

GWP Annual Progress Review for 2011

Monitoring and Reporting Progress to 2011

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Global Water Partnership Annual Progress Review for 2011

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Abbreviations and Acronyms

ADB	Asian Development Bank
AfDB	African Development Bank
AMCOW	African Minister's Council on Water
ANBO	Africa Network of Basin Organisations
APWF	Asia-Pacific Water Forum
BhWP	Bhutan Water Partnership
CAADP	Comprehensive Africa Agricultural Development Programme
CABEI	Central American Bank for Economic Integration
CACENA	Central Asia and the Caucasus
CAF	Central Africa
CAM	Central America
CapNet	Cap-Net is an international network for capacity building in sustainable water management
CAR	Caribbean
CARICOM	Caribbean Community and Common Market
CCA	Climate Change Adaptation
CCAD	Central American Commission on Environment and Development
CDKN	Climate and Development Knowledge Network
CDM	Clean Development Mechanism
CECCC	Capacity Enhancement for Coping with Climate Change
CEE	Central and Eastern Europe
CHI	China
CICOS	Congo Basin Organisation
CILSS	Permanent Inter State Committee for Drought Control in the Sahel
COP17	Conference of Parties
COTED	Council of Ministers of Trade and Environment
COWI	Consultancy within Engineering, Environmental Science and Economics
CP	Consulting Partners
CREPA	Centre Régional pour l'Eau Potable et l'Assainissement
CWP	Country Water Partnership
DANIDA	Denmark - Ministry of Foreign Affairs
DFID	UK Department for International Development
DHI	International consulting and research organisation
DIKTAS	Project initiated by the aquifer-sharing states in the Mediterranean region
EAF	Eastern Africa
EAWU	Economic Accounting of Water Use
EC	European Commission
EC IFAS	Executive Committee of the International Fund for Saving the Aral Sea
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
ERCC	Regional Strategy for Climate Change
ES	Executive Secretary
EU	European Union
EU WFD	EU Water Framework Directive
EUWI	European Union Water Initiative

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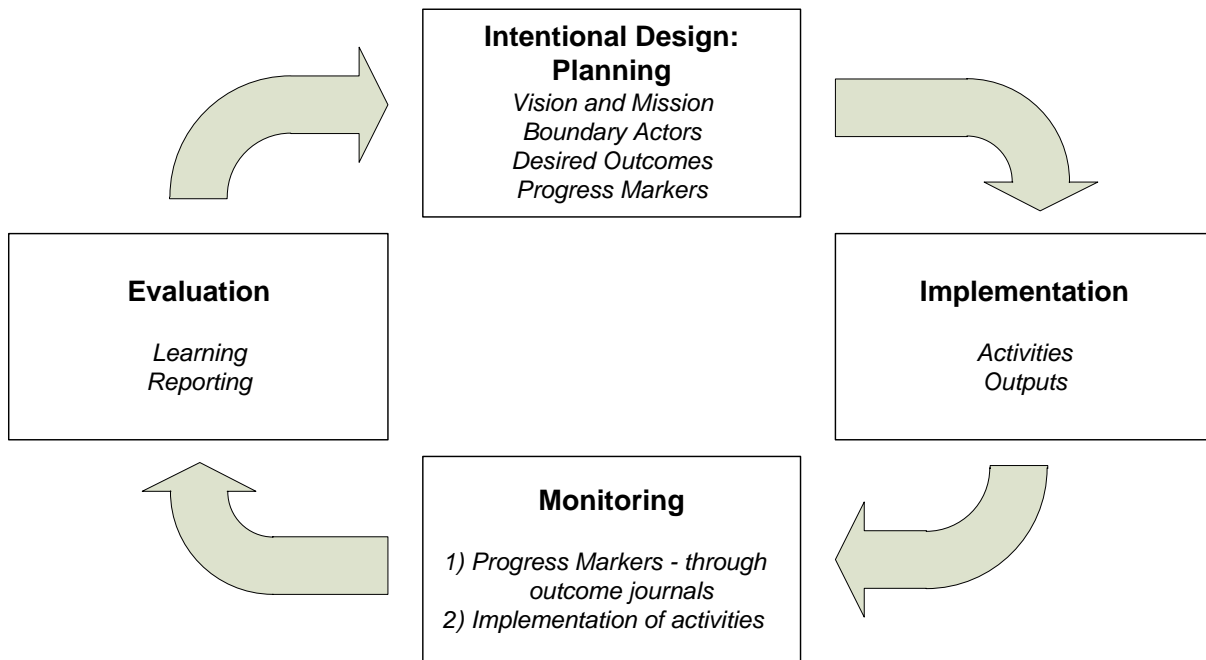
EUWI-FWG	European Union Water Initiative - Finance Working Group
FAO	Food and Agricultural Organisation of the UN
FO	Finance Officer
FORSEAU	Regional Solidarity Funds for Water
FPG	Finance Partners Group
GA	General Assembly
GEF	Global Environment Facility
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GWP-C	GWP Caribbean
GWPO	Global Water Partnership Organisation
GWPSA	GWP Southern Africa
HI	Host Institution
HIA	Host Institution Agreement
HLS	High Level Session
ICZM/IWRM	Integrated Coastal Zone Management/IWRM
IDM	Integrated Drought Management
IDRC	International Development Research Centre
IFAD	International Fund for Agricultural Development
IFAS	Institute of Food and Agricultural Sciences
INBO	International Network of Basin Organisation
IPCC	UN Intergovernmental Panel on Climate Change
IUCN	International Union for Conservation of Nature
IWMI	International Water Management Institute
IWRM	Integrated Water Resources Management
JICA	Japan International Cooperation Agency
LWP	Lao Water Partnership
MED	Mediterranean
MOU	Memorandum of Understanding
NBI	Nile Basin Initiative
NGO	Non Governmental Organisation
NO	Network Officer
NSWP	New Rajasthan State Water Policy
OECD	Organisation for Economic Co-operation and Development
OM-RBF	Outcome Mapping - Results-Based-Framework
OOSKA	Water Newsletter (ref. http://www.ooskanews.com/)
PAGIREN	National IWRM Planning process in Niger
PIWAG	Programme for the improvement of Water Governance in West Africa
PO	Programme Officer
PSP	Private Sector Participation
PWA	Palestinian Water Authority
PWP	Pakistan Water Partnership
RBM	River Basin Management
RBOs	River Basin Organisations
RC	Regional Coordinator
RECs	Regional Economic Communities
RMB	Chinese currency
RSC	Regional Steering Committee

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RWH	Rain Water Harvesting
RWP	Regional Water Partnership
SADC	Southern African development Community
SAF	Southern Africa
SAM	Southern America
SAS	South Asia
SC	Steering Committee
SDC	Swiss Agency for Development Cooperation
SEA	South East Asia
SICA	Central American Integration System
SIWI	Stockholm International Water Institute
SWWW	Stockholm World Water Week
TAC	Technical Advisory Committee
TEC	Technical Committee
TF	Task Force
UEMOA	Union économique et monétaire ouest-africaine
UK	United Kingdom
UN ESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNCED	United Nations Conference on Environment and development
UNDP	United Nations Development Programme
UNECE	United Nations Economic Commission for Europe
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UN-Water	United Nations Water Programme
USAID	United States Agency for International Development
USD	US Dollars
W&S	Water & Sanitation
WACDEP	Water Climate and Development Programme
WAF	West Africa
WB	World Bank
WCDP	World Community Development Programme
WIN	Water Integrity Network
WMO	UN World Meteorological Organisation
WRCC	Water Resources Coordination Centre
WRM	Water Resource Management
WSS	Water Supply and Sanitation
WUE	Water Use Efficiency
YR	Yellow River

1. Introduction

This *Annual Progress Review for 2011* is a new report within the Monitoring and Reporting activities carried out within the GWP Work Programme Cycle:



GWP's Outcome Mapping-based Work Programme Cycle

This *review* report covers the GWP progress in 2011 and the cumulative progress for the 2009-2013 Strategy period. The report was requested by the GWP Steering Committee in 2011 to provide a *succinct, yet analytical* overview of the activities undertaken and the main outcomes achieved in each year by the GWP Network (GWPO Secretariat including the Technical Committee, and the 13 Regions). It draws on the regular monitoring data and information already being collected. This progress review is primarily a tool for the GWPO and the Regions with distribution similar to other planning and management documents - such as the GWP annual workplans.

The responsibility for preparing the regional analyses rested with the GWPO Network Officers working with the respective Regional Coordinators. Thematic reporting was lead by the GWPO thematic focal point – usually a Senior Network Officer. GWPO reporting was carried out by the Executive Secretary, the Heads of Units (Finance and Administration, Communications and Network Operations) and the Chair of the Technical Committee.

GWP's annual report to the Sponsoring Partners entitled *GWP in Action* summarises important results, outcomes and achievements during the year. This *Annual Progress Review* uses the full range of GWP's Outcome Mapping monitoring and reporting tools, as well as other monitoring and reporting sources, to review progress in implementing the Strategy. It is intended to complement *GWP in Action* and therefore does not provide, for example, a full financial report presented elsewhere.

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The report is structured as follows:

- Section 2 highlights the progress in overall implementing the Strategy and important challenges in thematic and regional activities.
- Section 3 summarises the cumulative progress in delivering on the Strategy, the intensity of the main activities and outputs during the year, and a quantification of the outputs clustered by the well known IWRM ToolBox classification structure.
- Section 4 presents detailed monitoring and evaluation datasheets and planned and actually progress in 2011 with critical analysis for the global, thematic and regional levels.

2. Executive Summary

2.1 Progress in Implementing the Strategy

Progress in implementing the GWP Strategy 2009-2013 is presented in Section 3. Detailed monitoring data and narrative progress reviews are provided in Section 4, for GWPO including for each of the five thematic areas as outlined in the Future Directions paper, and then for each of the 13 GWP Regions. In each case the monitoring data is summarised on a single page (the “dashboard”) showing the impact, outcomes, progress markers, outputs, and input. The data collection for impact is incomplete and has not yet been shown, as the GWP monitoring system is still work in progress. The budget details for the input line are also lacking.

2.1.1 Outcomes

Within the present Strategy period to date (2009-2011), a significant number – over 90 – of tangible *outcomes* at the highest results level have been reported throughout the GWP Network. These outcomes mainly fall under Strategic Goal 1, with a small number under Goal 2. The number of tangible outcomes achieved and reported across the GWP Network in 2011 was 25.

The annual rate of reporting of such tangible changes/IWRM outcomes appears to be relatively constant (totalling some 222 since 1998) with some year-to-year variability and higher activity when regional programmes, such as the *Programme for Africa’s Water Development* (2005-2010) are in place. In recent years, it is probable that there is considerable under-reporting from country level, since the reports are largely being done by the GWP Regions, not all of which are yet equipped to report adequately on country-level activities. In addition, in 2011 it is likely that the budget situation led to a lower level of outcomes.

2.1.2 Achievement as measured against progress markers under the 4 Strategic Goals

As was pointed out in the Mid-Term Review, the Outcome Mapping *progress markers* defined in 2009 were ambitious. The financial crisis of 2009-2011 has meant that annual budgets over these three years were lower than anticipated, and therefore it is unlikely that the outcome challenges will be fully addressed within this Strategy period. 2011 has shown slower implementation than over the previous two years.

Under Goal 1, 39 progress markers have been achieved to end 2011, an increase of 9 over the number in 2010. This shows a slower rate of implementation than during 2009 and 2010. However the number of progress markers which show partial implementation has increased more rapidly, with 61 progress markers now in this category as opposed to only 36 at end 2010. Overall, more than 75% of the progress markers have shown some progress.

Under Goal 2, the numbers of progress markers which have not shown movement have dropped from 64 to 40 during 2011. This indicates that many more of the regions have begun to tackle the critical development challenges, working with boundary actors in other sectors. Overall, progress has improved from 50% to some 70% overall.

Under Goal 3, there has been steady improvement in the progress markers which have been reached. While only 10 progress markers had been reached by end 2010, this number reached 16 at end 2011, with the number of progress markers in implementation rising from 40 to 51. Overall, there has been progress from some 50% to more than 70% overall.

Finally, under Goal 4, the number of progress markers achieved rose from 17 to 22, which shows a slower rate of implantation than in the first two years of the Strategy period. Overall, over 75% of

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the progress markers show some level of implementation. Conversely, this means that less than 25% of the progress markers have not yet had work initiated.

2.1.3 Activities and Outputs

The pattern of activities and the emphasis given to the strategic areas is similar in 2011 as compared to the previous years. The types of activities engaged in under each thematic area vary, also from region to region reflecting regional priorities and varying levels of maturity and capacity. For example, in the *climate change* and *financing* areas GWP is initiating activities particularly through capacity building.

2.2 Progress and challenges in 2011

Detailed presentation of GWP Network global, thematic and regional progress and challenges in 2011 with recommendations is made in Section 4. Following are some highlights:

2.2.1 GWP Network

- **Addressing critical challenges globally:** GWP continued to address critical development challenges and raise the visibility of water management and development through a number of global high level events and initiatives notably:
 - Tashkent International Conference on Water Security, 11-13 May (co-organized by GWP Central Asia and the Caucasus region).
 - GWP supported the organization of the Chatham House conference on “The New Politics of Water”, 14-16 June on transboundary water management issues.
 - Stockholm World Water Week – August 2011 – *Water in an Urbanising World*: GWP is represented through membership on 1) the Scientific Programme Committee and 2) the SIWI Advisory Board. The workshop session on Integrated Urban Water Management included a launch of the GWP Perspectives Paper on this subject prepared by the Technical Committee.
 - GWP chaired the OECD session on “Water Reform at the National Level”, Paris, 26 October.
 - Bonn2011 Conference – November 2011 – *The Water, Energy and Food Nexus – Solutions for the Green Economy*.
 - The 17th Conference of the Parties (COP17) to the United Nations Framework Convention on Climate Change (UNFCCC) and the 7th Session of the Conference of the Parties serving as the Meeting of the Parties (CMP7) to the Kyoto Protocol, Durban – December 2011.
 - GWP/WMO consultations on the proposed Integrated Drought Management Programme, Geneva.
 - Agreement of a Memorandum of Understanding for future collaboration between GWP and the FAO.
- **Mid-term Strategy Review:** was carried out under the supervision of the Steering Committee and Financial Partners Group during the period August to November 2011. The review affirmed major strengths of the GWP being: i) the IWRM concept and ii) the Network of partner organisations. The observations and recommendations from the Review were discussed at the November Steering Committee meeting with agreement to move forward by putting focus on activities in the following 8 areas during the remaining period of the present Strategy:
 1. Defining the role of Integrated Water Resources Management in addressing today’s global challenges
 2. Increasing Partners’ ownership and engagement with GWP
 3. Using a results-based planning, monitoring and evaluation approach
 4. Stepping up Global and Regional Fundraising
 5. Galvanising the Technical Function

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6. Galvanising the Communications Function
 7. Reviewing GWP's governance structure; and
 8. Setting the stage for the next Strategy period: 2014-2019.
- **Making the Knowledge Chain Work**: Meaningful interaction between the global Technical Committee and the regions in operationalising the GWP *Knowledge Chain* remains a challenge and has also been identified by the Mid-Term Review as one of the important focus areas for the remaining strategy. The Technical Committee achieved regional presence and consultation through 2 regional workshops on water and food security in South Asia and Southern and Eastern Africa. 3 publications were issued during the year. Regional interaction in producing outputs of the Technical Committee in 2011 was limited and could be enhanced. A more active regional interaction in producing Technical Committee outputs is planned in 2012. Additional support to facilitate delivery of the Technical Committee work in 2012 is also required and planned.
 - **The GWP Network**: As highlighted in the Mid-term Strategy Review, and noted in many of the regional progress reports (ref. Section 4.3) maintaining and increasing the relevance of the GWP Network through functional, effective and financially autonomous Regional Water Partnerships remain a challenge. Successful RWPs are becoming less reliant of core financial provisions by GWP and increasingly able to develop their own local and regionally-funded programmes and projects. Related to this issue is the present institutional model whereby RWPs are administratively and legally enabled through host institutions. This arrangement can restrict their development as independent institutional entities. A sustainable institutional model needs to be developed which may involve legal and administrative independence in some regions.
 - **Financial Management in 2011**: The complete 2011 Annual Financial Report is presented separately. Financial uncertainty with two core donors (the UK and the Netherlands) at the end of 2010 resulted in a challenging year from the perspective of the management of financial and human resources. A decision was taken by the Steering Committee early on, as a priority, to maintain financial contributions to the regions and to maintain incumbent GWPO staff. Essential GWPO staff vacancies, notably in Network Operations, were not filled. Budget relief came as the Netherlands confirmed in late 2011 a 3-year financial commitment. The UK contribution was under discussion through most of the year and continues into 2012 due to DFID's new approach in preparation of a business case and related results-framework. A major achievement in 2011 has been the increase in locally-raised funding from about €1m to €3m – the highest level in GWP history.
 - **Gender Strategy**: GWP began development of a *Gender Strategy across the GWP Network* as part of our commitment to operationalise this *guiding principle* and *core value*. The Gender Strategy is expected to be ready at the end of 2012 and elaborated in a participatory manner, involving the GWP Regions and Partner organizations within the Network.

2.2.2 Thematic Areas

To focus on specific areas of planning and reporting, and thus facilitate presenting specific results within the context of the present 5 year Strategy period and beyond, a *Future Directions* paper was prepared. Agreement was reached on the following five thematic areas drawn from the 10 listed in the Strategy for focused attention/reporting across the Partnership (noting continued progress in all aspects of the Strategy): 1) Improving financing for water management, 2) Facilitating transboundary cooperation, 3) Adapting to climate change, 4) Achieving food security, and 5) Tackling urbanisation.

These thematic areas provide the basis and opportunity to determine and demonstrate the results of GWP's support to countries through the work of CWPs, RWPs and globally. Plans and progress

with each of these thematic areas at global and regional levels in 2011 is summarised in Section 4.2. Highlights follow:

1. Improving Financing for Water Management: We believe there has been good progress in this thematic area in 2011. This subject remains a crucial cross-cutting issue at the heart of sustainable water resources management. An “operational strategy” has been drafted, discussed with the regions and is in place. A Senior Network Officer is responsible for GWPO coordination. We have benefitted from the synergy with the EUWI Financial Working Group. It is a continuing challenge to connect national, regional and global initiatives.
2. Facilitating Transboundary Cooperation: An *operational strategy* is under formulation during the year. The Senior Network Officer responsible for this thematic area was recruited in December 2011. Various and significant activities are taking place throughout the Network and globally – which could be better coordinated. Major achievements including putting in place the GWP/Dundee scholarship programme for the first time in 2011, the cooperation with INBO in drafting the new IWRM Handbook on Transboundary Basins, and the design of the EU/ANBO transboundary project to start in 2012. Examples of regional highlights include our significant continuing support for processes on the Danube River with the *Danube Strategy* adopted (ref. GWP Central/Eastern Europe report), in the Aral Sea Basin (ref. GWP Central Asia/Caucasus report), in several transboundary basins in the Balkans (ref. GWP Mediterranean report) and in Southern Africa.
3. Adapting to Climate Change: This thematic area is perhaps the most advanced in terms of an *operational strategy* in place and under implementation. A variety of well coordinated global and regional activities are taking place. At the global level GWP has succeeded in high level influence through UNFCCC processes. The *WACDEP in Africa* is a major climate change adaptation programme in the inception phase in 2011. It provides a model for similar initiatives in other regions as submitted in the 2012 Workplan *growth budget* – which is still subject to funding. i.e. Lessons learned from WACDEP are being captured in other regions. Through collaboration with the Climate Development Knowledge Network, GWP is guiding the development of a framework for financing climate change initiatives in Africa. Our challenge is to maintain focus and start delivering results with limited human and financial resources until the growth budget is in place.
4. Achieving Food Security: There has been some progress in developing a coherent *operational strategy*. Good links have been established and continue to be developed with a wide range of strategic allies including FAO, IFAD and IWMI. Two major regional workshops (South Asia and Southern/Eastern Africa) lead by the Technical Committee were implemented with important recommendations contributing to both regional and global programmes.
5. Tackling Urbanisation: Good progress has been achieved at the global level with Technical Committee leadership and publication of a perspectives paper on Integrated Urban Water Management. Lots of regional activities also, noting the monitoring of activities under this theme include a number of related issues including WSS and environmental management. No coherent *operational strategy* for the partnership has been formulated so far. One limiting factor is the vacant GWPO Network Officer position.

Priority thematic areas noted above, it must be highlighted that the GWP Network continues with activities and outputs related to other areas. Notable in 2011 are the following:

- Monitoring progress on IWRM implementation: The GWP Network provided an important contribution to the preparation of the *Status Report on the Application of Integrated Approaches to Water Resources Management* to be launched at the Rio+20 Conference, June 2012, and prepared by the UN-Water team within which GWP was a member.

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- Improving governance systems: GWP continues to play an active role in partnership with the Water Integrity Network both globally and increasingly regionally in working to help reduce corruption in the water sector.
- Enhancing knowledge sharing and communication: GWP knowledge resources including on-line IWRM ToolBox provide a basis for a sound knowledge management

2.2.3 Regional highlights

Refer to Section 4.3 for details. Highlights follow:

- Caribbean: A major challenge is to improve alignment of the region's programme and the regional economic community's priorities. Establishment of Country Water Partnerships may enable wider reach of the Partnership.
- Central Africa: Regional governance issues (HR management and HI agreement) in the RWP have been a challenge but are being addressed in collaboration with the GWPO. In spite of these challenges, some important local programming was carried out. Engagement beyond Cameroon in the wider region remains a challenge.
- Central America: This is an effective RWP with good performance in a range of sectors and well aligned to a RWP strategy. The proposal to implement a regional programme in climate change adaptation has been developed and has high level support and ownership at regional and national levels. Effective RWP governance arrangements in place. Challenges include increased demand for funding at the country level and increasing participation of GWP Partner organisations.
- Central and Eastern Europe: Good governance arrangements are in place for this RWP. It is an active region with good results (e.g. Danube Strategy, Astana Conference, etc.) and good regional reach. A well-structured integrated drought management programme has been developed and put forward in the 2012 *growth budget*. The water policies of the EU Water Framework Directive are a challenge as they both: 1) enable (through a common framework) and 2) restrict (through the heavy and often bureaucratic EU requirements) regional activities.
- Central Asia and the Caucasus: This is an active RWP with good results and regional reach in a region with critical water resources management issues (e.g. the Aral Sea Basin). The coordination of regional activities is complicated by presence of two sub-regional units (Central Asia and Caucasus) that are faced with very different water-management issues and interests. GWP's *neutral platform* is recognised and may be increasingly exploited to address such issues.
- China: High level meetings, workshops and similar multi-stakeholder *fora* constitute the main area of activity. GWP China is unique in its ability in the country to convene high level national discussions on critical water resources management issues representing massive national investments (e.g. RMB 345.2bn - about USD 55bn – in 2011).
- Eastern Africa: Partnership governance issues have constrained performance in this region. This has been addressed recently through new strong leadership with an invigorated Regional Steering Committee. New RWP staff has been put in place in early 2012 providing good reason for optimism for this region to deliver results in accordance with the regional challenges and potential.
- Mediterranean: This region continues to perform productively through a variety of initiatives in the member countries implementing a number of programmes and projects successfully funded by others including the GEF, Coca-Cola, the EC, etc. With the high level of activity come corresponding human and financial management challenges which are being successfully addressed.

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- South America: There is a lack of regional programmatic coherence in this very large geographic area. On the other hand, some CWPs are active, notably in Peru (with a viable climate change adaptation proposal included in the 2012 *growth budget*), Venezuela and Chile. Efforts are being made to incorporate new actors and develop synergies amongst countries through the definition of common regional tasks that will trigger national processes.
- South Asia: This RWP is nationally-focussed with limited programming in this challenging region. Workplans are implemented nationally with activities delivering impacts locally, notably through *Area Water Partnerships*. Structural reorientation, a strategic work planning process and the development of national and regional programmes with additional external funding will be required to invigorate this region. The region has taken positive steps in this direction including a recent decision by the Steering Committee to maintain the regional office in Colombo on a permanent basis. Furthermore, GWPO is taking concerted steps to assist the region towards required changes in approach and management.
- South-East Asia: This RWP also is nationally-focussed with limited regional programming in a region with major national, regional and transboundary water resources management and development challenges. Whereas some Country Water Partnerships in the region are dynamic and active in raising funds and implementing activities, others require further support. In recognition of the need to be financially independent and to reinvigorate the region, the regional Steering Committee approved a decision to move the regional office by the end of 2012 (originally planned for end of 2011 but delayed due to the 2011 floods in Thailand). GWPO is taking active steps to facilitate a positive change including through fund raising assistance.
- Southern Africa: This is a productive RWP with active programmes, funded by a variety of sources and with significant interaction with the regional economic community (SADC). The RWP office will serve as the host for coordination of the *WACDEP in Africa* programme.
- West Africa: This is an active and productive RWP with strong links to regional economic activities through ECOWAS. Some strong CWPs notably in Benin. RWP administrative issues related to the host institution were a challenge and are being addressed.

3. Progress in Implementing the Strategy

In this section we summarise monitoring data and information resulting from the various monitoring and evaluation reports prepared by the Network under GWP's Work Programme Management Cycle and give an initial indication of the overall progress made in implementing the 2009-2013 GWP Strategy. The progress is presented in 3 sections reflecting the results-framework:

1. At the highest level of results-monitoring and reporting, Section 3.1 summarised the main *changes and IWRM outcomes*: i) since GWP commenced operations in 1998 and ii) during the present Strategy period.
2. Section 3.2 provides the analysis of Outcome Mapping *progress markers* – i.e. the *goal posts* on the way to major planned outcomes as achieved above.
3. Section 3.3 provides activity-level information on the type and number of activities undertaken by the GWP network in order to address the outcome challenges monitored through the progress markers monitoring reported above.

3.1 IWRM Outcomes

A comprehensive classification of Integrated Water Resources Management (IWRM) tools that enable good water governance¹ has been developed by GWP, as reflected in the GWP ToolBox classification structure (ref. www.gwptoolbox.org) organised in three main clusters:

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

Source of data: all available monitoring and reporting mechanisms including:

- Monthly reports of activities and outcomes;
- Outcome Mapping-based *progress markers* reports identifying progress in addressing outcome challenges, delivering on annual workplans and on the Strategy;
- Programme reports; and
- ToolBox case studies.

We have used this classification to cluster monitoring and reporting of tangible IWRM-related outcomes :

- i) cumulatively, over the life of the GWP Network since 1998, and
- ii) during the present Strategy period;

as summarised in Table 1 below.

Table 1: GWP Network outcomes clustered according the IWRM ToolBox classification

Outcome level governance tools clustered by GWP ToolBox classification		2009-2011 Strategy	Total since 1998
A	Enabling Environment ²	26	58
B	Institutional Roles and Required Capacity	15	69
C	Management Instruments ³	48	95
Total:		89	222

¹ Good governance has 8 major characteristics: It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. (OECD, 2001).

² Policies, legal frameworks and financing and incentives

³ For sharing data/information, assessing, planning, negotiating, cooperating, regulating and financing management and development

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Tangible *outcomes* directly fostered by GWP intervention and observed in all available reporting mechanisms for countries, regions and globally are recorded according to the IWRM toolbox classification within the GWP monitoring system (ref. datasheets presented in section 4). Examples of such *changes/IWRM outcomes* recorded in 2011 are provided in Table 2 below. Some of these are highlighted in *GWP in Action 2011* (<http://www.gwp.org/About-GWP/Publications/Annual-reports/>).

Table2: GWP Network outcomes reported during 2011

Region	Location	Tangible change/IWRM Outcome	Tool
GLOB	Global	COP16 final declaration	A1.03
CAM	Honduras	Watershed councils established in Honduras	B1.04
CAR	St Kitts and Nevis	Improved capacity enhances water use efficiency in St Kitts & Nevis	B2.02
CAR	Suriname	Water resources information system developed in Suriname	C8.01
CEE	Moldova	Plan for management of lower Prut region	C2.02
CEE	Moldova	Plan for Management of Natural Resources for Chisinau City	C2.05
CEE	Ukraine	National Environmental Strategy (state management of water sector)	B1.01
CEE	Ukraine	Reform of water sector and adoption of IWRM implementation on the basin level	B1.01
MED	Drin Basin	Agreement on a shared vision for the Drin River Basin	B1.02
MED	Lebanon	National Assessment on concrete actions for private sector participation in water infrastructure	C9.04
MED	Tunisia	National Assessment on concrete actions for private sector participation in water infrastructure	C9.04
SAF	Botswana	Wastewater management plan developed in Botswana using an integrated approach	C2.01
SAF	Regional	Climate change adaptation strategy for the SADC water sector launched	A1.03
SAS	Bangladesh	Urban flood risk management framework developed for Dhaka city	C9.01
SAS	India	Ground Water Policy for Uttar Pradesh	C2.03
SAS	India	New Water Policy for Rajasthan	A1.02
SAS	India	Wainganga Integrated River Basin Management Master Planning	C2.02
SAS	India	Capacity built for implementation of integrated approach to water resources management in Rajasthan	B2.02
SAS	Pakistan	Cooperation promoted in lower Indus Basin in Pakistan	B1.08
SEA	Philippines	Small water service providers in the Philippines now recognised as delivering on MDGs	B1.06
WAF	Gambia	IWRM Roadmap	C2.01
WAF	Guinea	IWRM Roadmap	C2.01
WAF	Guinea	National IWRM Coordination Commission set up	B1.03
WAF	Guinea-Bissau	IWRM Roadmap	C2.01
WAF	Sierra Leone	IWRM Roadmap	C2.01

Aspects of this approach to monitoring results are being integrated into the evolving results-based management framework being developed in 2012 under Focus Area 4 for delivery of the Strategy to 2013.

Overall assessment:

Within the present Strategy period to date (2009-2011), a significant number – over 90 – of tangible *changes/IWRM outcomes* at the highest results level have been reported throughout the GWP Network. Examples of these for 2011 are presented in Table 2. These outcomes mainly fall under Strategic Goal 1, with a small number under Goal 2.

The annual rate of reporting of such tangible changes/IWRM outcomes appears to be relatively constant (totalling some 222 since 1998) with some year-to-year variability and higher activity when regional programmes, such as the *Programme for Africa's Water Development* (2005-2010) are in place. In recent years, it is probable that there is considerable under-reporting from country level, since the reports are largely being done by the GWP Regions, not all of which are yet equipped to report adequately on country-level activities.

In addition, it is difficult to assess the impact and value-for-money of positive progress as monitored and assessed here. However, the recent work in developing a results-based management framework, and the continued evolution of the GWP Work Programme Cycle, are expected to assist.

3.2 Implementing the Strategy as assessed through Outcome Mapping Progress Markers

As a policy-related organisation and network, GWP has committed in this Strategy period to adopt *Outcome Mapping*⁴ as its approach to plan, implement, monitor, evaluate and report on its work. An Outcome Mapping approach inherently recognises that direct attribution of *results* to indirect outcomes is not possible in organisations such as GWP. Outcome Mapping methodologies seek to identify and report on the *plausible linkages* between outputs and outcomes. *Results* have been planned and are being assessed based on monitoring and reporting on the *influence* on the *boundary actors*⁵ with whom GWP is working to effect change. For GWP, the *boundary actors* are often national governments or regional economic development bodies.

The outcomes⁶ of GWP's work are measured through monitoring *changes in the behaviour* identified by *progress markers* of these key actors and others. Such *results* can be monitored and reported only through describing the *plausible linkages* between GWP's activities and interventions, and the desired outcomes.

Source of data: *GWP Annual Progress Markers : Reports* for 2010 and 2011.

GWP has now carried out 2 assessments based on Outcome Mapping *progress markers* in 2010⁷ and 2011, providing some indication of progress in implementing the strategy. The progress markers may be considered the *goal posts* along the way to addressing the 2013 Outcome Challenges initially identified in the 5-year work programmes elaborated in 2008 and early 2009. The database of GWP progress markers now comprises some 600 entries obtained from the statements provided in the 2 annual reports on monitoring of progress markers. GWP global and regional entities have made an analysis of the pre-identified progress markers according to the following 3 levels:⁸

⁴ IDRC. 2001. Outcome mapping: building learning and reflection into development programs. 120 pp.

⁵ *boundary actors* are defined as the parties which are to change as a result of GWP's activities.

⁶ *outcomes* as defined as *changes in relationships, activities, actions, or behaviours of boundary actors that can be plausibly linked to a programme's activities although they are not necessarily directly caused by it* (IDRC, 2001).

⁷ Two regions did not have progress markers in their 2010 workplans and therefore could not fully report. This problem is addressed in the 2011 workplan. One region reported without using the scale.

⁸ The statistics provided are indicative and should be treated as illustration / work in progress.

GWP Annual Progress Review for 2011

/	Some linkage can be reported with a key <i>boundary actor</i> , mostly in terms of connection / interest / participation to GWP activities (10%)
+	A change process is identified. While not fully implemented, the direct link to GWP activities is worth reporting (50%)
++	A significant change can be reported. The influences/ processes leading to this change are worth reporting, including the direct link to GWP activities (90%)

Assessments of the various entities within the organisation, globally and regionally, are presented in the Annex. The *pie charts* on the following page summarise the 2 annual outcome mapping assessments. It shows the pattern of recorded changes in 2010 and 2011 against the same progress markers (from 2009) and the 4 GWP Strategic Goals.

Please refer to the comprehensive 5-year GWP Work Programmes for detailed descriptions of the progress markers.

Overall assessment:

There has been steady progress in influencing change and addressing outcome challenges globally, regionally and nationally, in the direction of achieving GWP's vision and mission through the 4 Strategic Goals. As was pointed out in the Mid-Term Review, the Outcome Mapping *progress markers* defined in 2009 were ambitious. The financial crisis of 2009-2011 has meant that annual budgets over these three years were lower than anticipated, and therefore it is unlikely that the outcome challenges will be fully addressed within this Strategy period. 2011 has shown slower implementation than over the previous two years.

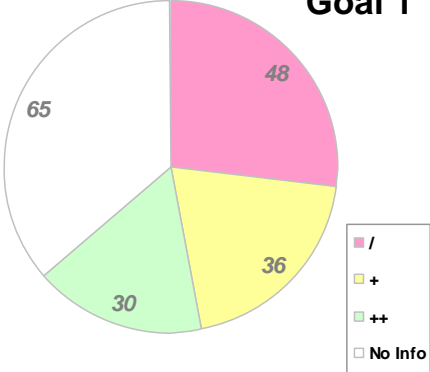
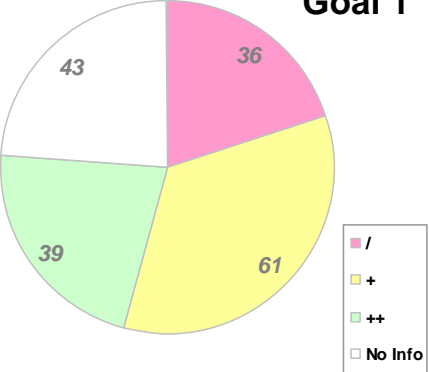
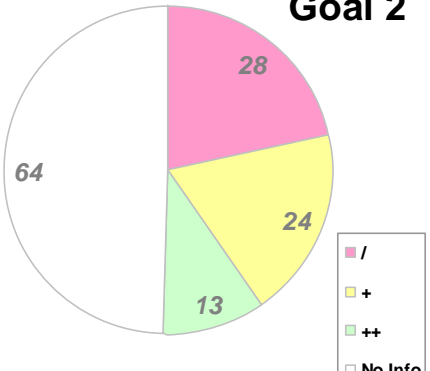
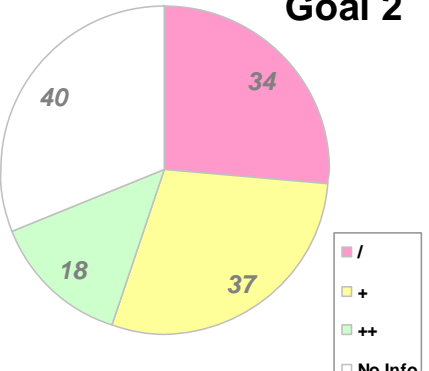
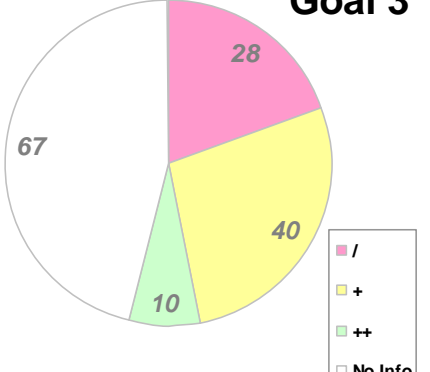
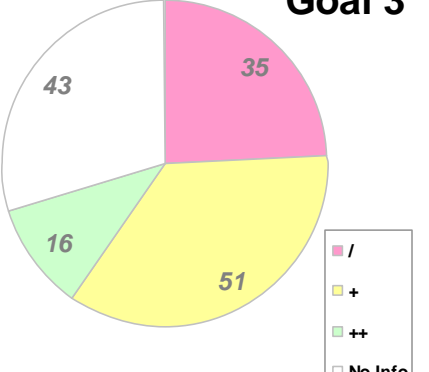
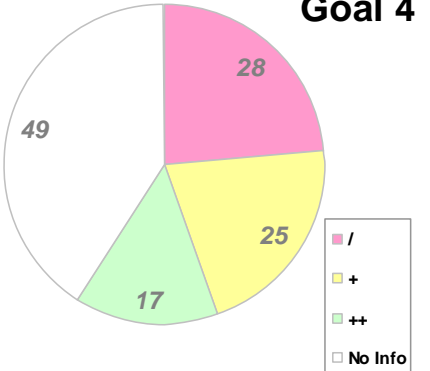
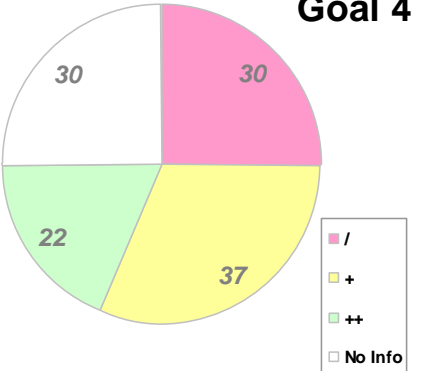
Under Goal 1, 39 progress markers have been achieved to end 2011, an increase of 9 over the number in 2010. This shows a slower rate of implementation than during 2009 and 2010. However the number of progress markers which show partial implementation has increased more rapidly, with 61 progress markers now in this category as opposed to only 36 at end 2010. Overall, more that 75% of the progress markers have shown some progress.

Under Goal 2, the number of progress markers which have not shown movement have dropped from 64 to 40 during 2011. This indicates that many more of the regions have begun to tackle the critical development challenges, working with boundary actors in other sectors. Overall, progress has improved from 50% to some 70% overall.

Under Goal 3, there has been steady improvement in the progress markers which have been reached. While only 10 progress markers had been reached by end 2010, this number reached 16 at end 2011, with the number of progress markers in implementation rising from 40 to 51. Overall, there has been progress from some 50% to more than 70% overall.

Finally, under Goal 4, the number of progress markers achieved rose from 17 to 22, which shows a slower rate of implantation than in the first two years of the Strategy period. Overall, over 75% of the progress markers show some level of implementation. Conversely, this means that less than 25% of the progress markers have not yet had work initiated.

Table: Assessment of Outcome Mapping Progress Markers – 2010 and 2011

2010	2011																
<p>Goal 1</p>  <table border="1"> <tr><td>/</td><td>48</td></tr> <tr><td>+</td><td>36</td></tr> <tr><td>++</td><td>30</td></tr> <tr><td>No Info</td><td>65</td></tr> </table>	/	48	+	36	++	30	No Info	65	<p>Goal 1</p>  <table border="1"> <tr><td>/</td><td>36</td></tr> <tr><td>+</td><td>61</td></tr> <tr><td>++</td><td>39</td></tr> <tr><td>No Info</td><td>43</td></tr> </table>	/	36	+	61	++	39	No Info	43
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3.3 Activities and Outputs

The statistics below give an overview of GWP intervention patterns in the 18 *thematic areas*⁹ identified in the GWP Strategy as they are being addressed, based on the number of activities reported for each thematic area (i.e. the number of “hits”) as reported in the GWP Monthly Reports.

Source of data: *GWP Monthly Reports.*

Overall assessment:

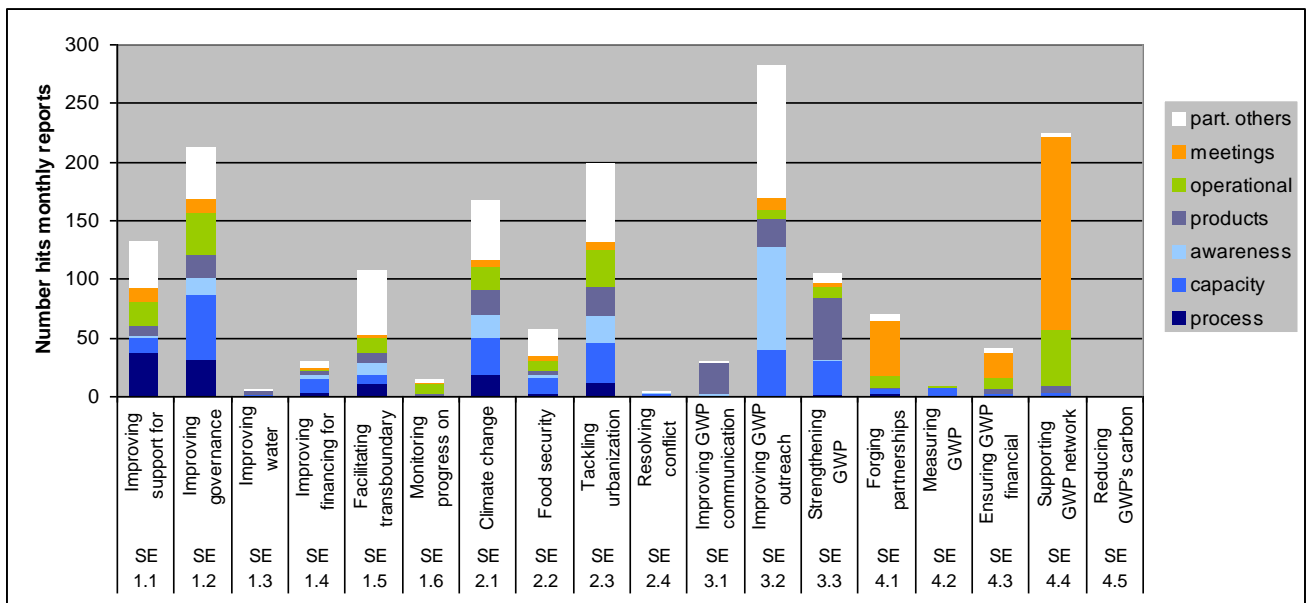
The pattern of activities and the emphasis given to the strategic areas is similar in 2011 as compared to the previous years. The types of activities engaged in under each thematic area vary, also from region to region reflecting regional priorities and varying levels of maturity and capacity. For example, in the *climate change* and *financing* areas GWP is initiating activities particularly through capacity building. Activities under SE 1.1 “improving support for water management through national processes” are expected to increase as climate change adaptation programme initiatives already underway move to implementation in 2012, and similar initiatives in several regions proposed in the 2012 *growth budget* are put in place as funding is made available. Such programmes include strong links to national development plans and financing strategies which are closely linked to tangible outputs and outcomes in terms of national and regional investments.

Below is a graph showing the total number of occurrences (i.e. *hits*) reported per strategic area, split by types of activities:

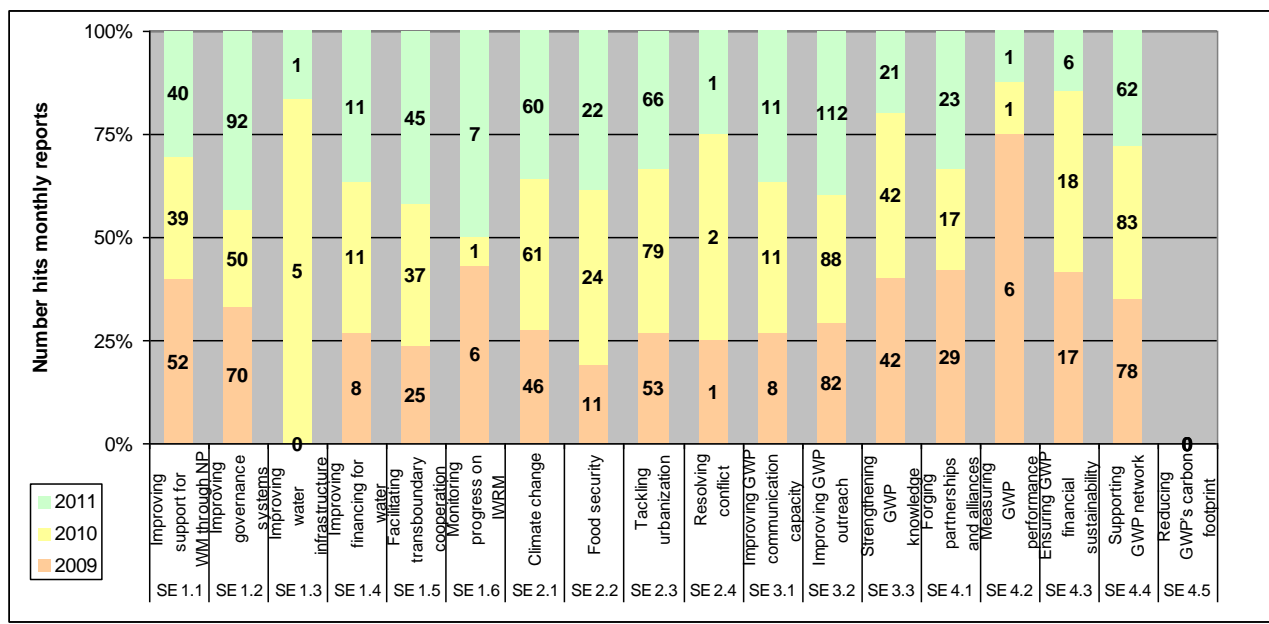
- Blue (4 shades) represents reports directly associated with outputs/outcomes – due to the types of activities reported for:
 1. *process* facilitation
 2. *capacity* building,
 3. *awareness* raising, and
 4. *products*;
- Green colour is a mix of *operational* activities contributing to a larger project purpose;
- Orange colour represents GWP initiated *meetings* for advocacy, designing or advancing cooperation with others and for managing/governing the network; and
- White colour represents *participation/contribution* to events or processes initiated by *others*.

⁹ Remark: under the strategic element “tackling urbanization” are recorded a number of different issues (e.g. WSS, environment), which explains the high number of hits.

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The graph below shows the number of reported occurrences or *hits* per year and per strategic area in 2009, 2010 and 2011.



More detailed analysis by theme in the form of *spider diagrams* presented for each theme in Section 4.2 provide an indication of the types of activities conducted within the Network for each thematic areas. It is interesting to note, for example, the different emphasis of the activities in each of these thematic areas reflecting varying levels of maturity and capacity. For example, in the *climate change* and *financing* areas GWP is initiating activities particularly through capacity building.

4. Monitoring and Evaluation Data and Planned/Actual Progress in 2011

This section summarises the available monitoring and evaluation data and the planned and actual progress in 2011 for each entity within the GWP Network:

1. GWPO Secretariat and Technical Committee
2. Global coordination of 5 priority thematic areas, and
3. Regional water partnerships - 13

The *Planned/Actual Progress in 2011* tables is presented in 3 sections:

1. Column 1 presents the summary activities presented in the 2011 Workplan.
2. Column 2 presents a summary of the actual progress during the year as also presented in the Executive Summary 2012 Workplan.
3. The final section in the table presents a critical commentary including the most important challenges-faced, lessons-learned and recommendations.

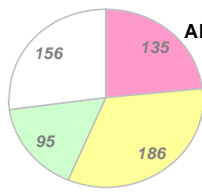
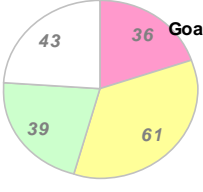
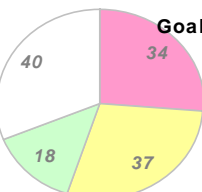
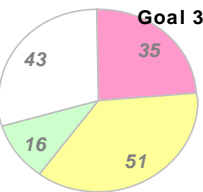
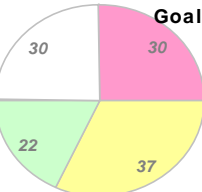
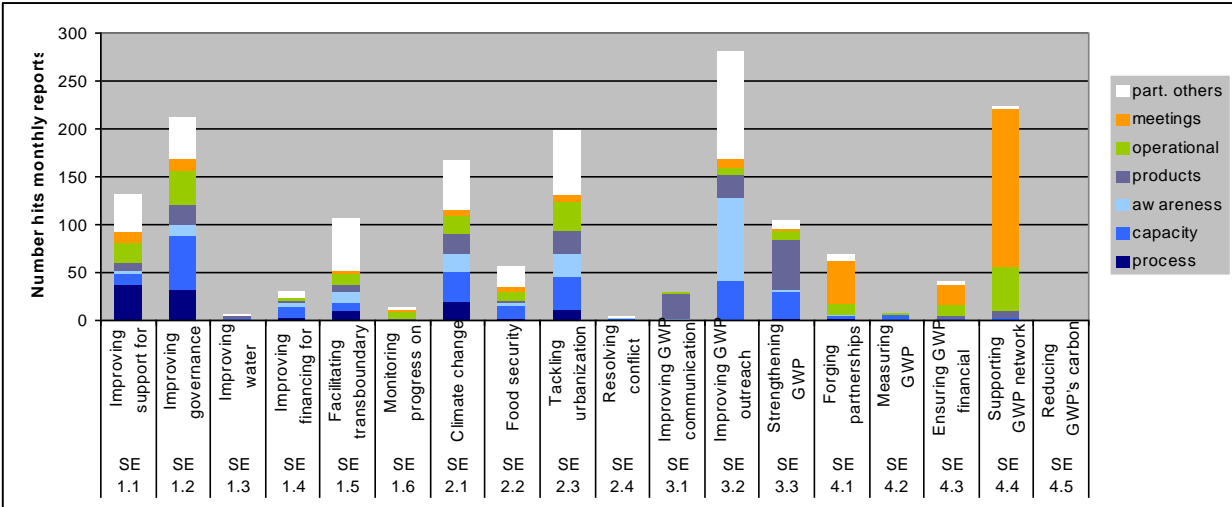
Understanding the Datasheets

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

GWP Annual Progress Review for 2011


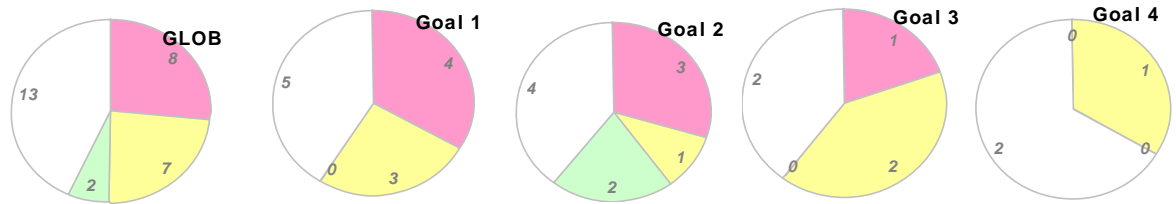
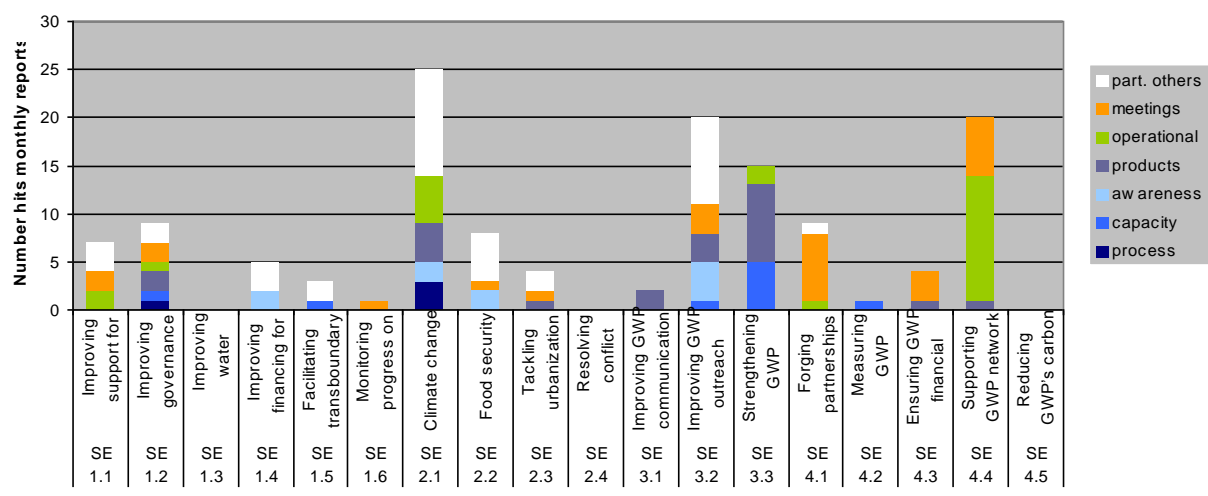
4.1 GWP Global Level

4.1.1 The GWP Network and Organisation

IMPACT (Socio-Economic Benefits)		ALL	a_GLOB	CAC	CAF	CAM	CAR	CEE	CHI	EMR	SAF	SAM	SAS	SEA	WAF
Value Added (proxy €):															
Beneficiaries (NB):															
Investments (leverage):															
Value Added (proxy €):															
Beneficiaries (NB):															
Investments (leverage):															
OUTCOMES (Water Governance Systems)		ALL	a_GLOB	CAC	CAF	CAM	CAR	CEE	CHI	EMR	SAF	SAM	SAS	SEA	WAF
A Policies		58	4	0	2	6	2	3	2	2					
B Institutional roles		69	1	0	2	1	0	6	1	2					
C Management Instruments		95	3	4	7	6	3	9	1	7					
<i>Cumulative</i> Total		222	8	4	11	13	5	18	4	11					
A Policies		9	2	9	9	5									
B Institutional roles		4	3	37	7	2									
C Management Instruments		18	1	7	3	22									
<i>Cumulative</i> Total		31	6	53	19	29									
PROGRESS MARKERS (Actors influenced)															
2009-to date															
Something can be reported about the boundary actor, mostly in terms of connection / interest / participation to GWP activities (10%)		/													
A change process is identified while not fully implemented; the discussion of the link to GWP activities is worth reporting (50%)		+													
A significant change can be reported; the discussion of the different influences/ processes leading to this change is worth reporting, including the link to GWP activities (90%)		++													
OUTPUTS/ACTIVITIES (Proxy)															
2009-to date															
INPUTS (Budgets)		ALL	a_GLOB	CAC	CAF	CAM	CAR	CEE	CHI	EMR	SAF	SAM	SAS	SEA	WAF
2009-to date															
Budget (€):															
Budget (€):															

GWP Annual Progress Review for 2011

4.1.2 The GWPO and Technical Committee

		
IMPACT (Socio-Economic Benefits)	Global	
	Value Added (proxy €):	
	Beneficiaries (NB):	
	Investments (leverage):	
	Value Added (proxy €):	
	Beneficiaries (NB):	
Investments (leverage):		
OUTCOMES (Water Governance Systems)	Global	
	A Policies	4
	B Institutional roles	1
	C Management Instruments	3
	<i>Cumulative</i>	Total 8
	A Policies	
	B Institutional roles	
	C Management Instruments	
	<i>Cumulative</i>	Total
PROGRESS MARKERS (Actors influenced)	2009-todate	
		
	Something can be reported about the boundary actor, mostly in terms of connection / interest / participation to GWP activities (10%)	/
	A change process is identified while not fully implemented; the discussion of the link to GWP activities is worth reporting (50%)	+
	A significant change can be reported; the discussion of the different influences/ processes leading to this change is worth reporting, including the link to GWP activities (90%)	++
OUTPUTS/ACTIVITIES (Proxy)	2009-todate	
		
	Improving support for SE 1.1	SE 1.1
	Improving governance SE 1.2	SE 1.2
	Improving water SE 1.3	SE 1.3
	Improving financing for SE 1.4	SE 1.4
	Facilitating transboundary SE 1.5	SE 1.5
	Monitoring progress on SE 1.6	SE 1.6
	Climate change SE 2.1	SE 2.1
	Food security SE 2.2	SE 2.2
	Tackling urbanization SE 2.3	SE 2.3
	Resolving conflict SE 2.4	SE 2.4
	Improving GWP communication SE 3.1	SE 3.1
	Improving GWP outreach SE 3.2	SE 3.2
	Strengthening GWP SE 3.3	SE 3.3
	Forging partnerships SE 4.1	SE 4.1
	Measuring GWP SE 4.2	SE 4.2
	Ensuring GWP financial SE 4.3	SE 4.3
Supporting GWP network SE 4.4	SE 4.4	
Reducing GWP's carbon SE 4.5	SE 4.5	
INPUTS (Budgets)	Global	
	Budget (€):	
	Budget (€):	

GWP Annual Progress Review for 2011

4.1.3 GWPO Secretariat – Planned/Progress in 2011

GWPO SECRETARIAT	
WORKPLAN 2011 (Highlights)	PROGRESS 2011
<ul style="list-style-type: none"> • Mid-term Review of the implementation of the GWP Strategy • Support the formulation and funding of a new internationally implemented Drought Management Programme. 	<ul style="list-style-type: none"> • The Mid-term Review of the GWP Strategy was carried out during the period July to November by 2 senior external consultants. The report was reviewed at the November meetings of the FPG and SC where a series of “nest step” were agreed to be carried out in 2012. • Formulation of a global Drought Management Programme has been postponed as it waits additional funding under the “growth” budget in 2012.
<ul style="list-style-type: none"> • Broadening the scope for the GWP Decision Support system to ensure it continues to provide the global secretariat with a reliable service for financial management. 	<ul style="list-style-type: none"> • The Decision Support System, including the Partners’ Database, continues to evolve into a comprehensive programme planning, monitoring and financial management system. • Successful programmatic and financial management throughout 2011 despite working under an “austerity” budget with significantly restrained funding (ref. financial report, Section 3)
<ul style="list-style-type: none"> • Continue to promote the need for well-qualified full- or part-time Communications Officers in the regions and to assist in building the capacity of the regions in communications and knowledge-sharing. • Continue to upgrade technology platforms by introducing a new knowledge and document management system, exploiting the full potential of the Partners database, and improving features of the new GWP website. • Begin a more coordinated and focused approach to event/advocacy participation and targeted media relations. 	<ul style="list-style-type: none"> • Assisted GWP Central and South America regions in recruitment of Comms Officers. Unanticipated Communications Training Workshop in December 2011 in response to demand at August Comms meeting. Regional websites based on global platform are underway. • Partners Database able to support work planning and contact management. Web content updated within 24-48 hours of receiving information. Created WACDEP site in French and English. • Media plan developed. Coverage at global level: • <u>Water Security Becoming a Real Issue</u>, <i>Global Briefing</i> (First Quarter 2011), ES Interview. • <u>Innovation and the Private Sector</u>, <i>Global Briefing</i> (First Quarter 2011), Interview with Hall and Scoullos. • <i>World Water</i>, Vol. 34/Issue 1, Jan-Feb 2011, p. 8, “Global water issues crucial to climate change negotiations” (Obeng and GWP Statement) • <u>ES interview with UN-Water</u>, March 2010. • GWP at UNFCCC Bonn coverage in <i>WaterLink</i>. • GWP at UNFCCC Bonn coverage in <i>OOSKA News</i>. • <u>Water-saving CDM ideas trickle into pipeline</u>, Aug. 9, 2011, Thompson Reuters’ Carbon Market News Service (paid subs). • <i>Svensk Damtidning</i> No. 36 (1-7 Sept.), royal magazine. Featured GWP Patron at CP Meeting with several GWP mentions. • <u>VOA Radio</u> interview with Alex Simalabwi, COP 17. • <u>Growing Calls for Water to be Prioritised</u>, IPS, COP17. • “AfDB Wants Water at Center of Climate Negotiations in Durban,” <i>OOSKA News</i>, Dec. 7, 2011, quote from Ania at COP17.
<ul style="list-style-type: none"> • Network Officers playing an increasingly active 	<ul style="list-style-type: none"> • GWPO Network Officers are playing an increasingly

<p>role as focal points in strategic thematic elements of the GWP Strategy and thereby enabling operationalising the knowledge chain.</p> <ul style="list-style-type: none"> • Monitoring Progress on IWRM: Status Report to the UNCED plus 20 conference on the application of integrated approaches to the development, management and use of water resources • Develop the GWP-Dundee Scholarship Program - International Law – and begin implementation, funds permitting 	<p>active role as focal points for the 5 key strategic thematic elements agreed with the Steering Committee during the year. A key challenge is the continuing 2 vacancies in the Network Operations Unit, one of which was filled in December 2011 who has been assigned the thematic area of “facilitating transboundary cooperation”. The outstanding thematic area requiring additional attention is “tackling urbanisation” (ref. Section 4.2.5).</p> <ul style="list-style-type: none"> • Chaired the OECD session on “Water Reform at the National Level”, Paris, 26 October • The GWP Network has successfully and significantly contributed to the finalisation of the Rio+20 <i>Status Report on the Application of IWRM</i> to be launched at Rio+20. • Stockholm World Water Week – August 2011 – Water in an Urbanising World: GWP is represented through membership on 1) the Scientific Programme Committee and 2) the SIWI Advisory Board. • Despite limited <i>austerity</i> funding during 2011, the GWP/Dundee Scholarship Programme in International Water Law was launched with 8 participating student.
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CRITICAL ASSESSMENT

Challenges:

- The loss of 2 major donors (Netherlands and UK) at the end of 2010 required GWPO operations to be constrained (regional budgets were maintained) under an *austerity* budget approved on a quarterly and monthly basis by the Steering Committee. This required curtailment of some activities notably including the recruitment of 2 key GWPO vacancies in Network Operations Unit, postponement of re-printing of some publications and not able to print some new ones and the postponement of the planned promotion of the ToolBox in the regions.
- Development and focus on 5 key thematic areas (from the 10 under strategic goals 1 and 2) was presented in a *GWP Future Directions* paper presented and discussed at the May meetings of the FPG and SC.
- The key conclusions and recommendations of the Mid-Term Strategy Review were discussed and agreed at the November GWP Steering Committee meeting providing guidance to building on the key strengths of the Network and improving the *relevance, efficiency and effectiveness, impact and sustainability* of the workprogramme. Key recommendations for further action during the present Strategy period as follows:: 1) Contextualising IWRM, 2) Energising the GWP Network, 3) Developing a useful program management framework for monitoring and reporting, 4) Providing incentives for delivery of the GWP Strategy, 5) Operationalising the GWP Knowledge Chain, 6) Enhancing Communications, 7) Reviewing GWP Governance; and 8) Setting the Stage for the next Strategy period.
- Financial support from the UK concluded in 2010. Significant resources were devoted to contributing to DFID’s preparations and plans for future financial support. This succeeded in a submission jointly with the Water Partnership Programme of the World Bank to DFID’s International Climate Fund resulting in Board approval July 2011 for £12m for GWP over 4 years. Subsequent collaboration with DFID during the year continued through contributions to components of their detailed “business case” to be submitted for approval in early 2012. This has represented a major challenge for GWP in describing its results-framework with a more explicit link to delivery of tangible results with clear links to social and economic benefits.

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4.1.4 Technical Committee – Planned/Progress in 2011

Technical Committee	
WORKPLAN 2011 (Highlights)	PROGRESS 2011
<ul style="list-style-type: none"> Regional Workshop (including proceedings): Water policy to support Food Security held in South Asia back-to-back with the meeting of the Technical Committee Technical Papers on a case study on water demand management in MED region and at least 3 countries water security profiles (a follow up of a paper on Water Security) Background Papers on: <ul style="list-style-type: none"> Transboundary Cooperation Integrated Urban Water Resources Management Update of Background Paper No. 2 (on Economic and Social Value of Water). The workplan for 2011 reflects a concerted effort to ensure that the activities of the Technical Committee are demand driven and regionally informed, and take full advantage of opportunities for global/regional interaction. The Technical Committee will work in line with and be fully involved in the implementation of the recommendations from the August 2010 workshop during the Regional Days on “Making GWP’s Knowledge Chain work”. The Technical Committee will thus work closely with the support of the GWPO Secretariat, Senior Advisers and RWPs to develop and implement its workplan. 	<ul style="list-style-type: none"> Two regional workshops conducted in South Asia (also in conjunction with a meeting of the Technical Committee) and in Southern Africa. Synthesis reports on the subject of water and food security were developed summarising the main presentations, discussions and main recommendations from these two meetings. Some technical papers and background papers proposed have been delayed and preparation remains in progress Background Paper on Social Equity originally scheduled for 2010 completed Perspectives Paper on Water Security originally scheduled for 2010 completed Perspectives Paper on Integrated Urban Water Management published and presented as a keynote address during the Stockholm World Water Week.
CRITICAL ASSESSMENT	
<p>Challenges: Major achievements in 2011 were the organization the two inter-regional workshops 1) in South Asia and 2) in Southern Africa. These workshops aimed to address the GWP strategic element on <i>Achieving Food Security</i> and also to implement the recommendations to increase regional engagement in “Making GWP Knowledge Chain work”. The Technical Committee succeeded to stimulate discussion among regional partners on how the GWP can best address the threats and opportunities latent in the nexus between climate change, water security and food security. Proceedings were published and disseminated to other regions. Follow up with the recommendations forthcoming from these regional workshops is required.</p> <p>The Technical Committee workplan for 2011 proved ambitious with two publications originally planned for 2010 finalised and the perspectives paper on Integrated Urban Water Management published and presented.</p> <p>Recommendations: Additional programme management support to facilitate delivery of the Technical Committee Workplan is required and has been considered in the 2012 workplan.</p>	

4.2 Global Coordination of Thematic Areas – Planned/Progress in 2011

4.2.1 Improving Financing for Water Management – Planned/Progress in 2011

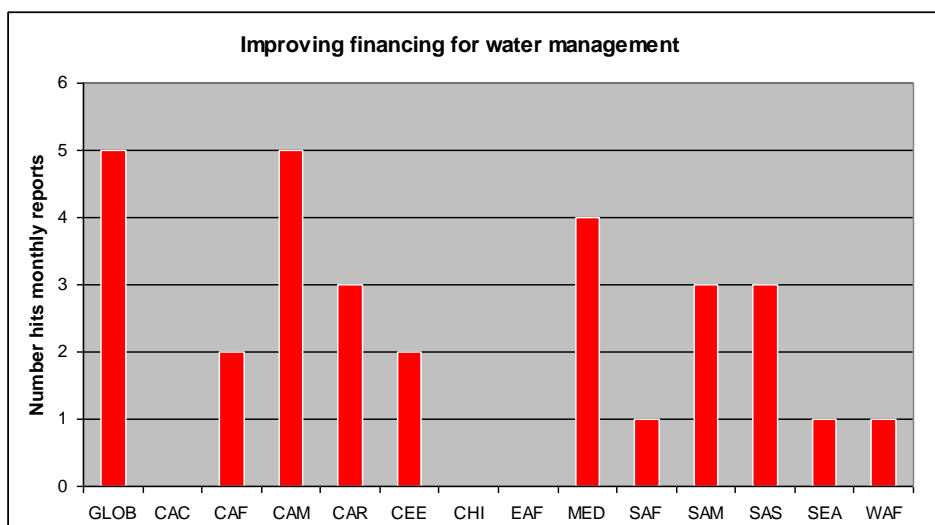
IMPROVING FINANCING FOR WATER MANAGEMENT	
WORKPLAN 2011	PROGRESS 2011
<p>Publication on lessons learned from the series of GWP and EUWI FWG joint workshops and show the positive repercussions that this training has had in the regions and countries involved. These workshops have been successful in promoting meaningful dialogue between water management (W&S included) and finance officials and have triggered national processes. GWP intends to apply the lessons learned and share them at different levels. TEC will also update the background Paper No. 2 (on Economic and Social Value of Water).</p>	<ul style="list-style-type: none"> • The lessons-learned publication was delayed due to shallow and often insufficient documentation of most workshops. • An <i>operational strategy</i> on how to engage in supporting water financing initiatives throughout the network was developed and presented during the Regional Days. • TEC has not yet updated background Paper No. 2 “Water as a social and economic good”
CRITICAL ASSESSMENT	
<p>1. Analysis of planned vs achieved As mentioned above, publication was delayed due to the difficulty to obtain information and was finalised early in 2012. (ref. http://www.gwp.org/en/gwp-in-action/News-and-Activities/Linking-Good-Water-Governance-And-Financing/)</p> <p>The update of GWP Background Paper No 2 is beyond the scope of this thematic area and should be considered part of TEC’s work plan.</p>	
<p>2. Overall progress in delivering the Strategy based on progress in 2011 and review of the datasheets The 5-year report shows a number of outstanding outcomes achieved as a direct result of the eight regional training workshops, as well as an amazing multiplying effect (more than 20 events) that reflects the enormous demand to address water financing issues at both national and regional level. This initiative could be used as an example of real value-for-money for the donor community since their original investment (EUR 277K) was increased by 150% times in matching funds to organise the eight regional workshops, and led to the development of follow up initiatives that leveraged a considerable amount of funding and in kind contributions we were unable to calculate. Moreover, it shows how their investment in core funding to support Goals 3 and 4 paid off through the broader involvement of the CWPs that made it possible to carry out those follow up events.</p> <p>The operational strategy is based on a survey that involved the RWPs and lessons learned through the EUWI-FWG/GWP experience over 5 years. This document considers a number of proposed actions that respond to the overall network needs around water financing and could be used to frame a coherent proposal for funding.</p>	
<p>3. . Challenges, lessons learned and recommendations. <u>Challenges:</u></p> <ul style="list-style-type: none"> • The lack of good reporting on actions by the RWPs made it difficult to go back and determine real areas of success in this element. This was aggravated by the departure of some key people who left GWP. The improved application of OM-RBF should be of help; however, when working on a theme across the regions monitoring is more difficult. • The thematic focus adopted by each NO has become an area where they can expand work in the RWP they work with. However, none, or very little interaction is happening amongst NOs when it comes to exchange and develop synergies around their thematic focus. <p><u>Lessons learned:</u></p> <ul style="list-style-type: none"> • The Senior Network Officer thematic focal point has been working on a well defined task (i.e. the EUWI-FWG report) with clear boundaries. This has prevented possible conflicts due to overlapping responsibilities. However, there is a need for defining the extent to which the thematic focal points will exchange • information internally (within our Team and beyond), and how they will interact with the RWP. There is a risk that all NOs will end up dealing with all 13 RWP, which will cause confusion and further annoyance amongst the RWP Secretariats. We might end up spreading too thin in terms of the quality holistic support the RWP expect from the global Secretariat, as stated by several of them during the Regional Days. Each NO could unintentionally end up getting swamped in e-mails related to other RWPs internal stuff that is not 	

necessarily relevant to each one’s focal theme (thus increasing workload and neglecting support to “growth” initiatives in their regions) or interfere in RWP business by providing not contextualised support to the RWP. The latter will have a negative effect on GWPO’s effective support to the RWP and team dynamics.

Recommendations for 2012:

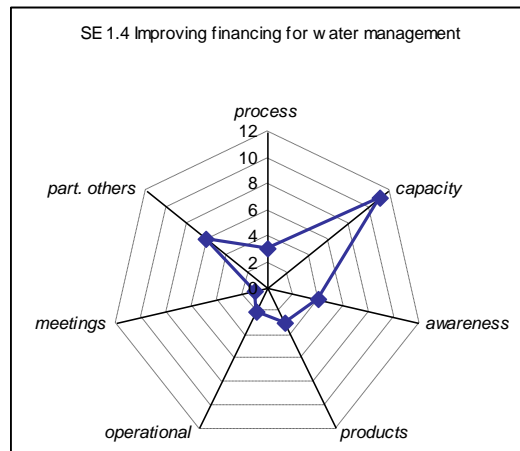
- Address the need for defining the modus operandi through thematic areas to ensure effective support to the regions.
- The publication on the EUWI-FWP/GWP joint initiative could be used to approach donors and leverage funds to support water financing initiatives throughout the network. It will help us to build our credibility with the EC and with the EU Member States.
- This initiative has allowed the RWP to access additional funds from EUWI (thanks to Senior Adviser Alan Hall as Chair) and also leveraging additional funding from a wide range of sources. GWPO could earmark funds from DFID to continue supporting work on this theme.
- The CDKN (Climate and Development Knowledge Network) project will develop technical and strategic framework guidance documents on financing with a focus on Africa by March 2012. This framework could be adapted in other regions as similar climate change activities are developed.
- The need for developing training materials on financing linked to these publications and earlier EUWI/CapNet work needs to be investigated.
- Keep the “operational strategy” on financing water management updated in 2012.
- Water financing is a cross-cutting issue at the heart of sustainable WRM and technical publications on this topic would be of great help for the partnership and beyond. The Technical Committee could engage more actively in supporting this thematic area that is considered to be one of GWP strategic priorities.

Occurrence of global and regional activities in this thematic area is summarised in the following graph for 2011:



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This is a theme with fewer, but targeted, GWP-initiated activities, in particular in the area of capacity building and awareness-raising. GWP has benefitted from synergy with the EUWI Finance Working Group portfolio of activities.

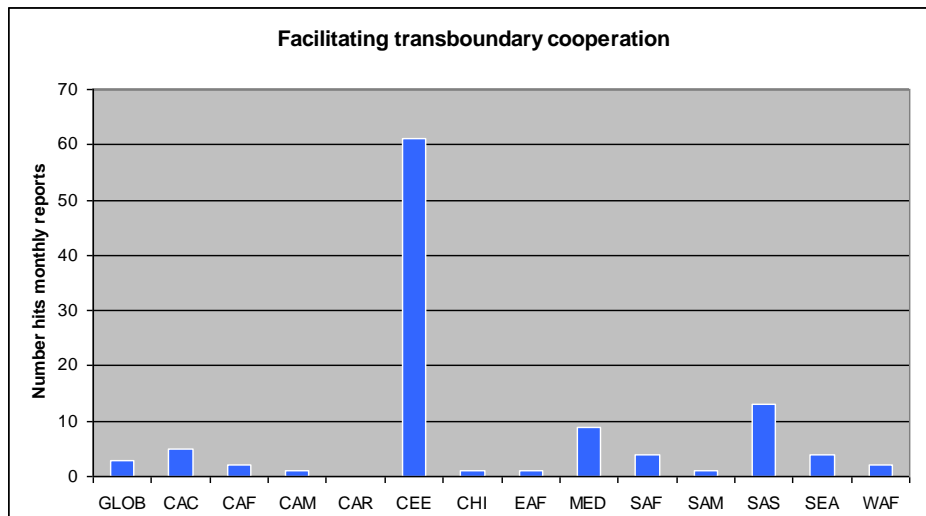


4.2.2 Facilitating Transboundary Cooperation – Planned/Progress in 2011

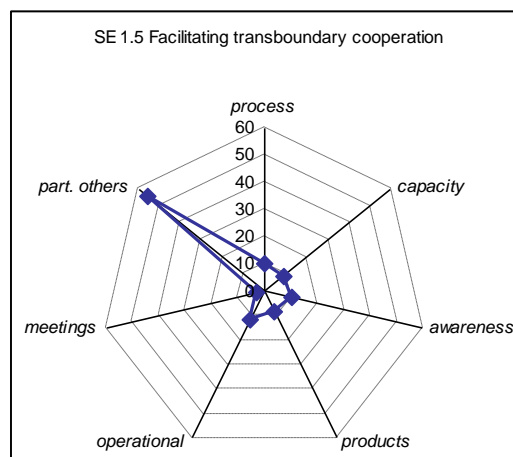
FACILITATING TRANSBOUNDARY COOPERATION	
WORKPLAN 2011	PROGRESS 2011
<p>GWP will establish a forum to engage key donors interested in supporting transboundary cooperation. This will involve regional perspectives and TEC expertise in developing the following outputs:</p> <ul style="list-style-type: none"> • Publication on knowledge gaps and formulation of the key messages that would suit GWP’s structure and niche/role (which could be different at different levels and different regions) for various knowledge materials and publications. • Four new case studies for inclusion in GWP ToolBox, inclusive of a study on a potential thematic portal development with key partners. • Hosting a workshop on these issues at SWWW in August 2011 	<ul style="list-style-type: none"> • A concept note in transboundary cooperation was prepared by the Technical Committee • Development and initiation of the GWP/Dundee scholarship programme at the Centre for Water Law, Policy and Science at the University of Dundee, UK. Due to budget limitations a total of only 8 students participated. • Cooperation with INBO/TEC on development of Handbook II (IWRM in transboundary basins). The main contributions were in the area of international water law provided through the Technical Committee member Dr Patricia Wouters and her team at the University of Dundee. • ToolBox Case studies: No. 390, 393, 394, 395, 396 and 398 were developed dealing with various aspects of transboundary cooperation • GWP and EC IFAS achieved agreement to provide GWP’s neutral platform for implementation of the Aral Sea Basin Program 3. • In May 2011 GWP jointly with SIWI hosted a workshop/seminar organised by the GEF project: <i>Good Practices and Portfolio Learning in GEF Transboundary Freshwater and Marine Legal and Institutional Frameworks</i>, also using this as an opportunity to discuss and develop the GWP operational strategy in facilitating transboundary cooperation. • Supported the organization of the Chatham House conference on “The New Politics of Water”, 14-16 June on transboundary water management issues • GWP facilitated the development win a participatory manner of an EC-funded proposal for programmatic and institutional strengthening of the African Network of Basin Organisations (ANBO) in the coming three years. The contract was signed on 31 Dec and is for 3 years and €3 million with GWPO as the implementing organisation.
CRITICAL ASSESSMENT	
<p><u>Challenges:</u></p> <ul style="list-style-type: none"> • The thematic area suffered from the vacant position in Network Operations, which was finally filled in December with the recruitment of the new Senior Network Officer for South and South East Asia who took on the thematic responsibilities for transboundary cooperation. Nevertheless good progress in a number of areas has been achieved both globally (as noted above) and regionally. • Progress in this thematic area was driven largely by the TEC (Dr Patricia Wouters) and Network Operations. 	

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Occurrence of global and regional activities in this thematic area is summarised in the following graph for 2011:



This is an example of a thematic area where the network is expanding its activities. This highlights the high contribution of the GWP network to processes initiated by others (e.g. work with the Danube commission).



4.2.3 Adapting to Climate Change – Planned/Progress in 2011

CLIMATE CHANGE ADAPTATION	
WORKPLAN 2011	PROGRESS 2011
<p>GWP will develop an operational strategy to guide climate change interventions in the network. The strategy will include a global program on Water, Climate and Development (WACDEP) to be implemented at global and regional level. The WACDEP programme includes the following:</p> <ul style="list-style-type: none"> • Support to integration of water security and climate change in development planning and decision making processes. • Support to partnerships and capacity of institutions and stakeholders to integrate water security and climate change in development processes and build resilience to climate change. • Support to financing strategies and investment plans for adapting water resources management to climate change. <p>The WCDP programme will include an advocacy initiative at the global level with the World Economic Forum and others on the water-food-energy-climate nexus.</p> <p>In addition, a drought management programme will be developed as part of ongoing collaboration with WMO. The programme will build on the experiences of the flood management programme.</p>	<p>The draft operational strategy on climate change was developed and presented during the GWP CP meeting in August 2011. The WACDEP for Africa was fully developed and launched during the Stockholm World Water Week in the presence of 9 Ministers of water from African countries. GWP Regions beyond Africa began the process of up-scaling the WACDEP and this is being developed as part of the proposal to DFID.</p> <p>The Central American Commission on Environment and Development (CCAD) invited GWP Central America to participate in a working group to prepare the Action Plan of the Regional Strategy for Climate Change (ERCC). The Water Climate and Development Programme for Central America is already part of this plan, which has been recognised by the Presidents of this region as the way forward for the implementation of the ERCC.</p> <p>The WACDEP programme implementation began with an inception phase (July 2011 to June 2012) with implementation to start in July 2012. Global Water Partnership working through all its 5 African regions has spearhead the operationalisation of the programme with AMCOW as instructed by the Ministers. During the inception phase, key activities are undertaken include fundraising for the programme, identification of pilot countries and transboundary basins, 8 countries and 5 river basins were identified, Presentation of progress to AMCOW Ministers and TAC , Setting up Programme management structures with Coordination Unit established in Pretoria (GWPSA),Development of Framework for Water Security and Climate, promotion of the programme in global climate change processes and the world water week in Stockholm and COP 17 in Durban, joint publication with UNFCCC on climate change adaptation and water resources, support to African regional process for the World Water Forum in the area of Climate Change.</p> <p>So far, the Government of Austria has contributed €1.5 million to WACDEP for a period of three years. Through collaboration with the Climate Development Knowledge Network (CDKN), GBP 340,000 has been provided by CDKN to HR Wallingford to develop a framework for financing climate change initiatives and thus also enabling WACDEP in Africa implementation.</p> <p>The WACDEP programme has inspired the development of similar programme in other regions supported by ongoing discussions with DFID; Danida and others.</p> <p>GWP/WMO consultations on the proposed Integrated Drought Management Programme were held in Geneva</p>
CRITICAL ASSESSMENT	
<p>The main challenge has been to maintain focus on a broad subject within the available GWP human and financial resources. Climate change is a broad filed with many players. Finding the ‘niche’ for GWP in the form of a clear</p>	

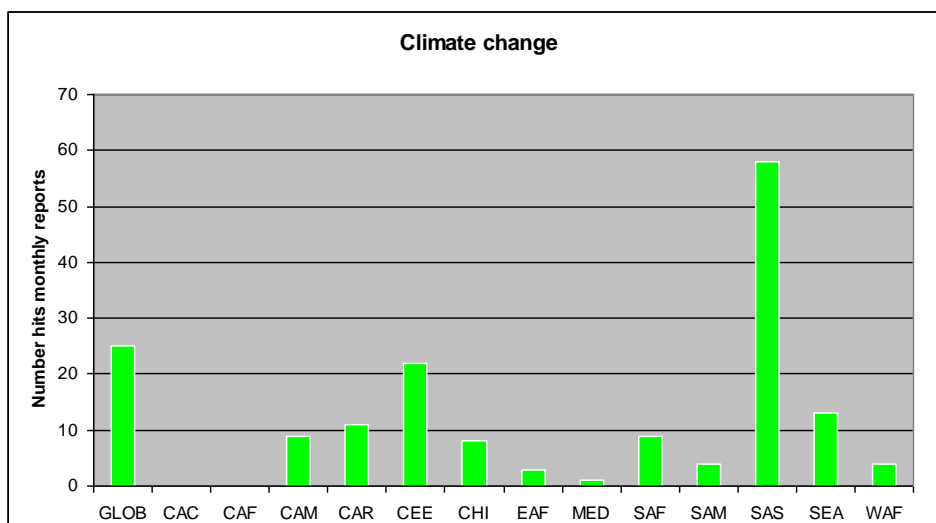
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operational strategy that does not duplicate what is already being done took along time. This is now clear and the challenge is to get the thinking infused into the GWP Network so that our climate work adds value to on-going efforts on adaptation. The draft *operational strategy* has clarified this and is one way to clarify and infuse the thinking on the GWP 'niche'.

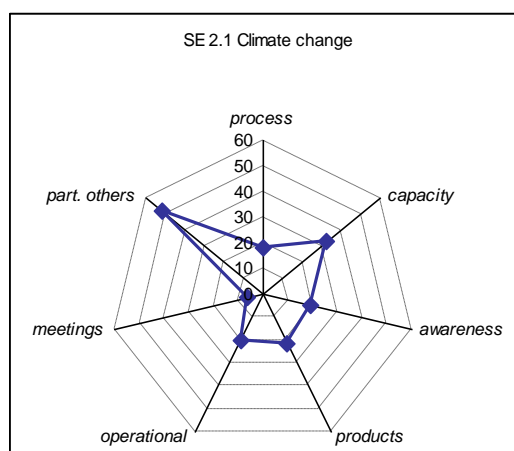
Another challenge has been the slow progress in getting additional (to Austria) new funding for the WACDEP programme. This means that the implementation progress has been slower than desired.

The work on thematic issues has progressed at different levels. As climate change is a cross cutting issue, this means that achieving synergy with other thematic areas in the GWP Strategy is required. Work on other thematic areas has now picked up speed and this situation will in 2012 most likely be addressed.

Occurrence of global and regional activities in this thematic area is summarised in the following graph for 2011:



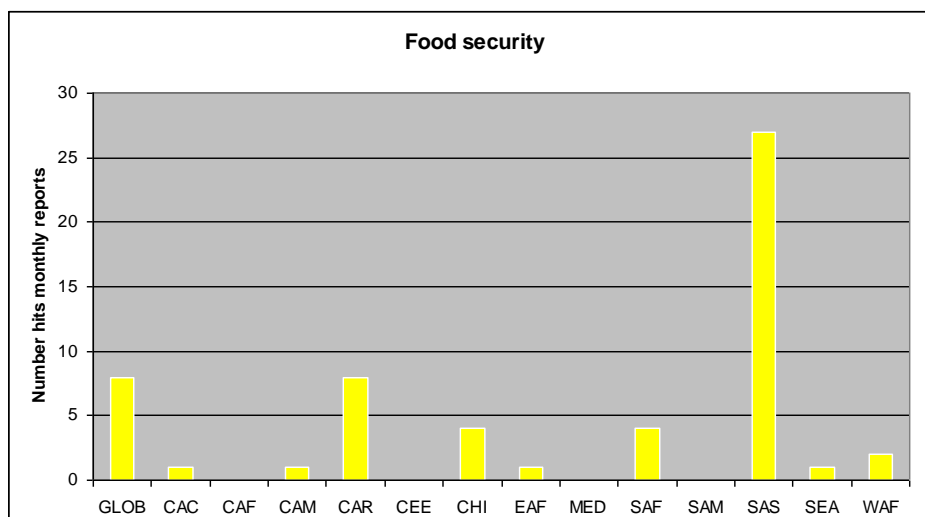
This is a very active thematic area indicating a shift from contributing to others activities towards more GWP-initiated activities, in particular in the area of capacity-building. This trend is not surprising given an expected increase in activity with the implementation of WACDEP in Africa and the scaling-up of similar activities in other regions.



4.2.4 Achieving Food Security – Planned/Progress in 2011

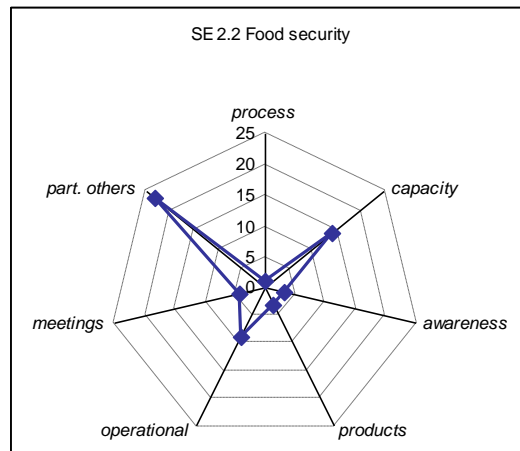
ACHIEVING FOOD SECURITY	
WORKPLAN 2011	PROGRESS 2011
GWP will develop an <i>operational strategy</i> on food security for the GWP network. We have begun mapping GWP’s current activities and alliances at global and regional level, including existing events and processes. TEC Regional Workshop: Water policy to support Food Security, to be held in South Asia, back-to-back with the meeting of the Technical Committee	<p>A draft <i>operational strategy</i> on food security developed and used as a background document for a day of technical discussions during the 2011 Consulting Partners meeting during which a wide range of strategic allies actively participated with strong interest.</p> <p>Opportunities for future cooperation were explored with a number of strategic partners, including IFAD, FAO (signature of a MOU) and IWMI being at advanced stage.</p> <p>On this thematic area, the Technical Committee organised two major regional workshops on water and food security, one in South Asia and one in Southern Africa (ref. Section 5.1.2)</p>
CRITICAL ASSESSMENT	
<p>Challenges</p> <ul style="list-style-type: none"> • Capturing the regional activities (past and future) in an coherent and systematic way • Integrating with other thematic areas (e.g. climate change and transboundary) • Following up with the high number of strategic allies identified • Finding GWP’s niche and value addition in a complex area where many larger organisations (e.g. FAO, IWMI, etc.) have worked for many years 	

Occurrence of global and regional activities in this thematic area is summarised in the following graph for 2011:



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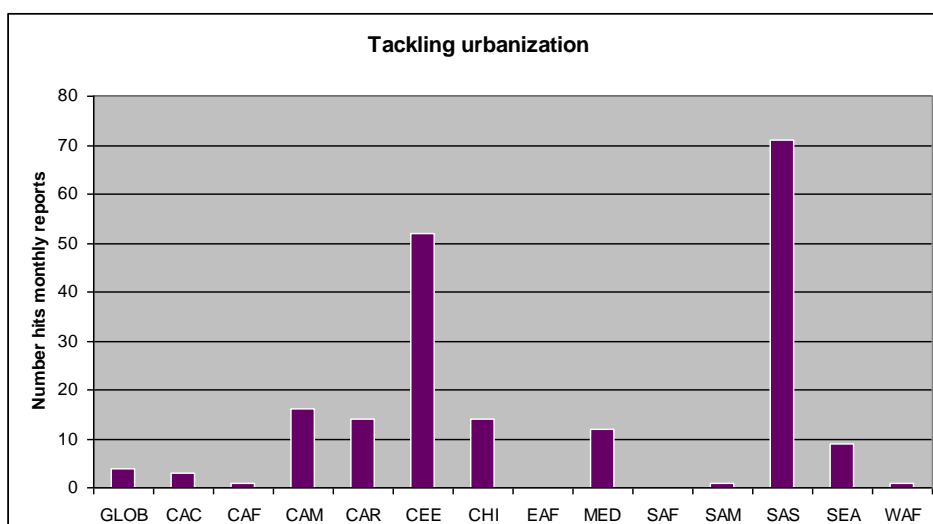
GWP has showed an increasing interest and leadership in this thematic area during 2011, notably through to drafting an operational strategy in the context of the climate-food-energy nexus, and though engaging more effectively with strategic allies and regional partners.



4.2.5 Tackling Urbanisation – Planned/Progress in 2011

TACKLING URBANISATION	
WORKPLAN 2011	PROGRESS 2011
2011 will see the development of an operational strategy for this strategic element. TEC will produce a paper on Integrated Urban Water Resources Management.	<p>The Technical Committee produced a Perspectives Paper on Integrated Urban Water Management published and presented as a keynote address during the Stockholm Water Week.</p> <p>GWP China organised a High Level Forum on Urban Water Environment Building and Management in Shijiazhuang, Hebei Province, was organised jointly by GWP China-Hebei with the Water Branch of Hebei Provincial Senior Scientists Association and the Water Bureau of Shijiazhuang City where experts on water, urban construction, science and technology, forestry and agriculture agreed on an integrated approach to urban water management including optimal allocation, adequate funding, a role in flood control and an operational management system.</p>
CRITICAL ASSESSMENT	
<p><u>Challenges:</u></p> <ul style="list-style-type: none"> Although one of 5 key strategic priorities this thematic area suffers from the lack of a thematic focal point due to a vacancy in the Network Operations Unit. The main progress in this thematic element has been carried forward by the Technical Committee. 	

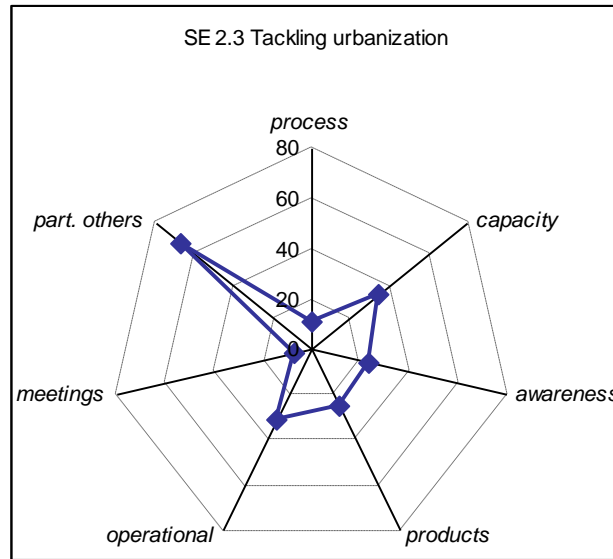
Occurrence of the incidence of global and regional activities¹⁰ in this thematic area is summarised in the following graph for 2011:



¹⁰ Remark: under the strategic element recorded a number of different issues (e.g. WSS, environment), which explains the high number of hits.


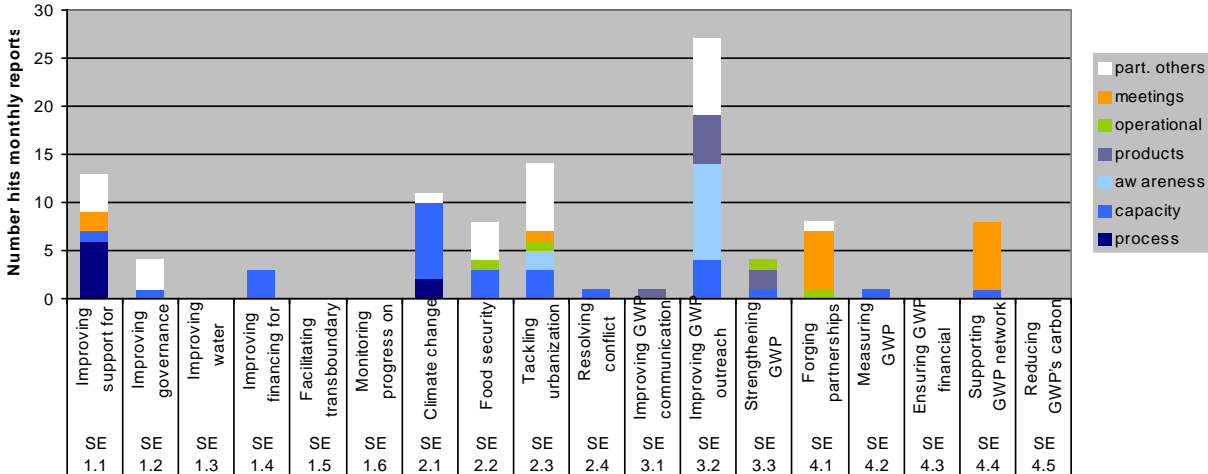
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The following analysis indicates that GWP is largely participating in activities initiated by others.



4.3 Regions – Datasheets and Planned/Progress in 2011

4.3.1 Caribbean

IMPACT (Socio-Economic Benefits)		CAR	REG	TB	Barbados	Grenada	Union Island, St. Vincent and the Grenadines
Value Added (proxy €):							
Beneficiaries (NB):							
Investments (leverage):							
Value Added (proxy €):							
Beneficiaries (NB):							
Investments (leverage):							
OUTCOMES (Water Governance Systems)		CAR	REG	TB	Barbados	Grenada	Union Island, St. Vincent and the Grenadines
A Policies		2	0	0	0	2	0
B Institutional roles		0	0	0	0	0	0
C Management Instruments		3	0	0	1	1	1
<i>Cumulative Total</i>		5	0	0	1	3	1
A Policies							
B Institutional roles							
C Management Instruments							
<i>Total</i>							
PROGRESS MARKERS (Actors influenced)							
2009-to date		Something can be reported about the boundary actor, mostly in terms of connection / interest / participation to GWP activities (10%) / A change process is identified while not fully implemented; the discussion of the link to GWP activities is worth reporting (50%) + A significant change can be reported; the discussion of the different influences/ processes leading to this change is worth reporting, including the link to GWP activities (90%) ++					
OUTPUTS/ACTIVITIES (Proxy)							
2009-to date							
INPUTS (Budgets)		CAR	REG	TB	Barbados	Grenada	Union Island, St. Vincent and the Grenadines
2009-to date		420,000					
Budget (€):							
Budget (€):							

CARIBBEAN	
WORKPLAN 2011	PROGRESS 2011
1. Follow up on the recommendations of the annual High Level Ministerial Sessions, review and analyse the regional IWRM status, and develop a programme for a Regional Water Strategy and action plan. As part of this process, GWP-C will initiate IWRM Dialogues at the national level.	Review of past 6 HLS undertaken. At the 2011 HLS, five ministers attended and it was agreed that GWP-C should work closely with and develop joint programmes to support development of the Caribbean Common Water Framework.
2. Develop a programme for adapting the management of water resources to climate change. Build awareness on extreme weather events on climate change through workshops and training. (According to IPCC projections, the Small Island States of the Caribbean are projected to be most seriously affected by climate change.)	A draft programme on water, and climate change was developed for the Caribbean. The proposal identified key partners to work with. GWPC also held 2 training workshops in Grenada and St Lucia, on Hydro-climatic Hazards in collaboration with Caribbean WaterNet (CapNet).
3. Roll out a programme on Water Use Efficiency (WUE) for key economic sectors such as tourism and agriculture, and promote rainwater harvesting to enhance WUE and access to safe water.	2 manuals on Water Use Efficiency (WUE) in Agriculture and also in Tourism were completed. These will be the basis for rolling out a programme water use efficiency in the region.
CRITICAL ASSESSMENT	
<p><u>Challenges:</u></p> <p>The biggest challenge the Region faces is that the regional programme is not aligned to CARICOM Regional priorities. The objective GWPC's programme is to advance IWRM in the Caribbean region but this needs to be done within a broader context of regional economic development and regional priorities set by the members of . As a result, sustainability of most of the work and regional outcomes of GWPC remains a challenge due to lack of dedicated regional institution that feels obliged to follow up and ensure outcomes are formally followed up and implemented by member states.</p> <p>The consequence is that good outcomes for instance from the Annual High Level Sessions often lack follow up as no institution feels 'responsible' for following up on the outcomes of the HLS to ensure that they are implemented. Formal collaboration with CARICOM would ensure that there is a mechanism to officially recognise the outcomes of the HLS and that CARICOM undertakes to table the recommendations before the formal meeting of the Council of Ministers of Trade and Environment (COTED) who have a broader mandate from Heads of state that spans water management.</p> <p>GWPC has no country water partnerships. This limits its ability to engage partners at the country level. Most of the work is thus left to the regional secretariat that has only two dedicated staff, a Regional coordinator and a Communications officer, with support staff from the host institutions on Finance and administration.</p> <p>Under the current set up, limited staff at Regional secretariat, no CWPs, no Regional Technical committee and a regional programme that's not aligned to regional priorities, it is unlikely that GWPC will be able to sustain its impact on water resources in the region and achieve its mission.</p> <p><u>Recommendations:</u></p> <ul style="list-style-type: none"> • GWPC needs to align its programing with CARICOM. Discussions have already began in this direction and the issue is a major priority defined in GWPC's 2012 work plan. • GWPC needs to assess the establishment of CWPs to enable the partnership have a wider reach of partners While having CWPs would greatly enhance GWP-C's work in the region the establishment of CWPs is not something that could be quickly or easily achieved. There were previous attempts to form CWPs but these have not come to fruition. The country-level situation mimics that at the regional level in that there are no (or very few) institutions or persons (including Partners) which are willing to take on the responsibility of follow-up work re IWRM. GWP-C requires assistance and advice on strategies to assist in establishing CWPs and maintaining interest at the country level. • GWPC needs to beef up its regional secretariat and bring in an additional programme person to support the Regional coordinator in programme development and implementation. This will enable the Regional Coordinator to focus on strategic issues of building alliances with key partners such as CARICOM and fundraising. 	

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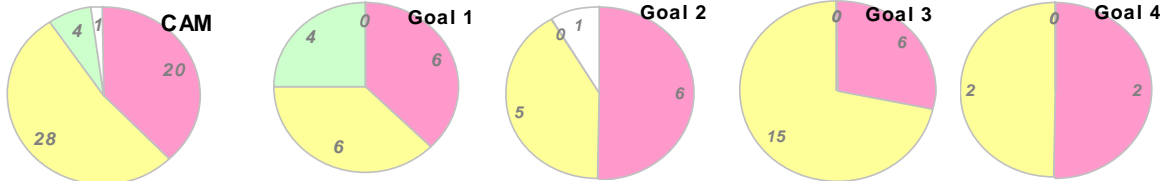
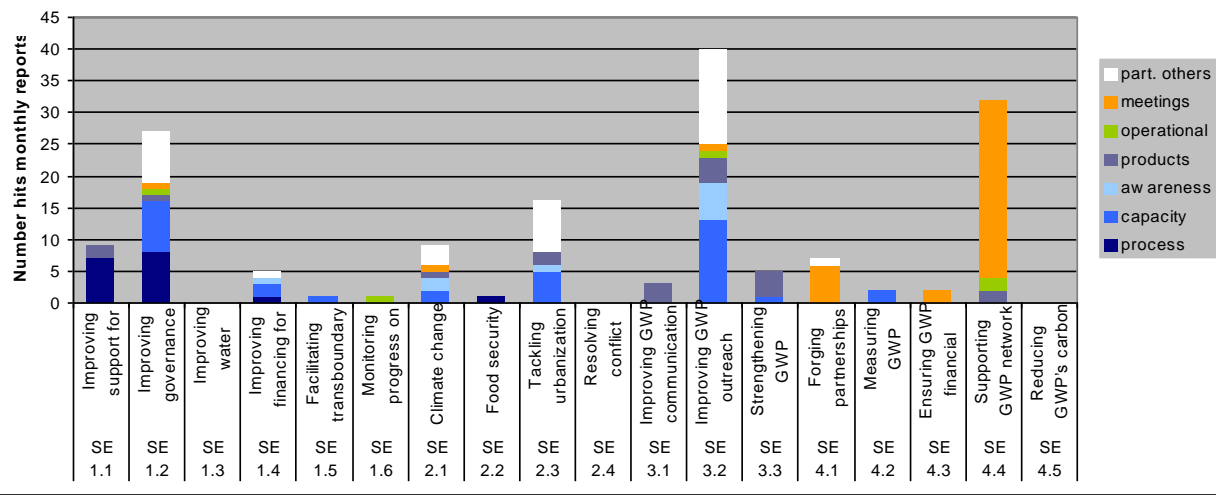
4.3.2 Central Africa

Progress Report Elements		Central Africa																	
IMPACT (Socio-Economic Benefits)		CAF	REG	TB	Cameroon	Central Africa	Congo	Congo, Dc	Sao Tome & Principe										
	Value Added (proxy €):																		
	Beneficiaries (NB):																		
	Investments (leverage):																		
	Value Added (proxy €):																		
	Beneficiaries (NB):																		
Investments (leverage):																			
OUTCOMES (Water Governance Systems)		CAF	REG	TB	Cameroon	Central Africa	Congo	Congo, Dc	Sao Tome & Principe										
	A Policies	2	1	0	1	0	0	0	0										
	B Institutional roles	2	1	0	1	0	0	0	0										
	C Management Instruments	7	1	2	4	0	0	0	0										
	<i>Cumulative</i>																		
	Total	11	3	2	6	0	0	0	0										
PROGRESS MARKERS (Actors influenced)		CAF	REG	TB	Cameroon	Central Africa	Congo	Congo, Dc	Sao Tome & Principe										
	A Policies																		
	B Institutional roles																		
	C Management Instruments																		
	Total																		
2009-todate																			
	Something can be reported about the boundary actor, mostly in terms of connection / interest / participation to GWP activities (10%)								/										
	A change process is identified while not fully implemented; the discussion of the link to GWP activities is worth reporting (50%)								+										
	A significant change can be reported; the discussion of the different influences/ processes leading to this change is worth reporting, including the link to GWP activities (90%)								++										
2009-todate																			
2009-todate		CAF	REG	TB	Cameroon	Central Africa	Congo	Congo, Dc	Sao Tome & Principe										
	Budget (€):	600,000																	
2009-todate		CAF	REG	TB	Cameroon	Central Africa	Congo	Congo, Dc	Sao Tome & Principe										
	Budget (€):																		

CENTRAL AFRICA	
WORKPLAN 2011	PROGRESS 2011
1. Continue work with the Economic Community of Central African States (ECCAS) towards adoption of a proposed regional water financing strategy. A key element of the financing strategy is a proposed financing mechanism, the Regional Solidarity Funds for Water (FORSEAU). GWP-CAf will maintain its efforts towards full endorsement of FORSEAU by all key partners, including ECCAS, AMCOW-TAC Central Africa, the African Development Bank/African Water Facility, and hosting of the financing mechanism by the Development Bank of Central African States.	Cooperation with ECCAS focused on modalities for GWP-CAf and the IUCN Programme for Central and West Africa to contribute technical inputs during the first phase of the implementation of the Regional Water Policy. It was agreed with the Development Bank of Central African States to develop a portfolio of project proposals, identify potential sponsors and organise donor round-tables on water financing. Terms of reference were developed for carrying out studies towards the production of water financing guides.
2. Address challenges to water security by developing a proposal on agricultural water management and food security and submitting it for funding Also, develop, together with GWP TEC, a document on the challenges, impacts and benefits of inter-basin water transfers, with a view of using such a document in the debate around the Congo basin/Lake Chad basin water transfer.	Participated at the meeting of the Comprehensive Africa Agricultural Development Programme (CAADP) that was held in Yaounde/Cameroon to appreciate the level of engagement of Central African countries as regards the water and food nexus.
3. Expand and strengthen the network of Partners and explore opportunities to create new Country Water Partnerships in Gabon, Chad and Equatorial Guinea.	New partners joined the network. Updated data base of partners working with Global Secretariat. Worked with senior government officials in Chad and Gabon on creation/accreditation process of Country Water Partnerships.
CRITICAL ASSESSMENT	
<p><u>Analysis of planned vs achieve in 2011:</u> 2011 was a challenging year for GWP-Central Africa due to significant management issues at the regional secretariat. This led to a decision taken by the Steering Committee, at its meeting in November 2011, to dismiss the Regional Coordinator (RC), and appoint the Communications Officer as Acting RC until a new Regional Coordinator is in place.</p> <p>The weaknesses in management resulted in poor work/budget planning, implementing and monitoring, with some activities being over-budgeted, others having too little budget and a number of locally-funded, strategic activities being implemented outside the overall framework of the regional work plan and with no, or little, communications outside the region. The appointment of the Acting RC is one good step towards resolving many of these shortcomings.</p> <p>The dysfunctions at the regional Secretariat contributed to delays in renewing the Host Institution Agreement with IUCN. The improvements at management level at the Secretariat are expected to facilitate the discussions with IUCN, and the HIA is expected to be signed in the coming months.</p> <p>Another challenge GWP-CAf faces relates to its difficulty in engaging with countries other than Cameroon. GWP-CAf has been very successful so far in working at regional and basin level (mainly through ECCAS, the AMCOW-TAC for Central Africa and CICOS, the Congo basin organization) as well as at national level in Cameroon (which was one of the countries of the Partnership for Africa's Water Development programme). Similar progress in other Central African countries has been slower and this needs to be addressed in the coming years.</p> <p><u>Overall progress, challenges and recommendations</u> In spite of the above noted governance limitations GWP Central Africa was contracted by the Cameroonian Ministry of Planning to carry out a one-year survey of the proposed site of a deep-water port at Kribi. This is a major study and opportunity for the RWP to contribute directly to a regional IWRM planning process potentially leading to significant regional investments.</p>	

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4.3.3 Central America

Progress Report Elements		Central America																	
IMPACT (Socio-Economic Benefits)		CAM	REG	TB	Costa Ric	El Salvado	Guatemala	Honduras	Nicaragua	Panam a									
	Value Added (proxy €):																		
	Beneficiaries (NB):																		
	Investments (leverage):																		
	Value Added (proxy €):																		
	Beneficiaries (NB):																		
Investments (leverage):																			
OUTCOMES (Water Governance Systems)		CAM	REG	TB	Costa Ric	El Salvado	Guatemala	Honduras	Nicaragua	Panam a									
	A Policies	6	2	0	1	0	1	1	1	0									
	B Institutional roles	1	0	0	0	1	0	0	0	0									
	C Management Instruments	6	0	0	2	0	1	1	0	2									
	<i>Cumulative</i>																		
	Total	13	2	0	3	1	2	2	1	2									
	A Policies																		
	B Institutional roles																		
	C Management Instruments																		
	Total																		
PROGRESS MARKERS (Actors influenced)	2009-todate																		
		Something can be reported about the boundary actor, mostly in terms of connection / interest / participation to GWP activities (10%)																	
		A change process is identified while not fully implemented; the discussion of the link to GWP activities is worth reporting (50%)																	
		A significant change can be reported; the discussion of the different influences/ processes leading to this change is worth reporting, including the link to GWP activities (90%)																	
		/																	
		++																	
OUTPUTS/ACTIVITIES (Proxy)	2009-todate																		
		SE 1.1	SE 1.2	SE 1.3	SE 1.4	SE 1.5	SE 1.6	SE 2.1	SE 2.2	SE 2.3	SE 2.4	SE 3.1	SE 3.2	SE 3.3	SE 4.1	SE 4.2	SE 4.3	SE 4.4	SE 4.5
		Improving support for	Improving governance	Improving water	Improving financing for	Facilitating transboundary	Monitoring progress on	Climate change	Food security	Tackling urbanization	Resolving conflict	Improving GWP communication	Improving GWP outreach	Strengthening GWP	Forging partnerships	Measuring GWP	Ensuring GWP financial	Supporting GWP network	Reducing GWP's carbon
		10	27	5	5	2	1	10	2	16	0	3	40	5	7	2	2	32	0
		part. others	meetings	operational	products	aw areness	capacity	process											
	INPUTS (Budgets)		CAM	REG	TB	Costa Ric	El Salvado	Guatemala	Honduras	Nicaragua	Panam a								
		2009-todate	Budget (€): 600,000																
		Budget (€):																	

CENTRAL AMERICA	
WORKPLAN 2011	PROGRESS 2011
1. Climate Change: the RWP will hold an event on the role of water in regional economic development, with a focus on climate change adaptation. Experiences on climate change adaptation and vulnerability reduction will be documented to develop recommendations that can be adopted by the Central American Integration System (SICA) and disseminated at regional level. All CWPs will hold workshops to analyse adaptation measures in place as well as options to create resilience to climate change.	During 2011 GWP CAM in coordination with CCAD and other regional allies such as IUCN and CABEL, organized the Workshop Development and its links to water and climate change. It was a success to have representatives of the Planning and Finance sector, since they are the ones that are directly involved in the process of national planning and budgeting. The process of documentation of experiences has started and the CWPs have being involved in different processes at national level.
2. Organise a regional event to exchange experiences on the application of IWRM principles at municipality level (subject to funding). Key experiences showing an effect on improved water security will be documented and disseminated.	The regional event was not carried out due to funding constraints. The documentation of IWRM at municipal level has started with the objective of identifying key elements that have pushed municipalities to give priority to water topics.
3. National meetings with the academic sector will be carried out by all CWPs, seeking to explore joint initiatives around IWRM planning, river basin management, water financing, communications and promotion of the GWP ToolBox.	Meetings are going to be held in November, organized by the CWP's. The purpose of the meetings is to promote the establishment of a task force between academic institutions interested in IWRM.
4. CWP activities include: Guatemala: follow up workshop on water finance as part of its support to the government; Honduras: promote better understanding of the water act; El Salvador and Guatemala will work with municipalities to incorporate IWRM elements in development plans; Guatemala, Costa Rica and Panama will carry out training activities in water and sanitation; El Salvador, Honduras and Panama will work on media training with support from the Regional Secretariat; and Panama will support the Second Regional Fair on Community Water Management.	Guatemala organised a workshop on water finance with cooperation of GWP Honduras (its Chair is Economist and expert on finance) and in coordination with journalists and the media. The relationship with the media has been improved through the activities that have been developed at national level. Guatemala and El Salvador are the two CWP that have more "local" partners, so this facilitated the development of a training using the IWRM Plans training manual.
CRITICAL ASSESSMENT	
<p>1. Analysis of planed vs achieved Planned activities were all implemented and led to clear results and we can see that progress made on some initiatives will yield outcomes that are very likely to be achieved in 2012. Good performance could be related to the following factors:</p> <ul style="list-style-type: none"> • Despite the particularities of each country, the presence of a well defined political entity (SICA and its commissions), the proximity of the countries and other factors related to the size of the RWP, allow for effective work at regional level. • The Regional Secretariat has a full-time Communications Officer, who has invested considerable time in collecting and recording information from the CWPs. This information has been packed in different ways to develop monitoring documents requested by GWPO and communication products (i.e. Annual RWP Report, GWP In Action, Progress markers, etc.). • A well performing HI is essential to allow the RC to concentrate in the implementation of the RWP work plan. • The above allows the Regional Coordinator to focus on the implementation of the work plan. <p>2. Overall progress in delivering the Strategy based on progress in 2011 and review of the datasheets There is consistent continuity of initiatives undertaken by the RWP and they are all well aligned to their Regional strategy. The RWP will be in position to show important achievements by the end of the strategy period.</p> <p>3. . Challenges, lessons learned and recommendations. <u>Challenges:</u></p>	

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- Increased demand for funding by CWPs.
- Create mechanisms for increased participation and engagement of GWP Partners.

Lessons learned:

- Strong links between communications and programme implementation, monitoring included, are essential to ensure the RWP visibility and safeguard the regional institutional memory. The RWP makes good use of this information and does not consider that GWPO is overloading with GWPO's current reporting requirements. Any additional requirement is likely to cause disruption.

Recommendations for 2012:

- The Regional Secretariat spent far too much time and efforts supporting the World Water Forum and other international events. It is worth noting that despite this rather demanding task, the Regional Coordinator did not neglect the implementation of the Regional work plan. However, this excessive involvement, has affected the availability of the Regional Coordinator to carry out other activities that are bound to be more productive and beneficial to the CWP. A cost-effectiveness analysis of the Regional Secretariat's involvement in global events that are not directly related to regional purposes, will be most helpful for the RWP to define the level of engagement that ensures visibility without heavily investing the limited resources of the RWP
- The Communications Officer could exchange with her peers around the network the way GWP Central America is collecting information from the CWPs and effectively using it to comply with GWPO's monitoring requirements and produce communication materials.

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4.3.4 Central and Eastern Europe

Progress Report Elements		Central & Eastern Europe									
		CEE	REG	TB	Bulgaria	Czech Re	Estonia	Hungary	Latvia	Lithuania	Moldova, Re
IMPACT (Socio-Economic Benefits)	Value Added (proxy €):										
	Beneficiaries (NB):										
	Investments (leverage):										
		Poland	Romania	Slovakia	Slovenia	Ukraine					
	Value Added (proxy €):										
	Beneficiaries (NB):										
Investments (leverage):											
OUTCOMES (Water Governance Systems)		CEE	REG	TB	Bulgaria	Czech Re	Estonia	Hungary	Latvia	Lithuania	Moldova, Re
	A Policies	3	1	0	1	0	0	0	0	0	1
	B Institutional roles	6	1	0	3	0	0	0	0	0	0
	C Management Instruments	9	1	0	1	0	0	1	0	0	5
	Total	18	3	0	5	0	0	1	0	0	6
		Poland	Romania	Slovakia	Slovenia	Ukraine					
	A Policies	0	0	0	0	0					
	B Institutional roles	0	0	0	0	2					
	C Management Instruments	0	0	0	1	0					
	Total	0	0	0	1	2					
PROGRESS MARKERS (Actors influenced)	2009-to date										
		Something can be reported about the boundary actor, mostly in terms of connection / interest / participation to GWP activities (10%) /									
		A change process is identified while not fully implemented; the discussion of the link to GWP activities is worth reporting (50%) +									
		A significant change can be reported; the discussion of the different influences/ processes leading to this change is worth reporting, including the link to GWP activities (90%) ++									
OUTPUTS/ACTIVITIES (Proxy)	2009-to date										
INPUTS (Budgets)	2009-to date	CEE	REG	TB	Bulgaria	Czech Re	Estonia	Hungary	Latvia	Lithuania	Moldova, Re
	Budget (€):	600,000									
	Budget (€):	Poland	Romania	Slovakia	Slovenia	Ukraine					

CENTRAL AND EASTERN EUROPE	
WORKPLAN 2011	PROGRESS 2011
1. Facilitate application of IWRM approaches in implementation of EU water policy in new EU member states as well in neighbouring countries that share international basins.	<ul style="list-style-type: none"> - most of CWP's participate in bodies responsible for implementation of EU WFD. - Ukraine develops national river basin management plan based on IWRM. - Moldova replicates Bic IWRM plan in other basins. - Most of CEE countries start implementation of river basin management plan
2. Facilitate finalization and implementation of the Danube Strategy and Baltic Sea Strategy led by European Commission by ensuring the exchange and share mutual experiences from both regions.	<ul style="list-style-type: none"> - The Danube Economic Strategy adopted. - A joint Workshop: Parallels organized (May 2011) attended by Danube and Baltic representatives. Exchange and share of experiences captured in the report.
3. Support actively the main event of Environment for Europe led by UNECE, especially Astana ministerial conference (Kazakhstan, September 2011) on sustainable management of water and water –related ecosystems and greening economy: mainstreaming the environment into economic development.	<ul style="list-style-type: none"> - Contribution to main UNECE documents for the Astana Conference. - Side event (with GWP CACENA) organized - CWP Romania assigned to organize workshop under the Protocol on Water and Health to facilitate the UNECE Workplan 2010-2012 implementation.
4. Share knowledge on sustainable solutions in small settlements, e.g., organize training course on open (waste) water planning and based on this to facilitate the process of sustainable sanitation implementation.	<ul style="list-style-type: none"> - feasibility study for marginalized community developed. - e-training for 7 municipalities in 5 CEE countries conducted. - seminar for mayors and stakeholders of Eastern Slovakia organized. - Slovakia initiated Concept paper for Ministry of the Environment on implementation of decentralized and extensive wastewater treatment systems
5. Integrated Drought Management Project	<ul style="list-style-type: none"> - enriched by case studies and national approaches to IDM by 5 CEE national experts
CRITICAL ASSESSMENT	
<p><u>Analysis of planned vs. achieved in 2011:</u> GWP CEE continues to play a major facilitating role in regional (transboundary) initiatives and all planned activities were conducted.</p> <p>In 2011, a new Host Institute Agreement was signed with the Slovak Hydro-meteorological Institute. A good cooperation was appreciated by both RWP and Host Institute and highly supported by the Environment Ministry of a host country.</p> <p><u>Overall Progress of regional Strategy and review of datasheets:</u> A good progress achieved in a goal to strengthen sustainable sanitation practices into water management policies (driven by the EU WFD). GWP CEE succeeded to generate and share knowledge on sustainable water resources management. Also, GWP CEE was invited by governments and international basin commission (Danube, Tisza) to facilitate and support public awareness programs. The aim to involve the youth is being progressed, although activities carried up to date are fragmented and not coordinated.</p> <p>The approaching ODA (of new EU member states) was not yet capitalised on in granting projects. The main reason is a low collaboration with developing countries (eligible for ODA) that are outside of GWP CEE but might include other RWPs (CACENA, MED as an example).</p> <p><u>Challenges:</u> A main challenge in GWP CEE is that water policies are “dictated” by European Commission and governments are overloaded with EU requirements. Thus, RWP and CWP's are “complementary” rather than “leading” agencies to promote IWRM approaches. Also, there is a high competition for technical expertise in CEE region. This results</p>	



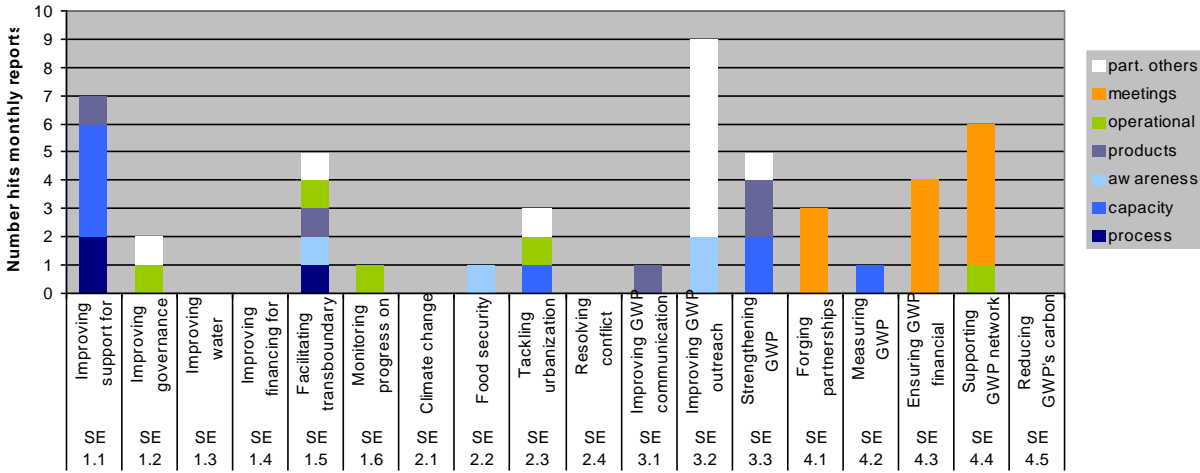
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in difficulties to attract “new” experts (who work on a voluntary basis) for GWP initiatives.

Another aspect is that some CWP are extremely active (Hungary, Slovakia, Bulgaria) and some are quite passive (Czech Republic, Latvia, Estonia). This phenomenon is evident also at the country level – active versus passive involvement of individual partners within CWPs. This issue is being discussed in Council meetings but was not constructively addressed to date.

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4.3.5 Central Asia and the Caucasus

Progress Report Elements		Caucasus & Central Asia																	
IMPACT (Socio-Economic Benefits)		CAC	REG	TB	Armenia	Georgia	Kazakhstan	Kyrgyzstan	Uzbekistan										
	Value Added (proxy €):																		
	Beneficiaries (NB):																		
	Investments (leverage):																		
	Value Added (proxy €):																		
	Beneficiaries (NB):																		
Investments (leverage):																			
OUTCOMES (Water Governance Systems)		CAC	REG	TB	Armenia	Georgia	Kazakhstan	Kyrgyzstan	Uzbekistan										
	A Policies	0	0	0	0	0	0	0	0										
	B Institutional roles	0	0	0	0	0	0	0	0										
	C Management Instruments	4	3	0	0	0	1	0	0										
	<i>Cumulative</i>																		
	<i>Total</i>	4	3	0	0	0	1	0	0										
A Policies																			
B Institutional roles																			
C Management Instruments																			
<i>Total</i>																			
PROGRESS MARKERS (Actors influenced)	2009-to date																		
		Something can be reported about the boundary actor, mostly in terms of connection / interest / participation to GWP activities (10%)																	
		A change process is identified while not fully implemented; the discussion of the link to GWP activities is worth reporting (50%)																	
		A significant change can be reported; the discussion of the different influences/ processes leading to this change is worth reporting, including the link to GWP activities (90%)																	
		/																	
		++																	
OUTPUTS/ACTIVITIES (Proxy)	2009-to date																		
		Improving support for SE 1.1																	
		Improving governance SE 1.2																	
		Improving water SE 1.3																	
		Improving financing for SE 1.4																	
		Facilitating transboundary SE 1.5																	
	Monitoring progress on SE 1.6																		
	Climate change SE 2.1																		
	Food security SE 2.2																		
	Tackling urbanization SE 2.3																		
	Resolving conflict SE 2.4																		
	Improving GWP communication SE 3.1																		
	Improving GWP outreach SE 3.2																		
	Strengthening GWP SE 3.3																		
	Forging partnerships SE 4.1																		
	Measuring GWP SE 4.2																		
	Ensuring GWP financial SE 4.3																		
	Supporting GWP network SE 4.4																		
	Reducing GWP's carbon SE 4.5																		
INPUTS (Budgets)	2009-to date	CAC	REG	TB	Armenia	Georgia	Kazakhstan	Kyrgyzstan	Uzbekistan										
	Budget (€):	600,000																	
	Budget (€):																		

CENTRAL ASIA AND CAUCASUS	
WORKPLAN 2011	PROGRESS 2011
1. Facilitate transboundary dialogues in cooperation with other actors – Executive Committee of IFAS, Kura-Araks Basin Coalition, APWF, ADB, SDC, EU, UNECE, UNDP.	- Promoted participation from Partners at regional roundtables for finding solutions on basin management and conservation at interstate level. - CWPs established better coordination with international donor agencies. - GWP CACENA developed a proposal of economic model of the Aral Sea Basin.
2. Support governments in preparation of World Water Forum.	- Co-organizer in Tashkent of the International Conference on Water Security (From Targets to Solutions), Uzbekistan and has led the Central Asia group on IWRM - Co-organizer of preparatory meeting in Caucasus
3. Facilitate regional survey on water management adaptation to climate change.	Need for more precise assessment of water demand for irrigation.
4. Support IWRM plans (or at least National Visions) in Armenia, Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan	Every year, there are national policy dialogues and trainings at country levels and target various governmental and non-governmental agencies.
CRITICAL ASSESSMENT	
<p><u>Analysis of planned vs. achieved in 2011:</u> In February 2012, GWP CACENA will achieve 10-years age (celebration ceremony will take place in September). It has matured to be recognized as the top institution promoting IWRM approaches. The GWP's products have the highest citation index in all IWRM related publications and reports published in the region. Most of GWP publications are in Russian language – common for all countries.</p> <p>The USAID project was granted in August 2011 to a consortium of DHI, COWI and GWP CACENA (as regional coordinator) to develop an economic model for the integrated use of Aral Sea basin water resources, accounting for regional and national interests of the riparian states. The GWP CACENA in its role of coordinator was awarded to this project due to a high reputation and capability to gather national experts from all 5 countries and to create outputs which will be accepted by all countries. Acceptance of the modelling results is the biggest concern of the client (IFAS) because there is recently lost of mutual confidence among the countries. The main reason why GWP CACENA was selected is that it represents the only network platform and is able to overcome the missed confidence issues.</p> <p>Existence of GWP CACENA as a network created the unique opportunities and platform for dialogues addressing water issues among parties who due to political or other reasons refuse to cooperate (example – Armenia and Azerbaijan who are actually in conditions of political confrontation). Within GWP CACENA those parties are collaborating in full capacity and very beneficiary for both sides.</p> <p>In 2011, GWPO conducted a financial audit at the host institute (IWMI). Financial books are in general kept in order (with a few recommendations).</p> <p><u>Overall Progress of regional Strategy and review of datasheets:</u> Almost all CWPs were requested to provide consultations to national and local authorities (IWRM dialogues), and commenting of water policy related documents. CWPs work in a close coordination and with a support from national governments but also succeeded to attract NGO community. Very popular are workshops devoted to water days (22 March) and environmental days (2 June). CWPs are very successful to organize awareness campaigns, workshops, seminars, capacity building training, dialogues. However, there is no progress in adopting modern IWRM plans at country levels (except Kazakhstan).</p> <p><u>Challenges:</u> The CACENA region is packed by many international projects (funded by WB, ADB, EU, GIZ, USAID, SDC, UNDP, UNECE, JICA, bilateral cooperation projects of Norway, Finland, Sweden, Netherland, and others) and CWPs succeeded to make add value rather than to duplicate agendas of other projects. It should be noted that most international projects regard transboundary cooperation and IWRM, but practical work is later tied to narrow agenda and interests of funding organizations. Additional issue is that international donors require involvement of beneficiary country's organizations; GWP is recognized as additional international agency (and a donor) regardless</p>	

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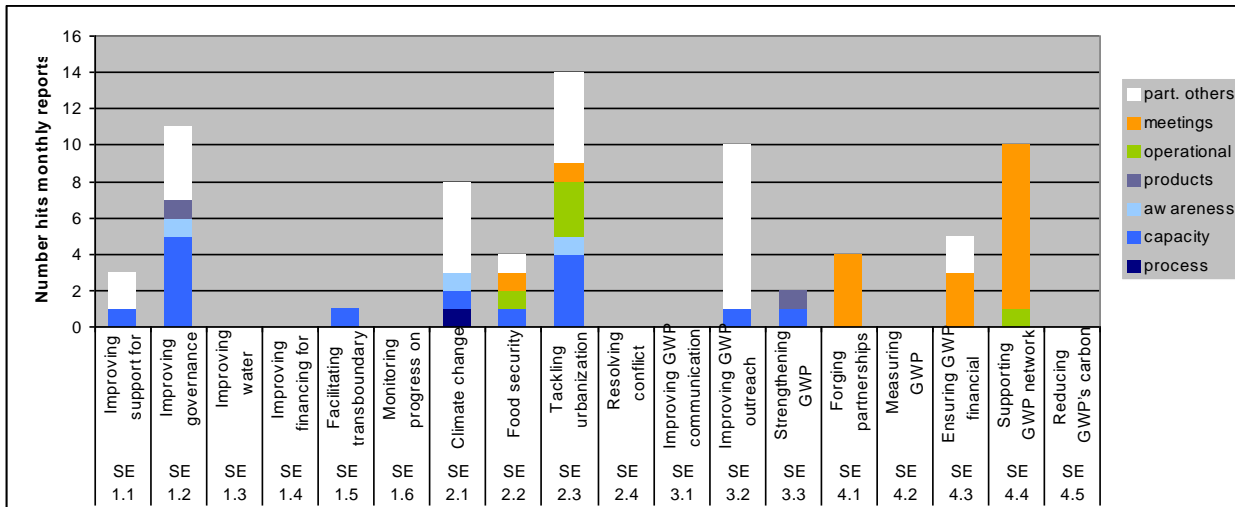
that it is represented by local partner institutions.

Another challenge is that the GWP CACENA consists of two sub-regions – Central Asia (focusing on water-energy-food nexus) and Caucasus (interest to cope with the EU WFD dealing with water quality and sound sanitation).

The CACENA region is under-experienced in communicating and sharing information- this issues is being discussed in Council meetings but has not yet been adequately addressed, due to some extent to limited financial resources.

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4.3.6 China

IMPACT (Socio-Economic Benefits)		CHI	REG	TB	China
Value Added (proxy €):					
Beneficiaries (NB):					
Investments (leverage):					
Value Added (proxy €):					
Beneficiaries (NB):					
Investments (leverage):					
OUTCOMES (Water Governance Systems)		CHI	REG	TB	China
A Policies		2	0	0	2
B Institutional roles		1	0	0	1
C Management Instruments		1	0	0	1
<i>Cumulative</i> Total		4	0	0	4
A Policies					
B Institutional roles					
C Management Instruments					
<i>Total</i>					
PROGRESS MARKERS (Actors influenced)		CHI	REG	TB	China
2009-todate					
					
Something can be reported about the boundary actor, mostly in terms of connection / interest / participation to GWP activities (10%)					/
A change process is identified while not fully implemented; the discussion of the link to GWP activities is worth reporting (50%)					+
A significant change can be reported; the discussion of the different influences/ processes leading to this change is worth reporting, including the link to GWP activities (90%)					++
OUTPUTS/ACTIVITIES (Proxy)		CHI	REG	TB	China
2009-todate					
					
INPUTS (Budgets)		CHI	REG	TB	China
2009-todate					
Budget (€):		600,000			
Budget (€):					

CHINA	
WORKPLAN 2011	PROGRESS 2011
1. At national level, GWP China will continue advocacy of IWRM in climate change adaptation through a High Level Round Table on Strategy of Extreme Climate Adaptation in China to be held in Beijing.	1. High-Level Roundtable on Strategy of Extreme Climate Adaptation in China was held in Beijing. 2. The International Conference on Drinking Water Safety in Arid Areas was held in September in Beijing with GWP China as co-sponsor.
2. At provincial level (4 provinces, i.e. Fujian, Hebei, Shaanxi and Hunan) and Yellow River (YR) Basin Water Partnerships, most of the activities aim at facilitating dialogues among stakeholders in the following areas: flood protection (Fujian, Yellow River Basin), groundwater management and agriculture (Shaanxi, Hunan), and water resources management (Hebei).	1. Workshop on Integrated Groundwater Development and Utilization in Irrigated Areas. 2. Workshop on Water Resources Protection and Pollution Control of Yellow River. 3. The activity of Fujian had relevant stakeholders informed on flood control measures and assisted them to set up mechanisms for improved information-sharing. 4. Workshop on Xiangjiang River Basin Management. 5. High-level Forum on Urban Water Environment and Management.
3. Support IWRM knowledge dissemination and use of GWP ToolBox in training water managers and users.	Case study: Innovative Water Resource Management Mechanism in Rural Communities of Fujian Province China (#401) completed.
CRITICAL ASSESSMENT	
<p><u>Analysis of planned vs. achieved in 2011:</u> GWP China continues to carry out regional activities around high level meetings and a variety of workshops and stakeholder <i>fora</i>. The importance of these activities should be understood in the political and cultural context of the water resources management and development sector in China which are structured to facilitate implementation of “No. 1 Policy Document on Reform and Development in the Water Sector” issued by the Chinese government in early 2011. This Policy Document highlights the high level national significance of water resources and the need for better management in support of national social and economic development.</p> <p>The government of China has also decided to increase the investment for water sector. To appreciate the high order of magnitude of such investments, according to recent statistics, the total annual investment for the water sector in 2011 is RMB 345.2 bn (about USD 54.6 bn) out of which RMB 114.1 bn (USD 18.0 bn) is derived from the central government and RMB 231.1 bn (USD 36.6 bn) from local governments. Furthermore, due to the country’s efforts made in adapting to extreme climates including the severe droughts, the government of China has estimated that 46.5 bn kg of food grain were saved from the losses by droughts and there was an increase in about 1.5 million ha of water-saving irrigated areas.</p>	
<p><u>Challenges, lessons-learned and recommendations:</u> As with other GWP regions it is certainly difficult to clearly attribute the work of the Partnership to the benefits resulting from such massive national investments, but the high level nature and respect that GWP is given both nationally and globally is clear. <i>It is therefore not implausible</i> to suggest that these high level activities do positively impact regional, national, and now with the evolution of China as a major international investor, through international water management and development.</p>	

EASTERN AFRICA	
WORKPLAN 2011	PROGRESS 2011
1. A main focus will be on enhancing transboundary cooperation and awareness-raising on the projected impacts of climate change. Key activities will involve creating partnerships with Basin Organizations and Regional Bodies to strengthen transboundary water resources management and high-level policy workshops to deepen understanding on opportunities for joint investments and benefits.	Workshop on “Food Security in the Greater Horn of Africa” the partnership as a key platform in this domain that has been the preserve of agricultural experts, for the first time, brought together regional trade organizations, water experts, financing institutions , international and national NGOs involved in famine relief and agricultural development.
2. Middle-level policy workshops targeting multi-disciplinary decision makers to promote interdisciplinary planning for water resources management.	In 2011 GWP Eastern Africa has led a multi-agency program on gender mainstreaming and lately engagement of youth in water management.
3. Operationalisation and roll out of the Water, Climate and Development program aimed at strengthening water security and climate change resilience in national development planning processes.	Final signing of the Project Cooperation Agreement by UNEP and release of the first half of funds amounting to \$170,000 in October 2011. Inception phase for the Water Climate Development initiated.
CRITICAL ASSESSMENT	
<p>Challenges: The main challenge of C`GWPEA has been governance of the regional partnership and inadequate financial management of its funds by the regional Host Institution.. This has often led to delayed submission of progress and financial reports to GWPO. Recently, the GWPEA Regional Steering Committee began to address the situation more concretely. In November 2011, a combined Team of GWP Eastern Africa (GWPEA) Regional Steering Committee (RSC), the Host Institution-Nile Basin Initiative (NBI) and GWPO met to chart the way forward on various governance issues affecting the effectiveness of GWPEA.</p> <p>Progress has been made over the last few months to improve governance in GWPEA.</p> <ul style="list-style-type: none"> • A Task Force comprising representatives from GWPO, NBI and GWPEA RSC was set up to investigate and propose recommendations for resolving the governance challenges in the region. • The GWPEA Task Force on governance issues (TF), the GWPEA RSC, and NBI, met in November 2011 and reached a number of key decisions that we hope can be the beginning of a “new GWPEA”. The TF came up with a number of recommendations that were adopted by the GWPEA RSC. The GWPEA Constitution (regional Statutes) will be amended to ensure clarity on governance issues caused by discrepancies between the GWPEA Constitution, the Host Institute Agreement NBI, and the GWP Conditions of Accreditation. • A regional Consulting Partners Meeting (CP) will be convened between March and June 2012 to: approve the enhanced governance arrangements; make the changes explicit in the GWPEA Constitution; and to finalise By Laws detailing the agreed procedures, roles, and responsibilities in respect to HR processes such as recruitment and performance reviews. The RSC will then provide the delegated authorities to the HI to undertake the staff recruitment, approve expenditures and procurement, and sign staff contracts, etc. • A GWPEA RSC capacity building orientation workshop will be held in the first half of 2012 to enhance understanding of various GWPEA governance instruments, responsibilities and oversight role of the performance of GWPEA and NBI. • A new team is being recruited for 2012 at the GWPEA Secretariat to be comprised of: a new Regional Coordinator (RC); a new programme Officer; and a Finance Officer. To ensure continuity and stability, the former RC will continue to support GWPEA on a part-time basis for the first six months of 2012. Interviews for the recruitment of a new RC and PO have been scheduled for end March 2012. • The new FO took up his duties in January 2012 and is reporting to the NBI Head of Finance, and not the RC like his predecessor. This will enable NBI to have more control over the financial management and better fulfil their obligations under the HIA. <p>There are good reasons to be optimistic about the fresh start in GWPEA, yet significant challenges remain:</p> <ul style="list-style-type: none"> • The main challenge is to ensure that the agreed governance improvements are actually implemented and put into practice. This will require the dynamic spirit of cooperation demonstrated by the RSC, GWPEA 	



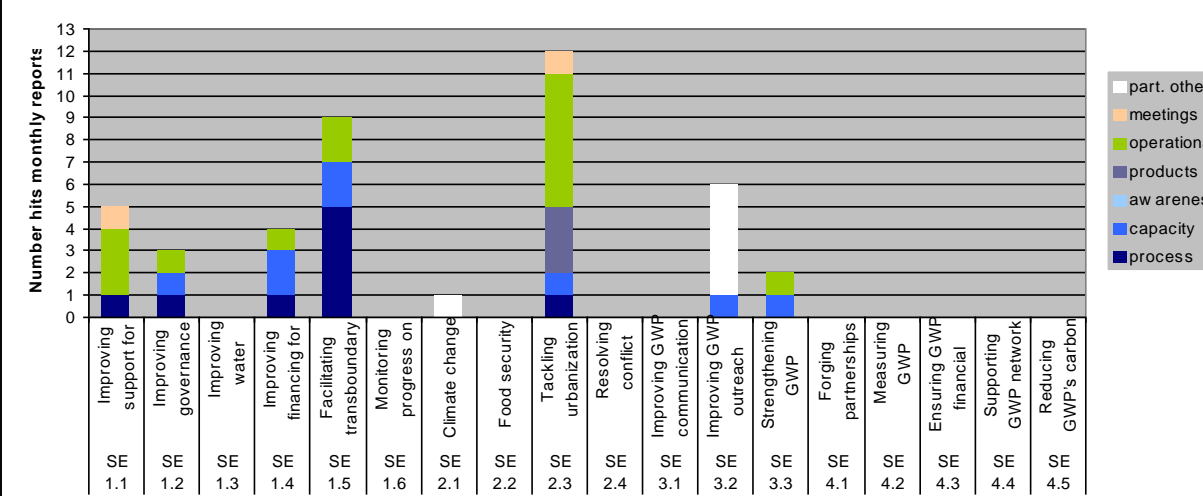
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Secretariat, NBI, and GWPO during the November 2011 meeting. We cannot yet be sure that the GWPEA RSC will have both the capacity and willingness to sustain a much more active and demanding role in GWPEA over time.

- The new team in the GWPEA Secretariat is not yet in place and it may take time to gel as an effective unit. Preparations have been made to give the new team support from the RSC, NBI, and GWPO in due course, but with two out of the three positions yet to be filled; it may prove difficult to get things back on track quickly.
- The one position which has been filled is the FO, and the immediate priority is to resolve the 2011 accounts. Despite the best efforts of NBI to correct the discrepancies, the NBI accounting system is still not balancing to the financial reports submitted to GWPO, and the 2011 annual financial report and audit reports are both overdue (1 March 2012).
- Although NBI are cooperating in every way possible with GWPO during our visits to GWPEA, progress has remained slow and we anticipate that the arrangements of a new Finance officer dedicated to GWPEA and accountable to NBI will accelerate progress.
- GWPO continues to monitor the situation very closely and providing support to both the RSC and NBI

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4.3.8 Mediterranean

Progress Report Elements		Mediterranean				
						
IMPACT (Socio-Economic Benefits)		MED	REG	TB	Egypt	Morocco
	Value Added (proxy €):					
	Beneficiaries (NB):					
	Investments (leverage):					
	Value Added (proxy €):					
	Beneficiaries (NB):					
OUTCOMES (Water Governance Systems)		MED	REG	TB	Egypt	Morocco
	A Policies	3	2	0	0	1
	B Institutional roles	3	2	1	0	0
	C Management Instruments	4	3	0	1	0
	<i>Cumulative</i>					
	Total	10	7	1	1	1
PROGRESS MARKERS (Actors influenced)		MED	REG	TB	Egypt	Morocco
	A Policies					
	B Institutional roles					
	C Management Instruments					
	Total					
	<p>2009-todate</p>  <p>Something can be reported about the boundary actor, mostly in terms of connection / interest / participation to GWP activities (10%) /</p> <p>A change process is identified while not fully implemented; the discussion of the link to GWP activities is worth reporting (50%) +</p> <p>A significant change can be reported; the discussion of the different influences/ processes leading to this change is worth reporting, including the link to GWP activities (90%) ++</p>					
OUTPUTS/ACTIVITIES (Proxy)						
	2009-todate					
	Number hits monthly reports					
	Improving support for	SE 1.1	SE 1.2	SE 1.3	SE 1.4	SE 1.5
	Improving governance	SE 1.6	SE 1.7	SE 1.8	SE 1.9	SE 2.0
	Improving water	SE 2.1	SE 2.2	SE 2.3	SE 2.4	SE 2.5
	Improving financing for	SE 2.6	SE 2.7	SE 2.8	SE 2.9	SE 3.0
	Facilitating transboundary	SE 3.1	SE 3.2	SE 3.3	SE 3.4	SE 3.5
	Monitoring progress on	SE 3.6	SE 3.7	SE 3.8	SE 3.9	SE 4.0
	Climate change	SE 4.1	SE 4.2	SE 4.3	SE 4.4	SE 4.5
	Food security	SE 4.6	SE 4.7	SE 4.8	SE 4.9	SE 5.0
	Tackling urbanization	SE 5.1	SE 5.2	SE 5.3	SE 5.4	SE 5.5
	Resolving conflict	SE 5.6	SE 5.7	SE 5.8	SE 5.9	SE 6.0
	Improving GWP communication	SE 6.1	SE 6.2	SE 6.3	SE 6.4	SE 6.5
	Improving GWP outreach	SE 6.6	SE 6.7	SE 6.8	SE 6.9	SE 7.0
Strengthening GWP	SE 7.1	SE 7.2	SE 7.3	SE 7.4	SE 7.5	
Forging partnerships	SE 7.6	SE 7.7	SE 7.8	SE 7.9	SE 8.0	
Measuring GWP	SE 8.1	SE 8.2	SE 8.3	SE 8.4	SE 8.5	
Ensuring GWP financial	SE 8.6	SE 8.7	SE 8.8	SE 8.9	SE 9.0	
Supporting GWP network	SE 9.1	SE 9.2	SE 9.3	SE 9.4	SE 9.5	
Reducing GWP's carbon	SE 9.6	SE 9.7	SE 9.8	SE 9.9	SE 10.0	
						
INPUTS (Budgets)		MED	REG	TB	Egypt	Morocco
	2009-todate					
	Budget (€):	600,000				
Budget (€):						

MEDITERRANEAN	
WORKPLAN 2011	PROGRESS 2011
1. Facilitate policy dialogue and implement catalytic actions for IWRM and WSS planning at the Mediterranean level and the national level (emphasis on Egypt, Palestine, Lebanon, Tunisia, and Mauritania).	-Lebanon: (a) Completion of National Assessment on Private Sector Participation (PSP) in Water Infrastructure. -Tunisia: Launching of National Assessment on Private Sector Participation for Water Infrastructure. - Egypt: Assistance to the National Policy Dialogue on Wastewater Reuse implemented. - Palestine: Assistance to PWA with the elaboration of a Drought Management Strategy.
2. Facilitate policy dialogues and build capacity for Transboundary IWRM, including the formal Drin Basin Dialogue (shared by five countries and territories), support to the Sava River Basin on public participation and advance on joint ICZM/IWRM planning at transboundary level	-Drin River Basin Dialogue: Elaboration of basin-wide management assessment towards a shared vision for the management of the basin completed. - Assistance to the International Sava River Basin Commission for advancing public participation. - Joint ICZM/IWRM planning in Buna/Bojana River: (a) Elaboration of the joint ICZM / IWRM planning methodological framework and (b) Launch of the joint ICZM/IWRM planning.
3. Facilitate policy dialogues and build capacity for integrated Groundwater resources management, including for the transboundary Dinaric Arc Karstic System (shared by most countries of Western Balkans) and promote policy dialogue on climate change adaptation in relation to the UNEP ICZM Protocol in the Mediterranean.	-Dinaric Arc: Planning of awareness raising and stakeholder consultation activities for the GEF/UNESCO DIKTAS project, including building the DIKTAS project identity and launching of regional consultation. -Climate change adaptation in relation to the ICZM Protocol: Participation in the elaboration of the related GEF project proposal leading Awareness Raising and Stakeholders Consultation Component.
4. Promote rainwater harvesting (RWH) as a contributor to local water security in Mediterranean islands through pilot applications and awareness raising activities; and contribute to regional policy dialogue and sharing of experiences on non-conventional water resources (RWH, grey-water reuse, desalination, etc).	- Rainwater Harvesting pilot applications: Focusing on 6 highly water-scarce islands of Cyclades, Greece, 11 RWH systems and 1 grey water system were installed or repaired. The total installed capacity reached approx. 2,200,000 liters with an estimated annual water yield of 4,420,000 liters. 8,500 permanent inhabitants benefited from the activities. Educational activities, using specially produced RWH educational material, involved 1,638 students and 109 teachers. Training activities on modern RWH techniques engaged 32 local technical workers. The activity was implemented in collaboration with the CSR Programme 'Mission Water' of Coca Cola 3E and Coca Cola Hellas and was supported by the Coca Cola Foundation. - Regional Dialogue on Non-Conventional Water Resources Management: One Mediterranean Conference on the subject organised, gathering 160 targeted participants from 15 countries, representing all involved stakeholders and linked with the key related political processes in the region. The Conference was supported by Coca Cola, the Union for the Mediterranean, EUWI and Greece. Results are taken on-board for future projects of the Union for the Mediterranean.
CRITICAL ASSESSMENT	
<u>Analysis of Planned vs Achieved in 2011:</u>	
<ul style="list-style-type: none"> The majority of the objectives set in the 2011 work plan were achieved. Delays or slow progress, though avoiding stalling, occurred in certain activity lines due to (a) the social unrest and political instability in a number of countries of the south and east of the Mediterranean due to the Arab Spring and (b) delays in completing contractual arrangements, primarily with UN funded projects. Outstanding achievements in 2011 included 	

- (i) the successful completion of the systematic multi-stakeholder consultation process (run since 2009) in the transboundary Drin River Basin, leading to the high-level signing by the 5 riparians of the MoU for collaboration, and the entrustment of the Secretariat of the joint body established for the implementation of the MoU to GWP-Med,
- (ii) the successful continuation of the Rainwater Harvesting Programme (run since 2008) with substantial demonstration applications at local level in Greek islands, which was recognised and awarded by the donor (private company) with a new 2-year project that will replicate the Greek programme in Malta,
- (iii) the advancement of the national assessments and policy dialogues on private sector participation in water infrastructure, in collaboration with OECD, that is currently advancing in the third country (Tunisia) and will shortly apply for labelling as a Union for the Mediterranean Project (only one such project has been labelled so far under the UfM Environment and Water), and
- (iv) the award by the European Commission of a large-scale project (2011-2014, 6,7 mil Euro) on integrated water resources management in the south and east of the Mediterranean to a consortium with GWP-Med as its Technical Director and 4 of its partner institutions and regional organisations as consortium members (together with 3 more partners); the project, called SWIM, run a multi-activity inception phase on 2011, resulting to a particularly rich insight of needs and partners in the region.
- (v) Furthermore, the Mediterranean Component of the EU Water Initiative, for which GWP-Med serves the Secretariat since 2003, received a positive review as part of the assessment leading to the 2nd generation of the EUWI; the new EUWI Strategy will be announced in the first half of 2012 and is anticipated that GWP-Med would continue with its role in the Mediterranean Component.

Challenges, lessons-learned and recommendations:

- **Implementation challenges & lessons learned:** Implementation challenges usual to GWP-Med (e.g. small headcount compared to the range and size of activities, limited funding for administration, challenging co-financing obligations particularly with UN projects, low capacity of some projects' partners to cope with needs, etc) were faced also in 2011. In addition to these, obstacles were encountered due to the Arab Spring as well as due to hands-on openings that GWP-Med made in relatively new themes (e.g. joint ICZM/IWRM planning, groundwater management, non-conventional water resources management). Furthermore, human resources management became more demanding with the GWP-Med Secretariat reaching 10 members, with permanent staff in Athens, Beirut and Tunis, and an increasing team of external experts.
- **Implications for the workplan of the coming year:** The vast majority of activity-lines will continue in 2012, with secured funding. Furthermore, new activity-lines will further advance in 2012 e.g. on climate change adaptation. 2012 is expected to be a year of both active implementation but also building of new activities.

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4.3.9 South America

IMPACT (Socio-Economic Benefits)		SAM	REG	TB	Argentina	Brazil	Peru	Uruguay	Venezuela			
Value Added (proxy €):												
Beneficiaries (NB):												
Investments (leverage):												
Value Added (proxy €):												
Beneficiaries (NB):												
Investments (leverage):												
OUTCOMES (Water Governance Systems)		SAM	REG	TB	Argentina	Brazil	Peru	Uruguay	Venezuela			
A Policies		2	0	0	2	0	0	0	0			
B Institutional roles		3	0	0	0	1	2	0	0			
C Management Instruments		1	0	0	0	0	1	0	0			
<i>Cumulative</i>												
Total		6	0	0	2	1	3	0	0			
A Policies												
B Institutional roles												
C Management Instruments												
Total												
PROGRESS MARKERS (Actors influenced)												
2009-todate												
Something can be reported about the boundary actor, mostly in terms of connection / interest / participation to GWP activities (10%)											/	
A change process is identified while not fully implemented; the discussion of the link to GWP activities is worth reporting (50%)											+	
A significant change can be reported; the discussion of the different influences/ processes leading to this change is worth reporting, including the link to GWP activities (90%)											++	
OUTPUTS/ACTIVITIES (Proxy)												
2009-todate												
INPUTS (Budgets)		SAM	REG	TB	Argentina	Brazil	Peru	Uruguay	Venezuela			
2009-todate		Budget (€): 600,000										
Budget (€):												

SOUTH AMERICA	
WORKPLAN 2011	PROGRESS 2011
1. GWP South America and GWP Central America will organise a Latin American workshop for legislators and journalists. The dialogue between the groups is considered to important for promoting the identification of concrete solutions and building consensus on priority actions around climate change adaptation.	This regional event was not carried out due to funding constraints (the WB was apparently expecting GWP and others to fund their initiative). However, GWP Central America and GWP South America worked together supporting the organization of a workshop on governance on water resources, held in Mexico City.
2. GWP South America will organise a workshop in Peru regarding climate change adaptation	Workshop opened by the Minister of Environment of Peru. Some successful IWRM experiences with an adaptation focus were shared and they enabled the identification of good adaptation practices leading to poverty reduction, income generation, private sector involvement and better water catchment.
3. GWP Peru will hold a High Level workshop on water management and climate change adaptation to address complex issues related to the unsustainable use of water and economic development. The workshop will involve high government officials and the private sector.	The High Level workshop had to be postponed due to expected changes in government officials as a result of presidential elections.
4. GWP Venezuela will support the development of the Water Act regulatory framework after having successfully included IWRM principles in the Water Act following a consultation process in 2007. GWP Venezuela will also take stock of its experience on environmental topics and support the establishment of a trust fund for water.	GWP Venezuela developed an initial draft proposal to improve the Water Act regulatory framework. A technical recommendation will be submitted to the National Assembly once the consultation process is finished.
5. GWP Chile will assess the impact on water users associations following the major earthquake in order to define activities that need to be supported. Other initiatives: assessment of the implications of climate change adaptation, analysis of the new environmental institutional framework, and an analysis of technical and university level curricula as a basis for a proposal to incorporate IWRM elements.	GWP Chile will collaborate with the Water Directorate (a GWP Partner) in identification of mechanisms to incentivise the legal establishment of users associations. GWP Partners have already started the process to assess the current situation of such associations and they will hold a seminar back to back with their general assembly to set the framework for this task.
CRITICAL ASSESSMENT	
<p>1. Analysis of planed vs achieved There is some progress at national level though it remains a challenge a more active engagement by the existing CWP.</p> <p>2. Overall progress in delivering the Strategy based on progress in 2011 and review of the datasheets There is a number of factors that have delayed the systematic engagement of the RWP in the implementation of its strategy, the absence of a Network Coordinator until mid 2010, amongst others.</p> <p>3. . Challenges, lessons learned and recommendations. <u>Challenges:</u></p> <ul style="list-style-type: none"> • Weak regional political bodies and insufficient access to key people by the SC members. • This is a very large geographical region (approx. 2/3 of Africa -CAf + SAf + EAf + WAf- or twice the area of China), which makes it difficult to work at the regional level due to complex socio-economic-political realities and operational/cost implications. • Some SC members are not fully engaged, are not providing key regional links and advice to the RWP Secretariat, and may do not actively involve other Partners. • Lack of continuity and follow up. 	

Recommendations for 2012:

- The size and complexity of each country and the region as a whole is perhaps the main reason why it is so difficult to articulate a programme with regional scope. Some alternatives to overcome this problem could be the following:
 - The RWP needs to scale up national activities to reach out more countries in the region.
 - Actively follow up regional level successful initiatives (i.e. IWRM national planning, water financing, journalist workshops, etc.) at national level.
 - More proactive fundraising at national level (approach donors with concept notes and funding proposals) and develop strategic alliances with regional cooperation agencies (e.g. ABC, CAF, etc.)
 - Better articulate funding leverage potential of GWP's name... shared need with other RWPs
- New CWP's such as Colombia and Ecuador is very important to bring in technical capacity (Colombians) and their experience in water reform (Ecuador). This will also benefit the SC and will hopefully make it more dynamic.
- The SC to engage in self-assessment, definition of solutions and commitment to support the achievement of results.
- Join efforts with GWP Network to develop tools and mechanisms to strengthen the Partners engagement.

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4.3.10 South Asia

IMPACT (Socio-Economic Benefits)		SAS	REG	TB	Banglade:	Bhutan	India	Maldives	Nepal	Pakistan	Sri Lanka
Value Added (proxy €):											
Beneficiaries (NB):											
Investments (leverage):											
Value Added (proxy €):											
Beneficiaries (NB):											
Investments (leverage):											
OUTCOMES (Water Governance Systems)		SAS	REG	TB	Banglade:	Bhutan	India	Maldives	Nepal	Pakistan	Sri Lanka
A Policies		9	0	0	1	1	2	0	3	2	0
B Institutional roles		37	0	0	7	1	14	0	2	9	4
C Management Instruments		7	0	0	1	0	2	0	0	3	1
Total		53	0	0	9	2	18	0	5	14	5
A Policies											
B Institutional roles											
C Management Instruments											
Total											
PROGRESS MARKERS (Actors influenced)											
2009-todate		<p>Something can be reported about the boundary actor, mostly in terms of connection / interest / participation to GWP activities (10%) /</p> <p>A change process is identified while not fully implemented; the discussion of the link to GWP activities is worth reporting (50%) +</p> <p>A significant change can be reported; the discussion of the different influences/ processes leading to this change is worth reporting, including the link to GWP activities (90%) ++</p>									
OUTPUTS/ACTIVITIES (Proxy)											
2009-todate											
INPUTS (Budgets)		SAS	REG	TB	Banglade:	Bhutan	India	Maldives	Nepal	Pakistan	Sri Lanka
Budget (€):		600,000									
Budget (€):											

SOUTH ASIA	
WORKPLAN 2011	PROGRESS 2011
1. India will focus on ground water exploitation, capacity building of water utilities, address drought management adaptation and mitigation strategies, water saving technologies and water policy issues in selected states.	-Data collection on hydrology, rainfall, water quality, environment, socio-economic conditions, meteorology, etc. and watershed maps have been obtained from the various departments of Government of Maharashtra. - The New Rajasthan State Water Policy (NSWP) which came into force on 18 th February, 2010 incorporated IWRM - Capacity Development workshops in several Zonal Water Partnerships and States. - Participation in Workshops organized by WIN. - President, IWP and other Board members as members of Drafting Committee of India's New Water Policy
2. Pakistan will concentrate on ensuring that selected Ministries adopt participatory approaches; water utilities incorporate IWRM principles in groundwater regulations in one state, promote drought/flood adaptation practices, introduce RBO concept in selected basins, and promote water recycling and pollution mitigation.	-Extensive consultations with provinces, federal institutions and civil society to provide inputs to the Pakistan policy on CCA. - PWP prepared a policy revision document for incorporation in the compensation mechanism for mega projects. - PWP organized 3 Roundtables on "Benefit-Sharing for Community Development". - PWP assisted the Government of Pakistan to launch national water policy. - Other workshops held.
3. Bangladesh will focus on climate change, urban flood management, urban water supply, and capacity building of IWRM of professionals, including women and youth.	- 2 awareness discussions on Safe Water. - Training of Trainers on " <i>IWRM and its Practices for Regional Level Water Managers</i> ". - Workshops on present status of water supply in 3 water scarce cities, on IWRM for the Youths of Bhairab River & Gorai River Basin, and on Climate Change in South-west Coastal Region.
4. Sri Lanka will lobby for an integrated water policy, promote incorporation of IWRM and good governance in water utilities, focus on drought management institutional arrangements and identify and foster of best adaptation practices, and promote RBO/RBM concept to other basins/sub basins.	-Organized workshops and conferences on responding to landslides; South Asia Regional Conference on Sanitation; Regional Conference on Water Security and Climate Change; actively supported the GWP TEC/IWMI and GWP SAS Workshop on Climate Change, Food and Water Security; water quality and health issues; Rain Water Harvesting.
5. Bhutan will focus on addressing water shortages to rural communities.	-Mobilised communities for reforestation, water source protection. - BhWP conducted training of 35 school teachers and 51 Non-formal Education Instructors on Solar Disinfection of Water.
6. Nepal will focus on issues of water rights and ground water policy and law, transboundary water issues, and climate change adaption	- GWP Nepal/JVS reviewed existing laws. Draft report on 'Law on Ownership and Right to Water' is under peer review. - Review of existing laws particularly in relation to extraction and utilization of groundwater. - Training on IWRM and Two-day National Seminar climate change.
CRITICAL ASSESSMENT	
<p><u>Challenges:</u></p> <ol style="list-style-type: none"> 1. The GWP South Asia work planning process is nationally focused. Country Water Partnerships submit a work plan to the regional coordinator. The regional coordinator amalgamates these work plans and submits to GWPO. Therefore there is no programmatic approach in the region to develop coordinated work plans and therefore regional priorities are not highlighted. Instead country water partnerships respond to opportunities and funds as they arise and provide services and engage in projects in an ad-hoc manner. 2. The lack of a consolidated regional work plan makes it difficult for the region to raise funds and develop programs. 	

3. The CWP work plans are usually limited to activities they expect to carry out with the funds from GWPO and most of these funds are expended in administering the funds themselves; for office maintenance, country coordinator, financial reporting, progress reporting. In other words a majority of the funds are spent on administering the funds
4. Likewise the regional office spends most of the funds on administration, financial reporting and coordinating progress reports as well and has neither the mandate nor the time to provide programmatic support.
5. Due to the current allocation arrangement for the core funds where each country receives a pre-designated amount, the regional office does not have the resources to develop programs.
6. They region is burdened with excessive and multiple reporting requirements that are neither justified nor consistent. GWPO does not seem to have a consistent, coordinated set of reporting requirements with each department (network operations, communications, finance) requesting reports on an ad-hoc basis without due consideration for the cumulative burden placed upon the regions.

Recommendations:

1. It is recommended that the governance structures be significantly overhauled, simplified and streamlined
2. Reporting requirements by GWPO too should also be simplified and streamlined
3. The current monitoring system for funds should be significantly overhauled and the outcome mapping should be immediately reconsidered. The current monitoring system places onus on the RWP and CWP to report quantifiable outcomes achieved from the use of the core budget of € 200k. This amount is not sufficient for real programmatic impact. Furthermore, the current administrative structures are not cost effective in managing such a small amount. Instead it is proposed that GWPO monitors these funds in the context of further fund raising. The core budget should only be used to raise more funds.

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4.3.11 Southeast Asia

IMPACT (Socio-Economic Benefits)		SEA	REG	TB	Cambodia	Indonesia	Malaysia	Myanmar	Philippine	Thailand	Viet Nam
Value Added (proxy €):											
Beneficiaries (NB):											
Investments (leverage):											
Value Added (proxy €):											
Beneficiaries (NB):											
Investments (leverage):											
OUTCOMES (Water Governance Systems)		SEA	REG	TB	Cambodia	Indonesia	Malaysia	Myanmar	Philippine	Thailand	Viet Nam
A Policies		9	1	0	2	1	1	0	1	1	2
B Institutional roles		7	1	0	0	0	3	0	0	2	1
C Management Instruments		3	0	0	0	1	0	0	1	1	0
Total		19	2	0	2	2	4	0	2	4	3
A Policies											
B Institutional roles											
C Management Instruments											
Total											
PROGRESS MARKERS (Actors influenced)											
2009-todate		<p>Something can be reported about the boundary actor, mostly in terms of connection / interest / participation to GWP activities (10%) /</p> <p>A change process is identified while not fully implemented; the discussion of the link to GWP activities is worth reporting (50%) +</p> <p>A significant change can be reported; the discussion of the different influences/ processes leading to this change is worth reporting, including the link to GWP activities (90%) ++</p>									
OUTPUTS/ACTIVITIES (Proxy)											
2009-todate											
INPUTS (Budgets)		SEA	REG	TB	Cambodia	Indonesia	Malaysia	Myanmar	Philippine	Thailand	Viet Nam
Budget (€):		600,000									
Budget (€):											

SOUTHEAST ASIA	
WORKPLAN 2011	PROGRESS 2011
1. 8 GWP SEA countries (not Singapore) will carry out a Status review of IWRM Implementation. This will culminate in the Regional Dialogue to share and synthesise information on the IWRM status review in all 9 countries of GWP SEA.	CWPs through mobilization of country level experts collected data on the status of IWRM (with respect to Policy, Legal and Institutional Aspects) in their respective countries. The data was reviewed through national level dialogues which held between June and September 2011.
2. 8 countries of GWP SEA, in cooperation with UNESCAP, will hold national level dialogues on water security by June 2011. These dialogues will culminate in the Regional Dialogue in Sept 2010 to share and synthesise outcomes & information. A regional report on the same will be ready Dec 2010.	- GWP-SEA held Southeast Asia and Pacific Regional Expert Group Meeting on Monitoring of Investment and Results in Bangkok. Recommendations from this Expert group meeting will feed into the Asia Pacific Water Summit for Heads of State to be held in Bangkok, Feb 2012.
3. SEA countries of Cambodia, Malaysia, Myanmar, Thailand will hold dialogues to outline climate change adaptation measures in priority sectors. GWP Malaysia, in cooperation with the Drainage and Irrigation Department Malaysia, will organise state-level technical dialogues on flood management.	- Dialogues held in Cambodia and Myanmar. Malaysia plans to implement its activity in November.
4. Support and facilitation for: Indonesia and its expert dialogues on the implementation of Urban Water Management; Vietnam's workshop to seek solutions to conflicts of water uses for securing food and energy; Lao PDR workshop on Sub-Basin Planning to establish parameters for basin management ; and GWP Philippines' stakeholder platform for monitoring investment and results for water supply and sanitation.	- one day seminar on "River Management in Urban Area" held. - organisation of Leadership for IWRM Workshop also held in Indonesia. -LWP in cooperation with Nam Ngum River Basin Committee Secretariat organized workshop on Nam Xong sub-basin planning. - National consultation regarding the Draft Work Plan of Capacity Enhancement for Coping with Climate Change (CECCC).
CRITICAL ASSESSMENT	
<p><u>Challenges:</u></p> <ol style="list-style-type: none"> 1. Each country submits a workplan at the first annual SC meeting and the regional office transfers funds from the core budget to the country offices but there is no systematic plan to develop new initiatives or a way to prioritize activities. 2. No actual co-financing or external funding was generated. Only some in-kind contributions (meetings, rooms, travel etc.) that is hard to verify and the reported amount is less than the core budget. 3. Conversations with regional coordinator indicate that fund raising was not considered a priority and actually was not considered to be within the mandate of the regional office. 4. CWPs carry out more activities than is reported but due to the detailed reporting requirements the CWPs seem to prefer not to report them as GWP related activities. 5. The regional office spends most of the funds on administration, financial reporting and coordinating progress reports as well and has neither the mandate nor the capacity to provide programmatic support. 6. They region is burdened with excessive and multiple reporting requirements that are neither justified nor consistent. To the region, GWPO does not appear to have a consistent, coordinated set of reporting requirements with each department (network operations, communications, finance) requesting reports on an ad-hoc basis without due consideration for the cumulative burden placed upon the regions. <p><u>Recommendations:</u></p> <ol style="list-style-type: none"> 1. Reporting requirements by GWPO should also be simplified and streamlined 2. The current monitoring system for funds should be significantly overhauled and the outcome mapping should be immediately reconsidered. The current monitoring system places onus on the RWP and CWP to report quantifiable outcomes achieved from the use of the core budget of € 200k. This amount is not sufficient for real programmatic impact. Furthermore, the current administrative structures are not cost effective in managing such a small amount. Instead it is proposed that GWPO monitors these funds in the context of further fund raising. The core budget should only be used to raise more funds. 	

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4.3.12 Southern Africa

IMPACT (Socio-Economic Benefits)		SAF	REG	TB	Angola	Botswana	Lesotho	Malawi	Mozambique	Namibia	South Africa
Value Added (proxy €):											
Beneficiaries (NB):											
Investments (leverage):											
		Swaziland Tanzania, Zambia			Zimbabwe						
Value Added (proxy €):											
Beneficiaries (NB):											
Investments (leverage):											
OUTCOMES (Water Governance Systems)		SAF	REG	TB	Angola	Botswana	Lesotho	Malawi	Mozambique	Namibia	South Africa
A Policies		9	2	0	0	0	0	0	1	1	0
B Institutional roles		4	2	0	0	0	0	0	0	0	0
C Management Instruments		18	1	0	1	3	0	3	2	1	0
<i>Cumulative</i>											
Total		31	5	0	1	3	0	4	3	1	0
		Swaziland Tanzania, Zambia			Zimbabwe						
A Policies		2	0	2	1						
B Institutional roles		0	0	2	0						
C Management Instruments		2	0	4	1						
Total		4	0	8	2						
PROGRESS MARKERS (Actors influenced)											
2009-todate											
		Something can be reported about the boundary actor, mostly in terms of connection / interest / participation to GWP activities (10%) /									
		A change process is identified while not fully implemented; the discussion of the link to GWP activities is worth reporting (50%) +									
		A significant change can be reported; the discussion of the different influences/processes leading to this change is worth reporting, including the link to GWP activities (90%) ++									
OUTPUTS/ACTIVITIES (Proxy)											
2009-todate											
INPUTS (Budgets)		SAF	REG	TB	Angola	Botswana	Lesotho	Malawi	Mozambique	Namibia	South Africa
2009-todate		Budget (€): 600,000									
		Swaziland Tanzania, Zambia			Zimbabwe						
Budget (€):											

SOUTHERN AFRICA	
WORKPLAN 2011	PROGRESS 2011
1. Water Governance – facilitate National IWRM planning processes in Botswana, Namibia and Mozambique; local planning and IWRM integration in selected Zambezi basin riparian countries; local planning and climate change adaptation in selected riparians of one international river basin in SADC region (INBO collaboration).	Namibian IWRM Plan developed. The Botswana Water Partnership continued to support the government in the development of the IWRM Plan. The Water Climate and Development programme (WACDEP) was been developed.
2. Economics of water and financing/transboundary – facilitate economic accounting of water use and WDM (within IWRM framework) for SADC member states; implement water financing workshop (OECD/EUWI-FWG and SADC).	GWPSA collaborated (technical and co-financing capacity) with SADC on the Economic Accounting of Water Use (EAWU) EU funded project; through CWP involvement in 9 countries – national water accounts information was obtained and contracts completed. A useful resource CD developed.
3. Monitoring Progress in IWRM – support SADC in IWRM status monitoring and IWRM indicators (linked to AMCOW-GWP collaboration on monitoring); support SADC RBOs - reporting on GWP-SA IWRM initiatives in the SADC shared river basins, e.g., Zambezi, Limpopo, Orange-Senqu (linked to development challenges).	GWPSA and GWPEnA also developed a joint southern and eastern Africa IWRM assessment report called ‘Improving Africa’s Water security’. The IWRM status report developed for AfDB has been widely used and referenced by other institutions continentally, regionally and globally.
4. Build capacities at regional, CWP and Partner level for improved knowledge chain and outcome mapping reporting, and prepare six CWPs for accreditation.	A few CWPs submitted updated members database but many indicated that they cannot get information from partners. Intentions to strengthen communications and knowledge management were limited by lack of resources.
CRITICAL ASSESSMENT	
<p>Challenges: GWP Southern Africa achieved most of the planned activities in 2011. The main challenge has been lack of resources to adequately enable CWPs to support their national governments in implementing IWRM. GWPSA works very closely with SADC regional Water Division which covers 14 SADC members’ states. SADC appreciates the role that GWPSA plays in advancing IWRM in the region and expects GWPSA’s in-depth work to cover all 14 countries. This has been a challenge due to limited resources and capacity of the CWPs and thus limiting the scope and depth of what can be achieved at national level. Another key challenge for the region has been inadequate communication of its much valued outcomes and embrace new media tools. For instance the main GWP website (http://www.gwpsa.org) still includes news items from 2004.</p> <p>At Regional level, while GWPSA is very close to SADC Water Division, the same is not true for other SADC Regional Sectors such as Agriculture, Trade, Energy, Tourism and others. To achieve truly IWRM, GWPSA needs to also build strong relationships with the other SADC Sectors to the same level as SADC Water since most drivers of impacts on water resources lie outside the water sector. This could be sensitive with SADC Water Division and needs to be managed carefully and the Annual GWPSA-SADC Regional Dialogue is already a first step in that direction. There is also need to actively engage with the private sector in the region.</p> <p>While GWPSA is highly valued by SADC and several regional partners and donors, the requirement for regional donors to fund water management through a harmonised framework via SADC water division means that GWPSA can no longer get direct regional donor support as was the case in the past. Continuous dialogue with SADC on the possibility of GWPSA accessing some fundraising for regional programme from SADC itself but there are challenges as SADC also has capacity constraints that it needs to address first and foremost.</p>	
<p>Recommendations:</p> <ul style="list-style-type: none"> • The future of Regional fundraising depends on innovative collaborative arrangements with regional partners to tap into non traditional sources of funding such as climate funds, research programmes and joint bidding for tendered work. Progress has been made in this direction but is still slow. • There is need to provide resources to CWPs as part of the GWP family. From regional core GWPSA can only contribute €24,000 (i.e. €2000 x 12 CWPs) to help with some basics - Hosting arrangements need attention, 	


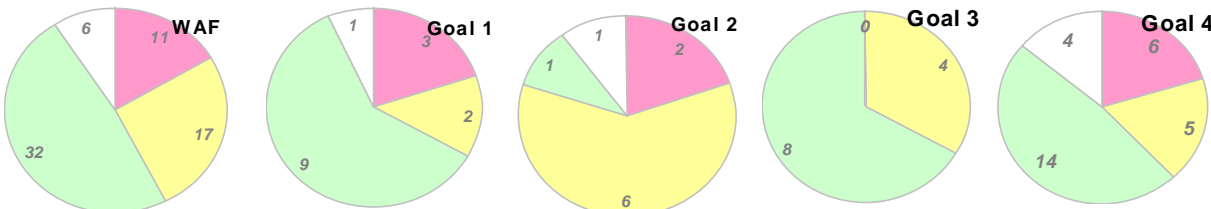
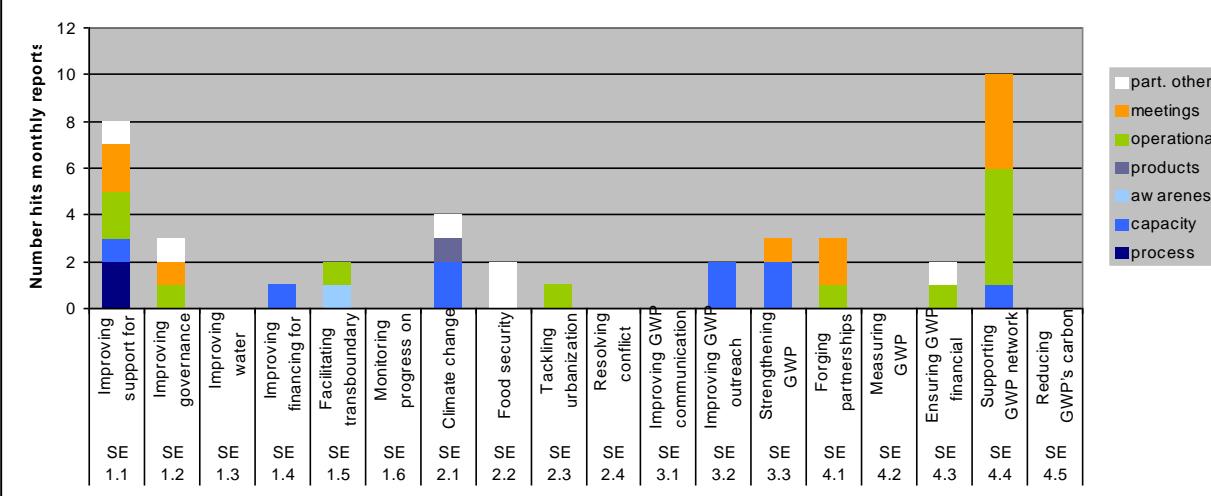
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basic communications with country partners from the CWP host and coordinator and also regional and country secretariat communications - all will get support and major secretariat staff attention next year! we also

- Need to revive and focus the CWPs and best done through programmatic engagement
- Dedicated focus is required by the region to invest in its regional communications and as required by GWP conditions of Accreditation, set aside financial resources for a core position of a Communications officer with experience in media communications and journalism. This will be a key step for complimenting the regions' efforts in fundraising.

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4.3.13 West Africa

Progress Report (summary)		West Africa									
											
IMPACT (Socio-Economic Benefits)		WAF	REG	TB	Benin	Burkina F.	Cape Ver.	Cote d'Iv.	Gambia	Ghana	Guinea
	Value Added (proxy €):										
	Beneficiaries (NB):										
	Investments (leverage):										
		Guinea-Bi Liberia	Mali	Mauritani.	Niger	Nigeria	Senegal	Sierra Le	Togo		
Value Added (proxy €):											
Beneficiaries (NB):											
Investments (leverage):											
OUTCOMES (Water Governance Systems)		WAF	REG	TB	Benin	Burkina F.	Cape Ver.	Cote d'Iv.	Gambia	Ghana	Guinea
	A Policies	5	0	0	2	0	1	1	0	0	0
	B Institutional roles	2	0	0	1	0	0	0	0	0	1
	C Management Instruments	22	1	0	4	0	4	1	1	0	1
	<i>Cumulative</i>										
	Total	29	1	0	7	0	5	2	1	0	2
		Guinea-Bi Liberia	Mali	Mauritani.	Niger	Nigeria	Senegal	Sierra Le	Togo		
	A Policies	0	0	0	0	0	0	0	0	1	0
	B Institutional roles	0	0	0	0	0	0	0	0	0	0
	C Management Instruments	1	2	3	0	1	0	1	1	1	1
Total	1	2	3	0	1	0	1	1	1	2	
PROGRESS MARKERS (Actors influenced)	2009-todate										
		Something can be reported about the boundary actor, mostly in terms of connection / interest / participation to GWP activities (10%) /									
		A change process is identified while not fully implemented; the discussion of the link to GWP activities is worth reporting (50%) +									
		A significant change can be reported; the discussion of the different influences/ processes leading to this change is worth reporting, including the link to GWP activities (90%) ++									
OUTPUTS/ACTIVITIES (Proxy)	2009-todate										
INPUTS (Budgets)	2009-todate	WAF	REG	TB	Benin	Burkina F.	Cape Ver.	Cote d'Iv.	Gambia	Ghana	Guinea
	Budget (€):	600,000									
	Budget (€):	Guinea-Bi Liberia	Mali	Mauritani.	Niger	Nigeria	Senegal	Sierra Le	Togo		

WEST AFRICA	
WORKPLAN 2011	PROGRESS 2011
1. GWP-WAf will work with strategic allies, including the Economic Community of West African States (ECOWAS) and the Permanent Interstate Committee for Drought Control in the Sahel (CILSS) to increase knowledge on climate change and define actions to adapt to a changing climate. GWP-WAf will continue promoting its proposal for a regional dialogue on groundwater management by working together with allies such as GEF, IFAD, FAO, UNESCO and others to identify funding.	Continuous collaboration with the Water Resources Coordination Centre (WRCC) of ECOWAS. An advocacy process on-going in many West African countries for ratification of the 1997 UN Convention on International Watercourses, now ratified in Burkina Faso, Nigeria and Guinea Bissau. With CILSS, collaboration has been strengthened and a regional project for climate resilience has been developed.
2. Support GWP Niger participation in the national IWRM planning process (PAGIREN). GWP-WAf will help make GWP Niger a key partner of the government.	GWP-WAf's Chair met with Niger Prime Minister, Minister in charge of water and other officials; the government has recognised CWP-Niger as a key partner in the national IWRM planning process.
3. Examine lessons learned and achievements of the completed EC-funded Programme for the Improvement of Water Governance in West Africa (PIWAG).	Implementation of PIWAG contributed to improved knowledge and awareness.
4. Strengthen the network of Partners by exploring opportunities to create Country Water Partnerships in fragile states such as Liberia and Sierra Leone, and by building the capacities of existing CWPs for project proposal development and fundraising.	Actions were undertaken in Sierra Leone and The Gambia towards the establishment of CWPs.
CRITICAL ASSESSMENT	
<p><u>Analysis of planned vs achieved in 2011</u> GWP-West Africa's work in 2011 focussed on a number of key areas, all well aligned to their regional strategy and the GWP strategy:</p> <ul style="list-style-type: none"> * <i>Support national IWRM planning processes</i> As indicated above, GWP-WAF provided a strategic support to the CWP-Niger for its involvement in Niger's national IWRM planning process. Working together with UNEP-DHI and ECOWAS Water Resources Coordination Centre, GWP-WAF supported a number of countries in their IWRM planning process (IWRM roadmaps were developed in Ivory Coast and Liberia; IWRM roadmaps were validated in Guinea-Bissau and Sierra Leone; funds were mobilized in the Gambia for implementation of the IWRM roadmap; efforts were on-going in Togo towards adoption of the IWRM plan by Government and fundraising). * <i>Promote dialogue with regional partners to address key challenges such as climate change</i> – notably through promotion of a dialogue on groundwater and continuous collaboration with ECOWAS, CILSS, UEMOA, and other key regional bodies * <i>Engage with the media for better communication and sensitisation on water issues</i> (organisation of the 4th annual workshop for journalists on water and the environment) * <i>Work with Partners towards establishment of new Country Water Partnerships</i> <p><u>Challenges:</u></p> <ul style="list-style-type: none"> * <i>End of the EC-funded Programme for improving water governance in West Africa (October 2007-September 2010)</i>, which led to a loss of staff and significant decrease in GWP-WAf's annual budget. * <i>Challenges in fundraising for a regional groundwater dialogue:</i> GWP-WAF developed a proposal for a dialogue on groundwater management in West Africa as early as 2009. In spite of strong initial interest (from GEF, UNESCO, UNEP, African Development Bank, etc.), designing the right institutional setting and coordinating with the various on-going initiatives proved more challenging than initially expected. With the PIWAG ending, GWP-West Africa felt more pressure to mobilise smaller amounts quicker from a wider range of institutions (IFAD, FAO, ECOWAS, UEMOA, UNECA-ACPC, etc.) adding some complexity and, in a context of low financial/human resources, <i>making it harder to get a long-term, bigger scale project up and running.</i> * <i>Restructuring of CREPA (Host Institution) and renewal of the Host Institution Agreement:</i> The renewal of the 	

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HIA was made more difficult by CREPA's restructuring (as the newly established "Water and Sanitation for Africa", WSA). This is still work in progress – the HIA has not been renewed yet, and the case is strong for GWP-WAF to try and be the first self-hosted RWP (*see below*). Due to CREPA's restructuring, GWP-WAF moved into its own offices.

* *Revision of Statutes, rules & regulations and hosting arrangements*: The 'extended SC meeting' (including all CWP Chairs and TEC members) organised in 2011 in the place of the annual General Assembly (cancelled last minute due to political riots), decided to set up an 'Ad Hoc Committee' tasked with updating/simplifying the Statutes and rules and regulations, as well as suggesting recommendations on hosting arrangements. It is possible that the Ad Hoc Committee recommends, based on a comparative study, the establishment of a self-hosted RWP.

Recommendations for 2012

* Pursue fundraising efforts

* Work together with the GWPO on the proposal for a self-hosted, independent RWP (including 'activating' GWP-WAF's legal registration as an "international association" established in Burkina Faso).