# Partnerships for Cooperation



## Recommendations

#### **Headline Recommendation**

Motivate all water use sectors to embrace water stewardship, strengthen their collaboration, and participate in integrated water resource management

#### **Detailed Recommendations**

- Motivate sectors such as agriculture, environment, energy, industry, and urban architecture to embrace water stewardship and strengthen their collaboration.
- Promote the Water Partnership Catalogue—a repository of information and an open database to register water partnerships around the world.

#### Challenges

Achieving SDG6 will require a concerted effort to harness a vast amount of resources (financial, technological, human, etc.) within a sector that is often underfunded and whose activities lack visibility. Moreover, the multi-dimensional role of water creates an intricate set of interlinkages between various actors, sectors and activities, ultimately rendering sustainable water management highly complex, but also creating a number of opportunities for cooperation towards the achievement of the Global Agenda 2030.

The challenge is substantial and is further intensified by the impacts of climate change on global water scarcity and on the incidence of water-related extreme weather events such as droughts and floods. Responding to these impacts will demands varying degrees of cooperation and collaboration at different levels (globally, regionally, and locally).

#### Principles for approaching the problems

Within this context, it is clear that unilateral isolated approaches are limited in their ability to address the inherent complexities involved in water challenges and the actions required to address them. Instead, this requires collective effort and wide alliances between the public sector, the private sector, and civil society. Partnerships, in their various forms, may offer innovative, inclusive, and flexible approaches to this challenge (UN Water, 2014). These arrangements are versatile and adaptable to regional and local contexts, and, when based on a shared vision with clearly defined activities, roles and capacities are able to tap into the wide range of benefits that emerge from considering diverse perspectives, experiences and knowledge.

#### Contributions of the Panel

#### **Water Partnership Catalogue**

The HLPW has consulted and collaborated with several of the most relevant partnerships related to water around the world. This information is available now to further construct a wider "Water Partnership Catalogue".

Local Level (Nationwide)	Regional Level (Transboundary)	Global Level (Intercontinental)
SWPN Strategic Water Partners Network South Africa		
Australian Water Partnership		
WRG Wash Reference Group Australia		
	LAWFP Latin American Water Funds	
	ICPDR International Commission for the Protection of the Danube River	
	Nile Basin Initiative	
	GWOPA	
	Global Water Operators'	
	Partnerships Alliance UN Habitat	
GWP Global Water Patnership	GWP Global Water Partnership	
Suizagua	Suizagua	
Latin America Inititive	Latin America Initiative	
		SWA
		Sanitation and Water for All
		EIP European Innovation Partnership in Water
	HELP	
High I	evel Experts and Leaders Panel on Water l	Disaster
	NARBO	
	Network of Asian River Organizations	
	WWC	
	The World Water Council	
	2030 WRG	
	2030 Water Resources Group	

## Civil Society Engagement – Citizen Process

HLPW in communication with the Citizen Process of the 8th World Water Forum (WWF), encourages considering the importance of Civil Society & grassroots organizations participation & engagement in decision making, as a crucial component of Multi Stakeholders group. This approach will help in the construction of a very sensitive issue in most developing countries: democratic reform and development, which will lead to sustainable development and efficient water policies.

#### Findings and conclusions

The HLPW fosters effective public, private, and civil society alliances, pooling the experience and resourcing strategies of partnerships. Overall, the HLPW promotes and recommends that countries worldwide create, participate, support, and consolidate partnerships at three levels: local, regional, and global.

- At the local level, the HLPW encourages each country to engage all governmental institutions with a specific water mandate in national multi-stakeholder platforms to implement coordinated actions. Critical interactions with the private sector and academia need to be explored. Community representation in decision making processes is a must.
- At the regional level, countries will be encouraged to develop further alliances among shared watersheds, promoting Integrated Water Resources Management (IWRM), including supporting institutions. HLPW Members will discuss with existing river basin networks (NARBO, etc.) and individual transboundary organizations, such as the Nile Basin Initiative, on how the HLPW can help promote their actions. Discussion with stakeholders of the UN Convention on Non-navigable use of International Water Courses, as well as the UNECE Convention on the Protection and Use of Transboundary Watercourses and International Lake, might also be beneficial.
- At the global level, the HLPW encourages global initiatives (i.e. GWP, World Water Council, 2030 WRG, etc.) to support domestic and regional partnerships and to support the HLPW in political advocacy at the highest level.

At all levels, the HLPW recommends promoting the participation of Civil Society and grassroots organizations and engagement in decision making, as a crucial component of multi stakeholder groups, encourages civil participation in water decision making, and their involvement with all the stakeholders. In addition, it is recommended to promote the implementation of a website for the "Water Partnership Catalogue" as a repository of the information provided by the partnerships contacted and as an open database to register other partnerships interested. Through panel members, the HLPW will be represented in Citizen Process activities during the 8th WWF; indeed South Africa, Mauritius and Senegal, with support from GWP will launch the Africa Water Investment Programmes (AIP) on SDG implementation and job creation to support implementation HLPW recommendations.

# Water Partnership Catalogue

# 2030 Water Resources Group



Prepared by Rochi Khemka, Regional Coordinator, Asia, 2030 Water Resources Group Date July 19, 2017

NAME OF PARTNERSHIP:	2030 Water Resources Group
WEBSITE:	www.2030wrg.org
BRIEF DESCRIPTION:	The 2030 Water Resources Group is a unique public-private-civil society collaboration.
	It facilitates open, trust-based dialogue processes to drive action on water resources reform in water-stressed countries in developing economies.
	The ultimate aim of such reforms and actions is to close the gap between water demand and supply by the year 2030.
BACKGROUND:	The 2030 Water Resources Group was launched in 2008 at the World Economic Forum and has been hosted by International Finance Corporation since 2012.
KEY OBJECTIVES:	<ul> <li>Help countries achieve water security by 2030 by facilitating collective action on water between government, private sector and civil society.</li> <li>Bring transformative change to water resources planning by convening national multi-stakeholder platforms and structured processes, which catalyze sustainable, rational, economics-based solutions to closing the water supply-demand gap.</li> </ul>
KEY ACHIEVEMENTS:	<ul> <li>10 multi-stakeholder platforms launched globally</li> <li>505 partners mobilized in-country from public sector, private sector, civil society, academia, and development agencies</li> <li>53 priority areas identified across country programs</li> <li>35 programs with preparatory arrangements finalized</li> <li>14 programs under implementation</li> </ul>

**SCOPE:** (Indicate the state/country/region where the partnership mainly impacts)

Partnership at National Level	Partnership at Regional Level	Partnership at Global Level
2030WRG's operations focus on country and state engagements, with the following footprint currently:  Mexico Brazil (Sao Paulo) Peru South Africa Tanzania Kenya Ethiopia India (National, Uttar Pradesh, Maharashtra, Karnataka) Bangladesh Mongolia Vietnam	2030WRG's country and state-level engagements are structured as four regional programs:  Latin America Africa South Asia East Asia	<ul> <li>2030WRG's global governance structure comprises a Governing Council and Steering Board.</li> <li>The Governing Council consists of 18 senior executives of development partners, who guide the strategic direction of the 2030 WRG. The members of the Governing Council make key decisions related to the 2030 WRG strategic plan and budget.</li> <li>The Governing Council appoints the members of the Steering Board, which oversees the management of the 2030 WRG, namely the Secretariat.</li> <li>2030WRG's global partners include:</li> <li>Bilateral agencies and governments (Sida, SDC and Government of Hungary);</li> <li>Private companies (Nestlé, PepsiCo, Coca-Cola, Grundfos, Dow, AB InBev);</li> <li>Development banks (IFC, World Bank, African Development Bank, Inter-American Development Bank, Inter-American Development Bank);</li> <li>INGOs and IGPs (UNDP, GGGI, GWP, World Economic Forum, BRAC and IUCN).</li> </ul>

### $\pmb{CATEGORIE(S)\ OF\ PARTNERSHIP: (place\ "X"\ where\ it\ best\ describes\ your\ partnership)}\\$

Collaboration  Involves great autonomy and no permanent organizational commitments or combined services. Examples: sharing information; coordinating efforts.	X
Strategic alliance Involves shared or transferred decision-making power. Examples: joint programming; administrative consolidation	X
Integration Involves changes to organizational structure and control mechanisms. Examples: joint ventures (two or more organizations create a new structure to advance a program-related function); mergers (previously separate organizations combine program/ administrative/ governance functions)	
Funding alliance Occurs when organizations come together to share a large grant/donation or create a recipient/donor relationship.	X
Cost-sharing Occurs when each organization provides different resources, such as facilities, staff, or equipment.	X

#### Grant-match

Occurs when one organization provides a grant and the recipient provides a match in services, cash, maintenance, supplies, or volunteers.

**NUMBER AND NAME OF STAKEHOLDERS:** (Indicate the number and names of stakeholders in each group)

Public Sector 123
(National, state and local governments; different public sector agencies)

Private Sector 212

(Private sector companies engaged in agribusiness, manufacturing, service delivery, financial

services etc.)

Civil Society/ 170

Academia (Non-governmental organizations, community organizations, implementation partners, aca-

demic institutions, think tanks and development agencies)

#### LESSONS LEARNED

#### IN OUTREACH PHASE

#### ♦ ABOUT THE NEED AND VALUE OF THE PARTNERSHIP

The scope and value of the 2030WRG has evolved from an entity fostering informal global alignment and economic analyses alone, to one which additionally focuses on convening action-based multi-stakeholder platforms in key water-stressed economies.

This evolution is driven by the following considerations:

- a) Increasing recognition that no stakeholder whether government, private sector, or civil society can solve the increasing water challenges alone, and
- b) Need for context-based, tailored engagements at the country level through consultative mechanisms.

#### ABOUT THE STARTING PROCESS – THE NETWORKING CONSTRUCTION

At the World Economic Forum's annual meeting in 2008, groups that included representation from the United Nations, individual governments and companies, as well non-governmental organizations, were urged to give the issue of water security and its geopolitical and economic implications a higher global profile. This helped to stimulate existing initiatives and to develop new economic analytical tools, with 2030WRG's report, "Charting our Water Future", launched in October 2009.

In the period 2010–12, interest shifted from defining the issue of water security and its implications to finding solutions and practical action for alleviating its impact. At the Forum's annual meeting in 2010, a new action-focused phase of the 2030WRG was launched. The partnership was re-focused to provide best-in-class economic analysis, convene stakeholders across government, private sector and civil society, and offer access to global best practices to find solutions.

#### IN AGREEMENT PHASE

- ABOUT MAINTAINING THE PARTNERSHIP (FORMALITY/OWNERSHIP/INVESTMENT) 2030WRG's partnership is structured at two levels:
- a) Global Level, with the participation of multi-lateral and bilateral agencies, private sector, and civil society;
- b) Country and State-Level, through the establishment of multi-stakeholder platforms and processes, chaired by government, often with a co-chair by private sector and/or civil society.

The partnership is tailored to each country's water challenges. The 2030WRG works with countries at their request, hence the impact depends on a strong government commitment to work with partners through a constructive, transparent, and sustained dialogue.

The 2030 WRG creates a convening platform, which is a neutral forum where stakeholders collectively identify and agree on priorities and activities to improve water resources management in their countries.

#### ABOUT DEFINING THE STRUCTURE OF THE PARTNERSHIP AND ITS NORMS

The 2030WRG's work in each country is based on the need to ACT: Analyze, Convene, and Transform.

The 2030 WRG raises awareness through hydro-economic **analysis**, triggers momentum by **convening initiatives**, and enables **transformation**. After applying this model in 10 country engagements across Africa, Asia, and Latin America, this framework is still flexible, allowing for a tailored engagement to meet the needs of each country and its stakeholders.

The convening phase involves the establishment of multi-stakeholder platforms and partnerships in each of the countries and states of operation, to benefit from the thought leadership of key actors, stakeholder capacities for implementation, and institutional anchoring

Key lessons from the partnerships at the country level include:

- 1) Hydro-Economic Analysis: Hydro-economic analyses are useful tools for prioritization of water sector solutions, and are recognized as crucial by water experts, as well as those outside the traditional water sector.
- 2) Inter-Departmental Involvement: Partnerships are most successful when they include the active involvement of multiple government departments, including Water Resources, but covering other departments, such as Mining, Agriculture, Urban Development, and Industries. This ensures 2030WRG's work addresses key cross-sectoral water challenges.
- 3) Reporting: The multi-stakeholder platform's effectiveness is enhanced when reporting to a body outside of the water resources ministry alone, potentially the Prime Minister/ Chief Minister's office, or an Inter-Ministerial/ Inter-Departmental Board. This broad-bases the results of the partnership.
- 4) Private Sector Participation: To build buy-in for private sector involvement in the country and to reach out to key actors, relevant industry associations and alliances are useful to leverage.
- 5) Civil Society Participation: Civil society participation ensures that the voice of the community and citizens is represented in stakeholder discussions, as well as builds upon the social capital and implementation capacities of non-governmental organizations.

#### IN COLLABORATION PHASE

#### ABOUT INTERNAL AND EXTERNAL COMMUNICATION

The 2030WRG's multi-stakeholder platforms are governed by the principles of inclusiveness and transparency. Its communications strategy aims to build credibility and visibility for 2030WRG's work, and align new stakeholders to the ongoing agenda.

Communication is coordinated through a combination of tools and methods, including (a) Global, regional and national events and workshops; (b) Annual report and quarterly newsletter; (c) Development and dissemination of knowledge products; and (d) Engagement through partner networks.

#### IN EVALUATION PHASE

#### ABOUT OUTCOMES ACCOMPLISHMENT/PROJECT SUCCESS

2030WRG's interventions are targeted towards closing the gap between water demand and water supply by 2030, and contributing to better water resources management.

Following an independent evaluation of 2030WRG's program in 2014, which highlighted the development of a Theory of Change mechanism, and clearly defined targets and indicators for objectives and outcomes, the 2030WRG program is governed by a standardized log frame of indicators across its programs, which are used to measure and monitor its impacts in a country context on a six-monthly basis.

#### **♦** OTHER LESSONS LEARNED

Within the application of 2030WRG's multi-stakeholder approach, the key lesson is that there is no blueprint for engagement across all countries. While the Analyze-Convene-Transform framework is relevant for guiding long-term water resources management, as seen through different national and regional engagements, its effectiveness depends on adaptation of the framework to each country/ state context.

# Australian Water Partnership



Prepared by: Australian Department of Foreign Affairs and Trade

**Date: 2 June 2017** 

NAME OF PARTNERSHIP:	Australian Water Partnership
WEBSITE:	https://waterpartnership.org.au/
BRIEF DESCRIPTION:	The Australian Water Partnership was established in 2014 by the Australian Government to share Australia's water experience and expertise with countries in the Indo-Pacific region to help improve sustainable water management. The Government has agreed to support the AWP for eight years with initial funding of \$20 million for four years.
BACKGROUND:	Australia's experience in managing water in the face of scarcity is sought after as countries around the world recognise that their supply of freshwater is becoming more variable and in many cases, declining at a time when demand is increasing for more water from growing populations, agriculture, industry, and the increasing demand for electricity. AWP seeks to enable Australia to share its experience and expertise in response to these challenges
KEY OBJECTIVES:	<ol> <li>Facilitate strategic partnerships with countries and international agencies</li> <li>Brokering and supporting access to Australian water expertise</li> <li>Facilitating private sector engagement in assisting improved water management internationally</li> <li>Building and sharing knowledge with overseas partners</li> </ol>
KEY ACHIEVEMENTS:	Establishing strong partnerships with the Water Ministries and World Bank in India and Myanmar. Developing close cooperation on irrigation with the Asian Development Bank.

#### **SCOPE:** (Indicate the state/country/region where the partnership mainly impacts)

Partnership at National Level	Partnership at Regional Level	Partnership at Global Level
Australia – engagement with public and private sector water agencies in Australia		

#### **CATEGORIE(S) OF PARTNERSHIP:** (place "X" where it best describes your partnership)

## **Collaboration** X

Involves great autonomy and no permanent organizational commitments or combined services. Examples: sharing information; coordinating efforts.

#### Strategic alliance

Involves shared or transferred decision-making power. Examples: joint programming; administrative consolidation

#### Integration

Involves changes to organizational structure and control mechanisms. Examples: joint ventures (two or more organizations create a new structure to advance a program-related function); mergers (previously separate organizations combine program/ administrative/ governance functions)

#### Funding alliance

Occurs when organizations come together to share a large grant/donation or create a recipient/donor relationship.

#### **Cost-sharing**

Occurs when each organization provides different resources, such as facilities, staff, or equipment.

#### **Grant-match**

Occurs when one organization provides a grant and the recipient provides a match in services, cash, maintenance, supplies, or volunteers.

## **NUMBER AND NAME OF STAKEHOLDERS:** (Indicate the number and names of stakeholders in each group)

Public Sector (1)	<ul> <li>139 approved AWP Australian partners from public and private water sector:</li> <li>7% state and federal government</li> </ul>
Private Sector	62 % from the private sector See https://waterpartnership.org.au/partners/ for details
Civil Society	
Multilateral Development Bank	MOUs signed with World Bank, Asian Development Bank Partnership with the Pacific Water and Wastewater Associatio
Academia	15% universities

Other UNESCAP

(1) Pacific Waste Water Association (PWWA)

#### **LESSONS LEARNED**

#### IN OUTREACH PHASE

♦ ABOUT THE NEED AND VALUE OF THE PARTNERSHIP

Encouraging partnership between private and public sector agencies in Australia to assist counterpart organisations in the Indo-Pacific region

ABOUT THE STARTING PROCESS – THE NETWORKING CONSTRUCTION

The need for clear and concise communications about the role and functions of the Partnership

#### IN AGREEMENT PHASE

- ABOUT MAINTAINING THE PARTNERSHIP (FORMALITY/OWNERSHIP/INVESTMENT) Keeping up the communications about what the Partnership is doing is critical to keeping the partnership together.
- ABOUT DEFINING THE STRUCTURE OF THE PARTNERSHIP AND ITS NORMS Having a clear set of Operating Procedures that are available to anyone interested.

#### IN COLLABORATION PHASE

ABOUT INTERNAL AND EXTERNAL COMMUNICATION

Critical to an effective partnership. Also needs to provide personal contact between partners regularly.

#### IN EVALUATION PHASE

◆ ABOUT OUTCOMES ACCOMPLISHMENT/PROJECT SUCCESS

Managing expectations when there is a finite budget is important to reduce the risk of misunderstandings.

OTHER LESSONS LEARNED

# European Innovation Partnership in Water



# Prepared by European Innovation Partnership in Water Date 2017

Date 2017	
NAME OF PARTNERSHIP:	European Innovation Partnership in Water
WEBSITE:	https://www.eip-water.eu
BRIEF DESCRIPTION:	The EIP Water facilitates the development of innovative solutions to address major European and global water challenges, which we cannot address or solve with current or business-as-usual approaches and technologies. At the same time, the EIP Water supports the creation of market opportunities for these innovations, both inside and outside of Europe.
	The EIP Water aims to remove barriers. In its implementation phase, the EIP Water will promote and initiate collaborative processes for change and innovation in the water sector across the public and private sector, non-governmental organisations and the general public.
	29 Multi-stakeholder Action Groups are central to the implementation of the EIP Water
BACKGROUND:	European Innovation Partnerships, proposed by the Europe 2020 Innovation Union flagship initiative, aim to speed up innovations that contribute to solving societal challenges, enhance Europe's competitiveness and contribute to job creation and economic growth. EIPs help to pool expertise and resources by bringing together public and private actors at EU, national and regional level, combining supply- and demand-side measures.
KEY OBJECTIVES:	Aims: "To facilitate, support and speed up the development and deployment of in- novative solutions to water challenges; and to create market opportunities for these innovations both inside and outside of Europe."
	Vision: "To stimulate creative and innovative solutions that contribute significantly to tackling water challenges at the European and global level, while these solutions are stimulating sustainable economic growth and job creation".
	In order to reach the aims of the EIP Water, a wide perspective to innovation needs to be taken into account that embraces new products, processes and ways of working in the public as well as the private sector. In addition to research and technology, drivers to innovation such as financing, awareness-raising, ICT, governance, training and others need to be integrated in order to successfully identify and remove barriers to innovation and to ensure the uptake of innovative solutions. In addition, a global perspective is required, as many innovative actions are based on cooperation with international partners, or target international opportunities.
	By 2020 the European Innovation Partnership on Water aims to achieve the following headline target: "Identify, test, scale up, disseminate and stimulate market uptake of innovative solutions for eight major water related challenges"

## KEY ACHIEVEMENTS:

**SCOPE:** (Indicate the state/country/region where the partnership mainly impacts)

Partnership at National Level	Partnership at Regional Level	Partnership at Global Level
		X

#### **CATEGORIE(S) OF PARTNERSHIP:** (place "X" where it best describes your partnership)

· · · · · · · · · · · · · · · · · · ·	
<b>Collaboration</b> Involves great autonomy and no permanent organizational commitments or combined services. Examples: sharing information; coordinating efforts.	X
Strategic alliance Involves shared or transferred decision-making power. Examples: joint programming; administrative consolidation	Х
Integration Involves changes to organizational structure and control mechanisms. Examples: joint ventures (two or more organizations create a new structure to advance a program-related function); mergers (previously separate organizations combine program/ administrative/ governance functions)	х
Funding alliance Occurs when organizations come together to share a large grant/donation or create a recipient/donor relationship.	
Cost-sharing Occurs when each organization provides different resources, such as facilities, staff, or equipment.	
<b>Grant-match</b> Occurs when one organization provides a grant and the recipient provides a match in services, cash, maintenance, supplies, or volunteers.	

# **NUMBER AND NAME OF STAKEHOLDERS**: (Indicate the number and names of stakeholders in each group)

Public Sector	see webpages of 29 Action Groups <a href="https://www.eip-water.eu/action-groups">https://www.eip-water.eu/action-groups</a>
Private Sector	see webpages of 29 Action Groups <a href="https://www.eip-water.eu/action-groups">https://www.eip-water.eu/action-groups</a>
Civil Society	see webpages of 29 Action Groups <a href="https://www.eip-water.eu/action-groups">https://www.eip-water.eu/action-groups</a>
Multilateral Development Bank	see webpages of 29 Action Groups <a href="https://www.eip-water.eu/action-groups">https://www.eip-water.eu/action-groups</a>
Academia	see webpages of 29 Action Groups <a href="https://www.eip-water.eu/action-groups">https://www.eip-water.eu/action-groups</a>
Other	see webpages of 29 Action Groups <a href="https://www.eip-water.eu/action-groups">https://www.eip-water.eu/action-groups</a>

## LESSONS LEARNED

#### IN OUTREACH PHASE

IN OUTREACH PHASE
♦ About the starting process – the networking construction
About the need and value of the partnership
IN AGREEMENT PHASE
About maintaining the partnership (formality, ownership, investment)
About defining the structure of the partnership and its norms
IN COLLABORATION PHASE
About internal and external communication
IN EVALUATION PHASE
♦ About outcomes and accomplishment/project success
OTHER LESSONS LEARNED

# Global Water Partnership



#### Prepared by Global Water Partnership Date March 28, 2017

Global Water Partnership
www.gwp.org
The Global Water Partnership (GWP) is a global action network with over 3,000 partner organisations in 183 countries. The network has 86 Country Water Partnerships and 13 Regional Water Partnerships.  We are an 'on-the-ground' network that mobilises multi-stakeholder partnerships (MCP) of the country water and the country water partnerships (MCP) of the country water and the country water partnerships (MCP) of the country water partnerships (
(MSP) from a wide range of actors, including government, civil society, academia, and commercial sector, to engage with one another to solve water problems.  GWP's action network provides knowledge and builds capacity to improve water management at all levels: global, regional, national and local. GWP does not operate alone. Its networking approach provides a mechanism for coordinated action and adds value to the work of many other key development partners.
GWP was founded in 1996 to foster integrated water resources management (IWRM), defined as a process which promotes the coordinated development and management of water, land and related resources in order to maximise economic and social welfare in an equitable manner without compromising the sustainability of vital ecosystems. To achieve IWRM, GWP leverages MSPs across its network to advance water governance.
The network is open to all organisations involved in water resources management: developed and developing country government institutions, agencies of the United Nations, bi- and multi-lateral development banks, professional associations, research institutions, non-governmental organisations, and the private sector.
The Global Water Partnership's vision is for a water secure world. Our mission is to advance governance and management of water resources for sustainable and equitable development. GWP pursues its mission through three goals:  1. Catalyse change in policies and practice  2. Generate and communicate knowledge  3. Strengthen partnerships

#### KEY ACHIEVEMENTS:

- ▶ Tangible water governance improvements: Since 2014, GWP has influenced more than 120 key water governance outcomes at the country, regional, and global levels. Since its founding in 1996, GWP has influenced more than 440 water governance outcomes.
- Linking the global and national levels through adaptation planning: The prominent role that GWP has played in supporting and influencing the COP process and UNFCCC agenda has on the one hand helped define the global architecture for climate adaptation and on the other enabled GWP to apply this framework directly at the national level, particularly through support to countries to develop National Adaptation Plans (NAPs).
- Contribution to the 2030 Development Agenda: GWP played a significant role in lobbying and mobilising support for a Sustainable Development Goal dedicated to water, which was successfully adopted in 2015. In 2013 and 2014, GWP convened more than 2,200 participants in 40 countries in national consultations on water and development. These consultations highlighted a broad consensus on the need for a dedicated water goal, and were well received by UN negotiators.
- Leveraging investments: GWP's work to strengthen water governance helps prepare an enabling environment for investment. In Africa alone, almost 20 million euros have been leveraged since 2014 through the provision of GWP project development support to mandated institutions, such as national ministries, local governments and river basin organisations. Financed projects cover areas such as climate resilient infrastructure, improved information systems, and the strengthening of institutions, with funds being secured from organisations such as the African Development Bank's Water Facility, the Adaptation Fund and the ClimDev-Africa programme.

**SCOPE:** (Indicate the state/country/region where the partnership mainly impacts)

Partnership at National Level	Partnership at Regional Level	Partnership at Global Level
Country Water Partnerships:  Angola, Argentina, Armenia, Azerbaijan, Bangladesh, Benin, Bhutan, Botswana, Brazil, Bulgaria, Burkina Faso, Burundi, Cambodia, Cameroon, Cape Verde, Central African Republic, Chile, China, Costa Rica, Côte d'Ivoire, Czech Republic, Democratic Republic of Congo, Egypt, El Salvador, Eritrea, Estonia, Ethiopia, Gambia, Georgia, Ghana, Guatemala, Guinea, Guinea Bissau, Honduras, Hungary, India, Indonesia, Kazakhstan, Kenya, Kyrgyz- stan, Laos PDR, Latvia, Lesotho, Lithuania, Malawi, Malaysia, Mali, Moldova, Mongolia, Mozambique, Myanmar, Namibia, Nepal, Nicaragua, Niger, Nigeria, Pakistan, Panama, Peru, Philippines, Poland, Republic of the Congo, Romania, Rwanda, São Tomé e Príncipe, Senegal, Slovakia, Slovenia, Somalia, South Africa, Sri Lanka, Sudan, Swaziland, Tajikistan, Tanzania, Thailand, Togo, Turkmenistan, Uganda, Ukraine, Uruguay, Uzbeki- stan, Venezuela, Vietnam, Zambia, Zimbabwe.	<ul> <li>Caribbean</li> <li>Central Africa</li> <li>Central America</li> <li>Central and Eastern Europe</li> <li>Central Asia and Caucasus</li> <li>China</li> <li>Eastern Africa</li> <li>Mediterranean</li> <li>South America</li> <li>South East Asia</li> <li>Southern Africa</li> <li>West Africa</li> </ul>	

#### **CATEGORIE(S) OF PARTNERSHIP:** (place "X" where it best describes your partnership)

Collaboration X Involves great autonomy and no permanent organizational commitments or combined services. Examples: sharing information; coordinating efforts. Strategic alliance X Involves shared or transferred decision-making power. Examples: joint programming; administrative consolidation Integration X Involves changes to organizational structure and control mechanisms. Examples: joint ventures (two or more organizations create a new structure to advance a program-related function); mergers (previously separate organizations combine program/ administrative/ governance functions) Funding alliance X Occurs when organizations come together to share a large grant/donation or create a recipient/donor relationship.

#### Cost-sharing

Occurs when each organization provides different resources, such as facilities, staff, or equipment.

#### Grant-match

Occurs when one organization provides a grant and the recipient provides a match in services, cash, maintenance, supplies, or volunteers.

## **NUMBER AND NAME OF STAKEHOLDERS:** (Indicate the number and names of stakeholders in each group)

Public Sector

\*Please note: example organisations are listed for illustrative purposes only, and do not indicate network priorities or capture the full diversity and scope of the network.

26% of GWPs partners - around 890 organizations - are government agencies, commissions, and regulatory bodies.

#### Examples:

- Ministry of Water and Energy, Cameroon
- Ministry of Energy, Mines and Natural Resources, Malawi
- Ministry of Land Reclamation and Water Resources, Tajikistan
- Ministry of Environment, Slovenia
- Water Authority of Hunan Province, China
- Department of Water Affairs, South Africa
- Ministry of Interior, Hungary
- Kampala City Council
- Planning Commission, Government of Pakistan
- Ministry of Tourism, Cambodia
- Department of Public Works, Bangladesh
- Ministry of Women's Affairs, Sri Lanka
- Presidency of Mali
- National Directorate of Geology, Mozambique
- Lake Rukwa Basin Water Board, Tanzania

#### Private Sector

14% of GWPs partners - around 480 organizations - are from the private sector.

#### Examples:

- Coca-Cola
- Jain Irrigation Systems, India
- Texas Instruments, Malaysia
- Zambia Sugar
- Carlsberg Brewery, Malawi
- Darwish Consulting Engineers, Egypt
- San Juan Refrescos, Uruguay
- Water Technologies International
- Helix Wind
- Nehsu Food Processing Company, Cameroon
- Voice of Nation, Pakistan

#### Civil Society

35% of GWPs partners - around 1200 organizations - are civil society NGOs and thematic/sector NGOs.

#### Examples:

- Kenya Wetlands Forum
- Water, Sanitation and Hygiene Network, Sierra Leone
- Water for the People, Trinidad and Tobago
- Grupo Ecologico Amantes da Natureza, Brazil
- Ecological Society of China
- National Union of Eritrean Youth and Students
- Fundacion para el Desarrollo Sustentable del Chaco, Paraguay
- Action Aid Bangladesh
- Vozes de Zambese, Mozambique
- Rural Cooperative Foundation of Nigeria
- Women in Sustainable Development, Moldova
- Tanzania Association of Women Leaders in Agriculture

#### Multilateral Development Bank

#### Global allies and partners:

- World Bank
- AfDB
- ABD
- GEF
- GCF
- Infrastructure Consortium for Africa (ICA)
- IFAD

#### Academia

16% of GWPs partners - around 550 organizations - are educational and research institutions.

#### Examples:

- International Rice Research Institute, Bangladesh
- Centre of Arab Women for Training and Research, Tunisia
- University of Bonn
- Environment and Natural Resources Research Institute, Sudan
- University of Zimbabwe
- Nile Research Institute
- Institute of Water Modelling, Bangladesh
- Wagenignen University

#### Global partners:

- International Water Centre (IWC)
- McGill University
- UNESCO-IHE Delft
- University of South Florida
- German Development Institute
- IWMI
- **CGIAR**
- Stockholm Environment Institute (SEI)

#### Other

- 8% of GWPs partners around 275 organizations are other organizations, including international organizations and professional associations.
- Examples:
- Association of Hydrologists of India
- Water Aid Bangladesh
- WWF Colombia
- African Network of Environmental Journalists
- Indian Women Scientists Association
- Global allies and partners:
- 2030 WRG
- **AMCOW**
- **CDKN**
- Delta Alliance
- **ECOSOC**
- European Water Partnership
- French Water Partnership
- Gender and Water Alliance
- **GGGI**
- **ICID**
- **ICLEI**
- **IGAD**
- ILC
- **INBO**
- **IRBM**
- ISW
- **IUCN**
- ODI
- **OECD**
- **SIWI**
- SOPAC
- UNCCD **UNDP**
- UNECE
- UNEP
- **UNESCO-IHP**
- UNFCCC
- **UN-Water**
- WHO
- WIN
- WMO
- Women for Water Partnership
- World Youth Parliament for Water (WYOW)
- WSSCC
- **WWC**
- WWF

#### LESSONS LEARNED

#### IN OUTREACH PHASE

#### ABOUT THE NEED AND VALUE OF THE PARTNERSHIP

Multi-Stakeholder Partnership for Sustainable Development

GWP provides its partners around the world with a neutral platform to uphold the values of inclusiveness, openness, transparency, accountability, respect, gender sensitivity, and solidarity.

Partnerships are at the heart of our theory of change. To put it simply: we believe it takes a strong multistakeholder partnership to influence the behaviour of key stakeholders on water governance decisions and to facilitate the generation and sharing of knowledge, which in turn enables water governance processes to be strengthened.

#### ABOUT THE STARTING PROCESS – THE NETWORKING CONSTRUCTION

GWP was founded in 1996 to foster integrated water resources management (IWRM), defined as a process which promotes the coordinated development and management of water, land and related resources in order to maximise economic and social welfare in an equitable manner without compromising the sustainability of vital ecosystems.

The UN Conference on Environment and Development (UNCED) in Rio de Janeiro and the informal adoption of the Dublin Principles established the basis for founding GWP in 1996. Initially GWP's activities focused on developing the conceptual framework of IWRM based on the Dublin Principles, and establishing regional Technical Advisory Committees as start engines for awareness-raising on IWRM in the regions.

In the 2000s, the GWP network held several national and regional dialogues that led to the publication and presentation of GWP's seven regional Vision to Action documents at the Forum, together with the overall Framework for Action. This firmly established the GWP as a key body on IWRM at the global and regional level. Then, a decision was taken to transform the Regional Technical Committees into broader, stakeholder-oriented Regional Water Partnerships, which would work with governments on national water change.

Today, GWP is a global action network with over 3,000 Partner organisations in 183 countries. The network has 86 Country Water Partnerships and 13 Regional Water Partnerships. The network is open to all organisations involved in water resources management: developed and developing country government institutions, agencies of the United Nations, bi- and multi-lateral development banks, professional associations, research institutions, non-governmental organisations, and the private sector. GWP carries out activities at the global and country levels.

#### IN AGREEMENT PHASE

#### ABOUT MAINTAINING THE PARTNERSHIP (FORMALITY/OWNERSHIP/INVESTMENT)

The Global Water Partnership (GWP) works through a decentralized and inter-connected

global network of member institutions called GWP Partners. Partners are organized on a regional and country basis into Regional Water Partnerships and Country Water Partnerships (RWPs and CWPs) which have their own governance structures.

Partnerships are maintained through a number of different mechanisms, which vary depending on the nature of the partnership, the partners, and the activities to be carried out through the partnership. These mechanisms can include MoUs, project-based agreements, consultations, and collaborative links through steering committees, among others.

Strengthening partnerships takes many forms, including: adding new partners to existing partnerships, forming new partnerships, building the capacity of individual partners as well as the capacities of RWPs and CWPs to facilitate partnerships, running pilot projects, providing technical expertise, and facilitating financial investment.

#### ABOUT DEFINING THE STRUCTURE OF THE PARTNERSHIP AND ITS NORMS

It is vital that all entities within the GWP embody the same principles and values, while at the same time having the flexibility to operate within different arrangements as suited to their specific political, social, economic, and environmental contexts. Hence, GWP's Conditions for Accreditation set out a formal basis for relations between GWPO, RWPs, and CWPs. The accreditation document consists of two parts: (1) formal conditions; and (2) an Appendix. The formal conditions are inviolable, and have been kept to a minimum commensurate with good governance and operational management of the GWP. The Appendix is advisory in nature and sets out further guidelines for good governance and management practices.

#### IN COLLABORATION PHASE

#### ABOUT INTERNAL AND EXTERNAL COMMUNICATION

Consulting Partners (at a regional level) and Network Meetings (at a global level) convene GWP partners and set the strategic direction and policies for the GWP Network. The last Network Meeting took place in May 2017 in Stockholm and was also available for partners on Facebook Live. GWP's annual report, GWP In Action 2016 captures GWP's achievements towards a water-secure world and many stories from the field. GWP communicates episodically to its entire list of 3,200+ partners, and partners communicate more regularly with their respective CWPs/RWPs.

Externally, GWP is active with several dozens of thousands of social media followers on Facebook and Twitter at the global and regional level. GWP communicates its latest impact stories and news via NewsFlow: a monthly newsletter going out to 10,000+ recipients and water networks across the world. The recently revamped GWP's website is <a href="https://www.gwp.org">www.gwp.org</a>.

#### IN EVALUATION PHASE

#### ABOUT OUTCOMES ACCOMPLISHMENT/PROJECT SUCCESS

Success is achieved when activities are implemented and when the intended outputs - which have the aim of influencing targeted stakeholders such as national governments, regional economic development bodies, river basin organisations, and community-based organisations - are indeed incorporated in these mandated institutions' policies, investment plans, development plans or decision making.

A key challenge for policy and advocacy organisations like GWP is demonstrating direct attribution between its work and the outcomes and impact that this work was designed to influence. To better describe and understand this attribution gap, GWP has in place a comprehensive Monitoring and Evaluation (M&E) system that consists of a hybrid of two methodologies; outcome mapping and traditional results-based management. GWP's M&E system seeks to identify and report on the plausible linkages between outputs and outcomes across this attribution gap.

The extent to which GWP has successfully fostered governance change is most explicitly captured through the monitoring of water governance outcomes, such as new water policies, revised legislation, institutional reforms or transboundary agreements. Water governance outcomes to which GWP has contributed are assumed to lead to sustainable socio-economic benefits among the target populations through, for example, increased investment in appropriate infrastructure, empowerment of vulnerable groups and more sustainable use of resources. On GWP's 20th anniversary in 2016, the organization had influenced more than 400 water governance outcomes.

In addition to the above, we are increasingly able to document impact with regards to investments. GWP's impact can be assessed through the value of investment that GWP has helped to leverage (i.e. support provided to mandated institutions to access funding for project implementation), but also through the attribution of downstream investments through national budgets, as well as donor funding for the implementation of the various plans, strategies and initiatives supported by GWP.

As part of our results-based management, GWP systematically follows up on the impact of governance outcomes that we have been successful in influencing. Our Impact Stories aim to provide quantified results that help to explain what impacts have been felt after, for example, a national IWRM plan was approved, a River Basin Organisation was established, a water use allocation tool was operationalised, etc. By showing such downstream results, GWP is in a stronger position to justify the effectiveness of its approach, which targets governance processes to achieve water security.

#### OTHER LESSONS LEARNED

- Allowing for flexibility and differentiated approaches, both in terms of partners, partnership styles, and activities, is key to facilitating a large and diverse network.

  An annual assessment exercise for each Regional Water Partnership serves to summarise performance
- against key criteria, as well as to strengthen network governance.

# High-Level Experts And Leaders Panel On Water And Disasters (HELP)



Prepared by Secretariat of High-level Experts and Leaders Panel on Water and Disasters

**Date: 17 January, 2018** 

NAME OF PARTNERSHIP:	High-level Experts and Leaders Panel on Water and Disasters (HELP)
WEBSITE:	http://www.wateranddisaster.org/
BRIEF DESCRIPTION:	The High-level Experts and Leaders Panel on Water and Disasters (HELP) is established with the aim of amassing a broad array of knowledge and expertise, influence, networks, and convening power in order to galvanize governments and multiple stakeholders into action with an eye to improving water and disaster situations around the globe.  The Panel members include high-level political, governmental, academic, professional, business, and civil society figures demonstrating strong leadership or expertise in the area of water and disasters.
BACKGROUND:	The High-Level Expert Panel on Water and Disaster (HLEP/UNSGAB) was convened at the request of UNSGAB in 2007, under the Presidency of H.E. Dr. Han Seung-soo, Prime Minister of the Republic of Korea. In 2013, it was proposed that HLEP/UNSGAB should be strengthened by inviting more political leaders and government representatives, and the panel should be renamed from HLEP/UNSGAB to "High-level Experts and Leaders Panel on Water and Disasters (HELP)".  HELP was established to assist the international community, governments and stakeholders in mobilizing political will and resources, ensuring coordination and collaboration, and implementing effective measures needed to tackle the issues of water and disasters.
KEY OBJECTIVES:	<ul> <li>Raising global awareness on the issue of water and disasters and promoting participation and concrete commitment through key conferences and processes of the international community on water, disaster risk reduction and climate change;</li> <li>Galvanizing the UN, national governments, international organizations and stakeholders into actions that will enhance preparedness for water-related disasters at the global, national and community levels, including promotion of investment;</li> <li>Assisting governments and stakeholders in implementing internationally recommended actions, including the Water and Disaster Action Plan by HLEP/UNSGAB;</li> <li>Assisting the international community with establishing, monitoring and achieving internationally agreed upon targets as well as a strategy and framework related to water and disasters in close coordination with UN System organizations as well as other organizations;</li> </ul>

- Proposing a package of recommendations to governments and stakeholders that will pave a short cut to creating a resilient society that is prepared to handle water-related disasters, and helping to realize them;
- Providing effective, concrete advice, both voluntarily and upon request, that will contribute to the global dialogue process and work of international agencies on issues related to water and disasters; and
- Incorporating the voices from the grassroots into clear-cut political messages for decision-makers.

#### KEY ACHIEVEMENTS:

In addition to holding HELP meetings twice a year, HELP has co-convened three UN Special Thematic Sessions on Water and Disasters at the UN head-quarters in New York since 2013.

HELP also actively contributes to various water related events and initiatives worldwide to further the global agenda on water and disasters.

HELP has developed an action strategy to share the panel's ideas and priorities, and commits itself to achieving concrete output with significant impact, and calls for collaboration with potential partners in concrete ways. HELP adopted the new action strategy in 2017 with the aim to contribute to the achievement of the recently adopted global agendas, including the 2030 Agenda, Paris Agreement, and the Sendai Framework for Disaster Risk Reduction.

HELP has also published two flagship documents, special issues of Water Policy Journal compiling good practices and lessons learned from water-related disasters.

**SCOPE:** (Indicate the state/country/region where the partnership mainly impacts)

Partnership at National Level	Partnership at Regional Level	Partnership at Global Level
Partnership related to government organization members (France, Indonesia, Thailand, Japan, Neth- erlands, Mexico, Myanmar, Re- public of Korea, United States of America)	HELP members with regional representation (ADB, UNES-CAP, AMCOW, NARBO, European Commission, etc)	HELP members with global representation (OECD, UNESCO, World Bank, GWP, WWC, PSI, etc.) and other international organizations, including High Level Panel on Water convened by UN SG and the World Bank President.

#### CATEGORIE(S) OF PARTNERSHIP: (place "X" where it best describes your partnership)

Collaboration X

Involves great autonomy and no permanent organizational commitments or combined services. Examples: sharing information; coordinating efforts.

#### Strategic alliance

Involves shared or transferred decision-making power. Examples: joint programming; administrative consolidation

#### Integration

Involves changes to organizational structure and control mechanisms. Examples: joint ventures (two or more organizations create a new structure to advance a program–related function); mergers (previously separate organizations combine program/ administrative/ governance functions)

#### Funding alliance

Occurs when organizations come together to share a large grant/donation or create a recipient/donor relationship.

#### **Cost-sharing**

Occurs when each organization provides different resources, such as facilities, staff, or equipment.

#### Grant-match

Occurs when one organization provides a grant and the recipient provides a match in services, cash, maintenance, supplies, or volunteers.

**NUMBER AND NAME OF STAKEHOLDERS:** (Indicate the number and names of stakeholders in each group)

Public Sector	9 governments
	France, Indonesia, Kingdom of Thailand, Japan, Kingdom of the Netherlands, Mexico, Myanmar, Republic of Korea, United States of America
	8 international organizations
	UNISDR, UNESCO, UNESCAP, European Commission, OECD, AMCOW, NARBO, PSI
	2 other public organization
	JICA and JWA
Private Sector	1 private sector
	Munich Re.
0:10:1	2 N/C O
Civil Society	2 NGOs
	GWP and WWC.
Multilateral	2 Multilateral Development Banks
Development Bank	ADB and World Bank.
Academia	2 academia
1 leadeilia	Sichuan University and ICHARM.
Other	

#### LESSONS LEARNED

#### IN OUTREACH PHASE

#### ♦ ABOUT THE NEED AND VALUE OF THE PARTNERSHIP

Recent mega-water disasters have demonstrated that the issue of water and disasters is no longer a local issue, but is a global issue, as the effect of disasters spread beyond borders in a world where the global economy and society are inseparably connected.

While water-related disasters affect all nations regardless of their development stage, it is the poorest nations and communities that bear the greatest burden. A vulnerable community hit by a water-related disaster can lose years of development gains in an instant, and require decades to rebuild.

Moreover, disasters know no limit. Global changes including climate change, increased population pressure, declining ecosystems, and unplanned urbanization are further increasing the risks of water-related disasters.

To this end, cooperation and solidarity among nations is the only rational way forward, and HELP provides a network and partnership for countries and organizations to share their experiences, good practices and lessons of addressing water-related disasters.

#### ABOUT THE STARTING PROCESS – THE NETWORKING CONSTRUCTION

As mentioned above, the High-Level Expert Panel on Water and Disaster (HLEP/UNSGAB) was convened at the request of UNSGAB in 2007, under the Presidency of Dr. Han Seung-soo, Prime Minister of the Republic of Korea. In 2013, it was proposed that HLEP/UNSGAB should be strengthened by inviting more political leaders and government representatives, and the panel should be renamed from HLEP/UNSGAB to "High-level Experts and Leaders Panel on Water and Disasters (HELP)". HELP membership is expanding with the new members and advisors joining with the recommendation of the Chair and the existing members. New members are appointed by the Chair with the approval from the existing members.

#### IN AGREEMENT PHASE

#### ♦ ABOUT MAINTAINING THE PARTNERSHIP (FORMALITY/OWNERSHIP/INVESTMENT)

Being a voluntary-based partnership, active participation of member organizations is essential.

HELP has developed its Action Strategy in order to share the panel's ideas and priorities in open and transparent manners, commit itself to achieving concrete output with significant impact, and call for collaboration with potential partners in concrete ways.

The Action Strategy consists of Flagship Initiatives (FI), the panel's priority actions. HELP may add and/or update FIs in the Action Strategy in order to achieve its overall objectives in a robust, effective and efficient manner. An FI can be led by a single or multiple Lead Member(s), and will be supported by other members.

#### ♦ ABOUT DEFINING THE STRUCTURE OF THE PARTNERSHIP AND ITS NORMS

The structure of the partnership is defined in HELP's Terms of Reference, which was developed with members in the initial phase of the partnership.

#### IN COLLABORATION PHASE

#### ABOUT INTERNAL AND EXTERNAL COMMUNICATION

Communication among members is facilitated by the HELP Coordinator and the Secretariat. HELP Coordinator also coordinate the work of the members and assist the Chair in compiling HELP's output documents and implementing activities.

#### IN EVALUATION PHASE

#### ◆ ABOUT OUTCOMES ACCOMPLISHMENT/PROJECT SUCCESS

HELP has been advocating the issue of water and disasters, and sharing good practices, lessons and expertise among members and with the international community through its meetings, position papers, flagship documents, and high level events.

HELP has developed an action strategy to share the panel's ideas and priorities, and commit itself to achieving concrete output with significant impact, and call for collaboration with potential partners in concrete ways. HELP has adopted the new action strategy in 2017 with the aim to contribute to the achievement of the recently adopted global agendas, including the 2030 Agenda, Paris Agreement, and the Sendai Framework for Disaster Risk Reduction.

HELP has also published two flagship documents, special issues of Water Policy Journal compiling good practices and lessons learned from water-related disasters.

#### OTHER LESSONS LEARNED

# ICPDR International Commission For The Protection of The Danube River



Prepared by Ivan Zavadsky (ICPDR executive secretary)/Péter Kovács (Head of Delegation for HU)

Date: 19.05.2017

NAME OF PARTNERSHIP:	ICPDR International Commission for the Protection of the Danube River
WEBSITE:	https://www.icpdr.org/
BRIEF DESCRIPTION:	The International Commission for the Protection of the Danube River (ICPDR) works to ensure the sustainable and equitable use of waters and freshwater resources in the Danube River Basin. The work of the ICPDR is based on the Danube River Protection Convention (signed on June 29 1994, in Sofia, Bulgaria by 11 riparian countries: Austria, Bulgaria, Croatia, the Czech Republic, Germany, Hungary, Moldova, Romania, Slovakia, Slovenia and Ukraine + EU; came into force in October 1998) the major legal instrument for cooperation and trans-boundary water management in the Danube River Basin.
BACKGROUND:	The ICPDR has been established to implement the DRPC Convention and comprised by the Delegations of all Contracting Parties. From 2000, the ICPDR is the platform for the implementation of all transboundary aspects of the EU Water Framework Directive (WFD), and from 2007, the ICPDR coordinates the implementation of the EU Floods Directive as well in the Danube Basin. However the project level implementation of the above Directives relies on the work of the water related Priority Areas of the EU Strategy for the Danube Region (EUSDR) according to the Joint Paper on Cooperation and Synergy for the EUSDR Implementation.
KEY OBJECTIVES:	<ul> <li>Safeguarding the Danube's Water resources for future generation</li> <li>Naturally balanced waters free from excess nutrients</li> <li>No more risk from toxic chemicals</li> <li>Healthy and sustainable river systems</li> <li>Damage-free floods</li> </ul>
KEY ACHIEVEMENTS:	<ul> <li>Flood Risk Management Plan for the Danube River Basin District (2015)</li> <li>Danube River Basin Management Plan - Update 2015</li> <li>Joint Paper on Cooperation and Synergy for the EUSDR Implementation (2015)</li> <li>Joint Statement on Guiding Principles on the Development of Inland Navigation and Environmental Protection in the Danube River Basin (2007)</li> <li>Guiding Principles for Sustainable Hydropower (2013)</li> <li>Adaptation strategy to CC in the DRB (2013)</li> </ul>

**SCOPE:** (Indicate the state/country/region where the partnership mainly impacts)

Partnership at National Level	Partnership at Regional Level	Partnership at Global Level
	X	

#### **CATEGORIE(S) OF PARTNERSHIP:** (place "X" where it best describes your partnership)

#### Collaboration

Involves great autonomy and no permanent organizational commitments or combined services. Examples: sharing information; coordinating efforts.

#### Strategic alliance

X

Involves shared or transferred decision-making power. Examples: joint programming; administrative consolidation

#### Integration

Involves changes to organizational structure and control mechanisms. Examples: joint ventures (two or more organizations create a new structure to advance a program-related function); mergers (previously separate organizations combine program/ administrative/ governance functions)

#### Funding alliance

Occurs when organizations come together to share a large grant/donation or create a recipient/donor relationship.

#### **Cost-sharing**

X

Occurs when each organization provides different resources, such as facilities, staff, or equipment.

#### Grant-match

Occurs when one organization provides a grant and the recipient provides a match in services, cash, maintenance, supplies, or volunteers.

## **NUMBER AND NAME OF STAKEHOLDERS:** (Indicate the number and names of stakeholders in each group)

Public Sector	<ul> <li>15 Contracting Parties to the Convention: AT, DE, SI, CR, SVK, CZ, HU, SERBIA, B&amp;H, BG, ME, MD, RO, UA, EU</li> <li>Sava Commission, Black Sea Commission, OECD, UNECE Water Convention, Rhine Commission, Danube Commission, RAMSAR, ORASECOM, UNESCO/IHP, Danube Parks, Carpathian Convention</li> </ul>	
Private Sector	IAWD, Die Donau (Danube Tourist Commission), VGB Power Tech e.v., Viadonau, European Barge Union, Central Dredging Association	
Civil Society	Danube Environmental Forum, REC, WWF, Global Water Partnership-CEETAC, Friends of Nature Intl., European Angle Alliance, Danube Civil Society Forum	
Multilateral Development Bank	<b>,</b>	
Academia	BOKU Vienna, TU Vienna, Budapest TU, Maximilian University Munich, IAD, Jaroslav Cerni Institute, Academy of Science HU, Serbia, SVK, BG; JRC (EU)	

#### LESSONS LEARNED

#### IN OUTREACH PHASE

♦ ABOUT THE NEED AND VALUE OF THE PARTNERSHIP

Clearly communicate benefits of partnership to potential partners

ABOUT THE STARTING PROCESS – THE NETWORKING CONSTRUCTION

Making sure that expectations of future partners are managed and promises fulfilled; providing appropriate space to partners to cooperate and to contribute to the Partnership.

#### IN AGREEMENT PHASE

ABOUT MAINTAINING THE PARTNERSHIP (FORMALITY/OWNERSHIP/INVESTMENT)

Clear institutional framework (in case of ICPDR formal observership to the Commission); active involvement of partners to the activities of the lead institutions at all levels.

ABOUT DEFINING THE STRUCTURE OF THE PARTNERSHIP AND ITS NORMS

Please see above

#### IN COLLABORATION PHASE

ABOUT INTERNAL AND EXTERNAL COMMUNICATION

Active inclusive approach; professional set up is a huge asset of this partnership via dedicated Expert Group on public participation and communication and dedicated technical expert in the Secretariat.

#### IN EVALUATION PHASE

▲ ABOUT OUTCOMES ACCOMPLISHMENT/PROJECT SUCCESS

Active involvement of partners in summarizing, documenting and evaluating of the partnership results and achievements; acknowledgement of their contributions.

#### OTHER LESSONS LEARNED

There is no other way to foster the transboundary cooperation on shared waters/basins as well structured and institutionalized partnerships. The key attributes of such partnerships are: solid legal base (e.g. convention); active operational institution (e.g. commission); strong technical base and network for cooperation (e.g. expert groups, advisory bodies, etc.); active outreach and communication of results and benefits of partnership; and last but not least constant political support from all partners towards the partnership.

# Latin American Water Funds Partnership (LAWFP)



#### Prepared by The Nature Conservancy

Date: June 02, 2017

,	
NAME OF PARTNERSHIP:	Latin American Water Funds Partnership (LAWFP)
WEBSITE:	http://fundosdeagua.org/en/ most-important-achievements-partnership-2011-2016
BRIEF DESCRIPTION:	Water Funds are collective impact mechanisms aimed at providing water security to metropolitan areas, by investing in natural infrastructure.
	Water Funds enable water users to collectively invest in source water protection activities to secure better water quality, conserve nature and improve the health and well-being of local communities.
	The LAWFP provides mobilizes resources to support local stakeholders to design and implementation of Water Funds in Latin America and Caribbean region. It provides advice and technical expertise that can strengthen the operation of the funds, and facilitate the exchange of experiences and best practices among Water Funds and other stakeholders.
BACKGROUND:	In 2011, The Nature Conservancy (TNC), together with the FEMSA Foundation, the IADB and the GEF, launched the Latin American Water Funds Partnership to promote the creation of new Water Funds and strengthen existing ones.
KEY OBJECTIVES:	Contribute to water security in Latin America and the Caribbean, through the creation and strengthening of Water Funds. To achieve this, the Partnership works across five main pillars, which support a systematic approach for scaling Water Funds across the region:
	<ul> <li>Science and innovation: maximize the efficiency and impact of watershed con- servation using the best science available.</li> </ul>
	<ul> <li>Public policies and corporate practices: influence public policies and corporate practices towards sustainable management of the water cycle from the upper basin to final supply.</li> </ul>
	<ul> <li>Knowledge management and capacity building: capture and organize experiences and transform them into knowledge to share with individuals and institutions.</li> </ul>
	• Communication: promote dialogues with relevant actors, facilitate their mobilization, and promote a culture of conservation and integrated water management.
	• Financial sustainability: Attract more resources for conservation from both, public and private actors, and promote solutions based in natural infrastructure as a complement to traditional infrastructure solutions.
KEY ACHIEVEMENTS:	<ul> <li>20 water funds created and/or strengthened across the region</li> <li>20 additional water funds on the pipeline in different stages (feasibility, design)</li> </ul>

120 USD millions leveraged to invest in natural infrastructure

#### **SCOPE:** (Indicate the state/country/region where the partnership mainly impacts)

Partnership at National Level	Partnership at Regional Level	Partnership at Global Level
	X – Latin America	

#### **CATEGORIE(S) OF PARTNERSHIP:** (place "X" where it best describes your partnership)

Collaboration  Involves great autonomy and no permanent organizational commitments or combined services. Examples: sharing information; coordinating efforts.	X
Strategic alliance Involves shared or transferred decision-making power. Examples: joint programming; administrative consolidation	X
Integration  Involves changes to organizational structure and control mechanisms. Examples: joint ventures (two or more organizations create a new structure to advance a program-related function); mergers (previously separate organizations combine program/ administrative/ governance functions)	X
Funding alliance Occurs when organizations come together to share a large grant/donation or create a recipient/donor relationship.	X
Cost-sharing Occurs when each organization provides different resources, such as facilities, staff, or equipment.	X
<b>Grant-match</b> Occurs when one organization provides a grant and the recipient provides a match in services, cash, maintenance, supplies, or volunteers.	X

# **NUMBER AND NAME OF STAKEHOLDERS:** (Indicate the number and names of stakeholders in each group)

Public Sector	
Private Sector	Fundación FEMSA
Civil Society	The Nature Conservancy
Multilateral Development Bank	Inter-American Development Bank (IDB)
Academia	
Other	Fondo de Agua Metropolitano de Monterrey Fondo de Agua Santo Domingo Fondo de Agua Yaque del Norte Cuenca Verde Agua Somos Agua Tica Fondo de Agua Cartagena

Fondo para la Protección del Agua FONAG

Madre de Agua

Fondo de Páramos y Lucha contra la pobreza Tungurahua

Sao Paulo Water Fund

**FONAPA** 

Fondo de Agua por la Vida y la Sostenibilidad

Productores de Ague e Floresta - Guandu

Projecto producto de Agua do Pipiripau-DF

Reflorestar Espiritu Santo

Aquafondo

Pago por Servicios Ambientales Camboriu

**FUNCAGUA** 

Fondo de Agua de Guayaquil

#### LESSONS LEARNED

#### IN OUTREACH PHASE

#### ♦ ABOUT THE NEED AND VALUE OF THE PARTNERSHIP

The Latin America Water Funds Partnership has fostered attention in the region for the creation and strengthening of water funds by mobilizing resources and technical assistance. It has brought to the cities of the region a concrete way to invest on natural infrastructure to contribute to water security for urban population. The partnership brings different stakeholders (public, private, multi-laterals) to work together for a common purpose.

#### ABOUT THE STARTING PROCESS – THE NETWORKING CONSTRUCTION

The Nature Conservancy supported the creation of the first water fund in 2000 in Quito-Ecuador. Over the next 10 years, TNC worked to support the creation of other water funds in the Andes Region as well as in Brazil with local partners. The interest on water funds continued to grow, and there was a need to work with water funds at a larger scale. To achieve scale, there was the need to start working with other organizations interested in promoting watershed conservation across Latin America. This is how TNC stablish a partnership with Fundación FEMSA (representing the private sector with the largest Coca Cola bottler in the region), Inter-America Development Bank (a key multi-lateral bank providing funding for water related projects in the region), and the Global Environment Facility (key environmental funding agency). This partnership allowed to bring water funds to a new level with an objective of supporting the creation and strengthening of 40 water funds on the region.

#### IN AGREEMENT PHASE

- ♦ ABOUT MAINTAINING THE PARTNERSHIP (FORMALITY/OWNERSHIP/INVESTMENT)
- The LAWFP started with a collaboration effort among the 4 organizations with a five year scope and an investment of 12 million dollars. In 2016, the LAWFP signed a new agreement to continue work for 5 more years, until 2020. For this second phase new funding commitments are being made and an operative manual for the partnership is under revision.
- ABOUT DEFINING THE STRUCTURE OF THE PARTNERSHIP AND ITS NORMS
- Currently, the partnership is defining an operative manual that will establish its rules of operations and decision making.

#### IN COLLABORATION PHASE

#### ABOUT INTERNAL AND EXTERNAL COMMUNICATION

After five years spreading the Water Fund concept, the Partnership found that the five elements that make Water Funds successful: inclusion, scalability, fundability, adaptability, and multiple benefits. These elements enable multi-stakeholder collaboration in a way that allows to go beyond conservation and pursue a more compelling objective: watershed sustainability.

#### IN EVALUATION PHASE

#### ♦ ABOUT OUTCOMES ACCOMPLISHMENT/PROJECT SUCCESS

On the first phase of the LAWFP important outcomes were achieved and presented on a Water Funds Meeting in June 2016 in Bogotá. The main results by June 2016 were:

- 19 Water Funds created and strengthened
- More than 1.6 million hectares of natural habitats positively impacted
- More than 70 million people benefited from the positive impact on the watersheds where their water come from
- US 120 million s leveraged to invest in natural infrastructure.

The goals for 2020 are:

- 40 Water funds created and strengthened
- Positive impact on 4 million hectares of natural ecosystems
- 80 million people benefited from the positive impact on the watersheds where their water come from
- ♦ US\$ 500 million leveraged to invest in natural infrastructure

#### **♦** OTHER LESSONS LEARNED

To achieve a greater scale on the work of replicating water funds, the LAWFP needs to focus more on developing capacity on the region to create and strengthen water funds. The partnership is currently working with TNC Global Water team on the development of a water funds toolbox and a training program to support a larger network of water funds.

# Network of Asian River Basin Organizations (NARBO)



Prepared by Tadashige Kawasaki, Secretariat of Network of Asian River Basin Organizations (NARBO) in Japan Water Agency

Date: 12 January, 2018

NAME OF PARTNERSHIP:	Network of Asian River Basin Organizations (NARBO)
WEBSITE:	http://www.narbo.jp/
BRIEF DESCRIPTION:	River Basin Organizations (RBOs) play a key role in basin management. Networking among RBOs can help a new generation of water managers make Integrated Water Resources Management (IWRM) a reality and better address the multitude of challenges faced in the region's river basins. Network of Asian River Basin Organizations (NARBO) has established and strengthened the netowrk of RBOs and promiting IWRM in the region through knowledge sharing and capacity development since 2004. Now, NARBO has 92 member organizations from 19 countries and is recognized as 'Regional Public Goods'.
BACKGROUND:	The need for partnerships for action to achieve IWRM was recognized at the 3 rd World Water Forum (3WWF) held in Japan, in March 2003. The 3WWF highlighted the need to support these RBOs through knowledge sharing and capacity building, especially in developing countries. Recognizing the need for networking and capacity building in the implementation of IWRM, the Japan Water Agency, the Asian Development Bank, and the Asian Development Bank Institute decided at the 3APWF to collaborate in launching NARBO, and NARBO was officially established in February 2004.
KEY OBJECTIVES:	The main focus of NARBO is river basin management, and RBOs play an important role in strengthening the governance of river basin management. NARBO helps to achieve strengthen the capacity and effectiveness of RBOs in promoting IWRM and improving water governance, through training and exchange of information and experiences among RBOs and their associated water sector agencies and knowledge partner organizations.
KEY ACHIEVEMENTS:	<ul> <li>Established the platform and network of practitioners on IWRM in Asia to share knowledge and experience on IWRM.</li> <li>Brought the spirit of IWRM into the management of water in river basins. (Dr. Basuki Hadimoeljono: Minister of public works and housing, Indonesia; senior advisor and first and second NARBO chairperson (2004–2008)</li> <li>High-level of recognision in the region ("Regional Coordination Mechanisms for Water" by UN-Water, 2014)</li> </ul>

#### **SCOPE:** (Indicate the state/country/region where the partnership mainly impacts)

Partnership at National Level	Partnership at Regional Level	Partnership at Global Level
NARBO members from Government organizations	Knowledge Partner organizations in the region (APWF, WEPA, GWP-SEA etc)	Collaboration with international organizations and initiatives (ADB, JICA, OECD, UNESCO, WB, GWP, HELP and so on)

#### **CATEGORIE(S) OF PARTNERSHIP:** (place "X" where it best describes your partnership)

Collaboration	X
Involves great autonomy and no permanent organizational commitments or combined services.	

Involves great autonomy and no permanent organizational commitments or combined services Examples: sharing information; coordinating efforts.

#### Strategic alliance

Involves shared or transferred decision-making power. Examples: joint programming; administrative consolidation

#### Integration

Involves changes to organizational structure and control mechanisms. Examples: joint ventures (two or more organizations create a new structure to advance a program-related function); mergers (previously separate organizations combine program/ administrative/ governance functions)

#### Funding alliance

Occurs when organizations come together to share a large grant/donation or create a recipient/donor relationship.

#### **Cost-sharing**

Occurs when each organization provides different resources, such as facilities, staff, or equipment.

#### Grant-match

Occurs when one organization provides a grant and the recipient provides a match in services, cash, maintenance, supplies, or volunteers.

## **NUMBER AND NAME OF STAKEHOLDERS:** (Indicate the number and names of stakeholders in each group)

Public Sector	60 member organizations from RBOs and Government Organizations in Asia
Private Sector	
Civil Society	
Multilateral Development Bank	ADB Collaboration with JICA and the World Bank
Academia	31 Regional Knowledge Partner Organizations including academia and inter-regional networks
Other	<ul> <li>Collaboration with OECD, UNESCO, Asia-Pacific Water Forum (APWS), High-level Expert and Leaders Panel on Water and Disasters (HELP), Water Environment Partnership in Asia (WEPA) and etc</li> <li>NARBO is recognized and categorized as a 'Stakeholder Forum' according to UN- Water Report 2014.</li> </ul>

#### LESSONS LEARNED

#### IN OUTREACH PHASE

#### ♦ ABOUT THE NEED AND VALUE OF THE PARTNERSHIP

Networking is a good opportunity for cost-effective learning based on the sharing of examples and good practices. It can also provide incentives for change by comparing performance against new standards or benchmarks. NARBO has created the mind of mutural-cooperation among RBOs in the region through NARBO activities.

#### ABOUT THE STARTING PROCESS – THE NETWORKING CONSTRUCTION

Majority of possible member organization recognized the necessity of introduce, inclement and improve IWRM at all levels. However, they didn't know how to implement IWRM at real work at that time. Due to these backgrounds, concept of establishment of NARBO was well received, and we've obtained the approval easily.

#### IN AGREEMENT PHASE

#### ♦ ABOUT MAINTAINING THE PARTNERSHIP (FORMALITY/OWNERSHIP/INVESTMENT)

Keeping network needs human and financial capacities and incentives with strong leadership of secretariat. NARBO has offered incentives to active participation and contribution to NARBO by making benefit of NARBO for member organizations. Currently, ownership to NARBO among member organization has nurtured, and self-funded actions or mutual-cooperation among members have drastically increased.

#### ABOUT DEFINING THE STRUCTURE OF THE PARTNERSHIP AND ITS NORMS

At an initial stage, NARBO secretariat has strongly led any activities by offering many resources. At the same time, some flagship activities have been conducted at regular basis. Through these actions, benefit of NARBO has come recognized among member organizations.

#### IN COLLABORATION PHASE

#### ◆ ABOUT INTERNAL AND EXTERNAL COMMUNICATION

NARBO has conducted many activities in collaboration with international organizations. In 2008-2009, NARBO dedicated to make "IWRM Guidelines at River Basin Level" launched by UNESCO at the 5th World Water Forum by collecting regional good practices on IWRM. This enhanced the actions of collaboration with international organizations such as ADB, World Bank and OECD and international networks such as APWF and Global Water Partnership (GWP).

#### IN EVALUATION PHASE

#### ABOUT OUTCOMES ACCOMPLISHMENT/PROJECT SUCCESS

NARBO hold the 10 years anniversary meeting in 2014 and reviewed past activities (http://www.narbo.jp/info/materials/narbo-decade-achievement-2004-2014.pdf) and committed strategic directions for next decade. Number of member organizations became double in 10 years. NARBO developed 'RBO Performance Benchmarking' system to evaluate the capacity of implementation of IWRM by RBOs and has been applying it major river basins. Result of it was contributed to OECD Water Governance Initiatives. NARBO also developed 'IWRM Indicator' to help grasping the current situation of the progress of IWRM in 2015 and has applied at in Asia. It was welcomed by The United Nations Economic and Social Commission for Asia and the Pacific (ESCAP).

#### OTHER LESSONS LEARNED

# Nile Basin Initiative



### Prepared by South Africa Sherpa HLPW

**Date 2017** 

NAME OF P ARTNERSHIP:	Nile Basin Initiative	
WEBSITE:	www.nilebasin.org	
BRIEF DESCRIPTION:	The Nile Basin is a collaboration of ten States which share the river Nile.	
BACKGROUND:	The Nile Basin Initiative (NBI) is an intergovernmental partnership of 10 Nile Basin countries, namely Burundi, DR Congo, Egypt, Ethiopia, Kenya, Rwanda, South Sudan, The Sudan, Tanzania and Uganda. Eritrea participates as an observer.  The setup of NBI is informed by the principle of subsidiarity. Besides the Secretariat (Nile-SEC), which is responsible for the overall corporate direction there are two Subsidiary Action Programs (SAPs) offices, namely the Eastern Nile Technical Regional Office (ENTRO) for the Eastern Nile Subsidiary Action Program (ENSAP) and the Nile Equatorial Lakes Subsidiary Action Program Coordination Unit (NELSAP-CU), for the Nile Equatorial Lakes Subsidiary Action Program (NELSAP).	
KEY OBJECTIVES:	<ul> <li>To develop the Nile Basin water resources in a sustainable and equitable way to ensure prosperity, security, and peace for all its peoples</li> <li>To ensure efficient water management and the optimal use of the resources</li> <li>To ensure cooperation and joint action between the riparian countries, seeking win-win gains</li> <li>To target poverty eradication and promote economic integration</li> <li>To ensure that the program results in a move from planning to action</li> </ul>	
KEY ACHIEVEMENTS:	The Nile is an iconic river of global significance. It is a symbol of the human capacity to harness water for the development and growth of civilizations, but also of the fragility of our existence and unremitting dependence on water's life-giving properties. The Nile is also a complex river system in hydrological, environmental and climatic terms. It crosses the borders of eleven different countries namely; Burundi, DR Congo, Egypt, Eritrea, Ethiopia, Kenya, Rwanda, South Sudan, The Sudan, Tanzania and Uganda with very different social, cultural and economic realities. Sharing water resources between so many countries (and their growing populations and their demands) is a challenge in itself, but the geopolitical and hydro political realities in the Basin turn it even more complex.	

To this end, the Nile Basin countries came together in 1999 to establish the unprecedented Nile Basin Initiative (NBI), to jointly overcome the challenges and take advantage of the opportunities to maximize benefits. This publication looks at how, in the space of a little over 17 years, NBI has successfully established a program of work that has generated a swathe of shared benefits, transforming lives in the Nile Basin.

Get an overview of NBI's achievements, which have resulted in a step change in development across the Basin. The overall achievement can be summarized as a transformation in the way countries sharing the river perceive joint challenges and act to tackle them.

There has been a concerted effort at strengthening the awareness of the need for and benefits of Nile cooperation - the following publication is available at <a href="http://www.nilebasin.org/">http://www.nilebasin.org/</a>

Chapter 1 showcases benefits for each Member State, both achieved and in the pipeline, covering a range of energy, food and water needs. These include the Ethiopia-Sudan Transmission Interconnection benefiting 1.4 million people, Rusumo Falls Hydro-electric project benefitting 1, 146,000 people in Burundi, Rwanda and Tanzania. Others are planned irrigation and watershed projects basin-wide, which will put 14,000 ha of farmland under improved agriculture.

Chapter 2 focusses on enhanced capacity not only of professional competencies and capabilities to jointly manage and develop shared water resources but also capacity to cooperate, build trust and confidence among Basin States as a means by which to provide a wider enabling environment for investments.

Chapter 3 describes the credible and impartial knowledge and information created and analytic tools developed in support of more robust planning and development strategies for improved livelihoods.

Chapter 4 looks at the NBI - a strong regional institutional platform for dialogue and cooperation, which is all inclusive and neutral.

Chapter 5 is about possible futures - first highlights the baseline and then describes future challenges.

#### SCOPE:(Indicate the state/country/region where the partnership mainly impacts)

Partnership at National Level	Partnership at Regional Level	Partnership at Global Level
Burundi, DR Congo, Egypt, Ethiopia, Kenya, Rwanda, South Sudan, The Sudan, Tanzania and Uganda	ECOWAS AMCOW AU	GIZ and in collaboration with Stockholm International Water Institute (SIWI) and the International Food Policy Research Institute (IFPRI).

#### **CATEGORIE(S) OF PARTNERSHIP**:(place "X" where it best describes your partnership)

#### Collaboration

Involves great autonomy and no permanent organizational commitments or combined services. Examples: sharing information; coordinating efforts.

#### Strategic alliance

Involves shared or transferred decision-making power. Examples: joint programming; administrative consolidation

#### Integration

Involves changes to organizational structure and control mechanisms. Examples: joint ventures (two or more organizations create a new structure to advance a program-related function); mergers (previously separate organizations combineprogram/administrative/governance functions)

#### Funding alliance

Occurs when organizations come together to share a large grant/donation or create a recipient/donor relationship.

#### **Cost-sharing**

Occurs when each organization provides different resources, such as facilities, staff, or equipment.

#### Grant-match

Occurs when one organization provides a grant and the recipient provides a match in services, cash, maintenance, supplies, or volunteers.

**NUMBER AND NAME OF STAKEHOLDERS:**(Indicate the number and names of stakeholders in each group)

Public Sector	Governments of all member States through the Ministers responsible for Water
Private Sector	
Civil Society	
Multilateral Development Bank	
Academia	
Other	

# Sanitation and Water For All



Prepared by The Sanitation and Water for All Partnership (SWA) Date: Jan 15 2018

-		
NAME OF PARTNERSHIP:	Sanitation and Water for All	
WEBSITE:	http://sanitationandwaterforall.org	
BRIEF DESCRIPTION:	SWA is the global multi-stakeholder partnership for water, sanitation and hygiene, comprised of country governments, civil society organizations, and development partners working together to catalyze political leadership and action, improve accountability, and use scarce resources more effectively. SWA has over 170 partners, who work together to coordinate high-level action, empower or strengthen governments to lead and coordinate the sector, improve accountability, and use scarce resources more effectively.  The vision of the SWA Partners is: Sanitation, hygiene and water for all, always and everywhere.	
BACKGROUND:	Almost two and a half billion people – a third of the world's population – live without adequate sanitation facilities. 663 million people still do not have access to an improved source of drinking water protected from outside contamination.  Despite the great need and potentially enormous benefits, the water, sanitation and hygiene (WASH) sector has historically faced major obstacles.  • WASH is low on the political agenda.  • Comprehensive national plans are not being developed and implemented.  • Finance to the sector is unpredictable, insufficient and does not reach the countries or people that need it the most.  • Reliable evidence, data or analysis to inform decision-making is limited and it is difficult to track progress.  • Low levels of mutual accountability exist between developing countries and donors.  • And between developing country governments and their citizens.	
	Achieving universal sanitation, hygiene and water for all will require complementary and joint efforts. SWA provides a platform for intergovernmental dialogue and engagement by a large number of stakeholders, allowing the Partnership to achieve outcomes that individual Partners could not realize alone.	

#### **KEY OBJECTIVES:**

The objectives of SWA are to:

- 1) Increase political prioritization for sanitation, hygiene and water.
- 2) Strengthen government-led national processes;
- 3) Develop and use a strong evidence base to support good decision making.
- 4) Follow-up and review progress achieved in implementing water, sanitation and hygiene targets of the SDGs.
- 5) Strengthen regional, national and local human and institutional capacities.

In meeting the above objectives, SWA will contribute to the progressive elimination of inequalities by focusing on challenges affecting the most marginalized and hardest to reach.

#### KEY ACHIEVEMENTS:

The SWA partnership has grown to 200 partners since it was established in 2010, including 69 countries, civil society organizations, UN organizations, private sector players, research and learning institutions, and bilateral donors.

The partnership has convened regular meetings of ministers since 2010, on a roughly two-year cycle. Meetings of Finance Ministers were convened in 2010, 2012, 2014 and 2017.

Meetings of sector ministers responsible for water, sanitation and hygiene (Ministers of water, health, education rural development, etc.) were held in 2010, 2012, 2014, 2016, and 2017.

The SWA partnership plays a catalytic role in supporting more effective national processes, and aligning support behind government-led planning and investment strategies for achieving the sanitation, water, and hygiene related targets of the SDGs. Guided by its Framework (composed of Collaborative Behaviors on Aid Effectiveness, Building Blocks and Fundamental Principles), SWA partners give each other mutual support for improving the prioritization of water, sanitation and hygiene issues in national policies and budgets, as well as for better aligning national and development policies with the Sustainable Development Goals, Aid Effectiveness Principles and human rights.

**SCOPE:** (Indicate the state/country/region where the partnership mainly impacts)

Partnership at National Level

Partnership at Regional Level

Partnership at Global Level

X

#### **CATEGORIE(S) OF PARTNERSHIP:** (place "X" where it best describes your partnership)

Collaboration

X

Involves great autonomy and no permanent organizational commitments or combined services. Examples: sharing information; coordinating efforts.

#### Strategic alliance

Involves shared or transferred decision-making power. Examples: joint programming; administrative consolidation

#### Integration

Involves changes to organizational structure and control mechanisms. Examples: joint ventures (two or more organizations create a new structure to advance a program-related function); mergers (previously separate organizations combine program/ administrative/ governance functions)

#### Funding alliance

Occurs when organizations come together to share a large grant/donation or create a recipient/donor relationship.

#### **Cost-sharing**

Occurs when each organization provides different resources, such as facilities, staff, or equipment.

#### Grant-match

Occurs when one organization provides a grant and the recipient provides a match in services, cash, maintenance, supplies, or volunteers.

## **NUMBER AND NAME OF STAKEHOLDERS:** (Indicate the number and names of stakeholders in each group)

Public Sector: Governments of 69 countries:

- 1. Afghanistan
- 2. Angola
- 3. Australia
- 4. Austria
- 5. Bangladesh
- 6. Benin
- 7. Bhutan
- 8. Brazil
- 9. Burkina Faso
- 10. Burundi
- 11. Cameroun
- 12. Central African Republic
- 13. Chad
- 14. Costa Rica
- 15. Cote d'Ivoire
- 16. Democratic Republic of the Congo
- 17. Egypt
- 18. Ethiopia
- 19. France
- 20. Germany
- 21. Ghana
- 22. Guinea
- 23. Guinea Bissau
- 24. Honduras
- 25. Indonesia
- 26. Japan
- 27. Jordan
- 28. Kenya
- 29. Lao PDR
- 30. Lesotho
- 31. Liberia
- 32. Madagascar
- 33. Malawi
- 34. Maldives

- 35. Mali
- 36. Mauritania
- 37. Mexico
- 38. Mongolia
- 39. Morocco
- 40. Mozambique
- 41. Nepal
- 42. Niger
- 43. Nigeria
- 44. Norway
- 45. Pakistan
- 46. Palestine National Authority
- 47. Paraguay
- 48. Peru
- 49. Portugal
- 50. Rwanda
- 51. Senegal
- 52. Sierra Leone
- 53. South Africa
- 54. South Sudan
- 55. Sri Lanka
- 56. Sudan
- 57. Swaziland
- 58. Switzerland
- 59. Tanzania
- 60. The Gambia
- 61. The Netherlands
- 62. Timor Leste
- 63. Togo
- 64. Uganda
- 65. United Kingdom
- 66. United States
- 67. Viêt Nam
- 68. Zambia
- 69. Zimbabwe

#### Private Sector

#### 17 private sector organizations:

- 1. AquaFed
- 2. Association of Water Well Drilling Rig Owners and Practitioners (AWDROP)
- 3. Banka BioLoo Pvt Ltd
- 4. CEO Water Mandate
- 5. Ekam Eco Solutions Pvt Ltd
- 6. ECOLOO AB
- 7. FairWater Foundation
- 8. GARV Toilets by SnpEX Overseas

- 9. Global Handwashing Partnership
- 10. Mendetech Ltd
- 11. Sanergy
- 12. SoaPen Inc.
- 13. Svadha
- 14. Unilever
- 15. Vites Evides International
- 16. Waterpreneurs
- 17. Zenith Water Projects Ltd

#### Civil Society

- 83 Civil Society organizations:
- 1. ACF Action Contre la Faim
- 2. African Civil Society Network on Water and Sanitation (ANEW)
- 3. African Water Association (AfWA)
- 4. Akvo Foundation
- 5. Alliance for Water and Sanitation Revolution In Africa
- 6. Arab Water Council (AWC)
- 7. Association des Nations Unies de Cote d'Ivoire (ANU-CI)
- 8. Association Nationale pour la Promotion de l'éducation et la Culture (ANPEC)
- 9. Bar Association Arifwala
- 10. Bureau d'Informations; Formations, Echanges et Recherches pour le Développement (BIFERD/ASBL)
- 11. CARE
- 12. Children and Young People Living for Peace
- 13. Chipembere Community Development Organisation (CCDO)
- 14. Christian Outreach Justice Mission Sierra Leone (Comin-SL)
- 15. Daniel Iroegbu Global Health Foundation
- 16. Diamer Poverty Alleviation Program (DPAP)
- 17. Durable Management and Resources Valorization (DMRV)
- 18. Emerging Leadership Initiatives
- 19. End Water Poverty (EWP)
- 20. European Sanitation Initiative (EuSAIN)
- 21. Faith in Water
- 22. Fantsuam Foundation
- 23. Fast Rural Development Program
- 24. Federacion Nacional de Cooperativas de Servicios Sanitarios Ltda (FESAN)
- 25. Foundation for Urban & Rural Development (FURD)
- 26. Freshwater Malawi
- 27. Freshwater Action Network Central America (FANCA)
- 28. Freshwater Action Network Mexico (FAN-Mex)
- 29. Freshwater Action Network South Asia (FANSA)
- 30. Fundación Neotrópica
- 31. Gateway Health Institute
- 32. Gender Equality and Women Empowerment for Development (GWEFODE)
- 33. German Toilet Organization

- 34. German WASH Network
- 35. Global Water Challenge (GWC)
- 36. Global Water Partnership (GWP)
- 37. Hallmark Media, Commonwealth Africa Journal
- 38. Health and Rural Development Services Foundation (HRDS)
- 39. Human Initiative Network (HIN)
- 40. Initiative: Eau
- 41. Institute of Sustainable Development (ISD)
- 42. International Centre for Water Management Services (CEWAS)
- 43. International Transformation Foundation, Kenya
- 44. International Water Association (IWA)
- 45. Juhoud for Community and Rural Development
- 46. La Confederación Latinoamericana de Organizaciones Comunitarias de Servicios de Agua y Saneamiento (CLOCSAS)
- 47. Millennium Water Alliance (MWA)
- 48. Nana Sahab Development Society (NSDS)
- 49. New World Hope
- 50. Nirman Foundation
- 51. One Drop
- 52. OSSEDI Malawi
- 53. People Serving Girls At Risk
- 54. Plan International USA
- 55. Plumbers Without Borders
- 56. Population Services International (PSI)
- 57. Portuguese Water Partnership (PWP)
- 58. PSS Educational Development Society
- 59. Ravi Sustainable WASH Development Organization
- 60. Reaching Hand
- 61. Roshni Development Organization
- 62. Rujewa Integrated Efforts to Fight Poverty (RIEFP)
- 63. Sadayanodai Ilaignar Narpani Mandram (SINAM)
- 64. Shine Africa Foundation-Teso (SAF-TESO)
- 65. Shohratgarh Environmental Society (SES)
- 66. Sindhica Reforms Society Pakistan
- 67. Slum Dwellers International (SDI)
- 68. Speak Up Africa
- 69. Tanzania Youth with New Hope in Life Organisation
- 70. The Coastal Rural and Urban Poor Development Association (CRUPDA)
- 71. Udyama
- 72. United Cities and Local Governments of Africa (UCLGA)
- 73. WASH Resource Center Network Nepal (WASH-RCNN)
- 74. WASH United
- 75. Water.org
- 76. Water and Sanitation for the Urban Poor (WSUP)

- 77. Water for People (WFP)
- 78. Water Integrity Network (WIN)
- 79. Wherever the Need India Services (WTNIS)
- 80. Yoto River Waterkeeper
- 81. Younglink Foundation
- 82. Youth Association for Development (YAD)
- 83. Zambia WASH Advocacy Network

#### Multilateral Development Bank:

#### 2 development banks:

- 1. World Bank
- 2. African Development Bank (AFDB)

#### Academia

#### 4 Universities:

- 1. Emory Center for Global Safe Water, Sanitation and Hygiene
- 2. Institute for Sustainable Futures, University of Technology Sydney (ISF-UTS)
- 3. United Nations University (UNU)
- 4. University of California, Berkeley School of Public Health

#### 15 other Research and Learning organizations:

- 1. Fundación Avina
- 2. International Water and Sanitation Centre (IRC)
- 3. International Water Centre (IWC)
- 4. Laboratório de Gestão Ambiental
- 5. Laboratório Nacional de Engenharia Civil
- 6. Skat Foundation
- 7. SNV
- 8. Stockholm Environment Institute (SEI)
- 9. Stockholm International Water Institute (SIWI)
- 10. Swiss Federal Institute for Aquatic Science and Technology (EAWAG)
- 11. The Water Institute at UNC
- 12. Water and Land Resources Center
- 13. Water Research Commission (WRC)
- 14. Water, Engineering and Development Centre (WEDC)
- 15. WaterAid

#### Other

#### 5 UN Organizations:

- 1. United Nations Educational, Scientific And Cultural Organization (UNESCO)
- 2. Water Supply And Sanitation Collaborative Council (WSSCC)
- 3. United Nations Children's Fund (UNICEF)
- 4. United Nations Human Settlement Programme (UN-Habitat)
- 5. United Nations Development Programme (UNDP)

#### 5 others:

- 1. Bill And Melinda Gates Foundation
- 2. Global Water Operators' Partnership Alliance (GWOPA)
- 3. African Ministers Council On Water (AMCOW)
- 4. Center For Environment And Development For The Arab Region And Europe (CE-DARE)
- 5. Water and Sanitation for Africa (WSA)

#### LESSONS LEARNED

#### IN OUTREACH PHASE

#### ♦ ABOUT THE NEED AND VALUE OF THE PARTNERSHIP

The SWA theory of change is built upon the premise that change happens when, influenced by compelling, evidence-based advocacy, political will for water, sanitation and hygiene is increased. Increased political will leads to vigorous sector analysis and review, which can form the basis for the development of clear financing strategies and implementation plans, led by governments and supported by all sector partners. This in turn will accelerate the development of strong systems and adequate sector capacity. When these building blocks are in place, the sector will benefit from both increased resources and more effective use of those resources, which in turn can further stimulate political will, as part of a 'virtuous cycle' of transformational change. In this way, sustainable sanitation, hygiene, and water for all can be achieved.

With the adoption of the SDGs, the SWA partnership recognized that:

- a) SWA's main objective is to support Partners in achieving the SDGs at the national level.
- b) SWA can build and promote the implementation of a Framework, consisting of Building Blocks and Collaborative Behaviors, that are oriented by SWA's Guiding Principles. The Framework aligns with and supports the realization of the Goals.
- c) SWA is in the process of reviewing its mutual accountability mechanism (created at the time of the Millennium Development Goals). Such revised Mechanism that can be used to track progress against the SWA framework and to contribute to the follow-up and review process of the United Nations High Level Political Forum under ECOSOC.
- d) The regular cycle of SWA meetings provides a global platform for the accountability mechanism, while also recognizing that accountability between Partners working in a particular country is essential; this means that country-level planning, monitoring and review processes are fundamental to the accountability mechanism.

#### ♦ ABOUT THE STARTING PROCESS – THE NETWORKING CONSTRUCTION

During the process of learning from the experience of holding the ministerial meetings, two things were extracted. The first was that ministers were interested in learning and hearing about new ways of doing things, and the second was that they wanted to learn about them from other ministers; water ministers greatly value the opportunity to talk to other ministers, to learn directly from their colleagues in other countries about approaches that had worked (and also about what had not worked), and to make connections that can be followed up after the High-level Meetings.

SWA has experimented with a new model for meetings. In 2016, Ministers responsible for water, sanitation and hygiene were invited to a standalone meeting held in Addis Ababa over a period of two days. This meeting format allowed for more and longer ministerial dialogues, and these were organized into three themes related to achieving the WASH targets of the new SDGs. Thirty ministers, vice ministers and heads of government departments attended this large and successful meeting, along with 70 of their senior advisors, and the participants reflected the interconnected nature of the sector, with ministers responsible for water, health, education, rural development and other portfolios attending.

#### IN AGREEMENT PHASE

#### ABOUT MAINTAINING THE PARTNERSHIP (FORMALITY/OWNERSHIP/INVESTMENT)

The 2030 agenda acknowledges the crucial importance of accountability regarding the Goals, "at the national, regional and global levels". SWA embodies the type of partnership that the SDGs call for, in which countries at all levels of development and wealth come together to help each other achieve the Goals, and all Partners hold each other to account.

The partnership has focused on developing what partners agree to be the most constructive approach possible for accelerating progress in access to sanitation, water, and hygiene. Its efforts now focus on increasing implementation of this framework at the country-level, by all national stakeholders, importantly with governments at the helm to ensure implementation best fits country priorities.

SWA has developed a clear governance framework. SWA has a Steering Committee, Working Groups, and a Secretariat. The Steering Committee is the core governing and decision-making body. Working groups (established by the SC) exist to inform the SC on key policy and strategy issues, as well as taking forward partner-driven work. The Secretariat is the administrative arm of SWA and supports the needs of the Steering Committee and the Working Groups. The SC is lead by a Chair, Kevin Rudd, and an Executive Chair, Catarina de Albuquerque. The Chair focuses more specifically on 'high level' concerns while the Executive Chair has acted both in the capacity as Chairperson of the SC and managing the implementation of SWA's work plan in concert with the Secretariat. The Secretariat is hosted by UNICEF in New York City with a staff of six people and headed by a Coordinator.

#### ABOUT DEFINING THE STRUCTURE OF THE PARTNERSHIP AND ITS NORMS

The partnership is open to all countries and development partners who share SWA's vision and seek to achieve its objectives. SWA Partners agree to a set of Principles, and to the SWA Strategy.

The **SWA Collaborative Behaviours**, adopted in 2015, provide SWA Partners guidance on approaches to development effectiveness. These Behaviours, if jointly adopted by governments and partners, will improve accountability, long-term sector performance and sustainability. With their focus on building national capacity and processes and improving sector performance, the Behaviours incentivize efforts towards country-led reform.

The **SWA Building Blocks** are the key sector components needed to ensure sustainable delivery of services at scale. They represent the areas that countries and their partners must focus on to improve access to sanitation and water: sector policy and strategy, institutional arrangements, sector financing, capacity development, and the cycle of planning, monitoring and review.

The **SWA Guiding Principles** are aimed at orienting any actions and initiatives by the Partners. These include the human right to safe drinking water and sanitation as well as the principles of sustainability; progressive elimination of inequalities; participation; transparency, integrity and accountability. The Partnership is also guided by OECD-DAC Principles of Good International Engagement in Fragile States and Situations, as well as by the Paris Declaration and Accra Agenda for Action.

#### IN COLLABORATION PHASE

#### ◆ ABOUT INTERNAL AND EXTERNAL COMMUNICATION

SWA has learned that internal communication within a global partnership is challenging. The recent governance review suggested that the partnership should invests time and resources permitting constituencies to meet, discuss, select their representatives and develop reasoned input to Steering Committee discussions.

SWA has had success with using a series of webinars to communicate with Partners in order to prepare for high level meetings and build capacity.

External communications has been strengthened with the development of a detailed website, a brochure and a series of publications, including publicizing the outcomes of High-level Meetings.

#### IN EVALUATION PHASE

#### ◆ ABOUT OUTCOMES ACCOMPLISHMENT/PROJECT SUCCESS

The recent 2017 SWA External Governance Review concluded that:

"SWA is a partnership organization that has experienced significant advances since its emergence from discussions in 2006-2007 between UNICEF, the UK Department for International Development (DFID) and the Dutch Ministry of Foreign Affairs (DGIS). It has moved from an informal gathering of like-minded partners to a model incorporating increasing structure as it grows and matures (...) SWA's core strength, as articulated by virtually everyone interviewed, is the breadth and diversity of its partnership (...) SWA demonstrates a strong culture of multi-stakeholder participation. The ethos of voluntary contribution to the greater good is a strong SWA asset and should be nurtured in a way that preserves its utility without exhausting its good will."

#### OTHER LESSONS LEARNED

# Strategic Water Partners Network (SWPN)



### Prepared by South Africa Sherpa HLPW

<b>Date 2017</b>	
------------------	--

NAME OF PARTNERSHIP:	STRATEGIC WATER PARTNERS NETWORK (SWPN)	
WEBSITE:		
BRIEF DESCRIPTION:	The SWPN is a partnership between the public sector (primarily the Department of Water and Sanitation – DWS), the private sector and civil society working collectively to close a 17% gap between water supply and demand that is anticipated to manifest by the year 2030 in South Africa.  The SWPN-SA initially divided itself into three multi-stakeholder working groups (Effluent and Wastewater Management; Water Efficiency and Leakage Reduction; and Agricultural Supply Chain) to address the top priorities for the country. The working groups assess carry out joint problem and opportunity analyses and implement collaborative projects to help close the water volume gap.	
BACKGROUND:	The partnership has been catalyzed by the 2030 Water Resources Group in response to a request by Honourable Edna Molewa, MP (South Africa's Minister of Water and Environmental Affairs) at the World Economic Forum Annual Meeting 2011 in Davos. The SWPN-SA was formally announced in December 2011 as an innovative partnership between the South African government and private sector at COP 17 during a session organized by the World Economic Forum.  The partnership's key focus areas and activities were developed following discussions with the DWA's senior leadership and other South African stakeholders.	
KEY OBJECTIVES:	The vision is to strive to contribute to efficient, equitable and sustainable water supply and access to water for all South Africans through the identification and application of innovative and cost effective solutions and programmes	
KEY ACHIEVEMENTS:	<ul> <li>Effective Public-Private Collaboration</li> <li>Development of the No Drop programme thathas potential water savings of 466 - 619 million m3 by 2025. About 2 billion South African Rand per year of Non-Revenue Water can be recovered.</li> <li>Implementation of the Water Administration System (WAS) in several irrigation schemes. Water savings of about 55 million m3 have been achieved- about half the annual water use of Nelson Mandela Bay Metropolitan Municipality (with a population of over 1.1 million residents) and about 2 % of the so called water gap between water supply and demand (of 2.7 billion m3 per year) expected in 2030.</li> <li>Establishment of Mine Water Coordinating Body (MWCB) in Olifants the Catchment to coordinate regional planning and management of mine impacted water now and into the future.</li> </ul>	

#### **SCOPE:**(Indicate the state/country/region where the partnership mainly impacts)

Partnership at National Level	Partnership at Regional Level	Partnership at Global Level
X		

#### **CATEGORIE(S) OF PARTNERSHIP:**(place "X" where it best describes your partnership)

<b>Collaboration</b> Involves great autonomy and no permanent organizational commitments or combined services. Examples: sharing information; coordinating efforts.	X
Strategic alliance Involves shared or transferred decision-making power. Examples: joint programming; administrative consolidation	X
Integration Involves changes to organizational structure and control mechanisms. Examples: joint ventures (two or more organizations create a new structure to advance a program-related function); mergers (previously separate organizations combineprogram/administrative/governance functions)	
Funding alliance Occurs when organizations come together to share a large grant/donation or create a recipient/donor relationship.	
Cost-sharing Occurs when each organization provides different resources, such as facilities, staff, or equipment.	X
Grant-match Occurs when one organization provides a grant and the recipient provides a match in services, cash, maintenance, supplies, or volunteers.	X

# **NUMBER AND NAME OF STAKEHOLDERS:**(Indicate the number and names of stakeholders in each group)

Public Sector	1. Agricultural Research Council (ARC)
	2. City of Johannesburg
	3. City of Tshwane
	4. Council for Scientific Research (CSIR)
	5. Department of Agriculture & Rural Development (DARD)
	6. Department of Agriculure, Forestry and Fisheries (DAFF)
	7. Department of Cooperative Governance (COGTA)
	8. Department of Environmental Affairs (DEA)
	9. Department of Mineral Resources (DMR)
	10. Department of Science and Technology (DST)
	11. Department of Water and Sanitation (DWS)
	12. Ekurhuleni Municipality
	13. eThekwini Municipality
	14. Joburg Water
	15. National Agricultural Marketing Council (NAMC)
	16. National Cleaner Production Centre (NCPC)
	17. National Treasury
	18. Rand Water
1	

19. Rand Water Academy 20. South African Local Government Association (SALGA) 21. Trans-Caledon Tunnel Authority (TCTA) 22. Transnet 23. Vaalharts Water Users Association Private Sector 1. AgriSA 2. Anglo American 3. Anglo Gold Ashanti 4. Cobra Watertech 5. Coca Cola 6. EWSETA 7. Eskom 8. Exxaro 9. Glencore Coal 10. Group Five 11. Grundfos 12. ICRD Group 13. KPMG 14. Mondi Group 15. Murray & Roberts 16. National Business Initiative (NBI) 17. Nestle 18. Netafim 19. South African Breweries (SAB) 20. Sanlam 21. Sasol 22. South 32 23. The Mega Water Corporation 24. The Water Academy 25. Unilever 26. Water Concepts 27. Water Institute South Africa (WISA) Civil Society 1. Chamber of Mines 2. Endangered Wildlife Trust (EWT) 3. IUCN 4. NEPAD Business Foundation (NBF) 5. SABI 6. World Wildlife Foundation (WWF) Multilateral 1. Land and Agricultural Development Bank Development 2. International Finance Corporation Bank 3. Development Bank of Southern Africa 4. International Data Corporation

Academia	University of Pretoria	
	2. Wits School of Governance	
	3. Water Research Commission (WRC)	
Other	1. Alliance for Water Stewardship	
	2. Business Leadership South Africa (BLSA)	
	3. Energy and Water Sector Education and Training Authority (EWSETA)	
	4. Royal Danish Embassy in South Africa (RDE)	

#### LESSONS LEARNED

#### IN OUTREACH PHASE

#### ABOUT THE NEED AND VALUE OF THE PARTNERSHIP

- There are greater successes through public-private collaboration
- The implementation of tangible projects are necessary to develop legitimacy and a sound reputation
- Governance is vital to provide assurance to members and civil society
- A diverse and committed membership can make invaluable contributions
- Effective resourcing is critical to continued success of the SWPN

#### ABOUT THE STARTING PROCESS – THE NETWORKING CONSTRUCTION

A key factor of success has been the strong commitment and political support from the Minister of Water and Sanitation, cascading into high level presence and leadership by senior officials in the Department of Water Affairs. This is supported by an explicit inclusion of the importance of business in current water policy documents. On the side of the private sector, senior leaders have been mobilised to provide support and technical leadership in the working groups.

As the partnership started, and identified its priority areas, the SWPN-SA was able to draw on the extensive analytical work the DWA had done on each of its catchments as well as the 2030 WRG analysis and some baseline studies in water use efficiency by the Water Research Commission. This foundation of a sound, robust fact base enabled the partnership to identify – and have confidence – the priority focus areas would maximize impact and have national impact and importance.

The convening role of the World Economic Forum, the 2030 Water Resource Group and the Nepad Business Foundation was an essential element to kick start the partnership.

#### IN AGREEMENT PHASE

#### ABOUT MAINTAINING THE PARTNERSHIP (FORMALITY/OWNERSHIP/INVESTMENT)

Commitments, services and leadership from DWS and all the partners especially working group leaders Coca Cola and Agricultural Research Council, Eskom, Nestle and partnership Co-Chair SAB cannot be costed but drive the partnership.

Direct financial contributors to the SWPN-SA so far are Anglo American, DWS, Eskom, Exxaro, GIZ, Nestle, SAB, SASOL, South32, Transnet, and 2030 WRG. This investment maintains the Secretariat Operations and funds projects, without which the partnerships objectives cannot be achieved.

These stakeholder own and steer the partnership – a truly stakeholder owned and riven body.

#### ABOUT DEFINING THE STRUCTURE OF THE PARTNERSHIP AND ITS NORMS

A Secretariat hosted in a non-profit company (the Nepad Business Foundation) provided the partnership credibility and financial and other governance infrastructure required for multiple stakeholders to trust that their investment and interests were well taken off.

Chairing of the partnership is carried out by senior leaders from the public and private sector.

#### IN COLLABORATION PHASE

ABOUT INTERNAL AND EXTERNAL COMMUNICATION

#### IN EVALUATION PHASE

#### ABOUT OUTCOMES ACCOMPLISHMENT/PROJECT SUCCESS

Developing collective projects straddling the interests of key partners

Working groups took the initial decision of developing completely new flagship projects that they defined together. Learning from the already existing good practices would follow later. Some of the projects, such as the one on effluent reuse started with a knowledge building phase that allowed for a levelling of the knowledge base and implied trust building.

Building trust and developing collective action momentum

The initial investment into a Secretariat that serves as an honest interest broker helped to diffuse bias or partnership capture by any one organization. This is supported by partnership inclusivity demonstrated by the participation of civil society and independent research organizations in working groups, projects and the Steering Committee.

The partnership is leveraging on existing partnerships and platforms: private –private for example in research within the mining companies; and bilateral public –private relationships and platforms

#### **♦** OTHER LESSONS LEARNED

Balancing partnership development and results on the ground

A conscious decision to be pragmatic and adaptive whereby the objective of developing a robust partnership is developed in parallel with projects addressing the identified water gap.

None of these two objectives were overtly designed from the start. The result has been a partnership responsive to both needs for action on the ground; and needs for organization and partnership building. These two aspects have evolved together, are nested and enhance each other incrementally where for example project task based negotiations stimulate improvements in decision making processes



# Suizagua Latin America Initiative



Prepared by The Swiss Agency for Development and Cooperation, Lima, Peru

Date: 2017

NAME OF PARTNERSHIP:

SuizAgua Latin America initiative

**WEBSITE:** 

www.suizagua.org

### BRIEF DESCRIPTION:

This initiative is a public-private partnership among the Swiss government cooperation (Swiss Agency for Development and Cooperation SDC), companies, national institutions and business associations. Since 2010, it has gained experience in Colombia, Peru, and Chile and facilitated the technical exchange with Mexico and other nine countries in the region. It aims at better understanding and reducing impacts on water induced by production processes. Around 30 cases have been developed with companies in order to improve their actions as responsible water management actors related to their production sites, value chains and water basins. In that sense, the initiative aims at contributing to the achievement of the global water goal (SDG 6), while articulating with national policies.

#### **BACKGROUND:**

Water is a fundamental resource for life and for every productive process. Population growth, urbanization and changes in production and consumption patterns have a direct impact on our water resources. Climate change adds to the challenge in terms of water distribution and availability and by increasing the frequency and intensity of extreme weather events. The global water goal (SDG 6) within the 2030 Agenda for Sustainable Development emphasizes the urgency of addressing the global water crisis and attributes to the private sector a key role in realizing a sustainable future. The private sector is also increasingly aware that water is becoming a substantive risk for business. Thus, committed partnerships are important to foster good governance for more equitable access and efficient water management. In this context, there is a need for recognized models of intervention and standardized tools for steering water risk management at corporate and watershed level. Corporate water stewardship principles and the water footprint contributes to monitoring and prioritizing investments for reducing direct and indirect impacts from water uses in the production of goods and services and to becoming an active actor at the water basin.

### KEY OBJECTIVES:

- Evaluate, monitor and reduce the water footprint (based on the ISO 14046) within facilities and along the value chain. The water footprint comprises impacts related to: water consumption, pollution and where and when the water use takes place.
- Motivate and steer actions of companies on watershed management and engaging with other partners on the ground.
- Facilitate a Latin American Community of Practice.

KEY ACHIEVEMENTS:	•	Water Footprint went from an unknown concept to an appreciated tool by private sector actors, public institutions, academia, and research centers.	
	•	A fruitful Public Private Partnership (PPP experience from diverse productive sectors).	
	•	Mobilizing interest and investments from the private sector to reduce impacts on water. 21 showcases of corporate water stewardship available.	
		Knowledge management and communication supported international visibility and scaling-up.	

**SCOPE:** (Indicate the state/country/region where the partnership mainly impacts)

Partnership at National Level	Partnership at Regional Level	Partnership at Global Level
	Colombia, Peru and Chile with links to Mexico and other Latin American countries	

#### $\pmb{CATEGORIE(S)\ OF\ PARTNERSHIP:} \ (place\ ``X"\ where\ it\ best\ describes\ your\ partnership)$

<b>Collaboration</b> Involves great autonomy and no permanent organizational commitments or combined services. Examples: sharing information; coordinating efforts.	X
Strategic alliance Involves shared or transferred decision-making power. Examples: joint programming; administrative consolidation	X
Integration Involves changes to organizational structure and control mechanisms. Examples: joint ventures (two or more organizations create a new structure to advance a program-related function); mergers (previously separate organizations combine program/ administrative/ governance functions)	
Funding alliance Occurs when organizations come together to share a large grant/donation or create a recipient/donor relationship.	
<b>Cost-sharing</b> Occurs when each organization provides different resources, such as facilities, staff, or equipment.	X
Grant-match Occurs when one organization provides a grant and the recipient provides a match in services, cash, maintenance, supplies, or volunteers.	

#### **NUMBER OF STAKEHOLDERS:** (Indicate the number of stakeholders in each group)

Public Sector	4
Private Sector	30
Civil Society (action at the water basin)	5 at least
Multilateral Development Bank	0
Academia	2
Other (Consultancy groups)	4

#### LESSIONS LEARNED

#### IN OUTREACH PHASE

#### • ABOUT THE NEED AND VALUE OF THE PARTNERSHIP

Around the world, cities, farmers, industries, energy providers, and ecosystems are competing increasingly for their daily water needs. Without major policy changes and significant improvements in water management, by 2050 the situation will deteriorate, increasing the uncertainty of water availability. Water Governance is a fundamental challenge: more equitable and sustainable access to safe drinking water, sustainable use of water for agriculture, industry and maintenance of ecosystems.

The global Water Footprint is a promising tool for improving water governance and promoting a more sustainable use of water resources. To reach water goals, equitable access and a good quality of water resources, the private sector must be engaged with water governance. This initiative serves as an entry point for achieving this purpose.

#### ABOUT THE STARTING PROCESS – THE NETWORKING CONSTRUCTION

Since 2010, a multi stakeholder partnership has led to the application of corporate water footprint and water stewardship principles.

Government institutions, business associations and companies in Colombia, Peru and Chile, with the support of the Swiss government cooperation have mobilized interests and resources to address water issues.

#### IN AGREEMENT PHASE

#### • ABOUT MAINTAINING THE PARTNERSHIP (FORMALITY/OWNERSHIP/INVESTMENT)

The positive impact of the SuizAgua Initiative can be observed in the active presence of companies in seminars. The participation of large business associations has also been achieved as well as internal and external scaling up of the Water Footprint concept.

Companies' invested up to 2.5 Mio USD (2010-2015) in WF reduction and monitoring, and water focus actions, and from 2016 -2019 the initiative continues.

The mechanism to reach the engagement of the stakeholders was the Memorandum of Understanding (MoU) and a close and continued contact to top-level management.

#### ABOUT DEFINING THE STRUCTURE OF THE PARTNERSHIP AND ITS NORMS

The Suizagua Initiative focused on a Public Private Partnership and worked with Swiss scientists in charge of formulating the international norm on Water Footprint ISO 14046. Agreements have been established with each of the companies for the implementation of actions to improve water management at the water basin, involving civil society organizations.

Finally, the public sector designed certifications and links with schemes such as clean production agreements. In this way it was possible to bring private actions closer to the public sector.

There is a need for strong commitment from the private partners.

#### IN COLLABORATION PHASE

#### ◆ ABOUT INTERNAL AND EXTERNAL COMMUNICATION

The dissemination of SuizAgua has been possible by establishing a knowledge sharing focus within the partners and at national and international level.

Another value was systematizing lessons learnt in manuals, guidelines and result summaries available to interested actors and to support new knowledge building.

#### IN EVALUATION PHASE

#### ◆ ABOUT OUTCOMES ACCOMPLISHMENT/PROJECT SUCCESS

The methodology to address the tool through leading companies has given good results and positioned the Water Footprint concept in leading companies of the private sector. The companies demonstrated a real paradigm shift in the way they approach "water".

In a second step, the initiative now aims at influencing public policy more directly, working with key sectors and creating urban consciousness.

#### OTHER LESSONS LEARNED

Reinforcing the life cycle of a product (raw materials, supply chain, production, transport and final disposal) remains challenging in a globalized economy.

The agricultural sector should be a focus of interest for its huge potential in terms of water uses. There is an important potential for knowledge sharing among Latin American countries, to face water management challenges.

# The Global Water Operators' Partnership Alliance/Un-Habitat



Prepared by: Global Water Operators' Partnerships Alliance Secretariat

Date: May 30th, 2017

NAME OF PARTNERSHIP:	The Global Water Operators' Partnership Alliance/UN-Habitat
WEBSITE:	gwopa.org
BRIEF DESCRIPTION:	The Global Water Operators' Partnerships Alliance (GWOPA) is the organization set up to promote and support Water Operators' Partnerships (not for profit peer support partnerships between water operators) worldwide. GWOPA leads WOPs promotion, facilitation and coordination, and is the principle source for WOPs knowledge and guidance. By scaling up effective WOP practice, GWOPA aims to contribute to meeting national and global water and sanitation commitments, including those relating to the Sustainable Development Goals and the New Urban Agenda.  GWOPA is a partnership about partnerships: that is, it is a global alliance of stakeholders (GWOPA) working together to promote and enable Water Operators' Partnerships between utilities (WOPs).
BACKGROUND:	In 2006, the United Nations Secretary General Advisory Board on Water and Sanitation (UNSGAB), recommended WOPs as a cost-effective and timely solution to current challenges. Stressing the importance of sharing knowledge on a non-profit basis, in their Hashimoto Action Plan, UNSGAB called for the creation of a global centre to gather the political, financial and technical support to strengthen the Water Operators' Partnerships approach in order to build capacity of the public water operators that provide approximately 90% of water worldwide.  UN-Habitat led the creation of this global mechanism upon request by the former UN Secretary General, Kofi Annan. After the launch of the initiative in 2007 in Stockholm, the Global Water Operators' Partnerships Alliance was formally constituted in 2009 with the formation of a broad-based Steering Committee, and the adoption of its guiding principles.
KEY OBJECTIVES:	The objective of <i>Water Operators' Partnerships (WOPs</i> ) is to support operators to implement changes that will lead to better performance and service.  The objective of the <i>Global WOPs Alliance (GWOPA)</i> is to make WOPs more effective and more common worldwide. To achieve this, the GWOPA Secretariat works with active Alliance members and partners through two mutually reinforcing activity areas: Guiding Global Growth of WOPs and Operational Support to WOPs.

#### KEY ACHIEVEMENTS:

- Since its foundation in 2009, there has been a major global upsurge in WOPs practice, with more than 200 new Water Operators Partnerships recorded in GWOPA's database and hundreds of millions of dollars invested in the practice:
- A set of Universal WOPs principles based on UNSGAB's recommendations have been established
- WOP guidance and practical tools based on global best practice are nearing development
- 10 years of WOP documentation, research and distillation of lessons
- An extensive worldwide multi-stakeholder network
- Well-anchored regional and substantive partners
- ♦ Three biannual Global WOPs Congresses held

**SCOPE:** (Indicate the state/country/region where the partnership mainly impacts)

Partnership at National Level	Partnership at Regional Level	Partnership at Global Level
		x

#### **CATEGORIE(S) OF PARTNERSHIP:** (place "X" where it best describes your partnership)

Collaboration  Involves great autonomy and no permanent organizational commitments or combined services. Examples: sharing information; coordinating efforts.	GWOPA falls in this category
Strategic alliance Involves shared or transferred decision-making power. Examples: joint programming; administrative consolidation	Individual WOPs be- tween utilities fall into this category
Involves changes to organizational structure and control mechanisms. Examples: joint ventures (two or more organizations create a new structure to advance a program-related function); mergers (previously separate organizations combine program/ administrative/ governance functions)	
Funding alliance Occurs when organizations come together to share a large grant/donation or create a recipient/donor relationship.	WOPs may also fall in this category
Cost-sharing Occurs when each organization provides different resources, such as facilities, staff, or equipment.	WOPs may also fall in this category
Grant-match Occurs when one organization provides a grant and the recipient provides a match in services, cash, maintenance, supplies, or volunteers.	WOPs may also fall in this category

# **NUMBER AND NAME OF STAKEHOLDERS:** (Indicate the number and names of stakeholders in each group)

Public Sector	193
Private Sector	13
Civil Society	32

Multilateral Development Bank	112 "Other" including IFIs, Academia and other partners.
Academia	
Other	

#### LESSONS LEARNED

#### IN OUTREACH PHASE

#### ♦ ABOUT THE NEED AND VALUE OF THE PARTNERSHIP(S)

Peer support partnerships are proven to be effective and low cost approaches to building sustainable capacity in water utilities

Longer-term partnerships have greater value per input

WOPs are flexible and well suited to addressing local needs

There are more utilities requesting peer support than there are currently mentor utilities able and willing to provide it.

#### ABOUT THE STARTING PROCESS – THE NETWORKING CONSTRUCTION

Partner "readiness" factors can be scanned in advance and risk factors mitigated

"Compatibility" factors can also be scanned and weak areas actively worked on.

Effective assessment requires time, listening, and engagement at all levels

#### IN AGREEMENT PHASE

#### ♦ ABOUT MAINTAINING THE PARTNERSHIP (FORMALITY/OWNERSHIP/INVESTMENT)

- Cost-sharing by partnering utilities builds joint commitment and success.
- In contract design, results orientation needs to be balanced with flexibility to accommodate changes and new information, as they arise
- Time invested in building partnership relationships is well spent
- Partnerships need to address and integrate both intuitional and individual levels in their planning.

#### ABOUT DEFINING THE STRUCTURE OF THE PARTNERSHIP AND ITS NORMS

- Agreements between partners need to balance results-focus and need for flexibility
- Joint learning and co-development of solutions needs to be fostered
- Capitalize on local knowledge, motivation, corporate goals, incoming resources
- Integrate partnership activities with ongoing work regimes as much as possible (minimize disruption, etc.)

#### IN COLLABORATION PHASE

#### ABOUT INTERNAL AND EXTERNAL COMMUNICATION

- Foster peer-support relationships between individual staff as well as departments/institutions
- Make use of distance communication methodology between visits
- Take care of knowledge management and transmission of learning within both utilities
- Share successes internally and externally

#### IN EVALUATION PHASE

#### ABOUT OUTCOMES ACCOMPLISHMENT/PROJECT SUCCESS

- Sustainable change is not immediately apparent. Standard KPIs are often unchanged in short-term partnerships so may be inappropriate targets; other measures are needed to observe progress.

#### OTHER LESSONS LEARNED

Mentors in WOPs easily find non-monetary incentives for participating in WOPs.

# Wash Reference Group



Prepared by: Australian Department of Foreign Affairs and Trade

**Date: 2 June 2017** 

NAME OF PARTNERSHIP:	WASH REFERENCE GROUP
WEBSITE:	
BRIEF DESCRIPTION:	The WASH Reference Group (WRG) is a broad coalition of WASH partners including NGO's, researchers and the private sector working on water, sanitation and hygiene promotion in developing countries. There are around 25 member organizations and the WRG was set up in 2008.
BACKGROUND:	The WRG works as a community of practice that aims to strengthen and improve the quality of Australia's response to the global sanitation and water crisis through knowledge and best practice exchange, awareness building and advocacy.
KEY OBJECTIVES:	<ul> <li>Advocacy for WASH with members of parliament</li> <li>Engagement with the Australian aid program</li> <li>Facilitation of knowledge exchange through the community of practice.</li> </ul>
KEY ACHIEVEMENTS:	Engagement with DFAT on the Water and Sanitation Initiative in 2008 and contribution to the development of the AUD 300 million Water and Sanitation Initiative at that time.

**SCOPE:** (Indicate the state/country/region where the partnership mainly impacts)

Partnership at National Level	Partnership at Regional Level	Partnership at Global Level
Australia – engagement with DFAT on WASH strategy and policy.		

#### **CATEGORIE(S) OF PARTNERSHIP:** (place "X" where it best describes your partnership)

Collaboration

Involves great autonomy and no permanent organizational commitments or combined services. Examples: sharing information; coordinating efforts.

#### Strategic alliance

Involves shared or transferred decision-making power. Examples: joint programming; administrative consolidation

#### Integration

Involves changes to organizational structure and control mechanisms. Examples: joint ventures (two or more organizations create a new structure to advance a program-related function); mergers (previously separate organizations combine program/ administrative/ governance functions)

#### Funding alliance

Occurs when organizations come together to share a large grant/donation or create a recipient/donor relationship.

#### **Cost-sharing**

Occurs when each organization provides different resources, such as facilities, staff, or equipment.

#### Grant-match

Occurs when one organization provides a grant and the recipient provides a match in services, cash, maintenance, supplies, or volunteers.

### **NUMBER AND NAME OF STAKEHOLDERS:** (Indicate the number and names of stakeholders in each group)

Public Sector (1)	Department of Foreign Affairs and Trade
Private Sector (5)	CBM Palladium Group The rest are independent consultants
Civil Society (18)	Nossal Institute for Global Health Action on Poverty Adventist Development and Relief Agency (ADRA) Anglican Board of Misson Care Australia ChildFund Engineers Without Borders International Water Centre International Women's Development Agency (IWDA) Global Citizen Live and Learn Oxfam Plan Red Cross Save the Children SNV

	Uniting World WaterAid Australia World Vision
Multilateral Development Bank (0)	
Academia (4)	ISF (Institute for Sustainable Futures) Global Change Institute Monash Sustainable Development Institute Nossal Institute for Global Health
Other (1)	UNICEF Australia

#### LESSONS LEARNED

#### IN OUTREACH PHASE

♦ ABOUT THE NEED AND VALUE OF THE PARTNERSHIP

The WRG is the primary mechanism for DFAT to engage with the WASH sector in Australia. It meets based on need and since 2008, has successfully provided a platform for dialogue on WASH matters and advocacy for WASH in the aid program.

ABOUT THE STARTING PROCESS – THE NETWORKING CONSTRUCTION

The WRG formed at the time DFAT was developing the Water and Sanitation Initiative in 2008 following an election commitment by the then Australian Government to increase to WASH projects. DFAT and members of the WRG found that it was more efficient and effective to engage as a group rather than on a one-to-one basis.

#### IN AGREEMENT PHASE

ABOUT MAINTAINING THE PARTNERSHIP (FORMALITY/OWNERSHIP/INVESTMENT)

No contracts are in place as this is an informal arrangement and DFAT does not determine the direction or functions of the WRG. The WRG meets on its own or with DFAT based on need and issues, not according to a fixed schedule, but generally holds two meetings of stakeholders a year.

ABOUT DEFINING THE STRUCTURE OF THE PARTNERSHIP AND ITS NORMS

The WRG is an informal grouping with an Executive formed by consensus. DFAT is a Co-Chair at meetings.

#### IN COLLABORATION PHASE

**♦** ABOUT INTERNAL AND EXTERNAL COMMUNICATION

Communications are not rigidly managed and based on need and topic. In most cases, DFAT engages with the Executive. DFAT has requested the WRG provide representatives to provide inputs to the design of a new program "Water for Women" which is an AUD110 million initiative which is implemented through civil society organisations.

#### IN EVALUATION PHASE

#### • ABOUT OUTCOMES ACCOMPLISHMENT/PROJECT SUCCESS

The WRG does not have defined targets or outcomes, it is an advocacy, engagement and knowledge sharing arrangement.

#### OTHER LESSONS LEARNED

Keep structures and processes simple and engage with consultative groups in a meaningful fashion on issues of policy and program design.

# The World Water Council



Prepared by: World Water Council

Date: May 23rd 2017

NAME OF PARTNERSHIP:	THE WORLD WATER COUNCIL
WEBSITE:	http://www.worldwatercouncil.org
BRIEF DESCRIPTION:	The World Water Council is an international multi stakeholder platform organization whose mission is to mobilize action on critical water issues at all levels, including the highest decision-making level, by engaging people in debate and challenging conventional thinking. The Council focuses on the political dimensions of water security, adaptation and sustainability.
BACKGROUND:	Founded in 1996, the World Water Council is an influential leader. Our mission is to mobilize action at all levels by engaging people in debate and challenging conventional thinking. The World Water Council (WWC), established under French law as an international not-for-profit institution, is independent, impartial and not tied to any special interests, working in close cooperation with member organizations, governments, and all major international organizations, both public and private. It is headquartered in Marseille, France. The Council is guided by an elected Board of Governors who oversee its mission and values.
KEY OBJECTIVES:	Conduct Active Hydropolitics  The World Water Council works towards increasing the awareness of high-level decision makers on water issues. It seeks to position water at the top of the global political agenda and to produce worldwide policies to help authorities develop and manage water resources, and encourage efficient water use. The Council endeavors to reach the whole political sphere: national governments, parliamentarians and local authorities, as well as United Nations bodies.  Co-Organize the World Water Forum  The World Water Council catalyzes collective action during and in between each
	World Water Forum – the world's largest event on water. Organized every three years with a host country, the Forum provides a unique platform where the water community and key decision makers can collaborate and make long-term progress on global water challenges. The Forum brings together participants from all levels and areas, including politics, multilateral institutions, academia, civil society and the private sector.

#### **Tackle Emerging Challenges**

The World Water Council tackles the many issues facing water security, and seeks to challenge convention and generate new thinking as a force for change. Together with members and other stakeholders, the Council explores areas where it sees the potential to increase the visibility of water. It seeks a more distinctive contribution to global water challenges by forming alternative approaches to emerging issues.

#### KEY ACHIEVEMENTS:

The World Water Council founded the **World Water Forum**, where the global water community and key decision makers come together to create joint solutions to water challenges. The World Water Forum is not just a conference: it is a continuing cycle that includes a three-year preparation phase, a one-week event, and a presentation of the results. The 1st World Water Forum took place in Marrakech, Morocco in 1997, followed by The Hague, The Netherlands in 2000; Kyoto, Shiga, and Osaka, Japan in 2003; Mexico City, Mexico in 2006; Marseille, France in 2012; and Daegu-Gyeongbuk, Republic of Korea in 2015. The 8th World Water Forum will take place in Brasilia, Brazil in March 2018. Since 1997 the World Water Forum has developed a distinct format to ensure the Forum is a dynamic environment for opinions, debates, exchanges, networking and learning around water-related issues and solutions. In terms of audience participation, the World Water Forum has been growing fast. The Marrakech Forum attracted a total audience of 500, growing to 20,000 in Kyoto, Shiga and Osaka, and Mexico City. In 2015 Daegu-Gyeongbuk registered over 40,000 entries, making it the largest Forum ever.

The World Water Vision for Life and Environment for the 21st Century. In 1997, the Council, as one of its very first endeavors, moved to develop a long-term vision to drive action on water. The Council, in partnership with nine key agencies in the United Nations and 57 organizations from around the world, embarked on a wide ranging, collaborative visioning exercise (over 15,000 people shared their aspirations and developed strategies for practical action). To date, the analysis led to develop the World Water Vision stands as the most comprehensive ever.

In 1998, the Council launched the **Water Policy Journal**. For nearly two decades the journal has covered issues and perspectives related to water and policy, finance, politics, economics, legislation, regulation, management and infrastructure. Water Policy is a peer-reviewed journal published six times a year.

In 2003, the Council presented its report, 'World WaterActions: Making Water Flow for All', to the 3rd World Water Forum. The report documented innovative water actions by individuals and organizations whose work was related to the management and use of water, and who shared an interest in ensuring safe, reliable, sustainable water resources for current and future generations.

In 2003, the World Panel on Financing Water Infrastructure, a major initiative supported by the Council to deal with financing in a comprehensive way, produced recommendations on how the trickle of funds for water infrastructure could be augmented. Named after the chair of the Panel, the Camdessus report was a gamechanger, influencing the international agenda for the next decade and prompting changes in the policies and practices of leading development finance institutions; changes that catalyzed significant growth in the volume of funds allocated to water infrastructure. Since then, the Council has contributed to a better understanding of the complex interdependencies between water and other sectors, for example food, energy and land use, and to broader recognition of the need to manage demand and to tap alternative sources of funding for water. In 2014, the Council, together with the Organisation for Economic Co-operation and Development, created a High-Level Panel on Infrastructure Financing for aWater-Secure World to examine financing afresh.

In 2005, the Council launched, with its partners, the **Water Monitoring Alliance** at the 13th meeting of the United Nations Commission on Sustainable Development. The Alliance facilitated the exchange of information and knowledge, and enhanced capacities to monitor water resources.

Since the 3rd World Water Forum, the Council, in cooperation with members and partners, has invited nominations for world water prizes with the King Hassan II Great World Water Prize, the Kyoto World Water Grand Prize, and the Mexico Water Prize. The prizes have awarded a range of contributions in the field of water resources – scientific, economic, technical, environmental, social, institutional, cultural and political.

The Council has **rallied politicians at all levels around water,** developing solid partnerships with United Nations agencies, national governments, parliamentarians and elected regional and local officials, in part through the multi-level political process of the World Water Forum. These activities contributed in:

- a) Putting water on the Group of Seven +1 agenda in the Group of Eight agenda in 2003
- b) Confirming the Right to Water and Sanitation in 2010
- c) Achieving the Millennium Development Goal target on water ahead of the deadline
- d) Establishing Sustainable Development Goal 6: Ensure availability and sustainable management of water and sanitation for all
- e) Moving water in the post-2015 development agenda forward through Budapest Water Summits 2013 and 2016
- f) Creating the Heads of State Panel for Water
- In 2006, the Council launched an influential paper "The Right to Water: From Concept to implementation" that contributed to garnering strong support for recognition of the right to water as a fundamental human right and informed debate at the 4th World Water Forum. The debate, involving, among other experts, representatives of local authorities and parliamentarians, laid the foundation for a definition of the right to water and was a crucial part of the thrust to convince the United Nations General Assembly, four years later in 2010, to adopt resolution 64/292 that recognizes the right to water and sanitation as a basic human right.
- In 2006, the Council launched the first of the International Conferences of Local and Regional Authorities on Water, now held during each World Water Forum. In 2009, the Council launched the Istanbul Water Consensus, a voluntary, global compact, under which mayors, and representatives of local and regional authorities commit to developing water management strategies to address global challenges. The Istanbul Water Consensus has mobilized around 1,100 signatories in 58 countries.
- Following the adoption of the post-2015 agenda and the Paris Agreement, the Council joined forces with others in the #ClimateIsWater initiative to rally the climate community around efforts to ensure that climate discussions continue to consider water seriously. In the run-up to the 22nd Conference of the Parties in Marrakesh, in 2016, the Council and members of #ClimateIsWater are targeting Conference of the Parties presidencies, as those in the best position to put water at the core of the climate debate.

**SCOPE:** (Indicate the state/country/region where the partnership mainly impacts)

Partnership at National Level	Partnership at Regional Level	Partnership at Global Level
<ul> <li>Azerbaijan</li> <li>Brazil</li> <li>China</li> <li>Egypt</li> <li>France</li> <li>Hungary</li> <li>India</li> <li>Japan</li> <li>Kenya</li> <li>Mexico</li> <li>Morocco</li> <li>Netherlands</li> <li>Senegal</li> <li>South Korea</li> <li>Turkey</li> <li>United States of America</li> </ul>	<ul> <li>Developed countries with OECD</li> <li>Africa with AMCOW and AfDB</li> <li>Asia with the Asia Water Council</li> <li>Arab countries with Arab Water Council and Institut méditerranéen de l'eau</li> <li>Latin America with CAF - Development Bank of Latin America</li> </ul>	UN agencies and development banks/organizations (FAO, UNESCO, ICID, ICOLD, IHA, WB, OECD).

#### $\pmb{CATEGORIE(S)\ OF\ PARTNERSHIP:} \ (place\ ``X"\ where\ it\ best\ describes\ your\ partnership)$

<b>Collaboration</b> Involves great autonomy and no permanent organizational commitments or combined services. Examples: sharing information; coordinating efforts.	х
Strategic alliance Involves shared or transferred decision-making power. Examples: joint programming; administrative consolidation	х
Integration Involves changes to organizational structure and control mechanisms. Examples: joint ventures (two or more organizations create a new structure to advance a program-related function); mergers (previously separate organizations combine program/ administrative/ governance functions)	
Funding alliance Occurs when organizations come together to share a large grant/donation or create a recipient/donor relationship.	
Cost-sharing Occurs when each organization provides different resources, such as facilities, staff, or equipment.	
Grant-match Occurs when one organization provides a grant and the recipient provides a match in services, cash, maintenance, supplies, or volunteers.	X

# **NUMBER AND NAME OF STAKEHOLDERS:** (Indicate the number and names of stakeholders in each group)

Public Sector	Australia
"College 2: Govern- ments and govern-	Department of Agriculture and Water Resources - Australia  Azerbaijan
ment authorities"  76 organizations	Azerbaijan Amelioration and Water Farm Open Joint Stock Company Azersu Open Joint Stock Company Brazil

ADASA – Agência Reguladora de Águas, Energia e Saneamento Básico do Distrito Federal

Agencia executiva de gestao das aguas do estado da Paraíba

Geological Survey of Brazil

Ministry of National Integration

National Water Agency - Brazil

Paraná State Environment and Water Resources Secretary - Brazil

Sao Paulo State Secretariat for the Environment

Secretaria Nacional de Saneamento Ambiental - Brazil

#### China

Changjiang Water Resources Commission

Haihe River Water Conservancy Commission, Ministry of Water Resources, China

Ministry of Water Resources - China

Pearl River Water Resources Commission, Ministry of Water Resources, P.R. China

Taihu Basin Authority

Yellow River Conservancy Commission

#### **Egypt**

Ministry of Water Resources and Irrigation - Egypt

National Water Research Center

#### France

Agence de l'eau Adour-Garonne

Agence de l'eau Artois Picardie

Agence de l'eau Loire-Bretagne

Agence de l'eau Rhin-Meuse

Agence de l'eau Rhône Méditerranée Corse

Agence de l'eau Seine-Normandie

Agence française de développement

City of Marseille

Métropole Aix-Marseille Provence

Ministère de l'Ecologie, du Développement Durable et de l'Energie - France

Office national de l'eau et des milieux aquatiques - France

Syndicat interdépartemental d'assainissement de l'agglomération parisienne

#### Hungary

General Directorate of Water Management - Hungary

Hungarian Energy and Public Utility Regulatory Authority

Ministry of Interior - Hungary

#### India

Central Board of Irrigation and Power

India Water Foundation

#### Japan

JNCID, Overseas Land Improvement Cooperation Office, MAFF, Japan

#### Jordan

Ministry of Water and Irrigation - Jordan

#### Kosovo

Ministry of Environment and Spatial Planning - Government of Kosovo

#### Mexico

Comision Nacional del Agua

Subsecretaria del agua - State of Mexico

#### Morocco

Ministère de l'énergie, des mines, de l'eau et de l'environnement – Département de l'eau - Morocco

#### Netherlands

Dutch Water Authorities (Unie van Waterschappen)

Partners for Water - Netherlands

#### Peru

National Water Authority - Peru

#### Senegal

Direction of management and water resources planning

Senegal National Sanitation Utility

#### Singapore

PUB Singapore's National Water Agency

#### South Africa

Department of Water and Sanitation - Republic of South Africa

#### South Korea

Andong City Government

Daegu Metropolitan Government

Daejon Metropolitan City

Gyeongju-City

Gyeongsangbuk-Do Government

Incheon Metropolitan Government

Ministry of Environment - Republic of Korea

Ministry of Land, Infrastructure and Transport- Republic of Korea

Sangju-Si Government

Suwon Municipal Government

#### Switzerland

Swiss Agency for Development and Cooperation

#### Turkey

Ankara Metropolitan Municipality - Water and Sewerage Administration

Balikesir Water and Sewerage Administration

Bursa Su ve Kanalizasyon Genel Mudurlugu

Denizli Water and Sewerage Administration

Gaziantep Metropolitan Municipality - Gazantiep Water and Sewerage General Directorate

General Directorate of Kahramanmaras Water Supply and Sewerage Management

General Directorate of Malatya Water and Sewerage Administration

General Directorate of State Hydraulic Works - Turkey

Istanbul Water and Sewerage Administration General Directorate - Republic of Turkey - Istanbul Metropolitan Municipality

Kayseri Water and Sewerage Administration

Sakarya Water and Sewerage Administration

Southeastern Anatolia Project

Union of Municipalities of Turkey

#### United States of America

Department of the Interior - Bureau of Reclamation - United States of America

US Army Corps of Engineers Civil Works

#### Uzbekistan

Ministry of Agriculture and Water Resources - Uzbekistan

Private Sector

"College 3: Enterprises and facilities"

99 organizations

Azerbaijan

Absheron Water Canal Department

Aghdash Water Canal

Baku Sukanal Department

Ganja "Watercanal"

Goychay "Water canal"

Hidro Inshaat Servis LLC

HIDRO LAYIHE

Jeyranbatan Department of Water Pipelines

Kur Water Pipeline Department

Mingachavir Water Canal Department

Oguz-Gabala-Baku Water Pipeline Institution

Shaki Watercanal

Shirvan Watercanal

Sumgait Watercanal

United Water Canal Limited Liability Company

Water Construction Enterprise

Water Pipeline Department H.Z.Tagiyev

#### Belgium

Aquafed - The International Federation of Private Water Operators

Compagnie Intercommunale Liégeoise des Eaux

#### **Brazil**

Banco do Brasil

Brazilian Business Council for Sustainable Development / Conselho Empresarial

Brasileiro para o Desenvolvimento Sustentável

Brazilian National Confederation of Industry

Caixa Economica Federal

Companhia de Saneamento Basico do Estado de Sao Paulo

Itaipu Binational

Lima Azevedo Engenharia e Consultoria Empresarial Ltda

Petroleo Brasileiro S.A

Santo Antonio Energia S/A

#### Chile

Aguas Andinas

#### China

China Water & Power Press

QIANHAI URI FUND MANAGEMENT CO.,LTD

Sino French Water Developments

#### Denmark

DHI

#### Egypt

Alexandria Water Company

#### France

Degremont

Electricité de France

Lyonnaise des eaux

Safege Consulting Engineers

Saint Gobain PAM

Société de gérance de distribution d'eau

Société des eaux d'Arles

Société des eaux de Marseille

Société du canal de Provence et d'aménagement de la région provençale

Suez Environnement

Veolia Groupe

#### Hungary

Bally Holding Trust Limited Liability Company

**Budapest Waterworks** 

Dr. Szabó Iván Law Firm

Exandas Service Limited Liability Company

Greek Solutions Limited Liability Company

#### India

Water Habitat Retreat PVT Ltd

#### Iran

Behansadd Co.

#### Japan

CTI Engineering Co., Ltd.

CTI Engineering International Co Ltd

Newjec Inc

Nippon Koei Co, Ltd

Pacific Consultant Co Ltd

Tokyo Kensetsu Consultants Co.,Ltd

Yachiyo Engineering Co., Ltd.

#### Kenya

Nairobi City Water & Sewerage Co. Ltd.

#### Mexico

AKVO Gestión del Conocimiento del Agua S.A. de C.V.

Ambienta Consultoría Ambiental y Urbana S.C.

Asociacion Nacional de Empresas de Agua y Saneamiento de México, A./C.

DCVMX Válvulas de Control de México S.A. de C.V.

FYPASA Construcciones S.A. de C.V.

GH Maquinaria y Equipo S.A de C.V.

Ingeniería de Bombas y Controles S.A. de C.V

Regiomontana de Construcción y Servicios S.A.P.I. de C.V

#### Morocco

Lyonnaise des eaux de Casablanca

#### **NOVEC**

Office national de l'electricite et de l'eau potable - Maroc

#### Netherlands

MTD Holding BV

#### Portugal

Adp - Aguas de Portugal, Sgps, Sa

#### Senegal

Office des forages ruraux - Senegal

Office du lac de Guiers

Sénégalaise des eaux

#### South Korea

Korea Water Resources Corporation

Veolia Korea

#### Spain

Proactiva Medio Ambiente, Sa

Sociedad General de Aguas de Barcelona, S.A.

#### Switzerland

Mai Resources International (Switzerland) AG

#### Tunisia

Société méditerranéenne pour l'environnement

#### Turkey

Ahmet Aydeniz Construction Co. Int.

Alfar Project Ltd

Aydiner Construction Co. Inc.

Ceylan Construction and Trade Co. Inc.

Dolsar Engineering Inc. Co.

Durmaz Insaat Taahhut Ticaret Limited Sirketi

Ismail Celik Construction Industry and Trade Co. Inc.

Kocaeli Water and Sewerage Administration General Directorate

Konya Water and Sewage Administration

Limak Construction Industry and Trade Inc.

Nurol Construction and Trading Company Inc.

Özaltin Construction Trade and Industry Co. Inc.

Sistem Elektromekanik Tesisler Sanayi Ve Ticaret A.Ş

Superlit Boru San AS

Yuksel Insaat A.S

United Kingdom

Shell International

United States of America

Suez North America

Civil Society

"College 4:

Civil society organisations and water user associations"

58 organizations

**Bolivia** 

Cooperativa de Servicios Publicos Santa Cruz Ltda.

**Brazil** 

Associacao Brasileira de Consessionarias Privadas de Servicios Publicos de Agua e

Esgoto

Associacão Pro-Gestao das Aguas da Bacia Hidrografica do Rio Paraiba do Sul

Brazilian Association of Manufacturers of Water and Sanitation Materials ASFA-

MAS

Brazilian Association of Regulatory Agencies

Consorcio Intermunicipal das Bacias dos Rios Piracicaba, Capivari e Jundai

Rede Brasil de Organismos de Bacias Hidrograficas

Canada

Secrétariat international de l'eau

China

International Network on Small Hydropower

France

Action contre la faim

Cercle français de l'eau

Fédération professionnelle des entreprises de l'eau

French Water Partnership

India

Association for Rural Area Social Modification, Improvement and Nestling

Dhan Foundation

His Highness Maharaja Hanwant Singhji Charitable Trust

Jal Bhagirathi Foundation

Jal Marudhara Foundation

Khetri Trust

International

Business and Professional Women International

Gender and Water Alliance

Green Cross International

International Union for Conservation of Nature

Women for Water Partnership

Italy

Foundation Cardinal Paul Poupard

Japan

Agricultural Development Consultants Association

Japan Water Forum

Japanese Association of International Commission on Irrigation and Drainage

Lebanon

Ibrahim Abd El Al Foundation for Sustainable Development

Mexico

Asociación Nacional de Áreas Comerciales de Organismos Operadores de Agua A.C.

Asociación Nacional de Áreas Técnicas de Organismos Operadores de Agua y Saneamiento ANATEC A.C.

Asociación Nacional de Usuarios de Riego, A.C.

Asociación Nacional para una Nueva Cultura del Agua A.C.

Consejo Consultivo del Agua, A.C.

Council of the Mexico Valley Basin

FEMSA Fundacion

#### Monaco

Prince Albert II of Monaco Foundation

#### Morocco

Alliance Maghreb Machrek pour l'eau

Moroccan Coalition for Water

#### Netherlands

Akvo Foundation

Netherlands Water Partnership

#### Pakistan

Gomal Damaan Area Water Partnership

New World Hope Organization

#### Senegal

Association des Acteurs de l'Assainissement du Sénégal

#### Singapore

World Toilet Organisation Limited - Singapore

#### South Korea

Chuncheon Global Water Forum

Korea Water Forum

#### Spain

Fundacion Botin

#### Switzerland

Global Institute for Water Environment and Health

Swiss Water Partnership

#### Togo

Association pour la sante et la prevention des maladies tropicales

#### **Turkey**

Turkish Water Institute

#### **United Kingdom**

Excellent Development

#### United States of America

American Water Works Association

Project WET Foundation

The Nature Conservancy

Water Environment Federation

World Wildlife Fund - US

Multilateral Development Bank

"Intergovernmental institutions"

15 organizations

African Development Bank

African Ministers' Council on Water

Arab Organization for Agricultural Development - League of Arab States

CAF - Development Bank of Latin America

Food and Agriculture Organization of the United Nations

Global Green Growth Institute

Interamerican Institute for Cooperation on Agriculture

Joint authority for Study & development of the Nubian Sandstone Aquifer System

Permanent Joint Technical Commission for Nile Waters

Sahara and Sahel Observatory

Scientific Information Center of Interstate Commission for Water Coordination in

Central Asia

The World Bank

UNESCO Institute for Water Education

United Nations Educational Scientific and Cultural Organisation

United Nations Human Settlements Programme

Academia

"Professional associations and academic institutions"

98 organizations

Algeria

Ecole nationale supérieure de l'hydraulique

Australia

International Water Centre

Austria

The International Institute For Applied Systems Analysis

Azerbaijan

Sukanal Scientific Research and Design Institute

Belgium

European Water Partnership

Institut Supérieur des Techniques de l'Eau

PIANC - The International Association for Waterborne Transport Infrastructure

**Brazil** 

Associacáo Brasileira De Engenharia Sanitária E Ambiente

Associacáo Brasileira De Engenharia Sanitária E Ambiente - Secao Sao Paulo

Brazilian Groundwater Association

Brazilian Water Resources Association

Inter-American Association of Sanitary Engineering and Environmental Sciences

Polytechnic School of University of Sao Paulo

**Burkina Faso** 

International Institute for Water and Environmental Engineering

China

China Institute of Water Resources and Hydropower Research

China Water Engineering Association

Chinese Hydraulic Engineering Society

Development Research Center of the Ministry of Water Resources, P.R. China

Nanjing Hydraulic Research Institute

Qingdao International Desalination Center

#### Cote d'Ivoire

African Water Association

#### Denmark

Danish Water and Wastewater Association

Danish Water Forum

#### **Egypt**

Central Laboratory For Environmental Quality Monitoring / Unesco Category 2

#### Center

Channel Maintenance Research Institute

Construction Research Institute

Costal Research Institute

Drainage Research Institute

Environment and Climate Changes Research Institute

Hydraulics Research Institute

Mechanical & Electrical Research Institute

Nile Research Institute

Research institute for Ground Water

Survey Research Institute

Water Management Research Institute

Water Resources Research Institute

#### Finland

Finnish Water Forum

#### France

Académie de l'eau

Ambassade de l'eau - Water Embassy - Mediterranean Union of Young Water Ambassadors

Association scientifique et technique pour l'eau et l'environnement

National School for Water and Environmental Engineering of Strasbourg

Plan Bleu

Société hydrotechnique de France

#### Hungary

Hungarian Water Utility Association

#### International

Arab Water Council

Institut méditerranéen de l'eau

International Association of Hydrogeologists

International Commission on Irrigation and Drainage

International Commission on Large Dams

International Hydrologic Environmental Society

International Hydropower Association

International Water Association

International Water Management Institute

International Water Resources Association

#### Iran

Iran chamber of commerce, industries, mines and agriculture

Regional Centre on Urban Water Management - UNESCO

#### Japan

Foundation of River and Basin Integrated Communications

Infrastructure Development Institute

Japan Association of Dam & Weir Equipment Engineering

Japan Civil Engineering Consultants Association

Japan Construction Information Center

Japan Dam Engineering Center

Japan Innovation Network

Japan Institute of Country-ology and Engineering

Japan Institute of Wastewater Engineering and Technology

Japan International Research Center for Agricultural Sciences

Japan River Association

Japan Riverfront Research Center

The Japanese Institute of Irrigation & Drainage

The Japanese Society of Irrigation, Drainage and Rural Engineering

The River Foundation

Water Resources Environment Center

#### Jordan

Arab Countries Water Utilities Association

#### Lebanon

Federation of Lebanese Engineers

#### Mexico

Asociacion Mexicana de Hidraulica

Instituto Mexicano de Tecnología del Agua

Water Center for Latin America and the Caribbean

#### Morocco

Association Nationale des Améliorations Foncières de l'Irrigation et de Drainage et de l'Environnement

Comite Marocain des barrages

#### **Portugal**

Portuguese Association of Water and Wastewater Services

Portuguese Water Resources Association Saudi Arabia

Prince Sultan Bin Abdulaziz International Prize for Water

#### South Korea

Korea Environment Institute

Korea Federation of Water Science and Engineering Societies

Korea Institute of Civil Engineering and Building Technology

Korea National Committee on Large Dams

Korea Water Resources Association

#### Spain

Asociacion Española de Riegos y Drenajes

Colegio de Ingenieros de Caminos, Canales y Puertos

#### Sweden

Global Water Partnership

Stockholm International Water Institute

#### **Turkey**

Turkish Contractors Association

Turkish Society for Infrastructure and Trenchless Technology

United States of America

American Society of Civil Engineers - Environmental & Water Resources Institute

American Water Resources Association

International Desalination Association

Texas A&M University

University of Nebraska Daugherty Water for Food Institute

Other

#### LESSONS LEARNED

#### IN OUTREACH PHASE

#### ♦ ABOUT THE NEED AND VALUE OF THE PARTNERSHIP

The Council's greatest asset is its membership. The experience and commitment of its members has contributed to the strength of the World Water Council and the World Water Forum over time. By providing a platform that encourages debate and exchange, the World Water Council has brought together a great diversity of stakeholders in the water community and beyond. In terms of partnership development, the World Water Council has gained its credibility and strength through the World Water Forum by connecting all key actors, ranging from the field to high-level decision-makers. The essential objectives of the World Water Forum are to:

- Foster debate by providing a platform for all stakeholders to engage, exchange, learn together, and catalyze concrete ideas for improved water resources management and development.
- Challenge conventional thinking by ensuring a diversity of perspectives and ideas on contemporary and critical water resource management issues.
- Mobilize action by policy and decision-makers on commitments for improved water resources management and development.

#### ABOUT THE STARTING PROCESS – THE NETWORKING CONSTRUCTION

The Council has also gained its legitimacy through its outreach capacities materialized by the World Water Forum. The World Water Forum provides a distinctive platform for ongoing engagement processes which attracts high-level participants from governments, decision-makers, academia, civil society, and the private sector. To engage and develop networks, the Forum provides several paths for collaboration open to all committed actors:

- The Thematic Process: providing the substantive underpinning of the World Water Forum.
- The Political Process: providing the opportunity for discussion amongst and with elected officials (local authorities, parliamentarians, ministers.
- The Regional Process: providing perspectives on water from all regions of the world.
- The Fair and Expo: providing a space for all stakeholders to showcase their contributions.

#### IN AGREEMENT PHASE

#### ♦ ABOUT MAINTAINING THE PARTNERSHIP (FORMALITY/OWNERSHIP/INVESTMENT)

The World Water Council believes that, in order to effectively conserve, protect, develop, manage and utilize water, it is essential to encourage and strengthen multi-stakeholder, multi-disciplinary and cross-sectoral exchange and dialogue. In order to impact water-related actions positively, all perspectives need to be considered in ongoing reflection and debate to ensure a water-secure future for the world. The diversity of the Council's membership embodies this challenge.

The Council's members include some of the most influential, talented and inspiring organizations in their fields, who challenge conventional thinking and are determined to make the world a better place. They are the heart of the Council activities.

Together with members and relevant stakeholders, the Council tackles the many challenges facing water security. It is a hub for exchange and action, contributing not only to public debates on global issues, but also to the policymaking processes that shape these discussions. Progress in forming alternative approaches to problems and in engaging the will to act on new ideas is made when all stakeholders are represented together

- the power to adapt is generated by a commitment to action fostered by a common goal.

We do this by linking a strong network of influential connections, the expertise and commitment of our members, high-quality applied research, and policy-focused communication and debate. This strengthens the political/technical dialogue in which the Council believes there is the power to make change – where decision-makers at all levels and across sectors meet, discuss and take action for water security and sustainability.

#### ABOUT DEFINING THE STRUCTURE OF THE PARTNERSHIP AND ITS NORMS

The actions of the World Water Council are based on an institutional framework that allows all stakeholders and all sectors to participate.

#### Governance and Board

Four levels of governing instances exist to ensure the strategic direction of the World Water Council's activities.

#### General Assembly

The General Assembly consists of all World Water Council members, which validates the accounts for each financial year and vote on the budget. Every three years, the General Assembly approves the strategy and the related work program. Each active member organization holds one vote and elects the members of the Board of Governors.

#### Board of Governors

The Governors define and propose the strategic orientations of the Council. They ensure proper application of budgets and implementation of programs. The Governors are elected in proportion to the number of active members in each of the five colleges.

The current mandate includes:

- Five from intergovernmental institutions
- Seven from governments and government authorities
- Nine from enterprises and facilities
- Six from civil society organizations and water user associations
- · Eight from professional associations and academic institutions

#### Bureau

The Bureau monitors the overall orientation of the Council with regard to the implementation of policies and decisions adopted by the Board of Governors and the General Assembly. The members of the Bureau assist the Board in the definition of the general strategy.

#### Task Forces

The Task Forces develop the work of the Board on specific areas over a given period of time. The activities aregenerally led by Governors with the participation of members at large.

#### IN COLLABORATION PHASE

#### **♦** ABOUT INTERNAL AND EXTERNAL COMMUNICATION

The goals of the Council's communications strategy embrace internal and external objectives, namely to "communicate to the right people at the right time and deliver visible results" in order to raise awareness of the organization, strengthen and consolidate its reputation, and advance the causes of the Council's strategy. The target groups of the Council brings together include many families and circles, which can be internal or external, direct or indirect: the World Water Council community at large, the water community, political stakeholders and decision makers, press and media (International newswires, professional press, thematic publications), out of the Water Box (climate, energy, food, etc.), potential members and donors, public at large.

The target audience for the World Water Forum includes: political leaders (local authorities/mayors, parliamentarians, ministers, heads of governments/state), policy and decision makers, business leaders, media representatives, representatives of water-related sectors, representatives of non-water-related sectors for which water is an essential component, the world's water professionals, water scientists and engineers, civil society representatives (users, beneficiaries, unions, professional associations, indigenous peoples, women, youth, etc.), and citizens of the host country.

#### IN EVALUATION PHASE

#### ABOUT OUTCOMES ACCOMPLISHMENT/PROJECT SUCCESS

Every three years the World Water Council refreshes its strategy and workplan. These documents are adopted by the General Assembly of the World Water Council, which typically takes place towards the end of the year of the World Water Forum.

In developing its strategy, the World Water Council is cognizant of the drivers that will shape the coming decade, as well as the achievements of the immediate past workplan. In this way the Council seeks to ensure that its work program is reflective of the critical water issues facing the world.

However, there are many issues or themes that can be addressed by the World Water Forum. Experience suggests that it is critical to focus on a limited number of major themes. For example, the overarching theme in Marseille 2012 was 'solutions', while in Daegu-Gyeongbuk the overarching theme was 'implementation', and in Brasilia the overarching theme will be 'sharing'.

It is important to note that the World Water Forum Ministerial Conference is an inter-governmental meeting with greater freedom in terms of format as it is not a formal UN facilitated inter-governmental negotiation. Nevertheless, the outcomes of the World Water Forum, including the Ministerial meeting, are presented by the World Water Council and the Host Country to the UN and other international bodies. Thus, the linkages between the Political Process, the Thematic Process and the Regional Process are essential for the success of the World Water Forum.

#### **♦** OTHER LESSONS LEARNED

In 2015, the 7th World Water Forum met a record of participation within its ministerial process with more than 100 ministerial delegations participating in the event. On 13 April 2015, the Ministers adopted the Ministerial Declaration, which was accompanied by a full set of recommendations from the international water community on how best to overcome today's water challenges. The declaration was finalized after a year-long negotiation among related international parties and acknowledges that sustainable management of water resources is a collective responsibility of all stakeholders that is vital to development for all countries. It supported the inclusion of a dedicated water goal and water-related targets in the Post-2015 Development Agenda and recognized the 7th World Water Forum's contribution in supporting their implementation. The declaration committed ministers to work together and ensure a successful outcome at CoP21 in full recognition of the importance of water-related issues in climate change. The declaration also emphasized the importance of science and technology's role in moving from the identification of solutions for water-related challenges towards their implementation.