

**Gender and Water Alliance**

**STRATEGIC PLAN 2006-2010**

**And Annual Plan 2008**

Putting gender mainstreaming in IWRM to work:

Focusing on implementation and impact



**DGIS ACTIVITY NUMBER 12535/DMW0058266**

**NOVEMBER 2007  
DIEREN**

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## SECTION 1: SUMMARY SHEET

### 1.1 GWA Contact details

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### 1.2 Name of programme

GWA Strategic Plan 2006-2010: Putting gender mainstreaming in Integrated Water Resources Management (IWRM) to work: focus on implementation and impact.

### 1.3 Location

GWA has over 1000 members in 104 countries<sup>1</sup> worldwide and activities in relation to membership, knowledge sharing and capacity building have a global and regional focus. Activities concerning national IWRM plans and local level impact are targeted to particular regions starting with Latin America, Africa and the Arab world, and expanding to other regions of the world during the course of the programme.

### 1.4 Partner organisations

The programme will be implemented through GWA's membership network of 1000 organisations and individuals, and through partnerships with key water sector institutions including the Global Water Partnership (GWP), Cap-net, UNDP and UN-Habitat.

### 1.5 Programme summary

The **purpose** of the programme is to significantly strengthen the gender-related understanding and practice of water sector professionals and decision-makers at national and local levels in targeted regions and countries. This is designed to contribute to the **goal** which is to achieve effective gender mainstreaming in the design and implementation of IWRM policies resulting in measurable positive impact on the lives of poor women and men. Activities will focus on five **outputs**:

- Managing, strengthening and ensuring the effective operation of GWA's network of members worldwide;
- Collecting, recording and sharing with GWA members and other key stakeholders knowledge and information on gender mainstreaming policies, practice and experience;
- Significantly increasing the capacity of targeted groups to mainstream gender in IWRM;
- Facilitating significant progress in the incorporation of gender issues in the development and implementation of national water-related policies in targeted countries;
- Seeking to maintain and strengthen the profile of gender equality issues at international water-related conferences and events and in international policy.

### 1.6 Programme costs

The total budget for 5 years was € 5.464.556 at the start of 2006, of which € 3.250.000 has been committed by DGIS, on the condition that GWA would secure co-financing from elsewhere for 35% of expenditures. So far secured co-financing adds up to roughly € 350.000 in 2006, including contributions in both cash and in kind. For 2007 Euro 170.000 has been secured, including a Cooperative Agreement with UN-Habitat that has been signed. The next cooperative agreement with UN-Habitat is estimated to be at least Euro 300.000 for two years, and still needs to be approved, expectedly still in 2007. For the year 2008 a total amount of € 2.330.600 is budgeted. See Annex 2 for the summary of the budget, and Annex 3 (a separate excel file) for the detailed budget.

To be able to implement this expanded programme, extra staff is needed, as listed in a separate budget of € 227.000 for 2008.

### 1.7 Programme duration

The planned Phase 2 programme is for 5 years, starting on 1 January 2006. The Annual plan included in this programme document is for 2008.

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<sup>1</sup> Per 1 November 2007

## SECTION 2: Programme rationale

### 2.1 Problem analysis

2.1.1 As detailed in the five-year strategy, practical experience and research studies have demonstrated that *effective*, *efficient* and *equitable* management of water resources is only achieved when women and men are equally involved in consultation, management and implementation of water-related services. A gender balance ensures that the creativity, energy and knowledge of both sexes contribute to making water schemes and eco-systems more sustainable; and the benefits and costs of water use accrue equitably to all groups.

2.1.2 International conferences over the past 15 years and the current International Water for Life Decade (2005-15) have highlighted the importance of increasing women's participation in all water-related development activities, drawing on women's knowledge and capacity as water managers and decision-makers. The Millennium Development Goals (MDGs) include measures for both women's empowerment and gender equality, on one hand, and improvement in access to water supply and sanitation, on the other. As the MDGs are the focus of many international initiatives, the linkages between these two goals and the need for adopting a gender responsive approach to Integrated Water Resource Management must be raised on the international development agenda.

2.1.3 Too few countries have recognised the importance of addressing water issues in national policies to reduce poverty. Where the centrality of water issues to poverty reduction is recognized in national policies, such as Poverty Reduction Strategy Papers (PRSPs), gender equality considerations are often overlooked. In many cases, the approach to the water sector is dominated by technological solutions that often ignore social realities. There is need for bridging gaps across "domestic", "productive" and "environmental" water sub-sectors, to help professional staff understand how social factors impact on water resource management and how the social context should be included in policies and plans.

2.1.4 Key actors in the water sector are currently working towards the development of national Integrated Water Resources Management and Water Efficiency Plans as part of the Water for Life Decade. These plans are a critical opportunity and entry point to mainstream gender into national level integrated water resources planning and implementation. However, policy development and implementation will be the responsibility of water specialists who are likely to have had little or no exposure to social and gender considerations.

### 2.2 GWA – history and experience

2.2.1 The Gender and Water Alliance (GWA) was formed in March 2000 at the 2<sup>nd</sup> World Water Forum in The Hague. The Alliance was formed by 110 organisations and individuals from around the world in response to the Ministerial Declaration of The Hague on Water Security for the 21<sup>st</sup> Century. The Declaration recognised the link between integrated water resources management and poverty reduction and urged that "special attention should be paid to the poor and to the role, skills and needs of women."

2.2.2 The **purpose** of the initial GWA Programme was to promote strategic improvements in the practice of gender mainstreaming through a network of individuals and organisations committed to and active in mainstreaming gender in their own work and that of their partners. This was designed to contribute to the **goal**, which was to achieve effective policies and practice on gender mainstreaming in integrated water resources management, with the ultimate aim to improve the water situation of poor women and men.

2.2.3 An initial 6-month planning phase was funded by DGIS of the Netherlands, followed by a three year planned programme funded by DGIS and DFID (UK) for 2001 to 2003. In response to the evolution of the planned programme of activities, DFID and DGIS granted a no-cost extension to GWA to the end of December 2005.

2.2.4 The initial programme had six outputs, managed and implemented by GWA members, which are detailed elsewhere. In 2004-2005, GWA also concentrated on building partnerships with key water sector organisations and responding to initiatives from members. By early 2007 the membership of GWA had expanded to 715 organisations and individuals from 94 countries worldwide and towards the end of 2007 over 1000 members in 104 countries. GWA is currently working in partnership with UNDP, the Asian Development Bank, Cap-Net, GEF - IW-Learn, OxfamNOVIB, UN-Habitat, IRC and various others. In 2006 it has secured more than €350.000 and in 2007 € 170.000 in co-funding (cash and in-kind) for project initiatives and core funding. Of total spending of 2006 and 2007 35% is € 398.000.

## **2.3 Lessons learned**

2.3.1 Although many key water sector organisations at international and national levels have policy commitments to mainstreaming gender in IWRM, gender equality considerations have often not become part of the responsibility of all staff. Despite efforts to “mainstream”, there is still a need for staff and organisations with dedicated responsibility for promoting attention to gender equality. There is consistent evidence that, without staff dedicated to support and sustain gender equality initiatives, gender is “mainstreamed” out of existence. The role of GWA is both to support and hold to account water-sector organisations in developing and implementing gender sensitive policies.

2.3.2 GWA's 2006-10 Strategy goes beyond raising awareness at the global level to focus on regional, national and local level impact. This shift in focus is informed by the common finding in almost all gender evaluations, of the considerable gap between policy commitments to gender equality and practical initiatives and impact on the ground. Recommendations consistently focus on the need to ensure local “ownership” of policy commitments; to back up policies with funded and time limited action plans; to ensure action plans are accompanied by appropriate commitments of staff, financial resources and by realistic indicators of change; and to take active steps to build staff and organisational capacity for gender mainstreaming at all levels.

2.3.3 GWA recognises that gender and water agendas may vary substantially between and within regions and that a “one size fits all” approach to gender mainstreaming at national and local levels is inappropriate and ineffective. This highlights the need for a regional approach to strategy development by GWA members and training materials and resources tailored to locally identified priorities and needs.

2.3.4 GWA's large and growing membership is a tangible indicator of commitment to gender mainstreaming amongst water sector professionals worldwide. It represents a skilled and committed resource of organisations and individuals who promote gender issues in local, national and international contexts. GWA will continue to build, support and strengthen its members through activities to share lessons learned, gain skills and document experiences. All members benefit from developing conceptual clarity and practical skills in gender mainstreaming, as well as from engagement with new issues.

2.3.5 GWA has increasingly worked with partner organisations, such as Cap-net, ADB, UN-Habitat and UNDP. GWA builds the gender mainstreaming of partner organisations and in turn partners improve GWA members' capacities on IWRM. This has proved to be a successful strategy, maximising impact and use of resources, and will continue.

2.3.6 During its first five years, GWA strived to strike the right balance between maximising participation and ensuring quality in its products and services. It has also sought to balance the benefits of belonging to a global network with recognition of the importance of local planning and initiatives. DFID and DGIS co-funded an external evaluation of GWA in 2006, with very positive results and valuable recommendations for the future.

## SECTION 3: Programme approach

### 3.1 Goal and purpose

The **purpose** of the GWA Strategy 2006-10 is to strengthen significantly the gender-related understanding and practice of water-sector professionals and decision-makers at national and local levels in targeted regions and countries. This is designed to contribute to the **goal** of achieving effective gender mainstreaming in the design and implementation of IWRM policies, resulting in measurable positive impact on the lives of poor women and men.

### 3.2 Outputs

The purpose of GWA is being realized through five complementary **outputs**:

- Output 1: *Network of GWA members* managed, strengthened and operating effectively
- Output 2: *Knowledge and information* on gender mainstreaming policies, practice, experience and tools collected, recorded and shared by GWA members and other key stakeholders
- Output 3: *Capacity* to mainstream gender in IWRM amongst targeted groups significantly increased
- Output 4: Significant progress in the incorporation of gender issues in the development and implementation of *national water-related policies* in targeted countries
- Output 5: Profile of gender equality issues at *international water-related conferences* and events and in international policy reinforced and promoted

### 3.3 Annual Plan 2008: Activities

#### Introduction

In 2007 GWA focussed on the formation of regions for its work. In total 7 regional strategic planning workshops were held; Latin America (2005), Arabic region (June 2006), South Asia (January 2007), Francophone West Africa (March 2007), Lusophone region (June 2007), South East Asia (July 2007) and Anglophone West Africa (October 2007). In every workshop the region identified activities and priorities for gender mainstreaming in that specific region. These ideas and activities are incorporated in the current annual plan 2008 of GWA. Apart from these regional activities, GWA has also planned some global activities as well as overarching activities, from which all regions will profit.

2008 is the International Year of Sanitation. The Gender and Water Alliance will be actively involved in it and various activities will be focused on sanitation during this year.

#### **Activities**

##### Output 1: Network of members

- (1.1) The biggest asset of GWA are its members, especially now regionalisation is taking shape seriously. It is our members that have to pull the cart for the activities, involve other partners and make the change on the ground by disseminating the right messages. Therefore it is essential that our membership database is up to date, that improvements are made regularly and that the membership keeps growing to get all the work done. As it became apparent that there are only few members in some of the regions, such as the Arab region and Lusophonia (apart from Brazil), GWA will make an extra effort in 2008 to increase the number of members in these regions.
- (1.2) As GWA communicates in 5 main languages (English, Spanish, French, Portuguese and Arabic), some of the documents have to be translated to all these languages for the members to be able to participate in discussions and decision making processes. The in 2007 revised GWA leaflet will be translated in all 5 languages and possibly more.
- (1.3) GWA will have its second General Assembly in 2009, probably at the WWF5, as many members will be present. The preparations for this general assembly will have to start in 2008.

- (1.4) Regionalisation will continue, by organising Strategic Planning Workshops for at least three of the following regions:
- Southern Africa
  - East Africa
  - South America
  - Meso America and Caribbean
  - West and North Asia
- The first two regions did not have a Strategic Planning Workshop up to date. The following two regions did have a Strategic Planning Workshop, but as it was held before the writing of the Strategic Plan of GWA 2006-2010, and its results do not fit the GWA framework. More-over, from a practical point of view the region "Latin America and Caribbean" turns out to be too large and diverse for certain activities. The priorities with respect to Gender and Water seem to be different in these two sub-regions, which advocates for its separation.
- (1.5) With the proceeding of regionalisation, various activities, as yet unforeseen, will be presented. More regional focal points will be appointed and decentralisation will continue in 2008. At the end of 2007 two or three are in place and functioning.
- (1.6) The portal of the websites continues to be technically maintained by IRC.
- (1.7) Every language of the website will continue to have it's own content manager. It is expected that in 2008 more content will be provided from the different regions because of their own activities. From 2008 the Arab website will use Modern Standard Arabic and will strive for uniformity in gender and IWRM terminology. For this website also a qualitative survey is planned.
- (1.8) Communication is essential in a network organisation like GWA is. For this purpose GWA uses e-mail, a list-serve in 3 languages and a website in 5 languages. In 2008 GWA intends to initiate a list-serve in Portuguese. As the different regions will feel the need to communicate amongst themselves only, the possibility of e-groups and web-logs for every region will be explored.
- (1.9) The strategic direction of GWA as a whole is the responsibility of the Steering Committee of GWA. For planning and monitoring purposes the Steering Committee will meet 2 times in 2008. As all SC members will hold their office throughout 2008, no Steering Committee elections are foreseen.
- (1.10) Various documents, letters, messages, reports and plans have to be translated into the five official GWA languages.

## **Output 2: Knowledge and Information**

In 2008 GWA will continue to disseminate knowledge and information to its members and interested parties in an accessible format. In the different regions this information will be adapted to local circumstances and translated to local languages if needed.

- (2.1) The Resource Guide that has been developed in 2003 was totally revised and updated in 2006, with support of UNDP, in four languages: English, French, Spanish and Arabic. Before updating the RG again, priority lies with translations to make it accessible to a wider public.
- (2.2) At the end of 2007 and continuing into the beginning of 2008, the Resource Guide is translated into Russian and adapted to the East European and West Asian context. For 2008 it is intended to start the production of more languages: Portuguese, Hindi, Bengali, Urdu, Kiswahili, and others on request by GWA's members. The sequence will depend on the availability of funding and authors in the regions as well as on their degree of qualification. Priority is given to case studies related to gender and sanitation.
- (2.3) In 2007 2 fact sheets have been initiated instead of the planned 4, but none are finalised. In 2008 GWA intends to produce 8 in total as this is seen as part of the preparation for the fifth

World Water Forum (see output 5). The idea is to produce a folder of 8 or 10 policy briefs before the WWF5 and use these as a basis for our strategy at the World Water Forum.

- (2.4) In 2007 two case studies were done in the Ukraine, for 2008 many more than the expected two case studies are planned as this turned out to be a priority in two of the regions. In total 10 case studies are planned: 2 in each Francophone region (thus totalling 4), 2 in Fiji, 2 in Indonesia, 2 in the Philippines. In the framework of the RG more case-studies will also be produced: at least two per region or country where the language is spoken. Original GWA material will be reprinted in two languages.
- (2.5) The production of a methodology to include gender in the partnership building approach together with BPD is still scheduled for 2008. Discussions on this topic have been started at the end of 2007
- (2.6) The collaboration with the Comprehensive Assessment of Water Management in Agriculture was completed in 2007. New similar activities, addressed at agriculture, may arise, but are not yet foreseen, so not budgetted.
- (2.7) Innovative research is included in a number of regional plans. For example:
- Related to private-public partnerships in the Anglophone West African region, in the Niger Delta,
  - In various regions including the Arabic region, to find out how to include gender-and-water issues, especially related to sanitation, in the curricula for various levels education.
  - A concrete example is research regarding adult literacy in partnership with Care Yemen.
  - In the workshop on “Gender, Water and Integrity” ideas for innovative research will be raised, some of them are still to be implemented in 2008.
  - Ongoing is research into the gender relations in water management in the extremely dry North-East of Brazil.
  - In the South East Asian region GWA is asked to join the action research of M-POWER, a group of researchers on Mekong River issues.
  - The Pacific region shows keen interest in such research.
  - The South Asian Region is looking for a new knowledge base and would like to identify issues for which capacity building is necessary. They will start with action research in a networking mode in different countries and locales.
- (2.8) In 2008 GWA will continue to work in result oriented partnerships. Under 3.7 the cooperation with UN-Habitat and the other three partners (IHE-UNESCO, FCM and SNV) for Lake Victoria is described. In all the regions we work with partners. Examples are: GEWAMED (Gender and Water in the Mediterranean region), IPANEMA Brasil, RAIN for Rainwater Harvesting, AIT Asian Institute for Technology, CEE Centre for Environment Education, PAVE Pan African Vision for the Environment, IIRD in Cuba, and of course IRC, CapNet and GWP. Under this budget item the development of new partnerships, meetings and other necessary activities are included.
- (2.9) The pilot projects that started in 2005 and 2006 in the Latin American region have now been finished, apart from a workshop to be held in Chili, regarding the engendering of the Water Department there. The Guatamala pilot project after the tropical storm Stan, in collaboration with SER will have a second phase to begin in 2008. The regional plans have various proposals for pilot projects. Examples are: a pilot project on rural community water supply and sanitation in Yemen, research into the position of indigenous Indus people, men, women and children, in a conflict situation, gender in transboundary water management in Brazil and Argentine, and related to Rainwater harvesting in the Pacific. There are more proposals in development, and the most feasible will be selected first. When increased funding permits more pilot projects can be implemented. One of the objectives always is to produce publications with lessons learnt and good practices, to be utilised by a wide public, through publication in our website.
- (2.10) The e-conference scheduled for this year is one on “Gender, privatisation and financing of water supply and sanitation” in English, Spanish an French.

- (2.11) The writing of this policy brief on Gender, Water and Integrity will follow the workshop, planned on the subject (see 2.14a) is scheduled for 2008. The work will be done together with WIN and Transparency International. A second policy brief needs to result from the e-conference on gender, privatisation and financing of water supply and sanitation.
- (2.12) A brochure for secondary school youth has been pending for some time, because the inventory of existing material still takes place. In 2008 it is planned to finalise the text of the brochure in English, which later has to be adapted to different regions and translated into other languages.
- (2.13) The GWA intends to continue its contribution of two pages to Source Bulletin in three languages. A questionnaire sent out to the members revealed that they appreciate the contribution of GWA to the bulletin and that they are interested to publish articles themselves. However mail delivery of the bulletin seems not to be smooth everywhere. IRC pays attention to this problem, although this is mostly beyond anyone's influence.
- (2.14) As a follow-up to the e-conference on Gender, Water and Integrity organised by GWA, a global workshop will be organised in Latin America (venue unknown as yet) to discuss the outcomes and identify the main topics for a policy brief.
- (2.15) GWA has achieved accredited status at UNEP. Activities connected to that status will include commenting upon texts, but also attending meetings in various places. For 2008 we envisage three such visits by GWA staff, regional focal points, SC members or gender ambassadors. The first one in Monaco. For CSD one trip to New York is planned.
- (2.16) Both in the Arab region and in the South Asian region a need is felt to make an inventory of all information available on gender and IWRM in the region, including the place where to find it. On the basis of these inventories, knowledge gaps will be identified and suggestions will be made to fill these gaps in the following years.
- (2.17) The material GWA has published during the first 7 years of its existence is still in high demand. Therefore this material will regularly be updated based on use and feedback, but also translated into other languages. Proposals in some of the regional plans:
- Of the GWA Gender and IWRM training manual relevant parts will be adapted to the Arab region and translated into Arabic.
  - 2 case studies will be translated into Arabic
  - Translation of one innovative research into Arabic
  - Translation of local case-studies to the languages of South East Asia, on their request and in collaboration with the secretariat of the Mekong River Commission.
- (2.18) The Latin American region plans to develop a Spanish language brochure on gender and water issues such as methodologies and indicators of gender mainstreaming (in (micro) watershed areas), and about the pilot study which took place in Chile in 2007.
- (2.19) In cooperation with IIRD (Research Institute of Irrigation and Drainage) and GWA, ACTAF (Cuban Association of Agriculture and Forestry Technicians) will launch an award in Cuba Aqu@ward. This will be a prize for the best paper or poster on water saving techniques and gender issues. The winner will be allowed to visit an international congress to present her/his paper or poster.

### **Output 3: Training and Capacity Building**

- (3.1) The existing training material and courses of GWA are under constant revision and meant to be used selectively and flexibly. Training is tailor-made for every group, taking into account the current knowledge of the participants, the topic of the training and local or regional gender and water issues. The training modules on gender and IWRM will be revised accordingly.

- (3.2) For the International Year of Sanitation (2008) a training module is developed on gender and sanitation, which will be publicly available for other organisations to use in their training. The intention of this module is to be flexible and easily adaptable.
- (3.3) In 2008 The Training of Trainers Manual will again be tested and revised in a test training with the Steering Committee members. This is planned for February 2008 in Santiago, Chile and it will focus on policy, advocacy and community development.
- (3.4) In four regions a total of 9 Training of Trainers are planned for 2008<sup>2</sup>:
- Arab region:
- 1 regional ToT on Gender and IWRM for 20 participants
  - 1 regional ToT on Gender and IWRM for Francophone North Africa
- Latin America & Caribbean:
- 1 ToT in Peru with participants from Peru, Ecuador, Uruguay and Paraguay;
  - 1 ToT in Central America with participants from Guatemala, El Salvador and Nicaragua
- Francophone Africa:
- 1 ToT on gender and IWRM for West Africa
  - 1 ToT for North Africa (see above)
  - 1 ToT on integration of gender and sanitation aspects in child education
- South Asia:
- 1 ToT on Gender in IWRM
- Anglophone West Africa:
- 1 ToT on Gender and IWRM
- Lusophonia:
- 1 ToT on Gender and IWRM
- For every ToT participants will have to prepare a concept note indicating how they plan to use the gained knowledge. Participants will be selected on the basis of these concept notes. The training workshops are implemented together with partner- or member-organisations, selected by sending a proposal and budget on invitation. The costs in some regions are much higher than in others, which will have to be reflected in the budget.
- (3.5) A large number of national training workshops on gender and IWRM are scheduled for 2008 in the regional plans. To name a few: in Uruguay, Paraguay, Nicaragua, 10 in the Arab region after completion of the ToTs, in West African countries, etc. For this item it is also necessary to find additional funding. At present we budget for 10.
- (3.6) The Gender Ambassadors training is still in demand and 3 are scheduled; 1 in the Latin American and Caribbean region, 1 in Francophone African region, and 1 in South Asia. Because it is a number of years ago that GWA gave this type of training, preparation needs to be budgeted too. For Wateraid (India and Bangladesh, and other countries) GWA develops a special gender training for their staff and partners.
- (3.7) Since 2007 GWA has started a 2 year cooperation with UN-Habitat on Capacity Building for the Lake Victoria Water and Sanitation Initiative. Within this cooperation many training workshops have to be implemented. To prepare the local trainers Training of Trainers will be organised in the beginning of 2008, to be able to complete all training workshops by 2009. Most of the costs are expected to be financed by UN-Habitat, but within this partnership GWA is also expected to contribute some 20% of the costs. Furthermore the many preparatory activities that take place before the signing of the Cooperative Agreement, are not eligible for repayment.
- (3.8) WaterAid India and Bangladesh is setting up a Gender training programme for their staff and partner organisations together with GWA. These will commence in January 2008. GWA will contribute to the training by developing the programme (see 3.6a) and by providing the trainers, which is under this budget item.

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<sup>2</sup> To finance this large number of training workshops will not be possible from the current GWA 2006-2010 budget, not even if the costs are shared with Cap-Net and other partners. Additional funding has to be assured, including for staff time in the Secretariat.

- (3.9) In the Dominican republic a training for the development and validation of educative material about change of attitude on gender, water and sanitation will be organised.
- (3.10) In South East Asia first an inventory will be made on organisations, trainers, materials and ongoing capacity building activities on gender in IWRM, as lack of knowledge is felt in the region about the existing possibilities. On the basis of this survey knowledge gaps will be identified and a plan for capacity building in the region will be drafted. The database will be useful when organising training on IWRM and gender. (see also 2.7)
- (3.11) To generate capacity at a high level, the Francophone region will look for scholarships to train 4 GWA members of the region in gender and IWRM at university-level. Of course the results of this activity will only show after completion of the study. It is not in the planning that GWA provides the scholarships.
- (3.12) A workshop on Gender and Good Governance is planned for some of the First Ladies (First Partners) of the President and Governors of the states of Nigeria and some other Anglophone countries is planned to take place in 2008, preferably in the Netherlands.

#### **Output 4: National Water Related Policies**

- (4.1) As a follow-up to the work of “Water for African cities II” validation workshops have been held in 2007. A synthesis report of the workshops with recommendations for the different cities has been produced. These recommendations will result in a new proposal for follow-up, including some activities by GWA facilitators including capacity building workshops in some of the cities. GWA facilitators will also monitor the work done by Stake Holder Forums and City managers in the area of gender mainstreaming in all the cities of the programme<sup>3</sup>. A new proposal has to be developed and a new Cooperative Agreement with UN-Habitat, especially for WAC II, has to be signed.
- (4.2) When experience with gender mainstreaming in national policies is sufficiently collected, the Steering Committee will be familiarised with the methodology. This is not expected to take place in 2008.
- (4.3) The gender mainstreaming processes in Mexico and Bolivia that have started in 2007 will be documented to develop training material for gender advocates in national policies elsewhere.
- (4.4) A follow-up will be given to the process of mainstreaming gender in water policies in Mexico in coordination with UNESCO-PHI and/or one other Latin American country’s national water related policy will be engendered. In South East Asia and the Arab region the national water policies will be reviewed, as in various other countries. The budget is for such processes in 5 countries.
- (4.5) a. In the Arab region a regional working group will be formed to collect national water policies and legislation with the aim to analyse these. On the basis of this analysis a regional workshop on mainstreaming gender in national water-related policies will be organised in 2009. This workshop will also be used to make an action plan for mainstreaming gender in the water-related policies in the region.
- b. The PAWD programme is still continuing, and GWP intends to involve GWA for support with engendering the plans. Some countries address GWA directly, without the intermediation of the Global GWP. The budget is to engender two action plans. If in collaboration with GWP, GWP will finance.
- c. Work is in progress to collaborate with UN-Habitat for Water for Asian Cities and for Water for Latin American Cities.
- d. When applicable other partners are looked for.

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<sup>3</sup> The programme started with 17 cities, but 2 cities have been postponed because of political reasons, and in some countries the CAs between the national governments and UN-Habitat was not (yet) signed.

- (4.6) The South Asian region will develop a Gender Equity Gauge, which will be used to monitor the implementation of policy statements made by governments in the region. The Gauge will provide a means of comparison between countries and will generate data on the actual change in the field after policy change. This is a large activity, so to prepare the full-fledged proposal a group of representatives of all 6 countries is formed, who meet a number of times, and who already do a lot of the ground work.

#### **Output 5: International conferences and events**

- (5.1) In 2008 the GWA Steering Committee and Chairperson will continue to raise awareness about gender and water at conferences and international events by organising sessions, workshops and seminars, but also by joining round table discussions and advocating gender during all other parts of the conference or event.
- (5.2) Also members of staff of the Secretariat will participate in and speak at international conferences at key events.
- (5.3) GWA ambassadors and other members are involved as speakers in national, region and international events. If possible, GWA material is sent to the events, for dissemination or display.
- (5.4) Visibility of the importance of gender in water resources and sanitation programmes can also be raised through travelling exhibits and information booths at international events. The African Chapter of GWA's Travelling Exhibit, an activity shared with IW-Learn and the Global Environment Facility (GEF), has been developed by the University of the Western Cape in South Africa in digital form which will be easy to reproduce for other countries. In 2008 it is expected that the exhibit will be on display in at least 5 other African countries. In South Asia the development of an Asian Chapter is being initiated in partnership with CEE (Centre for Environment Education).
- (5.5) Apart from the Traveling Exhibit, other exhibition and promotion material is developed.
- (5.6) In 2008 the preparations for WWF5 (Turkey 2009) will continue. Beside GWAs own goals and activities at the forum, the Women's Coalition is joined.
- (5.7) GWA works in partnership with other gender-related pressure groups including the UN Inter-agency Task Force on Gender and Water, WECF, WEDO and Women for Water Partnership at major events such as the World Water Forums and Stockholm World Water Week. GWA will give careful consideration to the quality and value of participation in international conferences and events and seek to maximise impact through coordinated planning, preparation and evaluation. Under this budget item the participation in various events other than already mentioned is financed.
- (5.8) As 2008 is the International Year of Sanitation, GWA will participate in the related activities and advocate a gender approach. Unforeseen activities in the framework of IYS are budgeted under this item.
- (5.9) In 2010 GWA will have a 10 year jubileum. Preparations for a festive event start in 2009.

#### **3.4 Beneficiaries/primary stakeholders**

3.4.1 The primary beneficiaries of the GWA Strategic Plan 2006-2010 will be GWA member organisations and individuals and water sector professionals responsible for the development and implementation of national water sector policies and plans. The GWA membership currently stands at over 1000 individuals and organisations from 104 countries. Its expansion is continually encouraged. Member organisations and individuals have been actively involved in the planning and implementation of the programme and will be contracted to manage and implement a number of activities. Indirect

beneficiaries of this programme will be poor women, men and children who will ultimately benefit from increased gender sensitivity in the design and implementation of national water policies.

### 3.5 Alternative methods of achieving the programme objectives

3.5.1 GWA is the only organisation dedicated to and specialising in mainstreaming gender in water sector policies and programmes. Most if not all major international and national water sector organisations have given some recognition to the importance of gender mainstreaming or women's role at a policy level, but they generally lack knowledge and expertise to translate these commitments into practical actions. Many individuals and organisations are personally committed to mainstreaming gender but they lack opportunities to develop skills and share experiences. GWA is uniquely positioned, as an autonomous international membership organisation, to develop the skills and strengthen the capacity of the numerous individuals and organizations struggling to get gender issues taken seriously in the water sector.

### 3.6 Sustainability

3.6.1 GWA is an advocacy and capacity building organisation striving to ensure that gender equality is effectively addressed in water resources policy and planning by major national, sub national and international water organisations. Ultimately, if and when this goal is achieved, GWA will no longer be necessary. However at present, gender equality is far from being effectively mainstreamed in the water sector and there is an important job for GWA to do. GWA is not dependent on funding to secure its existence because of the commitment and voluntary work undertaken by many of its members. However, it is only with adequate funding, both for core costs and for regional and national initiatives, that GWA can build on the effective and important work it has done to date and realise the ambitious programme for 2006–2010. Aside from the generous contribution of DGIS for 65% of GWA's funding during this phase, much of GWA's funding derives from specific project initiatives with partner organisations. In regional members' meetings, GWA encourages and supports member organisations to raise funds locally. The sustainability of the Gender and Water Alliance will be strengthened during the current phase, because more attention will be paid to acquire funding and results-oriented partnerships.

3.6.2 Many agreements and contracts have to be written and signed for all sorts of work by members and other gender specialists worldwide to fulfil all plans. It is equally important to monitor and make sure the work is done well. This means a lot of time for staff in the Secretariat, even if regionalisation is aimed for. Nevertheless not all salary-costs for the staff of the Secretariat can be considered *overheads*. On average, after time-writing in 2006, it appears that the following percentages can be considered as overheads because they are not directly adding to core activities (outputs 1-5):

2007 Overheads (management, office, staff and SC meetings, etc)

Staff member	Percentage overhead	salary for overheads
Executive Director	25%	10.017
Fin-Admin Officer	60%	18.671
Programme Officer I	8%	2.943
Senior Programme Officer	10%	2.413
Programme Officer LAC	12%	3.569
Programme Officer Asia	12%	1.402
Programme Officer Francophone	7%	690
Office costs	100%	46.173
<b>Total overheads</b>		<b>85.878</b>

For 2006 this totals to Euro 53.451, which is 13,2% of total expenses of that year.

For 2007 this totals to Euro 114.121, which is 12,3 % of the total expenses of that year.

## **SECTION 4: Project management and implementation**

### **4.1 Project management and implementation**

4.1.1 The strategic direction of the GWA programme is the responsibility of the Steering Committee, which broadly represents GWA's geographical regions, water sub-sectors, international policy and donor organisations. Committee members serve a three-year term of office and can serve two consecutive terms. Steering Committee members receive no remuneration other than travel expenses and DSA and they act in accordance with rules, regulations and code of conduct specified in the GWA internal regulations.

4.1.2 GWA is operated by a small secretariat based in the Netherlands. From its formation in 2000 until early 2005, GWA was a sub-programme of IRC, the International Water and Sanitation Centre in the Netherlands, and its Secretariat was hosted by IRC. In February 2005, GWA registered as an Association under Dutch law and since that time, has operated as an independent organisation. GWA moved into own premises in June 2005. In October 2007 the office accommodation was enlarged and professionalised, with nine fully equipped desks, and space for a few more.

4.1.3 The following Secretariat staffing is required in 2008 for management and implementation of the 2006-11 Strategy:

- Executive Director (full time)
- 1 Programme Officer (89%)
- 1 Programme Officer (89%) Latin America
- 1 Senior Programme Officer (67%) Arab Region
- 1 Financial and Administrative Officer (full time)
- 1 (Junior) Programme Officer for the Francophone regions (67%)
- 1 (Junior) Programme Officer for Anglophone regions and membership management (67%)
- 1 (Junior) Programme Officer and translator Arabic (78%)

Additionally there is need for one office manager, one SPO for the UN-Habitat work, one PO for Lusophonia, and one full time gender trainer. Especially with the regionalisation, much more work is envisaged and already started. These four additional staff have not yet been included in the 2008 budget, and will only be recruited if additional funding has been secured. (see table in annex 2)

4.1.4 All staff will take responsibility for particular aspects of the programme. All will speak at least two of the GWA core languages (English, Arabic, French, Spanish and Portuguese) and all, in addition to their specified areas of responsibility, will have a communications role cross cutting all activities based on language, and linked to a particular geographical region. The aim is to divide the functions among the staff: knowledge and training management; regional initiatives coordination; and capacity building programme officer. Still, this division depends on available personnel for relatively low salaries, and in combination with the languages, it is not an easily achieved division.

4.1.5 Activities will be managed and implemented in one of four ways:

- By GWA Secretariat staff as part of their specified responsibilities
- By GWA members, sub-contracted by the Secretariat
- By consultants or partner organisations, sub-contracted by the Secretariat
- By regional focal points, once appointed, and in close coordination with the regional SC member and directly under the Secretariat.

4.1.6 The Secretariat is responsible for contractual agreements with members and/or partners. Contracts are prepared according to an agreed format and when the amount is high and risks serious, reviewed by GWA's legal adviser. GWA seeks to be fair and transparent in the selection of GWA

members for particular tasks as well as to extend opportunities to as wide a range of individuals and organisations as possible. GWA consultancy rates are compatible with similar global non-profit organisations (but on the lower end of the scale) and GWA aims to provide 70% of its contracts to organisations and individuals based in or from the south. In this point GWA is unique, but it must be understood that often it is a challenge to balance the trade-off between being inclusive and at the same time deliver high quality work.

4.1.7 GWA is legally required to hold a General Assembly of its members every three years to report on progress made, present its financial situation and make important decisions for the future of the network. The next occasion will be in Turkey in 2009. In the meantime members are kept informed and asked for their opinion and other feedback, whenever necessary, by list-serve and by PHP list.

4.1.8 GWA is committed to decentralising power and decision making to its members and will promote this through regional networking opportunities and support to national initiatives. If practical and supported by the members, GWA can engage regional organizations to support emerging gender mainstreaming processes, make an impact on the ground, and achieve practical collaboration with partners. For accountability a lot of management work will have to remain centralised in those cases where the funding comes from the central Secretariat.

## **4.2 Collaboration with other agencies**

4.2.1 The success and impact of GWA is entirely dependent on its relations with and influence on other agencies working in the field of IWRM. GWA already works in partnership with a number of key agencies including Cap-Net, Global Water Partnership, the Asian Development Bank (ADB), UNDP, UN-Habitat, WSSCC and the Comprehensive Assessment of Water Management in Agriculture (CA). These partnerships were strengthened in 2006, and sustained or renewed in 2007, and other strategic partnerships were formed in 2007. The focus in 2008 will also be to engage actively with national governments and GWA members in national policy making processes, as was already taking place in some countries in 2007. GWA works in collaboration with other organisations promoting attention to gender/women and water, particularly the UN Inter-Agency Gender and Water Task Force based at the Sustainable Development Division in New York, WEDO, WECF, and the Women's Coalition formed for mainstreaming gender into the 4<sup>th</sup> World Water Forum in Mexico in March 2006.

## **4.3 Time frame**

4.3 The time frame for this Strategy is five years. A Logical Framework is attached in Annex 1. The aim and structure of the programme is consistent throughout this period and is reflected in the Outputs, Purpose and Purpose level indicators. GWA will produce annual plans, budgets and milestones that will be discussed with members, approved by the Steering Committee and submitted annually to donors. The second part of Annex 1 specifies activities for 2008.

# **SECTION 5: Monitoring, Learning and Dissemination**

## **5.1 Monitoring and evaluation**

5.1.1 Quantitative, qualitative and time-bound indicators have already been developed for some aspects of the GWA programme and additional indicators will be developed for other aspects as activities and partnerships are finalised. GWA members, the main beneficiaries of this Strategy, are actively involved in determining indicators and in reviewing GWA's performance. Currently agreed indicators are included in the Logical Framework (see Annex 1). An external evaluation was carried out in 2006. To ensure and control quality of the work, a format was developed for the Secretariat to write monthly reports to the Steering Committee. A protocol for monitoring following the format requested by DGIS (Monitoring op Maat) has been developed in coordination with the donor. This has been filled in for 2006 with the contribution of some members. At the end of 2007 it will be finalised for this year. It includes a number of indicators, which appear to be easily reached, but also a few which we have been too optimistic about, and appear not to be realistic, nor feasible.

5.1.2 Because GWA's work happens all over the world, the results are not always visible to those in the Netherlands. The (external) accountant suggested a system for more clear accountability, with signatures of SC members and other core GWA members, on activity forms and identity forms. This procedure is now systematically followed.

## **5.2 Reporting system**

5.2.1 The GWA Secretariat produces the following reports:

- Annual Plans, budgets and milestones, discussed with the membership and approved by the Steering Committee
- Annual progress report and financial audit approved by the Steering Committee, submitted to all the members after the end of the calendar year, and available on the GWA website and translated in four languages (if funds permit)
- Monitoring op Maat, which is the monitoring format of DGIS, annually
- A liquidity form, to acquire a following trench of funding.
- Quarterly activity monitoring reports to the Steering Committee

5.2.2 Annual listserv discussions will be organised with the GWA membership to reflect on activities and progress and to assist in modifying plans in the light of experience. These will be timed to feed into the annual planning process. The General Assembly provided a further opportunity for discussion and feedback.

5.2.3 Provision has been made for an independent mid-term and final evaluation – a pattern which was established and proved beneficial in the first phase of the programme. The results will be shared with donors, members and key partners.

## **5.3 Dissemination**

5.3.1 Collation, analysis, reporting and dissemination of experiences and lessons learned is central to the GWA 2006-2010 Strategy. The GWA website was greatly improved in 2006 and continued to be updated in 2007. It will be further developed as a major source of information to GWA members and others on gender mainstreaming in IWRM. The website is now maintained in five languages. GWA has produced on-line training materials as well as training manuals, and these will be translated into additional languages. Publications will include case studies, fact sheets, Resource Guide, policy briefs, advocacy materials and training resources. Of various key publications hard copies are sparingly produced, because the costs for posting and carrying them in suitcases is forbidding.

## **SECTION 6: Risks**

6.1 GWA is an influencing organisation. Its impact is wholly dependent on the cooperation and commitment of key players in the water sector, both national governments and international agencies. This requires national and international agencies to seek to move beyond lip service to gender equity considerations, and to back up policy commitments with adequate allocation of staff and resources. GWA seeks to influence these processes but is not in a position of control. Frequent changes in contact persons in governmental and non-governmental organisations necessitate repetition of advocacy work.

6.2 GWA is strongly committed to building members' knowledge and skills, and broadening members' opportunities to take an active role in gender mainstreaming activities. GWA is fully aware of the need to ensure that efforts to expand participation do not undermine quality of work and reputation – and will strive to maintain an appropriate balance between maximising participation and making use of tried and tested expertise.

6.3 GWA is committed to decentralising the development of new initiatives and decision-making in awareness of the considerable differences across the world in gender and water-related priorities, opportunities and constraints. At the same time, GWA seeks to maximise the benefits of being a global network. GWA will strive to maintain an appropriate and effective balance between local and global initiatives, with each reinforcing the other. This gives rise to complex issues of governance. The GWA Secretariat and Steering Committee are committed to transparency and openness in their dealings, and systematic procedures for internal communication and accountability will support the Secretariat in undertaking their responsibilities effectively and efficiently.

6.4 All gender specialists are aware of the continuous problems in their work, the need to have the right wordings in texts and policies, but at the same time the awareness that these words do not guarantee a change on the ground. Although all professionals involved in gender and diversity work aim to make their own work superfluous, this is not likely to happen for a long time to come.

## **SECTION 7: Project budget**

### **GWA Strategy 2006-2010**

7.1 The total programme budget for core activities, staffing and some project activities for the five-year programme from 2006-2010 is € 8.201.200<sup>4</sup> (see Annex 2). Additional funding for project initiatives will be secured through partnerships and donor organisations. The full programme of activities has now been finalised for 2008 and the budget is € 2.330.600<sup>5</sup> and € 227.000 for extra staff, if sufficient funding has been secured. See Annex 2 and 3.

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<sup>4</sup> The total amount has gone up since the first budget because of extra work with UN-Habitat, UNDP, etc. and especially in 2008 for contributions to the regional plans.

<sup>5</sup> To the amount of 2008 a fair share of the balance of 2006 and 2007 will be added.

**ANNEX 1: GWA Strategy 2006-2010 Logframe**

	<b>Objectively Verifiable Indicators</b>	<b>Means of Verification</b>	<b>Assumptions and Risks</b>
<p><b>Goal</b> Effective gender mainstreaming achieved in the design and implementation of IWRM policies resulting in measurable positive impact on the lives of poor women and men</p>	<ul style="list-style-type: none"> <li>Evidence of better sharing of burdens and benefits amongst women, men, boys, girls, rich and poor in management of water resources</li> <li>Diverse needs and interests of women and men incorporated in the design, implementation and maintenance of water services and products</li> </ul>	<p>Published material on gender and IWRM, on water services, on water for agriculture, and on environment</p> <p>National and international statistics show positive trend</p>	<p>Complementary initiatives to mainstream gender in donor, government, NGO and other organisations' initiatives and structures developed and implemented</p>
<p><b>Purpose</b> Gender-related understanding and practice of water-sector professionals and decision makers at national and local levels in targeted regions and countries significantly strengthened</p>	<p><u>By end of programme (Y5):</u></p> <p>National level:</p> <ul style="list-style-type: none"> <li>Inclusion of gender issues in policy papers</li> <li>Inclusion of gender activities in budget</li> <li>Gender disaggregated data in reports</li> <li>Evidence of gender differentiated practice of water management</li> </ul> <p>GWA membership:</p> <ul style="list-style-type: none"> <li>Number of GWA members trained</li> <li>Number of members (increase)</li> <li>Depth of discussions regarding the various water sectors show more depth and understanding</li> </ul> <p>International level:</p> <ul style="list-style-type: none"> <li>GWA members in leadership or governance positions in key global water sector organisations</li> </ul>	<p>Published materials, national and international policy documents.</p> <p>Reports of national programmes and development data</p> <p>Reports of GWA training activities</p> <p>Reports of e-conferences</p> <p>Publications</p>	<p>Key national and international water sector organisations devote significant resources to developing, implementing and monitoring gender mainstreaming initiatives</p> <p>GWA is managed efficiently and effectively and acts in the interests of member organisations</p> <p>GWA maintains an appropriate balance between ensuring high standards in all aspects of its work and maximising the participation of members and other key stakeholders</p>
<p><b>Output 1</b> 1. Network of GWA members managed, strengthened and operating effectively</p> <p><b>Output 2</b> 2. Knowledge and information on gender mainstreaming policies, practice and experience collected, recorded and shared by GWA members and other key stakeholders</p> <p><b>Output 3</b></p>	<p><u>Milestones: end of Y1:</u></p> <p>1.1 Significant increase in use of website 1.2 Positive reports on website and listserv from members 1.3 Significant increase in active membership 1.4 Evidence of focused use of listserv</p> <p>2.1 Resource Guide on Gender in Water Resources Management available in 4 languages 2.2 6 topic-based gender</p>	<p><u>Milestones: end of Y2</u></p> <p>Website records Questionnaire to members General Assembly discussions</p> <p>Programme records Reports WebPages and CDs</p>	

<p>3. Capacity to mainstream gender in IWRM amongst targeted groups significantly increased</p> <p><b>Output 4</b> 4. Significant progress in the incorporation of gender issues in the development and implementation of national water-related policies in targeted countries</p> <p><b>Output 5</b> 5. International conferences and events</p>	<p>"fact sheets" 2.3 2 new case studies documented 2.4 2 new research projects</p> <p>3.1 New training materials for 2 target groups revised/developed 3.2 2 Regional TOT courses 3.3 4 national level gender and IWRM trainings 3.4 1 gender ambassadors training</p> <p>4.1 Manual and training materials for gender advocates/GWA members on gender and IWRM policy 4.2 Quantitative and qualitative indicators for targeted national initiatives developed by the end of Y2</p> <p>Participation in number of events, presented GWA paper; handed out advocacy material; made contacts</p>	<p>Programme records Reports Improved Manuals Number of trainings and trainees Evaluations of trainings</p> <p>Programme records Improved manuals</p> <p>Platform for debate established with 3 national governments/water ministries</p> <p>Programme records Reports by participants</p>	
<p><b>2007 Annual Plan</b></p> <p><b>Activities</b></p> <p><u>Output 1</u> <i>Membership management</i> 1.1 Maintain/improve membership database 1.2 Revise membership leaflet GWA 1.3 Members meeting 1.4 Organise 3 Regional meetings 1.5 Seed fund for regional members' activities 1.6 Website technical maintenance 1.7 Content management in 5 language areas 1.8 List-serv operation and management 1.9 Organise 2 SC meetings 1.10 Translation of documents</p> <p><u>Output 2</u> <i>Knowledge and information</i> 2.1 Resource Guide to be kept updated 2.2 Produce Resource Guides in Russian and Portuguese (UNDP) 2.3 Adapt existing material to produce 4 gender and water fact sheets 2.4 Document 2 case studies to cover gaps in existing information 2.5 Develop gender tool for and with BPD 2.6 Water and Agriculture tools 2.7 Seed fund for innovative research (targeted action res) 2.8 Partnerships development fund 2.9 Complete ongoing and Initiate new Pilot projects 2.10 E-conference gender, water, integrity</p>	<p><b>INPUTS</b></p> <p>Executive Director (full time%) Communications Assistant (50%) Finance and Administrative Asst (50%) Knowledge and Training coordinator (89%) Regional and National programme Officer (89%)</p> <p>See budget 2007</p>		

<p>and one E-conference gender, water, privatisation  2.11 Policy brief gender, water and integrity and a policy brief gender water and privatisation  2.12 Brochure gender and water for Secondary school children  2.13 Source bulletin 4 issues per year in three languages  2.14 Workshop Gender, water, integrity (corruption)</p> <p><u>Output 3</u>  <i>Training</i>  3.1 Review existing GWA training material and courses  3.2 Develop revised/additional material for 2 new training groups  3.3 Pilot training materials with SC  3.4 Organise 2 Regional TOTs  3.5 Organise 4 national gender and IWRM trainings  3.6 Organise Regional gender ambassadors training  3.7 Capacity Building Programme in Lake Victoria Watsan UN-Habitat</p> <p><u>Output 4</u>  <i>National policy-related initiatives</i>  4.1 Document rapid gender analysis tool (partnership with UN Habitat)  4.2 Organise IWRM national policy framework familiarisation for SC  4.3 Develop training materials for gender advocates in national policy  4.4 Initiate 3 national gender and IWRM influencing processes (partnership with GWP?)  4.5 Develop further partnership with UN-Habitat in 3 continents, for urban water and collaboration with other partners.</p> <p><u>Output 5</u>  <i>International conferences and events</i>  5.1 Chair and SC members' travel  5.2 ED travel  5.3 GWA Gender Ambassador's travel  5.4 Travelling exhibition (partnership with GEF-IW-Learn) in more continents  5.5 Develop new exhibition materials  5.6 5<sup>th</sup> World Water Forum preparations and other global events  5.7 Organise Initiatives and sessions at international events</p>			
<p><b>2008 Annual Plan</b></p>			
<p><b>Activities</b></p>	<p><b>Inputs</b></p>		
<p>Output 1  1.1 Maintain/improve membership database (mainly  1.2 Revise GWA membership leaflet (5 languages, 2 per year)by Finadmin Off)  1.3 Organise General Assembly meetings and members meeting  1.4 Organise 2 to 4 Regional members' meetings per year (in 2008: 3)in Stockholm  1.5 Seed fund for regional  1.6 Website technical maintenance and domain members' activities, focal points  1.7 Content management in 5 language areas (5 languages in 2007)  1.8 List-serv  1.9 Organise 2 SC meetings per year</p>	<p>Executive Director (full time)  1 Programme Officer (89%)  1 Programme Officer (89%) Latin America  1 Senior Programme Officer (67%) Arab Region  1 Financial and Administrative Officer (full time)  1 (Junior) Programme Officer for the Francophone regions (67%)</p>		

<p>operation (in staff 1.10 Translate various documents budget)</p>	<p>1 (Junior) Programme Officer for Anglophone regions and membership management (67%)</p>		
<p>Output 2 2.1 Update and maintain UNDP Resource Guide (English). And 2.2. Produce Resource Guides in French, Spanish and Arabic; 2007-8: Russian and Portuguese 2.3 Adapt existing material to produce 4 gender and water fact sheets per year (2008 8 fact sheets) 2.4 Document 2 case studies per year (10 in 2008) and reprint GWA material 2.5 Workshop to develop gender tool for and with BPD (2007) and other partners 2.6 Review existing gender, water and agriculture tools and knowledgebase with CA and BE (translation and CD production 2007) 2.7 Seed fund for innovative research in 7 regions 2.8 Partnerships development; 2.9 Pilot projects Guatemala, Chile and 6 others 2.10a One e-conference gender, water and corruption (and other subjects in following years) 2.10b One e-conference on gender, privatisation and financing of water supply and sanitation 2.11a Policy Brief gender, water and corruption 2.11.b. Policy Brief gender and privatisation (2007) 2.12 Brochure gender and water for secondary school children 2.13 Source Bulletin 4 issues per year 2.14 Workshop related to subject of e-conference and policy brief 2.15 Influence UNEP, CSD, UN documents 2.16 Inventories of G&amp;W in regions (2 regions in 2008) 2.17 Translations in regional plans 2.18 Spanish brochures (2) 2.19 Aqu@ward Cuba prize G&amp;W</p>	<p>1 (Junior) Programme Officer and translator Arabic (78%)  And more staff, still to be appointed if funding from DFID or a different donor gets approved  See budget 2008</p>		
<p>Output 3 3.1 Review existing GWA training material and courses (every two years) 3.2 Develop material for 2 new training groups (2 groups per 2 years) 3.3 Pilot training materials with SC 3.4 2 Regional TOTs per year; 9 for 2008 3.5 4 national gender and IWRM trainings (partnership with Capnet) per year (10 in 2008) 3.6 Regional gender ambassadors training annually (3 in 2008) 3.7 Capacity Building in Lake Victoria towns UN-Habitat 3.8 Wateraid Training programme 3.9 Training re educative material DomRep 3.10 SEAsia Inventory G&amp;W 3.11 Francophone list of scholarships 3.12 Workshop Gender and Good Governance for First Ladies and other power holders</p>			
<p>Output 4 4.1 Document rapid gender analysis tool (partnership with UN Habitat) and follow-up in African cities (in 2008 write new proposal WACII) 4.2 IWRM national policy framework familiarisation for SC 4.3 Development of training materials for gender advocates in national policy 3 countries</p>			

<p>4.4 Review 5 national water policies and initiate 3 national gender and IWRM influencing processes</p> <p>4.5 a. Workshop in Arab region for national policies;</p> <p>4.5 b. PAWD;</p> <p>4.5 c. Seedfunding for further partnership with UN-Habitat in three continents;</p> <p>4.5 d. other partners</p> <p>4.6. Gender Equity Gauge South Asia</p>			
<p>Output 5</p> <p>5.1 Chair and SC members' travel</p> <p>5.2 ED, POs travel (staff Secretariat)</p> <p>5.3 GWA Gender Ambassador's travel</p> <p>5.4 Travelling exhibition (partnership with IW-Learn)</p> <p>5.5 Development of new exhibition materials Africa and Asia and other regions</p> <p>5.6 4<sup>th</sup> World Water Forum – event expenses and 5WWF preparation</p> <p>5.7 Initiatives and sessions at international events;</p> <p>5.8 International Year of Sanitation, extra meetings and events in 2008</p>			

**ANNEX 2: Budget 2008 (in € s)**  
**See separate Excel file for detailed budget (annex 3)**

**Summary:**

Budget GWA 2006-2010 Per 31-12-2007 In €€	2006-7 Total budget	2006-7 Total spent	31/12 2007 balance	2008 Budget	2009 Budget	2010 Budget	Total
<b>Staffing</b>	408.000	293.000	115.000	368.500	395.600	414.700	1.586.800
<b>Office costs</b>	97.000	72.200	24.800	69.500	57.000	91.500	315.000
<b>Output 1:</b> Network of GWA members managed, strengthened and operating effectively, regional activities	568.500	314.700	253.800	469.100	530.200	453.300	2.021.100
<b>Output 2</b> Knowledge, information and tools on gender mainstreaming policies and practice collected, recorded and shared by GWA members and other key stakeholders	413.300	178.500	234.800	379.500	213.000	210.000	1.215.800
<b>Output 3:</b> Capacity to mainstream gender in IWRM amongst targeted groups significantly increased	399.000	110.500	288.500	733.500	480.000	460.000	2.073.500
<b>Output 4:</b> National policy-related initiatives	82.500	90.600	-8.100	208.500	133.500	125.000	549.500
<b>Output 5:</b> International conferences and events	175.000	79.200	95.800	102.000	114.500	108.000	439.500
Contingencies and unforeseen 5%							
<b>Total</b>	<b>2.143.300</b>	<b>1.138.700</b>	<b>1.004.600</b>	<b>2.330.600</b>	<b>1.923.800</b>	<b>1.862.500</b>	<b>8.201.200</b>
<b>Available funds of DGIS</b>	1300.000			650.000	650.000	650.000	3250.000
<b>Co financing required by condition (35%)</b>		398.000					
<b>Co financing secured</b>	524.600						524.600
<b>Co financing in negotiation</b>				300.000			300.000

<b>Extra budget for staff when funding for regional plans is secured</b>				
<b>Staffing</b>	<b>Budget 2008</b>	<b>Budget 2009</b>	<b>Budget 2010</b>	<b>Total 3 years</b>
Office manager	35.000	37.000	39.000	111.000
Lusophone P.O.	45.000	47.000	49.000	141.000
PO Angl WestAfr & Caribbean	45.000	47.000	49.000	141.000
SPO for UN-Habitat partnership	45.000	47.000	49.000	141.000
Training Officer	45.000	47.000	49.000	141.000
<b>Office costs for extra staff</b>	12.000	13.000	14.000	39.000
<b>Total</b>	<b>227.000</b>	<b>238.000</b>	<b>249.000</b>	<b>714.000</b>