted in the mainstreaming of climate change adaptation in the plan.

In South Asia, a regional round table on water, livelihood and adaptation to climate change in South Asia was organised by the IWP in cooperation with GWP-SAS, and CWPs have participated in processes and consultations in relation to climate change strategy and policy development at country level. In this region, there has also been action on the ground, engaging communities and farmers on climate change adaptation. A regional workshop on climate change, water and food security organised in Sri Lanka in 2011 (see following section) concluded with a commitment to establish a platform for expert interaction on the subject. Recognition of GWP-SAS as a thematic node on Water for South Asia has been granted by the Asia Pacific Adaptation Network (APAN).

Achieving food security

GWP has started recently to engage on the important topic of water for food security, e.g. through organizing two workshops at regional level and a high level panel at the GWP Consulting Partners Meeting in Stockholm in August 2011. The workshops at regional level were organized at the initiative of the Technical Committee: one on climate change, food, and water security in the South Asia region in February 2011 and one on food and water security in the face of climate challenges in the Southern and Eastern African regions in May 2011. There are not yet many concrete activities in the regions.

GWP-SA has supported the challenge programme on water and food in the Limpopo Basin, now continued in the current development challenge project, which has addressed food security issues through agricultural water management.

Tackling urbanisation

An excellent background paper on urban wastewater management was published by TEC in 2009, but except for some isolated examples where GWP has had an influence in increasing awareness of the need for incorporating IWRM approaches in urban planning (Cameroon and Central and Eastern Europe) there have been no significant outcomes specifically in the area of urban water and wastewater management.

In its progress reporting, however, GWP includes several issues that have no direct linkage to urban water resources management, such as environment, infrastructure rehabilitation and rural water supply and sanitation. This is the reason for the high number of hits under this strategic element.

Resolving conflicts

Apart from activities in transboundary water management and related potential results on conflict resolution (see above), there have been little significant results under this strategic element.

4.4 Goal 3: Reinforce knowledge sharing and communication

Improving GWP communications capacity

Reported results in the regions under this strategic element are few. A communication strategy has been developed and implemented in the southern Africa region, and work will continue at the country level. GWP-SAS has also started a process to prepare such a strategy. All regions develop their own channels for communication: all RWPs and many CWPs have their own web sites and several new ones have been launched during the current strategy period. Some are dynamic and regularly updated, with blogs and electronic bulletins or newsletters, and some less so. Conventional communication approaches such as brochures and calendars are also used.

Quality and frequency of narrative reporting from the regions to the communication division in GWPO is not yet entirely satisfying. In principle, there is a communication person in each region. But still, a lot of activities and results that have been achieved in the regions and the countries are not yet being captured and communicated properly.

Improving GWP outreach

In GWP-CAM, training and awareness creation among journalists through workshops and study visits has led to positive results in the form of an impressive number of articles in newspapers. A journalist network has been functioning for 8 years already. Training programmes were initiated with regional universities. A report on water resources in Central America is published every two years. Also GWP-China has been successful in achieving good coverage in the national press.

GWP-Med focus their outreach activities more on educational programmes, for instance with the Mediterranean Education Initiative for Environment and Sustainability. They also participate in or assist in preparing water weeks in the region.

GWP-China has signed an MoU with the World Wildlife Fund (WWF), and has welcomed the World Resources Institute (WRI) as partner. This will enable a better outreach to civil society, which should be helpful to overcome the current strong focus on the government sector.

In South Asia, particularly in Pakistan, India and Bangladesh, outreach activities targeting farmers, students and youth at area, basin and community levels have been organised.

GWP-CAM has taken an important step in succeeding to establish strong links with important regional actors from the economic sector (e.g. SICA). They are also efficient in developing institutional contacts, something that greatly improves the outreach of GWP.

The preparations for and participation in the 5th World Water Forum was extensive in most of the regions.

Strengthening GWP knowledge sharing

The dominant approach under this strategic element is still knowledge production at global level, although some initiatives have been taken at regional level recently. There is much emphasis on knowledge provision, e.g. through the GWP toolbox, instead of support to natural knowledge flows.

Many interviewees state that the role of the regions needs to be more stressed in the production and dissemination of knowledge; the technical function of GWP needs to be organised in such a way that this is enhanced. The regional level would be an ideal platform to launch applied research and learning. There is some good experience, for instance on applied research on groundwater pollution in China. GWP-China was instrumental in making this happen.

In GWP-Med, knowledge sharing within the region is taking place as a result of the engagement with many programmes and stakeholders in the water sector. The website does not, however, make specific provision for knowledge exchange among GWP partners.

In China, GWP's guiding booklets and documents were translated into Chinese. GWP-China has its own Technical Committee, which can be used for exchange of knowledge. The website is very basic.

In Central Africa, collection of documentation has started for the development of a Regional Documentation Centre at the GWP-CAf Secretariat, and the University of Dschang, Cameroon, has acquired a substantial amount of GWP/IWRM publications, which are made available to their students. The Cameroon CWP has submitted two cases for the GWP ToolBox and IWRM modules for Masters students have been introduced.

Many workshops and training events on IWRM and related aspects have been carried out from national to community levels in the South Asia region: several training programmes were organized on legal, socioeconomic and environmental aspects of water in Nepal; Tool Box knowledge dissemination was carried out for and with AWP in Pakistan and Bangladesh; BWP participated in organising training of trainers in IWRM for professionals in several water related sectors, such as water utilities, forestry, fisheries etc. There have also been a number of awareness creation programmes on IWRM for NGOs, AWP and local communities, organised by all CWPs in the region. The contribution from GWP-SAS in the form of narrative reporting to the global level is extensive.

In southern Africa, activities under the knowledge and communications goal have been limited but have included dissemination to stakeholders in the region of the Regional IWRM Assessment Report and a PAWD publication on Water Security for Development. A publication of experiences in IWRM Planning process in 13 countries in Africa has been produced.

Delivering strategic messages

Delivering strategic messages is one of the strategic elements specified in the GWP Strategy for 2009-2013, but is not included as a strategic element in the GWP progress reporting.

Particularly at the global level, GWP has been quite successful in strategic messaging. As discussed in Section 5, it has succeeded very well in communicating the importance of IWRM.

4.5 Goal 4: Build a more effective network

There has been a rapid growth in size of the partnership. As the partners have no further obligations that would involve communication with GWP after becoming partners, and since expectations are quite diverse, it is not clear exactly what competence, engagement and energy is currently available in the network. Probably there are significant differences between the regions, and only a survey involving all partners could verify this. An indication of the engagement level is given by the fact that the response rate to the partner questionnaire sent out by the RT was only 3%.

On the other hand, the survey among Ramboll alumni showed that 42% of these IWRM professionals belong to organisations that are not partners of GWP. This shows that there is still potential to make the GWP partnership network stronger, by reaching the IWRM community more effectively.

The composition of the network varies greatly from region to region. Still, many partners are from the government sector. Not many regions have succeeded to bring important organizations and networks on board. A positive exemption is GWP-Med which defines itself as a network of networks.

Partnership and alliance building

In all the regions, there is little progress on the strengthening of the capacity of RWPs and CWPs. Most of the RWPs appear to be weaker than in 2009. Many of them have struggled with budget cuts.

GWP-CAM further strengthened its collaboration with regional platforms such as SICA. It has 161 partners in the regions, and all sectors are represented.

GWP-China is quite formal and has focussed on government partners mainly. This is at the same time a strength and a serious limitation as access to the vibrant civil society is limited. The signing of an MoU with WWF is a first step to get better access also to partners in the civil society.

GWP-Med understands itself as a network of networks. Positively, the regional council is a platform to establish contacts among the (many) water-related initiatives in the Mediterranean. Negatively, GWP-Med invests little to involve GWP partners or to strengthen country water partnership.

GWP-SA has been very active in strengthening its cooperation with existing partners (SADC, Pegasys, IUCN and WaterNet) as well developing new partner relationships (RCCP, CPWF, CapNet and WDM-DBSA) new ones. They engage with their partners also through joint fund-raising.

In South Asia, several initiatives have been taken, e.g. in India, to engage with new partners and to use existing national partners in specific studies or projects.

Performance measurement

The main achievement is that GWP partners in the regions are more aware of the need to document outcomes, and this is a direct result of the introduction of the outcome mapping methodology, which has been quite a large investment.

Today, annual work plans are of good quality in most of the regions. They are focused on outcomes, with progress markers identified. Unfortunately, there is little monitoring data and systematic information on activities and outputs.

In the absence of systematic monitoring data, GWPO compiled a report on outcomes in May 2011. They also organised training of trainers on outcome mapping at the regional level.

Financial sustainability

GWP-CAM has made less progress than anticipated to attract additional funding. This is also related to the fact that many donors are leaving Central America. GWP-CAM still largely depends on core funding from Stockholm.

GWP-China was the first region to mobilize financing from national government. The Asian Development Bank (ADB) is interested to fund some of the activities. It is, however, also still largely dependent on GWP core funding and financially not sustainable.

GWP-Med is the most successful GWP region in terms of providing services to clients and countries, and in mobilizing additional funds. It successfully collaborates with a large number of international programmes and firms (e.g. Coca Cola) in the region.

The CWP in South Asia, and particularly PWP and IWP, have prepared, with the support of the GWPO Network Officer, a number of project proposals for funding, e.g. to ADB, and has also received some funding, at least nationally. PWP has also provided training on fund-raising techniques to Nara Canal AWP.

In southern Africa, BWP and ZWP have succeeded in securing resources for local activities. GWP-SA will offer small support for part-time CWP staff to all the CWPs as part of initiative to enhance country level fund raising.

Supporting the network

Little progress was made in this area (see chapter 5 and 6).

Apart from regular assembly, council and steering committee meetings as regional and country levels, GWP-CAf arranged the transition from the earlier regional TAC to GWP-CAf, and took initiative for setting up a country team in Benin. GWP-SA has taken initiatives to re-vitalize the CWPs that have become inactive.

Reducing GWP's carbon footprint

Video conferencing, virtual meetings and webinars have not yet been introduced. The global meetings in August continue to be the highlights of GWP.

4.6 Specific factors for success

The RT observes that working style, topical orientation and results vary greatly from region to region. This makes it difficult to make a general assessment of the progress. However, as mentioned, the RT considers this richness as a positive aspect of the GWP.

The influence of external factors – for instance the fact that there are many donor-funded programmes in the water sector – is high. It is important for the success of RWP to effectively link to these programmes. Some regions are successful (e.g. GWP-Med), others not.

The RT observes the following:

- (a) In GWP-Med for instance, results are largely an outcome of the many international programmes and initiatives (e.g. EU, UNEP, GEF) in which GWP-Med succeeds to get

involved, mainly as partner in consortiums. The agenda is driven by these programmes and they are sometimes peripheral to what can be called “IWRM”¹². GWP-Med appreciates the financial contribution of GWP to cover the costs of its secretariat, travel to conferences, advocacy, and the development of new projects.

- (b) GWP-China can profit from the fact that IWRM is considered as the main strategy to increase resilience against climate change impacts such as flood and drought, which hit China regularly. More than 2,000 water user organizations have been created in one province alone in only one year. Furthermore, political leaders have recognized the importance for China to create wealth and a new middle class in rural areas, and effective water resources management is crucial in that context.
- (c) GWP-CAf has succeeded to have substantial impact on contents and orientation of regional policy and strategy documents issued by two important regional organisations: CICOS (the Congo Basin Organisation) and ECCAS (Economic Commission of Central African States). This influence has been enhanced by GWP-CAf representatives having important positions in these organizations. Similar influence has also been noted in South Asia, notably India.
- (d) Chairs and coordinators of RWPs are appointed regionally, and GWPO has little say. that In some regions activities can be blocked because the chair or the coordinator is not sufficiently motivated to take action. In other regions the chair and the coordinator are key for success.

In the opinion of the RT, connecting to the right partners at all levels, e.g. cooperating with economic organisations and development banks at the regional level as has been done in many regions by the GWP, is key to success. GWP-SA is one of the most active and vibrant RWPs. It connects closely to the SADC institutional set-up, and is committed to support official SADC water sector policy and initiatives. It has thus been able to provide important inputs to several regional strategy processes, dialogues and programmes. In the case of Zambia, a similar tie-up to the country policy level has led to the inclusion of both the IWRM plan and subsequent climate-change adaptation components in the national development plans.

In regions with large countries, such as South America, it is almost impossible to create momentum with a small organization such as GWP. Only senior top-level professionals can have an influence on the agenda of policy makers. This is a factor that has to be taken into account by GWPO.

As mentioned, the orientation in GWP-SAS to zonal and area water partnerships, and to working in local catchments, has yielded good results, which are of direct value to people at a local level.

Wherever there is a strong host institution and participation of prominent partners, CWPs succeed to make a difference. To keep momentum, however, IWRM planning processes needs to be followed by implementation, and the necessary financing for this needs to be achieved.

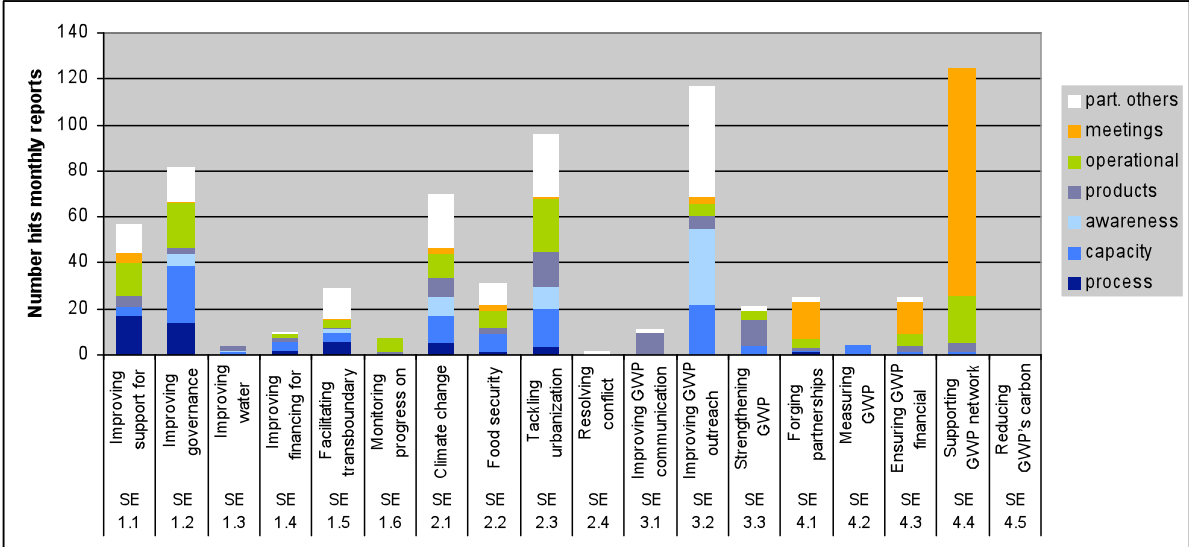
The brand “Global Water Partnership” and the fact that GWP has a multi-stakeholder approach, provides the RWPs with credibility and an international identity. In some regions, this is a key factor to achieve results.

4.7 Summary of main achievements

The RT comes to the conclusion that the GWP has the following main assets and comparative strengths: (1) “ownership” of the IWRM approach; (b) a multi-stakeholder network with global outreach as well as national and local presence. This places the organisation in a good position to play a lead role in the process of water management “getting out of the water box”.

¹² e.g. roundtables on private sector participation in urban water supply.

The figure below indicates the progress in implementing the strategy in the six regions which were studied by the RT: CAF, CAM, China, Med, SA and SAS. The data is from the Progress Report for 2009-2010 issued by GWP in May 2009. The number of activities is considerably higher in “Improving support for water management through national processes” (SE 1.1); “Improving governance systems” (SE 1.2); “Adapting to climate change” (SE 2.1); “Tackling urbanization” (SE 2.3); “Improving GWP outreach” (SE 3.2); and “Supporting the network” (SE 4.4), than in other result areas. This pattern is almost identical to the progress pattern of all 13 GWP regions added together. It deserves to be noted as pointed out above, that the RT does not agree that the results under “Tackling urbanization” are representative for that heading. Apart from that, the pattern largely corresponds to the progress assessment presented in Sections 4.2 – 4.5 above.



(Source: GWPO Secretariat) SE = Strategic Element

In order to acquire supporting background information for the review, an internet-based questionnaire survey directed to the alumni of Sida-financed international training programmes on IWRM and TWM was carried out by Ramböll AB. A major part of the alumni are water resources management professionals. More than 80% consider GWP a relevant and important network¹³. This is a very good result.

Not only at the global but also at the regional level, GWP remains in a good position to convene important meetings in which lead organizations in the water and related sector participate. In food security, for instance, these include IWMI, WMO, ILC, IFAD, FAO and ICID. GWP is still a brand that is sufficiently strong to be recognized as a key partner also by other sectors and important actors, such as development banks, the business sector, and regional platforms of economic collaboration (for instance in the energy sector).

The work carried out in the CWPs is often voluntary. Commitment to GWP remains high, though disappointment is often voiced over the fact that IWRM plans that were often elaborated with substantial support from GWP and with great enthusiasm, are now not being implemented.

The RT has the impression that in general, but with exceptions such as in GWP-Med, activities were higher in the years before 2009. IWRM planning processes and the relatively large funding opportunities that had been created following the Millennium Declaration, gave credibility and a clear role to GWP and kept momentum in the regions and countries high.

Looking backwards, it is possible that too much emphasis was put on promoting IWRM plan elaboration as such. Establishing processes for planning, financing and implementation,

¹³ See results of the survey among Ramböll alumni in Annex 5.

integrated with national development plans rather than on just preparing IWRM plans, as was successfully promoted by GWP e.g. in Zambia, could have been even more emphasized, which could possibly have led to a higher level of implementation.

There are several possible reasons for the low number of results in several of the result areas, as can be seen in the figure above, including that the current strategy itself is more diverse and complex than earlier ones, and thus much more difficult to implement effectively than earlier strategies.

4.8 Summary of challenges and opportunities

The main challenges and opportunities are:

1. There is disappointment in the network due to the decline in funding after the substantial funding provided for the IWRM planning processes.
2. The funding at regional level is too limited for the operation of the RWPs to become cost-efficient.
3. GWP is, through its strong brand, able to convene meetings with important actors, both at global and regional levels.
4. Even though a major part of the network partners do not seem to be active or engaged in GWP, the alumni questionnaire has shown that with better network management there would be opportunities to recruit new partners, which could become more active.
5. The progress analysis of the six RWPs shows that in spite of very different contexts and levels of resources available, all regions are able to find its own *modus operandi* that can produce results.

5 PROGRESS AT THE GLOBAL LEVEL

5.1 General

The RT has assessed progress on the basis of the following documents and information sources: work programmes 2009-2013 (see discussion in section 2.3); progress report on outcomes (May 2011); interviews with staff, regional representatives and key partners of GWP; and material presented by GWP at the Regional Meeting and the Consulting Partners Meeting in August 2011.

The reputation of GWP among partners and related organisations is good. The GWPO Secretariat has a good networking capacity, and this is important in order to keep IWRM on the international agenda and to maintain good relations with the many international actors in the water sector. The fact that the Prince of Orange is the patron of the GWP, boosts the attractiveness of GWP in the opinion of many of its partners.

At a more factual level, and as discussed in Section 5.3, progress on the outcome challenges and the progress markers which have been defined in the work programme 2009-2013 for the global level, is considered relatively low. But still, there are two years to catch up in order to achieve some of the planned results.

The RT sees the following explanations for delays:

- a. The work programme 2009-2013 is far too ambitious, and progress markers are very vague.
- b. A lot of time was spent on introducing the new planning and reporting methodology based on outcome mapping.

- c. The capacity of the GWPO Secretariat has been reduced in 2009. There has, for instance, not been sufficient budget to modernize the communication platform to the extent generally regarded as standard for a globally operating network.
- d. TEC has not contributed to regional processes as expected.
- e. The Steering Committee (SC) and, to some extent also the GWPO Secretariat hesitate to set priorities and to initiate larger reforms.
- f. Competition is growing fast. Topics like climate change are entering the scene. A lot of effort goes into maintaining a position in this thriving sector.
- g. There have been several transitions in key positions within SC, TEC and GWPO. Although these are all considered positive for GWP in the long-term, initially they could have led to some delays. At the same time, the funding situation has been constrained and insecure; this has had obvious negative effects on strategy implementation.

5.2 Addressing the recommendations of the 2008 external evaluation

The general recommendation of the 2008 external evaluation was to implement a re-energizing, re-strategizing and re-organizing change process - “Option 3” in the evaluation report.

The 2008 evaluation defined the vision as follows: GWP would strengthen its position as a global thought leader on water issues, while representing its membership. Efforts would be made to strengthen the technical profile of GWP. While keeping IWRM as the core message, GWP would articulate more clearly the relevance of IWRM in the context of current policy debates such as climate change or population growth, and become a leader among water institutions in such areas.

Furthermore, the regions would be stronger and provide technical support to the countries as well as identifying regional and trans-boundary priorities and concerns. There would be a shift in the distribution of funding, core as well as non-core, with most resources going to country level, then regional and then global. New CWP's should be established only when funded, and most CWP's should be self-financed and technically proficient.

Progress: GWP has made headway in several of these areas, but not all. While it continues to be an important actor on the global water arena, it is today more than in 2008 just one of many. Judging from the interviews carried out by the RT and from actual outputs, it is doubtful whether its technical profile has been strengthened, either at global or regional level.

An important change has indeed been made towards addressing important global development challenges such as climate change, while keeping IWRM as a core message, as specified in the current strategy and as is starting to become visible in its implementation. The role of the regions has been strengthened, although the financial situation has posed limitations in this regard.

The shift in the distribution of funding from global towards country level has not taken place; the core funding that reaches country level is limited compared to the global and regional levels. The number of CWP's has increased, but more marginally than the number of partners: from 71 to 79 (11%) while the number of partners has increased from over 1,800 to over 2,400 (33%).

With regard to more specific governance and organisational recommendations, a recommended reduction of the number of members in the Steering Committee to 10 has not been fully implemented; the Steering Committee now has 11 members in addition to the Chair. The reason is that GWP Statutes had to be followed. There are also 4 permanent observers and 4 Ex Officio members in the SC. A greater regional voice, as recommended by the evaluation, has been provided to the SC by recruiting more members from the regions.

It was recommended to have a smaller GWPO Secretariat, focusing on global knowledge management, liaison with financing partners and brand management. The Secretariat had 25 staff members at the end of 2007; the current number is 18. It was also recommended to consider

moving the Secretariat out of Stockholm; although the recommendation has been considered, there has been no initiative in that direction. One of the recommendations for strengthening the regions was to move the resources for the network officer positions to the regions. This recommendation has also been considered, but not followed. A recommendation to avoiding rotation of the regional secretariats is being addressed in a phased process. It was recommended to provide mechanisms for enhancing inter-regional knowledge sharing and strengthening the regional technical functions; it is the impression from many interviews that there have been little positive changes in this regard.

5.3 Targets and achievements

The RT does not consider the work programme 2009-2013 for the global level as a suitable basis to review progress. Progress markers are too vague and far too ambitious. The identified boundary partners¹⁴ who have to make outcomes happen, are political and institutional heavyweights, difficult to influence, and each of them with an own agenda.

Boundary partners were only marginally involved in the planning and formulation of the progress markers. This violates an important rule of outcome mapping, namely that the boundary partners have to be involved in planning and to agree on how progress markers are formulated. In the eyes of the RT, this shortcoming reduces the value of this work programme.

Narratives and the results of the internal progress assessment, presented in the Progress Report (May 2009, supporting information) give better indications about the progress in strategy implementation, as assessed by the GWPO Secretariat.

According to these sources, many results can be noted under “Adapting to climate change” (SE 2.1), “Improving GWP Outreach” (SE 3.2), “Strengthening GWP knowledge sharing” (SE 3.3), “Partnership and alliance building” (SE 4.1) and “Supporting the network” (SE 4.4). Activities and results in the other areas were less (6 hits or below).

The total of counted hits was for goal 1: 18, for goal 2: 27, for goal 3: 29, and for goal 4: 30. This is a good summary of the present main priorities of the GWPO: climate change, knowledge sharing and the network.

The Progress Report lists quite a number of results in which GWP played a role, but which are, in fact, difficult to attribute to GWP. Out of 28 listed results, 12 refer to participation in meetings or in processes that have been launched by other parties. Only 5 results refer to outputs that can be directly attributed to GWP.

5.4 Activities and results related to the Technical Committee

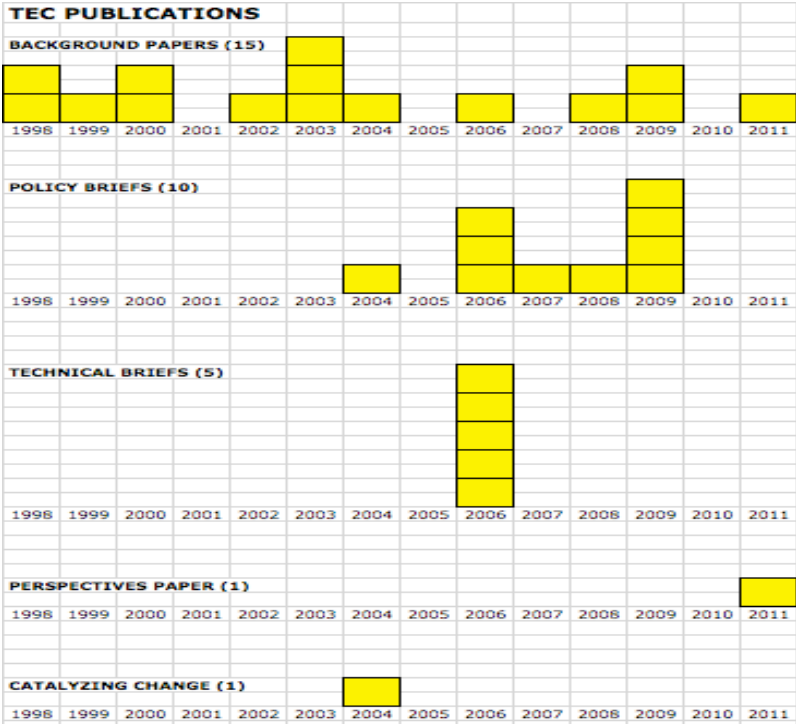
The Technical Committee (TEC) is a technical hub tasked with providing global intellectual leadership to the GWP through policy guidance, evidence-based information and background material on substance and programmatic content, knowledge sharing support to the network and demand-driven technical support to the RWPs and CWPs. It has nine members in addition to the Chair, and is supported by a knowledge management officer at the Secretariat.

The TEC has mainly published background papers, and policy and technical briefs. Six documents were published at the outset of the strategy period in 2009: two background papers and four policy briefs. Following that, the number of such publications has been low compared to the historical level. There were no documents published in 2010 but two such documents have been published so far in 2011: one background paper on social equity and IWRM, and one perspectives paper on IUWM. The reason for this may be that there have been substantial transitions in the membership of the TEC, as well as a new Chair, and that it takes time for a

¹⁴ GEF, UNDP, UNEP, UNFCCC, World Bank, regional and national policy makers, national parliamentarians, regional banks, regional economic commissions, etc.

“new” TEC to become fully effective. In fact, there are several publications in the pipeline, and it is assessed by the TEC that before the end of 2011 an additional 3 background papers and one perspectives paper will be published. They further assess that by the end of the strategy period, a total of 14 background papers, perspectives papers and policy briefs would have been published, which will be above the average historical publication rate.

In addition to the above publications, one synthesis report from the workshop on climate change, food and water security in Colombo, 2011; and the TEC Chair’s keynote at CP2010 on “Exploring the role of water security in Regional Economic Development” have been published, and the synthesis report of the regional workshop in Southern/Eastern Africa is expected to be published before the end of 2011.



(Based on information on GWP Website: <http://www.gwp.org/en/About-GWP/The-network/GWP-Technical-Committee>)

In addition to their internal functions in the GWP, both the TEC chair and the individual TEC members have considerable influence on the international water agenda; the TEC Chair through his participation on behalf of GWP as keynote speaker or panellist in a number of international events, and the individual TEC members through their high-level professional engagements.

In the questionnaire survey directed to GWP partners, the average rating on the TEC outputs is 6.2 on a scale from 1 to 10. This is a low rating, which indicates a certain level of dissatisfaction among the partners that have responded, although it should be noted that the response rate was only 3%.

In general, most interviewees met by the RT have confirmed that the products and services of the TEC are useful and being used, mostly for training and educational purposes but also for advocacy and donor contacts. However, there are weaknesses and scope for improvements. Many consider the documents produced by TEC too academic, and that TEC should provide more guidance for IWRM implementation and thus produce documents (also) of more applied nature.

One very common remark from interviewees, particularly those in the regions, is that there is too little engagement between the TEC and the regions. While the TEC has improved the regional

representation in terms of having more members from the regions among its membership, it has so far not been able to link sufficiently to the vast amount of professional resources, knowledge and experience that should be available within the network at regional and country level. However, the TEC is in the initial stage of implementing a strategy for how to increase its engagement with the regions, through the implementation of the knowledge chain (see Section 5.7) and through “deep dives” into the regions in the form of regional workshops of the type that have been organised this year in South Asia and for the Southern and Eastern Africa regions.

One option mentioned that could address both the issue of insufficient regional participation and resource constraints within the TEC, would be to set up thematic teams with competent members from all levels of the network as well as research students under the leadership of specific TEC members. Such teams, which would be led by the relevant TEC member with competence in a particular subject area, could do research and prepare first drafts of documents to be further discussed and elaborated on in the TEC, which would not then as in the present case have to do all the work themselves.

As a comparison it can be mentioned that publications issued by INBO, are reportedly prepared to a large extent by the resources available in the basin organisations rather than at the global level.

5.5 GWP contributions to global processes

Through its nature as an independent platform, GWP makes substantial contributions to global processes. It is part neither of the UN system nor of the environment circles, and this gives it a unique position. It has a clear mission statement and no hidden agenda. The multi-stakeholder approach and the global identity are important strengths of GWP, which provide a justification for its existence.

GWP is visible on the international water arena. It has been actively involved in the Stockholm Water Weeks and in the 5th World Water Forum in Istanbul. Other important examples are: the chair addressing the 3rd World Climate Conference; the Chatham conference on Food Security; editing a paper for the G8 conference; and joint initiatives with the EU Water Initiative (EUWI) for water financing.

The RT attended the Panel on water and food security in Stockholm in August 2011, which provided a good exposure to GWP’s convening power. GWP succeeds to bring important organizations to the table and discussions are pertinent and lively. One question is whether such events which are quite costly, could not be made to lead to more binding results, e.g. some kind of joint declaration. This observation is valid not only for the global but also for the regional level, with reference for instance, to high-level round tables organised in China.

In the opinion of the RT, GWP has a potential and is successful to position itself as an organization that can succeed in launching multi-stakeholder dialogues on water resources management, which involve also actors outside the water community, such as important water users and the economic and business sector. RWPs work closely with government agencies and inter-governmental platforms that are close to decision-making on water use (e.g. for agriculture, energy or economic cooperation). A good example is SICA in Central America.

The good reputation of GWP is manifested by their experts, representatives and partners being invited to international conferences and other networks as key speakers: for instance to the General Assembly of the International Network of Basin Organizations (January 2010), and to the Expert workshop on Finance and Water in Madrid (February 2010). This is positive. Many regional and country representatives are also important ambassadors of the GWP.

The GWP network contributed actively to the UN Water survey on the status of IWRM, which will be presented at the World Water Conference in November 2011 as a preparation for the Rio+20 conference in June 2012. The research team could draw on the many contacts of GWP

in the regions and the countries. GWP has access to a wide range of partners. Strategic partners of GWP see this as a major asset and appreciate that through GWP they can make use of this access.

GWP has successfully placed the overall vision of a water secure world on the agenda. This is particularly attractive for regions and countries that are directly affected or immediately threatened by the water crisis. IWRM is seen as the main approach to achieve water security. This is a good starting point for programme design, and provides good potential for the future.

GWP works in partnership with strong global organisations as strategic partners, such as INBO, CapNet, Sanitation and Water for All, WMO, Groundwater Management Advisory Team (GW-MATE), the World Bank, AMCOW, European Water Partnership, FAO, the Gender and Water Alliance, ICLEI, IUCN and the World Water Council. This is considered positive by the RT; it is one of the main strengths of GWP. However, to be effective in such collaboration, it requires the availability of senior water management professionals having specialised knowledge and reputation. These are not always available in the organisation.

The global strategic partners consider GWP as an important partner. For instance, WMO has 109 member countries and works on important issues such as food security, agro-meteorology and hydrology. WMO has clear expectations on its collaboration with GWP; e.g. that GWP partners in the regions and countries would become clients and promoters of their services such as the helpdesk for integrated flood management. WMO reports that these expectations have not yet been met.

Several financing partners do not consider GWP sufficiently innovative in identifying timely new challenges opportunities in the water sector. Examples of issues and concepts are: water grabbing, grey water management and water footprint. In each of these areas, there are today already specialized organisations and networks, many of them relatively young. Many of the organizations do neither list GWP as a partner on their website, nor are they partners of GWP.

To be more agile, GWP could benefit from a strategy to work more with pilot activities that can later, if successful, be scaled-out in appropriate environments. There are many activities going on in the GWP network, and some of them have the potential to become flagship activities, for instance setting up multi-stakeholder water user organizations.

GWP cannot be active on all water-related issues. Priority setting is important. To give an example: the perspectives paper on integrated urban water management is a good document. But this does not mean that GWP can make a substantial contribution in this area in which other organisations have already gained competence in areas such as urban water supply and sanitation or financing of water services over decades¹⁵.

Examples of organisations with which GWP are CapNet, IWMI, UNESCO and Dundee University, which have developed training materials that support countries to integrate water resources and climate change in development planning processes. GWP has signed an MoU with CapNet and regularly participates in the Steering Committee of that network.

Knowledge partners like UNDP and UNEP, which work on climate change adaptation strategies, are linking up with practical IRWM approaches for building water security and climate change resilience. It is a positive result that the international community (e.g. UNFCCC, UN-Water) includes GWP as a partner in their activities.

The GWP Technical Background Paper 14 on Water Management, Water Security and Climate Change Adaptation is available in English, French and Spanish. Some of the GWP publications have been translated into Portuguese, Russian, Arabic, Chinese, Mongolian, Thai or Vietnamese, also in the present strategy period.

¹⁵ Professionals in urban water supply and sanitation have reported to the RT that their impression is that GWP is thematically too broad to become useful.

5.6 Effectiveness of GWPO support to RWPs and CWPs

Till 2009, the priority was the establishment of a network of regions. In the present strategy period 2009-2013, the emphasis is on building capacity in the regions. Till now, this has not been achieved in all the regions, mainly because of the limited funding available for each of the regions.

Today, there are 13 regional water partnerships. All of them have the same rights and obligations, but they all set their priorities quite independently. They have no legal entity, and this, for some, leaves an ambiguity whether they are, in fact, regional offices of GWP or independent entities steered by the regional councils and the partners.

Regions express that they receive the following support from GWPO:

- a. “Global Water Partnership” as a strong brand, which contributes reputation.
- b. Occasional visits by senior GWP professionals and officials can help to open doors to government agencies.
- c. Network of people and experts.
- d. The Toolbox and TEC documents.
- e. Core funds.

At present, each of the 13 regions receives around the same amount as core funding, 200,000 Euro per year¹⁶, and a few receive additional funds from GWP, project or activity based. This is inadequate in regions where it is difficult to raise additional funds. To sustain presence in the long run, GWP would have to take measures to guarantee core funding of significantly more than 200,000 Euro per year in a region.

The UN survey on the status of IWRM will show that while many countries have IWRM plans, their implementation is the real challenge in the years to come. GWP was a leading organisation when it came to making IWRM planning happen. At present, it should define how it can assist the regions and countries in achieving the implementation of the plans.

GWP has more than 30 strategic allies. But they do not connect sufficiently to the RWPs and CWPs, or vice-versa. It is observed that there is an important skills gap between CWPs and the global level with regard to IWRM¹⁷. The interaction of GWPO with the RWPs is mainly bureaucratic and not dynamic¹⁸.

It is not clear to the RT, whether and how the demand for support is expressed by the Regions and the Countries. At present, TEC and the GWPO Secretariat deliver papers, but it is unclear whether these meet a real demand. Based on discussions with professionals from the regions and countries, the RT concludes that demand is probably more for coaching, for professional guidance on how to address specific water resources management issues, how to write business plans and project proposals, how to increase funding etc.

Network officers in Stockholm interact with the coordinators of the RWPs. The high administrative burden on them seriously compromises their ability to ensure knowledge flow, learning, and good networking. They can provide contacts and indicate opportunities. Actions, however, rest solely with the RWPs and CWPs, many of which have severe capacity and knowledge constraints.

In general, the organisational and communication linkages from the global level of the GWP are currently directed mostly to the RWPs while the linkages directly with the CWPs are more limited. This adds to the knowledge and skills gap mentioned above.

¹⁶ Exception e.g. GWP Caribbean

¹⁷ see evaluation of IEG, 2010

¹⁸ see evaluation 2008

5.7 Knowledge sharing and communication

Progress would be vital here. Some innovations were made at the global level in 2010, including the launch of a new website and the establishment of a new Partners database. But the performance of GWP appears to be slow, static and too much focused on print outputs or on the toolbox. To summarize, GWP has not yet arrived in the age of Google. South-south dialogue and learning across regions or countries does not yet play an important role.

There is progress on the indicators that were defined for knowledge sharing and communication in the work programme 2009-2013. Knowledge partners have been identified in areas central to GWP: climate change, food security, conflict resolution and urbanization. The e-newsletter NewsFlow is interesting reading in an accessible format and provides a good idea of what GWP is doing.

GWP has introduced the knowledge chain as a process: (a) identification of emergent challenges in the regions; (b) development of knowledge products; (c) dissemination and uptake of knowledge.

It is expected that there will be a strong collaboration between TEC and knowledge partners who can provide technical and policy advice as well as accessible information. TEC, on the other hand, is expected to interact with RWPs, CWP's and RTCs.

The approach is good and has potential. It needs to be complemented with an approach of knowledge flow management, trying to enhance organizational learning by strengthening feedback and communication, and by removing barriers to natural knowledge flow. Managing knowledge flow requires a good mix of organizational practices and technology support. It requires an interplay of "soft" cultural enablers and "hard" technology¹⁹.

Still, emphasis is mainly on knowledge production. This does not take sufficiently into account that today a lot of information and knowledge on IWRM is produced and communicated through the Web. Often, "grey literature" and field notes take specific contextual factors that are important for implementation of IWRM better into account than synthesis reports.

It is not realistic to believe that GWP and its partners will pay for specific knowledge produced by TEC. Today, people tend to be flooded by reports and information, and they have easy access to a growing body of knowledge.

Knowledge exchange enters into a new area. A Google search provides the following hits: Urban grey water management - 1.25 million hits; private sector participation water utilities - 5.05 million hits; drip irrigation - 7.41 million; "manejo de microcuencas" - 240,000 hits; and IWRM - 727,000 hits.

The RT does not have the impression that GWP has an adequate strategy on how to respond to the new situation. Some pilots were made with Twitter, Facebook, YouTube, LinkedIn and other platforms. But they are not yet sufficiently used²⁰.

The GWP website and the toolbox are used, but data from Google Analytics (see Annex 7) do not convince the RT that the knowledge is used effectively to produce results in the target countries. It is probably more used for training in the northern Hemisphere.

1. **Main GWP website:** Visits to the website are relatively many, around 250 per day. On average, 3.02 pages are visited, and the average time on the site is 3:25 minutes.

¹⁹ see Leistner, F., 2010: Metering organizational knowledge flow: how to make knowledge sharing work: London: Wiley Sons.

²⁰ The facebook group had 15 users in September 2011.

2. **GWP Toolbox:** Visits to the website indicate that the toolbox is consulted with an average of around 90 visits per day. The average of 2.78 pages per visit and an average of 3:13 minutes on the sites indicate that the use of the website as a professional reference and resource is significantly less than expected.

Google Analytics provides evidence that most of the hits are from the Northern hemisphere. The US, Sweden and Denmark appear on the map of main users of the GWP toolbox, as does India. GWP is presently preparing a survey on the users of the Toolbox.

Modernizing the Web Tool (Web 2.0) to foster South-South dialogue or to provide direct access to experts in the network could be a good investment. Apparently, such investments had to be postponed for budget reasons. They would be most effective if complemented with regular face-to-face meetings with experts at the regional or country levels. Search-engine optimization of the GWP website(s) would increase the visibility on the internet and enhance the use of GWP knowledge products

In the opinion of the RT, GWP can play an important role: (a) to understand demand in the field more clearly; (b) to compile meta-reports which can provide guidance to practitioners; (c) to translate standard books; (d) to launch peer-to-peer or twinning processes to foster learning and to assist initiatives in regions and countries; and (e) to establish and to manage help desks.

5.8 Ensuring financing

Many of the RWPs and CWPs expect that GWPO should assume responsibility for global fund-raising that could provide substantial funding to their level. This is not realistic. The times of large global programmes with sufficient funding to support implementation in countries are gone. Fundraising will have to be done at the regional and country level in the foreseeable future.

At the regional level, two of the RWPs studied in more detail by the RT have been able to raise any substantial local funding: GWP-Med and GWP-SA. Their locally raised fund for 2010, amounted to 666,000 Euro for GWP-Med, and 196,000 Euro for GWP-SA. The other RWPs studied in detail by the RT have been able to leverage only limited extra funding.

At the country level, the CWPs have to struggle hard to be able to find funding. Just as with the regions, the CWPs that have been able to mobilize key persons in the water sector in their partnerships have the best chances of financing any of their activities.

5.9 Summary of findings, opportunities and challenges

The RT identifies the following main findings, opportunities and challenges:

1. Not only at the regional but also at the global level, the targets defined in the work programme 2009-2013 were too ambitious and did not take budget limitations into account. Progress markers are not sufficiently well defined to allow a progress review.
2. Despite that, GWP continues to make substantial contributions to global processes, mainly because of its capacity to build alliances with other programmes.
3. Reforms and steps that the independent evaluation in 2008 recommended were only partly transformed into action. GWPO is still more or less the same as in 2009, with minor changes, such as some reduction in staff at the GWPO secretariat.
4. A good example where reforms are pending is the set-up for network management. As before, GWPO network officers mainly interact with coordinators in the regions, and a lot of this interaction is limited to administrative issues. CWPs do not receive the necessary and desired support.
5. The TEC is not providing guidance and support to the regional level. This is of concern to many interviewees and to the RT.

6. The recently launched concept of the knowledge chain is good. The RT doubts whether GWP has already succeeded to adapt its knowledge management and learning to the modern age of Google. There is a lot of opportunity to enhance the knowledge sharing functions of GWP through investment in the website functioning.
7. At the global level, GWP succeeds to attract new donors, as well as keeping old ones.

6 RELEVANCE AND EFFICIENCY

6.1 General

In the eyes of the RT, the existence and operation of GWP as such is at least as relevant today as it was 15 years ago. Achieving a water secure world through furthering sustainable and holistic development and management of water resources is even more important today in the light of an increasing demand for water from all sectors. At the same time, emerging global challenges such as climate change and rapid urbanisation, poses severe threats and risks related to the water resource.

The questionnaire survey directed to IWRM training course alumni achieved a very high response rate; out of 800 non-bounced addressees, response was provided by 416, that is a response rate of 52%. On a specific question on the relevance of the GWP network, the average rating on a scale from 1 to 10 was 7.7. The survey respondents are water resources management practitioners most of whom do not belong to a GWP partner organisation, only 31% of the respondents confirm that they do.

Consequently, that rating should be considered very positive for the GWP. The corresponding result in the survey addressed to GWP partners is almost exactly the same, or 7.6, which is surprising in comparison, considering the very low response rate for that survey and that those who have actually responded to the survey should be those more interested and engaged. It can therefore be expected that the rating would have been lower had there been a higher response rate.

6.2 Relevance of the strategy

The strategy is considered relevant by most interviewees, including the donors. The general opinion is that GWP should keep IWRM as the focus of its work but that it should reach out to cover climate change and other global challenges. This is what GWP is doing today.

However, many say that the strategy is too complex and all encompassing and that a future strategy could be more focussed on priority issues. The current thematic re-orientation is a move in the right direction, and would make the strategy more relevant for the GWP itself at global, regional and country level, but also for donors and GWPs strategic partners.

One priority issue that has been mentioned by many interviewees is how to make efficient and effective use of the large funding that currently goes into climate change adaptation. If GWP can show how IWRM can be made the backbone of the implementation of climate change adaptation and provide the relevant organisational solutions and promote institutional capacity in that regard, this would be a very valuable contribution.

Similarly, GWP needs to make the case for IWRM as a means of alleviating poverty. There are several obvious aspects of IWRM that have a potential to improve the livelihoods of poor people. Achieving water security is one, but also stakeholder participation addresses poverty alleviation from a rights perspective. Climate change adaptation aspects are also directly related to poverty alleviation. It can be argued that the most important poverty alleviation effect of IWRM particularly when applied in a trans-boundary context is freedom from conflict, since invariably the poor are those that suffer most in conflict situations. Finally, working closer to communities,

as is being done by several of the area and zonal water partnerships in South Asia, provides better opportunities to directly reach people living in poverty.

6.3 Efficiency in implementing the strategy

The budgeted costs for governance and the global secretariat is 1.8 million Euro against a total budget of 5.7 million Euro for 2011, that is 32%. This is a high figure, but understandable considering the nature of how GWPO operates. There is, however, scope for reducing these costs by making the Secretariat leaner and by looking into alternative organisational solutions and working modes, as described elsewhere in this report.

At the regional level, the budgeted 200,000 Euro core funding from GWP is generally used for support to regional and national level activities such as training, workshops and studies. For governing and managing these contributions to activities, all regions have an organisational set-up including a secretariat, steering committees, partners meetings, hosting agreement etc. The average actual cost for the governance and management function in the six regions studied in detail by the RT was 122,000 Euro²¹ for 2010, against an average actual total core budget spending of 225,000 Euro, that is 54%.

The main conclusion that can be drawn from this very high relative cost is that the current level of contribution from the GWP to the regions is not large enough to achieve a reasonable level of cost efficiency within the existing organisational arrangements. It deserves to be noted, however, that this conclusion is not valid in the case of GWP-Med and GWP-SA, where the core funding should be seen in relation to leveraged additional funding amounting to 666,000 Euro and 196,000 Euro respectively.

It also deserves to be noted that the persons engaged in the regional set-ups contribute to many other activities that just governing and managing the GWP core funds.

6.4 Effects on, and interaction with donors and other programmes

The donors who currently support GWP engage well as dialogue partners and have historically had substantial direct influence on how the partnership and the organisation is run.

It is the impression of the RT that the donors have a high opinion about the relevance of GWP and how the network interacts with donor-financed projects and programmes. Both the GWP mission as such and the current strategy are well in line with the donor's policy orientations in many policy areas, including on environment, gender, poverty orientation and climate change.

Donors see the network as a potential instrument to achieve results at all levels, and particularly to achieve action on the ground and thereby reaching closer to their target groups, which in the normal case are people living in poverty. It has been a very clear message from the donors, in preparation of their current support and in the on-going dialogue with GWP that they want to see more of implementation. Not so that GWP should turn into an implementer itself, but they should move away from advocacy and awareness raising to support, for instance, capacity that could improve the implementation of the IWRM plans that now exist. Donors also express the need for GWP to re-formulate its position and role in the changing context described in Section 3, but without deserting the IWRM approach.

A common suggestion from Sida is that GWP should shift more of its resources to the regions while the Secretariat could be more lean than today. Donors like SDC want GWP to focus on the core business (IWRM) and to become more agile and innovative to define the global water agenda. They find it difficult to accept that many opportunities are missed (e.g. water footprint discussion, water and food).

²¹ According to GWPO Finance.

The dialogue influence has worked also the other way. Sida staff have stated that they have benefitted substantially from GWP's work. The long cooperation has helped to make IWRM a focus in policies, strategies and programmes, and has helped Sida staff to stay up-dated with conceptual developments.

One possible issue mentioned as a possible problem for GWP is that if one donor becomes too dominant in financing, this could lead to too strong an influence on how GWP should organize their work. This has reference to the on-going process of business case and results framework preparation in cooperation with DFID.

6.5 Possible criteria of success

There are many other global networks, programmes, or communities of practices: e.g. The World Bank Water and Sanitation Program (WSP), CapNet, The Rural Water and Sanitation Network (RWSN), and global research associations. The review Steering Group has asked the RT to identify criteria of success for such networks.

The RT makes the following observations:

1. GWP is a network of partners, and in some instances, like in the Mediterranean region, a network of networks, that are active in the field of IWRM or interested in water resources management.
2. It needs a clear thematic focus that is of high relevance for the participating organizations and the donors.
3. The methodology is essential. GWP is a sort of community of practice (CoP). A good CoP needs: good and committed people; a Charter; rules for participation; a modern computer platform; regular face to face meetings (regional, global); a good facilitator (e-facilitation).
4. To be successful, investments into communication are essential. Products have to be simple, practical, and easy to understand (prints, films).
5. Successful networks, active in the South, have a solid relationship to one or several donors, which are partners in the development of the network. Network members contribute also (e.g. with time) because they have a benefit.
6. A programme like WSP is attractive because it is closely linked to the Bank. Pilot projects of the WSP have the potential to become large investment programmes. GWP does not have this advantage.
7. CapNet is a network of specialized training institutions and regional networks. It buys into local institutions, and these maintain their identity (name). The partners sign an MoU with CapNet. There are clear rules of financing. The partners meet once per year for presenting annual reports and for preparing annual work programmes.

GWP doesn't have a fully convincing profile. In certain ways it is an academic network. In other ways, it is – or has the ambition to be - a Global Action Network. It also initiates training. Its thematic focus is relatively broad (e.g. water resources, water supply and sanitation, financing, training, policy and law development).

6.6 Summary of findings, opportunities and challenges

The RT comes to the following conclusions:

1. GWP is a relevant network. Relevance has even increased, because topics like climate change are higher on the agenda.
2. The Strategy is also relevant and well designed, and should be valid beyond 2013.

3. The present set-up for Strategy implementation has been questioned many times (e.g. by the 2008 evaluation). The RT also questions whether it is the most efficient and effective one.
4. Interaction with donors is more complex than in the early days. This puts GWP under pressure to modernize, in order to satisfy multiple demands.

7 OPTIONS FOR STEPS IN THE CURRENT PERIOD

GWP is in transition, and the RT has been asked to provide some forward-looking thinking in the on-going transition process. The RT distinguishes between:

1. Immediate steps that can be taken in the present strategy period, presented in Section 7.
2. How to further strengthen GWP in the future, presented in Section 8.

The substantial discussions and results of the one-day workshop in which GWPO staff and representatives of all regions expressed their views (15 August 2011), are reflected in the following analysis and suggestions.

7.1 General

Looking at the near future, up to and including 2013, there are possibilities to further enhance efficiency and effectiveness in the implementation of the GWP Strategy 2009-2013. A number of concrete suggestions are made in the following.

GWPO has also made some proposals, which are summarized in a paper on future directions. Comment are provided on this paper.

7.2 Baseline, planning, monitoring, reporting and evaluation

The GWPO Secretariat is in favour of continuing with the present OM format for annual work planning and reporting till the end of the present Strategy period in 2013. As the annual work plans and reports are, by now, of good quality, and as there exists already a capacity in most cases to carry out the work, this is considered feasible. To maintain and further invest into OM beyond 2013 is, however, not recommended.

Baseline information is being strengthened. In August 2011, the GWPO secretariat prepared a checklist to be sent to the regions and in which basic information will be collected: for instance on whether the Regional Council is operational; and whether the website is functional. Such information will provide baseline data on the status of the regions, which will be of great use.

Apart from that, GWPO is presently designing, together with a DFID consultant, a new result-based planning framework, with quantitative targets and some performance indicators. In the opinion of the RT, this is a good move, as long as it leads to the desirable drastic simplification of the planning and reporting system at the GWP level.

A complementary tool that it could be considered to add to the narrative reporting would be to rationalize experiences on main processes in process models. There are a number of such processes on which GWP has gained experience. For example: capacity building in IWRM at the country level; strengthening of the partner network; addressing trans-boundary water management issues.

For each of these processes a model (e.g. steps 1 to 10) can be developed and used as a reference for monitoring of progress.

Performance indicators at the outcome level could complement the information on activities and outputs. They would help GWP to show results at the outcome level not only in qualitative terms (narratives) but also quantitatively.

There is need to drastically strengthen (permanent) monitoring, not only at the outcome but also at the activity and output level. GWP has to be able to show that the budget is spent on what has been agreed. GWP needs monitoring sheets, e.g. designed with reference to the abovementioned questionnaire for baseline data.

In addition, GWP might request regions and countries to regularly assess to what extent their portfolio of activities is aligned with the GWP global vision, mission and strategy. This could be done in self-evaluation workshops, using e.g. the methodology of empowerment evaluation, which allows prioritization of activities²².

In the long run, there is need to drastically reduce the workload for planning and reporting at the regional level. Regions and/or countries need to define a number of milestones (results), and annual reporting has to show to which extent these milestones are achieved²³.

7.3 Speed up delivery of the Strategy 2009-2013

The RT has identified the following areas in which more effort could help speeding up the implementation of the strategy 2009-2013:

- a. Re-assess and strengthen the partner network: Assess the quality and complement the network where there are deficiencies; make a survey among all partners to update the membership database; engage key people; ensure that key people and organizations join the network. Ensure that partners meet regularly for events in the regions²⁴.
- b. High-level roundtables: on aspects related to water safety at global, regional, national and sub-national levels. Main objective is to take the lead in “getting out of the water box” and to bring other sectors on board for the discussion about how to manage the water resource.
- c. Outreach of the Technical Committee: Establish thematic or topical groups around TEC members, lead by TEC experts and engaging key people from the regions.
- d. Invest in Communication, Web 2.0 Tools: Exchange of knowledge through short videos; show the stories about the application of the toolbox.
- e. Coaching for IWRM implementation: Less emphasis on knowledge production (toolbox) than on establishing a network in which IWRM practitioners have easy access to coaches which can help them to solve problems.

GWP could play an important role and assume leadership in monitoring of IWRM performance at the global level. GWP has already played an important role in the UNEP study, which will be presented in Rio+20. GWP should take the lead in continuing this work.

Further investments in the GWP toolbox are unlikely to have an impact on the implementation of the Strategy 2009-2013.

7.4 The GWP present and future directions paper

The theory of change, which has been described in the present and future directions paper, makes sense. It shows how the vision, the mission and the four goals of the Strategy for 2009-2013 can be related to an overall logic.

Moving from a geographic program (regions) to a thematic program approach can put the present participatory “bottom-up approach” at risk. The regions will have to adjust to thematic priorities that are defined at global level together with the donors. Funding will be more and more earmarked for certain topics and regions. This will have an impact on GWP.

²² Fetterman, D.F., 2001: Foundations of Empowerment Evaluation: Sage publications.

²³ See Section 8.

²⁴ For an extended discussion: see Section 8.

The RT makes the following observations:

- a. There is strong agreement that GWP should not become an implementer of programmes but maintain its current identity and autonomy.
- b. Still, the definitions of the thematic programmes are extremely broad, and this means a risk of GWP failing to position itself clearly in the ever-growing and competitive arena of organizations in the global water sector.
- c. Once thematic programmes are adopted, it may become difficult to accommodate them in a five-year strategy, without having to carry out revisions every few years, depending on new requests from donors.

7.5 New result framework

In the context of its new proposed core funding to GWP, DFID urges GWP to introduce a result framework. The RT made a quick assessment of the new forms that are currently being further defined by a DFID consultant.

Whether the DFID approach is useful for a programme such as GWP, is a question mark²⁵. But it seems feasible to translate the present OM system into the new structure. Therefore, GWPO is right in taking the opportunity of this technical assistance of DFID to translate its OM into a (hopefully) much simpler result framework.

The new framework should be endorsed by the donors as a reference for the preparation of the next GWP strategy.

There are no major obstacles in translating the (present) OM framework into the (new) result framework. Some suggestions:

- a. Translate the four goals from the global strategy into impact and outcome forms.
- b. Translate some of the outcomes into indicators, where feasible.
- c. Eventually elaborate for each of the indicators a sheet on which the methodology through which the indicator will be measured, will be described²⁶.
- d. Quantitative targets can be defined for and together with the region or – facilitated by the regions – by the countries.

One of the advantages of this system is that it will require the regions and countries to make a baseline survey on where they stand with reference to the stated indicators²⁷. Another advantage is that the formulation of performance indicators can force GWP to define more concretely what the steps in capacity building in IWRM are.

It will be important to keep the system as simple as possible. There should be a maximum of say 12 performance indicators, to make monitoring simple and practical.

Indicators will be calculated at the regional or the country levels. At the global level, a much simpler system can satisfy the needs: e.g. reporting with “smileys” or “frownies” on each indicator.

7.6 Introduce mechanisms for piloting

One of the main characteristics of the GWP network is its diversity. GWP is rich in experiences, but there is no system for systematically identifying good practices, testing them and then replicating them at a larger scale.

²⁵ GIZ is moving in a completely opposite direction: the Capacity Works model.

²⁶ See e.g. methodology of performance indicators in the World Bank

²⁷ see discussion in Section 7.2.

There is a tendency to treat all regions and partners the same. A more competitive approach (e.g. a fund for innovative pilots) could be an important step ahead.

Steps in this direction could be initiated already in the present strategy period.

7.7 Prepare for an organizational change process

The RT sees a lot of evidence that GWP has to undergo an organisational development process that would make it slimmer and more fit for the future. This process should be facilitated by an external OD specialist with experience of similar types of organizations. The starting point should be a clear assessment of the resources available in the organization (time, know-how etc.).

The following steps can be taken immediately:

- a. Create spaces for strategic discussions and thinking in GWP (e.g. annual retreats), beyond the daily business.
- b. Increase accountability, and end contracts with regional chairs and coordinators who do not deliver results or agreed information to the GWPO secretariat.

7.8 Summary of main points

The RT has concluded the following:

1. The current OM system for planning and monitoring should be replaced with a simpler and more realistic result-based planning framework. The current system could be used up to 2013. The new system should include monitoring of activities and outputs, in addition to effects. A baseline should be established using simple forms of the type that have already been prepared by GWPO.
2. Analysis and strengthening of the network, high-level roundtables, better regional outreach of TEC, improved communication and networking/coaching rather than static knowledge production are suggested means of scaling-up the implementation of the Strategy 2009-2013.
3. Proposals such as the ones listed in the paper “Future Directions” or made by DFID (result framework) are good starting points for the preparation of the next strategy.

8 ISSUES AND OPTIONS FOR THE FUTURE

8.1 General

In addition to the methodological instruments mentioned earlier in this report, the RT facilitated a one-day workshop in which GWPO staff, and Chairs, Coordinators and other representatives from all regions expressed their views on a number of key issues that are of interest to the further development of GWP. This provided substantial inputs to identifying options for improving the functioning of GWP.

The following options are described in the following text:

1. Rationalize the organization.
2. Modernize management of the partner network.
3. Define an objective and agenda for action.
4. Adapt the capacity of the GWPO secretariat.
5. Strengthen regional and country platforms.
6. Rationalize work programming, monitoring, reporting, and evaluation.
7. Leverage funding at regional and country levels.

8. Re-design operations, in case of funding restrictions.

Many of these issues were raised already by the independent evaluations in 2008²⁸ or 2010²⁹, and many are common to networks in general.³⁰ Some of them could develop into risks for the capacity of GWP to deliver results in the future if they are not addressed.

Substantial progress has been made since 2009 to address several of them, for instance the adaptation of the statutes to allow for electronic voting in August 2011; the annual work planning and reporting cycle is working quite well today; an updated database of all GWP partners has been elaborated; compilation of monitoring information at the outcome level (May 2011)³¹.

The RT is confident that GWP and GWPO will make a detailed analysis of these issues and address them in the near future.

8.2 Rationalize the organization

To be successful in a (globalizing) world in which global networks are popping up everywhere, a network like GWP needs a simple and practical message³² as well as a convincing, attractive organizational structure which invites organizations to become partners and which clearly specifies policies, rights and obligations.

The RT did not have the time and resources to make a detailed analysis of the full organisational structure and processes. However, the readings, presentations, and the many interviews with partners suggest that there is a need to rationalize the organization. Many of the problems are common to networks³³.

The RT observes the following challenges:

- a. **Complex organizational set-up:** The interaction between the different levels - global, regional, country, area - and the various committees and groups - e.g. TEC, sponsoring partners, financing partners, consulting partners etc. - is too complex.
- b. **Lack of organisational accountability:** GWP grants large autonomy to the regions (e.g. planning, appointment of staff), but if a region is not performing well, it does not risk to be faced with consequences. Management decisions are not always followed³⁴.
- c. **Functioning of steering at the global level:** Recommendations of the 2008 evaluation have been largely followed. But still, concerns are raised: e.g. that funding partners are not adequately represented in the SC or that there is a parallel structure of steering (SC and the sponsoring partners meeting). The RT is aware that many of these issues have been discussed already³⁵. What appears to be lacking is a more profound analysis, taking experiences of other organizations and the limitations (e.g. availability of people's time) into account.
- d. **Little capacity of the steering and technical platforms due to overload of tasks in relation to capacity.** Many of the key persons (e.g. SC; funding partners meeting) spend only a few days per year on GWP. Few have real capacity to dedicate sufficient time to GWP.

²⁸ See section on recommendations in the 2008 evaluation report.

²⁹ Carried out in 2008 and 2009, with final report in 2010.

³⁰ See Starkey, P., 1997: Networking for development. IFRTD Publications.

³¹ see also chapter 7.

³² e.g. a corporate story

³³ see Starkey, P., 1997: Networks for development. IFRTD publications.

³⁴ e.g. that learning reviews should be continued; that indicators in the work program 2009-2013 need to be defined (see meeting of the SC in May 2009).

³⁵ E.g. the Financing partners decided in the spring of 2008 that having 6 representatives sitting on the SC was not appropriate. They decided to have two strategic meetings per year with GWPO, with one observer on the SC.

- e. **Effectiveness of the regions:** Budgets at regional level are very small. Thus, the expectations of the partners cannot be satisfied. Only in a few cases (e.g. GWP-Med), the Regional Councils are a platform in which initiatives and programmes are born.
- f. **Capacity in the GWPO secretariat.** Capacity of the GWPO secretariat has been reduced in 2009, but workload remained the same (e.g. a bureaucratic set-up for network operations). Management is overloaded with day-to-day operations, and it does not reserve sufficient time for strategic discussions. Due to financial constraints, important investments (e.g. into a Web 2.0 platform) are postponed.
- g. **Ambiguity between “a culture of academic debates” and the goal to be an action network, with capacity to implement large programmes³⁶:** This ambiguity is felt at all levels in the organization.
- h. **Many stakeholders and partners from the country level continue to feel uninformed about politics and programmes in GWP.** Most of the information generally seems to reach only, at best, the regional level³⁷.

The issues are systemic. An example: many GWP management papers are edited in a long and complicated style³⁸. Reasons could be: (a) the SC is not formulating and imposing standards for such papers; (b) the GWPO secretariat is not pro-active, to submit high-quality papers; (c) all strategic papers go through a consultation process that adds to their complexity; (d) this, finally, could be related to the fact that the website of GWP does not yet allow document sharing (web 2.0).

Such and other organizational issues need to be addressed in an organizational development (OD) process, with a systemic approach. Such a process needs external facilitation and expertise on the state-of-the art on how global networks (non-profit, profit) are managed successfully.

8.3 Modernize management of the partner network

There is a strong belief in GWPO that the model of GWP – a global and multi-disciplinary network - is unique³⁹. Also strategic partners of GWP see the global network as the main asset of GWP. The network is a core element of GWP’s strong identity.

However, at present, there is little evidence that the quality of the partner network can already meet these standards and expectations. The response rates to surveys among GWP partners are alarmingly low: 4 % in one communication issued by GWPO in May 2011, and 3 % in the questionnaire survey issued by the RT in September 2011. In a self-evaluation, GWPO staff list the partner network as an asset, but also as the main area to improve⁴⁰. The disparity of interests of the partners is very high.

The majority of the participants in the Stockholm meetings receive some sort of remuneration or reimbursement from GWP, or they have been nominated by the RWP to receive per diems, travel and accommodation in Stockholm. The question about the motivation and interests of the partners is not easy to answer.

In the opinion of the RT, GWP needs to study the actual state and quality of the GWP partner network in order to improve the way it is managed. Network management includes in this context: setting of goals; organize the network; monitor and evaluate the performance of the network.

Composition of the network: Are there important actors to be invited to become partners? Is

³⁶ Sometimes not clear whether GWP wants to be an academic debate platform or a program that makes a difference.

³⁷ The RT heard a number of complaints.

³⁸ e.g. paper on accreditation of RWP and CWP; paper on financing issues; policy on partners

³⁹ see Annex 6

⁴⁰ see Annex 6

the membership balanced?

Rules of the partnership: What is their motivation to be partner of GWP? What are the rights and obligations of the partners? What would be good incentives, likely to make membership even more attractive? What is the willingness to pay for membership?

Partner database: The RT sees that some progress has been made since 2009 to manage the partner network. For example, GWPO today has a proper database in which GWP partners are registered. But still, a lot needs to be done.

Professional qualifications of applications can only be checked if the regions and the countries collaborate. Only the Consulting Partners Meeting can expulse partners, on the basis of recommendations of the SC⁴¹.

Today, partner network management is quite centralized. Stockholm maintains the database. Some regions do not feel responsible for managing the partner network in their area. Many of them never deliver information to Stockholm, or they do not check the quality of data. There are not enough resources available.

Network methodology: The network works mainly through face-to-face meetings and has not yet introduced web 2.0 tools. The GWP website does not have a discussion forum, reportedly because there was no budget for the required investment. The website allows only information distribution and no sharing and/or collaboration.

Successful networks place a lot of emphasis on communication. The task is to align the flow of activities in the field with the global strategy. There should be a constant debate and dialogue in the network. Leaders and experts at the global level must communicate directly with the field, on a weekly basis⁴².

This can be achieved with modernization of the network management and communication, not only in terms of IT technology but also in terms of methodology. Examples are: peer reviews; twinning arrangements; competitive approaches to get access to funding (e.g. contests).

Communication is important: (a) between the network officer in Stockholm and the RWP coordinator in the field; (b) between the regional coordinator and the regional chair; (c) between the RWPs and the CWPs.

8.4 Define an objective and agenda for action

To be vital, collaborative networks need a concrete objective (or programmes) that can unify the partners and provide them with identity, concrete tasks and perspectives that meet their expectations.

In the past decade, the flagship of GWP was IRWM planning. GWP filled the call of the Johannesburg 2002 conference with concrete action, and this was highly appreciated. IWRM planning processes have been introduced and plans prepared, and GWP played an instrumental role in many countries. GWP partners in the field are still largely proud of these achievements to which they contributed greatly⁴³.

Most IWRM plans were completed by 2009. Today, countries are struggling with the implementation of these plans, which would have to be financed largely out of national budgets, loans or grants. GWP has limited financial resources, and RWPs and CWPs are not in a position to facilitate implementation effectively. As a result, many of the RWPs and CWPs are struggling to define their role and the specific contribution they could possibly make in order to make a difference.

⁴¹ See GWP Policy on partners, p. 9

⁴² See: Lachotzki, F. and Noteboom, R., 2005: Beyond control. Chichester: John Wiley Sons.

⁴³ The RT also heard voices of regrets, mainly because IWRM planning raised expectations which now can not be met.

A new and convincing agenda (beyond IWRM planning) is not yet emerging. At present, there is a risk that many isolated activities are started, with no clear focus. The RT sees evidence that the momentum is lost in quite a number of countries in several regions (e.g. CAM, China, southern Africa), certainly also related to the fact that the level of financing has been reduced.

This issue needs to be addressed soon.

GWP partners, RWPs and CWPs need a concrete goal and targets towards which they can work. They need a new flagship which can provide them with an identity. The new challenges have yet to be defined in concrete terms.

8.5 Adapt the capacity of the GWPO Secretariat

The GWPO Secretariat in Stockholm consists of a team of 18 people who manage their tasks with passion. The global events in which the RT participated (e.g. the regional days and the consulting partners meeting) were well prepared and a success. Despite the fact that the budget and number of staff were reduced in 2009, the GWPO Secretariat succeeds to keep the ball rolling and to link GWP to important processes.

The Stockholm Secretariat has an important role to play. The main question is what the core functions are that the secretariat should maintain in order to continue to guarantee an optimal support to the regions (RWPs and CWPs) and to maintain a good balance between operational and overhead costs in the organisation.

In the last few years, the level of funding has not been sufficient to generate capacity for assuming additional tasks. There are opportunities for simplification, but they probably require an organizational change process which challenges various parts in the system: statutes; steering committee; policy on partners; organization of the Stockholm Secretariat; and division of tasks between GWPO, RWPs and CWPs.

In the eyes of the RT, the GWPO Secretariat should be able to guarantee at least the following key functions: dialogue and representation at the international level; launching and financing of global programmes; administration of steering and technical functions; communication (website, publications); knowledge management; network management; and financial management.

Whether it is reasonable to maintain a team of network officers in Stockholm, needs to be decided. Costs are relatively high, and it can add to make the network relatively bureaucratic. It has been suggested that the network officers could be located in the regions. A similar suggestion was made by the independent evaluation in 2008.

8.6 Strengthen regional and country platforms

In each RWP, there is a Regional Council or Steering Committee, and corresponding governance bodies exist at the Country and the Area level. They organize themselves according to their needs and the characteristics of the region or country.

Some of these Councils exist only on paper, while others are very active. In some regions, they are more a planning and management platform (e.g. RWP-CAM), in others they are a platform for collaboration (e.g. RWP-Med).

The RT makes the following observations:

1. Regional Council meetings could, without doubt, be a “moment fort” as all the relevant GWP stakeholders – the network officer, RWPs, CWPs – would meet. It would be a perfect platform to address strategic issues and to strengthen relationship and collaboration among partners. But this opportunity is not always taken advantage of. Discussions in Regional Councils often circle around bureaucratic and operational issues.

2. Councils at the country and area level are often surprisingly active. Where they are composed of IWRM professionals of repute, they can make a difference, despite the absence of any financial incentives.
3. The limited funding of 200,000 Euro per year hardly justifies maintaining a steering and management platform at the regional level. Funding would have to be significantly higher in order to keep the momentum in the network.

Most RWPs are not registered legally. Hereby, they are not authorized to sign agreements with strategic partner organizations in order to boost collaboration. It also means that many RWPs are obliged to enter into hosting contracts with organisations such as IUCN or IWMI in order to acquire the required institutional base for its operations. Such contracts always involve a substantial hosting fee.

8.7 Rationalize work programming, monitoring, reporting and evaluation

Planning and reporting has caused major problems in this strategy period. Significant investments were made to satisfy the demand of the donors to get more information on outcomes. The quality of plans and reports, however, differs greatly among the 13 regions. The formal status of the Work Programme for 2009-2011 is not clear (see discussion in Section 2.3). Donors increasingly want simple work programmes and reporting formats that are easy to understand and to communicate.

It is important to reflect on the experiences made in the present strategy period, before proposing a new system. These are the observations of the RT⁴⁴ (see also Section 7):

Global strategy: The global strategy document is a good and logical framework. Vision, mission, and goals at the global level are clear and likely to be valid beyond 2013. The stated outcomes are well defined, but relatively ambitious.

Regional strategies and work programmes: To formulate regional strategies and work-programmes 2009-2013 in a bottom-up process with a new methodology (outcome mapping) was far too ambitious. The quality of the work programmes varies substantially from region to region. Most of these work programmes 2009-2013 are far too ambitious. Consequently, they have lost much of their value as useful planning and reference documents.

Outcome Mapping (OM) is a good tool to make field-based projects more effective. To manage a global programme with 13 regions with this methodology is, however, far more complex. Costs for training of incoming staff are too high for a partnership like GWP.

Regardless of what planning system is being implemented, there has to be enough pro-activeness from the GWPO Secretariat to initiate all processes in time so that all planning documents are ready and approved before the start of the next strategy period. The disorderly fashion in which planning took place in the current strategy period needs to be avoided. One way of addressing this is to make the preparations for the next strategy phase an explicit output in the work programming so that adequate resources are provided on time.

Monitoring and reporting: Monitoring of the Strategy 2009-2013 implementation is probably the weakest part of the system. Monitoring of activities and outputs was not done in 2009. The focus was only on outcomes (progress markers).

Reporting at outcome levels on an annual basis is not very effective, as changes in behaviour and organizations (outcomes) occur over a longer time.

Arriving at a proper monitoring and reporting system is problematic for GWP. The reasons are: (a) they depend on voluntary work of the partners; (b) there are little financial incentives at country and regional levels; (c) the present planning framework (OM) is not a good basis for

⁴⁴ See also Section 7.

monitoring and reporting.

Lack of systematic information on activities and outputs is one of the serious limitations of the present system. In the absence of monitoring data, it is difficult to make any reliable attributions of the outcomes to the programme of GWP.

Presently, the success stories that are reported from the field to the communication division in Stockholm, and the financial reports in which spending for the different activities is listed, are the only reasonably reliable information sources.

Donors like ADA criticize that global programmes increasingly report only on outcomes. They have considerable difficulties to relate the activities of the programmes to results. Absence of activity and output monitoring can lead to a problem of trust in relation to the donors.

Formative evaluation: The learning reviews (LR) at regional levels were a good tool for formative evaluation (learning). They were facilitated by regional consultants and produced a lot of valuable knowledge about how the GWP functions at the regional and country level. They were conducted up to 2010.

In 2010, SIWI conducted a meta-evaluation of the learning reviews at RWP level, commissioned by the GWP Secretariat. It seems that the self-assessment part had been well received, but that some RWPs were reluctant to accept the findings and recommendations of the externally conducted parts of the LRs.

In the opinion of the RT, the quality of these LRs is good. They could be a good means to speed up implementation of the GWP strategy, as they inform about enabling and disabling factors. Unfortunately, no further learning reviews were planned, apparently also for budget reasons.

Learning: In principle, OM would be a good method “to incorporate learning into programmes and projects”. On each planned outcome challenge, there should be a regular assessment of enabling and disabling factors. This aspect, learning, has apparently not received attention in the GWP approach to OM. It is not clear to the RT, where OM presently adds to learning in GWP at global and at regional levels.

8.8 Leverage funding at regional and country levels

GWP-Med and GWP-SA have been successful in leveraging additional regional funding. GWP has started to reflect on what lessons can be learnt from these examples.

In the opinion of the RT, the following is important:

- a. GWP-Med is a network of networks. It succeeds in including major donors and large programmes in the Regional Council. The annual meetings of the Regional Council are a good platform for networking.
- b. Senior staff, with a high profile and reputation in IWRM, makes a difference. It is difficult for non-specialists to win proposals and to be recognized as partner in programmes.
- c. There are many funding opportunities in the two cited regions. There is a demand which GWP-Med succeeds to satisfy.

To be successful, it is of utmost importance to have a competent regional chair and a good coordinator. Where this is not the case, GWP is unlikely to leverage local funding.

8.9 Re-design operations in case of funding restrictions

The RT was asked to give an opinion on this issue. It identifies the following options that can be considered in case funding is reduced:

1. Maintain a global focus, but rationalize and modernize network management, e.g. with a more competitive approach.

2. Reduce the number of financially supported regions.
3. Shift to a thematic programme approach, as proposed in the “future directions paper”: with the risk that some donors set conditions (e.g. regional preferences) and that GWP becomes more of an implementing organisation, losing the partnership character.
4. Introduce new rules: e.g. GWP can co-fund up to a level of 50% of the total budget. The rest has to be raised locally.

Description of the options

Option 1: The number of regions would be maintained. Network management would have to be drastically simplified, possibly with a transfer of (some of) the currently Stockholm-based network officers to the regions. Another option is to introduce more competitive funding, meaning there would no longer be regular and guaranteed core funding to any of the RWPs.

Option 2: The number of regions that receive core funding would be reduced to 6-8. Criteria for selection could be: the level of development; urgency of the water crisis; and performance of the RWP, e.g. to leverage additional funding for IWRM programmes.

Option 3: Increase the funding to the regions that are prioritized by programme partners such as DFID or ADA (e.g. Africa). Try to shift some of the core-funding in these regions to the other regions, to maintain the global identity of GWP.

Option 4: GWP would introduce a general rule that it does only co-fund activities for which local funding is guaranteed (e.g. co-funding up to 50%). The regions and countries have to show evidence to GWPO that the co-funding is available; that the partner network is active; etc. In case of violation of this rule, a region could be sanctioned.

Assessment of the options by the RT

The following table summarizes advantages and disadvantages of these options.

Option	Advantages	Disadvantages
Option 1	More time for an OD process.	GWPO secretariat weakened. Difficult to implement. Unclear outcome.
Option 2	Realistic. Focus on regions with a burning water crisis (hotspots) could be achieved.	Global identity is lost. GWP less attractive for donors. Important regions such as China may have to be skipped.
Option 3	Realistic.	Maybe unacceptable for the donors.
Option 4	Increase of competition in the network.	Least developed regions might be the losers. It is difficult to change rules in an organization.

The RT's choice

The RT would be in favour of options 2 or 4.

8.10 Summary and analysis

The RT comes to the following conclusions:

1. A global network such as GWP is important, particularly in a time in which topics such as climate change, and water crisis are at the top on the global agenda.
2. Most of the challenges are of a systematic nature. Therefore, an organizational reform is needed.
3. The scope and details of this reform cannot be defined by an external review team. It has to be determined in a well-designed internal reform process, supported by external OD competence.
4. A more pro-active and systematic management of the partner network is needed. Motivations have to be better understood. Communication with the partners should work much better.
5. Among others, the network partners need a realistic goal and agenda which guides their work and collaboration at the regional or the country level. Till now, this has been IWRM planning.
6. Network management appears to be quite time-consuming and bureaucratic. The current system does not allow for most CWPs to get any support.
7. Continuing with the current set-up with 13 core-supported regions in the current financial position of the GWP is probably not realistic if an acceptable level of efficiency and effectiveness is to be achieved.
8. Four main options for the way forward are identified as:
 - a. Status quo with rationalized organization and/or introduction of competitive funding.
 - b. Reduction in the number of financially supported RWPs.
 - c. Shift to a thematic programme approach.
 - d. Shift to funding only activities and projects that are co-funded by RWPs or CWPs.
9. The RT would be in favour of option b or d.

9 RECOMMENDATIONS

9.1 Immediate Steps

1. Although the RT has found the current planning, monitoring and reporting system based on outcome mapping overly ambitious and heavy, there is nothing won by having it discontinued until there is a new and better system to replace it with. It is therefore recommended that it be used for the remaining part of the strategy period.
2. Using the opportunity of the current DFID results-framework consultancy, GWPO should immediately start the process of elaborating a new simple and robust format for planning, monitoring and reporting, which should cover activities as well as outputs, outcomes and impacts. The system should include performance indicators, milestones and baseline information.
3. The various detailed suggestions made by the RT in the previous sections, particularly in section 7.2, 7.5 and 8.7, should be considered in the elaboration of this new results framework.

4. The new format could be endorsed by the funding partners, and should be tested, piloted and refined so as to be ready for replacing the present system by 2014.
5. The GWPO should ascertain the integration between the process of developing the new format and the processes for organisational change and preparation of a new strategy that will be on-going in parallel, in order to achieve coordination and synergies.
6. Crossing a geographic with a thematic program approach has to be planned carefully, to ensure that the strong ownership and identity in the GWP network is maintained.
7. It is recommended to initiate steps towards the introduction of mechanisms for piloting and to work with a more competitive approach already in 2012.
8. The process for starting with the preparation of the new strategy will start soon. Therefore, it is recommended to start as early as possible with addressing some of the issues listed in chapter 8.

9.2 Scaling-up of strategy implementation

During the remaining two years of the present strategy period, the options for scaling up the implementation of the strategy presented earlier in the report should be considered, namely:

1. An analysis, strengthening and re-vitalization of the network, even with the risk that many partners will leave GWP.
2. Sanction regions or coordinators that do not deliver results.
3. Organizing high-level roundtables aiming at engaging actors from sectors other than the water sector (e.g. energy, agriculture). The high-level roundtables should lead to declarations or other binding decisions.
4. Improving the regional outreach of TEC by setting up thematic sub-groups with regional participation.
5. Invest in knowledge, communication and networking/coaching for improved effectiveness and quality of IWRM implementation.
6. Ensure technical competence in the network at the regional and the country level.
7. Identify and document flagship projects that are ready for scaling-up and replication as good models.

9.3 Organizational change process

1. The RT recommends that GWP, while preparing for the next Strategy period, embarks on an organizational change process that would make the GWP even more dynamic and fit to meet challenges in the future.
2. The process should enable GWP to become more strategic and less focused on operational issues. It should lead to a new commitment of GWP to IWRM. Core functions of GWP and the GWPO secretariat should be strengthened: planning, communication, website, financial management, TEC (knowledge), monitoring and strategic partnerships. The adequate level of funding needs to be determined.
3. A high-level retreat should be organized, preferably of one-week duration, with a mixed group of strategic thinkers, GWP partners, GWPO staff, GWP strategic partners such as the WMO, and external experts on organisational development. The objectives of the retreat would include to reflect on changes in the context of the organization, and the implications of this in defining a clear role of GWP for the future; to discuss ways of adapting the IWRM approach to new needs and realities; and to set the direction for an organizational change process and the preparation of the new strategy.

4. Based on the results of the retreat, two groups could be established: (1) an organizational change group that would drive the organisational development process; and (2) a permanent think tank that could identify new challenges and opportunities for GWP and IWRM in the changing world and assist GWP in finding its new or adjusted role in this new context. TEC constituting, or being part of, the second group could be considered. Donors can also participate in this group.
5. The RT has presented a number of issues and made suggestions on changes and improvements that could be contemplated in the organisation and operation of GWP (see chapter 8). It is recommended that these suggestions, including the different options for the way forward, be considered in the organisational change process.

9.4 Preparation of a new strategy

1. The RT recommends that GWP maintain the main strategic design (vision, mission, and four goals with related outcomes) also in the next phase, but consider focussing on fewer strategic elements. . “A water secure world” is an attractive vision in the present situation where many regions and countries may be faced with water scarcity.
2. The results of the recommended retreat and the ensuing outputs from the work of the two suggested groups will provide important inputs to what the strategy and the recommendable level of funding should be, but the main strategy work should be carried out in consultation with the regions and countries.
3. Work programmes for the next strategy should be more realistic than they have been in the current strategy period. It is important that the donors commit the funds that are needed to achieve the planned results.
4. It is important that the GWPO is proactive in launching the different processes on time so that all components (strategy, work programmes and plans, and organisational changes) are ready at the outset of the next strategy period.

Annexes

- 11 Terms of Reference
- 12 Programme of the mission
- 13 List of interviewed persons
- 14 Results of the Survey among GWP partners
- 15 Results of the Survey among IWRM professionals (Ramboll IWRM Course Alumni)
- 16 Internal strength and weakness assessment
- 17 Data on Website Use
- 18 Google search for “IWRM”
- 19 Detailed results of analysis in 6 Regions
 - Central Africa (GWP-CAF)
 - Central America (GWP-CAM)
 - China (GWP-China)
 - Mediterranean (GWP-Med)
 - Southern Africa (GWP-SA)
 - South Asia (GWP-SAS)
- 20 List of acronyms



Terms of Reference

GWP Strategy 2009 to 2013: Mid-Term Review

1. Background

The Global Water Partnership¹ (GWP) is a dynamic, not-for-profit action network with over 2,400 Partner organisations located in 157 countries around the world. The Network currently comprises 13 Regional Water Partnerships and 79 Country Water Partnerships.

The GWP is presently implementing a wide variety of programmes and activities throughout its Network, guided by its 5-year Strategy for the period 2009 to 2013². The Strategy was developed through regional consultations with the GWP network of Partner organisations in 2008, and fully endorsed by GWP's Sponsoring Partners, Financing Partners and Steering Committee. The GWP Steering Committee and Financing Partners, at their meetings in May 2011, agreed that a Mid-term Strategy Review needs to be undertaken in 2011 (referred to as the "Review") to assess progress and performance of the Global Water Partnership Organisation (GWPO)³ and the GWP Network in delivering on the expected outcomes of the Strategy, and to help shape the way forward. Since review of the performance of networks is always challenging as they are complex organisations with no standard performance review procedures, a simple process of reviewing progress against work programmes has been decided on as a way forward.

Since 2008, the GWP has adopted the *Outcome Mapping* approach to plan, implement, monitor and report on our work⁴. Strategies and work programmes for the Strategy period 2009-2013 for the GWP Regions and the GWPO are included in the documentation listed in Section 6.

2. Objectives

The Mid-term Strategy Review has three specific objectives:

1. To document and analyse progress in implementing the Strategy at national, regional and global levels, and its contribution to poverty alleviation and sustainable development;
2. To identify whether changes are needed to both the organisational structures and the work programming, or either of these, in order to improve progress in implementing the strategy;
3. To identify and review options for scaling up delivery of the Strategy and make recommendations for the way forward.

¹ GWP defines itself within its Statutes as a "network of interested Partners from the public sector, the private sector, and civil society, concerned with water affairs around the world"

² http://www.gwp.org/Global/About%20GWP/Strategic%20documents/GWP_Strategy_2009-2013_final.pdf

³ An intergovernmental organisation established in 2002 which is the legal representative of the GWP

⁴ An *Outcome Mapping* approach inherently recognises that direct attribution of results to any particular intervention is not possible in organisations such as GWP. In the context of Outcome Mapping, *results* are planned and assessed based on GWP's *influence* on the partners with whom we are working to effect change. The outcome of our work is measured through changes in the behaviour of these partners. *Results* can be demonstrated only through *plausible linkages* between our activities and interventions, and the desired outcomes.

The Review will be a forward-looking, independent, constructive assessment of progress which will improve and build ownership within GWP for the successful implementation of the Strategy through to the end of 2013, and will guide the on-going process of change management within the organization.

3. Areas to be reviewed

A Review team (external international consultants, ref Section 5 below) will assess the following:

A: REVIEW OF PROGRESS IN STRATEGY IMPLEMENTATION

General:

1. The consultants will review and assess the results achieved and the overall progress which has been made to date by GWP, in implementing the four goals of the 2009-2013 Strategy. The consultants will use desk review and telephone/skype interviews in their work.

Progress in the Regions and Countries since early 2009:

2. The consultants will review progress in the implementation of the Strategy in 6 of the 13 Regional Water Partnerships, through desk review of the Regional strategies and workprogramme documents for 2009-2013, and annual workplans. The Regions to be reviewed will be identified in consultation with the Steering Group (Section 7).
3. Activities, related outcomes and/or impacts in selected Country Water Partnerships in these Regions will also be assessed through desk review.
4. Challenges and areas of opportunity in the selected Regions and Countries will be reviewed and discussed.
5. Efficacy of fundraising, communications, knowledge management and reporting at the Regional and Country levels will be reviewed and discussed.

Progress at Global level since early 2009:

6. The consultants will comment on the extent to which the recommendations of the 2008 external evaluation were taken into account.
7. The activities, outputs and outcomes/impacts of the Technical Committee, and the broader GWP knowledge management function (including the GWP website and other communication tools) will be reviewed and discussed, focusing especially on their impacts and their accessibility to various stakeholders.
8. The contribution of GWPO to global processes, furthering the importance of integrated approaches in water resource management, will be assessed.
9. Efficacy of support to the Regional and Country Water Partnerships provided by GWPO will be reviewed and discussed. lad

B: DISCUSSION OF OPTIONS FOR THE WAY FORWARD

General:

1. The consultants will assess the extent to which the GWP Strategy remains relevant after 2 ½ years of implementation, given the current global challenges related to water and its management. To carry out this task, the consultants should:
 - i) review the literature for trends in the development of a water secure world;

- ii) identify evidence of the impact of good practices in sustainable development and management of water resources, with particular reference to the impact on poverty reduction;
 - iii) Review GWP's place in the international aid architecture including its impact on the aid programmes of its Financing Partners, on other global programmes, and on countries where Country Water Partnerships are active.
2. The consultants will review the discussion paper entitled: "GWP Current and Future Directions", commenting on its contribution towards future delivery of the Strategy and the viability of the organisation to operate under the funding options presented therein.
 3. Recommendations will be made for leveraging increased funding at Regional and Country levels.
 4. Recommendations will be made for sustained delivery of outcomes, including the consideration of questions such as:
 1. Is GWP delivering value-for-money and how can this be measured?
 2. Is the Outcome Mapping approach adopted by GWP providing a suitable results-focused framework for work planning and for measuring progress?
 3. Does there need to be a modification of the organisational approach, in order to deliver more effectively upon the four goals of the Strategy?
 4. Is GWP addressing in a satisfactory way the organisational implications of the renewed focus on the "knowledge chain" and the "technical function" of GWP?
 5. Are the necessary thematic issues being addressed in a coherent way by the different elements of the Network (Technical Committee, GWPO Secretariat, Regions)?
 6. What is the strategy for prioritising activities and scope of work in case of reduced funding?
 7. How can the financial sustainability of the organization be ensured if existing Financial Partners discontinue their involvement?
 8. What would be the responsibilities of the GWP Network, the existing Partners and the Sponsoring Partners of GWPO, in the event of implementing an exit strategy?

Regions and Countries:

5. 7 of the 13 Regions will be selected to discuss the executive summary and recommendations for improving strategy implementation in detail with the consultants.

4. *Reporting*

1. The consultants will be guided by a Steering Group (ref. Section 7) to guide, for example, region/country selection, inception report review, questionnaire review, table of contents for final report, etc.
2. The consultants' preliminary findings will be discussed with all the Regional Chairs, Coordinators, Communications Specialists, Technical Committee, Steering Group, and Secretariat during the GWP Regional Days and Consulting Partners Meeting (15-19 August 2011).
3. The consultants will prepare an inception report, a draft report after the Consulting Partners Meeting, and a final report (after final discussion with the Steering Group). The draft and final reports will include at least the following sections:
 - a. Description of mid-term review methodology

- b. Review of progress to date: organized according to the 4 GWP Strategic Goals, and
 - c. Recommendations on the way forward.
4. The Review is estimated to take a period of about 3 months to complete. A provisional timetable is provided below in Table 1.

The analysis and discussions will be clustered around the 18 strategic elements contained within the overall GWP Strategy 2009-2013, or a selected subset of those. The basic questions to be answered are the following:

- Status: What has been achieved, half-way through implementing the 5-year Strategy? (review)
- SWOT Analysis: What are the challenges today, and what are the opportunities?
- Recommendations: How should GWP build on its strengths during the period remaining in implementing the Strategy? (the way forward)

Table 1. Proposed timetable for the Review

Phase	Est. Duration (weeks)
1. Inception report	3
2. Review, interviews and report drafting; including participation in GWP Regional and Consulting Partners Meetings (15-19 Aug 2011)	5
3. Draft report	3
4. Final report	2
Total:	13

Due to limitations in time and budget, physical consultations with the 13 Regions will necessarily be limited as follows:

- GWPO, Stockholm: Prior to 15 August for initial briefings and orientation to GWP;
- 13 Regional and selected Country Water Partnerships (through distant communications);
- 13 Regions: 15 August – one full day of consultations with the Regional Chairs, Coordinators and Communications officers, GWP Technical Committee and GWPO Secretariat, dedicated to the Review process;
- Participation in the GWP Technical Committee meeting on 16 August, and the joint Regional/Technical Committee meeting on 17 August, Stockholm (individual interviews also to be carried out during this time);
- Participation/further interviewing in the Consulting Partners meeting: 18-19 August, where a number of GWP partners will be present;
- 6 of the 13 Regions will be selected to discuss progress to date with Strategy implementation.
- 7 of the 13 Regions will be selected to discuss the Draft Report executive summary and recommendations for improving strategy implementation.

Subsequent consultations will be encouraged through telephone/skype/email communications.

5. Mid-term Review Team - expertise and experience required

The Review will be carried out by two international consultants with complementary professional qualifications in institutional development and water and/or related resources management and development over a period of approximately 3 months:

1. High level of experience in the broad fields of natural resources management and sustainable development
2. Demonstrated experience in reviewing/evaluation of partnerships/networks
3. One consultant must have good previous knowledge of GWP, but with no prior employment as staff, to shorten the orientation needed to this rather complex organisation

6. Documentation

Key documents to be reviewed will include the following:

1. GWP Strategy 2009-2013
2. 5-year Workprogrammes for GWPO and the 13 Regions 2009-2013
3. Annual Workplans for 2009, 2010 and 2011
4. Annual Reports for 2009 and 2010
5. The GWP Technical Function and Knowledge Chain Papers
6. Activities and Outcomes Monitoring and Progress Reports for 2011
7. Working document: "GWP Current and Future Directions" (presented to May 2011 FPG and SC meetings, and subsequently revised)

These and other relevant documents are available at:

<http://gwp.episerverhosting.com/en/About-GWP/Governance-Funding/External-Reviews/Mid-Term-Review/>

7. Roles and Responsibilities

1. Steering Group: The Steering Group comprises a representative from each of the following: 1) Financial Partners Group, 2) Steering Committee, 3) Technical Committee, and 4) GWPO. The Steering Group will be chaired by the GWP Chair. The responsibility of the Steering Group is to guide the work of the consultants in, for example, region/country selection, inception report review, questionnaire review, table of contents for final report, etc. The Steering Group will also review and endorse the evaluation of tenders and consultant recommendation carried out by the GWP Procurement Committee.
2. GWP Procurement Committee: A GWP Procurement Committee is established pursuant to the procurement procedures of the GWPO. The roles and responsibilities of the Procurement Committee are: to develop and approve the procurement method including the short-list of suitable consulting firms or entities, to approve the invitation to tender documents, to carry out the evaluation of tenders submitted according to criteria established, to recommend to the GWPO Executive Secretary the award of the contract based on the outcome of the tender evaluation process.
3. GWPO Executive Secretary: The Executive Secretary is the authorised representative of the GWPO in all matters respecting the interpretation, performance, award and implementation of the Contract.

ANNEX 2 Programme of the mission

Programme of GWP MTR Mission

25/7-29/7	Inception work at GWPO Secretariat, Stockholm
1/8-12/8	Interviews and information gathering
15/8-19/8	Regional and consulting group meetings, Stockholm
22/8-26/8	Meetings and interviews at World Water Week, Stockholm
29/8-9/9	Interviews and analysis of information
12/9-30/9	Report writing

ANNEX 3 List of persons interviewed

NAME	ORGANISATION/COUNTRY
GLOBAL WATER PARTNERSHIP	
Letitia Obeng	Chair
Ania Grobicki	GWPO
John Metzger	GWPO
Gabriela Grau	GWPO
Jaques Rey	GWPO
Catharina Salih Tegnander	GWPO
Steven Downey	GWPO
Mercy Dikito Wachtmeister	GWPO
Alex Simalabwi	GWPO
Aurélie Vitry	GWPO
Matt Evans	GWPO
Alan Hall	Senior Advisor
Khalid Mohtadullah	Senior Advisor
Mohamed Ait-Kadi	TEC Chair
Uma Lele	TEC Member
Tel Whittington	TEC Member
Mike Muller	TEC Member
Claudia Sadoff	TEC Member
Patricia Wouters	TEC Member
Alice Bouman-Dentener	Steering Committee Member
Jean-Francois Donzier	Steering Committee Member
Joakim Harlin	Steering Committee Ex Co-sponsor Representative
REGIONAL AND COUNTRY WATER PARTNERSHIPS	
Fabiola Tabora	Coordinator GWP-CAM
Margarita Figueroa	Communication GWP-CAM
Maureen Ballesteros Vargas	Chair Costa Rica
Zheng Rugang	Coordinator GWP-China
Mr Jian Shi	GWP-China Shaanxi
Jiang Yunzhong	Communication GWP-China
Ma Yilin	Communication GWP-China
Michael Scoullios	Chair GWP-China
Vangelis Constantianos	Coordinator, GWP-Med
Zoe Karka	GWP GWP-Med Communication
Mohamaed Elrawady	CWP Egypt
Hadi Tabbara	Lebanon
M. Jean-Pierre Bidjocka	Chair Central Africa
M. Chi Christopher Tamu	Coordinator, Central Africa
M. Sylvain Guebanga	Chair Central African Republic
M. Mathias Fru Fonteh	Chair Cameroon
Ruth Beukman	Coordinator, Southern Africa
Victor Chipofya	Chair Malawi
Dr. Imasiku Nyambe	Coordinator Zambia
Sardar Muhammad Tariq	Chair South Asia
Ranjith Ratnayake	Ex Coordinator South Asia
Upali Imbulana	Coordinator South Asia
Dr. Veena Kandhuri	India Executive Secretary
Kusum Athukorala	Chair Sri Lanka
Karamat Ali	Country Coordinator Pakistan

S. R. Hashim	Chair India CWP
Alakh N. Sharma	Institute for Human Development, Delhi
Vadim Sokolov	Coordinator Central Asia
Le Van Minh	Regional Chair Southeast Asia
Zoila Martinez	Regional Chair South America
Martina Zupan	Regional Chair Central & Eastern Europe
Hama Arba Diallo	Regional Chair West Africa
Simon Thuo	Regional Coordinator East Africa

SELECTED BOUNDARY ACTORS

M. Charles Tanania Kabobo	Economic Commission of Central African States (ECCAS)
Mr Ivica Trumbic	UNEP/MAP FEO Strategic Partnership for the Mediterranean
Bo Libert, Senior Advisor	UN Economic Commission for Europe (Balcan countries)
Mr Zamir Dedej	Institute of Nature Conservation in Albania (NGO)
Monica Scatasta	European Investment Bank, Senior Water Financing Advisor
Katharina Kober	Member of Council of GWP-Med, MENBO
Mr Li Lifeng	WWF, Gland (formerly WWF China)
James Chiusiwa	Department of Disaster Management Affairs, Malawi
Osborne Shela	Interconsult, Malawi
Sunita Narain	CSE, India
Ana Maria Majano,	Consultant, Guatemala

STRATEGIC ALLIES AND PARTNERS

Joakim Harlin	UNDP
Avinash Tyagi	WMO
Francis Bougairé	AfDB
Jean-Francois Donzier	INBO
Sering Jallow	AfDB
Jean-Philippe Venot	IWMI, Ghana
Themba Gumbo	CapNet
Anders Bertell	SIWI
Jan Lundqvist	SIWI
Stefanie Neno	UN World Water Assessment Program

SELECTED DONORS

Johan Gely	SDC, CH
Kurt Moerck Jensen	Danida
Thomas Walder	SDC Water Advisor, Lima
Robert Burtscher	Austria
Olivier Magnin	SDC Water Advisor, Central Asia
Carmen Pong	SDC Water Advisor, Central America
Durk Adema	DGIS
Johan Sundberg	Sida
Bengt Johansson	Sida
Albert Compaoré	Sida, Burkina Faso
Cliff Wang	Norad
Fleming Winther Olsen	DANIDA
Jens Fugl	DANIDA
Kristina Boman	Formerly Sida

ANNEX 4 Results of survey among GWP partners

The survey results are available at:

www.gwp.org/documents/MidTermReview/GWP-MTR-PartnerQuestionnaire-25092011a.pdf

ANNEX 5 Results of the survey among IWRM professionals (Ramböll IWRM Course Alumni)

The survey results are available at:

http://www.surveymonkey.com/sr.aspx?sm=iEvb6ssuFVGhatz3_2f2rIwDRccvZbmAgK1r_2fZZQUX4VI_3d

ANNEX 6 Internal Assessment at GWPO Secretariat

(Number in bracket indicates the number of staff members giving that particular answer)

Where is the energy in the GWP?

Vision, Common goals, principles and values (5)

Commitment of regions and countries (5)

Passion, strong commitment, team spirit (4)

People from different countries work together and to share knowledge (3)

The secretariat (3)

IWRM advocacy and mission (2)

Diversity of partner network (2)

Water is an interesting and relevant topic, with link to hot issues like climate change adaptation, food security, trans-boundary cooperation (2)

Technical committee should be an “energy point” ... (2)

Communication activities (2)

Knowledge creation

Open dialogue to address a common challenge

Participatory approaches create ownership to solutions

The pan-African processes

Strong water professionals in the network

Strong, long-serving network officers

Social network

Strong cases which show solutions

MDG

Focus on policy changes rather than on projects

With regard to implementation of the strategy, where are the main strengths?

Network with a global reach (5)

Technical capacity developing in 13 regions (4)

Credibility, convening power, capacity to open doors to political processes (4)

Extent, diversity and flexibility of the network (3)

Ownership from the regions to find local solutions to IWRM (2)

Participatory, transparent organization with a flat hierarchy (2)

People, volunteer-grass root development of the network (2)

Enthusiasm and commitment of staff and regions (2)

Communications

Focus on change

Focus on enabling environment

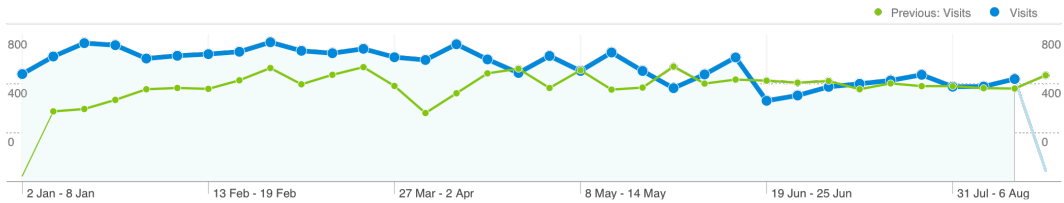
Clear vision and mission enables the network to share idea and knowledge
Governments recognize value of IWRM
GWP recognized as a strong player for climate change adaptation
People around the globe dedicating time and skills
Regions develop their own solutions and technical capacity
Knowledge sharing

With regard to implementation of the strategy, where are the main weaknesses?

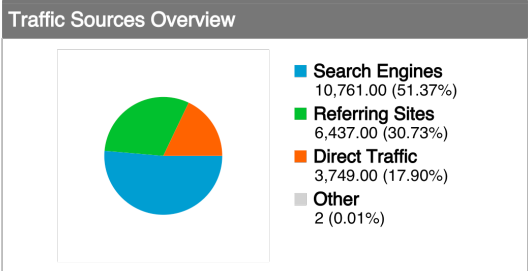
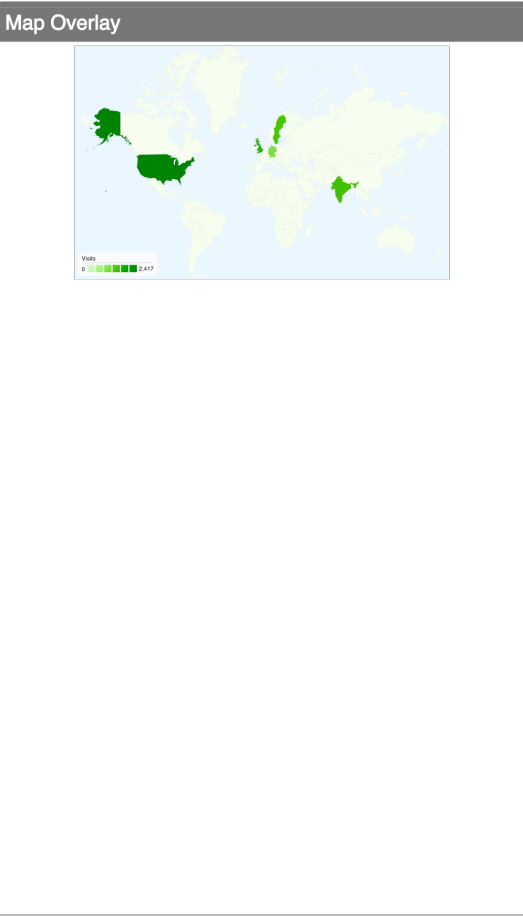
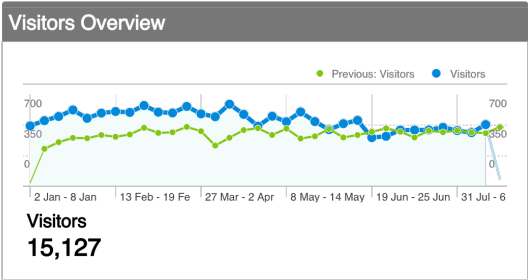
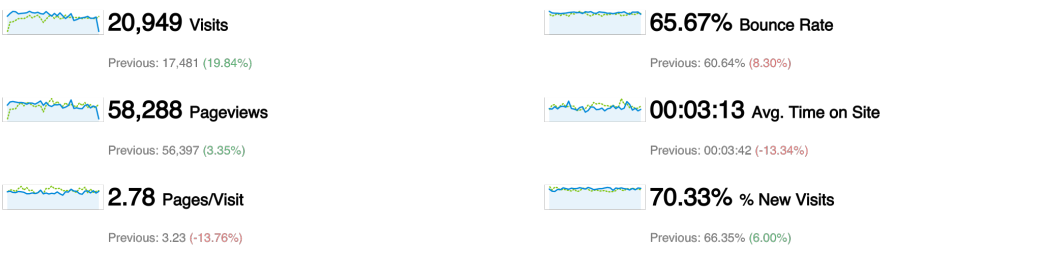
Financial constraints (6)
Funds, fund raising, fund raising strategy (3)
Absence of a consistent governance framework for the regions (3)
Lack of a consistent program management (3)
Lack and declining of long-term funding (2)
Capacity of the network (2)
TEC delivery (2)
Challenge to find new donors (2)
Leadership (2)
Loose network with semi-autonomous regions (2)
Difficulty to “capture” performance or to even know what is happening (2)
No blue print solutions for IWRM (2)
No priority setting on focus areas (2)
Working with (too) many other partners
High competition in acquisition of funding
Lack of information exchange across the regions
Participation is time-consuming
Most people work on voluntary basis
Outcome mapping does not provide a sound basis for reporting on results and impacts
Urban water management is treated by other organizations
Some regions struggling with governance
Effectivity of cooperation
Geopolitics, sometimes difficult to find consensus
Staff changes lead to strategy changes
Limited understanding on how we can strengthen network

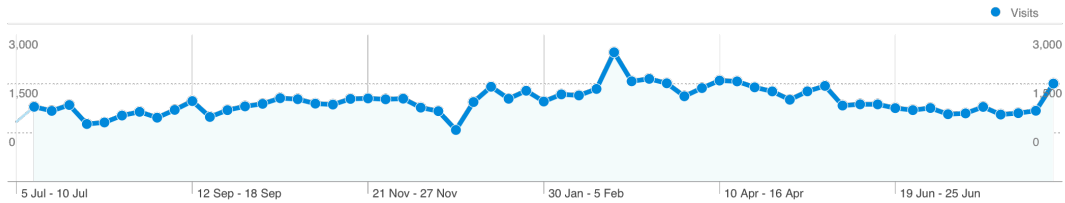
ANNEX 7 Data on website use, provided by GWPO Secretariat

gwptoolbox.org **Dashboard** 2 Jan 2011 - 21 Aug 2011
Comparing to: 2 Jan 2010 - 21 Aug 2010









Site Usage

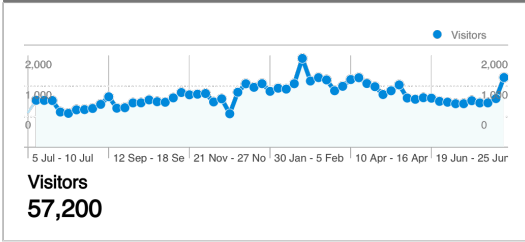




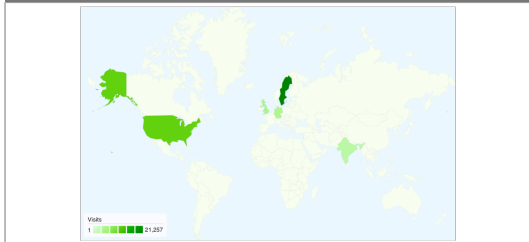
Site Usage

 98,623 Visits	 55.82% Bounce Rate
 298,153 Pageviews	 00:03:25 Avg. Time on Site
 3.02 Pages/Visit	 57.94% % New Visits

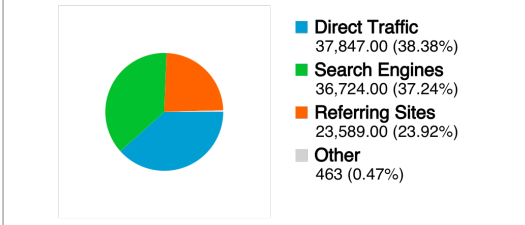
Visitors Overview



Map Overlay



Traffic Sources Overview



Content Overview

Pages	Pageviews	% Pageviews
/	75,536	25.33%
/en/Search-result/	10,595	3.55%
/en/About-GWP/The-network/	5,380	1.80%
/en/About-GWP/	4,869	1.63%
/en/About-GWP/Vision-and-	4,811	1.61%

Goals Overview



ANNEX 8 Google search for “IWRM” (Date: 2011-09-18)

Result Number	Website/organisation	Type of organisation
1	CapNet	UN/Network
2	iwrn.org	NGO
3	USAID	Government Donor
4	Lund University	Academia
5	IWRM M.Sc. (Cologne University of Applied Science)	Academia
6	Department of Water Affairs, South Africa	Government
7	WaterWiki	UN
8	IWRM-Net Scientific Coordination Project	Project
9	GWP (TEC Publications)	Network
10	The Resource Alliance	NGO
11	SIWI	NGO
12	Research Project IWRM Vietnam (Univ. Of Bochum/BMBF)	Academia
13	GWP Toolbox	Network
14	GEF Pacific IWRM Project (SOPAC)	Interg.organisation
15	Wikipedia	NGO
16	IWRM Karlsruhe 2010/GWP	NGO
17	Inforesources	NGO
18	IWRM (German Federal Ministry of Education and Research -	Academia
19	IHP-UNESCO/UNWWAP	UN
20	GWA (Gender and Water Alliance)	NGO
21	ADB	Development Bank
22	United Nations University	UN
23	Water Research Foundation	NGO
24	IWRM (German Federal Ministry of Education and Research -	Academia
25	WWC/WWF	NGO
26	Waternet	NGO/Network
27	GWP Toolbox	Network
28	IRC	NGO
29	Revival House	Religious organisation
30	hydrology.nl (IHP/Unesco, IAH, Dutch Hydrology)	UN
31	SSWM (Sustainable Sanitation and Water Management)	NGO/Network
32	iwrn.org	NGO
33	UN Water	UN
34	GWP	Network
35	SIWI	NGO
36	IWRM-BNBF (University of Karlsruhe)	Academia
37	GEF Pacific IWRM Project (SOPAC)	Interg.organisation
38	Ramböll	Private sector
39	MELIA (Mediterranean Dialogue on Integrated Water Management)	EU
40	FAO	UN
41	South African National NGO Coalition (SANGOCO) North West	NGO
42	McGill University	Academia
43	Regional Center for UN Water Virtual Learning Centre, Fiji	UN
44	WaterWired	Private Blog
45	Malaysian Water Forum	Government
46	NeWater (New Approaches to Adaptive Water Management under	Project/EU
47	UNESCO-IHE	UN
48	American Water Resources Association	NGO
49	UN Water	UN
50	Institute for Social-Ecological Research	Academia

ANNEX 9

DETAILED ANALYSIS OF RESULTS IN 6 REGIONS

9.1 CENTRAL AFRICA (GWP-CAf)

Introduction

The Regional Water Partnership for Central Africa (GWP-CAF) was formed in April 2004, it is thus the youngest of all RWPs. There are 129 GWP partner organizations in the region, of which 86 are in Cameroon.

No learning review has been carried out for the Central Africa Region.

The text in this section is based on information from work plans and interviews with representatives of GWP-CAf, CWPs in Cameroon and Central African Republic, and regional stakeholders (see Annex 2)

Context

The region is relatively abundant in water resources compared to other parts of Africa and there is a high potential for development of these resources for all sectors, not the least for hydropower. However, issues that limit improved management and expanded development in the water sector in the region include:

- Inadequate institutional environment (e.g. few formal water policy documents, no national IWRM plans, uncoordinated governing structures and limited human resources capacities)
- Low priority given to water resource development compared to other sectors
- Limited involvement of donor agencies from the north.

Implementation arrangements

The Secretariat of GWP-CAf is located in Cameroon, hosted by IUCN. The Chair is also located in Cameroon.

Country Water Partnerships exist in Cameroon, Central African Republic, Republic of the Congo, and São Tomé and Príncipe. In addition, GWP-CAf cooperates with partner organizations in Chad, Equatorial Guinea and Gabon.

There is a formal regional TEC formed in 2009, but it is not functional, reportedly due to limitations in its leadership.

Main results 2009 - 2011

GWP-CAf has supported the Congo Basin Commission (CICOS) through introducing IWRM principles and facilitating the preparation of a Strategic Action Plan for the Basin, involving stakeholders at regional and national levels. The Plan has been validated, and a round-table of donors is being planned for financing its implementation.

GWP-CAf facilitated, together with UCC Water, the preparation of a regional water policy for the Economic Community of Central African States (ECCAS). The policy, the first draft of which was actually prepared by GWP-CAf, specifies strategic activities on creation of an enabling environment for good water governance, operationalisation of IWRM (including the preparation of national and basin-level IWRM action plans), stakeholder participation, development of programmes for water resources development, and capacity building. The policy was finalised in May 2009 and adopted by the Heads of State in October the same year.

The policy specifies important roles for both GWP-CAf and CWPs in representing the civil society, providing technical assistance, and supporting the mobilization of funding at regional and national levels respectively.

Since 2009, the GWP-CAf has assisted ECCAS in raising funding for implementation of the policy. A loan of 1.4 million Euro is forthcoming from the AMCOW African Water Facility, hosted by AfDB. This funding is intended to cover the preparation of a regional action plan, which will include baseline studies on water resources and the state of IWRM in the member States. The work is coordinated by the ECCAS

Water Unit, and GWP-CAf will assist in organizing workshops, leading dialogues and drafting documents for the member States.

In 2010, GWP-CAf organised a two-day regional meeting on financing of the water sector, in partnership with several other organisations including ECCAS, AMCOW, AWF and EUWI Finance Working Group. The proceedings included discussions on a proposed strategy and mechanism for regional financing that had been prepared by GWP-CAf. The funding mechanism developed is called Central African Regional Solidarity Fund for Water (FORSEAU), intended to be hosted at the Central African Development Bank and targeting stakeholders in the region as well as external development partners.

Collection of documentation has started for the development of a Regional Documentation Centre at the GWP-CAf Secretariat.

Several courses on IWRM have been developed, notably in Cameroon, targeting students at both under- and post-graduate levels.

In Cameroon, there were a lot of activities earlier when the PAWD was in operation, now that there is no funding the activity level has gone down substantially. Most country partners have joined the GWP for the purpose of getting something out of their “membership”; without funding, nobody will come even for meetings.

However, there are two significant results. Firstly, there is an increased awareness of the need for IWRM and of issues central to IWRM such as stakeholder participation; this awareness is constantly increasing thanks to the IWRM curricula available at the educational institutions. Secondly, a step towards an IWRM plan has been taken in that the government has adopted a situation analysis document that will be the basis for further work in that regard.

In the Central African Republic, the position of the CWP Chair as Director General of Water, has had a positive influence on the opportunities to influence the introduction of IWRM as a strategic approach in the water sector. A situation analysis document was produced at the outset of the strategy in accordance with the regional strategic progress marker, and more recently a round table was organised as part of preparing an action plan in the water and sanitation sector. The country has also participated with a national team in connection with the GWP-CAf support to CICOS.

Out of 45 outcome progress markers listed in the Progress Report 2010, some boundary actor change was reported for 12, and only 2 of those was defined as a significant change. This indicates that the strategy is overly optimistic.

However, the progress made at the regional level, particularly with the cooperation with ECCAS and CICOS, and the organisation of the regional financing workshop, is considered commendable.

Analysis A: Progress according to key issues specified in the Regional Strategy 2009-2013

No progress markers were defined in the Regional Strategy 2009-2013 document. The following table shows instead the progress in relation to the key issues that were defined in that document. The information was provided by GWP-CAf, and checked against other information sources by the RT.

Goal	Key issues	Mark	Achievements 2009-2011
Support countries and institutions in Central Africa to put in practice better water resources management for water security	Sensitization on IWRM and creation of IWRM platforms in Gabon and Equatorial Guinea	4	Sensitization has taken place but is a continuous process. However, the IWRM platforms are yet to be in place. In Gabon, a few partners have adhered to the GWP network and some are being grouped together to champion the IWRM process. In Equatorial Guinea, discussions on IWRM issues have been engaged with senior personnel in the ministry in charge of water.
	Assist countries in the integration of IWRM principles in national	7	Countries like Congo, Central African Republic, Sao Tome and Principe and

	development efforts		Cameroon have embraced IWRM approaches in the management of the water sector. In Cameroon, a 3-year development plan presented by the Prime Minister to parliament in 2009 laid emphases on IWRM as a new tool.
	Assist states in the constitution of internal river basin management structures	2	This is being emphasized within the broad IWRM awareness raising process. No new river basin authority has been put in place as a result.
	Assist ECCAS in developing an IWRM Coordination Unit within its structure	8	This task was assigned to GWP CAf by ECCAS and report was submitted on the institutional arrangements that could best deliver on the regional water policy. ECCAS subsequently paid visits to its partner body in West Africa and has been recruiting water experts within its Secretariat to implement the regional water policy.
	Follow up the adoption by states of a regional IWRM policy	9.5	GWP CAf played a key technical role in the development of a Central African Regional Water Policy document as well as lobbying at the highest political level to get it adopted by heads of states and governments of ECCAS on 24 th October 2009 in Kinshasa.
	Work in close collaboration with CICOS in the elaboration and implementation of an IWRM Strategic Action Plan for the Congo basin	6	The plan has been completed. Funding is being sort for its implementation. CICOS would always invite GWP CAf at major phases of the elaboration process for technical contributions.
Promote water resources management to address climate change and other critical challenges in Central Africa	Create synergies with key partners to better articulate contributions to adaptation to climate change, improvement of access to potable water and sanitation, gender sensitivity, etc.	5	The identification of key partners at national and regional levels was primordial from the very onset of the IWRM process in the region. GWP CAf has been trying to play a strategic facilitation role in a sensitive issue like the possible transfer of water from the Congo basin to the Lake Chad basin. Other issues like the involvement of gender in water-related projects and current challenges are being handled with key stakeholders.
Position GWP-CAf as an advocate of water resources management through the creation of a regional communication, knowledge and capacity building	Exploit and disseminate among partners, good water governance practices in the region and beyond	7	GWP CAf uses several meeting occasions to share rich documents from GWP TEC or from the region. A website exists for the region and another for Cameroon where many documents are loaded.
	Carry out studies so as to make contributions to the GWP ToolBox	5	In 2009, two case studies were submitted from Cameroon and were added into the GWP ToolBox
	Support key regional institutions in	7.5	Activities with ECCAS and CICOS as

culture	sustainable water management practices	7.5	mentioned above point in this direction. Technical collaboration with IUCN has also been engaged.
	Constitute an IWRM knowledge platform for training institutions in the region	6.5	A Regional Documentation Centre for Water is being gradually created at the GWP CAf regional Secretariat. Water professionals and students have been making use of existing documents.
Reinforce the GWP network in Central Africa for effective performance	Draw up and implement a communications strategy	3.5	No adopted communication strategy. Apart from the websites, several communication channels are yet to be exploited.
	Strengthen technical capacities and develop a vibrant and implementable financial mechanism	6.5	This has been a concrete process as studies on the financing of the water sector over five years were carried out in four countries. The results were used to develop a regional water financing strategy and a mechanism for its implementation. A regional water financing workshop was held in June 2010 and proposals were made to enrich the process of eventually coming up with a Regional Solidarity Fund for Water.
	Increase the network	8	About 200 partners now exist in over six countries.
	Develop capacities in key technical areas (water financing, conflict resolution, etc.)	6	This is on-going and there has been key results in developing alternative funding sources for the water sector.

Analysis B: Results of self-assessment

Goal	Most significant outcomes
Goal 1: Promote water as a key part of sustainable development	<ul style="list-style-type: none"> ▫ Facilitation of the development of a regional water policy for the Economic Community of Central African States (ECCAS). ▫ Support to the Congo Basin Commission (CICOS) to widen its scope to encompass IWRM principles and to develop a strategic action plan for the basin.
Goal 2: Address critical development challenges	<ul style="list-style-type: none"> ▫ Development of a Central African Regional Solidarity Fund for water (FORSEAU). ▫ Organised a regional brainstorming workshop on water sector financing with representation from water and finance/planning ministries in nine countries. ▫ Water law with IWRM perspective
Goal 3: Reinforce knowledge sharing and communications	<ul style="list-style-type: none"> ▫ Creation of a documentation centre for water at the regional secretariat. ▫ The regional secretariat is recognized as a knowledge resource by professionals, researchers, students and consultants. ▫ IWRM modules for Masters students implemented.
Goal 4: Build a more efficient network	<ul style="list-style-type: none"> ▫ 200 institutions in six countries in the region included in the regional network. ▫ Improved delivery in planning, implementation and reporting – in

	collaboration with GWPO.
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Analysis C: Progress report on outcomes (May 2011)

Information on activities and progress in strategy implementation is provided in the GWP Progress Report (May, 2011). This information has been largely confirmed in interviews with GWP global, regional and country representatives and partners.

The highest number of activities is reported for “Supporting the GWP network” (SE 4.4), and “Improving support for water management through national processes” (SE 1.1).

Reports related to actual outputs and outcomes are related to “Improving financing for water management (SE 1.4), “Improving GWP outreach” (SE 3.2), “GWP performance measurement” (SE 4.2), and “Supporting the GWP network” (SE 4.4).

The total of counted hits per Strategy goal was: goal 1 (10), goal 2 (0), goal 3 (2) and goal 4 (7).

The RT consolidated view on Progress in Strategy Implementation

Goal	Analysis A	Analysis B	Analysis C	Average
Ensure water is a key part of sustainable national development	+	+	+	+
Address critical development challenges	+/-	-	-	-
Reinforce knowledge sharing and communication	+/-	-	-	-
Build a more effective network	+/-	+/-	+/-	+/-

RT Comments of results

1. There has been progress in influencing policy at high political levels.
2. There has been no interaction between the global TEC and regional TEC levels
3. Regional and some country strategies and mechanisms for financing are being developed, but support from donors is needed, there is need for information about donor criteria.
4. Persons interviewed in the region have confirmed that the knowledge products produced by the global TEC are useful and educative, particularly for students. However, some consider them too academic and that there is need to consider producing documents of more applied nature. The need to engage also regional resources in the development of knowledge products was mentioned, at the same time as it was stated that this is to a large extent a matter of persons in the region having to take initiatives themselves in that regard. With a stronger regional TEC, it would also be easier to participate also at the global level.
5. The website of GWP-CAf has very little information and has seemingly not been up-dated since about one year.
6. Successes are noted where leaders in the RWP or CWP (current or previous) are positioned at policy level in target organizations.

Challenges / opportunities 2012 and 2013

Main challenges include:

- Continued low level of financing
- Low institutional capacity
- Not so many IWRM facilities and instruments developed in the region
- Limitations of regional TEC functioning

Main opportunities include:

- An active Chair and Secretariat that take initiatives
- Several persons with linkage to GWP in key functions at both regional and national levels
- Several important lines of action open for further development, notably the ECCOS and CICOS cooperation, and the further development of the FORSEAU initiative

9.2 CENTRAL AMERICA (GWP-CAM)

Introduction

The Global Water Partnership Central America (GWP-CAM) was established in 2000 and comprises the following country Water Partnerships (CWP): Costa Rica, El Salvador, Guatemala, Honduras, and Nicaragua. At present, there are around 160 registered partners, mainly from the NGO (67) and the public sector (51). Participation of the private sector and of the research community is relatively low compared to other regions.

In 2009, GWP-CAM conducted a learning review, facilitated by an external consultant. This document is, in the opinion of the RT, an excellent basis for the review of this RWP, its internal functioning, its main successes and failures.

The progress report at the outcome level (May 2011) was assessed and checked randomly. It was found a suitable basis for the review of the progress.

Context

Countries are relatively small, and collaboration has always played an important role. Progress of integration is, however, sometimes less than expected.

At present, there are a number of regional platforms for cooperation such as the Central American Bank of Economic Integration (CABEI), established in 1960, or the Consultative Commission for the Integration System of Central America (CC-SICA). GWP-CAM succeeds to establish contacts to these platforms which all include important stakeholders of economic policy (water users).

The Learning Review (2009) described the achievements of GWP-CAM as follows:

- In 2009, the concept of IWRM had become part of the political and technical discourse of government, civil society and academic organizations, and it was reflected in many new policy and regulation instruments being discussed and/or approved in the region. There was, however, an obvious need to go from discourse and papers to practice.
- GWP-CAM had a strong visibility, mainly due to the work with legislators and journalists and a strong Regional Technical Committee (CATAC).
- The planned rotation of the host organization was a hot and much debated issue in this learning review.

Till 2009, CATAC was active, sometimes dominant. GWP partners perceived this group as an active group of individuals who, together, played an important role in the promotion of IWRM at the regional level and in some countries.

In 2009, CATAC was discontinued. GWP-CAM changed from an “expert approach” to a more “partnership approach”. Many partners valued this change positively⁴⁵.

The learning review 2009 also describes the limitations of GWP-CAM. Steering committee members had no time. The small funding basis was a major risk. Many internal organizational issues such as “who hosts the RWP” dominated the scene. The regional level was almost dysfunctional in 2009⁴⁶.

Regional Strategy and Work Programmes 2009 to 2013

The Regional strategy and work programme was elaborated in a time-consuming, participative process, assuming that there would be considerably more funding. It specifies outcome challenges and progress markers for phase 1 (till 2011) and phase 2 (till 2013) of strategy implementation.

Beside that, GWPO secretariat and SC approved a word programme 2009-2013 with “indicators of progress”. Apparently, indicators of this synthesis document have not been discussed with GWP-CAM

⁴⁵ see Learning Review, 2010

⁴⁶ see Learning Review, 2010

prior to approval by the SC. The indicators are not very specific and not fully in accordance with the Regional Strategy.

The Regional Strategy is also translated in Annual Work Programmes in which progress markers are specified in a detailed manner.

Implementation of the strategy

The GWP-CAM Council 2009-2011 meets around twice a year. Minutes and financial reports give a good impression about how the Regional Strategy is implemented. Participation of stakeholders of the countries is high, and from each country there are regular reports on activities.

It would be the task of the Regional Council to develop initiatives and projects. It is the place where all stakeholders – GWP global, regional, countries - meet for joint planning and decision-making. The Regional Council should be a visionary platform. The RT does not have the impression that this is always the case. Operational issues are dominating the discussion.

GWP-CAM is not yet successful in raising additional funds. Consequently, around 50% of the GWP core contribution goes into goal 4 (network, salary, secretariat). A part of that, very small amounts (often < 2000 Euro) are allocated for a large variety of activities such as trainings, workshops, or translations. CWP's receive around 7000 Euros per year.

CATAC was not continued after 2009. In its best years, the CATAC had around 500,000 Euro at its disposal. It provided guidance. Today, there are no water professionals working for GWP-CAM at the country level. GWP-CAM is at risk of losing focus, orientation and political influence.

In December 2009, a Framework Agreement has been signed between GWP-CAM and the Centro American Commission for Environment and Development (CCAD). CCAD is responsible in the Centro American Integration System (SICA) for aspects of the environment. It comprises all the Environment Ministers of the region. It has defined as one of its priorities the adoption of water policies, including water financing.

Similarly, agreements were signed with the Regional Committee for Hydraulic Resources (CRRH) of SICA (in 2009), with CARE with CABEI and with the Science Academy. These are positive achievements and show that GWP-CAM has strong partners, also in the economic sector.

Main objectives of such agreements are: (a) to facilitate alliance building; (d) to develop water policy instruments; (c) to make follow-up on decisions of SICA with relation to integrated water resource management. There are no financial obligations for the partners.

Main results since 2009

Many of the key publications in which GWP was the main protagonist have been edited in the years before 2009. Examples are: the analysis of the legal status in the water sector; the general water law in Nicaragua; the regulation for the general water law in Honduras. CATAC a role in the elaboration of the Centro American IWRM strategy (ECAGIRH) and plan (PACAGIRH).

Since 2009, GWP-CAM played a less protagonist role in the sector, probably related to the drop in funding and the closing of the CATAC. The network for legislators in the water sector ceased to play a role since 2007, apparently also because of a drop in funding. New actors such as EUWI and IUCN are leading important political processes.

Honduras approved its water law in 2009, and the corresponding Minister reports that the informal exchange with other countries and CATAC were crucial to move the agenda⁴⁷. This shows the importance of GWP-CAM to make policy changes happen.

Since 2005, GWP-CAM is successful to connect with important partners like the Central American Bank of Economic Integration (CABEI) or the Centro American System for Integration (SICA). This could be continued, though with limited resources.

Today, GWP-CAM is part of the Consulting Committee of the Central American Integration System (CC-SICA). It collaborates directly in consulting processes of regional instruments, such as the regional strategy for climate change adaptation. All these instruments go through a regional consultation process in which GWP-CAM can contribute⁴⁸.

With these partners, GWP-CAM has good access to the Regional Committee of the Hydraulic Resources (CRRH) and the Coordination Centre for Disasters Prevention (CEPREDENAC). This is a good framework for publishing and launching the Central American Strategy and Plan on Integrated Water Resources Management (ECAGIRH).

Another partner is the Centro American Commission for the Environment (CCAD). CCAD-APS receives funding from USAID,. Surprisingly, it does not list the GWP as a partner, e.g. for the protection of watersheds. There is also no working group found for integrated water management. Collaboration with this programme could be more systematic.

GWP-CAM participates in panels, regularly as participant, sometimes as co-organizer of events. The regional policy dialog on trans-boundary water (2011) is an example. IUCN was the main convener, and GWP-CAM assists. The visibility is clearly with IUCN.

The publication on “Drinking water and sanitation experiences with an IWRM approach in El Salvador, in Nicaragua, in Honduras, in Guatemala” was published and commented positively by sector specialists in the region.

GWP-CAM itself is not member of all the other collaborative networks on water in the region, and in some cases this surprises the RT. RASGUA, the national network in Guatemala has around 30 organizations, but it does not list GWP as a partner on its network. Similarly, IUCN does not list GWP as a partner.

The network for journalists has developed positively, with concrete outcomes. It has 112 members (journalists), from all the important newspapers. Monitoring shows that many articles were published since 2009 in Costa Rica (28), in El Salvador (28), in Guatemala (46). The number of articles increased drastically after 2009, probably a direct outcome of the training.

Around 10 short videos have been produced on GWP-live in December 2010. Till now, none of the videos achieved a significant number of hits though they are of good quality and in Spanish. It indicates that identification of partners in the region with their network is relatively low.

The toolbox is available in a Spanish version. Many of the case studies are in English what reduces the value of this instrument for practitioners in Latin America.

GWP-CAM actively engages in the world water week (March). There are activities with the youth, and politicians held speeches about the importance of protecting and managing water resources. In the Latin American context, this is important to keep water on the agenda.

The Central America Workshop on Water and Finance (July 2009) was organized by GWP Central America, with strong support of the EUWI Financing Group, the Water and Sanitation Program (WSP) of the World Bank, and SDC. The response to this event was positive, and there were follow-up activities, mainly in Honduras and El Salvador. This engagement of GWP-CAM also received criticism since private sector participation in urban water supply and sanitation is a debated issue.

The Central American Fair on Community Water Management was launched in February 2010. This year, a major event took place in Costa Rica, with the Ministry of Natural Resources as the main actor. At least 20 organizations are co-sponsoring.. This is a positive example how the GWP network can contribute to launch an initiative.

The Guatemala has made particularly interesting work on the problem of water in a pluri-cultural society. The report was published in July 2011, with participation of the (former) technical committee of CWP Guatemala, the Ministry of Environment and Natural Resources, Project Concern and other NGOs and representatives of civil society. In the training of journalists, 30 persons participated.

In Costa Rica, the water law project was presented to the National Assembly in March 2009. The main result since then was the launching of the National Plan on IWRM, elaborated jointly by the Ministry of

⁴⁸ see GWP website, April 2010

Environment and the vice-president of the National Assembly, the chair of GWP-CAM. Important stakeholders such as Inter-American Development Bank (IADB) participated, without becoming partner of GWP. In 2009, five regional workshops were held to promote the plan.

El Salvador remains one of the more active CWP's. Beside the many new NGO-based activities (e.g. in watersheds), the CWP proofed to have the influence to convene important meetings such as the Forum on Trans-boundary Cooperation for IWRM. Representatives of research, the private sector, and water users participated in this meeting, inaugurated by the vice-president of El Salvador.

Analysis 1: Progress according to progress markers in the Regional Strategy 2009-2013

The following table shows the progress with relation to the progress markers that have been defined in the Regional Strategy 2009-2013.

The information was provided by GWP-CAM and checked, verified, and in some cases adapted by the RT.

Goal	Progress markers 2010/2011	Achievements
<p>Ensure water is a key part of sustainable national development</p>	<p>ECAGIRH and PACAGIRH are approved by the Ministers of CA. The Water Forum is functioning and has an action plan as a follow-up mechanism for the implementation of ECAGIRH and PACAGIRH.</p>	<p>During 2009 the ECAGIRH and PACAGIRH were completed with support of GWP CAM. Some governments have complained about insufficient socialization of the document. Therefore, in 2011 these documents were sent to the Ministries of Environment for their review. The Water Forum has not being established but some informal meetings have being held to follow up coordination in water issues at regional level with participation of CCAD and CRRH.</p>
	<p>El Salvador has initiated the process for the preparation of the national IWRM plan. Panama has approved its National IWRM Plan and has began its implementation. Costa Rica ensures funding for the implementation of its National IWRM Plan. Coordination and planning meetings between the financial and water sector are carried out.</p>	<p>El Salvador has initiated the elaboration and consultation of the Water Resources Policy and Law. In Panama the Plan is not expected to be approved since for the actual government this is not a priority. Costa Rica has initiated the implementation of its PNGIRH and is carrying out a participatory follow up process and monitoring of planned activities. During 2011 GWP Costa Rica carried out the workshops of the PNGIRH to assess its implementation, as well as promoting coordination with local actors.</p>
	<p>GWP-CAM and the CWP train municipal associations to include water in their planning and development tools.</p>	<p>During 2011, we are in the process of documenting municipal experiences that incorporate the IWRM approach. This will give inputs to prepare a guideline for introducing IWRM at municipal level. The CWP also are working actively in IWRM training that involves municipal authorities, especially in Guatemala, El Salvador and Panama.</p>

	<p>Honduras has a regulation for the application of the Water Law. The dialogue around the water bill in Panama has been reinitiated and the approval process is underway.</p>	<p>The final draft of the regulation of the Water Law of Honduras has been finalized. The water regulation development process for the Panama canal watershed is initiated. At this moment there is no political will to continue the discussion around the water law that can lead to its approval. GWP Panama is going to support the Authority of the Panama Canal in the development of a water regulation for the Panama Canal basin.</p>
Address critical development challenges	<p>SICA in coordination with GWP and other regional actors have identified adaptation strategies to reduce water sector vulnerability to climate change within the framework of the Central American climate change strategy.</p>	<p>In 2011, GWP-CAM has initiated the documentation of climate change adaptation and vulnerability reduction experiences, in order to identify lessons learned to recommend measures to reduce the water sector's vulnerability. Also we have prepared in coordination with CCAD a proposal on climate change adaptation that was submitted to GWPO to include it in the DFID funding.</p>
	<p>The ministerial representatives will have access to information about the impacts of climate change on water resource. In at least three countries, water sector Governmental institutions have engaged in the development of national adaptation strategies.</p>	<p>GWP-CAM participated in the development of a policy document on climate change that had the purpose of increasing priority over water in the COP 16 negotiations. This document was shared with environmental ministries throughout Latin America. GWP-Cam is also facilitating dialogues at regional level around the role of water on economic development, as a way to raise awareness on the importance of incorporating water as a development priority at national level.</p>
	<p>Representatives of municipal and local organizations are aware about the impacts of climate change and at least two municipal associations start working on climate change adaptation plans with the participation of water related sectors.</p>	<p>There has not been much progress to date.</p>
	<p>Regional and national level coordination and planning meetings of the water and sanitation sector are held with participation of other water uses. At least two countries start the preparation of financing strategies for the water and sanitation sector.</p>	<p>GWP-CAM is working closely with FOCARD to promote the incorporation of other sectors in the planning and implementation of initiatives undertaken by the water and sanitation sector.</p>
Reinforce knowledge sharing and communication	<p>GWP CAM is actively facilitating access to information about IWRM through its web page, toolbox site, events and other means. GWP CAM signs MOUs with networks and organizations, including the dissemination of knowledge as one of the actions to be jointly implemented.</p>	<p>We are permanently updating our web page with new information about events, case studies and other information relevant for IWRM. We have signed agreements with CCAD, CRRH and BCIE in which we have included dissemination of knowledge as one of the activities. Some documents in the toolbox are translated in Spanish.</p>

Analysis 2: Self-Assessment by GWP-CAM

In the GWP Regional Coordinators meeting, participants from Centro America were asked to summarize the main successes at the outcome level that have been achieved since 2009. The following table presents the (unfiltered) results of this self-evaluation.

Goal	Most significant outcomes
Goal 1: Promote water as a key part of SD	<p>Promoting better water governance by approval of new water legislation in Honduras and Nicaragua</p> <p>Approval of the National IWRM in Costa Rica, started the process in Guatemala, Panama and El Salvador</p> <p>Promoting legal framework in the different countries</p> <p>Educating journalists in IWRM for effective coverage of water issues, and therefore having an effect on public understanding to pressure the Government to take action.</p> <p>IWRM Plans in Costa Rica, and good start in Salvador and Panama</p> <p>Modernization of legislation. In Costa Rica, Nicaragua, Honduras.</p>
Goal 2: address critical development challenges	<p>IWRM is being discussed by the water and sanitation sector, as an important issues for delivering sustainable services.</p> <p>Having the support of the Central American Commission of the Environment (CCAD) to promote joint initiatives in climate change adaptation.</p> <p>Strengthening of local organizations dedicated to providing safe water</p> <p>Climate change: we were consulted by all countries.</p> <p>Water Supply: we are having first results from our involvement in Guatemala, Honduras, El Salvador.</p>
Goal 3: Reinforce knowledge sharing and communications	<p>Realization of trainings in several topics dealing with IWRM at national and regional level.</p> <p>Document experiences at country level and sharing them through the toolbox and different events.</p> <p>Discussing regional issues on water management at global and regional forums.</p> <p>Effective use of internet to target the different audiences (members, chairs) which has a direct effect on the understanding of the network and IWRM</p> <p>Effective use of each communication product (newsletter, website, publications) to deepen understanding of key issues</p> <p>Publication every 2 years about situation of hydric resources in Central America</p> <p>Journalist network is functioning for 8 years.</p>
Goal 4: build a more efficient network	<p>Well established CWP's in 6 of 7 countries in the region</p> <p>A well established secretariat and a SC.</p> <p>Adding communications to goals is key to building a more efficient network</p> <p>161 members in the region</p> <p>All sectors represented.</p>

Analysis 3: Progress report on outcomes (May 2011)

The results of the internal progress assessment, presented in the Summary Note on Activities and Outcomes (May 2011) give some indications about the progress in strategy implementation. They were confirmed by most of the partners.

Positive results can be noted in “Improving GWP Outreach” (SE 3.2), “Supporting GWP network” (SE 4.4), “Improving Governance” (SE 1.2), and “Tackling Urbanization” (SE 2.3). Progress in the other areas was significantly less (< 6 hits).

The total of counted hits was: goal 1 (24), goal 2 (17), goal 3 (34), goal 4 (33).

The RT view on Progress in Strategy Implementation

Goal	Analysis 1	Analysis 2	Analysis 3	Result
Ensure water is a key part of sustainable national development	+/-	+	+	+
Address critical development challenges	+	+/-	+/-	+/-
Reinforce knowledge sharing and communication	+	-	+/-	+/-
Build a more effective network	-	+/-	+	+/-

RT comments on results

1. GWP-CAM is respected as a politically and institutionally neutral platform.
2. Collaboration with CCAD, CHHR, SICA, or FOCARD-APS (mainly water supply and sanitation) is progressing slowly. These partnerships would be of great importance to involve the big water users (e.g. agriculture, energy) in the discussion about water resources.
3. Planning and work programming 2009 to 2013 has been too ambitious. The Regional Strategy is, therefore, no longer a good reference document. Implementation is unlikely to meet the progress markers that have been defined in 2009.
4. Funding is probably beyond the level that would be needed to successfully run a regional programme. To influence policy in a country, GWP need to be represented with at least one senior IWRM professional.
5. Momentum has been lost since 2009. Regarding IWRM, GWP-CAM is still a reference but less and less a lead organization. Other organizations are active and want to achieve results e.g. in the area of climate-change adaptation.
6. Partners express that there is a risk that GWP-CAM loses orientation. Grass-root interventions (e.g. protection of water sheds; water fairs; trainings) are not the right approach to achieve the goals and structural impacts.
7. The Network of Communication Professionals continues to be a success.
8. Till 2009, important technical reports were published. Since then, virtually nothing new can be presented. This is probably also related to the drop of activities of technical committees in GWP and GWP-CAM.
9. Many express that priority setting would be needed. Among others, they mention: climate change, agriculture and irrigation, trans-boundary water management, waste water management.

Challenges/opportunities 2012 and 2013

Activities to be scaled-up for speeding up the implementation of the Strategy 2009 to 2013 could be the following:

4. Re-enforce engagement of academics in GWP-CAM, to allow the organization to play a significant role in the shaping of the discussions around water, climate change and food security (a CATAC light).
5. Use the partnerships with SICA, CABEI etc. to get the economic sectors more involved in IWRM issues. GWP-CAM can play a role in “breaking the water silo”. Stakeholders from the private sector (e.g. important food production industry) have to be involved in debates about the water crisis, their water footprint in the region.
6. Continue with journalist training.
7. IWRM plans have now been approved. The challenge is to launch initiatives and programmes that support and sustain implementation of these plans over a longer period of time.

9.3 CHINA (GWP-China)

Introduction

The Regional Water Partnership in China (GWP-China) has emerged in 2006 as a direct outcome of the pioneering work of the GWP Technical Committee in China. It comprises a well-established office in Beijing (national level) and a good number of area water partnerships at the provincial level (5 out of 31 provinces; Fujian, Hebei, Shaanxi, Hunan, and Yellow River).

GWP-China has 97 partners. Government Ministries, public agencies and research institutions are by far the largest group (together 59). There are only a few partners from NGO (11) and the private sector (10). Other reports (e.g. review 2010) list other figures (e.g. 109).

In 2010, a report was prepared on the experiences of GWP in its first decade in China. This document presents a good basis for understanding the context.

The RT asked the coordinator of GWP-China to check the quality of the progress report on outcomes (May 2011). The assessment was positive.

Context

Drinking water safety, food security, or flood control safety have been always top priorities of the national Government in China. Recently, and after the unexpectedly many floods in the past decade (e.g. 2003), flood control safety is extensively discussed in a newly launched dialogue on climate change and its effects on the society.

Similarly, a new attention to the rural areas is emerging as a political priority. And this provides a lot of support to IWRM. The Government is aware that sustainable economic growth in China cannot be built on exports alone. Social and economic development in the rural areas is needed to keep the economy running.

IWRM is seen as an important element for achieving water security and economic growth in rural areas. Till now, GWP succeeds to play a role in important dialogues, not only at the national but also at the provincial levels. GWP is neutral, not connected to the UN or to NGOs. This provides it with high credibility in China.

The Chinese Government has clear expectations about the role of GWP in China⁴⁹: (a) to share advanced technologies, experiences and concept of water resources management with other countries; (b) to jointly organize meetings, events and exhibitions around international water events; (c) to receive support to the GWP-China office and all provincial/river basin water partnerships; (d) and to join in activities of GWP Steering Committee or of TEC for contributing GWP with Chinese experiences.

In China, there are many important programmes on water resource management, and many of them receive large amounts of funding. A good example is a EU finance project aiming at helping the Chinese Government to establish environmentally sustainable integrated river basin management models. The implementation period is five years. The Advisory Team is made up of senior independent experts from China and the EU⁵⁰.

The International Research and Training Center on Erosion and Sedimentation (IRTCES) in Beijing is an important partner. It implements research projects for UNESCO, UNDP, WMO and the Governments of Germany and of Japan: research on water resources management; a database on major rivers in China; a strategy for the mitigation of flood disasters; a strategy for the integrated management of the Wei river watershed (all of them by UNESCO); sustainable development of the Yellow River delta (UNDP). GWP is just one among many sponsoring partners.

Local Governments at the provincial level are quite active in attracting programmes and projects. The Shaanxi Water Resources Foreign Cooperation and Technology Department, for example, receives missions from all over the world. The activities of GWP integrate in this dynamic context.

⁴⁹ see presentation of the Minister of Water Resources, Mr Chen Lei, to the GWP Steering Committee in May 2010

⁵⁰ The chair of RWP-CHI is playing an important role in the advisory board.

There is also a vibrant civil society sector, to which GWP-China has not yet adequate access as it has the reputation to be close to Government. NGOs like WWF put a lot of resources into China. WWF China is very prominent in mobilizing Chinese civil society (e.g. the young generation) on water issues. The website is very attractive.

To summarize, competition for attention and funding is high. The RT checked five major policy documents on water issues at the national level. In none of them appeared GWP as a prominent partner. GWP does never appear as an important player. This is probably also the result of the relatively low budget GWP-China.

Strategy and work programme 2009 to 2013

The Regional Strategy and the work programme 2009-2013 are not very specific, e.g. on planned outcomes. Nevertheless, a number of progress markers 2009-2013 can be identified. Annual Work Plans are more specific.

Goals in the Regional strategy were relatively poorly defined. Thus, an effort was made in the 2010 learning review report, to define some more concrete goals, areas and targets (p. 12 ff.), unfortunately named strategies⁵¹. However, practically all of these goals are overambitious. Goals like “promote IWRM to accomplish food security” (p.13), “popularization and training on IWRM concept” (p. 13), “cooperation with the civil societies in China will be further enhanced” (p.14), are beyond the range of influence of GWP-China.

The “indicators of progress” which were defined in the work plan 2009-2013, approved by the Steering Committee of GWP in January 2009, are the most reliable basis for the review of progress in Strategy Implementation.

Steering and implementation of the strategy

The Council of GWP China is composed of 37 members. All of them are from the Government sector, most positively from different Departments (e.g. irrigation, health, water resources) and from different administrative levels (provincial, national, city). They meet once per year for a formal meeting, to discuss progress and to approve work programmes.

To have easy access to Government institutions, across the sectors and at all levels, is a major strength of GWP-China. Allies like the Ministry of Water Resources are powerful players. The important Departments of policies, laws and regulations or of water resources; planning and programming are, however, not yet actively involved in GWP, e.g. as registered partners.

Water is an important issue. And the Ministry of Water Resources hosts many international water events. Famous events are the Yellow River Forum, the Yangtze River Forum, Congresses of the International Commission on Large Dams, Conference of the International Soil Conservation Organization, Meeting of United Nations Secretary-General’s Advisory Board on Water and Sanitation and Hydropower Today Forum etc.

To be too close to Government is an advantage. But it can also be a limitation. At present, „traditional“ water use institutions are clearly over-represented in GWP-China. Such a body has little access to the vibrant civil society, and it is unlikely to be the motor of reforms. Rather, it represents the traditional water user interests.

GWP-China maintains a Technical Committee. The Committee consists of 30 professionals, mainly from the Government sector. The number of meetings had to be reduced from two to one per year (funding constraints).

The chair of GWP-China, Mr Dong Zheren, is a multiple-honored hydraulic researcher and former Minister⁵². He was the chairman of the Sino - EU River Basin Management Project Advisory Team (25

⁵¹ The term strategy refers to: HOW the goal will be achieved.

⁵² The RT could not interview him because he speaks only little English and did not attend the meetings in Stockholm.

Million Euro grant; to 187 million EU in China and WB loan contributions), in which many European consulting companies participated. His main research is in hydropower.

The coordinator, Mr Zheng Rugang, is also a senior person, speaking excellent English and managing the office in Beijing efficiently. He does not yet leave traces as a professional in the Internet. The Beijing office spends most of the core budget of the GWP-China.

Budget and spending figures show that GWP-China is quite successful in raising funds. It is the first RWP to raised core funding from the Government. Still, the GWP core contribution goes largely into goal 4 (network, secretariat) or to the sometimes costly national high level events (budgets of 25,000 Euro per event). Contributions to field activities or provincial water partnerships are minimal.

Despite the fact that they hardly receive funding, the provincial partnerships are strong and composed of highly respected professionals⁵³. Their interest is less policy than practical action, e.g. to address ground water issues, to raise funds for flood protection, to help communities to municipal water and sanitation systems.

An MOU has been signed with WWF Beijing in January 2011, what is a positive step to increase cooperation and to share information. The two concepts “Integrated River Basin Management” (IRBM) of WWF, and “Integrated Water Resource Management” (IWRM) of GWP will be promoted in parallel. The goals are (a) to promote IWRM and IRBM; (b) to respond to climate change adaptation; (c) to promote water footprint analysis and water stewardship processes and (d) to increase public education and awareness raising and capacity building.

Main Results since 2009

Since its establishment, GWP China has organized over 60 activities, including workshops, high-level roundtables with the support of related governmental institutions and the public. Activities traditionally rang from national to local levels. This momentum has also been continued into the present phase of the programme.

At the national level, GWP-China has succeeded to organized 8 High-Level Roundtable (HLRT) meetings, one of them since 2009. These meetings are costly. But they can be a mechanism for advocacy. They are neutral platforms for dialogues, exchange and cooperation among different sectors and institutions. Unfortunately, they do not yet lead to formal commitments or declarations.

GWP-China has achieved to be a regular invitee and partner in national dialogues on important water issues such as National Integrated Planning of Water Resources, climate change adaptation. It is invited for the release of new book on management practice on rural drinking water security project in China, edited by WWF and the Rural Drinking Water safety center of the Ministry of Water Resources.

Important governmental agencies regularly participate in GWP-China events: e.g. the National People’s Congress (NPC), the Chinese People’s Political Consultative Conference (CPPCC), or the National Development and Reform Commission (NDRC), and all the line ministries which deal with water issues (e.g. health, environment).

But GWP-China has not necessarily a protagonist role in the sector at the national level. Since 2009, its role is less dynamic. When discussing with some of the 73 Chinese participants in the Stockholm Water Week 2011, only a very few were aware of the existence of GWP-China. GWP China is not in the middle of where action in the water sector is happening.

GWP-China is active in media. This is positive. But the website is out-dated and does not leave the impression that GWP-China wants or has the capacity to play a prominent role in shaping the water agenda in China.

At the provincial level, there is more action. Stakeholders from Government, water users and representatives from rural Water Users Associations (elected bodies) participated with interest. Each event leads to policy recommendations, which are, then, forwarded to policy and decision makers. Participation of grass-root organizations is high.

⁵³ E.g. retired chief engineer

In July 2010, the dialogue on the survey on groundwater development in irrigation in Shaanxi received wide attention and coverage in the media. GWP facilitated discussions with farmers, the public, and the local authorities.

Shaanxi and Sichan provinces successfully applied to get some share of the DFID post-earthquake programmes⁵⁴. GWP-China carried out an evaluation of post quake rural water supply facilities. The initiative led to the rehabilitation of village water supply and sanitation schemes. It was a success for the members of the local Council. In Shaanxi e.g. the provincial Council is the partner of the Education and Water Resources Departments in 10 schools.

Large events such as the Yellow River Forum can easily gather around 1500 participants from 61 countries. Such events will be hosted e.g. by UNESCO, and the Minister of Water Resources will give the opening speech. GWP appears is one among other sponsors. Global reputation of GWP helps. And the General Secretary of GWPO received an invitation by the Minister, Chen Lei.

The role of GWP-China is a lot more visible in smaller forum. A good example is the Wei River forum, which takes place every year. The Wei River is the largest tributary of the Yellow River. More than 100 persons from all sectors participated in the last forum. GWP-China was among the key speakers. The RT has the impression that the role of GWP-China is important in these events.

Beside, GWP-China engaged in smaller training programmes on IWRM and the toolbox, e.g. at the Hohai university.

Analysis 1: According to progress markers in the Regional Strategy 2009-2013

The following table shows the progress with relation to the progress markers that have been defined in the Regional Strategy 2009-2013.

The information was provided by GWP-China and checked, verified, and in some cases adapted by the RT.

Goal	Outcome challenges 2009 to 2013	Achievements 2011
Ensure water is a key part of sustainable national development	Governmental agencies at national, river basis and provincial levels will put into practice the IWRM concept into water-related legislation systems, the water development plans and the overall plans of water resources management.	Dialogue on Water Protection and Pollution Control of the Yellow River will be held on Oct.10-12,2011 in Zhengzhou, Henan Province (originally planned on June 2011). The report on implementation of China's Water Law was completed early this year, including the recommendations for the further revision of the law. Involved in the preparation of the Yellow River Law
Address critical development challenges	Ministries of Water Resources, Agriculture, Health, Energy, Environment and Civil Administration will improve their IWRM capacities to tackle issues of water security, sanitation, food, energy security and water disputes in the context of climate change adaptation.	The High-Level Roundtable (HLRT) on Extreme Climate Adaptation Strategies was held on April 21, 2011 in Beijing. The Workshop on Groundwater Development and Utilization in Irrigated Areas was held on June 22, 2011 in Xi'an, Shaanxi Province.

⁵⁴ Total of the DFID program was around 3 million USD.

Reinforce knowledge sharing and communication	Water managers together with water users associations, environmental NGOs, international organizations in China, media, schools and universities will increase their knowledge of IWRM applicable to Chinese needs.	<p>Toolbox Case Study on Farmers Water Users Association in Fujian Province was completed and submitted to GWPO Secretariat.</p> <p>Introduction and translation of GWP's guiding booklets and reports.</p> <p>Journalists and media invited at the HLRT and other events that were reported, thereafter, better working relations established.</p> <p>One case study provided to GWP and the other under preparation</p>
Build a more effective network	China partners will establish new partnerships on demand. It is foreseen to happen both at river basis level and provincial level.	<p>The World Resources Institute (WRI) was accepted as new partners of GWP China.</p> <p>Cooperation with WWF has been strengthened by signing the MOU between the two parties early this year.</p>
	GWP China donors will be motivated to help secure funding of the RWP, River Basis Water Partnerships and Provincial Water Partnerships and their activities.	The ADB and the domestic donors helped secure funding of GWP-China and provincial and river basin partnerships organized activities.

Analysis 2: Self-Assessment by GWP-China

Goal	Most significant outcomes
Goal 1: Promote water as a key part of SD	<p>Since its establishment in 2000, over 60 activities to promote IWRM (e.g. high-level round table, workshops)</p> <p>GWP-China has had close cooperation with the Ministry of Water Resources of the People's Republic of China and received the operational guidance from the Ministry.</p>
Goal 2: address critical development challenges	
Goal 3: Reinforce knowledge sharing and communications	GWP-China has its own think tank, e.g. Technical Committee which provides technical and knowledge support
Goal 4: build a more efficient network	GWP-China is a network focused on promotion of IWRM in China, with a flexible mechanism and many partners, which provide a cross-sectorial and multi-disciplines neutral platform for dialogues and cooperation and tackling the major water issues.

As points for further improvement, GWP-China mentioned:

1. GWP and GWP China should continue to make the most of their advantages to provide the technological and knowledge support to the solving of the water issues at global and regional levels.
2. GWP should strengthen its fund-raising capacity.
3. GWP China should encourage the partners at all levels to participate into more international water evens and contribute more to the solving of local water problems based on their own strengths.

Analysis 3: Progress report on outcomes (May 2011)

The results of the internal progress assessment, presented in the Summary Note on Activities and Outcomes (May 2011), give some indications of the progress of strategy implementation. They are confirmed by the Chinese partners.

Positive results can be noted in “tackling urbanization” (SE 2.3), “improving GWP outreach” (SE 3.2), “Support to GWP network” (SE 4.4), and “improving Governance” (SE 1.2). Progress in the other areas was, significantly less (< 6 hits).

The relatively high score of “tackling urbanization” (SE 2.3; 10 hits) is, in the view of the RT, a mistake as there is not relationship between the rehabilitation of water and sanitation facilities in rural areas and the burning water management issues around urbanization. Training of water user associations has been attributed to this category.

The total of counted hits was: goal 1 (11), goal 2 (16), goal 3 (11), goal 4 (15).

The RT view on progress in Strategy Implementation

Goal	Analysis 1	Analysis 3	Analysis 4	Result
Ensure water is a key part of sustainable national development	+/-	+	+	+
Address critical development challenges	+		+	+
Reinforce knowledge sharing and communication	-	+	+/-	+/-
Build a more effective network	+/-	+	+/-	+/-

The RT interpretation of the results

1. Momentum gained in China continues to be encouraging. The partnership has the potential to play a role in policy making and implementation.
2. Particularly between 2002 and 2009 there were big steps forward, and GWP played an important role. Since then, momentum has been a little bit lost.
3. Today, actors such as UNESCO, WWF are prominently involved in shaping the water policy in China. GWP-China is one among many other players.
4. Strategy and planning 2009-2013 has defined too ambitious goals. They can be achieved only in a combined effort of all actors of society. GWP-China has only limited influence. It is well rooted in Government, but has little connections to civil society.
5. The main limitation of GWP-China is its close relationship to Government and, hereby, to the traditional water users. To be an attractive partner in the future, the GWP-China needs to further enlarge its constituency (partners from other sectors).
6. The RT likes what is happening at the provincial level, e.g. in Shaanxi. Unfortunately, this level receives very little funding. Regions have little say in the GWP-China.
7. At present, there is some imbalance in programme design: (a) most of the financing is allocated to the national level where not many tangible results are visible; (b) the provincial appears to be quite vibrant though it does not receive any significant financing.

Challenges / opportunities 2012 and 2013

1. The GWP-China Council decided in February 2011, the GWP-China has to focus a lot more on the implementation of the “Government Decision to speeding up the reform and development in the water sector”⁵⁵. In particular, this means to work hard on the research of scientific development and support the top stringent management system of water resources to further promote IWRM and adapt to climate change challenges. The implications of these instructions need to be explored further.
2. It is important that GWP-China activities are officially recognized as pilots by the Chinese Government, to encourage learning what, eventually, leads to replication at the national scale or in other provinces.

⁵⁵ Document 1 of the Central Government, 2011

9.4 MEDITERRANEAN (GWP-Med)

Introduction

The Regional Water Partnership in the Mediterranean (GWP-Med) comprises all Mediterranean countries, including the countries in the Balkans.

There are only 84 registered partners, about one third from the NGO sector (27). Government Ministries and public Agencies play a relatively small role (16). There are two country water partnerships (CWP) registered with GWP-Med in Tunisia and in Lebanon. The CWP of Egypt is registered with GWP Eastern Africa.

The RT held interviews with a number of these partner and stakeholders. All express themselves very positively and with great respect about GWP-Med, in particular mentioning IWRM know-how and management.

The progress report at the outcome level (May 2011) was assessed and checked randomly. It was found a suitable basis for the review of the progress.

Context

The GWP-Med office is operating in a very dynamic context, characterized by many political initiatives, study and research and investment programmes, and sometimes vested interests (e.g. France). Positively, GWP-Med has a very close collaboration with these large, donor-funded initiatives such as the Med Partnership, UNEP-MAP, the EU Water Initiative (e.g. the working group on financing), or The European Investment Bank (EIB).

Many of the international initiatives in the Mediterranean are located in Athens. Greece leads the overall Med EU Water Initiative activities in the Mediterranean. This is an excellent context for GWP-Med to become involved in these programmes.

The Mediterranean Action Plan (MAP) of UNEP is a good example. It was launched in 1975 to unite all the countries of the region in a single vision, the protection of the Mediterranean. The programme is active for decades, but still many challenges and problems need to be addressed: e.g. urban development and its impact on the arable lands; increased salinity in the agricultural lands; escalation of the desertification threatening 80% the dry or semi arid lands in the region; the climatic change.

Another examples is the Euro-Mediterranean Information System on Know-how in the Water Sector (EMWIS), an initiative of the Euro-Mediterranean Partnership. It provides a strategic tool for exchanging information and knowledge in the water sector between 27 EU member state countries, 10 Mediterranean partner countries, and the countries in the Balkans that are not signatories of the Barcelona Declaration.

Private sector participation in urban water utilities is a hot issue, also in the Mediterranean. GWP-Med collaborates with important partners such as the Arab Countries Water Utilities Association (ACWUA), an exchange platform for water and wastewater utilities in the Arab World. Apparently, demand for know-how on private sector participation was expressed by the Arab countries.

Partners of GWP-Med report that the recent political changes in the Arab countries are a big plus for the agenda of IWRM in the Mediterranean. Environment, resource and nature protection, etc. are higher on the political agenda than a few months ago.

Regional Strategy and work programme 2009-2013

The regional strategy 2009-2013 of GWP-Med is not very specific. GWP-Med has contributed some paragraphs, basically stating that work programmes are being elaborated.

The most reliable basis for this review are the “indicators of progress” which have been defined in the work programme 2009-2013 which was approved to the GWP Steering Committee in January 2009.

Annual work planning is by now established, according to Outcome mapping format. Partners report that the work planning events are very professionally prepared.

GWP-Med does not take reporting to GWP Stockholm always seriously, probably due to overload of work, and because the amount of 200,000 Euro per year is relatively small. Narratives are missing in many months. There is also often a copy paste of the reports. This makes follow-up difficult.

Regional steering and implementation

GWP-Med has a Council in which 8 members of highly respected regional platforms and organizations meet on an annual basis. It defines itself as a network of networks.

To mention some, the following organizations participate in the Council: UNEP-MAP, the Centre for Environment and Development in the Arab Region and Europe (CEDARE), the Euro-Mediterranean Irrigators Community (EIC), the Mediterranean Cities Network (MedCities), or the Mediterranean Network of Basin Organizations (NEMBO).

All partners report that management and service delivery of GWP-Med (e.g. convening of meetings, editing of documents) is highly professional. This makes GWP-Med a highly credible organization for international organizations, though some note that the small size of the organization is sometimes a limitation⁵⁶.

The relationship of GWP-Med to its partners can be described sometimes more as a relationship between professionals (service), with a business attitude. GWP-Med succeeds to gather the main actors and organizations around the table. Management is organized around projects and not around the development of the partnership itself.

Budget and spending 2010/2011 shows: GWP core funding goes largely to the secretariat of GWP-Med in Athens. The rest is used for co-funding e.g. of initiatives, knowledge sharing events, meetings. The latter are mostly co-funded by other donors. GWP-Med uses the GWP contribution to cover the costs e.g. for project development.

Some of the partners express that it is not always transparent under which “flag” (and budget) initiatives and activities are developed (GWP, EUWI, others). GWP “principles and rules” are not always communicated to the partners.

The GWP-Med professionals have strong acceptance and presence in the sub-regions, e.g. the Balkans. Sometimes, local GWP partners (e.g. NGOs) who have excellent relationship to local actors feel that GWP-Med does good work but operates sometimes too much at the policy “discussion” level only. They do not feel consulted or properly informed.

The GWP-Med budget is structured according to strategic goals and outcome challenges. GWP-Med is very successful in raising local funds, particularly for goal 1 and goal 2: 666,127 Euro in 2010, and 1,215,000 Euro in 2011.

Opportunities are there and taken advantage of. Recently, a 6.5 million Euro project has been signed to strengthen IWRM in 9 countries in the region. UNEP-MAP just signed another GEF project on climate change variability (2.5 million USD). In all of these programmes, GWP-Med succeeds to get its share and to play a role.

GWP-Med is aware that communication of the many successes is relatively weak.

Main results since 2009

GWP-Med plays an important role in bringing the stakeholders together, e.g. to discuss issues along the Drin River in the Balkans. Drin River is the connecting water body of Albania, Greece, Macedonia, Montenegro and Kosovo (UN Security Council resolution 1244). It is very rich in endemic species, biodiversity, potential for tourism.

The Drin process contributes to the implementation of the UNECE Convention on the protection and use of trans-boundary water courses and international lakes (Water Convention), the GEF Strategic

⁵⁶ Work load is on a few shoulders

partnership for the Mediterranean Large Marine Ecosystems (GEF SPM), and the Mediterranean Component of the EU Water Initiative.

The establishment of a coordinating body, the Drin Core Group, was a major success. It is composed of ministries responsible for water management in the riparian countries, including sub-basins. National Consultation Processes were carried out e.g. in Albania. More than 120 representatives of major stakeholders of the Drin basin are involved.

The particular role of GEF MED was (a) to draft the work plan of the consultation process for the Drin and to submit it to partners for follow-up; (b) to contribute to project formulation and preparation. Meetings were held with many participants e.g. in Sarajevo (May 2009).

The Drin process was a strong contribution to the management of trans-boundary waters in the framework of the UNECE Convention that was presented at the Ministerial Conference of the parties to the convention in November 2009, Geneva.

National GWP partners would have liked to play a more active role in these processes. They regret that the process focused too much on the policy level and did not also bring concrete results on the ground, working with local organizations. They see GWP-Med in a too dominant role.

GWP-Med is strong in the promotion of IWRM, in different contexts and with different partners. The framework for IWRM and Coastal Zone Management was developed in the context of the Mediterranean Partnership, a large programme. GWP-Med was an implementing partner, together with around 10 other organizations such as UNEP, UNESCO, WWF or FAO. The process was co-funded by GEF, in collaboration with the Mediterranean component of the European Union Water Initiatives (Med-EUWI).

GWP-Med played a key role in the second workshop on the adaptation to climate change in trans-boundary basins, which was organized in April 2011 in Geneva, with support of UNECE Secretariat. UNECE is very satisfied with the work done by the GWP-Med secretariat in Athens. There is a strong link to UNECE convention on the protection and use of trans-boundary water courses and international lakes.

Launched in 2008 in Paris, the UFM is a unique Euro-Mediterranean political formation, grouping all 43 EU member states and the countries of North Africa (except Libya), the Near East and the Western Balkan. The objective is to foster cooperation and prosperity in the region. It is driven by political goals. There is a fruitful collaboration between GWP-Med and UFM.

GWP gave assistance to the Strategy for Water in the Mediterranean (SWM), submitted for approval at the UFM Ministerial Conference on Water in April 2010 in Barcelona. This plan is of critical importance and symbolic value for UFM⁵⁷. It circles around topics such as IWRM, climate adaptation, promoting water demand management, protection of quality of water and biodiversity.

The approval of the plan failed because of political issues such as wording “occupied territories” and the reference to the UN Convention on the Non-navigational uses of international water courses (1997). This example shows that the political context is quite complex in the Mediterranean (e.g. Israel, Palestine, Balkans).

GWP-Med supported the SWM in all critical steps, and this is highly recognized by the political and technical partners in the process.

Yet another area of work is the discussion around private sector participation (PSP) in urban water and sanitation, certainly a topic at the fringe of IWRM. Particularly in 2009 and in 2010, GWP-Med participated in a number of workshops, mainly in Arab countries such as Egypt, Lebanon, Tunisia. Like in other regions of GWP, the EU Water Initiative (EUWI) was a strong partner, with vested interests. OECD or ECNEC were also partners.

GWP-Med played a facilitating role. In Egypt, a more detailed PSP assessment was carried out in early 2010. At that time, Egypt was planning to issue a number of additional PSP contracts. The result was a GWP-Med publication on the “Assessment of Private Sector Participation in the Water Sector in Egypt.” Whether this is IWRM can be debated.

⁵⁷ www.ufm-water.net.

The counterpart in Egypt was the Holding Company for Water and Waste-Water which had been established in 2004 by a Presidential Decree, under the Ministry of Housing, Utilities and Reconstruction Communities and subject to public business law. All water utilities of major cities integrated under this umbrella, a high degree of centralization.

The second Beirut water week 4-7 February 2009 was organized by Lebanese Ministry of Energy and Water and GWP-Med. It received financial support from the EU Water Initiative, Greece, France and the Lebanese private sector. The focus was on water governance, on climate change adaptation, on education, and on water financing (private sector participation).

GWP-Med also initiated a number of promotional and field-based activities, with high success. A good example is the rainwater-harvesting project, funded by Coca-Cola in collaboration with municipalities on Greek Islands. Financing is under a Corporate Social Responsibility (CSR) scheme. The project is rapidly expanding and becomes also financially a success for GWP-Med.

The Coca Cola “Mission Water” started in a number of public buildings (schools, city halls) that were equipped with rain water harvesting systems (Cyclades Islands). There is a direct link to educational activities.

The new “Agenda for Non-Conventional Water Resources Management in Malta” at country level, is a direct outcome of this fruitful collaboration with Coca-Cola. Experiences from the Greek Islands are replicated in Malta.

The Hydria project is a youth project that is supported by UNESCO and MIO-ECSDE. The project focuses on the Mediterranean cultural heritage, to document the most ancient water management works, concepts and techniques.

Training courses on IWRM took place in Tunisia, together with the Tunisian Ministry for Irrigation and Hydraulic Resources (October 2009).

The Mediterranean Consultation process to the Istanbul WWF 2009, with meetings in Tunis, Beirut, leads to a Mediterranean Regional Document that was submitted to policy discussion in WWF Istanbul 2009. GWP-Med played an important role.

The Lebanon water week was a highlight in this process. It was instrumental for the drafting and promotion of this Mediterranean Message to the WWF in Istanbul. The idea is to organize this event every two years what is a good result. The third event took place in October 2010. Similarly, an Aqua conference was organized in Athens in 2010.

The Lebanon National IWRM plan is under elaboration and in multi-stakeholder consultation, under the lead of the Ministry of Energy and Water (April 2009).

In Lebanon, teachers training was carried out in May 2009, with 58 participants. The circle of Journalists, however, and the Circle of Parliamentarians are not active. The website does not respond.

The development of the GWP network in the Med is less than expected, due to other priorities and the conviction of GWP-Med that IWRM issues in Mediterranean need to be looked at with an international and trans-boundary approach. Egypt decided to join the RWP of East Africa. GWP-Med does not pay a lot of attention to the task of developing the network.

The Head of the Palestine Water authority and his legal advisor visited Athens (May 2009). The special focus of these meetings was on the reform of the water sector.

GWP-Med also co-organized the major multi-stakeholder Egyptian Dutch Regional Conference towards the new long-term strategy for water in the Med in November 2009 in Cairo. There were 270 participants. Similarly, Mediterranean Parliamentarians for Sustainable Development were involved.

GWP-Med is very strong in defining and launching projects and programmes, with a variety of partners to whom it maintains excellent contacts. Often, programmes are developed under a consortium structure, with European firms involved.

In December 2010, the EC Project “Sustainable Water Integrated Management – Support Mechanisms” (SWIM-SM), was launched. The Implementing consortium is under lead of LDK Consultant Engineers and Planners SA (Greece). GWP-Med is an NGO partner. The budget of 4 years is 6.7 million Euro. The project will address the four core themes that are reflected in the draft Strategy for Water in the

Mediterranean: water governance, water and climate change, water financing, water demand management and efficiency.

SWIM-SM also provides technical assistance to set demonstration and pilot projects. GWP-Med is in the role of technical director of the project. It oversees all activities implemented in the framework of SWIM-SM.

Analysis 1: According to Progress Markers in the Regional Strategy

This analysis cannot be made since no progress markers were defined in the regional strategy. Therefore, an alternative had to be found.

The following table shows how progress can be related to the “indicators of progress” which have been defined in the work programme 2009-2013 which was approved by the GWP Steering Committee in May 2009 but which has never been discussed with the regions.

Goal	Indicators of Progress 2009-2013	Achievements 2011
Ensure water is a key part of sustainable national development	National IWRM plans developed.	On-going in one country
	Quality and level of political and technical debates on trans-boundary water enhanced.	Excellent, with emphasis in South-eastern Europe and pan Mediterranean level
	Synergies developed between the Mediterranean and the European water agenda.	Good, primarily through the Med EUWI activities and the process of the Strategy for Water in the Mediterranean
	Catalytic actions for IWRM planning undertaken in countries.	Fully advancing, with several components completed, in three selected countries of the South Mediterranean and two in the pipeline
	Quality and level of political and technical debates on trans-boundary water enhanced.	
Address critical development challenges	Climate change adaptation through water management established as a critical factor for socio-economic development; robust monitoring of WSSD and MDG targets developed and publicized.	Well advancing, through regional policy making activities, including with the Strategy for Water in the Mediterranean. Promising outlook through secured projects for the period 2012-2014. Excellent, with IWRM and WSS Regional Assessments completed.
Reinforce knowledge sharing and communication	Parliamentarians more engaged and Journalists & Media Organizations report on relevant issues	Well advanced, through on-going activities of two related Circles (MPs and Media), but with potential for more action
	IWRM principles and sustainable practices incorporated into national policies, plans, and projects	Well advanced, through catalytic actions for national IWRM planning and development of strategic regional policy documents
	GWP toolbox mainstreamed as the key knowledge consolidation and sharing platform of the GWP system	Little progress

Build a more effective network	CWPs are established and operational	Little progress
	OM reporting is effective	improved
	Regional fundraising delivers regional and national funds for GWP activities.	excellent

Analysis 2: Results of self-assessment

Goal	Most significant outcomes
Goal 1: Promote water as a key part of SD	<p>IWRM included in the Mediterranean strategy for sustainable development (UNEP-Map)</p> <p>Contribution to the Mediterranean water strategy</p> <p>The regional processes on water are at both UN level (Barcelona Convention) and at Euro-Med or Union for Med level. GWP Med is in all active.</p> <p>Rainwater harvesting programme is expanding</p> <p>IWRM and coastal management in the MED</p> <p>More private sector investment in water</p> <p>Strategy for water in the Med awaiting approval</p> <p>Joint IWRM/ICZM planning, development of joint framework and application in a shared river basis (Buna/Bojana)</p> <p>Private sector participation in water infrastructure assessed in two countries and methodology developed with OECD</p> <p>Non-conventional water resources management, with emphasis on rainwater harvesting</p>
Goal 2: address critical development challenges	<p>The shared vision process for the Drin Basin</p> <p>Efforts for the Orantes river</p> <p>Drin dialogue, shared vision for Drin basin</p> <p>Stakeholder participation in trans-boundary water resources</p> <p>Structured multi stakeholder dialogue on shared water resources in Drin Basin</p>
Goal 3: Reinforce knowledge sharing and communications	<p>MEDIES: The Mediterranean education initiative for E and sustainability brings together 3500 educators</p> <p>COMJEST: circle of Journalists</p> <p>COMPSUD: Circle of members of Parliament.</p> <p>Consultation on finance and water</p> <p>Support for the strategy for water in the MED</p> <p>Networking among Med journalists enforced</p> <p>Key support to developing the Mediterranean water strategy, including on water financing</p>
Goal 4: build a more efficient network	<p>Building consortium and strategic allies in order to achieve the strategy goals</p> <p>Networking on Med members of parliament and of Journalism</p>

Analysis 3: Progress report on outcomes (May 2011)

The results of the internal progress assessment, presented in the Summary Note on Activities and Outcomes (May 2011), were largely confirmed by most of the partners.

Positive results can be noted in “tackling urbanization” (SE 2.3), “facilitating trans-boundary water management” (SE 1.5), “improving GWP outreach” (SE 3.2). Progress in the other areas was less (< 5 hits).

The total of counted hits was: goal 1 (16), goal 2 (9), goal 3 (7), goal 4 (0).

The fact that the significant achievements of GWP-Med in achieving financial security (SE 4.3) were not registered in this assessment can not be explained. In the opinion of the RT, the results achieved in this Strategic Area (SE), are impressive.

RT view on progress in Strategy Implementation

Goal	Analysis 2	Analysis 3	Analysis 4	Result
Ensure water is a key part of sustainable national development	++	++	+	++
Address critical development challenges	+	++	+/-	+
Reinforce knowledge sharing and communication	-	+/-	+/-	+/-
Build a more effective network	-	+/-	-	-

The RT interpretation of the results

1. GWP-Med succeeds to play a protagonist role in the promotion of IWRM in the Mediterranean. Achievements in goals 1 and 2 are very impressive. All partners consider GWP-Med as a strong actor, as a reference point in the Mediterranean.
2. GWP is a good brand, and the very competent office in Greece around Prof. Scoullou can profit from that. It succeeds to establish solid collaboration networks with all the larger programmes that are dealing with water in the Mediterranean.
3. Most of the activities of GWP-Med directly contribute to outcomes in the result areas. Progress in Strategy implementation is less planned than opportunity driven.
4. Whether private sector participation in urban water and sanitation is a topic of IWRM, is questionable. It is primarily a technical, a social, a financial and a legal issue. The link to IWRM is relatively weak.
5. GWP-Med is a network of networks. And this is a good approach and part of its success. The Council is composed mainly of other programmes, many of them with the potential to become funding partner of GWP-Med or to further aid to the already high reputation of GWP-Med.
 1. The GWP contribution to GWP-Med is, at present, merely seed money. It is used to cover general costs of the organization, e.g. staff, preparation of project or tender documents.
 2. Whether public (GWP) funding of a (non-profit) organization that is involved in tenders is feasible with rules of governance, can be discussed further.

Challenges / opportunities 2012 and 2013

1. The present strategy to cooperate with larger programmes (network of networks) is good and should be continued.

2. Further improving the quality of the GWP network in the Med, e.g. by winning important stakeholders as partners, would be an important step to root the IWRM approach in a sustainable way in the region.
3. Involvement of local GWP partners in processes is important.

9.5 SOUTH ASIA (GWP-SAS)

Introduction

The South Asia Regional Water Partnership (GWP-SAS) was formed in 2002. Before that, the South Asia Technical Advisory Committee had been in operation since 1998, and six Country Water Partnerships had been established in Bangladesh, Bhutan, India, Nepal, Pakistan and Sri Lanka. The number of partners is currently 438, which is the highest number of partners of all regions, in spite of the region having relatively few countries.

Context and implementation

A learning review was conducted in 2004-2005. The main issues dealt with in the learning review related to governance. The report is long and well written and has many recommendations, some of them of political nature, most of which were subsequently not addressed, if any. The report of the Review of Learning Reviews issued by GWP in 2010, states that it seems unlikely that a review group of three GWP colleagues could make a substantial difference to structural governance issues.

Most of the issues still remain and that is probably the reason why GWP-SAS is not a regional partnership in the same sense as in most other regions, where the countries participate together in joint regional activities. With few exceptions, the activities in GWP-SAS are carried out as country activities only. However, when interviewed, many stakeholders have mentioned that there is good potential for developing regional or at least bilateral projects, and initiatives are underway, e.g. for hydel cooperation between India and Bhutan. Such cooperation could shift the focus from transboundary water disputes that this region is well known for, to opportunities for investment, benefit sharing and development.

The superior GWP-SAS governance function is through the General Assembly, which meets as stipulated at least once every two years. There is a Regional Council, which also meets regularly. Representation in the Council is from the countries, not from the CWPs, and this sometimes creates problems since the representatives are not accountable and not as well informed as they would be if they were from the CWPs. There is supposed to be a Regional Technical Advisory Board; this is not functioning at present but there is a proposal to re-define this body in order to make it functional. The Regional Financial Partners Group is not functioning. There is a South Asia Water Forum that is supposed to be held along with the General Assembly. The forum, although somehow functional, is not meeting regularly because of lack of funds. The Secretariat of GWP-SAS is hosted by IWMI in Sri Lanka. The Secretariat used to rotate among the countries, which has historically led to a constant loss of institutional memory. Hopefully the Secretariat can now stay at IWMI, but this is not entirely clear.

A large number of partnerships below the country level have been developed in the region. They are either Zonal Water Partnerships or Area Water Partnerships, the former usually defined by administrative boundaries, and the latter by water divides. In Nepal, Local Water Parliaments have also been formed. The numbers of these partnerships are: Bangladesh - 13; India - 12, Nepal - 2, Pakistan - 7, and Sri Lanka - 6, totalling 40.⁵⁸

Main results since 2009

Some of the more important activities and results are presented in the following.

With regard to promotion of water as part of sustainable development, the following activities can be mentioned: the Chair of IWP and other members of the Board functioned as members of the drafting committee of India's new water policy; PWP, in collaboration with government and private sector partners, contributed to the water resources chapter of the 10th Five Year Development Plan; NWP contributed to re-drafting of the constitution of Nepal in terms of ensuring adequate provision for IWRM; work with improving irrigation policy with regard to strengthening participatory aspects and improving transparency and good governance in irrigation has been done by NWP; activities on strengthening of participation and joint management of irrigation facilities, were taken up in Sri Lanka; preparation of an integrated water resources development and management plan for Wainganga river sub-

⁵⁸ In India, there are also examples of Local WPs (level below Area WPs) and Micro WPs at village level.

basin was coordinated by the Western Zonal Water Partnership in India; and a Road Map on Integrated Water Resource Management in Odisha was prepared under the Eastern Zonal Water partnership, India.

With regard to IWRM implementation, the following activities are worth mentioning: SLWP has initiated a process of integrating actions by regulators, police, district agencies and local authorities through which mining of river sand is now strictly regulated; a basin level organisation was set up to make an assessment of water use and allocation for drinking water and reduction of pollution in Sri Lanka; SLWP promoted action on Colombo Urban Wetlands; the concept of Water Parliament was introduced in four villages in Nepal and NWP assisted in the preparation of an IWRM Master Plan, and registration of the WPs was initiated; activities for enhanced gender involvement were carried out by SLWP together with the Women and Water Network.

In relation to climate change adaptation, the following contributions can be mentioned: a regional Round Table on water, livelihood and adaptation to climate change in South Asia was organised by the IWP in cooperation with GWP-SAS; a book on climate change trends and socio-economic efforts was published by NWP; a process has been initiated by PWP to develop a policy for institutional reform and an adaptation plan for climate change and disaster management in the country; BWP has participated in implementing a programme for regional consultation in relation to developing an action plan for climate change adaptation; SLWP provided input to development of drought management policy; and BWP assisted the government of Bangladesh in implementing the Bangladesh Climate Change Strategy and Action Plan through organizing workshops.

Many workshops and training events on IWRM and related aspects have been carried out: several training programmes were organized on legal, socioeconomic and environmental aspects of water in Nepal; Tool Box knowledge dissemination was carried out for and with AWP in Pakistan and Bangladesh; BWP participated in organising training of trainers in IWRM for professionals in several water related sectors, such as water utilities, forestry, fisheries etc. There have also been a number of awareness creation programmes on IWRM for NGOs, AWP and local communities, organised by all the CWP in the region.

In 2011, a regional workshop on climate change, water and food security was organised in Sri Lanka, jointly by the GWP Technical Committee, GWP-SAS and IWMI. The workshop concluded with the commitment to establish a platform for expert interaction on the subject. However, the establishment of such a platform is considered unrealistic by several persons interviewed, considering that such platforms already exist in the region (TERI in India and IPAN in Thailand), which have a higher profile than one set up by GWP at, for instance IWMI would have.

Analysis A: According to Progress Markers in the Regional Work Programme

The information was provided by GWP-SAS, and checked against other sources by the RT.

Goal	Progress markers	Rating	Achievements 2009-2011
Promote water as a key part of sustainable development	1.1 By 2011, in Bhutan, India, Nepal, Pakistan and Sri Lanka the ministries will create and strengthen institutional mechanisms for participation of all stakeholders	8	Bhutan: draft national IWRM Framework India: Wainganga, Sri Lanka: activities in Menik Ganga, Maha Oya, Kelani Ganga, Deduru Oya, Nanu Oya
	1.2 By 2013, Bhutan, Pakistan and Sri Lanka will have a national water policy and law	6	Bhutan: Awareness for local leaders Pakistan: Accepted draft national climate policy Sri Lanka: promoting water policy through hot topics such as disasters, pollution
	2.1 By 2011, in Bangladesh and Bhutan the ministries will enact National Water Act		No information

	2.2 By 2013, respective state governments of India and relevant authorities will pursue enactment of Ground Water Development Act across selected states from six zones	5	Draft groundwater policy-UP Water policy in Rajasthan
	2.3 By 2013, Baluchistan, province of Pakistan, will enact ground water regulation		Groundwater regulation is already drafted but no work has been possible due to law and order situation in the province
	2.4 In Nepal the constitution will have adequate provision to ensure IWRM practices	8	NWP contributed to draft constitution
	3.1 The planning commissions/ministries in Bangladesh, India (where necessary-state specific interventions) and Pakistan will obtain the views of stakeholders on incorporation of IWRM principles	7	India: Participation in National Water Policy Formulation, Rajasthan: IWRM principles in new state water policy. Bangladesh: BCCSAP Pakistan: Contributed to Water Res. Chapter on 10 th Five year Dev. Plan
	3.2 In India where the principle is already included, government will review to include the views of the CBO's who will actually implement it	8	India: UP, Rajasthan, Wainganga CBOs participated in policy reviews
	3.3 In Nepal the ministries will review and implement the National Water Plan		
	4.1 In Bangladesh, water utilities will commission a stakeholder consultation on how to incorporate IWRM principles into their development projects	6	Climate Change Action Plan, Training of Trainers with Govt. on IWRM. Bhairab, Goraj river basin activities
	4.2 In Bangladesh, India, Nepal, Pakistan and Sri Lanka, the water utilities will acquire the capacity to incorporate IWRM principles in work plans	7	India: Maharashtra/Wainganga basin activities, Odisha State govt.-prepared IWRM Roadmap, Nepal: IWRM training in Tinu river basin Pakistan: activities with Ministry of Env. And Min. of Water and Power Sri Lanka: Activities with Mahaweli Authority of SL, National Water Supply and Drainage Board
	5.1 In Bhutan the National Environment Commission will coordinate all water sector activities		BhWP is not in agreement with this indicator
	5.2 In Bangladesh the water apex body will cooperate with the Bangladesh WIN	5	BAWIN
	5.3 In Sri Lanka the ministry of water resources will promote an umbrella law and take action to	5	Working through hot topics

	create an apex body that will oversee the water sector		
	5.4 In Pakistan the four provincial irrigation departments will arrange equitable distribution of surface water among all canal networks according to their actual needs and rights		
	5.5 in India, IWP with support of relevant state agencies will strengthen Peoples Participatory Management Institutions established under the Participatory Irrigation Management (PIM) Act for O&M of water infrastructure	8	Maintaining water levels in Katihar, Bihar. Enhancing water use efficiency in Jharkland Activities of Parimal Area Water Partnership and in Wainganga
	5.6 In Nepal the Department of Irrigation shall have mechanisms developed for transparency in management of irrigation projects by 2013 for enhancing good governance and reducing corruption	7	Training manual for water rights etc. Training program for water resources and rights for schools and community Promotion of Local Water Parliament
Coping with critical water challenges through partnerships to secure mutual goals	1.1 The ministries responsible for climate change and its consequences will understand and internalize IWRM based planning in response mechanisms	8	BWP facilitated BCCSAP Policy document on climate adaptation in UP, India. NWP contribution to book “Climate change: impact on livelihoods” Pakistan Ministry of Env. Accepted 1 st draft of National CCA policy SLWP contributed to “CC and Challenge for South Asia Women” conference
	2.1 In the six countries all the water stakeholders will acquire knowledge and skill to counter the effects of climate change	8	SLWP Workshop “Water Related Disasters” Regional consultation on drought management, and Integrated Drought Management, 2009,2010 IWP activities in Jharkland
	2.2 In the six countries, farmers will adapt practices that are appropriate for drought and flood situations	7	Sustainable water use through water saving technologies, Jharkland, India and Bihar New technology in Mumur Sacra PWP RBO concept and resource mapping, Sri Lanka
	2.3 Poor and marginalized people will adapt their livelihood strategies to the effect of climate change	6	All CWPs are working in this subject. But the outcome may be due to other actors.
	3.1 The responsible government departments and research organizations will share hydro-	5	Bangladesh: BCKKN initial work

	metrological data with other national governments		
	3.2 Short, medium and long term user friendly forecasting made available for different agro climatic regions/locations in participating countries and be shared amongst concerned agencies and public	4	SLWP: blog and podcast training
	4.1 The governments of the four countries will collectively discuss trans-boundary water issues		Information awaited
	4.2 Progress will be made among and between countries in South Asia in transboundary cooperation on water resources and hydropower development		
	5.1 In all six countries existing water users associations, village development committees, Panchyat raj institutions, farmers and farmers' organizations will acquire improved technologies, whilst they will be formed where not available as required	7	Activities carried out in India (PAWP, Wainganga), Sri Lanka (rain water harvesting, blog and podcast training), Bhutan (rain water harvesting), PWP (new technology to farmers, water-awareness literature), India (water quality and conservation, water saving technologies, activities in Parimal AWP with Panchayati), Pakistan: Nara canal AWP obtained technology from PRC
	5.2 In all six countries water users associations, village development committees, Panchyat raj institutions, farmers and farmers' organizations will practice improved technologies		Same as above
	6.1 In all six countries the water utilities will acquire knowledge on improved technologies for better water supply and sanitation services		I am not sure whether this is relevant because the utilities need not have GWP input for better technologies
	6.2 In all six countries the water utilities will make decisions to upgrade their delivery service mechanisms		SLWP working with water delivery agencies. BWP: rehabilitating Cyclone affected water tanks NWP training programs, IWP introduction of water saving technologies
	7.1 In selected river basins of the six countries, the relevant institutions and local authorities, civil society organizations, and water users will acquire knowledge of RBO and test feasibility for scaling up by 2011	7	Sri Lanka: Promoted RBO concept and river basin resources mapping. AWP formed on river basin boundaries India: Micro water partnerships, sub-basin based AWP Bangladesh, Pakistan: sub basin based partnerships

	7.2 In selected river basins of the six countries, the relevant institutions and local authorities, civil society organizations, and water users will establish pilot RBO's by 2011		As above
	7.3 Mapping of rivers through remote sensing and ground surveys examine status of listed parameters in place by 2013	6	Sri Lanka: Resources mapping carried out IWP: Wainganga-surveys through sub-groups, PAWP-resource mapping
Reinforce knowledge sharing and communications	8.1 In all countries, water professionals will incorporate IWRM principles in their development projects	8	World Water Day functions in all six countries with professionals Regional Workshops enabled the participation of professionals All CWP's organized, brain-storming sessions, seminars, training etc on IWRM
	9.1 In all six countries, water users will acquire knowledge about IWRM		As above
	9.2 In all six countries, water users will begin to recycle and use efficiently water and stop polluting water sources	6	SLWP carried out pollution prevention activities in Nanu Oya, Maha Oya, Kalawewa
	10.1 In all six countries, young people will acquire knowledge about IWRM	6	BWP; Training in IWRM for youth IWP, SLWP: School and youth oriented programs
	10.2 In all six countries, young people will begin to recycle and use efficiently water and stop polluting water sources.	6	As above
	10.3 In all six countries, young people will become water messengers	6	As above
	11.1 By the end of 2010, GWP-SAS will agree on the elements of a regional strategy	4	Process is evolving
	11.2 By the end of 2011, GWP-SAS /CWP will consult their partners on the draft communication strategy	6	Draft strategy prepared
	11.3 By 2012, GWP-SAS will finalize the communication strategy	6	
	Build a more effective network	12.1 The networks of area, zonal water partnerships, women water networks and local water parliaments begin proactively to plan, budget and undertake IWRM programs	8
12.2 The networks of area, zonal water partnerships, women water networks and local water parliaments will do social accounting of water sector activities		5	
11.3 Sri Lanka will launch 3,		6	6 AWP's planned for 2012

	Bangladesh and Pakistan 5, and India 3 new area water partnerships and Nepal 4 new local water parliaments. All will add new members to existing AWP's and LWP's		
	13.1 GWP-SAS and the CWP's will agree on a fundraising strategy by the end of 2010	4	Draft fund raising strategy prepared.
	13.2 Three out of the six CWP's have secured at least one new source of funding by the end of 2011. PWP will focus on USAID and at least one other donor	7	PWP obtained funds from PRC SLWP from WIN and working with private sector IWP: with the government
	14.1 All CWP's will train strategic partners in the outcome mapping methodology	4	
	14.2 GWP-SAS will take the initiative to organize a refresher outcome mapping training course in 2010 for the CWP's focal points	10	
	15.1 GWPSAS/CWP will involve its Strategic Partners, Steering Committee, Board of Governors etc as applicable in decision making	9	CWP's have established steering committees, Boards etc for decision making, and are meeting regularly
	15.2 All CWP will establish a small core group that will meet regularly to guide programme implementation and monitoring to ensure good management practice	8	CWP's have meetings regularly

Analysis B: Results of self-assessment

Goal	Most significant outcomes
Goal 1: Promote water as a key part of sustainable development	<ul style="list-style-type: none"> ▫ In Sri Lanka, activities of SLWP has resulted in influencing policies and legislation to control illegal sand mining ▫ In India, IWP has influenced water-related policies and State level IWRM Plans (Wainganga River...) ▫ In Bangladesh, Nepal and Pakistan, the CWP's have contributed to and influenced water-related policies and legislation ▫ IWRM concept has been included in all South Asia countries as important components of their national policy documents and plans for sustainable development. ▫ Water sector budgets have been increased manifold in all South Asia region countries. ▫ Water has become a top runner in Pakistan for development funding – irrigation, hydropower and water for people. ▫
Goal 2: Address critical development challenges	<ul style="list-style-type: none"> ▫ Local level climate change adaptation and awareness created in India Sri Lanka. ▫ In Sri Lanka, contribution to the programmes of disaster management with working closely with relevant government

	<p>organization (DMC)</p> <ul style="list-style-type: none"> ▫ Recognition as sub-regional thematic node on “Water” in Asia Pacific Adaptation Network. ▫ Preparation of climate change policy at national level. ▫ Awareness and acceptance of the problems of transboundary water management for resolution by the regional countries.
Goal 3: Reinforce knowledge sharing and communications	<ul style="list-style-type: none"> ▫ The region has contributed briefing notes, newlines etc. ▫ The region has regularly informed the outcomes in periodic reports ▫ Capacity built for understanding and incorporated knowledge on better water management in the regional countries. ▫ Public sector and policy makers sensitized ▫ Policy making processes now involve private sector and NGOs
Goal 4: Build a more efficient network	<ul style="list-style-type: none"> ▫ Region has increased the number of partners to 450+ ▫ Region and CWPs have established links with professional organisations such as IWMI and SAARC institutions dealing with climate change topics, relevant UN organisations to enhance expertise that can be input to programs of technical nature ▫ More parties involved at national and local level ▫ AWP strengthened to handle local issues with the technical and some core funding support by CWPs in the region. ▫ Networking has been expanded to include policy makers, NGOs, technical institutions, youth, gender and media ▫ Women and Water Network has been expanded.

Analysis C: Progress report on outcomes (May 2011)

Information on activities and progress in strategy implementation is provided in the GWP Progress Report (May, 2011). This information has been largely confirmed in interviews with GWP global, regional and country representatives and partners (however, see note in the following Section).

The highest number of activities is reported for “Supporting the GWP network” (SE 4.4), “Tackling urbanisation” (SE 2.3), “Improving governance systems” (SE 1.2), “Improving GWP outreach (SE 3.2), and “Adapting to climate change” (SE 2.1).

The total of counted hits per Strategy goal was: goal 1 (63), goal 2 (84), goal 3 (45) and goal 4 (70).

The RT consolidated view on Progress in Strategy Implementation

Goal	Analysis A	Analysis B	Analysis C	Average
Ensure water is a key part of sustainable national development	+	+	++	+
Address critical development challenges	+	+	+	+
Reinforce knowledge sharing and communication	+	+	+	+
Build a more effective network	+	+	+	+

RT Comments on results

1. The number of reported results in GWP-SAS is impressively high, to some extent the result of the non-regionality of operations, but certainly also because of the development energy that exists in the region, and the orientation towards sub-national partnerships.
2. The partnerships at sub-regional level are interesting from many points of view, one being that they should be attractive to donors since they are a way of reaching the poor more directly than for instance regional policy development.
3. The high hit rate on “Tackling urbanisation” is surprising considering that not many such activities have been mentioned in interviews or in reports. The reason needs to be checked.

Challenges/opportunities 2012 and 2013

Main challenges include:

- 1) SAARC is ineffective as a regional cooperation body
- 2) Lack of resources for broader regional and inter-regional sharing of useful knowledge that is already available
- 3) Political and other difficulties hamper regional cooperation

Main opportunities include:

- 1) Transboundary waters are still far from being used for full development, there are potential benefits
- 2) Hydropower can be tremendously increased only 7 % used now.
- 3) The age structure in the region: many young people
- 4) South Asia's productivity per unit is low, and tremendous opening for improving this

9.6 SOUTHERN AFRICA (GWP-SA)

Introduction

The Regional Water Partnership in Southern Africa (GWP-SA) has been in existence since 1998 but was launched as a formal RWP in 2000 and then became the first regional arm of GWP. The region has 12 CWP, and 202 GWP partner organizations, of which 48 are in Zambia and 37 in Mozambique.

The text in this section is based on information from work plans, progress reports, a larger number of documents received from GWP-SA, and interviews with representatives of GWP-SA, CWPs in Malawi and Zambia, and regional and national stakeholders (see Annex 3).

Context

An external review of GWP-SA was carried out through Sida in 2007, which was followed by a “mini self-assessment” carried out by GWP-SA based on the issues raised by the review. Both the review and the self-assessment were considered very valuable in terms of the information they gathered and the amount of support from donors that was achieved based on the learning process. The review was comprehensive and the findings were used by GWP-SA as a basis for developing their strategies for knowledge management and partnership strengthening.

Strategy implementation

The goal of GWP-SA is “to contribute to regional integration, poverty alleviation and socio-economic development of the SADC region through planning, adoption and application of IWRM”. The crucial role of water for development in the region is clearly stated in the SADC Indicative Strategic Development Action Plan. Consequently, GWP-SA has a focus on supporting SADC in its implementation of a number of water-related IWRM instruments, including its Regional Water Policy and Strategy, the Regional Strategic Action Plan on IWRD&M (RSAP), and the Revised Protocol on Shared Watercourse Systems.

GWP-SA has a well-prepared business plan where the indicative regional work programme is included. The governance function consists of the Consulting Partners, the Regional Chair, the Regional Steering Committee and the Regional Technical Committee. The Secretariat is located in Pretoria, South Africa.

There was one official Regional Technical Committee meeting at the outset of the strategy period when it assisted the region in developing concept notes for the regional strategy. After that, it is not regularly active but is called in when specific inputs are needed. Such contributions have included strategies for knowledge management and communications, and for partnership and institutional development.

Main activities and results since 2009

One of the main results in the region during the current strategy period has been the successes in integration with national development planning in Zambia. This process started before 2009 when the IWRM/WE implementation plan was integrated into the 5th National Development Plan (NDP) 2006-2010 and has continued during the current strategy period with support and facilitation from GWP-SA and ZWP to the preparation of the water sector part of the 6th NDP. This facilitation has also resulted in the mainstreaming of climate change adaptation in the 6th NDP. The ZWP has prepared bids for a couple of assignments for/through the GWP-SA but has not won any yet.

The second country that was quoted by some GWP interviewees as a success case was Malawi. They did prepare an IWRM/WE plan for the period 2008-2012 which has been accepted for implementation by the government. The plan includes climate change adaptation and disaster management issues as one of the action plan areas. However, due to lack of financing the activity level of MWP has come down which is evident in the lack of references to Malawi in the progress reporting and also confirmed by MWP. While there are some contacts with the Water Department, the ZWP does not participate in the implementation of the plan; there is no cooperation, for instance, with the Department of Disaster Management Affairs.

Under the current strategy period, GWP-SA has supported and facilitated the preparation of the IWRM plan in Swaziland, Namibia, and to a smaller extent also in Botswana. In DRC, the DRC CWP has been involved in engaging stakeholders in the preparation of their IWRM plan. Good progress is reported in

the case of Namibia and Botswana. In Swaziland, the plan is ready; it is reported that it was prepared with little consultation and risks to be just a paper product, although in the GWP progress report it is reported in a more positive way.

In addition to the support to climate change adaptation mainstreaming in Zambia, GWP-SA has also supported climate change adaptation strategy preparation within SADC, and communicated and cooperated with Botswana, Swaziland and UNDP on climate change issues.

Activities under the knowledge and communications goal have been limited but included dissemination to stakeholders in the region of the Regional IWRM Assessment Report and a PAWD publication on Water Security for Development.

GWP-SA has cooperated with and contributed to several regional programmes, including a project on economic accounting of water use and a regional water demand programme. They have been included as an implementing partner in RSAP3 where a role in the Zambezi Basin project may materialise in the future. They are also engaged in the implementation of the Challenge programme for Water and Food Challenge, Limpopo.

Project proposals have been prepared for AMCOW on water security and for EU/ANBO on implementation of IWRM frameworks.

Analysis A: Progress according to regional Work Programme 2009-2013

The below table shows the progress in relation to the progress markers defined in the Regional Indicative Work Programme for 2009-2013 (as contained in the GWP-SA Business Plan and in the consolidated GWP document on all regional Work Programmes, dated January 2009).

The information was provided by GWP-SA, and checked against other sources by the RT.

Goal	Progress markers 2009 to 2010	Mark	Achievements 2009-2011
Put IWRM into practice in the region, at all levels and scales and across different sectors	The government of Botswana ministry will develop their IWRM plan	8	IWRM plan near completion – alignment with national development plan.
	Relevant ministries from at least three countries will begin to involve other sectors in developing their IWRM plan	8	Botswana, Mozambique, Swaziland, Namibia, Malawi & Zambia – all have involved different sectors in IWRM planning processes.
	Ministers of Water and Finance meet at least once to increase the awareness of water's role in the economy	2	Has not yet happened, funds pursued from AfDB did not materialise to run comprehensive national then regional processes for Ministers of Finance and Water – still pursued in 2012 & 2013 with SADC and AfDB
	GWP SA and its partners will develop programmes with 2 local authorities to ensure that water resources management is taken on board	8	Swaziland and Botswana formally working/ed with local authorities in water resources management and development at local level (CWPs and support by GWPSA).
	At least three countries in the region have water sector grouping that are working closely with Economic Planning and Finance	7	Malawi, Zambia water sector worked very closely with econ&finance sectors during PAWD, Botswana and Namibia have also engaged but can be strengthened.
	Country Water Partnership's in at least six countries will actively raise awareness on water related instruments	6	Only managed in PAWD countries (Malawi, Zambia, Mozambique & Swaziland), Botswana and to an extent Zimbabwe through another regional initiative. Did not secure CWP funds to actively & comprehensively promote in 12 countries the SADC water instruments (policy,

			strategy, SADC Climate Change Adaptation strategy, RSAPII and RSAPIII).
	Key stakeholders in the Orange – Senqu basin (international-transboundary wrm) will be capacitated and have access to relevant knowledge and guidelines to facilitate implementation of IWRM frameworks	5	4 riparian states (Botswana, Lesotho, Namibia and RSA) in basin – but only recently are concrete discussions paving way for the 4 CWP's to be actively engaged in transboundary wrm. GWPSA engagement with ORASECOM (basin commission) has supported IWRM and CCA frameworks for basin through regional SADC donor support-GIZ-DFID.
Address critical development challenges in the region using IWRM as an entry point	In at least three countries in the region and at the regional level. Water using and water impacting sectors will play a role in the development of climate change adaptation strategies in water resources management and development	8	Botswana, Namibia, Mozambique, Zambia, Zimbabwe engaged in national climate change strategy development – through GWPSA support with regional partners SADC and RCCP at SADC Dialogues i.e. spin-offs from annual dialogues with follow up action or enabling environment and awareness at country level. Moz and other countries (not CWP's) active with UNDP CCA projects. Zambia CWP actively supported national CCA strategies (also through local donor support eg UNESCO)
	Decision makers from relevant ministries and institutions will be capacitated and have access to knowledge on the links and impact between water, climate change and other sectors – at national and basin level	8	Good participation of regional/national stakeholders at SADC multi-stakeholder dialogues focused on CCA and development – multi-sectoral; and good knowledge generation, management and dissemination. Also held CCA related workshops in <i>Mozambique</i> , Swaziland, Zambia and <i>Zimbabwe (Limpopo basin)</i> through RCCP and CPWF programmes.
	Stakeholders are involved in dialogues on the water-food and energy nexus held in at least three countries and at the regional level and recommendations for policy formulation captured and widely disseminated	7	Dialogues at SADC regional level mainly, not national. Inadequate resources for country dialogues – only SA through GWP TEC-DBSA-NPC workshop and then fed into official regional SADC Dialogue a month later. Need more nexus issue type dialogues – planned for next series of SADC Dialogues through Danida support.
	Stakeholders in the Limpopo Basin are informed of agricultural water interventions that are appropriate to their area	8	Good progress and outputs& outcomes as planned in CPWF focal project and now phase 2 of Challenge pgm. Strong technology and infrastructure focus in local farmer engagement and technology transfer through science and govt ext / NGOs/private sector partners
	Stakeholders and relevant institutions for peri-urban settlement challenges engaged on IWRM in Lusaka	7	Zambian projects through the university and ZWP relating to periurban/informal settlement and WS&S and groundwater - not through resources or planning support from GWPSA directly.
	Knowledge on Land use and land reform linked with IWRM and appropriately packaged to demonstrate linkages with sustainable land reform & development	2	Only knowledge on land use management/reform & networks in the region and Africa identified and internal and stakeholder discussions held on land and water management links and also in the climate change adaptation and mitigation context – integrated land and water management issues to

			prioritise in next 2 years as sectors still too far apart. Have not yet penetrated 'land reform arena' with IWRM and development issues. Links to how separate the land and water sectors are – land reform per se very sensitive but integrated land & water management is prioritised for next 2 years.
	Stakeholders in the region will readily access knowledge on the role of IWRM in addressing critical development challenges prioritized for Africa (such as ground water management, sanitation, food insecurity, international waters & climate change)	7	Through RCCP, SADC and CPWF strategic alliances and projects in 2009 and 2010, more focused approach in knowledge sourcing, packaging and dissemination for different target audiences – primarily policy maker and academic/knowledge generator focused. Need stronger efforts at river basin level (international) and local community /farmer level – to be pushed in WACDEP – Mozambique (national) and Limpopo in 2011-2013.Strong multi-level and cross-sectoral approaches.
	Regional representatives will be capacitated to showcase SADC region in understanding the role of IWRM in meeting critical development challenges	7	Collaboration with SADC and RCCP – esp for COP16 preps and participation. SADC region also promoted at global meetings for GWP, WWW (Stockholm) and Global Challenge pgm related meetings and Danida TBWRM annual meetings.
Ensure effective knowledge management and communications in the region	Stakeholders in the SADC region have access to information on IWRM via websites, GWP ToolBox and other media	8	Through regional (with SADC, WaterNet,CapNet, RCCP, CPWF, WDM –DBSA-Sida), Pan-African (AMCOW, CPWF) and global events, as wells GWP website and TEC papers, briefs etc, active dissemination (regional and African events x at least 4 per year) and alerts on information and documents available and toolbox – but can promote the toolbox more – also to attract stories/cases/tools from the region. Thus far only IWRM masters students engaged in Toolbox use and benefits. Need to capture more cases, lessons and write more and share – as a region and continent. Also do so more frequently. Regional Website and promoting use and dissemination and publicity advantages through Toolbox a priority. Also packaging existing information for specific audiences a priority.
	Stakeholders from outside the water sector including Planning and Finance ministries will understand and actively promote IWRM's relevance to their sector	6	Done well in PAWD countries but not sustained. Current in Botswana, Namibia but more consolidated approach towards sustaining efforts and results beyond a project's lifespan! Good document /publication capturing IWRM planning development lessons and well disseminated in Africa.
	GWP SA will develop and is implementing Communication Plans at regional and country level with the involvement of all partners	6	Developed KM & Comms strategy but have not actively implemented at the national levels (lack of resources to train/roll out) – but well implemented at regional level with regional partners.
	GWP SA is effectively implementing OM and starting to develop knowledge products from	6	GWPSA implementing OM in all aspects of programme but have not managed to roll out to CWP level. OM informs all planning and

	reflecting on experiences		knowledge products and processes (with SADC, RCCP, CPWF etc).
Build a more effective network	All CWPs will be re-energised and country owned. Angola, Botswana, DRC, Lesotho, Malawi, Swaziland Zambia and Zimbabwe will be accredited and Namibia and Tanzania are in the process of being accredited	3	A few CWPs are re-energised and country owned but lack of resources means lack of activities in most CWPs thus dwindling interest with no CWP activities. Only somewhat revived in 2011 September regional CP meeting – all 12 cwps participated. Strong CWPs Botswana & Zambia. Re-energised in Namibia & Zimbabwe and SA. Activities for WACDEP in Mozambique will help revive Moz CWP. CWP support a key priority for 2012/2013.
	CWP host agreements revisited and alternative hosts found where appropriate	2	CWP hosting needs to be revisited in ‘project host’ CWPs such as Mozambique and Swaziland; also where hosts were never very supportive – or have not existed Tanzania and SA. SA being addressed and other 8 other country hosts fine (Angola, Botswana, DRC, Lesotho, Malawi, Namibia, Zambia, Zimbabwe). Priority for 2012.
	All CWP will finalise Constitutions	5	Most CWPs have draft Constitutions – Botswana, Zambia & Zimbabwe are finalised. Priority for 2012 – as part of accreditation efforts.
	GWP SA will engage and recruit members from countries that have not established CWPS	1	No CWPs or CWP members recruited from SADC island states – Mauritius and Seychelles (Madagascar still SADC suspended). Keen interest for many years in Mauritius but no partner registered, only working partners in projects – have a small network in Mauritius but activity based but not official. SADC has recently expressed interest in supporting GWPSA establish CWPs in all SADC member states (i.e. these 2 island states) – as they need multi-stakeholder platforms 0- beyond the state actors in all sadc states = pursue in 2012.
	All CWPs trained in OM and share GWP customized knowledge material with Partners	3	Trained 3 CWP representatives but have had no resources to roll out beyond those 3 individuals.
	All CWPs have appropriate CWP work programmes which clearly identify the required CWP capacities and roles for implementation	4	All CWPs (except Zambia and Tanzania) developed CWP work programmes in 2009/2010 but did not manage to leverage resources to implement. Only Botswana, Lesotho, Namibia, Zambia, Zimbabwe managed to meet as CWPs through host and government support but national IWRM pgm activities only Botswana and Zambia. CWP strengthening a priority for 2012/2013.
	GWP SA will continue working with its strategic partners to implement IWRM programmes	9	GWPSA doing extremely well in strengthening ‘old’ (SADC, Pegasys, IUCN, WaterNet) developing new strategic partner relationships (RCCP, CPWF, CapNet, WDM-DBSA) -apart from policy makers – new partners are mainly mainly knowledge generators/capacity developers) as well as leveraging small resources from these

			partners or jointly fund raising with them – mainly in stakeholder engagement – knowledge repackaging – dissemination – uptake – impact roles. Significant change in what we do and how we do it – adding value to regional and country pgms – offering something unique through multi-stakeholder stakeholder platforms and knowledge and experience. Need to develop programmatic relations with IWMI and others in different sectors.
	All CWP's have developed a fund raising strategy or plan and have begun to engage with donors at country level.	1	CWP's have not developed fundraising plans, strategies or where they have such as in Malawi and Swaziland they have not managed to implement any activities due to having no resources in terms of staff time and running costs to implement. DRC, Malawi and Swaziland have tried. Lack of resources and time led to a lack of interest. CWP fundraising a key priority for 2012/2013, GWPSA core will offer small support for part time CWP staff for all 12 CWP's.
	At least 4 CWP's have secured financial resources from local or regional donors for activities	2	Aware of only Botswana and Zambia securing resources for local activities.

Analysis B: Results of self-assessment

Goal	Most significant outcomes
Goal 1: Promote water as a key part of sustainable development <i>(GWP-SA regional goal: Put IWRM into practice in the region, at all levels and scales and across different sectors)</i>	<ul style="list-style-type: none"> ▫ Completion of IWRM Plans in Swaziland, Mozambique, Zambia and Malawi ▫ Integration of water security in SADC IWRM Regional Strategic Action Plan III ▫ Transboundary IWRM Planning – LIMCOM, ORASECOM ▫ SADC Multi-stakeholder dialogues - 14 countries, government and others ▫ Water mainstreamed into National Development Plans – Zambia (done) and Botswana (in progress)
Goal 2: Address critical development challenges <i>(GWP-SA regional goal: Address critical development challenges in the region using IWRM as an entry point)</i>	<ul style="list-style-type: none"> ▫ Development and launch of Water, Climate and Development Programme (with AMCOW, SADC) ▫ Development of SADC Climate Change Adaptation ▫ Strategy Challenge programme for Water and Food – Limpopo Basin Development Challenge. Addressing food security issues (agricultural water management) bringing water and food practitioners together ▫ Influencing researchers in food/agriculture/water to engage with stakeholders and policy makers at different levels – local, national, transboundary, basin (Limpopo) ▫ Integration of climate change into Zambia 6th National Development Plan.
Goal 3: Reinforce knowledge sharing and communications	<ul style="list-style-type: none"> ▫ Publication of experiences in IWRM Planning process in 13 countries in Africa

<i>(GWP-SA regional goal: Ensure effective knowledge management and communications in the region)</i>	<ul style="list-style-type: none"> ▫ Involving the media to communicate more broadly with the public on water and development challenges ▫ Regional dialogue with water using and water impacting sectors ▫ Development of policy briefs ▫ Website
<p>Goal 4: Build a more efficient network</p> <p><i>(GWP-SA regional goal: Build a more efficient regional network)</i></p>	<ul style="list-style-type: none"> ▫ Innovative partnerships to raise and secure funds with new “donors” or strategic allies to provide a “value-added” service ▫ A strong, credible, open and transparent governance system and procedures in Southern Africa ▫ Regional database update ▫ Development of country strategic business plans ▫ Interaction with WaterNet on capacity building ▫ Developed relationships with the Regional Climate Change Programme (RCCP)

Analysis C: Progress report on outcomes (May 2011)

Information on activities and progress in strategy implementation is provided in the GWP Progress Report (May, 2011). This information has been largely confirmed in interviews with GWP global, regional and country representatives and partners.

The highest number of activities are reported for “Improving support for water management through national processes” (SE 1.1), “Supporting the GWP network” (SE 4.4), “Adapting to climate change” (SE 2.1), “Monitoring progress on IWRM” (SE 1.6) and “Facilitating transboundary cooperation” /SE 1.5). Reports related to actual outputs and outcomes are mostly for “Improving support for water management through national processes” and “Adapting to climate change”.

The total of counted hits per Strategy goal was: goal 1 (20), goal 2 (8), goal 3 (1) and goal 4 (7).

The RT consolidated view on Progress in Strategy Implementation

Goal	Analysis A	Analysis B	Analysis C	Average
Ensure water is a key part of sustainable national development		+	+	+
Address critical development challenges		+	+	+
Reinforce knowledge sharing and communication		+/-	-	+/-
Build a more effective network		+/-	+/-	+/-

RT Comments on results

1. There seems to be good cooperation and support from GWP-SA to countries in the region.
2. The fact that GWP-SA ties up their activities closely with SADC strategies is good. However, there is also the risk that this limits the function of the partnership being an independent actor in the water sector in the region.
3. There was a lot of activity at the country levels before the current strategy period; IWRM/WE plans got prepared and donor funding was available under PAWD. The activity level has been reduced radically due to the lack of funding, and in countries like Malawi and Zambia it is next to impossible to get funding; the attempts made by Zambia to get funded projects through GWP-SA have not succeeded.

4. It was suggested that GWP-SA should assist the countries by developing templates for country-level business plans.
5. The region is relatively successful in establishing relationships with strategic partners and donors through which local funding is generated.
6. The focus on IWRM planning has been a relevant strategic orientation, as is the work on climate change adaptation. However, the focus on IWRM planning needs to be changed to an implementation focus. There is criticism from several boundary partners that GWP-SA is still too much oriented towards planning and multistakeholder platforms instead of turning to more implementation-oriented facilitation that could make a concrete difference in water resources management in the region.

Challenges/opportunities 2012 and 2013

Main challenges include:

- Difficult for CWPs to get funding
- How to turn more into developing instruments and institutional capacity for water management implementation and investment

Main opportunities include:

- The region can continue to benefit from the good contact and cooperation with SADC.
- Several important lines of action open for financing of cooperative projects at the regional level, this should also count as an opportunity for CWPs to get involved.

Annex 10 List of acronyms

ADA	Austrian Development Agency
ADB	Asian Development Bank
AfDB	African Development Bank
AMCOW	African Ministerial Conference on Water
APAN	Asia Pacific Adaptation Network
AWP	Area Water Partnership
BhWP	Bhutan Water Partnership
BPDWS	Building Partnerships for Development in Water and Sanitation
BWP	Bangladesh Water Partnership
CapNet	International network for capacity building in sustainable water management
CCAD	Central American Commission of the Environment
CICOS	Congo Basin Commission
CPWF	Challenge Programme on Water and Food
CWP	Country Water Partnership
DFID	Department for International Development (UK)
DRC	Democratic Republic of Congo
EC	European Commission
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
EU	European Union
EUWI	European Union Water Initiative
FAO	Food and Agriculture Organisation of the United Nations
FORSEAU	Central African Regional Solidarity Fund for Water
GEF	Global Environment Facility
GW-MATE	Groundwater Management Advisory Team
GWA	Gender and Water Alliance
GWP	Global Water Partnership
GWP-CAf	GWP Central Africa
GWP-CAM	GWP Central America
GWP-China	GWP China
GWP-Med	GWP Mediterranean
GWP-SA	GWP Southern Africa
GWP-SAS	GWP South Asia
GWP-TAC	GWP Technical Advisory Committee
GWP-WAf	GWP West Africa
GWPO	Global Water Partnership Organization
ICID	International Commission on Irrigation and Drainage
ICLEI	Local Governments for Sustainability
IFAD	International Fund for Agricultural Development
ILC	International Law Commission
INBO	International Network of Basin Organizations
IRBM	Integrated River Basin Management
IUCN	International Union for Conservation of Nature and Natural Resources
IWMI	International Water Management Institute
IWP	India Water Partnership
IWRM	Integrated Water Resources Management
LIMCOM	Limpopo Watercourse Commission
LR	Learning Review
MoU	Memorandum of Understanding
NDP	National Development Plan
NeWater	New Approaches to Adaptive Water Management under Uncertainty
NGO	Non-Government Organisation
NWP	Nepal Water Partnership
OM	Outcome Mapping
ORASECOM	Orange-Senqu River Commission
PAWD	Partnership for Africa's Water Development

PWP	Pakistan Water Partnership
RCCP	Regional Climate Change Programme
RSAP3	Regional Strategic Action Plan3
RT	Review Team
RWP	Regional Water Partnership
RWSN	Rural Water and Sanitation Network
SADC	Southern African Development Community
SC	Steering Committee
SDC	Swiss Agency for Development and Cooperation
SE	Strategic Element
SICA	Central American Integration System
SIWI	Stockholm International Water Institute
SLWP	Sri Lanka Water Partnership
SSWM	Sustainable Sanitation and Water Management
SWIM-SM	Sustainable Water Integrated Management – Support Mechanisms
TEC	Technical Committee
TWM	Transboundary Water Management
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNFCCC	United Nations Framework Convention on Climate Change
USAID US	Agency for International Development
WACDEP	Water, Climate and Development Programme for Africa
WDM-DBSA	Water Demand Management programme of the Development Bank of Southern Africa
WMO	World Meteorological Organisation
WRI	World Resources Institute
WRM	Water Resources Management
WSP	World Bank Water and Sanitation Program
WWF	World Wide Fund for Nature
ZWP	Zambia Water Partnership or Zonal Water Partnership