Women and Water:
Charting pathways to equitable and sustainable development
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Strategic framework 2016-2020
Women for Water Partnership
October 2015
Manual

This strategic framework¹ ‘Women and water: Charting pathways to equitable and sustainable development” outlines WfWP’s direction for the period 2016-2020. The framework was adopted by the General Assembly in October 2015 in Sri Lanka.

This strategic framework reflects on the outcomes and recommendations of various internal and external documents such as the report Women, WASH and the water for life decade: an emerging framework for success post 2015, developed by UNU INWEH and WfWP (2015), the publication Women as agents of change in water: reflections on experiences from the field, developed by UN Women, UNW-DPAC and WfWP (2015)², and a SWOT analysis conducted by our partners (2014).

The majority of these outcomes were discussed at the WfWP 2014 General Assembly in East London, South Africa. The reflections and conclusions of this meeting have been incorporated into this framework.

The strategic framework covers five years, from 2016 – 2020. The document will be updated during this period if and when important developments in the sector occur impacting the strategic framework.

¹ This paper is a strategic framework rather than a strategy plan as it is a guide to our planning and proposals for funding. In the latter budgets and indicators will be defined.
² Both reports can be found on our website www.womenforwater.org
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1. Introduction

Present and future water challenges demand a holistic, cooperative and integrated approach, at all levels. These challenges include equitable and sustainable access to safe water and gender responsive sanitation, growing water scarcity, urbanisation, adaptation to climate change and population growth. Women traditionally have vast experience in the water sector and the crucial role they play in effective and efficient water management is increasingly acknowledged and supported by evidence. This is the experience of Women for Water Partnership (WfWP) since its foundation in 2004.

UN Member States adopted the post-2015 agenda and the Sustainable Development Goals (SDG’s) in September 2015. The post-2015 agenda determines their agendas and policies over the next 15 years. WfWP’s main focus is on SDG 5 and 6. SDG 5, Achieving gender equality and empowerment of all women and girls, enforces SDG 6, Ensuring availability and sustainable management of water and sanitation for all.

WfWP uses water as an entry point to women’s empowerment and to improve equitable access to water for all, for all uses. Involving both women and men in integrated water resources initiatives leads to better sustainability, governance and efficiency. Over the last decade, increasing attention to women’s involvement can be seen in statements and declarations at international level. Yet, implementation and active involvement of women is lagging behind.

The coming years offer specific opportunities in the field of water, women, gender and sustainable development:

- In 2016 the Commission on the Status of Women (CSW) celebrates its 60th session, dealing with “Women’s empowerment and the link to sustainable development” 3. The World water Day 2016 theme will be “water and jobs” 4 and the United Nations Conference on Housing and Sustainable Urban Development “Habitat III” will take place; 5
- 2017 will mark 25 years since the Dublin Principles were formulated. Principle 3 is at the heart of WWP; therefore, WfWP advocates for an International year of Water and Women in 2017;
- In 2018 the 8th World Water Forum will convene in Brazil, in which ‘Sharing Water’ will be the central theme.

This Strategic Framework outlines the vision, mission, strategy and expected outcomes of the activities

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3 See more at: http://www.unwomen.org/en/csw#sthash.kRyyfUvU.dpuf
4 WWD foreseen at the moment: 2017 (wastewater) and 2018 (water and ecosystem solutions)
5 http://unhabitat.org/habitat-iii/
6 http://www.un-documents.net/h2o-dub.htm
of WfWP as well as the implications for WfWP’s membership, partnerships, governance and operations. This framework guides WfWP’s annual planning and proposals for funding. Budget and indicators are defined in plans and proposals.

2. Reflections on ‘the Women for Water Partnership-decade’

2.1 Glancing back
The ‘Women for Water Partnership’ (WfWP) was envisioned in 2002 during the WWSD⁷ and established in 2004. The aim was to speed up the implementation of internationally agreed, water-related development goals and principles, such as the Dublin Principles.⁸ At the 12th Session of the UN Commission on Sustainable Development, WfWP was officially launched as a WSSD-type II partnership⁹ and simultaneously obtained TMF subsidy¹⁰ through the NVR¹¹ from the Dutch government. Due to the termination of the TMF subsidy phase in 2010 WfWP faced a period of acute austerity. WfWP survived an austerity period that lasted three years, due to its resilience, perseverance and in kind support from its members. During this time WfWP operated at a minimal level and only vital activities took place, i.e. existing member projects and key advocacy events. In December 2013, SDC¹² and WfWP reached an agreement and core funding was secured. Since mid-2014 WfWP has been re-establishing its operations.

Since 2004 the partnership has expanded from 9 founding members to 26 member organisations in 2015. Our members are active at the crossroad where sustainable development, water and gender meet. Members have constituencies in approximately 100 countries in Africa, Asia, Latin America and the Caribbean, the EECCA (Eastern Europe, Caucasus and Central Asia) region and the European Union. Members range from rural women’s organisations, academia, women water professionals and businesswomen to service organisations and special interest groups. Members are diverse in approach, scale and institutional capacity and operate from global to community levels.

2.2 A snapshot of achievements
WfWP has significantly contributed to improving access to water and sanitation and hygiene in the last decade, through the water projects implemented by its members. Despite limited funds, WfWP achieved impressive results. Projects have led to sustainable solutions for WaSH delivery, irrigation, water management, empowered women and communities and stimulated local economic development generating additional income streams for women and their communities.

Between 2005 - 2015 WfWP members were active in 100 countries worldwide, implemented at least 152 projects, served almost 2 million beneficiaries, from an investment just over $4.7 million

WfWP is the voice of women in the water sector and uses experiences at project level to influence national and international policies. WfWP has built a strong international network and has developed close working relations with relevant UN bodies, key state actors and

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¹⁷ WWSD is the World Summit on Sustainable Development in Johannesburg in 2002.
¹⁸ The Dublin Principles recognised the central role of women in the provision, management & safeguarding of water.
¹⁹ Type II partnerships were developed at the Johannesburg World Summit in 2002. Partnerships facilitate the inclusion of private and civil actors into the management of sustainable development.
²⁰ Thematische Medefinanciering i.e. Dutch subsidy scheme
²¹ NVR is the Dutch Women Association.
²² Swiss Agency for Development and Cooperation.
other important networks. WfWP has influenced the global agenda, has been involved in major policy processes and contributed to international, regional and national agreements.

WfWP contributed actively to:

- The Year of Sanitation (2008) and the Year of Water Cooperation (2013)
- The International Decade for Action 'Water for Life' 2005-2015
- The Post-2015 and SDGs process as an observer to the Open Working Groups
- The Protocol on Water and Health under the UNECE Convention on the Protection and Use of Transboundary Watercourses and International Lakes (ECE Water Convention)
- The EU Water Initiative, as one of the NGO representatives to the Coordinating Committee and in regional working groups
- The AMCW Policy and Strategy for Mainstreaming Gender
- The Gender Strategy of Global Water Partnership (GWP)
- The development of the European Water Stewardship Standard and Global Water Stewardship Standard of the Alliance for Water Stewardship (AWS)
- Four World Water Fora as one of the coordinating organisations
- Stockholm World Water Week, highlighting women’s issues
- The Commission on the Status of Women with numerous side events

**Examples lobby results**

Excerpt from the World Water Forum Ministerial Process Daegu- Gyeongbuk, Recommendations to the Ministers at the 7th World Water Forum April 2015 Gyeongju, Republic of Korea

36. Women are experts, leaders and agents of change in the water-sustainable development nexus, thus play important roles to achieve equitable access to water for all and all uses including sanitation. Therefore, it is effective to include women in all levels of decision making by setting quota of at least 40% women in water governing bodies and ensure their voices are actually heard; and by involving them in designing, implementing, evaluating programs and projects in the field of water and sustainable development. Allocation of sufficient means and budget, inter alia, for empowerment, capacity development including vocational training, career enhancement and institutional arrangements, to enable women to fulfil these roles is a condition for their effective involvement.

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13 See appendix B
One of many success stories is MAMA-86- Ukraine. WfWP contributed to further capacitating MAMA-86.

MAMA-86:
- Built a strong and wide network in Ukraine;
- Is a driving force in drafting and implementing the Protocol on Water & Health at national level;
- Initiated several laws, e.g. the National Environment and Health Action Plan (2001) and the Law on Drinking water (2002) via strong public participation;
- Raises public awareness, develops and leads participatory processes related to water and sustainable development;
- Builds capacity for WASH implementation, conducting pilot projects in local communities & training women leaders to move towards self-reliance;
- 40,000 people gained access to safe water and sanitation in urban and rural areas;
- 250,000 people participated in meetings;
- 4,000,000 people reached via media campaigns;
- Engaged women’s organisations in policy initiatives on water and health.

**Examples knowledge exchange and learning**

WfWP published two publications in 2015:
- *Women, WaSH and the water for life decade: an emerging framework for success post 2015*, developed by UNU INWEH and WfWP (2015);
- *Women as agents of change in water: reflections on experiences from the field*, developed by UN Women, UNW-DPAC and WfWP (2015).

WfWP established an audio visual knowledge platform, consisting of 39 inspiring portraits of women in leading positions in the water sector. These portraits reflect on the important role women play in the international agreed goals for water for all uses, sanitation included.
Examples results member projects

**NetWwater- Sri Lanka**
Programme on adaption to climate change for women organisations; modern & appropriate technology
Total costs: €.25,000; 2012- ongoing
- 300 rural women, 7 villages trained by “capacity building on climate smart agriculture” programmes;
- Enhanced knowledge on applying agricultural activities in a climate change & water scarcity context;
- Knowledge of user friendly, simple technologies for home gardening water fetching;
- Knowledge on crop’s selection, maintaining & nurturing crops & post-harvest management;
- Increased livelihood development and income generation.

**Katosi Women Development- Uganda**
Improved water governance through community collaboration
Total costs: € 26,500; 2011-2013
- New by-laws issued e.g. against loitering animals & open defecation;
- 150 Women Advocacy Club members gained access to & meaningful participation at council meetings;
- 900 community members participated in dialogues, i.e. improved collaboration community & local council;
- Improved transparency, accountability & access to information;
- 500 women gained skills in good governance, training and exchange visits.

**WISDOM- Moldova**
Programme Water messengers
Total costs: € 8,500; 2012.
- 100+ wells analysed on nitrate levels;
- Local council decided on well cleaning & village protection;
- 17 volunteers trained as water messengers taking water samples and identification well pollution;
- 300 copies of newsletters “Water protection” distributed tri-annually.

**TWG and Mweteni Women Group- Tanzania**
Mweteni water supply, sanitation and hygiene project.
Total costs: € 260,000; 2005- ongoing
- 8,000 beneficiaries, installation of 4 gravity-schemes and 5 Rain Water Harvesting units in 4 sub-villages;
- Formation & training of Water Committee, i.e. daily management, monitoring & water quality control;
- Improvement access to water, sanitation, personal hygiene and behaviour households, hospital & schools;
- Economic spin off i.e. micro financing schemes, formulation village community bank and small businesses;
- Spin off: District Executive Director and TWG use project as best practice for surrounding villages.

**CONSAM-ALTER-ECO- Colombia**
Total costs: 450,000 USD; 18 months
- Strengthening public policies focused on water and sanitation and hygiene in 30 locations Afro-Colombian of ten municipalities of Northern Cauca department;
- Supported by Unicef Colombia;
- 10,000 beneficiaries.
2.3 Lessons learnt

WFWP’s experiences in project implementation and lobbying at (sub-) national, regional and international levels have taught us important lessons. The main lessons are:

- Water security and women’s empowerment go hand-in-hand;
- A multi stakeholder approach is essential for project success. Women and girls, but also men and boys, (local) government, private sector and other groups need to be involved in all stages to find feasible solutions, that result in affordable, effective, sustainable and community owned results;
- Women need to be included from day one in all phases of project decision-making processes. From the initial idea to start a project, to choices about investments, design, planning, implementation, monitoring and evaluation;
- For sustainable results both ‘hardware’ and ‘software’ are necessary. Software includes ownership processes, capacity development, empowerment, vocational and other training. Hardware i.e. technology and infrastructure are only sustainable if combined with software;
- Women need to be heard. Meeting the required attendance of women at important meetings is not sufficient. Their involvement needs to be meaningful. Therefore cultural barriers need to be addressed and alternative behaviour learned (e.g. speaking and communication skills);
While the importance of inclusion of women is increasingly included in statements at international level, these need to be translated into implementation plans at national and community level;

**Funds** must be allocated to *(i)* facilitate the inclusion of different stakeholders, and *(ii)* combine both hard- and software. More process oriented funding streams are needed instead of short-term project funding. Time is needed to enable effective results.

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**Water cooperation should begin and end with women’s full inclusion at all levels. There needs to be a critical mass of women in positions of influence in water management at all levels, which requires targeted investments in women’s human capital.**

*Chair Summary High Level International Conference on Water Cooperation, Dushanbe, 2013*

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### 3. Global trends in a changing world

The main trends of importance to WfWP in the coming years include:

**Sustainable Development Goals (SDG’s):** The United Nations Member States adopted the post-2015 agenda in September 2015. The SDG’s have a worldwide scope, encompass both developed and developing countries and frame the agendas and political policies of Member States until 2030. WfWP contributes to several SDGs, e.g. poverty (goal 1), food (goal 2), health (goal 3) and education (goal 4), yet WfWP’s primary focus is on goal 5 (equality), goal 6 (water) and other water and equality related goals. The adoption of the SDGs show political will for action on women and water issues at the global level. Targets will be country specific based on their National Action Plans. Many efforts are needed to translate the targets into implementation plans at national and community level. The monitoring of progress will involve both quantitative and qualitative assessments of outcomes and processes. The World Water Assessment Programme (WWAP) of UNESCO has developed a set of gender-disaggregated indicators, since data is currently often masked by intra-household inequalities. Collecting data differentiated by gender is crucial for better understanding women’s role in water and sustainable development.

**Goal 5: Achieving gender equality and empowerment of all women and girls;**

**Goal 6: Ensuring availability and sustainable management of water and sanitation for all.**

**Water risks:** “Global water crises – from drought in the world’s most productive farmlands to the hundreds of millions of people without access to safe drinking water – are the biggest threat facing the planet over the next decade. This is the sobering finding of the World Economic Forum’s Global Risks 2015 report.” More than 700 million people lack access to improved drinking water sources and some 2.5 billion people lack improved sanitation facilities – and many of the facilities that do exist are inappropriate for women. There are also big disparities across regions, between urban and rural areas, and between the rich and the poor or marginalised. Women and girls are often more affected than men and boys by issues relating to water quantity, water quality and access to toilets. It has become

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14 UN Women: Progress of the world’s women 2015-2016, pp179
increasingly recognised that women should play an important role in water management. International non-governmental organisations (NGOs) working on water are changing their strategies and starting to combine water resource management and WASH\textsuperscript{18}. Yet, water is still seen as a ‘technical’ issue.

**Health issues and water.** Health is closely related to water. Unsafe drinking water, lack of sanitation facilities, and inadequate availability of water for hygiene contribute to the burden of diarrhea, which is the second leading cause of death in children under five years old (around 760,000 children every year).\textsuperscript{19} The responsibility of caring for sick family members falls primarily on women and girls. Households with a HIV/AIDS patient need five times more water. Women are also more susceptible to health risks from certain water and sanitation-related diseases because of their caring role. Menstruation, pregnancy and pregnancy-related conditions, as well as taboos and stigmas surrounding these, mean that safe water and adequate sanitation are particularly important for women.\textsuperscript{20}

**Food security.** The world produces sufficient food to feed the global population; however, there are 795 million\textsuperscript{21} people that go hungry and 98\% of them are in developing countries. Three-quarters of all hungry people live in rural areas and half of the world’s hungry people are from smallholder farming communities. Women are the world’s primary food producers, yet cultural traditions and social structures mean women are often far more affected by hunger and poverty than men. Less than 20\% of landholders are women\textsuperscript{22}. Having less control over land as men, women also have limited access to water, inputs, seeds, credits, and extension services. Gender differences in access to land and related access to water and credit affect the relative ability of female and male farmers and entrepreneurs to invest, operate to scale, and benefit from new economic opportunities.

**Climate change.** There is a critical need for action on climate change adaptation. Implementing the Sendai Framework\textsuperscript{23} and the SDGs set the agenda for mitigating and adapting to climate change. It is expected that the frequency of natural hazards will increase due to climate change.\textsuperscript{24} Water-related hazards account for 90\% of all natural hazards and pose both direct and indirect impacts on society, contributing to rising scarcity of natural resources among others. Women are disproportionately affected by climate change and a growing number of rural women already experience the effects of climate change on crop seasons.\textsuperscript{25}

**Women and equality.** There have been significant achievements for gender equality since Beijing Platform for Action (1995) and the MDGs: more and more girls are enrolling in school; women get elected, assume leadership positions, own and inherit property. Preventing and redressing violence against women and girls is on the public agenda. However, despite progress made, the rise of extremism, violent conflict, food insecurity, and the effects of climate change increase the vulnerability

\textsuperscript{18} E.g. the guidelines of Africa Bioversity Collaborative Group: http://www.nature.org.ourinitiatives/habitats/riverlakes/abcg-integration-guidelines.pdf

\textsuperscript{19} http://www.who.int/mediacentre/factsheets/fs330/en/

\textsuperscript{20} UN Women: Progress of the world’s women 2015-2016

\textsuperscript{21} FAO statistics 2015

\textsuperscript{22} http://www.unwomen.org/en/news/in-focus/commission-on-the-status-of-women-2012/facts-and-figures

\textsuperscript{23} http://www.preventionweb.net/files/43291_sendaiframeforkordren.pdf

\textsuperscript{24} Water for a Sustainable World, UN World Water Development Report 2015

\textsuperscript{25} UN Water: http://www.unwater.org/topics/water-related-hazards/en/
of women and contribute to gender inequalities. Currently, the prevention of violence within policies is mainly geared towards mitigating effects, however, if water and sanitation issues are resolved then an important cause of violence is prevented. Women’s economic empowerment is increasingly recognised for its potential in addressing persistent economic problems.26 ‘Gender’ is marginalised as a ‘women’s issue’ if only women advance the agenda; reaching gender equality will require the involvement of both men and women. Gender mainstreaming as the prevailing strategy has not led to an increase in women’s involvement, e.g. at decision-making level.

Non-state actors.27 Non-state actors include the private sector, NGOs and CBOs among others. In general, the involvement of the private sector is growing, while space for NGOs and CBOs is decreasing as some countries deliberately ignore or downsize their role. In countries where NGOs and CBOs are active, it is important to ensure that small grassroots organisations are heard as well.

Urbanisation. There is a need for increased awareness of and action on water and women issues in urbanising areas. Each week one million people migrate from rural to urban areas worldwide.28 By 2050 it is estimated that the world’s population will have grown by 2.3 billion, and seven out of ten people will be living in urban areas (predominantly in developing countries).29 Basic infrastructure is already lacking, or if present, is often unsuitable for women and managed by men. Mounting pressure on water resources is inevitable. Changing gender roles as a consequence of migration have important implications. Mainly men migrate to urban areas, leaving their wives and daughters responsible for livelihood and agricultural activities. For example, available machinery is often unsuitable (or seen as unsuitable) for use by women or they have not been trained in its use. Hence, new gender-sensitive approaches are required in the design and management of irrigation and technologies to enable women to effectively participate.

Information and communication technology (ICT). People across the world are increasingly making use of digital communications and sharing real-time information. Use of internet and mobile connections lags behind in rural areas due to a lack of market penetration, electricity and transmitters. There is also a gender gap in access to internet; of the world’s 2.8 billion internet users, 1.3 billion are women. The gap between male and female users is growing rapidly in the developing world, where expensive, ‘high status’ ICTs like computers are often reserved for men. Women are also on average 21% less likely to own a mobile phone – representing a mobile gender gap of 300 million. ICT is increasingly used as a tool to track availability and affordability of water at designated water points. It is also increasingly shaping working methods: digital reporting via computers and smartphones are becoming widely used and outcomes become easier to track via paperless reporting.30

Finance for development. Even though the importance of issues around women and girls is increasingly recognised, it is estimated that only 1% of Official Development Aid (ODA) directly reaches women’s organisations.31 At the Third International Conference on Financing for Development in Addis Ababa (July 2015), the UN Secretary-General emphasised that “increased investments in gender equality are vital if the world is to achieve sustained economic growth and development”.32 Yet, the view that

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26 UN Women: Progress of the world’s women 2015-2016
27 See appendix F for definitions
29 UNDESA 2012
31 In OECD countries, not even 0.5% goes to women’s organisations directly. http://www.oecd.org/dac/stats/documentupload/Aid%20in%20Support%20of%20Gender%20Equality%20and%20Women’s%20Empowerment%20-Donor%20Charts.pdf
women’s organisations are unable to handle credits and substantial funds prevails. Women are often expected to work for little remuneration or work for free. There is an increasing emphasis on issues such as accountability, integrity and corruption, but little awareness that the involvement of women and women groups has a proven beneficial impact in these areas.33 Micro-lending (as opposed to micro-financing) tends to create more problems than it solves. Budgets are often earmarked for technical issues only, neglecting vital ingredients for success, such as capacity development. Mechanisms and sources of finance for development have diversified over the last years,34 with new sources emerging, such as online giving, philanthropy and public-private partnerships (PPPs).

4. Strengths, weaknesses, opportunities and threats

This SWOT analysis is derived from WfWP members input (2014 & 2015) and partners (2014).

4.1 Strengths and weaknesses

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Strengths</th>
<th>Weaknesses</th>
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<tbody>
<tr>
<td>Positioning</td>
<td>WfWP is well positioned and partners with the major players in the water sector</td>
<td>Not enough time and funding to “always” be visible where necessary and be present at strategic meetings</td>
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<tr>
<td></td>
<td>WfWP is a unique partnership, bridging practice and policy on all levels, working in a niche</td>
<td></td>
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<tr>
<td>Activities</td>
<td>Strong programme of work in which project implementation, lobbying and advocacy and knowledge exchange are mutually re-enforcing</td>
<td>Not all members are aware of WfWP’s lobbying and advocacy messages, resulting in inconsistent messages</td>
</tr>
<tr>
<td></td>
<td>Strong and effective projects with an emphasis on capacity development</td>
<td>(Digital) knowledge exchange and learning is limited</td>
</tr>
<tr>
<td>Results</td>
<td>Women and organisations empowered through WfWP’s work are independent and influential actors</td>
<td>Some regions are less represented, such as Latin America and Asia</td>
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<tr>
<td></td>
<td>Impressive results achieved with limited funds; effective small grants scheme</td>
<td>Small grants scheme not operational due to lack of funding</td>
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<td></td>
<td>Vast expertise on equality issues, empowering women and facilitating women leadership</td>
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<tr>
<td></td>
<td>Excellent convening power and a vast reach of women all over the world</td>
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<tr>
<td></td>
<td>Research conducted in collaboration with UN bodies to provide an evidence base for experiences: lessons learnt</td>
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34 Watering the leaves, starving the roots-AWID report, Arutyunova and Clark 2013, pp15 & 23
<table>
<thead>
<tr>
<th>Operations</th>
<th>Strengths</th>
<th>Weaknesses</th>
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</thead>
<tbody>
<tr>
<td>Member composition</td>
<td>WfWP has a diverse group of member organisations</td>
<td>Fragmentation may become a risk</td>
</tr>
<tr>
<td>Governance</td>
<td>Inclusive decision-making, all involved and have opportunity to contribute on an equal footing, no “power” difference between North and South</td>
<td>Slow decision-making process; missing out on opportunities; limited input from members spontaneously, on requests for opinions and decisions</td>
</tr>
<tr>
<td>External communication</td>
<td>Steering Committee and Board members of Members Organisations well represented and well known</td>
<td>“Hubs” did not take off due to lack of funding and time</td>
</tr>
<tr>
<td>Monitoring</td>
<td>Good quality of project reporting</td>
<td>Lacking a consistent monitoring and evaluation system for WfWP as a whole on projects implemented by members, lobby and advocacy by members and Steering Committee</td>
</tr>
<tr>
<td>Funding</td>
<td></td>
<td>WfWP’s donor and funding base is too limited, no reserves</td>
</tr>
<tr>
<td>HR and staffing</td>
<td></td>
<td>Number of staff secretariat too limited in relation to ambitions WfWP</td>
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### 4.2 Opportunities and Threats

<table>
<thead>
<tr>
<th>Issue</th>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>Framework</td>
<td>SDG’s and political will for action on women and water issues at global level</td>
<td>Water still seen as technical issue and women’s organisations as lacking technical and financial expertise to handle bigger projects</td>
</tr>
<tr>
<td>Climate change</td>
<td>Adaptation strategies and funding will open new opportunities</td>
<td>Increasing impacts of climate change e.g. scarcity of natural resources</td>
</tr>
<tr>
<td>Women and equality</td>
<td>Women are in the spotlight and increasingly recognised as leaders</td>
<td>Rising extremism and violence affecting women</td>
</tr>
<tr>
<td>Non-state actors/Civil society</td>
<td>UN and EU increasingly provide space for interventions by non-state actors</td>
<td>Diminishing space for and neglect of NGOs and CBOs in a growing number of countries</td>
</tr>
<tr>
<td>Urbanisation</td>
<td>Changing role of women when men migrate</td>
<td>Women marginalised because of migration</td>
</tr>
<tr>
<td>ICT</td>
<td>ICT developments for better communication, access to knowledge and information, user friendly M&amp;E, paperless reporting</td>
<td>Gender gap in access to ICT widening in some countries. Less accessible for the elderly</td>
</tr>
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</table>
### Funding

<table>
<thead>
<tr>
<th>New and more non-ODA funding sources: philanthropy, regional level, banks, business, service and crowd funding</th>
<th>Decline in ODA funding, more competitors, women are not trusted with larger amounts of funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>High administrative complexity due to different systems and criteria used</td>
<td>Budgets mainly allocated towards “hardware”, limited funds for empowerment, capacity development, training etc.</td>
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#### 4.3 Conclusions

The main **strengths** of WfWP to maintain are:

- Diversity of the membership base;
- A strong global position, partnering with major players in the field;
- Effective strategy, i.e. strong projects, agenda setting, advocacy, project implementation and women’s empowerment;
- Capacity development of member organisations and creation of an enabling environment;
- Inclusive decision-making.

The main **weaknesses** that WfWP will address are:

- WfWP is at times not visible at relevant conferences and in the media due to lack of time and funds;
- Limited visibility and dissemination of results;
- External and internal communications need improvements;
- The decision-making process of the partnership is not functioning optimally;
- Fundraising, monitoring and evaluation activities need to be strengthened;
- Decentralised hubs did not take off due to lack of funding.

Several of these weaknesses were a direct consequence of the three-year austerity period. All weaknesses can and will be addressed in this new phase, funding permitted.

The main **opportunities** for WfWP to grasp are:

- Increasing recognition of WfWP’s cause on global and national agendas;
- The adoption of the SDGs, particular goals 5 and 6;
- A potential International Year for Water and Women;
- Addressing urbanisation by recruiting new members active in urbanising and sub-urban areas and establishing new partnerships on the ground;
- ICT developments as great opportunities for knowledge sharing, monitoring and communication;
- Opportunities to secure funding through new sources such as philanthropy;
- Decentralisation via hubs to support the involvement of smaller women organisations.

The main **threats** faced by WfWP are:

- WfWP’s network is mainly geared at rural areas – it is crucial that the membership base expands to urbanising areas;
- CBO and NGO participation is curtailed in several countries;
- Growing gender gap in access to ICT in developing countries, complicating women’s involvement;
- Declining ODA support resulting in fierce competition in a crowded funding market;
- Increased violence and extremism towards women and girls diminish the opportunity for them to take an active role in water management.
5. WfWP’s future development

When summarising all our lessons learnt, strengths, weaknesses, opportunities, threats and current trends we come to the following key issues that require addressing in this strategic framework.

<table>
<thead>
<tr>
<th>Theme</th>
<th>From</th>
<th>To</th>
<th>Chapter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Framework</td>
<td>MDG’s</td>
<td>SDG’s</td>
<td>6</td>
</tr>
<tr>
<td>Issue</td>
<td>Mainly WaSH</td>
<td>Water for all uses, sanitation included&lt;sup&gt;35&lt;/sup&gt;</td>
<td>6</td>
</tr>
<tr>
<td>Focus</td>
<td>Women and girls</td>
<td>Women and girls, involving men and boys</td>
<td>6</td>
</tr>
<tr>
<td>Approach</td>
<td>Participatory approach</td>
<td>Participatory approach inspired by a rights based approach</td>
<td>6</td>
</tr>
<tr>
<td>Stakeholders</td>
<td>Women organisations and civil society</td>
<td>All relevant stakeholders per activity</td>
<td>7</td>
</tr>
<tr>
<td>Focus area</td>
<td>Rural areas</td>
<td>Rural &amp; urbanising areas</td>
<td>7</td>
</tr>
<tr>
<td>Levels</td>
<td>Global, regional, national and community</td>
<td>Global, regional, national and community</td>
<td>7</td>
</tr>
<tr>
<td>Core activities</td>
<td>Projects executed by members</td>
<td>Projects executed by members</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>Lobby and advocacy</td>
<td>Lobby and advocacy</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Knowledge exchange &amp; learning</td>
<td>Knowledge exchange &amp; learning</td>
<td></td>
</tr>
<tr>
<td>Learning</td>
<td>At special occasions (working conferences, publications, GA)</td>
<td>Embedded knowledge exchange, online platform &amp; hubs, working conferences and training</td>
<td>7</td>
</tr>
<tr>
<td>Monitoring</td>
<td>Projects and cases</td>
<td>Coherent and systematic monitoring system all activities</td>
<td>7</td>
</tr>
<tr>
<td>Composition members</td>
<td>Diverse, women from all walks of life, women NGO’s and membership organisations</td>
<td>Diverse and more geographical balanced and include members working in urbanising areas</td>
<td>8.2</td>
</tr>
<tr>
<td>Partnerships</td>
<td>Mainly international organisations, UN or government related</td>
<td>Increasing attention private sector and other women’s organisations outside the water sector</td>
<td>8.3</td>
</tr>
<tr>
<td>Governance &amp; organisational structure</td>
<td>Membership association; global and centralised professional support</td>
<td>Membership association; global and decentralised professional support (hubs)</td>
<td>9.1</td>
</tr>
<tr>
<td>Funding sources</td>
<td>ODA&lt;sup&gt;36&lt;/sup&gt;, bilateral &amp; multilateral) and business</td>
<td>Previous and philanthropy regional level, banks, business</td>
<td>9.3</td>
</tr>
</tbody>
</table>

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<sup>35</sup> WaSH, food and agriculture, health, economy, energy and industry.

<sup>36</sup> Official Development Assistance
6. Vision, mission and positioning

WFWP’s vision, mission and positioning statement remain in essence the same, however formulations are sharpened and adapted according to current trends, lessons learnt and the SWOT analysis.

Vision
WFWP’s vision is a water secure world in which women are heard and empowered to exercise their full potential to achieve equitable and sustainable development.

Mission
WFWP’s mission is to position women as active leaders, experts, partners and agents of change to realise access to safe water for all - including gender responsive sanitation – for all uses; thus contributing to all SDG’s, especially goal 5 and 6.

Positioning statement
WFWP is a unique partnership of women’s organisations and networks, uniting women leadership. All member organisations are rooted in society and are active in the areas of water, sanitation, sustainable development and women’s participation. WfWP positions women as active leaders, partners, experts and agents of change in water. WfWP links day-to-day practice to policy at national and international levels and vice-versa. The organisation is experienced, has a solid track record, has built a large and influential network throughout the world, and will contribute to implementing the Sustainable Development Goals (SDGs) with a focus on women and universal access to water for all, for all uses.

Approach
Water is an entry point for empowering women, girls and their organisations. WfWP uses a participatory approach and is inspired by a rights based approach.

Key frameworks

- The Sustainable Development Goals (2015)
- Decade for Action for Sustainable Development (2015-2025)
- The Human Right to Water and Sanitation (2010)
- Johannesburg Plan of Implementation (2002)
- Women Major Group of UNCED Agenda 21 (1992)
- The Dublin Principles (1992)

37 Water for food, health, environment, economy, energy
38 WfWP’s main strategic approaches adhere to the focus and principles behind the SDGs: how can rights-holders and duty bearers work together effectively to achieve the common agreed goals. That is called a rights based approach. It is unique that the Human right to safe water and sanitation is explicitly mentioned in the transformative agenda for 2030. WfWP will work towards implementation of those rights. At the same time, WfWP does not pretend to be able to fulfill all elements of a “human rights based approach”; hence the reference to “inspired by”. See more at: http://www.unfpa.org/human-rights-based-approach#sthash.r9MPFfoO.dpuf
7. Strategies

WfWP will refine its core activities. The following features will be incorporated into WfWP’s strategy:

- WfWP will continue to work at grassroots, national, regional and global levels simultaneously.
- WfWP will expand the member-base in urbanising areas and Latin America and Asia.
- WfWP will include the relevant stakeholders in its activities.
- WfWP will continue to creating an enabling environment for women and their organisations.
- WfWP will decentralise coordination and support its members and communities through a “hub” structure, if finance and available capacity allows.
- WfWP will invest in developing user friendly M&E systems (quantitative and qualitative), aligned with SDG M&E system.

Our activities are connected and mutually enforcing: (project) experiences feed into lobby messages and are shared via knowledge exchange and learning activities. Knowledge exchange will lead to improved project implementation and supports developing of our lobby messages. Effective lobbying in turn leads to increased and better project implementation.

Project implementation

Member projects and programmes to contribute to equitable access to safe water and sustainable development are at the heart of WfWP. In our projects members focus on the inclusion of women from day one: from decisions about starting a water project/programme, to investments, allocation of means, design, planning, implementation, monitoring and evaluations of the programme. Special attention will be paid to inclusion of women in water governance. Capacity development both at institutional and individual level remains a crucial aspect in all our projects. Emphasis is placed on empowerment of women and their communities, coaching, and (vocational) training. Regional and national hubs will increasingly support these projects.

Lobby and Advocacy

Lobby and advocacy is an essential element of WfWP’s work to ensure that decision makers, science and technology take on board local realities. WfWP influences policy by providing members a podium to articulate their opinions in (inter)-national policy processes and main (inter)-national water events. WfWP collaborates with partners and like-minded organisations also outside the water sector to increase its effectiveness. Lobby messages are derived from real life experiences and lessons learnt.

Knowledge exchange and learning

This activity will receive increased attention as it has been least developed. WfWP will develop an ICT-based knowledge platform that facilitates members to share best practices, lessons learnt and expertise on different themes. In addition, regional workshops and peer-to-peer support will be revived. These tools will improve project implementation, stimulate “out of the box thinking”, feed into tangible lobby messages and further capacitate members. Regional and national hubs will support these initiatives.

Proven tools that WfWP will apply are:

- Seed money grants, stimulating and supporting women organisations to develop project ideas to increase the ‘bankability’\(^{39}\) and number of projects on the ground;
- Capacity development grants supporting the strengthening of organisations and staff (e.g. proposal writing and accountancy);
- Working conferences at regional level with relevant stakeholders to discuss cases. Final outcomes feed into clear lobby messages;

\(^{39}\) ‘Bankability’ means of sufficient quality to receive funding
- Seed fund for lobby and advocacy, giving women the opportunity to use their voice and enabling them to join critical meetings to influence policy.

8. Strategic Goals

8.1 Strategic Goals

WF WP has ambitious goals and will pursue the following strategic goals for 2016-2020:

1. Advocate the link between women, water and sustainable development in policies and implementation;
2. Position women as agents of change, leaders, professionals, experts and partners on equal footing with men in water and sustainable development programmes to achieve equitable access to water for all for all uses;
3. Advocate for women’s access to financial investments and instruments;
4. Use and promote gender disaggregated indicators in the water sector;
5. Establish regional or national hubs;
6. Develop a knowledge platform for learning.

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased political will, resulting in women inclusive water policies at international, regional, national and local levels.</td>
<td>Advocate and explain that SDG 5 strengthens SDG 6 at:</td>
</tr>
<tr>
<td></td>
<td>- International level by influencing declarations via preparations, (co-) hosting sessions and participation at conferences, e.g. CSW60, Dublin+25, 8th WWF</td>
</tr>
<tr>
<td></td>
<td>- Regional level e.g. UNECE, AMCOW</td>
</tr>
<tr>
<td></td>
<td>- National level via influencing National Action Plans on SDG 6 and 5, in cooperation, member organisations and partners (e.g. GWP)</td>
</tr>
<tr>
<td></td>
<td>- Sub national level via member organisations/hubs</td>
</tr>
<tr>
<td></td>
<td>- Capacity development for members in the field of lobby and advocacy</td>
</tr>
<tr>
<td></td>
<td>- Influencing via (social) media</td>
</tr>
</tbody>
</table>

2. Position women as agents of change, leaders, professionals, experts and partners on equal footing with men in water and sustainable development programmes to achieve equitable access to water for all for all uses

A contribution shall be made improving equitable access to water for all, for all uses (sanitation included) i.e. implementing the human right to water and sanitation, via a multi stakeholder
approach. Women are included on equal footing with men throughout all stages of projects: from initial project decision, to allocation of funds, design, planning, implementation, monitoring and evaluation. WfWP supports women’s organisations and their work on women, water and sanitation-related issues, by building both institutional and individual capacity. WfWP fosters cooperation between national and local governments, service organisations, the private sector, CBOs, NGOs, and local communities. Links are strengthened between grassroots organisations, companies, donors and international organisations. Results are achieved both at international policy level and in countries in which WfWP members are active.

<table>
<thead>
<tr>
<th><strong>Expected Outcomes</strong></th>
<th><strong>Activities</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved access to water for all for all uses resulting in increased hygiene, sanitation, economic activities, food security, climate change resilience, access to land, credit and ownership of and control over productive resources.</td>
<td>Implementing water related projects by member organisations using an integrated multi stakeholder approach and women in influential roles.</td>
</tr>
<tr>
<td>Women are included on equal footing with men throughout all stages of projects, in a multi-stakeholder approach.</td>
<td>Capacity development for members, empowerment strategies, (vocational) training.</td>
</tr>
<tr>
<td>Strengthened and empowered member organisations and women’s groups, resulting in increased capacity to influence (sub) national governments, private sector and international institutions; increased recognition of women as agents of change, etc.</td>
<td>Cooperation with influential public and private sector champions to demonstrate women as leaders, experts, professionals and partners in water, which stimulates support among peers.</td>
</tr>
</tbody>
</table>
3. Advocate for women’s access to financial investments and instruments

Mobilising financial flows that invest in women, women organisations and their networks active in water and sustainability. This includes integration of budgets for both women, diversity in governance and capacity development, training, monitoring, learning in all water initiatives at all levels (i.e. software). In addition, the establishment of a centralised funding mechanism, i.e. a women’s fund that invests in the social capital of women.

<table>
<thead>
<tr>
<th>Expected outcomes</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased understanding by traditional and non-traditional funders of the importance of investing in women organisations, resulting in increased investments in women organisations active in water and sustainable development, in projects where women are included and play important roles, and where there are sufficient means for ‘software’.</td>
<td>Promote investing in women organisations at:</td>
</tr>
<tr>
<td>More women organisations benefit from increased revenues resulting in improved access to water for all for all uses.</td>
<td>- International level by influencing declarations via preparations, (co-) hosting sessions and participation at conferences, e.g. CSW60, Dublin+25, 8th WWF;</td>
</tr>
<tr>
<td></td>
<td>- Regional level e.g. AMCOW, ADB;</td>
</tr>
<tr>
<td></td>
<td>- National level via influencing National Action Plans on SDG 6 in cooperation with member organisations;</td>
</tr>
<tr>
<td></td>
<td>- Sub-national level via member organisations/hubs;</td>
</tr>
<tr>
<td></td>
<td>Promote the allocation of funds for software, i.e. capacity building, operation and maintenance, monitoring and evaluation at all levels.</td>
</tr>
<tr>
<td>Centralised funding mechanism established with sufficient budget.</td>
<td>WfWP took initial steps to engage different stakeholders. There is much interest and recognition of the need, yet most stakeholders only want to participate once finance is secured. WfWP continues to look for partners who can take over the initiative.</td>
</tr>
<tr>
<td>Increased investments in women organisations; increased participation of women at conferences; more funds available for training, evidence-based learning and research for advocacy purposes.</td>
<td></td>
</tr>
</tbody>
</table>
### 4. Use and promote gender disaggregated indicators in the water sector

A global monitoring system is in development to monitor gender-disaggregated data. For WfWP a simple monitoring system will be developed to track the progress of the network as a whole.

<table>
<thead>
<tr>
<th>Expected outcomes</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>External: WWAP gender disaggregated priority set with qualitative and quantitative targets and indicators designed, internationally accepted and applied.</td>
<td>WfWP is an influential stakeholder in the design, process and rolling out of the system, i.e. participates in working groups/pilot testing and advocates for its acceptance and implementation.</td>
</tr>
<tr>
<td>Internal: Simple lobby and project monitoring system in place.</td>
<td>WfWP develops and implements simple digital gender disaggregated monitoring system, derived from WWAP/SDG’s and adapted to members interests.</td>
</tr>
</tbody>
</table>

### 5. Establish regional or national ‘hubs’

‘Hubs’ are developed in cooperation with members in the region or country. ‘Hubs’ will make it possible for WfWP to: broaden its membership by involving smaller local women’s organisations; improve communication, share knowledge and develop capacity and in time decentralise the small grants programme.

<table>
<thead>
<tr>
<th>Expected outcomes</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional and national hubs in operation.</td>
<td>Develop regional hubs or national hubs pending sufficient financial means to start and to stay.</td>
</tr>
</tbody>
</table>

### 6. Develop a knowledge platform for learning

A knowledge platform will be developed for learning among members. Tangible and practical knowledge will be shared via various expert based groups as proposed by WfWP’s members. Knowledge of member organisations will be enhanced.

<table>
<thead>
<tr>
<th>Expected outcomes</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal knowledge platform in place; Increased learning and cooperation between member organisations, capacitated members.</td>
<td>Link with experienced knowledge to develop a platform. Engage facilitator to stimulate exchange among members.</td>
</tr>
</tbody>
</table>

### 8.2 Implications Member Organisations

Member organisations are at the heart of WfWP, yet who are they? In 2015, WfWP counted 26 member organisations with a presence in approximately 100 countries, predominantly in least developed countries and economies in transition.

The member organisations are diverse, have wide-ranging aims and themes. The following figures indicate (i) the global spread of our members (i.e. some members in Western Europe have projects on multiple continents), (ii) type of organisation (main characteristics are dispersed, members can have multiple characteristics) and (iii) main area of interest.
In terms of legal entities: some of our members are registered as non-governmental organisations, others as a not for profit company (e.g. Ltd without shares).
There is also a diversity in their level of involvement and contribution to the network. In 2016 a membership fee will be introduced either in kind or in cash.

Given the uneven geographical spread of members it has been decided to expand in Asia, Latin America, look for members with a regional outreach (i.e. considering 8th WWF in Brazil) as well as members with experience in urbanising or sub-urban areas.

WfWP will adapt its membership criteria (see appendix A) according to the above.

8.3 Implications Partner organisations and alliances
WfWP will continue to work together with partners to implement its mission. This collaborative approach improves efficiency and maximises the impact of our work. To this end we aim to broaden our partnerships to include relevant International Government Organisations and CBO’s/NGO’s both inside and outside the ‘water box’. WfWP will promote the inclusion of many qualified women appointed or elected in relevant governance structures and international policy working groups.

WfWP has various types of partners to achieve our and their objectives. The complete list of partners can be found in Appendix B. The figures below show the distribution of our partners by (i) type of organisation, (ii) main interest and (iii) type of partnership.
9. Implications on WfWP’s operations

The adapted strategy has implications for the operation of WfWP. Paragraph 9.1 discusses WfWP’s governance. Paragraph 9.2 summarises our advocacy messages, 9.3 is a summary of our communication strategy, an extensive version is presented in Appendix D. Finally, our funding strategy is described in paragraph 9.4 and Appendix E provides a more details.

9.1 Governance and organisation

WfWP has three important governing and executive bodies, the General Assembly, the Steering Committee and the Secretariat. According to the constitution:

The General Assembly (GA) is the highest governing body in the partnership consisting of one delegate per member. This governing body appoints, suspends and discharges the members of the Steering Committee; approves the annual reports and the budget of the partnership; changes the constitution of the partnership; draws up and changes the bye-laws and other rules and regulations; dissolves the partnership; decides in all policy and strategic matters of the partnership including the annual work plan of the partnership; approves the admission of new members and is the body of appeal for members, concerning decisions of the Steering Committee.

The Steering Committee (SC) is tasked with managing the partnership and is accountable to the GA. The members of the Steering committee execute the decisions of the GA and implement the general policy of the partnership in accordance with the decisions of the GA. They prepare the strategy and the policy of the partnership, supervise the activities of the Secretariat and execute the decisions of the GA in accordance with the objectives of the partnership.

The partnership is supported by the Secretariat with professional employees. The Secretariat is in charge of the actual execution and coordination of the activities of the partnership. The Steering committee leads the secretariat. The Steering committee appoints and dismisses the employees of the secretariat. By proposal of the Steering Committee the GA decides where the seat of the secretariat will be.

WfWP intends to establish regional and or national ‘hubs’. A hub is a coordination mechanism at national or regional level creating the conditions for women leadership in water through women’s organisations. Hubs can articulate their common agenda and promote collective action. The aim of these hubs is to create a strong platform and network of women’s organisations in the region to work on common goals. Hubs will coordinate their women organisation’s activities, enhance their capacities, liaise with other major groups and donors, exchange knowledge and learning, and coordinate monitoring.

The governance of WfWP will be examined in relation to future demands and trends. For example, since WfWP has to increasingly devote efforts to raising funds in order to achieve its mission, agility and decisiveness are qualities that are becoming more important. WfWP needs to improve its decision-making process, while maintaining the involvement of members in important strategic decisions. There is a need for more focus on horizontal exchange between members.
9.2 Lobby and Advocacy strategy

The main characteristics of our advocacy strategy are described in chapter 7.

The strategic goals in chapter 8.1 call for clear messages to be send by WfWP and its members as our main concerns and solutions for the political and policy agenda.

The General Assembly of the United Nations accepted the SDGs and Post 2015 on the 27th of September 2015. It means that there is a new phase that combines aims of poverty reduction and sustainable development. The agenda of WfWP will focus on the implementation of the SDGs, more specifically on SDG 5 strengthening SDG 6 and vice versa. In March 2016 formal decisions will be taken on indicators and monitoring the SDGs. In Appendix C you can read more about the discussion on the governance of SDG 6 or the international architecture of water as well as developments in the EU.

WfWP is currently perceived as the “voice of women in water” by many international organisations such as UN and EU. WfWP is frequently asked to be a speaker, panellist, co-convener, advisor on policy documents etc. Main organisations to remain in close contact with are: UN Water, World Water Council, EU, EUWI, UNECE (water convention secretariat, treaties Water & Health protocol), AMCW (Africa Water Week and Africasan), High Level Political Forum on Sustainable Development, Stockholm Water Week, and World Water Forum. Each year the list of events and partners will be determined in the work plan of WfWP.

WfWP takes coordinating action to coordinate, brief and involve official representatives from our members’ organisations to UN and other international bodies- and thus make sure water and women are linked and on their agenda. To that end WfWP will map members who are involved or official representatives to some of these bodies. Furthermore WfWP will pursue accreditation of ECOSOC, UNEP and other bodies.

The main messages are:

- Water for women and women for water go together for empowerment and equality of women and sustainable water provision: Advocate the link between women, water and sustainable development in policies and implementation (SDG 5, 6 and Human Right to Water);
- Women are actors to support: give them a vote! ;
- Position women as agents of change, leaders, professionals, experts and partners on equal footing with men in water and sustainable development programmes to achieve equitable access to water for all for all uses;
- Advocate for women’s as well as women organisations’ access to financial investments and instruments;
- Advocate for inclusion of women on equal footing with men throughout all stages of projects, in a multi-stakeholder approach;
- Promote the allocation of funds for software, i.e. capacity building, (vocational) training operation and maintenance, monitoring and evaluation at all levels for women and their organisations;
- Water needs gender disaggregated data for monitoring both qualitatively and quantitatively;
- Water needs an intergovernmental process connected to HLPF and ECOSOC;
- Water needs a capacity development, awareness raising and communication mechanism: therefore we support the next decade for Water and Sustainable Development.
9.3 Communication strategy

The main features of the communication strategy are summarised in this paragraph, some more details are mentioned in Appendix D.

Due to fast developments in ICT, communication is changing rapidly; not only in terms of means, also in terms of contents. Nowadays, print media are hardly in use, while digital media such as websites and social media are expanding every day. Currently, the website is the business card of an organisation. Social media is used to pursue objectives, communicate with different type of audiences and raise awareness for a cause. Social media can be very useful because it helps to establish relationships and dialogue with like-minded organisations and individuals and it allows individuals to engage with a cause. It also enables instant and free communication between members. Based on the analysis of the current online presence, it can be concluded that WfWP has a very low social media presence.

The communication methods and tools of WfWP both for internal and external use, require improvements in order to optimally use the opportunities of new media, to increase its visibility externally, deliver clear messages about our vision, mission and activities to create a clear image and improve internal communication.

WfWP has the potential to have a global reach, being a large worldwide network. If funds and capacities allow, WfWP will use an effective mix of communication tools and messages to achieve its intended objectives and to reach various audiences: member organisations, partners, funders, like-minded organisations, governments and intergovernmental organisations. In order to maintain an accurate overview of our network and to develop stronger and long-lasting relationships with our distinctive audiences, WfWP will develop a Contact Relationship Management System (CRM) to be used in conjunction with all other methods of online communication and social media. Staff and members will be trained and instructed to make use of the tools.

It is of great importance that the website will be improved. Currently, the information on the website is not interesting or appealing for outsiders. Overall “less is more” is something that WfWP needs to keep in mind when it comes to communicating contents.

Positioning

WfWP has developed a positioning statement (see chapter 6) to enhance our distinctiveness in the (funding) market. The positioning statement will be used in every written external communication.
Target audience, objectives, means
WFWP will target and tailor its communications to specific audiences and make it easy for them to find the information they are seeking, thus establishing WfWP as a valuable information source. In the following overview audience groups are listed along with communication objectives and channels.

<table>
<thead>
<tr>
<th>Target audience</th>
<th>Objectives</th>
<th>Communication channels</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>External</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| **Partners**    | - To systematically keep partners up to date with developments and results  
|                  | - To attract and gain the interest of potential partners by communicating an attractive and accurate image of WfWP  
|                  | - To increase brand awareness: make sure partners see us as an organisation and in person  
|                  | - Show our strength and diversity | - Advanced search engine for the website  
|                  | | - Guidelines for consistent messages  
|                  | | - Quarterly e-newsletter (external)  
|                  | | - Website: ‘less is more’, feature women’s perspectives and stories  
|                  | | - Events: excellent opportunities to engage with partners, to find new partners and to promote WfWP.  
|                  | | - Promotion material to gain brand awareness. | Partner characteristic: interested in women, gender, participation, water, sanitation, empowerment |
| **Funders**     | - To communicate results to existing funders regularly  
|                  | - To communicate the track record of WfWP  
|                  | - To communicate funding needs  
|                  | - To attract and secure funders by communicating a compelling story and image  
|                  | - To increase brand awareness  
|                  | - To publish a general theory of change | - Website with clear info what WfWP is, does and stands for, the results and outcomes of the projects/activities, showing transparency  
|                  | | - Face-to-face communication at events to build trust with current and potential funders.  
|                  | | - Promotion materials | Funder characteristic: prioritising women, gender, water |
| **Like-minded organisations** | - To communicate one clear image of WfWP with consistent messages  
|                  | - To increase brand awareness  
|                  | - To raise awareness of the important role of women in sanitation and water  
|                  | - To advance knowledge, joint advocacy and partnership opportunities | - Website  
|                  | | - Promotion material  
|                  | | - Joint statements; support statements of others  
|                  | | - Events for networking and increasing brand awareness.  
|                  | | - Social media for connecting, free publicity, brand awareness | |
| **Governments and intergovernmental institutions** | - To develop a clear advocacy strategy and messages  
|                  | - To clearly determine where, how and when to lobby and advocate | - Website  
|                  | | - Promotion material  
|                  | | - Joint statements; support statements of others  
|                  | | - Events for networking and increasing brand awareness.  
|                  | | - Social media for connecting, free publicity, brand awareness | Lobby & Advocacy |
- To raise awareness of WfWP’s success stories and capacities
- To position WfWP as a valuable resource for gender and water issues

### Internal

| Members                  | - To keep member organisations enthusiastic and engaged
|                         | - To keep members updated
|                         | - To improve communication between members so that they can share information
|                         | - To encourage peer-to-peer learning
|                         | - To advance individual and organisational communication capacity within partnership
|                         | - Intranet to securely collaborate, share information or integrate operations.
|                         | - Quarterly e-Newsletter (internal)
|                         | - Regional working conferences
|                         | - Creating a knowledge platform
|                         | - Regular communicating main messages

### 9.4 Funding strategy

Sustainable funding is based on the idea that organisations are most at risk if too much of their funding relies on a single resource; this could be from a single income stream or from a single funder. Diversification of sources of income is an essential element of a funding strategy. Ensuring a mixed income stream not only spreads risks, but also helps organisations to safeguard their financial future without sacrificing independence or mission. Becoming more sustainable often means making changes in a number of aspects of an organisation. You can find more information about the funding strategy in Appendix E.

**Trends in funding**

During times of austerity and financial crisis, funding international development has become a challenging business. Official Development Assistance (ODA) is stagnating and other actors are coming up. There is growing competition amongst applicants, donor landscape is shifting, public-private partnerships are “in” and requirements are growing. Donors tend to fund short term projects on infrastructure, social services and humanitarian aid, with measurable quantifiable results (earmarked funding). It implies that advocacy and capacity building tend to get less funding. Moreover, donors are more interested in projects in Africa then in the EECCA region. Another constraint for WfWP is that voluntary membership based organisations are not very well understood by donors and they have to comply with the same criteria as professional NGOs. More trends are described in Appendix E.

### Track record funding

![Chart showing trends in funding from 2012 to 2014]

**Sources:** Guardian March 2014; German Development Institute Briefing Paper 10/2013; Funding Central.org
At the end of 2013, WfWP received core funding of Swiss Development Cooperation (SDC) for a period of three years, after a period of acute austerity since the subsidy of the Netherlands Government ended in 2010. The amount for global projects is variable as are projects of member organisations. However, experience learned that it is easier for WfWP to acquire funding for projects of member organisations compared to funding for global activities and core funding. Core funding is for most organisations a huge challenge nowadays.

WfWP’s funding has the following characteristics:

- The main focus is on funding members projects and WfWP as a whole (core subsidy and global programme);
- WfWP relies on ODA funding of governments (e.g. SDC) and non-state actors (SIE, A4A, MSN, Coca Cola Foundation);
- Most funding for advocacy activities is ad-hoc: attending meeting, organising events, transport and accommodation.

Criteria and principles for fundraising

WfWP raises funds to finance its strategic aims and to enable members’ organisations to implement projects and strengthen their capacities. WfWP uses the following criteria and principles:

- Adherence to the requirements of Partin and CBF (NL), we have an ANBI status so gifts are deductible;
- Cooperation with business and national governments fitting the mission of WfWP;
- Members of CEO Water Mandate and Global Compact and companies with a gender policy and/or subscribing to women empowerment principles have a preference;
- No fundraising for individuals, unless representing WfWP in events.

What activities need funding?

1. Projects of members to contribute to the achievement of the SDGs (with a focus on water related SDGs, especially SDG 6 and SDG 5);
2. Lobby and Advocacy activities at different levels and with different means (attending meetings and conferences, joining campaigns etc.);
3. Knowledge exchange and learning: e.g. to establish knowledge platforms on intranet around a certain theme or in a certain region with a facilitator; capacity development around a GA;
4. Monitoring and evaluation;
5. External and internal communication to increase visibility (externally) and improve “bonding” and more efficient decision making internally;
6. Governance and management of the organisation: e.g. SC and GA meetings, staff, hubs;
7. To create a reasonable reserve to be able to cope with uncertainty in the funding base.

It could be worthwhile to think about different compositions of activities to make the search for funding more efficient and the funding more substantial. For examples see Appendix E.

Where will funds come from?

There are a wide range of funding options and finance opportunities; the challenge is to select the right ones at the right time. They are listed in Appendix E (not exhaustive). For WfWP multiple resource mobilisation strategies are needed to diversify income streams and become a more sustainable organisation. The grant market will remain the most important source of potential income for WfWP. There are many organisations providing grants. Diversity in grant givers is a must for a sustainable funding base. Next to these strategies, the options of legacies and “online giving” should be investigated. Last but not least: continue with “in kind” contributions.

Who will be the funders?

There are many different actors that are providing grants or donations (see appendix E). It is essential to make an inventory of relevant actors involved in “Women” and “Water”. One way would be to
optimally use the potential of the members of the steering committee, member organisations, partners and networks of WfWP in drafting a list of potential funding organisations and mechanism. Strong interpersonal relationships of trust are very important in the art of fund-raising. Therefore using existing relationships will increase the chance of securing funds. That does not mean that development of new relationships is not important to open up new opportunities for partnerships, financial resources or increasing the impact of WfWP.
List of Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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</thead>
<tbody>
<tr>
<td>AMCOw</td>
<td>African Ministers’ Council on Water</td>
</tr>
<tr>
<td>CBO</td>
<td>Community Based Organisation</td>
</tr>
<tr>
<td>CEDAW</td>
<td>Convention on the Elimination of all Forms of Discrimination against Women</td>
</tr>
<tr>
<td>CSR</td>
<td>Corporate Social Responsibility</td>
</tr>
<tr>
<td>CSW</td>
<td>Commission on the Status of Women</td>
</tr>
<tr>
<td>CMS</td>
<td>Content Management System</td>
</tr>
<tr>
<td>CRM</td>
<td>Contact Relationship Management System</td>
</tr>
<tr>
<td>ECOSOC</td>
<td>Economic and Social Council</td>
</tr>
<tr>
<td>EECCA</td>
<td>Eastern Europe, Caucasus, Central Asia</td>
</tr>
<tr>
<td>EU</td>
<td>European Union</td>
</tr>
<tr>
<td>EUWI</td>
<td>European Union Water Initiative</td>
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<tr>
<td>EWP</td>
<td>European Water Partnership</td>
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<tr>
<td>FAO</td>
<td>Food and Agriculture Organisation of the United Nations</td>
</tr>
<tr>
<td>GA</td>
<td>General Assembly WfWP</td>
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<tr>
<td>GWC</td>
<td>Global Water Challenge</td>
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<tr>
<td>GWD</td>
<td>Gender Water Development Conference</td>
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<tr>
<td>GWP</td>
<td>Global Water Partnership</td>
</tr>
<tr>
<td>GWPI</td>
<td>Global Water Programme Initiative of the Swiss Development and Cooperation</td>
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<tr>
<td>HRBA</td>
<td>Human Rights Based Approach</td>
</tr>
<tr>
<td>IATI</td>
<td>International Aid Transparency Initiative</td>
</tr>
<tr>
<td>ICT</td>
<td>Information and Communication Technology</td>
</tr>
<tr>
<td>IWA</td>
<td>International Water Association</td>
</tr>
<tr>
<td>IWRM</td>
<td>Integrated Water Resources Management</td>
</tr>
<tr>
<td>MBO</td>
<td>Member-based organisations</td>
</tr>
<tr>
<td>MDG</td>
<td>Millennium Development Goals</td>
</tr>
<tr>
<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
</tr>
<tr>
<td>MO</td>
<td>Member Organisations WfWP</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-Governmental Organisation</td>
</tr>
<tr>
<td>ODA</td>
<td>Official Development Assistance</td>
</tr>
<tr>
<td>PPP</td>
<td>Public Private Partnerships</td>
</tr>
<tr>
<td>RWH</td>
<td>Rain Water Harvesting</td>
</tr>
<tr>
<td>SC</td>
<td>Steering Committee WfWP</td>
</tr>
<tr>
<td>SDC</td>
<td>Swiss Agency for Development and Cooperation</td>
</tr>
<tr>
<td>SDG</td>
<td>Sustainable Development Goals</td>
</tr>
<tr>
<td>TMF</td>
<td>Thematische Medefinanciering, Dutch subsidy scheme</td>
</tr>
<tr>
<td>UNDESA</td>
<td>United Nations Department of Economic and Social Affairs</td>
</tr>
<tr>
<td>UNESCO-IHE</td>
<td>UNESCO International Hydrologic Engineering (Institute for Water Education)</td>
</tr>
<tr>
<td>UNEP</td>
<td>United Nations Environment Programme</td>
</tr>
<tr>
<td>UNU-INWEH</td>
<td>UN University Institute for Water, Environment and Health</td>
</tr>
<tr>
<td>UNW-DPAC</td>
<td>UN-Water Decade Programme on Advocacy and Communication</td>
</tr>
<tr>
<td>WASH</td>
<td>Water, Sanitation and Hygiene</td>
</tr>
<tr>
<td>WfWP</td>
<td>Women for Water Partnership</td>
</tr>
<tr>
<td>WWAP</td>
<td>World Water Assessment Programme, of UNESCO</td>
</tr>
<tr>
<td>WWSD</td>
<td>World Summit on Sustainable Development in Johannesburg in 2002</td>
</tr>
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</table>
Appendix A: WfWP membership criteria

Criteria to apply for membership are the following (article 4):

1. The partnership strives for a well-balanced geographic spread of its members. The General Assembly in deciding about the acceptance of new members, takes this factor into consideration.

2. Members of the partnership can only be legal entities according to the law of the country where they are seated, and/ or organisations (formal and informal) comparable with legal entities according to Dutch law. Natural persons/ individuals (themselves) cannot become members.

3. Membership is open for those legal entities that endorse the objective of the partnership and abide by the following criteria:
   - Willing to disseminate the objective of the partnership and to assist in realising those;
   - Be a non-profit/not for profit organization, group or network, demonstrating of having existed for more than two years;
   - Working directly or indirectly at grassroots level being a Community Based Organisation, Non-Governmental Organisation or an (inter) national or regional network/umbrella organization;
   - Not involved in any way in proselytising or political (party) propaganda;
   - Be an organisation falling into one or more of the following categories:
     - Women’s organisations occupying themselves demonstrably and structurally with activities in the field of sustainable development, improvement of livelihoods and poverty alleviation;
     - Women’s organisations enhancing the interests of women and organizing structural activities for women;
     - Civil society organisations having a proven gender focus and engaging themselves structurally in the fields of sustainable development working with directly involved people (participatory approach).
   - Able and willing to communicate in English as the official language;
   - Have direct or indirect access to Internet.
### Appendix B: Current partners

#### Financial and Strategic Partnerships

<table>
<thead>
<tr>
<th>Type</th>
<th>Since</th>
<th>Until</th>
</tr>
</thead>
<tbody>
<tr>
<td>SDC Core funding</td>
<td>2013</td>
<td>31/12/2015</td>
</tr>
<tr>
<td>UN Women Global Project based</td>
<td>2013</td>
<td>30/06/2015</td>
</tr>
<tr>
<td>Aqua for All Member Project based</td>
<td>2004</td>
<td>Unlimited</td>
</tr>
<tr>
<td>SIE clubs Member Project based</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marie Stella Maris Member Project based</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GETF Member Project based</td>
<td></td>
<td>Finished</td>
</tr>
<tr>
<td>ABN Amro Philanthropy Member Project based</td>
<td>2015</td>
<td></td>
</tr>
</tbody>
</table>

#### Co-organising events

<table>
<thead>
<tr>
<th>Type</th>
<th>Since</th>
<th>Until</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNESCO Session during 7th WWF</td>
<td>2009</td>
<td>2015</td>
</tr>
</tbody>
</table>

#### Joint activities

<table>
<thead>
<tr>
<th>Type</th>
<th>Since</th>
<th>Until</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNU-INWEH Baseline study</td>
<td>2013</td>
<td>2015</td>
</tr>
<tr>
<td>WWAP Working Group Defining gender disaggregated data</td>
<td>2013</td>
<td></td>
</tr>
</tbody>
</table>

#### Other Strategic Alliances

<table>
<thead>
<tr>
<th>Type</th>
<th>Since</th>
<th>Until</th>
</tr>
</thead>
<tbody>
<tr>
<td>UN Water Bi annual meetings with partners</td>
<td>2010</td>
<td></td>
</tr>
<tr>
<td>Global Water Partnership</td>
<td>2015</td>
<td>12/2019</td>
</tr>
<tr>
<td>European Water Partnership</td>
<td>2010</td>
<td>Advisory Board</td>
</tr>
<tr>
<td>World Water Council GA assembly and preparations 7th WWF</td>
<td>2009</td>
<td></td>
</tr>
<tr>
<td>UNW-DPAC Joint project with UN Women</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Butterfly Effect NGO Coalition Member of the Steering Committee</td>
<td>2010</td>
<td></td>
</tr>
<tr>
<td>AKVO</td>
<td>2009</td>
<td>Unlimited</td>
</tr>
<tr>
<td>International Water Association</td>
<td>2009</td>
<td>26/11/2015</td>
</tr>
<tr>
<td>European Water Stewardship</td>
<td>Member of the Steering Committee and Member’s Council</td>
<td></td>
</tr>
<tr>
<td>SuSaNa Member</td>
<td>2007</td>
<td></td>
</tr>
<tr>
<td>Global Water Challenge Member</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EU Water Initiatives WWP in coordinating group EUWI and regional working groups</td>
<td>2004</td>
<td></td>
</tr>
</tbody>
</table>
Appendix C: Advocacy trends and current discussions

At this moment it is very clear that the SDGs and Post 2015 have been accepted by the General assembly of the UN on the 27th of September 2015. This means there is a new phase where development and sustainable development aims are combined. The agenda of WfWP is very appropriate and befitting in the SDG/2015 implementation combining SDG5 and SDG6.

How will the governance of SDG6 be arranged? The “international architecture” of “Water”? UNSGAB is currently conducting rounds of consultations for an advice to the Secretary General later this year (20 November 2015). Background current situation: There is a coordination mechanism (UN Water; 31 UN organisations) but NOT one dedicated UN organisation (like the FAO for agriculture, or UN Women for women)

There are complications, such as:

- The governance structure (decision-making and participation mechanisms and mandates) of the UN bodies that work on “water” are all different;
- They are all focused on the connection and projects within their specific mandate;
- The total human resources available for water-related issues are all very limited and scattered (e.g. ILO is taking over as UN Water chair and has only two dedicated people working on water);
- There are partnerships and programs that basically function well (e.g. SWA, WWC), however, all of them are operating in mainly one silo of the water sector, have no formal status in the UN system and most (except WWC) do not cover the whole agenda of the SDG 6;
- The only exception is the United Nations Office to Support the International Decade for Action ‘Water for Life’ 2005-2015/UN-Water Decade Programme on Advocacy and Communication (UNO-IDfA/UNW-DPAC), however this Office is aimed at implementation and cannot take any decisions that bind governments;
- There are existing mechanisms for the water-related treaties (e.g. RAMSAR, UNECE WC, UNWC (only informal), UN Convention to Combat Desertification (UNCCD), Convention on Biodiversity (CBD), etc), however there is no coordination between them or with UN Water (their mandate may not be sufficient);
- There are currently five separate “mechanisms” that monitor progress in the water sector: JMP (WHO/UNICEF), GLAAS (UN Water/WHO/SWA/EUWI), GEMI (GEMI - INTEGRATED MONITORING OF WATER AND SANITATION RELATED SDG TARGETS), UNESCO/WWAP and OECD. They have to find a coordination mechanism for integrated reporting to the HLPF and UN Statistical Committee;
- Apart from the HLPF SD (High Level Political Forum on Sustainable Development, tasked with review of all SDGs and has to decide on their modus operandi and may discuss water 3 times in 15 years) there is NO intergovernmental mechanism on the subject in place. (Contrary to inter alia the Committee on Food Security (CFS http://www.fao.org/cfs/cfs-home/cfs-about/en/) or the Commission on the Status of Women (CSW http://www.unwomen.org/en/csw/csw60-2016).

There are currently a few different ideas “circulating” to address this issue:

- An intergovernmental conference (model like HABITAT or 1977: Mar del Plata Water Conference);
- Models like Committee on Food Security (CFS);
- Using the existing treaty bodies, increase their mandate and create a coordination mechanism between them;
- Foundation of a sub-committee of ECOSOC (http://www.un.org/en/ecosoc/about/subsidiary.shtml);
- A new Decade as proposed by Tajikistan
The history of UN Women is interesting in this respect: They have everything in place: a treaty, a dedicated UN body, an intergovernmental mechanism (CSW) under ECOSOC.41

WfWP has so far supported the continuation of the Decade for Water by a decade for “Water and Sustainable Development” as proposed by Tajikistan.

There are changes expected in the EU. Through membership of the EUWI coordinating committee and the regional working groups, WfWP has had some influence. The EU and EUWI have to come up with new ideas and concepts for the implementation of the SDGs as well and get “water” officially back in the EU Development Fund targets. There seems to be more support for water diplomacy and the new commissioners and director general(s) are more likely to support efforts on “water”. That tendency has to be enforced to keep momentum.

41 Un Women was formed out of a merger of 4 UN bodies and supports the implementation of a treaty (CEDAW) through CSW; it took however 2 official decades, four world conferences and two times an international year to get traction and took 4 years of negotiations to be decided upon).
Appendix D: Communication strategy

Strengths and weaknesses
Based on the analysis of strengths and weakness of WfWP’s current online presence, communications can be improved by updating and more actively using our online tools, thereby enhancing the visibility of WfWP’s work. Increasing women’s participation and access to information via the internet and social media contributes to WfWP’s core strategy. WfWP will continue to create opportunities for member organisations to improve their online communication skills, as part of its capacity building efforts.

<table>
<thead>
<tr>
<th>Strength ☺</th>
<th>Weaknesses ☹</th>
</tr>
</thead>
<tbody>
<tr>
<td>☺Good reputation as an organisation</td>
<td>☹Difficult navigation/menu structure on website making it difficult for different audiences to information relevant for them</td>
</tr>
<tr>
<td>☺Well-known name</td>
<td>☹Our positioning statement is not known or understood by all and not used consistently</td>
</tr>
<tr>
<td>☺Most members are willing and able to use ICT/social media</td>
<td>☹No consistency in messages</td>
</tr>
<tr>
<td>☺Knowledgeable officers/members that can and are playing a role in advocacy/lobbying</td>
<td>☹Not enough capacity to maintain and update the different communications channels</td>
</tr>
<tr>
<td>☺Publications</td>
<td>☹Not all our members have good or fast enough internet connections</td>
</tr>
<tr>
<td>☺High creativity</td>
<td>☹Not always present where we need to be because of lack of funds and capacity</td>
</tr>
<tr>
<td>☺Publications</td>
<td>☹WfWP currently only communicates in one language (English) which is not always sufficiently understood by members and the wider public</td>
</tr>
</tbody>
</table>

Trends
Due to huge developments in ICT, communication means are changing rapidly. Nowadays printed means are hardly used, websites and social media are expanding every day. The website is the business card of an organisation. Social media are used to pursue objectives, to communicate with different type of audiences, to raise awareness for a cause. The use of social media can be very beneficial because it helps deepen relationships with followers and it allows individuals to engage with a cause. It is a challenge to fully utilize the interactive functions of social media and many non-profit organisations make all kind of social media profiles without really knowing for what they serve or how it can benefit the organisation. Most non-profit organisations lack the resources or time to provide constant attention to social media and that is also the case of WfWP. Based on the analysis of the current online presence, it can be concluded that WfWP has a very low social presence.

Positioning
A positioning statement will help to make WfWP appealing for the target audience and it will help to distinguish WfWP in the (funding) market. The positioning statement will be used in every written external communication. The proposed positioning statement is:

WfWP is a unique partnership of women’s organisations and networks, uniting women leadership. All member organisations are rooted in society and are active in the areas of water, sanitation, sustainable development and women’s participation. WfWP positions women as active leaders, partners, experts and agents of change in water. WfWP links day-to-day practice to policy at national and international levels and vice-versa. The organisation is experienced, has a solid track record, has built a large and
influential network throughout the world, and will contribute to implementing the Sustainable Development Goals with a focus on women and universal access to water for all, for all uses.

Communication channels
WfWP has a Facebook page, a You Tube account, a website, Twitter and a LinkedIn profile. From analysis of WfWP’s Facebook statistics, it is clear that WfWP needs to pay more attention to the content of their posts: with a real story you reach more engagement. The You Tube channel is almost neglected and needs changes especially as regards the contents, quality and duration of the videos. Since recently WfWP uses Twitter to inform followers regularly and this is connected to Facebook, so that there is coherence between the social media platforms. LinkedIn can help to reach other organisations that could serve as sponsors, providing services or partners. A link to the website of WfWP in posts on social media facilitates that more people will visit the website and be on top of search engines. Google Analytics showed that most visitors did not look further on the website than the homepage, meaning that there was a minimal amount of exposure. It is therefore important for WfWP that the website will be more attractive for people to click to the other pages. It is important for WfWP to keep up the social media profiles, engage with the followers and effectively disseminate information about the organisation and its cause.

Target audience, objectives, channels of communication
WfWP is an organisation that is not set for the larger public, not now and not in the future. Therefore, it is the most suitable for WfWP to aim their communication at specific target groups/organisations instead of the larger public. The target groups, objectives and communication channels are mentioned in chapter 9.3

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42 Website: [www.womenforwater.org](http://www.womenforwater.org)  Facebook: [https://www.facebook.com/WomenForWater](https://www.facebook.com/WomenForWater)  Twitter: [https://twitter.com/WiwpPartnership](https://twitter.com/WiwpPartnership), LinkedIn: [https://www.linkedin.com/company/women-for-water-partnership](https://www.linkedin.com/company/women-for-water-partnership)
Appendix E: Funding strategy

Trends in funding

During times of austerity and financial crisis, funding international development has become a challenging business. Official Development Assistance (ODA) is stagnating and other actors are coming up. Looking at the recent analysis of OECD/DAC secretariat, aid flows were stable in 2014, but aid to the poorest countries continued to fall: net ODA from DAC members in 2014 totalled USD 135.2 billion and USD 135.1 billion in 2013: in real terms it means a decline of 0.5%. Net ODA as a share of gross national income was 0.29% in 2014. Bilateral aid to the least developed countries fell by 16% in real terms to USD 25 billion (excluding debt relief). Bilateral aid is roughly two-thirds of ODA. A survey of aid donor countries spending plans till 2018 points to a dip in country programme aid in 2014. It is expected to rise again as a result of the SDGs. The same counts for aid to the poorest countries because of the pledge of DAC members in December 2014 to reverse the decline, however the criteria, methodology and focus has changed considerably.

A few trends and implications are:

- **Nature of aid:** While ODA has tended to become less “tied”, the tendency to connect ‘aid to trade’ poses a danger. Funding from non-state actors tends to be tied again;
- **Soft loans:** A greater share of aid is offered via soft loans, rather than grants. The percentage of co-financing is increasing, making it difficult to meet the criteria. At the same time funds raised privately by civil society organisations based in DAC countries continue to rise mounting to USA 32 billion or 24% of ODA in 2011;
- **Increased competition:** Many applicants and requirements: Donor institutions, foundations and funding organisations alike receive countless applications each year, and have to be selective about which ones to fund and how they are funded. There are many requirements development groups need to adhere to make it to the shortlists and successfully secure funding;
- **Bigger share of private foundations and charities:** Private foundations are an important alternative source of development finance. It has significant future growth potential. They are a very diverse group;
- **More emphasis on transparency and accountability:** Due to public and political pressure, funding organisations themselves have to be transparent and accountable. An initiative like the International Aid Transparency Initiative Standard (IATA) is a clear sign of this development. The requirements applicants have to adhere to are enormous, or too complex and difficult to meet by smaller organisations;
- **Decentralisation of funding organisations:** Most bilateral and multilateral organisations have decentralised the take in of funding proposals and the approval process to their representatives at country level. That is especially the case for “small funds”. It means that relations at country level are of utmost importance;
- **Direct contact with beneficiary organisation in the South:** More and more funding organisations like to be directly in touch with the implementing organisation in the South, also due to the availability of modern communication means. The role of intermediary organisations becomes smaller;
- **Geographical shift:** Aid is shifting away from the poorest countries to middle-income countries, a greater share of aid is offered via soft loans rather than grants;
- **Corporatisation:** has an increased impact on development agendas and financing, the upsurge of a diverse array of private sector actors in development financing and philanthropy. Private Public Partnerships is a growing phenomenon. Private companies invest

43 Sources: Guardian March 2014; German Development Institute Briefing Paper 10/2013; Funding Central.org
44 Sources: [http://www.oecd.org/dac/stats/idosonline.htm](http://www.oecd.org/dac/stats/idosonline.htm)
45 Watering the leaves, starving the roots —AWID
more in Corporate Social Responsibility projects, and a shift is taking place towards a green economy”, affecting the company’s core business;

- **Women and girls** become a priority (at least a rhetorical one) in nearly every funding sector and in the mainstream;⁴⁶, however in practice it is very complicated to get sufficient funding;
- **Managing diversity**: For sustainability purposes different income streams are accessed and require different ways of management, which is often complicated, especially for small organisations. It also implicates different relationships with the individual or organisation supplying the funds.

**Examples of portfolios of activities to be composed**

It could be worthwhile to think about different compositions of activities to make the search for funding more efficient and the funding more substantial. Examples⁴⁷ are:

- Several projects of member organisations spread over the world, advocacy, knowledge & learning, PR & communication and governance & operational costs. This might be an interesting option for agencies with a global outreach. In order to reduce the dependency on a single funder, one can imagine that dividing the activities of WfWP in at least two, but preferable three ‘smart’ packages, could be a feasible strategy. (For example three funding agencies that are willing to provide funding to WfWP for an amount of 330,000 euros each mounting to 1,000,000 in total);
- Develop regional projects in Africa, EECCA, Asia, and Latin America. For each regional proposal some advocacy, knowledge/learning and PR activities would be included as well as a part of operational and staffing costs. There is at least one disadvantage to this approach: the distribution of member organisations of WfWP over the different regions is unequally spread. It is expected that Africa will be the most popular region for potential funding organisations;
- Country focused resource mobilization. Due to the fact that many funding organisations are decentralised, it may be a feasible option for member organisations. The role of WfWP should be defined, since most members acquire funding for their own projects and the capacity of WfWP secretariat is too limited to provide a lot of support or manage these projects (only in rare cases). It will not be easy to include costs for global advocacy, PR, and global functioning of the organisation;
- Global projects consisting of a collection of projects per thematic area, such as WASH - Women, IWRM - Women, Water & Food – Women, Water & Energy – Women etc. At the moment there is not sufficient information to assess whether this is a feasible option and how WfWP would have a comparative advantage in any of these areas;
- Global project consisting of advocacy and communication activities around special events such as the 8th WWF, UN Year Water and Women. Some funding organisations may be interested in funding advocacy and communication activities in the context of these events;
- Many other combinations are possible, it depends on the interest of potential funders and strategic partners how to design the composition of portfolios.

**Where will funds come from?**

There are a wide range of funding options and finance opportunities; the challenge is to select the right ones at the right time.

**Charging for services delivered**

Charging for services implicates that WfWP delivers services to its member’s organisations for a fee, or that WfWP experts deliver services to partners for a fee or presents itself as expert organisation providing consultancy or advisory services on the market. The experience so far is that members are not able to pay for services provided. In partnerships such as GWP or UN Water, WfWP is expected to

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⁴⁶ Reference to Watering the leaves, starving the roots- Arutyunova and Clark 2013
⁴⁷ The trend is that strategic partnerships are an asset or sometimes a requirement to acquire funds. I was not able to consider the activities of potential strategic partnerships in the examples. Needs to be investigated.
donate time and expertise for free to achieve the common goals. To deliver consultancy or advisory services, would be a fundamental change of the core business of WfWP and not feasible in this strategic period 2016-2020.

**Membership fees**

WfWP has 26 members and has chosen for a growth scenario to get a more balanced spread over the world and members with experience in urbanising areas. It has been decided to introduce a membership fee in kind or in cash in 2016.

**Donations of individuals: gifts, crowd funding or legacies**

On the website of WfWP there is a possibility for individuals to donate and WfWP has an ANBI status so these donations are deductible from tax in the Netherlands. WfWP is hardly known beyond the water and women “sector” and the website is not attractive for visitors who intend to donate. It requires more clarity about different options for making a donation and it requires a “button” to make it easy for individuals to pay. Since the end of 2014 WfWP is member of the “kennisbank filantropie (Knowledge bank Philanthropy) in the Netherlands. It seems worthwhile to investigate the legacy option and to attract individual donors through the WfWP website and other websites for online giving, however amounts are often relatively small. It is also important to build a broader constituency.

**Grants**

Grants are subsidies. The grant-giving body offers funding for specified activities, following an application process. The recipient is obliged to use the grant for the purposes specified. Grants are used for supporting research and development e.g. for advocacy purposes, for projects and sometimes to cover the core operating costs of organisations such as salaries and overheads. But grants also present a number of challenges: grant funding tends to be short-term; many funders have specific priorities they want to fund; grant funding is often oversubscribed; funders have terms and conditions that require managing an organisation in a particular way; often matching funds are conditional; applying for funding takes time and each application needs to be tailored to the specific criteria, priorities and processes of the funder. Despite these countless challenges, grants are an important source of income of WfWP.

**Loans**

For some members it might be an option to get loans when involved in “water or water related businesses” in their home countries. It is not a good option for WfWP as an organisation.

**Social investment funds**

Nowadays many donors, firms and the like, talk about social investments because of the negative association with subsidies and grants. They are often used for building up an organisation with an aim to become sustainable in terms of finance. For example SkanFonds has a three year social investment programme to give NGO’s a chance to build the organisation and at the same time design and implement strategies for more sustainable sources of income like fees for services. Most of these donors often have also a ‘normal” grant window.

**Getting free services**

It is already an important strategy of WfWP, mostly done by volunteers of members or the steering committee. Moreover most existing service providers offer their services for lower fees. In exceptional cases it is possible to obtain services free of charge from consultants, accountants, communicators etc. in the context of a CSR policy.

**Who will be the funders?**

There are many different actors that are providing grants or donations.

- Bilateral organisations like SDC, DGIS, DFID, SIDA, GIZ, SIDA, NORAD, DANIDA;
- Multilateral organisations like UN-organisations, World Bank;
Foundations like the Coca Cola Foundation;
Philanthropic departments of Banks like ABN-AMRO, Triodos, ASN;
Lotteries like Postcode Lottery in the Netherlands;
Companies providing donations in the context of Corporate Social Responsibility (CSR);
Individuals via online giving.

What activities need to happen to raise funds?
Next to deciding for what and how to search for funding, to identify potential “funders”, more actions are needed to raise funds. Equally important questions are when these actions need to take place and who will carry them out. A number of important actions are listed below:

- Making the case with a convincing story about why funds are needed for WfWP based on success stories of advocacy and projects combined with a theory of change;
- Taking stock of project ideas of members;
- Writing proposals and budgets for selected portfolios. “Water” and “Women” remain relevant subjects in the context of the Sustainable Development Goals (SDG’s). Many “funders” will provide support in the context of the SDG’s. However, it is expected that funding national action planning will become an important mode of operation;
- Investigating the option of legacies and paying more attention to individual donations via the website of WfWP and other sites (online giving) is needed. The latter means developing a more attractive and user friendly website and establishing a list of websites involved in affiliate marketing, contact them and make sure that WfWP is one of the listed charities, starting in the Netherlands;
- Efficient decision-making procedures, planning & monitoring & reporting, financial systems, relationship management are all relevant to remain a sustainable organisation.

Transparency and accountability
WfWP ensures transparency and accountability to donors and sponsors for the funding received by:

- Follows Dutch law and guidelines, when requirements of potential donors are potentially conflicting, specific provisions will be made;
- Adheres to guidelines and requirements for fundraising and charities;
- Adheres to requirements of donors in terms of monitoring, financial and narrative reporting;
- Publishes project results, annual reports and independently audited accounts online;
- Follows the guidelines of IATI (International Aid Transparency Initiative) as much as affordable;
- Has a Fraud Policy and Code of Conduct.
Appendix F: Definitions non state actors and civil society

1. **Member-based organisations (MBOs):** Member-based organisations are locally-based organisations made up of stakeholders (e.g. small farmers, women, youth, fishers or forest dwellers) who want to work towards a variety of common goals, such as managing common resources, lobby their government (locally or nationally) on certain issues, or help satisfy local needs by providing goods or services. Their primary objective as an organisation is to improve the livelihoods of their members. MBOs work to be self-sustainable, requiring members to contribute in some way, e.g. through paying an annual fee or providing services. MBOs are democratic in structure and are subject to local laws and regulations. This provides internal accountability to their members and enhances the legitimacy of these organisations. MBO leaders are elected democratically by their members and often come from the most vulnerable communities. MBO activities are aimed at impacting policies or providing public (not private) goods or services where there may be a gap in services provided by the State or the private sector. These can range from training their members to advocacy and lobbying.

2. **Non-governmental organisations (NGOs) as defined in Agenda 21:** NGOs and Public Benefit Organisations are thematic, usually expertise-based organisations that facilitate advocacy, empowerment, expertise, knowledge-sharing in a specific area, disperse or use funding to create enabling environments and they may have a mandate to act on behalf of CSOs. They have a legal status and mainly consist of paid professionals. NGOs are formally constituted, legally registered, free from commercial interests, non-profit organisations that provide services, information and expertise, sensitize public opinion, and conduct advocacy activities. NGOs contribute to policy discussions, normative work and field initiatives. Governments and international organisations have capitalised on their capacities when implementing field programmes. In a lot of cases “NGO” is however used to talk about all non-governmental organisations in general. The term non-state actor might be more appropriate in that case.

3. **Social movements (SMs) or Community Based Organisations:** This category includes platforms, committees, mechanisms, federations and networks of advocacy-based and policy-oriented organisations that promote claims or rights of specific constituencies (e.g, fishers, and fish workers, SME farmers, pastoralists and herders, forest dwellers, urban poor, indigenous peoples, women, youth). They share similar goals, promote awareness and attempt to influence policymakers in social and/or political issues. While their legal status and characteristics may vary, their common trait is to work to strengthen the capacities of the organisations under their coordination-umbrella to advocate for their common interests, concerns, views and goals of their constituencies or communities. Member-based organisations are different from social movements in that they respond directly to their members. Social movements serve a broader function and may coordinate different organisations, including MBOs as well as NGOs.

4. **Community:** there are different meanings of “community”. A) As constituency: living in the same defined geographical area. B) Belonging to the same group e.a. of voters. C) Community of interest: people feeling they belong to the same “interest” group e.g. farmers. A community can be represented by local authorities, but also by a MBO or CBO organisation. The community does not exist; there is high diversity within communities and this diversity has to be addressed as well. In general a community implies that people have a “say” and there is a form of consultation and membership (formally or informally) defined.

5. **Stakeholders:** Stakeholders include any organisation, group or individual that have some interest or ‘stake’ in the activities. There are a few main categories: a) Those who have an impact (e.g. regulators, protest groups, news media); b) Those on whom there is a real or perceived impact (e.g. nearby water users, neighbours, natural environment); c) Those who have a common interest or concern they want
to bring forward; d) Those with no specific link, but with whom it is beneficial to maintain a positive impression and relationship. Does a group feel they have a “stake” in this issue? Stakeholders can be represented by one of the major groups or organisations as mentioned above. The stakeholder ultimately decides whether they are a stakeholder or not.