



GLOBAL WATER PARTNERSHIP

STRATEGY 2004–2008

PREFACE

A lot has happened in the Global Water Partnership (GWP) during the period 2001–2003. As a response to the Vision and the Framework for Action (FFA) presented at the 2nd World Water Forum in The Hague in 2000, the GWP developed a three year work plan published under the title, “Comprehensive Work Program and Follow up to the FFA – 2001 to 2003.” This work plan sets out a strategy to establish regional partnerships, build strategic alliances for action, promote good practice in IWRM and develop regional actions.

In this context, considerable effort has been made to transform the GWP Regional Technical Advisory Committees (RTACs) into fully established Regional Water Partnerships (RWPs). This evolution involved an important shift from working with a small multidisciplinary team of water professionals – handpicked for their individual capacity – to a much larger, broad based cross-sectoral and multi-stakeholder group of organizations, governed by elected representatives. This evolution is seen as an important step towards more transparency and inclusiveness within the GWP system. Some regions have already completed this conversion but much more is needed to ensure that these partnerships are fully representative, robust and effective, as well as becoming self-sufficient on the financial level.

Partnerships have also sprung up at country and sometimes sub-national level in developing countries as well as in some industrialized countries. Moreover, in 2002, the GWP headquarters in Stockholm was established as an intergovernmental organization giving GWP a legal status. In the meantime, the international community is trying to bring more focus in its efforts to tackle the water issues. As a notable example, an important target has been put forward requesting countries to come up with national IWRM plans by the year 2005.

Considering the importance of its own internal dynamics, and to respond to the rapid changes resulting from the growing international profile for water, GWP has examined its activities and approaches to develop a new strategy from 2004. In addition, to help identify GWP’s strengths and weaknesses a group of donors carried out an External Evaluation of GWP in early 2003. This has produced a number of recommendations to strengthen the partnership and move forward to a new phase as shown in the Box below.

Recommendations from the External Evaluation of GWP

The External Evaluation concluded that GWP provided impressive value for money and had been instrumental in influencing the global water agenda and in raising awareness of the IWRM approach. To build on its present success the evaluators recognized the strains developing from an essentially ‘voluntary’ organization and suggested that GWP needs to:

- Seek a more focused role to ensure adoption of IWRM,
- Improve connectivity between regions and the center,
- Increase the robustness of the partnerships and improve liaison with key stakeholders,
- Adapt its structure to be able to better deliver at the country level,
- Increase control to maintain quality of its brand,
- Better define objectives and roles for different levels within the organization.

GWP now recognizes the need to provide more support to countries to convert concepts into practice and awareness into action. GWP also recognizes the need to move increasingly towards the regional and lower levels where action happens. In this context, the principal purpose of this Strategy document is to articulate clearly what the GWP is in 2003 and what it will try to achieve over the next few years.

The process

This Strategy document has been developed as the result of an extensive consultative process conducted within the GWP network between March and September 2003.

Initial inputs from the GWP constituency were gathered for a kick-off meeting held at the 3rd World Water Forum in Kyoto, March 2003. These inputs allowed GWP Secretariat to produce a first discussion document (draft 1).

This draft, together with draft Regional Strategy documents prepared by the eleven constituted GWP regional groups formed the basis for developing a consolidated strategy document (draft 2). This draft was produced by a dedicated writing group constituted of eight individuals originating from various parts of the GWP network.

Draft 2 was widely circulated to the GWP constituency and the comments received allowed the GWP Secretariat to produce a revised document (draft 3).

Draft 3 was then sent to a selected reference group (ten members). Comments gathered from this group allowed the production of draft 4 which formed the basis for wider structured consultations during the GWP annual Consultative Partners meeting in Stockholm, August 2003. The document received a broad support at this meeting. Final editing and incorporation of comments expressed at the Consultative Partners meeting was conducted and led to the present document which has been endorsed by the GWP Steering Committee at its meeting in Madrid, December 1–2, 2003.

I am indeed very grateful, on behalf of the whole GWP family, to the members of the writing and reference groups and to all other contributors who provided the essence of this document.

As the reader can expect, the Strategy only provides the main thrust of what GWP intends to accomplish during the next planning period 2004–2008. The details of GWP operations are available in companion work plan and budget documents. This planning period, leading us to facilitating the development of national IWRM plans by 2005 and leaving room for continuing the process of implementation until 2008, will be crucial indeed.

Five years from now, GWP will have to assess its performance and see if it has lived up to the expectations set in its Strategy. A set of broad indicators is proposed in the document. Though ambitious and requiring further refinement for measurement purpose, these guiding markers will help us keeping track of our efforts.

The challenges ahead of us are significant and expectations are high, so there is no room for complacency. However, I have no doubt that, through everybody's efforts, the GWP has the capacity to deliver and be successful in implementing the present Strategy through its 2004–2008 work program.

Emilio Gabbrielli
GWP Executive Secretary
December 2003

GWP Strategy

Awareness and Action

PREFACE

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ANNEX. SUMMARY OF OUTPUTS AND INDICATORS

LIST OF ACRONYMS

AP	Associated Program, GWP
ASEAN	Association of Southeast Asian Nations
AWP	Area Water Partnership, GWP
Cap-Net	Capacity-building Network, GWP
CBD	Convention on Biological Diversity
CIDA	Canadian International Development Agency
CP	Consulting Partners, GWP
CWP	Country Water Partnership, GWP
ECOWAS	Economic Commission of West African States
EU	European Union
FAO	Food and Agriculture Organization
FFA	Framework for Action
FPG	Finance Partners Group, GWP
GWA	Gender and Water Alliance
GW-MATE	Ground Water Management Advisory Team
GWP	Global Water Partnership
IAHR	International Association of Hydraulic Engineering and Research
ICID	International Commission for Irrigation and Drainage
ICLEI	International Council for Local Environment Initiatives
IDB	Inter-American Development Bank
ILEC	International Lake Environment Committee
INBO	International Network of Basin Organizations
IUCN	The World Conservation Union
IWA	International Water Association
IWMI	International Water Management Institute
IWRA	International Water Resources Association
IWRM	Integrated water resources management
MDG	Millennium Development Goals
MRC	Mekong River Commission
NEPAD	New Partnership for Africa
NGO	Non-governmental organization
RTAC	Regional Technical Advisory Committee, GWP
RWP	Regional Water Partnership, GWP
SADC	Southern Africa Development Community
SC	GWP Steering Committee
TEC	GWP Technical Committee
UN	United Nations
UNCED	United Nations Conference on Environment and Development
UNEP	United Nations Environment Programme
UNESCO	United Nations Education, Science and Cultural Organization
UNDP	United Nations Development Programme
WARFSA	Water Research Foundation for Southern Africa
WB	World Bank
WCD	World Commission on Dams
WCP	World Climate Programme
WFD	EU Water Framework Directive
WHO	World Health Organization
WMO	World Meteorological Organization
WSSCC	Water Supply and Sanitation Collaborative Council
WSSD	World Summit on Sustainable Development
WWF	World Wide Fund for Nature

EXECUTIVE SUMMARY

Using water resources in a sustainable way may be one of the most important challenges determining the future of mankind. Fragmented and shortsighted approaches have produced a few disasters and have certainly compromised harmonious socio economic development in many parts of the world, today, as well as for future generations. The Global Water Partnership (GWP) was set up in 1996 to help focus the attention of all water stakeholders on the necessity to develop and manage water resources in an integrated way. Beyond awareness raising, GWP's mission statement refers to a role of strategic assistance to the countries on the path towards Integrated Water Resources Management (IWRM). Over the years GWP has progressively defined itself as "*an international network of organizations involved in water resources management which promotes IWRM through both the creation of fora at global regional and national levels directed toward facilitating change, and the systematic creation, accumulation, and dissemination of knowledge to support the process of change.*"

After a period of rapid growth and important contributions made in terms of IWRM knowledge generation and sharing, awareness raising and setting up of neutral multi-stakeholder platforms at various levels, GWP is at the crossroads. 2004 marks the beginning of a new planning period during which there are very high expectations on GWP for its leadership in promoting action for improving water resources management systems. The core competence of GWP, IWRM, is now recognized as the driving process on the agenda of national water sectors reform. Countries are expected to advance substantially on the path of IWRM during the next few years and in particular, be engaged in national IWRM strategic planning exercises by 2005 (World Summit on Sustainable Development, Johannesburg, 2002).

It is in this context that GWP is defining its strategic orientation for 2004 and beyond: more action, more decentralization of operations both in terms of resources allocation and funding sources, and a relentless quest for excellence in network management. The prime aspirations of GWP have been captured within its immediate objective and the five consolidated Outputs expected to be produced during the planning period:

The GWP immediate objective is to ensure that *Integrated Water Resources Management is applied in a growing number of countries and regions, as a means to foster equitable and efficient management and sustainable use of water.*

Output 1: *IWRM water policy and strategy development facilitated at relevant levels*

Output 2: *IWRM programs and tools developed in response to regional and country needs*

Output 3: *Linkages between GWP and other frameworks, sectors and issues ensured*

Output 4: *GWP partnerships established and consolidated at relevant levels*

Output 5: *GWP network effectively developed and managed.*

GWP intends to pursue this agenda with realism and persistence.

IWRM is not a science, and blueprint solutions for managing water resources will never be available. The Dublin conference in 1992 was seminal in introducing key guiding principles. Operationalizing these principles has proved difficult and highly dependent on the contexts encountered. Countries are at different stages of development, have different aspirations, they formulate their strategies within very different political frameworks...all this requires situational analysis, sequencing, prioritizing and a lot of persistence to keep the IWRM goal in sight while going through the steps of incremental improvement. This fundamental requirement forms the thread of GWP's overall approach for working with regions and countries on IWRM water policy and strategy development. The "political economy of changes" sets the framework for GWP actions.

GWP does not intend to provide ready-made solutions or directly "act" in place of the custodians of water resources at the various levels. GWP will continue on the path it has set for itself during the formative years: facilitating processes, stimulating dispassionate and informed debates, brokering

knowledge and experience around real problems for the people in charge of managing the water resources as well as all the other stakeholders. In the course of fostering dynamic learning processes and building bridges GWP will of course, contribute to capitalize on this knowledge to design tools and programs to contribute towards managing water. The intention will be to take stock of the available collective experiences.

One of the ongoing challenges for GWP is to communicate beyond the water community. Reaching out to the wider sphere of economic development is the condition for having a sizeable impact and for putting meaningful and sustainable processes into motion. GWP will make a conscious effort to put its work in the context of a broader socio-economic perspective and reach out to the relevant actors who are too often ignored by the “water world.” Confronting this reality will certainly lead to reconsidering some of GWP’s engagement strategies, sometimes based on too simplistic assumptions. Adding perspectives certainly brings complexity, not least by forcing a refined analysis of the incentives for changes of a variety of new actors – it is nevertheless, the only way for building real communities for change and improvement.

GWP is about IWRM and partnerships. A process of change and a way of working based of commonality of goals, respect and pluralism. GWP management is committed to enshrine these elements in the very life of the network for the years to come.

CHAPTER 1. THE WATER AGENDA

The water crisis

“Tackling the water issue” is critical for a large part of the Earth’s population. The magnitude of the water security challenge is breathtaking: continuously increasing demand, consumption and water withdrawals, declining water quality, scarcity in some parts of the world, low water supply and sanitation coverage, potential for conflicts over shared water resources...the list of warning signals is almost endless.

At the same time, one can only recognize the shortcomings of the response mechanisms in place: poor status of planning and management (e.g., problems of inter-sectoral allocation of water), problems of financing water service delivery, institutional and operational capacity problems, the multitude of international players (and the problems associated with this factor)...the list of concerns appears seemingly endless.

These issues and concerns were already on the agenda in 1996 when GWP was launched. They still constitute the set of real and tangible problems that GWP is meant to help address.

The international perspective

The challenge of achieving water security has been much discussed in the last few years as efforts have been made to alert the world to the ever-growing problems related to water. Since 1992 there have been a series of international conferences devoted to water matters, starting with the Dublin conference in 1992 and followed by the 2nd World Water Forum in The Hague in 2000, the Freshwater Conference in Bonn in 2001 and the 3rd World Water Forum in Kyoto in 2003.

In parallel, the importance of water has become increasingly prominent in key development conferences such as the United Nations Conference on Environment and Development (UNCED) in Rio de Janeiro in 1992, the UN Millennium General Assembly in 2000 and the World Summit on Sustainable Development (WSSD) in Johannesburg in 2002. The latter was particularly important with water being recognized as one of the most important issues for sustainable development. A number of development goals and targets have been established by the United Nations that provide a framework for all development activities as shown in Box 1. Water clearly underpins most of these goals and targets: whether reducing child mortality or reducing hunger, water is critical. Moreover, in 2003, the UN Commission on Sustainable Development decided to make water issues its central focus for the next two years and water issues featured prominently at the Summit of the G8 Heads of State in Evian-les-Bains, France, in June 2003. The GWP, established in 1996 as a response to the Dublin and Rio conferences, has been very active in these international efforts to understand and raise awareness of the water crisis.

Box 1: The 2015 Millennium Development Goals

Goal 1: Eradicate extreme poverty and hunger

1. Reduce by half the proportion of people living on less than a dollar a day
2. Reduce by half the proportion of people who suffer from hunger

Goal 2: Achieve universal primary education

3. Ensure that all boys and girls complete a full course of primary schooling

Goal 3: Promote gender equality and empower women

Goal 4: Reduce child mortality

4. Reduce by two thirds the mortality rate among children under five

Goal 5: Improve maternal health

5. Reduce by three quarters the maternal mortality ratio

Goal 6: Combat HIV/AIDS, malaria and other diseases

6. Halt and begin to reverse the spread of HIV/AIDS, malaria and other major diseases

Goal 7: Ensure environmental sustainability

7. Integrate the principles of sustainable development into country policies and programs; reverse loss of environmental resources
8. Reduce by half the proportion of people without sustainable access to safe drinking water.
9. Achieve significant improvement in lives of at least 100 million slum dwellers, by 2020

Goal 8: Develop a global partnership for development

Box 2: The WSSD targets most relevant to water

Halve the proportion of people without sanitation by 2015
Prepare national IWRM and water efficiency plans by 2005.

The centrality of the water crisis to social and economic development and environmental sustainability has been well documented and it is not necessary to repeat it here. Altogether the last few years have been an important period during which water finally seeped into the political agenda and a global consensus was established among water professionals across sectors. However, a global consensus does not translate automatically to a consensus at the regional, national or local level, nor does it put water into mouths or onto crops. There has been a growing frustration with international debate and more demand for action to capitalize on the global political consensus and convert it into local solutions.

Consensus does not mean agreement on everything and debates over preferences for community action or private sector and dams or other solutions will of course continue to rage – as they always have. Of course, we know that all these are valid solutions *in the right situation* and the best approach can only be determined at the national and sub-national level, and only if there is an awareness of all the options. An important lesson learned over the last few years is that there is no single or easy solution and we must avoid letting the best be the enemy of the good. Now the hard part begins – putting the ideas into action.

Integrated water resources management

Chapter 18 of Agenda 21 adopted at the UNCED in Rio emphasized the need for an integrated approach to water resources management and development that recognizes the conflicting multiple demands on freshwater resources. This provided the *raison d'être* for IWRM initiatives with the Dublin principles providing the fundamental philosophy.

Box 3: The Dublin Principles

Principle No 1:

Fresh water is a finite and vulnerable resource, essential to sustain life, development and the environment.

Principle No 2:

Water development and management should be based on a participatory approach, involving users, planners and policy-makers at all levels.

Principle No 3:

Women play a central part in the provision, management and safeguarding of water.

Principle No 4:

Water has an economic value in all its competing uses and should be recognized as an economic good.

By highlighting socio and economic linkages, these principles clearly put IWRM at the core of sustainable development policy efforts. There are therefore, a number of substantive links between IWRM and the goals and objectives set within the socio political frameworks at all levels. As mentioned earlier, IWRM is an important element of the MDG implementation strategy and needs to

be a central component of national strategies to meet poverty, hunger, health and environmental sustainability goals.

IWRM principles are by now widely accepted but still very difficult to operationalize. This points towards a clear need for further work, notably in terms of development of the “practical” knowledge base and capacity building.

Box 4: What do we mean by IWRM?

The GWP defines integrated water resources management as a process that promotes the coordinated development and management of water, land and related resources, in order to maximize the resultant economic and social welfare in an equitable manner without compromising the sustainability of vital eco-systems.

There is no “blueprint” on how to implement IWRM. Inherently IWRM is a process of institutional change about which not much is fully understood or the key underlying issues, as yet, resolved. IWRM needs to be viewed as a dynamic, constantly evolving subject that requires significant further development and "learning by doing."

One of the errors often made in relation to IWRM is that it is presented as a ‘win-win’ situation. This is not always the case in reality. To implement IWRM requires, in many cases, facing hard choices and taking difficult decisions, often at a political level. There may be interests that are negatively affected, and there are certainly some losers. The lack of implementation of IWRM is therefore, due to a large extent to the lack of attention devoted to understanding political, social and financial conflicts (which must be addressed and resolved). Building capacity for facilitating the resolution of such conflicts implies an intimate knowledge of the socio-political environment where action is to occur, careful sequencing of action and a lot of persistence. It certainly requires empowered and effective partnerships among all water stakeholders.

GWP and others who have been instrumental in translating the IWRM principles into guidelines for action are utterly aware of these intrinsic complexities of the IWRM concept. Nevertheless, the fundamental message put forward by all the promoters of an IWRM approach has been to say: "yes, there are a lot of complexities – but if steps are taken in a few defined directions, i.e., bringing sectoral groups together, involving the relevant layers of society, arranging for data collection exchange and transparency, adding in some measure of public participation, constructing an agenda...then societies will at least be taking steps towards a more integrated management and sustainable use of water resources." Here we are closer to action and to the philosophy of GWP.

CHAPTER 2. WHAT GWP IS

GWP mission and mode of operation

The GWP mission has remained unchanged since GWP launching in 1996: *To support countries in the sustainable management of their water resources.*

The mission recognizes that the broader development goals of eliminating poverty, improving social well-being and economic growth and protecting natural resources cannot be achieved if water resources are not used in a sustainable way. GWP is promoting IWRM as the key operational approach to ensure sustainability. The mission is implemented through a number of activities undertaken at different levels (global, regional, transboundary, basin, local, etc.), which all together constitute the GWP program. While GWP is an inclusive network and includes people from all parts of the world, the GWP program is designed to support efforts undertaken by developing countries and countries in transition in improving the management of their water resources.

From its creation, GWP was conceived as a partnership bringing together people from many disciplines, sectors and organizations concerned with water resources development and management. It has provided a “reinforced network” characterized by shared values, flexibility and a philosophy of decentralization and shared responsibilities. Over the years GWP has progressively defined itself as: *“...an international network of organizations involved in water resources management which promotes IWRM through both the creation of fora at global regional and national levels directed towards facilitating change, and the systematic creation, accumulation, and dissemination of knowledge to support the process of change.”*

GWP has indeed provided a focal point to help overcome the fragmented efforts that have traditionally led to unsustainable water resources development and management. With the force of a large and diverse network, the GWP has quickly become an important actor and has been instrumental in defining concepts and raising awareness of integrated water resources management. GWP has also helped to make cross-cutting issues such as governance, finance and capacity more prominent in water debates. GWP has also been instrumental in establishing the concept of *partnership* as a means to achieve broad ownership of ideas and solutions.

GWP is a facilitating organization, assisting others; it is not an implementing agency. It is therefore, important that GWP initiatives are clearly positioned within agreed frameworks at different levels and relate to the goals and objectives set within these frameworks. This implies careful monitoring of the socio-political environment at all levels and reflecting the emerging or agreed relevant priorities in GWP initiatives.

- At the global level GWP is engaged in a partnership with the UN system and other global actors engaged in development.
- At multi-country level GWP is engaged in a partnership with the regional or sub regional political bodies (the Southern Africa Development Community (SADC), the Association of Southeast Asian Nations (ASEAN), the European Union (EU) and so on), the regional development banks and other initiatives involving more than one country (regional initiatives such as for example, the New Partnership for Africa (NEPAD) in Africa, transboundary basins initiatives, and major NGO programs).
- At country level GWP is engaged in a partnership with the national and sub-national political bodies as well as all relevant stakeholder groups and actors, including in-country basin frameworks.

GWP organization

Several groups comprise the GWP network, and facilitate and support its work. The nature of these groups reflects a conscious effort by GWP to operate close to the ground, through its ramified

regional network, while ensuring substantial integrated program support, governance and coordination mechanisms. The aim is to reflect the philosophy earlier described of a dynamic learning organization, promoting partnerships close to the reality of water problems, in the organization of GWP itself.

Regional groups

- *RWPs* – Regional Water Partnerships. Broad based cross-sectoral membership from the countries in the region creating a neutral and inclusive platform for dialogue on water issues. Each has its own governance structure.
- *CWPs* – Country Water Partnerships. Broad based cross-sectoral membership from the country creating a neutral and inclusive platform for dialogue on water issues.
- *AWPs* – Area Water Partnerships. Broad based cross-sectoral membership from a particular area within a country that is established to deal with specific water issues in this area.
- *RTACs* – The Regional Technical Advisory Committees (RTACs), comprising of around ten to twelve water professionals, established in the regions as ‘start engines’ for the development of regional and country water partnerships. Once the transition to RWPs is done, RTACs may stay in operation with the changed role of overall quality control of regional activities.

Program services

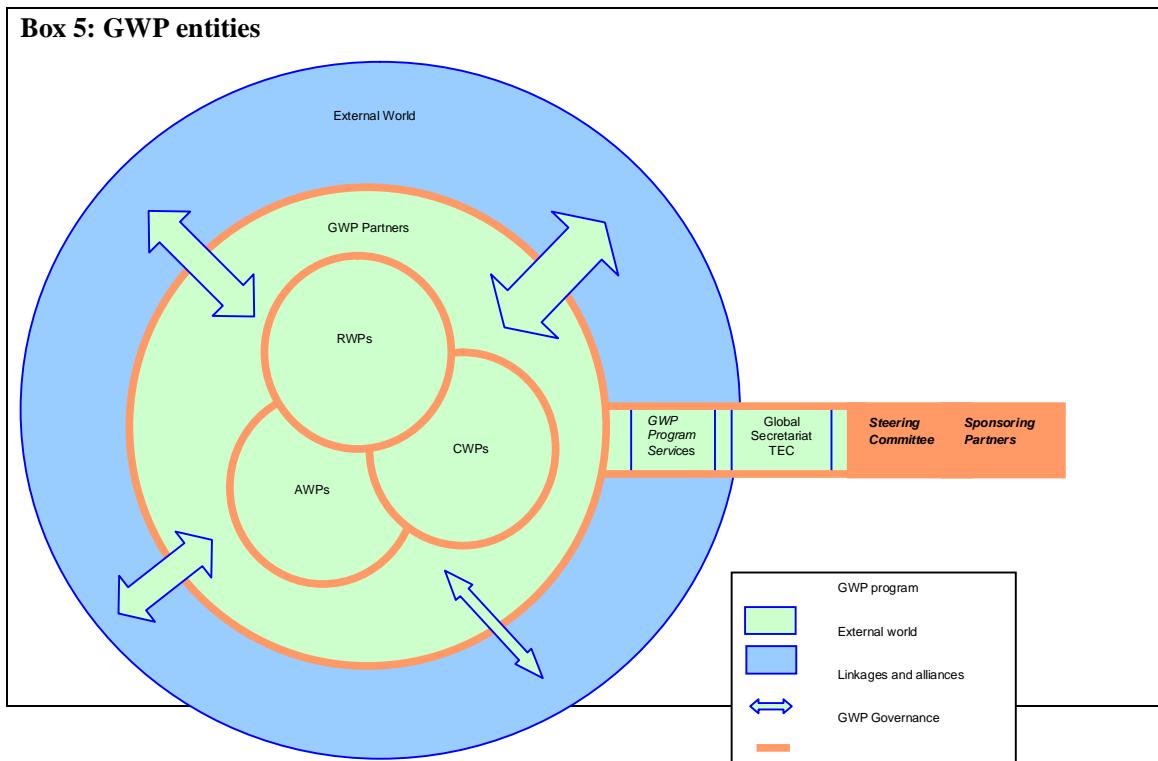
- *GWP program services (Associated Programs, Advisory Centers and Experts)* – Programs, institutions and individual experts that can provide strategic assistance to regions and countries. The Associated Programs (APs) are not owned or directed by the Partnership but are independent programs hosted within different organizations and whose services can be found through the GWP network. The Advisory Centers are centers of excellence located in various regions and constitute an institutional resource base for the whole network. Activities mounted within the GWP system are expected to find within the program services a wealth of expertise and know how useful for ensuring high quality and state of the art interventions.
- *Finance Partners Group (FPG)* – Actual and potential donor organizations and agencies.

Global coordination and quality control

- *GWP Technical Committee (TEC)*. A group of ten to twelve water oriented experts from around the world with various backgrounds and professional experience. They act in their individual capacity and provide advice and analysis in an independent manner. They act as a ‘think tank’ and independent quality control mechanism for the whole GWP network. TEC's role is to drive GWP's efforts to create, accumulate, and disseminate knowledge to support IWRM change processes. TEC's focus is on the substance of IWRM and its functions include strengthening understanding of what IWRM means, overseeing the development of tools to help turn principles into practice, guiding GWP's knowledge generating and global learning mechanisms, providing substantive guidance and policy support to regional and country partnerships, and developing systems to enable GWP to learn from its own experiences in facilitating change.
- *GWP Secretariat* in Stockholm. Headed by the Executive Secretary, the Secretariat is responsible for facilitating the implementation of the GWP work program. The Secretariat is legally representing the GWP network. The Secretariat's role is to provide support to the GWP network in the areas of program management and development, governance, finance, administration and communications. Its role is to ensure a proactive coordination and to foster synergies within the whole GWP system.

Governance

- *GWP Partners*: The members of the GWP network. The members send representatives to the annual general meeting of the GWP Partners – the Consulting Partners meeting – where they are consulted on major strategic and policy issues.
- *GWP Steering Committee (SC)*. An elected group of twenty-two water oriented stakeholders representing different groups: different water uses, financiers, regions. It provides oversight and guidance of the work program in the network. This committee acts as the GWP Board of Directors.
- *GWP Sponsoring Partners*. Those States and Inter-Governmental Organizations that have signed the Memorandum of Understanding establishing the Stockholm Secretariat (the Global Water Partnership Organization) as an Intergovernmental Organization. The Sponsoring Partners appoint the GWP Chair, members of the Steering Committee, the GWP auditor and approve the annual audited accounts of the GWP.



GWP challenges in 2003

Below is a brief account of where GWP stands in 2003. The analysis is presented in a tabular form, organized along the four classic components of a strategic planning analysis: Opportunities and Threats (external environment), and Strengths and Weaknesses (internal environment).

Opportunities:	Threats:
<ol style="list-style-type: none"> 1. Water high on the international agenda 2. Call for action at country level (UN-plans) 3. Lack of competitors in GWP niche (neutral platform, specialized in water, IWRM) 4. IWRM is accepted as the approach to use for Water Resources Management 5. Many water organizations; need for "co-ordination" 	<ol style="list-style-type: none"> 1. IWRM not well developed, understood, operationalized; possible misuse of IWRM concept (lack of disseminating capability of IWRM, fatigue of IWRM) 2. Danger of IWRM becoming a "mantra" 3. Worsening economical/politico environment (funding) 4. Over-ambitious targets (IWRM plans 2005, some

6. Need for decentralized monitoring of various plans/activities (e.g. WB) 7. Targets to contribute to (GWP positioning)	Millennium goals for 2015) 5. Series of big water events with small concrete progress
Strengths: 1. Committed stakeholders 2. Broad platform (Multi-stakeholder, Cross-sectoral) 3. Appealing cause/mission 4. GWP decentralized Partnerships 5. Flexibility (light organization, limited bureaucracy, limited hierarchy, adaptive) 6. Attractive brand name (pervasive) 7. Wide resource base / expertise at all levels 8. Presence of a decentralized communication network 9. Responsiveness to external demands	Weaknesses: 1. Niche not enough defined/clarified, priority setting needed; still water introvert. 2. Lack of clarity of GWP Associated Programs (articulation, definition, access to services) 3. Tension between coherence of the global organization and diverse decentralized bodies. 4. Perceived as top-down, donor driven (lack of mechanisms for empowerment), talk shop. 5. Difficult to ensure accountability because GWP is flexible and non hierarchical 6. Fuzziness of the membership concept (who are members, their benefits, obligations and contributions) 7. Databases and management instruments underdeveloped 8. Lack of evaluation culture and capacity 9. Complexity/lack of clarity of the various components of GWP governance 10. Fundraising capacity of regional/country partnerships underdeveloped. 11. Over-production of documents, insufficient action orientation.

The need to maintain quality of the GWP brand is one of the key recommendations of the GWP 2003 External Evaluation. The main characteristics of this brand emerge from the strengths outlined above: inclusiveness, decentralization, flexibility, technical soundness and responsiveness. It is a key challenge for GWP to protect these values and achieve an enhanced level of excellence. This has to happen along with a sustained effort in both streamlining and strengthening GWP organizational arrangements. In brief, nurturing the structure that helps GWP become a more robust and effective network whilst remaining flexible, cost-effective and non-bureaucratic.

The analysis of threats and weaknesses shows that GWP in 2003 is still fragile. It needs to engage more with real actors on the ground and spare no efforts in demonstrating the validity of the IWRM concept in concrete programs. Strengthening GWP operational niche along these lines will be a key prerequisite in that respect.

GWP operational niche

GWP wants to maintain its specificity and minimize overlaps with other organizations while enhancing co-operation and synergies. In addition, GWP wants to avoid spreading itself too widely and becoming involved in areas where it has little capacity, experience or comparative advantage. This implies clarity on GWP's added value in providing contributions.

As highlighted in Chapter 1, IWRM is a process of institutional reform and change. GWP's distinctive characteristic – arguably its comparative advantage in addressing this issue – lies in its ability to combine two functions synergistically:

- facilitation of IWRM change processes at the area/country/regional levels, and
- "developing the subject" of IWRM.

The latter function requires GWP to continue to strengthen understanding of what IWRM means, to demystify its principles, and to develop tools to help stakeholders turn principles into practice (including, increasingly, through learning from GWP's own experiences in facilitating change). GWP's capacity to "think globally and act locally" gives it its real power.

The various elements below gives more detail on GWP’s vision of its dual operational niche.

	<i>Whats / contribution to actions</i>	<i>Hows / mechanisms & resources</i>
IWRM Knowledge	<ul style="list-style-type: none"> • Generate, mobilize and facilitate access to global IWRM knowledge 	<ul style="list-style-type: none"> • GWP TEC • IWRM knowledge base and global mechanism for knowledge exchange, around IWRM ToolBox • A distributed network of Advisory Centers, Associated Programs • A wide network of experts
Partnership mode of operation	<ul style="list-style-type: none"> • Facilitate participation of key stakeholder groups to the policy process • Facilitate participation of a wide range of organizations to the design and implementation of programs • Create synergies between policy setting and implementation • Create synergies between different programs and funding sources 	<ul style="list-style-type: none"> • A network of more than 600 partner organizations • Operational multi-stakeholder platforms in more than 10 regions and 30 countries (in 2003) • A wide array of strategic alliances • Know-how for designing multi-stakeholder platforms • Know-how for facilitating multi-stakeholder participatory policy dialogues, program design & implementation

The development and strengthening of this niche will be at the core of GWP program. A careful attempt to keep the “dual track” in balance and synergy will lie at the heart of GWP Outputs and program.

CHAPTER 3. WHAT THE GWP PROGRAM IS

The immediate objective of the GWP Program is:

To ensure that Integrated Water Resources Management is applied in a growing number of countries and regions, as a means to foster equitable and efficient management and sustainable use of water.

The program is steered towards achieving its immediate objective by a set of five consolidated Outputs.

Output 1: IWRM water policy and strategy development facilitated at relevant levels

Output 2: IWRM programs and tools developed in response to regional and country needs

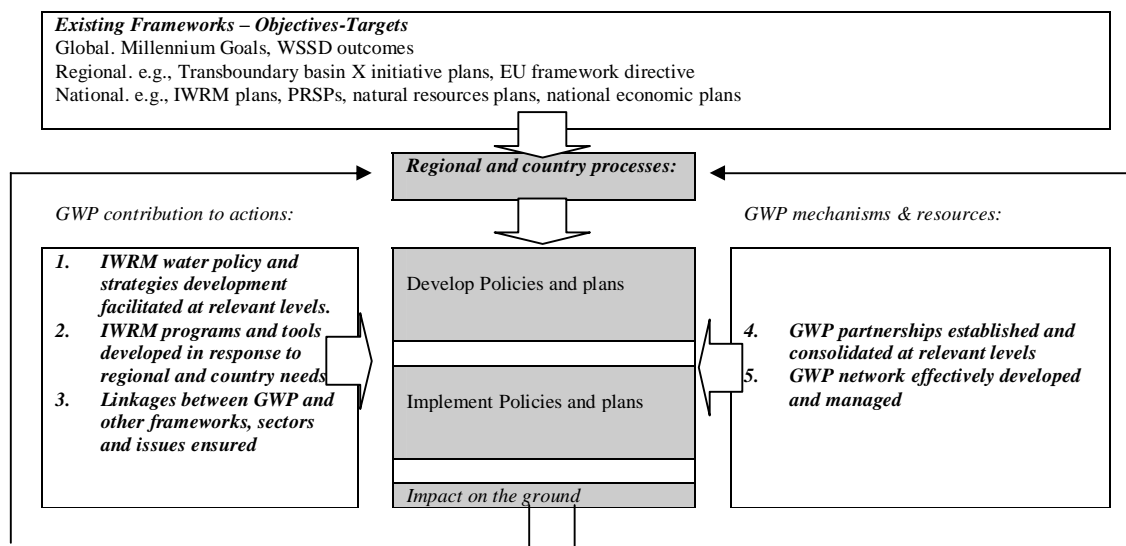
Output 3: Linkages between GWP and other frameworks, sectors and issues ensured

Output 4: GWP partnerships established and consolidated at relevant levels

Output 5: GWP network effectively developed and managed

Considered broadly, this set of five consolidated Outputs comprises three Outputs (1, 2, 3) that are directly related to actions on the water management systems, and two intermediate institutional Outputs (4, 5) related to GWP efforts in building innovative delivery mechanisms and effective management tools and principles.

GWP Outputs



Pursued together, the five Outputs allow GWP to reach the immediate objective and fulfill its mission. The five Outputs drive and integrate the activities undertaken by the GWP network, which constitute the **GWP Program**.

The following sections present the broad outline of the GWP Program. The five Outputs are presented in two groups according to the distinction introduced above. The first group comprises Outputs 1, 2 and 3 and relates to GWP impact on the water world. The second group comprises Outputs 4 and 5 and relates to the mechanisms and management principles developed by GWP for delivering impact with maximum efficiency and clear added value.

Impact

At all levels, and particularly at regional and country level, GWP wants to identify the existing processes aimed at transforming or impacting the water management systems and, whenever possible, offer focused contributions to the related programs. This is best achieved by ensuring that GWP is in a position to contribute to the policy processes (Output 1), to the design and introduction of the necessary programs and tools for implementing IWRM (Output 2), and to the articulation of the IWRM approach in the context of various programs directly or indirectly related to water resources management (Output 3).

OUTPUT 1: IWRM WATER POLICY AND STRATEGIES DEVELOPMENT FACILITATED AT RELEVANT LEVELS

Vision

Output 1 is meant to translate IWRM principles into mainstream regional and national policies. It is aimed at helping regions and countries in their water sector reforms, specifically to ensure that policies are developed within the IWRM framework, towards equity, efficiency and sustainability. In part, this Output will be realized through GWP acknowledging its fundamental responsibility to assist countries in the preparation of their IWRM and water efficiency plans by 2005 (a WSSD target).

GWP will be a strategic partner for national and regionally representative 'government institutions' to assist policy making by facilitating necessary multi-stakeholder processes and providing technical support.

Overall approach

In all regions, GWP takes cognizance of the initiatives and processes already established (Vision and Framework for Action) and those that have developed in response to meeting the Millennium Development Goals (MDGs). GWP will therefore, ensure that its activities designed to address water policy development and IWRM plan preparations are in line with these initiatives, for example, the EU Water Initiative, the CIDA initiative, NEPAD related initiatives (for Africa) and the EU Water Framework Directive (for Europe).

Many regional and country GWP structures have designed partnership activities for Output 1 that capitalize on the FFA processes, thus ensuring integration with existing processes and building on existing Outputs. In striving towards meeting this Output, GWP will work within the existing institutional frameworks at global, continental, regional (e.g., SADC, ECOWAS and ASEAN), country and basin level.

The processes adopted by GWP in working towards achieving this Output, are as important as the realization of the Output itself. For example, some of GWP's experience with area water partnerships (AWP's) shows that using multi-stakeholder platforms at the grass roots level provide a solid basis for considering water management issues in an integrated context and allowing its movement to the policy levels through the GWP mechanism. In South Asia, there are signs that this approach has enhanced government's ability to recognize reality on the ground. It has also given renewed recognition for the need of IWRM approaches in policy planning for sustainable development. Governments can be convinced that it is in their interest to support a process of stakeholder participation facilitated by a neutral mechanism (in this case by the GWP) to get valid inputs for developing policies and strategies that impact, and also impacted on, by what happens in the water sector.

Examples of activities

The Global Water Partnership through its global, regional, country and area partnerships will:

- Strengthen its IWRM awareness generation activities with an emphasis on consolidating political will (Southern Africa, South America, South Asia and West Africa);

- Facilitate participatory multi-stakeholder processes for policy dialogues towards effective water governance and strengthening the roles of river basin organizations (China, South Asia, South America, Southeast Asia, Southern Africa and Central Asia and Caucasus);
- Evaluate and monitor policies and strategies (Mediterranean, Central and Eastern Europe Southeast Asia and Southern Africa);
- Assist in the development of criteria and guidelines for IWRM plans (Central and Eastern Europe, Mediterranean, Southeast Asia, South America, Central America and Southern Africa);
- Coordinate processes to develop joint action programs for water management primarily through regional, national and provincial FFAs (China, Southern Africa, Southeast Asia);
- Provide procedural and technical support to regional and national policy formulation processes and other initiatives designed to attain regional development goals of poverty alleviation and economic development (Central America and Southern Africa).
- Document in the form of guidelines the concrete steps and methodology involved in incorporating IWRM principles in key policy processes, for larger dissemination and use by other organizations.

Illustrative Performance Indicators

Global

- 1.1 Recognition of the role of water and IWRM principles in policy for sustainable social and economic development.
- 1.2 Recognition of water's role and contribution to the MDGs and acceptance of national IWRM plans as a key MDG.

Regional

- 1.3 Recognition of the role of water and IWRM principles in regional policy for sustainable social and economic development.
- 1.4 Incorporation of IWRM in transboundary river basin based agreements and plans and the implementation of these through participatory multi-stakeholders processes.

National

- 1.5 Recognition of the role of water and IWRM principles in national policy and strategies for sustainable social and economic development.
- 1.6 Integration of water and IWRM into national cross-sectoral development plans, e.g., Poverty Reduction Strategy Papers and National Environmental Action Plans and their implementation through participatory multi-stakeholders processes.
- 1.7 Recognition of water and IWRM in national sectoral plans and their implementation.
- 1.8 Incorporation of IWRM into national water policy and strategies and their implementation through participatory multi-stakeholders processes
- 1.9 Incorporation of IWRM into local level river basin/catchment based agreements and plans and their implementation through participatory multi-stakeholders processes.
- 1.10 Preparation of national IWRM frameworks/plans facilitated in at least fifteen countries by 2005 and implementation initiated by 2006. A further twenty-five frameworks/plans by 2007 and implementation initiated by 2008. All obtained through participatory multi-stakeholders processes.

OUTPUT 2: IWRM PROGRAMS AND TOOLS DEVELOPED IN RESPONSE TO REGIONAL AND COUNTRY NEEDS

Vision

Output 2 is expected to further consolidate and develop more IWRM programs and tools arising from the policy decisions and strategies of Output 1 that respond to the needs of the regions and countries.

GWP intends to consolidate its position as an international focal organization, facilitating and supporting the use of IWRM programs and tools in the day-to-day practice of water management.

Overall approach

Making IWRM work implies nurturing interactive processes between different stakeholders to interweave their roles, develop inner cohesion and common approaches while addressing problems and conflicts. GWP will position itself as an “IWRM focal organization” through facilitating such interactive processes and developing the supporting tools and programs seen as instrumental for achieving successful IWRM implementation.

At all levels, knowledge management, awareness raising and capacity building will constitute the cornerstone of these tools and programs. In this context, the IWRM ToolBox with its database of practical case studies and the GWP Associated Program Cap-Net with its regional networks are important integrating components.

Further development of tools and programs will happen from within the GWP network, involving all stakeholders, including the main groups responsible for water management in most regions and countries: state and local governments and water agencies (both public and private agencies). These partners will structure themselves as actors of thematic networks designed for addressing identified needs and gaps in their local environment. These thematic networks will partner with the GWP Technical Committees as well as the web of existing GWP program services (Advisory Centers, existing APs, and experts) as the needs arise and, ultimately, develop into implementing mechanisms for new regional Associated Programs, responding to clearly identified needs. It is only by involving national or local institutions in the process of working in a multidisciplinary and inclusive way through these APs that they can be made fully aware of the potential advantages of IWRM approaches, and can then play an important role in maintaining and improving water management in their respective countries and regions.

Beyond a few integrating tools and programs developed globally, most of the developments are country and region-specific as well as context specific. The relevance of these tools and programs also depend on a clear understanding of the maturity of the water management system in place with regards to implementing IWRM. GWP decentralized partnerships are best placed to identify the needs and the way forward to meet these needs through a phased approach including some of the generic elements below.

Awareness raising, Knowledge management and Capacity Building

- Good practices and dialogues to raise awareness of water management.
- The ToolBox and its information database
- Associated Programs that provide training and outreach services.
- Demonstration projects that provide the practical in-service educational training programs.
- Common communication framework that provides easy access to information and data for all countries and regions.
- General guidelines on IWRM practices, bench-marking, monitoring/evaluation that assist countries and regions to implement national, river basin and sectoral plans based on IWRM principles.

General support and advice

- Establishment of programs that provide emphasis on stakeholder participation and introduce IWRM principles in mainstream water management systems.
- Programs for ‘champions development’ that identify institutions and networks to implement IWRM.

Examples of activities

- Foster the partnering of selected regional and national institutions (with an emphasis on GWP members), with GWP corporate mechanisms (TEC, core APs) for developing and strengthening their capacity.
- Develop a wide network of regional and country IWRM capacity building programs through an enhanced synergy between the GWP network and its core APs, most prominently Cap-Net.
- Develop a robust and decentralized IWRM knowledge management system starting from the needs and experiences of the GWP network and using integrating tools such as the IWRM ToolBox and GWP website.
- Work on human and institutional resources development from the perspective of gender mainstreaming with support from the global AP Gender and Water Alliance (GWA).
- Foster regional thematic networks (regional APs) aiming at developing and implementing programs for tackling institutional and technical hindrances to sustainable water management. Partner with GWP global APs such as the International Network of Basin Organizations (INBO), the Groundwater Management Advisory Team (GW-MATE), flood management, and the International Council for Local Environment Initiatives (ICLEI) as needs arise.
- Pursue activities in dialogues on governance and other relevant topics (e.g., finance) in the context of specific needs and processes identified at the regional and country levels.
- Work on the development of financial instruments that provide the means to develop the tools and programs.
- Participate in external support agencies programs on common and/or complementary activities.

Illustrative Performance Indicators

- 2.1 Demonstrated ability of regions and countries to express specific needs for programs and demonstration of IWRM application.
- 2.2 Demonstrated access of regions and countries to a set of relevant tools and programs for helping in IWRM plans implementation.
- 2.3 Extensive demand driven use of GWP program services (Associated Programs, Advisory Centers and experts) by regions and countries in achieving the implementation of IWRM plans.
- 2.4 Demonstrated increase of capacity in relevant institutions for successfully implementing IWRM.
- 2.5 Demonstrated improvement in water management practices relating to specific thematic areas such as river basin, groundwater and floods management.
- 2.6 Tangible increase of financial resources made available for water resources development and management following IWRM principles.

OUTPUT 3: LINKAGES BETWEEN GWP AND OTHER FRAMEWORKS, SECTORS AND ISSUES ENSURED

Vision

Water may be a very important natural resource, but it is not the only one; there are other vital resources such as space, atmosphere, biodiversity and others. On the other hand, there are also anthropocentric aspects to deal with, such as demographic developments, poverty, equitable access to resources, employment, trade, economic growth, health and others. All of these have an interface with water. One of the major objectives of GWP is to encourage dialogue along these interfaces and to build partnerships bridging the boundaries between water and other resources and human aspects. This Output is therefore meant to ensure that the IWRM principles are taken into consideration in the programs that derive from other frameworks, sectors and issues.

Furthermore, the Output focuses on the effective participation of GWP in the programs and activities undertaken by others to learn from these programs, enhance synergy and broaden the impact of GWP activities.

GWP intends to become a partner for working on various IWRM linkages with other relevant programs and activities. Partnerships and strategic alliances lie at the core of GWP activities.

Overall approach

The implementation of activities under this Output will contribute to both clarifying the linkages between the water sector and other frameworks, sectors and issues through normative work, and to addressing concrete implementation issues between GWP program and programs stemming from these other frameworks, sectors and issues. It will include identifying, forging and nurturing a series of long-term strategic alliances with key partners. The alliances will be forged through the appropriate Memoranda of Agreement at global, regional, country and/or local levels. These linkages will encourage synergies in water programs and activities for greater efficiency and stronger impact.

Understood in a comprehensive manner, this Output requires very broad expertise, human resources and overall capacity. A realistic approach implies important efforts in focusing and prioritizing.

Examples of activities

- Contributing to integrating water and IWRM in the plan of implementation towards achieving the Millennium Development Goals and to undertaking related implementation.
- Strengthen synergy with the World Water Council.
- Supporting and contributing to implementation of programs deriving from other sectors or frameworks, such as Water and Poverty (ADB), Water and Nature (CBD, IUCN, Convention on Wetlands), Water for Peace, Water Quality Management (WMO, WHO, UNESCO), Climate Variability and Change (WCP), Public-Private Partnerships; linkages with regional development banks and their programs.
- Supporting and contributing to implementation of sectoral Dialogues, such as Water, Food and Environment (IWMI), Water Supply and Sanitation (WSSCC), and regional dialogues on various urgent themes of IWRM and water security (e.g., ecoremediation, tourism development and protection of local seas);
- Building strategic alliances for action with regional commissions (e.g., European Commission – the European Initiative, SADC), specialized UN agencies (UNDP, WMO, UNESCO, WHO, FAO, UNEP and others) international NGOs (e.g., WWF), insurance companies, transboundary basin authorities (e.g., MRC, ICPRD); other water communities such as ILEC (lakes), UNEP (water and coast), IUCN/WWF (ecosystems, environmental flows), dams and development (WCD report and follow up).
- Partner with the knowledge generating professional associations (IWA, IWRA, ICID, IAHR).

- Establishing IWRM information and dissemination centers (e.g., Southeast Asia Water Forum) supporting linkages between water sector and other relevant activities in the regional and national scale (development planning, spatial planning, and so on);
- Joint workshops (China) and/or annual symposia (WATERNET/WARFSA in South Africa) on key issues of IWRM organized together with national governments, Academies of Sciences and Engineering, and national Associations of Science and Technology;
- Developing joint ventures with regional UN offices and programs (e.g., Water and Energy, Water and Disasters, Water and Territorial Regulations/Planning) that provide secure platform for dissemination of GWP objectives, opening at the same time a door to national governments.

Illustrative Performance Indicators

- 3.1 Clear linkages to water sector articulated and integrated within major programs dealing with other frameworks (notably environment, health, poverty, trade).
- 3.2 IWRM principles integrated within major on-going programs dealing with different water uses such as, water for agriculture, water supply and sanitation or water for energy.
- 3.3 Alliances with strategic partners at global, regional and country levels forged and nurtured.
- 3.4 Knowledge generated by strategic partners acquired and used by GWP network.

Mechanisms and management

GWP operational niche is best sustained by ensuring that GWP pursues its effort in developing and strengthening water partnerships at all relevant levels (Output 4) while providing the highest standard of network management enabling the most productive and efficient use of the IWRM knowledge (Output 5).

OUTPUT 4: GWP PARTNERSHIPS ESTABLISHED AND CONSOLIDATED AT RELEVANT LEVELS

Vision

Fundamental to the success of the GWP is the establishment and operation of its worldwide network of Regional, Country and Area Water Partnerships for promoting the concept and implementation of integrated water resources management (IWRM). Partnerships are the main vehicles for change in policy and practices within countries.

GWP believes that it is only through strong partnerships with broad legitimacy involving different stakeholders that Outputs 1, 2 and 3 can be obtained.

Overall approach

The GWP network capacity in facilitating participatory multi-stakeholder processes will be strengthened. The development of this capacity at local level is essential for starting and maintaining partnerships that facilitate IWRM implementation.

Building, developing and sustaining partnerships is a clear focus of the GWP network. The key geographically based entities are the Regional Water Partnerships (RWPs) and the Country Water Partnerships (CWPs). Area Water Partnerships (AWPs) are also developed and strengthened where the capacity to support and sustain their activities is present or can be developed.

These partnerships are meant to be autonomous, representative, self-regulating, self-financing bodies for development and implementation of IWRM action programs. They should nevertheless comply with GWP basic principles and acknowledge GWP philosophy through basic “conditions of engagement.” In turn, the GWP network as a whole is involved in developing and sharing the capacity and competence in building, developing and sustaining these partnerships.

The network is continuously seeking partners in partnering. It actively looks for a variety in approaches for developing partnerships. It documents and evaluates its work in this field, to enable a learning process. A solid vision of what a partnership is and what it is not is developed and is one of the cornerstones of GWP work.

Examples of activities

- Direct (existing) capacity within GWP to partnering by creating a global learning-group.
- Develop a solid vision on what a partnership is for GWP.
- Monitor and evaluate the quality of the partnerships carrying GWP’s name against agreed criteria.
- Do one or two experiments in GWP partnerships where intensive support and monitoring can give the information, not only on starting a partnership, but also on what is needed (and how it can be provided) in the next phases.
- Institutional strengthening to create and maintain active partnerships at different levels, including the development of capacity at various levels in the network to support partnerships and partnership building.
- Capacity building in facilitating participatory approaches, conflict resolution, knowledge management, fund raising, team building, planning methodologies.
- Seek cooperation with organizations, networks and companies that are in a similar position, or have strong experiences and methods that can be applied. Support programs by partnership aimed effectively at effecting change in water policy and practice on the ground.

- Develop GWP corporate policy implementation regarding RWPs & CWPs and AWP – in case of AWP special emphasis in developing viable and effective models.
- Encourage Cross fertilization of experiences, operating models between regions and countries.

Illustrative Performance Indicators

- 4.1 GWP operational vision on “Partnership” established
- 4.2 New partnerships established in priority regions and countries
- 4.3 GWP network capacity-program on “partnership building” incl. global learning group in place
- 4.4 At least five experiments on partnerships implemented and documented
- 4.5 Existing GWP partnerships recognized as effective mechanisms for multi-stakeholder, cross-sectoral dialogues at regional, country and local level for facilitating IWRM advocacy and implementation

OUTPUT 5: GWP NETWORK EFFECTIVELY DEVELOPED AND MANAGED

Vision

The Output 5 is designed to ensure the efficient operation of the growing GWP network and foster synergy and coherence across its diverse components. Effective GWP network management helps protect the GWP 'brand' and GWP as a neutral and inclusive platform and ensures that the network is adequately equipped and funded for implementing the GWP Program. GWP will strive to build its organization and management systems in line with its basic founding principles: lean and cost effective structure, high degree of independence and autonomy (among the constituting units), smoothness and soundness in management procedures and systems, flexibility and ability to cope with different situations and a minimum of rules and regulations. Within the framework of these principles GWP will increase the decentralization of the functions and operations performed by its service units and enhance the robustness and capacity of partnerships at regional and country levels.

While recognizing the difficulty of ensuring a sense of unity, community of goals and quality control, GWP believes that a decentralized network model is the most efficient way of accessing to and sharing a rapidly evolving body of knowledge and allowing effective communication.

Overall approach

Supporting GWP program

The management of the GWP program services will be further strengthened through the implementation of corporate strategies designed to better support, integrate and communicate GWP program activities.

- In terms of *technical support and program development*, the GWP secretariats and technical committees will be instrumental in ensuring that the GWP program services (Associated Programs, centers of excellence located around the world including in developing countries, and individual experts), are adequately responding to the needs for knowledge, advice and experience of regions and countries. Corporate efforts will be made to facilitate the development of these services (new or existing), make them more responsive and increase synergies.
- Increased attention will be given to *GWP communication, information and knowledge management mechanisms*. Key aspects include a conscious effort to move away from a centralized communication model towards a distributed mode of information sharing, involving interactions between all levels of the network and, notably, between regions.

Financing GWP

The regional share of the GWP total budget is projected to reach around 70% of the total budget around 2008. While recognizing that not all regions have the same capacity to raise funds due to socio-economic reasons, it is a natural evolution for the established RWPs to increasingly take over the responsibility for funding of their programs. This will imply a diversification of GWP sources of funding and call for increased regional capabilities in fundraising and financial administration. The new sources of funding are essentially donor operated regional and national funds, national governments and private foundations. The ambition is that at the end of the 2004–2008 period around 50% of GWP's total financial needs will be covered by regional and country-based sources.

Governing GWP

The GWP governance system will not only be managed effectively but also further clarified and explained. Particular care will be given to render the membership concept more operational substance, for example, who is a partner and who is not, what are the obligations and benefits. The roles and responsibilities of the RTAC, RWP, CWP and AWP relative to each other and to the other entities of the GWP network will also be clarified. In addition, GWP intends to devote special attention to the strengthening of regional governance systems in the context of increased demands placed on RWPs. In parallel, there is a need to develop mechanisms for maintaining quality throughout the global network, without negating its democratic and decentralized structure. An adaptive and effective

monitoring and evaluation strategy at the global, regional and national levels will ensure that GWP learns from and adequately builds up on its initiatives and activities. It will also contribute to stronger sense of ownership, responsibility, and accountability across the network.

Administering GWP

With increased emphasis on action and delivery GWP is now facing the further challenge of developing and strengthening its management and administrative capabilities. The flexibility of the light GWP regional administrative systems will have to be weighted against requirements of legal status of GWP regional bodies and the specific demands emerging from the increased action at regional level. Most administrative capabilities including human resources management will be strengthened.

Examples of activities

- Development of an efficient management monitoring system.
- Development of databases, intranet, monitoring and evaluation tools.
- Develop and share explanatory information and operational guidelines on governance matters.
- To succeed in decentralizing funding sources, GWP will present long-term work plans that can be considered by governments and donors and be included in traditional bilateral country programs that constitute one of the important funding sources.
- Enhance capacity and skills of GWP staff at all levels with a particular focus on gender mainstreaming and in building the capacity of women.
- Develop clear priority setting system for allocating central resources to regions.
- Activities aiming at protecting the GWP brand name.

Illustrative Performance Indicators

- 5.1 Effective knowledge management mechanisms in place, accessible and extensively used at all levels of the network.
- 5.2 Effective technical and logistical support provided to GWP program services.
- 5.3 Governance system strengthened towards more accountability, decentralization and clarity.
- 5.4 Coherent financing and administrative strategy reflecting a shift of focus from the center to the regions implemented.
- 5.5 Stable and long term financing of GWP program secured with at least half of the sources at regional and country levels by 2008.

ANNEX

SUMMARY OF GWP OUTPUTS AND ILLUSTRATIVE PERFORMANCE INDICATORS

Development objective	Achieve global water security as a contribution to eliminating poverty, improving well-being and protecting natural resources
Mission	Support countries in the sustainable management of their water resources
Immediate Objective	Ensure that Integrated Water Resources Management is applied in a growing number of regions and countries, as a means to ensure equitable and efficient management and sustainable use of water.

Output 1	IWRM water policy and strategies development facilitated at relevant levels
<i>Indicators</i>	<p>Global</p> <p>1.1 Recognition of the role of water and IWRM principles in policy for sustainable social and economic development.</p> <p>1.2 Recognition of water's role and contribution to the MDGs and acceptance of National IWRM plans as a key MDG.</p> <p>Regional</p> <p>1.3 Recognition of the role of water and IWRM principles in regional policy for sustainable social and economic development.</p> <p>1.4 Incorporation of IWRM in Transboundary River Basin based Agreements and Plans and the implementation of these through participatory multi-stakeholders processes.</p> <p>National</p> <p>1.5 Recognition of the role of water and IWRM principles in national policy and strategies for sustainable social and economic development.</p> <p>1.6 Integration of water and IWRM into national cross-sectoral development plans, e.g., Poverty Reduction Strategy Papers and National Environmental Action Plans and their implementation through participatory multi-stakeholders processes.</p> <p>1.7 Recognition of water and IWRM in national sectoral plans and their implementation.</p> <p>1.8 Incorporation of IWRM into national water policy and strategies and their implementation through participatory multi-stakeholders processes.</p> <p>1.9 Incorporation of IWRM into local level river basin/catchment based agreements and plans and their implementation through participatory multi-stakeholders processes.</p> <p>1.10 Facilitation of the preparation of national IWRM frameworks/plans in at least 15 countries by 2005 and implementation initiated by 2006. A further 25 frameworks/plans by 2007 and implementation initiated by 2008. All obtained through participatory multi-stakeholders processes.</p>

Output 2	IWRM programs and tools developed in response to regional and country needs
	<p><i>Indicators</i></p> <ul style="list-style-type: none"> 2.1 Demonstrated ability of regions and countries to express specific needs for programs and demonstration of IWRM application. 2.2 Demonstrated access of regions and countries to a set of relevant tools and programs for helping in IWRM plans implementation. 2.3 Extensive demand driven use of GWP program services (Associated Programs, Advisory Centers and individual experts) by regions and countries in achieving the implementation of IWRM plans. 2.4 Demonstrated increase of capacity in relevant institutions for successfully implementing IWRM. 2.5 Demonstrated improvement in water management practices relating to specific thematic areas such as river basin, groundwater and floods management. 2.6 Tangible increase of financial resources made available for water resources development and management following IWRM principles.
Output 3	Linkages between GWP and other frameworks, sectors and issues ensured
	<p><i>Indicators</i></p> <ul style="list-style-type: none"> 3.1 Clear linkages to water sector articulated and integrated within major programs dealing with other frameworks (notably health, poverty, trade). 3.2 IWRM principles integrated within major on-going programs dealing with different water uses such as, water for agriculture, water supply and sanitation or water for energy. 3.3 Alliances with strategic partners at global, regional and country levels forged and nurtured 3.4 Knowledge generated by strategic partners acquired and used by GWP network
Output 4	GWP partnerships established and consolidated at relevant levels
	<p><i>Indicators</i></p> <ul style="list-style-type: none"> 4.1 GWP operational vision on “Partnership” established 4.2 New partnerships established in priority regions and countries 4.3 GWP network capacity-program on “partnership building” incl. global learning group in place 4.4 At least five experiments on partnerships implemented 4.5 Existing GWP partnerships recognized as effective mechanisms for multi-stakeholder, cross-sectoral dialogues at regional, country and local level for facilitating IWRM advocacy and implementation
Output 5	GWP network effectively developed and managed
	<p><i>Indicators</i></p> <ul style="list-style-type: none"> 5.1 Effective knowledge management mechanisms in place, accessible and extensively used at all levels of the network. 5.2 Effective technical and logistical support provided to GWP program services. 5.3 Governance system strengthened towards more accountability, decentralization and clarity. 5.4 Coherent financing and administrative strategy reflecting a shift of focus from the center to the regions implemented. 5.5 Stable and long term financing of GWP program secured with at least half of the sources at regional and country levels by 2008.