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WATER AND OCEAN GOVERNANCE PROGRAMME CONTRIBUTION TO REALIZING THE UNDP STRATEGIC PLAN 2014–2017



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Foreword

The primary focus of the United Nations Development Programme (UNDP) is on reducing poverty. Improving management and governance of water and ocean resources addresses the root causes of poverty and is crucial to raising incomes and improving livelihoods, lessening hunger, fighting corruption and improving gender equality. Better management and governance of water and oceans are also vital in order to cope with climate variability and change. Improvements in managing and governing water and oceans help maintain the integrity of ecosystems and upgrade urban environments, thus building environmental sustainability.

In a worldwide survey conducted within the framework of the 2012 ‘Quadrennial Comprehensive Policy Review’, when asked to indicate the five most important areas for UN assistance over the next four years, nearly all countries chose ‘Environment and Sustainable Development’ – an area which also takes in climate change, water and sanitation – as one of their top priorities.¹ Country reports submitted to the ‘Rio+20 Conference on Sustainable Development’ also highlighted the significant gap between commitments to environmentally sustainable development and their implementation.

UNDP work in over 140 countries responds to this country-driven demand by linking environmental sustainability to broader approaches to human development. Taking the human development approach as its conceptual foundation, the UNDP Strategic Plan 2014–2017 supports countries in planning and implementing more inclusive, resilient and sustainable development pathways. To help achieve this, the contribution from the UNDP Water and Ocean Governance Programme places great importance on enhancing the quality of governance for more equitable, efficient and sustainable water and ocean resources management, and water supply and sanitation services. As highlighted in the UNDP Strategic Plan 2014–2017, the norms, rules, regulations and institutions governing access to natural resources are now at the heart of the struggle to eliminate extreme poverty. Therefore, governance must receive the same attention in development thinking, policy and management as economic growth.

The Water and Ocean Governance Programme contribution towards realizing the UNDP Strategic Plan 2014–2017 reflects the findings of external evaluations of the first phase of the Water and Ocean Governance Programme. It also builds on wide consultations with the different branches of UNDP and key external partners. As a global framework for action it will guide implementation of the UNDP Strategic Plan 2014–2017 in water and ocean governance.

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¹ The Report of the Secretary-General on the Quadrennial Comprehensive Policy Review of Operational Activities for Development of the United Nations System refers to the survey of 111 programme countries carried out in preparing the report.

The UNDP Strategic Plan 2014-17 and water and ocean linkages

The UNDP Executive Board, made up of representatives from 36 countries, during its second regular session 9 -13 September 2013 approved the [UNDP Strategic Plan](#), 2014-2017 which is aligned with the mandates of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system.

With the changing world as the backdrop, and building on its core strengths, UNDP's vision is focused on making the next big breakthrough in development: to help countries achieve the simultaneous eradication of poverty and significant reduction of inequalities and exclusion.

The proposed Strategic Plan outcomes are:

- a) Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded;
- b) Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance;
- c) Countries have strengthened institutions to progressively deliver universal access to basic services;
- d) Faster progress is achieved in reducing gender inequality and promoting women's empowerment;
- e) Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change;
- f) Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings;
- g) Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles.

UNDPs areas of work will focus on:

- a) How to adopt sustainable development pathways;
- b) How to build and/or strengthen inclusive and effective democratic governance;
- c) How to build resilience.

Assistance for integrated water resources management and efficient use of water, efforts to protect and restore the health, productivity and resilience of oceans and marine ecosystems are key elements of all three focus areas.

The table below shows which outcomes and outputs of the Integrated Results and Resources Framework of the UNDP Strategic Plan that the Water and Ocean Governance Programme will contribute to realizing, the details of which are further elaborated within this document.

Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded		
Output 1.3. Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste	1.3.1	Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or sub-national level ,disaggregated by partnership type
	1.3.2	Number of jobs and livelihoods created through management of natural resources, ecosystem services, chemicals and waste, disaggregated by sex, and rural and urban
Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance		
Output 2.5. Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation	2.5.1	Number of countries with legal, policy and institutional frameworks in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems
	2.5.2	Number of countries implementing national and local plans for Integrated Water Resources Management.
	2.5.3	Number of countries implementing national and sub-national plans to protect and restore the health, productivity and resilience of oceans and marine ecosystems.
	2.5.4	Number of countries in which planning and budgeting mechanisms for conservation, sustainable use and access and benefit sharing of natural resources, biodiversity and ecosystems integrated gender equality and women's empowerment principles.
Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services		
Transitional Output 3.6. Governance institutional, and other critical bottlenecks addressed to support achievement of the MDGs and other internationally agreed development goals	3.6.1	Number of countries implementing MAF action plans to drive progress on lagging MDGs through national and/or sub-national budgets.
	3.6.2	Number of MAF countries using national M&E systems to monitor and direct MAF implementation and results.
Outcome 4: Faster progress is achieved in reducing gender inequality and promoting women's empowerment		
Output 4.5 Measures in place to increase women's access to environmental goods and services (including climate finance)	4.5.1	Number of active partnerships that target women's access to environmental goods and services
	4.5.2	Number of countries with targeted measures delivering increased access for women to environmental goods and services
Outcome 5. Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change		
Output 5.3. Gender responsive disaster and climate risk management is	5.3.1	Number of national/sub-national development and key sectorial plans that explicitly address disaster and climate risk management
	5.3.2	Number of countries where sector-specific risk reduction measures are

integrated in the development planning and budgetary frameworks of key sectors (e.g. water, agriculture, health and education)		being implemented at national and sub-national levels, disaggregated by urban and rural areas
	5.3.3	Extent to which disaster and climate risk management plans and implementation measures at national and sub-national level are gender responsive (e.g. include the collection of disaggregated data, gender analysis and targeted actions).
Outcome 7: Development debates and actions at all levels prioritise poverty, inequality and exclusion, consistent with our engagement principles		
Output 7.1. Global consensus on completion of MDGs and the post 2015 agenda informed by contributions from UNDP	7.1.1	Proportion of organizations participating in dialogues on the post 2015 agenda and sustainable development goals (disaggregated by type of organization – e.g. government, civil society and women’s organizations)
	7.1.3	Extent to which UNDP’s substantive contribution is reflected in the post 2015 development agenda
Output 7.5 South-South and Triangular cooperation partnerships established and/or strengthened for development solutions	7.5.1	Number of South-South and Triangular cooperation partnerships that deliver measurable and sustainable development benefits for participants (national, regional, sub-regional, inter-regional entities)
	7.5.2	Extent (number) and scope (type) of UN system participation in south-south and triangular partnerships (at national, regional, sub-regional, inter-regional levels)
Output 7.6. Innovations enabled for development solutions, partnerships and other collaborative arrangements	7.6.1	Number of new public-private partnership mechanisms that provide innovative solutions for development
	7.6.2	Number of pilot and demonstration projects initiated or scaled up by national partners (e.g. expanded, replicated, adapted or sustained)

Acronyms

BDP	Bureau for Development Policy
Cap-Net	International Network for Capacity Development in Sustainable Water Management
EDM	Every Drop Matters
EEDI	Energy Efficiency Design Index
GEF	Global Environment Facility
GHG	greenhouse gas
GloBallast	Global Ballast Water Management project
GoAL-WASH	Governance, Advocacy and Leadership in WASH
GWA	Gender and Water Alliance
GWP	Global Water Partnership
HDI	Human Development Index
HRBA	human rights-based approaches
ICM	integrated coastal management
IFI	international financial institution
IMO	International Maritime Organization
IWCLAM	Integrated Land, Water & Wastewater Management in Caribbean small island developing states
IW:LEARN	International Waters Learning Exchange and Resource Network
IWRM	integrated water resources management
JPO	junior professional officer
LAC	Latin America and Caribbean
LME	large marine ecosystem
MAF	MDGs Acceleration Framework
MDG	Millennium Development Goal
MDG-F	MDG Achievement Fund
MDG-F KM	MDG Achievement Fund Knowledge Management
MDG-F TTT	MDG Achievement Fund Towards Trans-cultural Transparency
PEMSEA	Partnerships in Environmental Management for the Seas of East Asia
SAP	strategic action programme
SEEMP	ship energy efficiency management plan
SIDS	small island developing states
SIWI	Stockholm International Water Institute
SWP	Shared Waters Partnership
TDA	transboundary diagnostic analysis
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
US-NOAA	United States National Oceanic and Atmospheric Administration
WASH	water, sanitation and hygiene
WGF	Water Governance Facility
WIN	Water Integrity Network
WMO	World Meteorological Organization
WOGP	Water and Ocean Governance Programme

1. Water and Ocean Pressures and Challenges

The water and ocean challenges confronting governments and our world today are complex and multifaceted. They defy solution by any single ministry or set of stakeholders. Often their regional and global dimensions mean they are beyond the capacity of any single country to resolve. The challenge for water and ocean governance at all levels is to balance the supply and demand for water and ocean resources and services while addressing equity, efficiency and sustainable development.

1.1 Water and Ocean Resources

Pressures on the world's water resources are increasing. Insufficient access to water resources and services is not primarily driven by water scarcity. Access is limited by ineffective and fragmented institutions, management systems and investments, and insufficient human capacity. Uncertainties about the availability of both present and future water supplies arising from climate change accentuate shortcomings in governance and human capacity. And, as economies and populations grow, demand for water is rising sharply, particularly in the developing world.

The water supply crisis is identified by industry, government, academia and civil society as one of top global risks.² Over 1.7 billion people live in river basins where water use exceeds recharge. Rivers are drying up and groundwater is becoming depleted. Decision-makers and managers at all levels face growing challenges in satisfying increasing, often conflicting demand from stakeholders. As countries develop and populations swell and urbanize, demand for water to provide energy, food and industrial goods is projected to increase by 55 percent by 2050.³ Supporting institutional mechanisms for jointly managing transboundary waters is key to fostering collaboration, peace, economic development and stability.

Threats to the world's oceans are equally serious. These include pollution, unsustainable fishing, loss and conversion of coastal habitats, invasive species and acidification. Around half of global fish stocks are fully exploited. Another quarter of fish stocks are depleted, over-exploited or recovering from overfishing. It is estimated that over-fishing alone can lead to economic losses of \$ 50 billion per year.⁴ Climate change is affecting surface ocean temperatures and ocean circulation, further threatening fisheries yields. Nutrient pollution is damaging coastal ecosystems and the livelihoods and economies that depend upon them, and has caused low-oxygen dead zones to rapidly expand. Despite international and other commitments, these trends are accelerating, underscoring the need to take immediate action.

While the world as a whole has met the household water supply target 7c⁵ of the MDGs, still 800 million people remain un-served and there are vast disparities in several regions (Sub-Saharan Africa, Arab States, Pacific Islands) and in individual countries in all regions. Similarly, while some regions (East Asia, Latin America & Caribbean, Arab States) are on or near to achieving the sanitation target, other regions (South Asia, Sub-Saharan Africa) and individual countries need significant acceleration

² World Economic Forum (2013): *Global Risks 2013: Eighth Edition*, World Economic Forum, Davos.

³ OECD (2012): *Environmental Outlook to 2050*, OECD, Paris.

⁴ World Bank (2008): *The Sunken Billions: The Economic Justification for Fisheries Reform*, World Bank, Washington D.C. and Food and Agriculture Organization, Rome.

⁵ As measured by the proxy indicator – access to an improved water source

if the sanitation MDG is to be met. Constraints in institutional and human capacity are severe limitations to development and to the achievement of development goals.

In a rapidly changing world where increased climate variability, economic progress, population growth, disasters and conflicts are affecting access to safe and sustainable water resources and services, women's and men's equal influence is essential to achieve better directed policies and interventions. Poor and marginalized groups are especially vulnerable as they lack rights and means to access affordable and safe water services.

1.2 Meeting Water and Ocean Challenges through Improved Governance

Improved governance of water services and water resources remain at the heart of the struggle for sustainable human development, growth and poverty reduction.

Governance of water resources and water services is distributed across many sectors and formal and informal institutions. This complexity of water decision-making, many times combined with institutional fragmentation, heightens the risks of discrimination, unequal access to water resources and services, and corruption. Addressing governance through human rights-based approaches (HRBA), gender and by improving transparency, accountability, participation and integrity, is thus critical.

Sustainability is a serious challenge to progress already made. For example, between 30–50 per cent of completed water supply and sanitation projects fail in the subsequent two to five years.⁶ Improving governance safeguards existing investments and is at the heart of the struggle for sustainable human development, growth and poverty reduction.

Most countries have embarked on major reforms to water governance. Close to two-thirds of the countries surveyed by UN-Water (2012) have developed integrated water resources management (IWRM) plans but implementation is limited and uneven. Progress has slowed, or even regressed, in low and medium Human Development Index (HDI) countries since 2008.⁷ Much needs to be done to support sustainable water reform at country level.

As a result of a range of market and policy failures, both the private and the public sectors have under-invested or not invested at all in activities necessary to sustain the marine environment (wastewater treatment, coastal habitat protection, etc.) and to over-invest in activities detrimental to the marine environment (over-exploitation of fish stocks, chemically intensive agriculture, etc.). This background presents a powerful argument in favor of governance reforms that put in place clear policy and regulatory incentives to all market players to prevent the degradation of the ocean and create sustainable productive use patterns.

⁶ See for example, European Court of Auditors. 2012. European Union Development Assistance for Drinking Water Supply and Basic Sanitation in Sub-Saharan Countries, Special Report No. 13, Luxembourg. The evidence on unsustainable WASH investments is mounting, see for example: Ministry of Foreign Affairs of the Netherlands. 2012. 'From infrastructure to sustainable impact: Policy review of the Dutch contribution to drinking water and sanitation (1990-2011)', IOB Evaluation, The Hague.

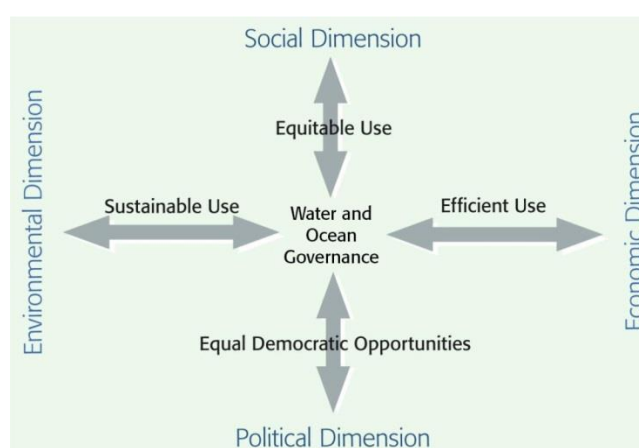
⁷ UN-Water. 2012. The UN-Water Status Report on the Application of Integrated Approaches to Water Resources Management to the Rio+20 conference, Rio de Janeiro.

1.3 Responding to Water and Ocean Challenges: Improved Governance

The governance of water and ocean resources consists of the political, social, economic and administrative systems that directly or indirectly affect the use, development and management of water and ocean resources and the delivery of water services. How the various interests in water and ocean are represented, how decisions are made and the roles of power and politics are important issues in governance. Governance systems determine who gets what water and ocean resources, when and how, and who has the right to water and related services and their benefits.

UNDP works with multiple aspects of water and ocean governance and management in relation to surface water and groundwater, ocean and coastal resources, and water supply and sanitation services. Taking governance as a strategic entry point addresses four critical water and ocean management and development dimensions (figure 1): The social dimension, places equity in water access at the forefront; the economic dimension, focuses particularly on efficiency; for example, in water allocation and use; the political dimension, focuses on providing water and ocean stakeholders with equal rights and opportunities to take part in various decision-making processes; and the environmental dimension, emphasizes sustainable use of water and ocean resources and maintaining ecosystem services.

Figure 1: The 4 dimensions of water and ocean governance



Making progress towards improved governance means addressing dynamic social, economic and political processes in relation to the four governance dimensions. Changing governance is a long-term and continuous process that entails taking incremental steps towards achieving the UNDP Water and Ocean Vision (as set out in the following chapter).

Assisting countries and regions to progress from one governance phase to the next is an integral component of UNDP's approach. The approach is based on WOGP's theory of change model (see Appendix 1). As countries improve governance in water and/or oceans, they also augment opportunities for enhancing sustainability, efficiency, democracy and equity.

For more information on UNDP's approach to governance and theory of change see Appendix 1.

2. UNDP Water and Ocean Vision

Water and ocean crises around the world ultimately derive from shortcomings in governance. Improving governance of water and oceans is therefore a priority for UNDP and key to achieving sustainable development.

“Meeting the needs of people today, without compromising those of future generations, requires governance to rise to new levels of effectiveness and develop new capacities for integrated policy-making around a clear vision for sustainable development.” Helen Clark, UNDP Administrator⁸

As a contribution to achieving **UNDP’s overarching vision** “to help countries achieve the simultaneous eradication of poverty and significant reduction of inequalities and exclusion”, the **UNDP Water and Ocean Vision** is “to achieve integrated, climate-resilient, sustainable and equitable management of water and ocean resources, and universal access to safe water supply and sanitation, through improved water and ocean governance”.

To achieve its Water and Ocean Vision, UNDP responds to demand from governments in partner countries, particularly in fragile states, least developed countries and in countries lagging behind on international water, sanitation and ocean-related targets. Governance is UNDP’s main entry point to advancing sustainable development of water resources and services, and ocean resources.

Investments in improving water supplies, such as physical infrastructure are insufficient to meet present and future water demand. Investments in improving water governance and developing capacity to better manage both water supply and demand are equally important. UNDP’s strong focus on governance and capacity development complements and, in many cases, is a prerequisite for investment in water infrastructure.

Decision-making in water and ocean management is dispersed across many sectors, such as agriculture, climate, fisheries, transport, energy, economics, industry, health and environment. UNDP helps strengthen key water and ocean institutions in managing resources and providing water services. This may involve support for developing capacity and knowledge management or, when required, comprehensive institutional reform.

Better governance and enhanced capacity go hand-in-hand with more, and more effective, sustainable investment. While it is difficult to estimate the direct economic benefit of good governance, or the cost of poor governance, it is clear that strategic investment in governance and management plays a critical role in sustainable development and in sustaining existing achievements.

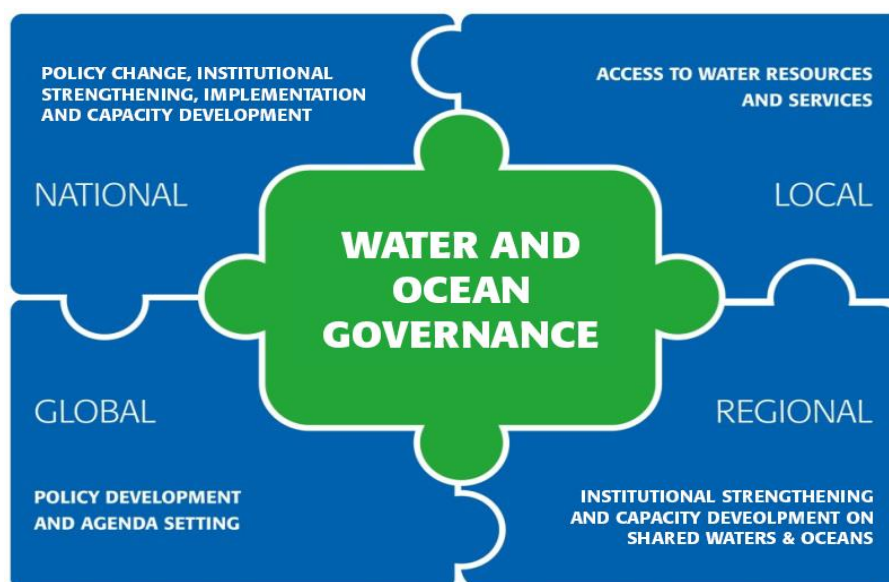
To achieve its Water and Ocean Vision, UNDP works in three inter-linked areas:

- Thematic priority areas: UNDP works with climate resilient access to water supply and sanitation, integrated approaches to water resources and coastal management, transboundary waters, and sustainable management of oceans;
- Strategic activity areas: UNDP engages in capacity development, knowledge management, programme development and implementation and global policy work; and

⁸ Clark, H. 13 March 2012. ‘The Importance of Governance for Sustainable Development’, Speech at the Institute of Southeast Asian Studies, Singapore.

- Strategic levels: UNDP applies strategic activities and thematic priorities at different levels - local, national, regional and global - and seeks to connect the dots between them for better impacts on policy development and programme delivery (see figure 2).

Figure 2. UNDP work on water and ocean governance at multiple levels



2.1. Thematic priority areas

Freshwater and marine systems provide diverse socioeconomic benefits. This underscores the need to coordinate work. To do this UNDP develops activities in four thematic priority areas in water and ocean resources and services:

1. Climate-resilient access to water supply and sanitation
2. Climate-resilient integrated water resource and coastal management
3. Protection of transboundary surface and groundwaters in a changing climate
4. Sustainable management of oceans in a changing climate.

Governance issues that cut across the thematic priority areas are:

- Capacity development
- Human rights-based approaches (HRBA)
- Water integrity
- Gender.

2.2. Strategic activity areas

UNDP works in four strategic activity areas that focus on progressing governance (see appendix 1) to make positive impacts on water and ocean resources and services:

1. Programme development and delivery
2. Capacity development
3. Knowledge management
4. Global policy work.

2.3. Strategic levels

UNDP works at multiple levels to realize the Water and Ocean Governance Programme contribution to the Strategic Plan 2014-17 (see figure 2). The work at different levels is mutually supportive. For example, work at local level generates best practices for scaling-up. Policy work at national level is ultimately put into practice at the local level. Complementary action at the regional level ensures that cross-boundary issues that affect poverty, inequality and exclusion – such as shared water resources and risks of conflict – are tackled effectively and equitably.

How and why the Water and Ocean Governance Programme works

The Water and Ocean Governance Programme (WOGP), launched in 2008, is the main global mechanism contributing to the delivery on the water and ocean aspects of the UNDP Strategic Plan. WOGP consists of a number of coordinated programmes and projects that deliver on particular aspects and sub-themes.

One of the great strengths of WOGP is its programme approach. Programmes under WOGP are internally coherent and effective, and are nationally and internationally recognized and respected by a wide variety of stakeholders. The water and ocean governance contribution towards delivering on the UNDP Strategic Plan 2014–2017 builds on these programmes.

Water Governance Facility (WGF)

WGF responds to requests from governments for policy advice and support and works proactively to advance governance issues. WGF is responsible for UNDP water governance knowledge management, including water governance assessments, and is a knowledge hub for water governance. As a developer and manager of global programmes, WGF supports UNDP activities, such as the Shared Waters Partnership (SWP), MDG GoAL WaSH, the water, sanitation and hygiene (WASH) governance knowledge programme relating to the Millennium Development Goals Achievement Fund (MDG-F), and the Water Integrity Training Programme for Sub-Saharan Africa. WGF is hosted and implemented by the Stockholm International Water Institute (SIWI).

Shared Waters Partnership (SWP)

SWP promotes cooperative approaches to shared waters to advance peace, security, regional economic development and protect the environment. SWP also aims to open new opportunities for riparian states to sustainably develop their water resources. It works to strengthen multi-stakeholder platforms, improve efforts to align diplomatic and development work, and build capacity to create robust, responsive institutions for cooperative shared water management.

MDG GoAL WaSH

GoAL WaSH promotes and accelerates achievement of the water and sanitation MDGs through strategically targeted interventions that strengthen governance of the water and sanitation sectors at appropriate levels. GoAL WaSH focuses on governance reform, leadership and policy advocacy in countries with low water and sanitation coverage, often fragile states, which are not likely to achieve the water, sanitation or both MDGs. It coordinates closely with governments and key development partners active in water and sanitation at country level.

WASH governance knowledge programme, MDG-F

The programme works with all aspects of knowledge management to ensure that knowledge and innovations generated by the WASH governance theme of the MDG-F are documented, analyzed and widely disseminated for uptake and replication.

Cap-Net

Cap-Net is an international network for building capacity in sustainable water management. Currently composed of 23 regional and country level capacity development networks with hundreds of member organisations, it delivers training and education to water professionals in Asia, Africa and Latin America and the Caribbean. Partnering with more than 30 international organisations (fostering North-South learning and sharing) and global thematic networks ensures that the best available knowledge and state of the art capacity development delivery is joined in comprehensive packages consisting of training programmes and accessible training manuals. Cap-Net along with its partners has developed 20 training materials and tools on sustainable water management published in English, French, Portuguese and Spanish and these have been translated into 10 more other languages.

Water Integrity Training

Water Integrity Training is a comprehensive water integrity capacity development programme which provides tools and approaches developed by WGF, Cap-Net and Water Integrity Network to strengthen water integrity and promote water sector reform. The programme enhances the knowledge base on water integrity by supporting nationally owned water integrity assessments and action plans, and by developing the capacity of water professionals. It operates in Sub-Saharan Africa. Other countries, and Asia and Latin America, are becoming involved.

Every Drop Matters (EDM)

EDM is a partnership between UNDP and the Coca-Cola Company. Through a small grants mechanism targeting the community level, the programme supports the achievement of the Millennium Development Goals by delivering improved access to water and sanitation and enhanced water resources management, in the context of sustainable development. EDM also contributes to promoting adaptation to climate change and expanding access to environmental services for the poor.

UNDP-Global Environment Facility (GEF)

As a GEF implementing agency, UNDP offers countries specialized technical services in relation to water and oceans. UNDP manages portfolios on integrated water resources management and integrated coastal management; sustainable management of large marine ecosystems; multi-country management of transboundary rivers, lakes and aquifers; 'greening' the international shipping industry; and climate change adaptation. The GEF Water & Oceans portfolio supports over 100 countries in implementing 30 projects. The projects represent an investment of over \$700 million in multiple development benefits in these countries.

3. Water and Ocean Governance Programme thematic priority areas

In WOGP thematic priority areas UNDP programme development is guided by national priorities and national capacities. Countries themselves decide how best to meet their people's aspirations for water and oceans. UNDP support then helps to develop the policies, leadership skills, partnering abilities and institutional capabilities to deliver sustainable results. Based on the principles of sustainable human development, UNDP promotes adaptive, integrated, ecosystem-based approaches to support more effective water and ocean governance, at local, national, regional and global levels. UNDP integrates gender, integrity and human rights issues across the four thematic priority areas.

The four WOGP thematic priority areas contribute to achieving the UNDP strategic outcomes:

- Countries have strengthened institutions to progressively deliver universal access to basic services
- Countries are able to reduce and manage risks of conflict and natural disasters, including from climate change.

3.1. Climate-resilient access to water supply and sanitation

In thought leadership and advisory work to advance the global development agenda, WOGP focuses on coordinating country assistance by UN agencies and other development partners, and incorporating water and sanitation in national development planning processes. This involves contributing to the introduction and implementation of the MDGs Acceleration Framework (MAF). Fragile states receive special attention as their water and sanitation challenges are greatest and they often lack donor assistance. UNDP supports a range of policy responses related to developing and strengthening regulatory functions, consumer influence and redress. Increasingly, UNDP will work to strengthen the capacities of service providers in line with UNDP's belief in a holistic approach that works with the entire spectrum of water services governance. At the local level, UNDP supports decentralizing policy implementation and encouraging community action through special programmes.

Impact

Safe, sustainable and equitable water supply and improved sanitation and hygiene services.

Outcomes

Common understanding among stakeholders at different levels on gaps and priorities to enhance access to water supply and sanitation.

Agreement on priority national water supply and sanitation governance reforms and/or local investment priorities.

Implementation of agreed governance frameworks (policies, laws, institutions, strategies, etc.) and local action to enhance access to water supply and sanitation.

Stronger institutional and human capacity and knowledge base to formulate and implement relevant policies, laws and strategies.

3.2. Climate-resilient integrated water resources and coastal management

UNDP puts a strong focus on coordinating country assistance and including improved water and ocean governance and integrated approaches in national development planning and policy reforms.

Supporting and strengthening development and operationalization of national, provincial and municipal water and ocean reforms and plans receives special attention. To date, UNDP has contributed to improving integration, decentralization and stakeholder participation in water and ocean reform. UNDP now also develops and applies water integrity and human rights-based approaches to water. As a basic requirement for improving water and ocean governance reform, UNDP also strengthens the capacity of key stakeholders and knowledge management processes. At the local level UNDP develops programmes to decentralize implementation of water and coastal policies, and to stimulate community action.

Impact

Socially equitable, environmentally sustainable and economically efficient management and development of water resources and coastal areas.

Outcomes

Common understanding among stakeholders at different levels of gaps and barriers to advancing an integrated approach to water resources and coastal management and development.

Agreement on priority national and/or local governance reforms and local investments to achieve climate-resilient integrated water resources and coastal management and development.

Effective implementation of policies, laws, strategies and institutional frameworks for climate-resilient integrated water resources and coastal management.

Institutional and human capacity and knowledge base strengthened to formulate and implement relevant policies, laws and strategies.

3.3. Protection of transboundary surface water and groundwater in a changing climate

A majority of the world's rivers, lakes, and groundwater systems span state borders. Fragmented management by individual countries endangers the food supply and livelihoods of billions of people. UNDP works to prevent conflict over shared waters by building trust and promoting cooperation among riparian countries. UNDP believes it is important to establish multi-stakeholder platforms to enhance political will and strengthen riparian country commitments to regional processes that advance cooperation in regions where water is, or may become, a source of tension. UNDP promotes collective management of transboundary water systems, and implementation of a full range of policy, legal, and institutional reforms and investments contributing to sustainable use of water resources and maintaining ecosystem services.

Impact

Sustainable and equitable allocation and management of transboundary waters in a changing climate.

Outcomes

A common understanding among key stakeholders of priority issues, and key gaps and barriers to effective transboundary water management in rivers, lakes and aquifers based on sound science and economics.

Multi-country agreements on governance reforms and investments required to ensure sustainable and equitable management of transboundary waters systems.

Effective implementation of agreed governance reforms and investments to restore and protect transboundary waters.

Institutional and human capacity and knowledge base strengthened to implement transboundary processes.

3.4. Sustainable management of oceans in a changing climate

Protecting and restoring oceans requires a range of strategies. These include ecosystem-based approaches, integrated coastal management and significantly expanding marine protected areas. UNDP has contributed to piloting tradable fishing quotas, strict no-fishing zones, elimination of fishing subsidies, new ballast water management and treatment technologies, and improved nutrient management in river basins feeding coastal zones. These tools are now ready for up-scaling. UNDP works with GEF to improve ocean management and sustain livelihoods at the local, national, regional and global scales through effective ocean governance. UNDP-GEF supports ecosystem-based approaches to fisheries and other resource management in more than ten of the world's large marine ecosystems, the source of 85 percent of the global fish catch.

Impact

Sustainable, integrated, climate-resilient management of marine ecosystems.

Outcomes

Multi-country agreement on priority issues, key gaps and barriers to sustainable management of large marine ecosystems.

Multi-country agreement on a suite of governance reforms and priority investments required to move large marine ecosystems towards sustainability.

Implementation of agreed governance reforms and investments leading to sustainability of large marine ecosystems.

Transformation of the global shipping industry towards sustainability (ballast water, hull fouling and energy efficiency).

3.5. Cross-cutting areas

Water and ocean governance span the political, social, economic and administrative systems that directly or indirectly affect the use, development and management of water and ocean resources. Effectively integrating integrity, human rights-based approaches and gender into water and ocean governance will enhance the opportunities for achieving social equity, efficient water and ocean resource use, and democratic equality.

3.5.1. Water integrity

Corruption is one of the least addressed water challenges. Governments, and bilateral and multilateral organizations, have tacitly accepted corrupt water governance. Corruption has been perceived as 'greasing the wheels' of development efforts. This perception is now changing. Anti-corruption measures are now deemed to be central to equitable and sustainable development. Research and case studies increasingly demonstrate that corrupt practices are detrimental to sustainable water use and service provision. Corruption limits the scope for improving poor people's livelihoods as it siphons off scarce monetary resources. Corrupt practices diminish countries'

prospects for providing water and sanitation for all and putting in place sound water resources management. Not least, corruption erodes trust in water institutions and in society at large.

UNDP has a comprehensive programme on water integrity that introduces anti-corruption solutions in water, sanitation and water resources management. UNDP develops tools and approaches to strengthen water integrity and promote water sector reform. These tools and approaches enhance the knowledge base on water integrity, support nationally owned water integrity assessments and action plans, and contribute to capacity development of water professionals and awareness of the detrimental effects of corruption in the water sector.

3.5.2. Human rights-based approaches to water

Human rights-based approaches (HRBA) support the realization of equality, non-discrimination, participation and accountability in water. HRBA also emphasize the sufficiency, safety, acceptability, accessibility and affordability of water services. Overall, HRBA guide progress towards water and sanitation for all.

HRBA mainly address water supply and sanitation services but UNDP also explores their wider application to water resources. UNDP supports the practical implementation of HRBA in water supply and sanitation, water resources management and water governance by:

- Developing experience, lessons learned and guidance
- Improving the capacity of water professionals and development practitioners to integrate human rights-based approaches in policies and programmes
- Exploring synergies with the integrated water resources management approach in order to improve the equity of water resources allocation
- Emphasizing the importance of human rights for more inclusive development.

3.5.3. Gender and water

UNDP stresses the need to address gender inequalities in all policies, programmes and projects. Through specific and targeted activities, programmes can ensure more equitable water and ocean resources management, and more equitable human development opportunities for women and men, individually and collectively. Examples of issues where gender inequalities need to be addressed are in productive and domestic use of water, access to credit and extension services, and control over water, land and coastal resources. Equal opportunities for women and men to participate in water governance and management are also important. The overarching aim is to ensure equity and justice, in addition to enhancing the effectiveness and efficiency of interventions. Citizen's wellbeing also depends on improving access to natural resources that support employment and livelihoods. This means integrating sustainable land, water and forest management, as well as measures related to conservation and sustainable use of biodiversity, according to national priorities.

Resources to support gender programmes include the UNDP 'Resource Guide on Gender in Water Management', available in Arabic, Bangla, English, French, Hindi, Russian, Spanish and Urdu. A review of gender mainstreaming in MDG-Fund UN Joint Programmes on water supply and sanitation documents good practices. A Cap-Net training package explains why gender matters in water resources management. Building on these and other tools and experiences, UNDP strengthens gender activities throughout the WOGP.

4. Water and Ocean Governance Programme strategic activity areas

UNDP plays an operational role in assisting countries to build knowledge and cross-sector capacities, and to put in place sound, effective policies and institutions for managing and developing water and ocean resources sustainably. When requested by governments and other stakeholders, UNDP provides policy advice and technical support to develop and deliver programmes and projects. UNDP contributes to the development and delivery of training courses and toolkits through a variety of capacity building programmes on diverse topics. It contributes to operationalizing and promoting the concept of effective governance in freshwater systems and oceans. UNDP also plays an important role within the UN system, supporting international development processes such as the Post-2015 Development Agenda. These contributions lie in four strategic activity areas: knowledge management; capacity development; programme development and delivery; and global policy work.

4.1. Knowledge management

Continuous learning built on knowledge management is a key driver of organizational performance and success (see figure A1.3 below). Knowledge management is thus strategically important for enhancing development impact.

UNDP plays a leading role in advancing and widely disseminating water and ocean governance concepts, methodologies and tools. Through its knowledge management activities it enhances learning from projects related to water and ocean, and improves coordination between on-going programmes and initiatives. UNDP also documents developments and lessons learned in water and ocean governance beyond UNDP.

UNDP targets (upstream) policy advice and (downstream) support to specific groups. Knowledge management is systematically integrated into UNDP water and ocean programmes both downstream and upstream. To maximize the impact of downstream activities, experiences and lessons learned inform advice on policy and up-scaling.

UNDP knowledge management in water and ocean governance

Some examples of UNDP knowledge management in water and ocean governance include:

- Taking stock of water and ocean governance developments through country assessments and by monitoring UNDP programmes and projects related to water and ocean governance
- Documenting, packaging and disseminating valuable experiences, lessons learned, innovative approaches and methodologies generated by UNDP and other programmes
- Distilling insights and synthesizing findings from monitoring and assessing programmes and projects, and periodically reviewing the literature
- Developing and updating the 'Learn About Water Governance' web-based resource
- Writing and commissioning reviews, papers and reports (for water and ocean governance publication series and others).

UNDP works with several external partners to deliver knowledge management activities, such as with UN-Water on the 'World Water Development Report' and 'Status Report on the Application of Integrated Approaches to Water Resources Management'. Examples of other partners in knowledge management include the Global Water Partnership (GWP), SIWI, International Waters Learning Exchange and Resource Network (IW:LEARN), GEF, United States National Oceanic and Atmospheric Administration (US-NOAA), Partnerships in Environmental Management for the Seas of East Asia (PEMSEA) and the Water Integrity Network (WIN). The WOGP links UNDP practice areas and regional

bureaus, involving for example the UNDP Governance Centre in Oslo, the groups on climate change, energy and drylands, the Democratic Governance Group, Regional Bureau for Arab States and many more.

Within WOGP, knowledge management supports results-based management and reporting on implementation of the water and ocean elements of realizing the UNDP Strategic Plan.

4.2. Capacity development

Capacity development – the process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time – is an effective way to improve water resources management. The concept of transformation is central to UNDP capacity development activities. Capacity development must bring about transformation that is generated and sustained over time from within.

UNDP assists countries in building cross-sector capacities and putting in place sound, effective policies and institutions to manage and develop water and ocean resources sustainably. UNDP contributes to the development and widespread delivery of training courses and toolkits through a variety of capacity building programmes, such as Cap-Net, PEMSEA, IW:LEARN, GloBallast and Train-Sea-Coast.

Cap-Net strengthens capacity in sustainably managing and developing water resources and improving access to water supply and sanitation at the local level. An important part of this is boosting the ability of in-country partners to deliver capacity development. Cap-Net also links capacity building networks around the world with each other, with international organizations and with networks such as GWP, SIWI, United Nations Educational, Scientific and Cultural Organization (UNESCO), United Nations Environment Programme (UNEP), World Meteorological Organization (WMO), Gender and Water Alliance, Streams of Knowledge and the Water Operators Partnership managed by UN-HABITAT.

4.3. Programme development and delivery

UNDP provides policy support and technical advice to governments through a coordinated portfolio of programmes and projects. These apply adaptive, integrated, ecosystem-based approaches to managing freshwater and ocean resources and to promoting effective governance at all levels. Through WOGP programmes and projects, UNDP assists countries to allocate water equitably, to develop capacity, and to implement integrated approaches to water and ocean resources management.

Adaptive water and ocean governance – flexible, integrated, holistic forms of governance that can deal with the complexity of social-ecological systems and their associated services – helps lessen poverty and vulnerability, sustain and enhance livelihoods, and maintain ecosystem services. UNDP promotes and facilitates equitable access to water and sanitation services as a fundamental prerequisite for human development. Together with governments, civil society, the UN, international financial institutions, bilateral and multilateral agencies, the private sector and other development partners UNDP develops and delivers programmes to improve water and ocean governance, and to scale up water and sanitation services for the poor.

4.4. Global policy

At the global level, WOGP supports international policy dialogues, advocates for equitable water and ocean governance, and works with partners to prioritize 'global action' on water and oceans and move water-ocean-poverty issues up the development agenda. WOGP also contributes to coordination within the UN system by working through UN-Water and UN-Oceans on policy guidance and tools, chairing UN-Oceans and leading UN-Water Task Forces on coordination and water resources management.

UNDP develops and participates in national, regional and global water and ocean monitoring and assessment processes to enhance the water and ocean governance knowledge base. UNDP also makes an important contribution to global and regional reports on issues related to water and ocean governance. Through the WGF, UNDP makes major contributions to the UN 'World Water Development Report', and the 'Global Annual Assessment of Sanitation and Drinking-Water', the UN-Water pilot initiative that reports on global progress on sanitation and drinking-water. UNDP also supports the 'Regular Process for Global Reporting and Assessment of the State of the Marine Environment, including Socio-economic Aspects (Regular Process)' and has contributed to several key inter-agency ocean policy documents including 'Green Economy in a Blue World', 'Blueprint for Ocean and Coastal Sustainability' and 'Catalyzing Ocean Finance'.

4.5. Partnering and building coalitions

UNDP, together with governments, the UN, international financial institutions, bilateral and multilateral agencies, civil society, the private sector and other development partners, works to bring about improvements in water and ocean governance. As an important part of how it works, UNDP engages with a wide range of partners in and beyond the water and ocean sectors. The WOGP has successful partnerships with governments, private sector and civil society organizations at all levels.

UNDP works cooperatively with many other UN agencies, UN-Water, UN-Oceans, GEF and international financial institutions. UNDP is a member of UN-Water, leading on governance-related issues, and has chaired UN-Oceans for the last three years. In efforts to advance governance and to implement programmes, UNDP works closely with SIWI. UNDP has established alliances with GWP, WIN and the Gender and Water Alliance (GWA). UNDP collaborates with regional fisheries, LME and other organizations on effective governance to improve water and ocean management and sustain livelihoods locally, nationally, regionally and globally. UNDP will continue to strengthen existing partnerships and will also explore new partnerships to enhance the impact of its work, for example with the private sector.

5. Water and Ocean Governance Programme results-based framework 2014–2017

The Water and Ocean Governance Programme (WOGP) results-based framework sets out programme activities, and the intended impacts and outcomes in the four thematic areas (see Appendix 2):

- Climate-resilient access to water supply and sanitation
- Climate-resilient integrated water resources and coastal management
- Protection of transboundary surface and groundwaters in a changing climate
- Sustainable management of oceans in a changing climate.

The framework will be used for tracking progress, and will provide information for annual progress reports and reviews at local, country, regional and global levels. A mid-term review of the WOGP contribution to the UNDP Strategic Plan will provide an opportunity to adjust the programme, re-evaluate programme risks and adapt to the global Post-2015 Development Agenda as appropriate.

WOGP's theory of change model underpins the results-based management framework (see Appendix 1). The impact statement for each thematic area describes the 'big picture' change that WOGP will contribute to, for example a change in the underlying development situation. Achieving the impacts is the goal for the strategic framework period.

The **outcomes** are the changes that the WOGP interventions seek to support. They are the medium-term results produced by delivering outputs. UNDP contributes to these outcomes together with partners. The clear **indicators** and measureable **targets** specified for each outcome describe the changes expected within the strategic framework period. The outcomes reflect the comparative advantage of UNDP and are expressed in terms that show how the UNDP contribution influences governance progression (see appendix 1) in water and oceans through the following phases:

- Limited, weak or ineffective water and/or ocean governance processes in place
- Agreements on water and ocean governance priorities and institutional arrangements
- Implementation of policies, laws, strategies and institutional frameworks.

5.1 Managing risk

The implementation of the WOGP contribution to the UNDP Strategic Plan carries both external and internal risks. UNDP regularly monitors internal and external risks and takes risk mitigation measures (see Appendix 3).

External risks are those that are beyond the control of the WOGP programmes but that could affect achieving results and could jeopardize success. They include, for example, social and political instability, limited capacity of government partners and corruption. Some WOGP programmes work in fragile states and post-conflict countries because although the risks are high there are valuable opportunities to deliver positive results.

Internal risks include, for example, staff changes, operational and organizational delays, and lack of financing. Internal integrity issues also pose a risk and have to be managed to make sure that funds are spent efficiently. Adhering to auditing and procurement rules and proper financial management mitigates these risks.

6. Organization and financing

The WOGP is a global programme under the UNDP Bureau for Development Policy (BDP). BDP, a key pillar in the UNDP organizational structure, works in five areas: democratic governance; environment and energy; gender; HIV/AIDs; and poverty reduction. Other units within UNDP address crisis prevention and recovery, and capacity development. All respond to demand from developing countries through global advocacy, generating knowledge, building alliances, promoting frameworks on key issues, advising on policy, supporting national capacity building, knowledge networking and sharing good practices.

UNDP has established a critical mass of water and ocean capacities to deliver on the WOGP contribution to the 2014-17 UNDP Strategic Plan. As a result of UNDP work on water and land management and ecosystem services, demands from countries are increasing rapidly to the extent that UNDP-WOGP currently cannot fulfil demand. While this reflects the relevance of UNDP-WOGP, it also poses challenges. UNDP needs to further strengthen its water and ocean technical capacities and to leverage additional funding. Securing human and financial resources is a vital ingredient in meeting country and other stakeholder demands and delivering the contribution. Strengthening and re-allocating resources and capacities to deliver on current and future demand is a continuous process within UNDP.

UNDP aims to secure long-term funding from diverse sources to realize the WOGP contribution to realizing the UNDP Strategic Plan 2014–2017. Funding secured will support core functions as well as programmes. UNDP increasingly pursues diverse new funding opportunities arising from the dynamically changing funding environment. UNDP-WOGP already enjoys fruitful partnerships with the private sector. This is an important funding avenue that UNDP will continue to explore.

Over the past four years, WOGP has built effective partnerships and made a significant impact with a budget of around \$120 million. Table 1 shows the outline budget for 2014–2017. WOGP budget mechanisms encourage projects driven by demand and need, and local ownership. As a result, UNDP leverages contributions of 100 percent at the local level from government, local organizations and other donors. In addition, projects and programmes attract significant in-kind contributions and voluntary work, for example by members of Cap-Net.

Table 1. Water and Ocean Governance Programme budget 2014–2017 (\$ million)

	2014	2015	2016	2017	Total \$ million
Climate-resilient access to water supply and sanitation	4.69	6.8	6.91	7.03	25.43
Climate-resilient integrated approaches to water resources and coastal management	6.82	7.02	7.23	7.45	28.52
Protection of transboundary surface and groundwaters in a changing climate	10.99	11.31	11.63	11.97	45.9
Sustainable management of ocean in a changing climate	11.55	11.9	12.25	12.62	48.32
Total \$ million	34.05	37.03	38.02	39.07	148.17

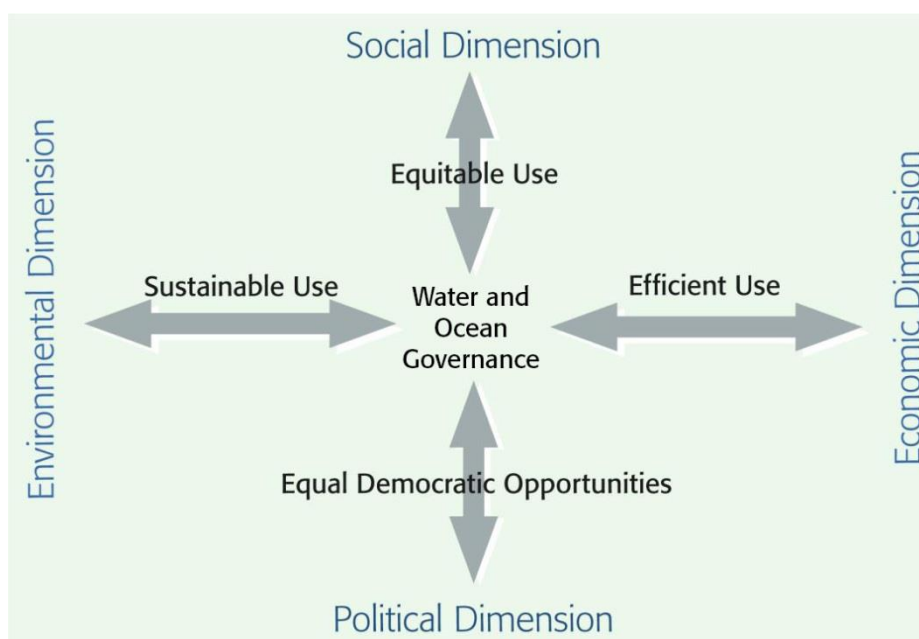
Appendix 1. UNDP approach to water and ocean governance

The governance of water and ocean resources is made up of political, social, economic and administrative systems which directly or indirectly affect the use, development and management of water and ocean resources, and the delivery of water services. The representation of interests in water and ocean decision-making, and the role of power and politics, are important factors to address in governance dynamics. On a practical level governance in water is about the quality of institutions and stakeholder relations.

UNDP works with multiple aspects of water and ocean governance and management in relation to surface water and groundwater, ocean and coastal resources, and water supply and sanitation services. Taking governance as a strategic entry point addresses four critical water and ocean management and development dimensions (figure A1):

- Social dimension, placing equity in water access at the forefront
- Economic dimension, with particular focus on efficiency; for example, in water allocation and use
- Political dimension, with a focus on providing water and ocean stakeholders with equal rights and opportunities to take part in various decision-making processes
- Environmental dimension, emphasizing sustainable use of water and ocean resources and maintaining ecosystem services.

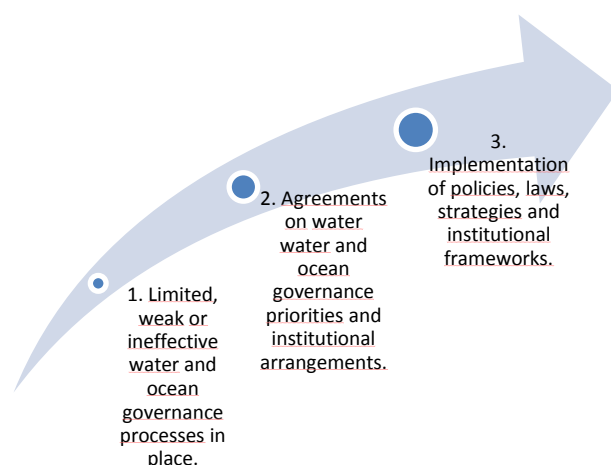
Figure A1.1. The four dimensions of water and ocean governance



Making progress towards improved governance means addressing dynamic social, economic and political processes in relation to the four governance dimensions. Changing governance is a long-term and continuous process that entails taking incremental steps towards achieving the UNDP Water and Ocean Vision.

Local, national, regional and global priorities are set, and commitments and resources mobilized, based on assessments of water and ocean governance situations. UNDP identifies three governance phases that serve as entry points for developing and monitoring activities (figure A1.2).

Figure A1.2. Water and ocean governance progression



Limited, weak or ineffective water and/or ocean governance processes in place. UNDP assists countries in this situation to develop water and ocean governance processes and systems. This may involve, for example, dealing with fragmented institutions or lack of institutional frameworks to carry out basic water management functions, such as planning, allocating water and ocean resources and delivering water services. Here the first steps may be assessments and diagnostics, which can lead to stakeholders agreeing on water and ocean governance gaps and priorities, and setting processes in place to address these.

Agreements on water governance priorities and institutional arrangements. UNDP assists countries in this situation to develop stakeholder agreements on policies, plans and institutional arrangements. Once in place, implementing these agreements is critical for realizing the development benefits of water and ocean governance reform.

Implementation of policies, laws, strategies and institutional frameworks. Water and ocean cooperation in countries and regions can be at different starting points. Countries can be at quite different stages in implementing governance reform:

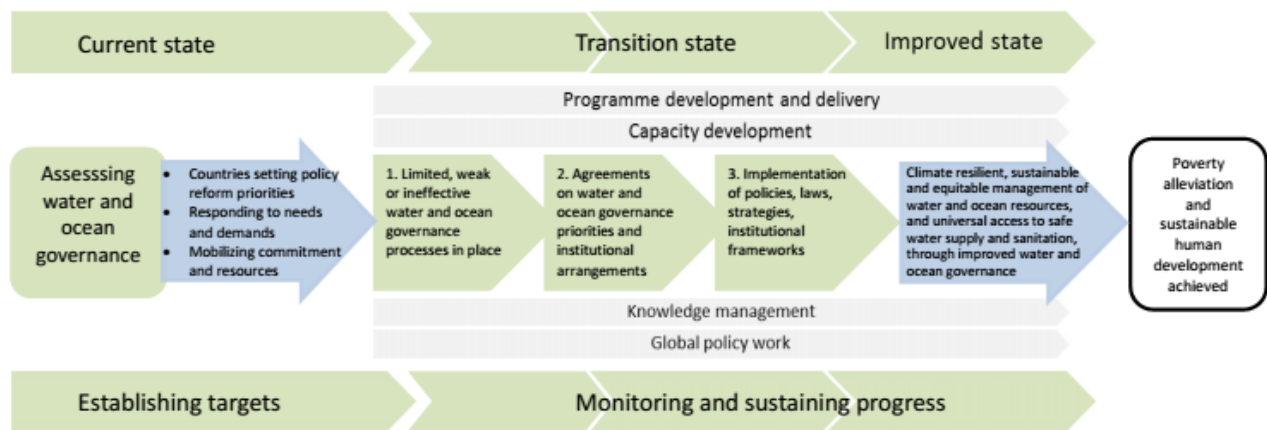
- Reform just initiated
- Reform is underway
- Reform is at an advanced stage.

UNDP adjusts design of interventions accordingly, assisting and providing support to countries so that they can implement water and ocean reforms in more effective ways.

Assisting countries and regions to progress from one governance phase to the next is an integral component of UNDP's strategic approach. The approach is based on the theory of change (see figure A1.3). This model underpins the UNDP-WOGP results-based management framework. As countries improve governance in water and/or oceans, they also augment opportunities for enhancing

sustainability, efficiency and equity. Improving governance also gives stakeholders, particularly women and other marginalized groups, greater prospects for exerting influence.

Figure A1.3. Theory of change: stages in governance progression to achieve the UNDP Water Vision



Appendix 2: UNDP WOGP Results Based Management Framework

Climate-resilient access to water supply and sanitation

Impact: Sustainable and equitable water supply and improved sanitation and hygiene services

	<i>Indicator</i>	<i>Target</i>
Outcome 1 Common understanding among stakeholders at different levels on gaps and priorities in enhancing access to water supply and sanitation. Contributing programmes: <ul style="list-style-type: none"> • WGF • EDM • MDG GoAL WaSH 	Number of national or local water governance gap/barrier assessments leading to joint understanding and enhanced political will to take action on water supply and sanitation via governance reform and/or direct local action.	<ul style="list-style-type: none"> • 12 national water governance assessments leading to joint understanding and will to take national level action on accelerating access to water supply and sanitation. • Assessments of and requests for proposals leading to 200–250 local level projects in 30 countries completed.
Outcome 2 Agreement on priority water supply and sanitation governance reforms and/or investment priorities. Contributing programmes: <ul style="list-style-type: none"> • EDM • MDG GoAL WaSH • MDG Achievement 	<p>Number of countries implementing MDG Acceleration Framework (MAF) action plans to drive progress on water/sanitation by adopting water governance reforms that remove barriers and enable acceleration of access to water supply and sanitation and achievement (or better) of MDGs or post-MDG water/sanitation targets.</p> <p>Number of communities developing local actions to enhance sustainable access to climate-resilient water supply and sanitation; number of countries impacted.</p>	<ul style="list-style-type: none"> • Water governance reforms for improved WASH access adopted in 16 countries. • 200–250 local level projects in 30 countries identified leading to direct local action to enhance access to sustainable water supply and/or sanitation services. • Institutional arrangements addressing gender and WASH established in four countries. • Institutional arrangements addressing water integrity and WASH established in six countries. • Institutional arrangements addressing HRBA and WASH

Impact: Sustainable and equitable water supply and improved sanitation and hygiene services		
	Indicator	Target
<p>Fund (MDG-F)– Towards Trans-cultural Transparency (TTT)</p> <ul style="list-style-type: none"> MDG-F – Knowledge Management (KM) WGF (e.g. Tajikistan, Palestinian Water Authority) 	<p>Number of formal and informal institutional arrangements (effectively) addressing gender and water.</p> <p>Number of formal and informal institutional arrangements (effectively) addressing water integrity.</p> <p>Number of formal and informal institutional arrangements (effectively) addressing HRBA to water supply and sanitation.</p>	<p>established in four countries.</p>
<p>Outcome 3 Implementation of agreed governance frameworks (policies, laws, institutions, strategies, etc.) and local action to enhance access to water supply and sanitation.</p> <p>Contributing programmes:</p> <ul style="list-style-type: none"> GoAL WaSH WGF EUWI Africa EDM 	<p>Number of people with improved access to sustainable, climate-resilient safe water and sanitation services and improved hygiene.</p> <p>Number of countries implementing agreed water and sanitation governance reforms.</p> <p>Number of institutional frameworks effectively implementing gender, HRBA and/or water integrity in water supply and sanitation services and strategic planning processes.</p>	<ul style="list-style-type: none"> 600,000 people with access to improved water supply and/or sanitation, in 20 countries. Eight countries implementing agreed reforms to catalyze acceleration of progress on water and sanitation MDGs/post-MDG targets. Institutional frameworks being implemented in five countries.
<p>Outcome 4 Institutional and human capacity and knowledge</p>	<p>Number of trainers available on relevant themes.</p> <p>Number of individuals that have gained strengthened knowledge and capacity to formulate and implement</p>	<ul style="list-style-type: none"> 50 trainers on WASH governance capacity development. 1,000 individuals trained, at least 40 % female participants. 200 organizations/networks with enhanced capacity for

Impact: Sustainable and equitable water supply and improved sanitation and hygiene services		
	Indicator	Target
<p>base strengthened to formulate and implement relevant policies, laws and strategies.</p> <p>Contributing programmes:</p> <ul style="list-style-type: none"> • Cap-Net • IW:LEARN • MDG-F-KM • MDG-F – TTT • WGF • Water Integrity Programme • EDM 	<p>relevant policies, laws and strategies.</p> <p>Number of organizations/networks that have gained strengthened capacity to implement relevant policies, laws and strategies.</p> <p>Number of organizations/networks and individuals strengthened in cross-cutting issues; gender, HRBA and/or water integrity.</p> <p>Number of downloads and visits to WOGP knowledge products, databases and training materials.</p> <p>Number of people applying new knowledge to enhance their own performance, sharing benefits to their organization and sharing benefits to society.</p> <p>Number of awareness raising campaigns on increased WASH.</p> <p>Number of WASH processes/experiences documented, analyzed and disseminated.</p>	<p>delivering, up-scaling and replicating water supply and sanitation services.</p> <ul style="list-style-type: none"> • 40 organizations/networks and 250 individuals strengthened in cross-cutting issues. • 40,000 downloads and 1,000,000 visitors to WOGP knowledge products (web stats).⁹ • 500 people applying knowledge to enhance own performance and sharing benefits to own organization and society. • Awareness campaigns carried out in 40 countries. • At least 100 knowledge and information products developed and disseminated to appropriate target groups. • At least 25% of the knowledge products address gender, HRBA and/or water integrity.

⁹ Total for the entire WOGP.

5.2. Climate-resilient integrated water resources and coastal management

Impact: Socially equitable, environmentally sustainable and economically efficient management and development of water resources and coastal areas

	<i>Indicator</i>	<i>Target</i>
<p>Outcome 1</p> <p>Common understanding among stakeholders at different levels of gaps and barriers to advancing integrated water resources and coastal management and development.</p> <p>Contributing programmes:</p> <ul style="list-style-type: none"> • WGF • EDM • GEF Implementing Integrated Land, Water & Wastewater Management in Caribbean small island developing states (SIDS) (IWCLAM) • GEF Pacific SIDS IWRM Programme • GEF Ridge to Reef (Pacific) • GEF Africa SIDS IWRM 	<p>Number of national and/or local water and coastal governance assessments leading to joint understanding and political will to take action on water resources and/or coastal management.</p>	<ul style="list-style-type: none"> • 20 national 'ridge to reef' ICM/IWRM assessments completed covering all the SIDS of Africa/Indian Ocean and the Pacific Ocean • 10–20 countries in each of three regions (Africa, LAC, Arab States/South Asia) complete national ICM assessments and identify target areas for pilot ICM sites (at least one per country). • 10 national water resources governance assessments leading to joint understanding and will to take national level action on water resources management improvement.

Impact: Socially equitable, environmentally sustainable and economically efficient management and development of water resources and coastal areas		
	Indicator	Target
Programme <ul style="list-style-type: none"> • GEF PEMSEA • (3) New GEF Regional integrated coastal management (ICM) programmes (Africa, Latin America and Caribbean (LAC), S. Asia/Arab States) 		
Outcome 2 Agreement on priority national and/or local governance reforms and local investments to achieve climate-resilient integrated water resources and coastal management and development. Contributing programmes: <ul style="list-style-type: none"> • WGF • Cap-Net • EUWI AWG • EDM • GEF IWCLAM 	Number of continental countries agreeing upon ICM policies and plans at national and/or local levels. Number of SIDS preparing 'ridge to reef' ICM/IWRM plans. Number of SIDS adopting national ICM policies closely linked to existing IWRM plans in 'ridge to reef' context. Number of agreements on improving water governance for better water resources management. Number of agreements addressing gender, integrity and/or HRBA in water resources and coastal management.	<ul style="list-style-type: none"> • 10–20 countries in each of three major regions (LAC, Africa, S. Asia/Middle East) prepare and adopt ICM policies and multiple local/provincial ICM plans (at least one local site per country). • 20 national 'ridge to reef' ICM/IWRM plans prepared and adopted covering all the SIDS of Africa/Indian Ocean (6) and the Pacific Ocean (14). • 15 or more SIDS adopting national ICM policies. • 10 countries adopting priorities on water governance reform. • Five countries addressing gender, integrity and/or HRBA in water resources and coastal management.

Impact: Socially equitable, environmentally sustainable and economically efficient management and development of water resources and coastal areas		
	Indicator	Target
(Caribbean SIDS) <ul style="list-style-type: none"> • GEF Pacific SIDS IWRM Programme • GEF Ridge to Reef (Pacific) • GEF Africa SIDS IWRM Programme • GEF PEMSEA • (3) New GEF Regional ICM programmes (Africa, LAC, S. Asia/Arab States) 		
Outcome 3 Effective implementation of policies, laws, strategies and institutional frameworks for climate-resilient integrated water resources and coastal management.	Number of continental countries implementing ICM policies and plans at national and local/provincial levels. Number of SIDS implementing 'ridge to reef' integrated ICM/IWRM plans at local sites. Number of SIDS replicating and up-scaling ICM/IWRM planning processes in other national settings. % of coastlines in Africa, LAC and Arab States/S. Asia under ICM programmes. Number of countries implementing national, sub-national and local water governance reforms and	<ul style="list-style-type: none"> • 10-20 countries in each of three major regions (LAC, Africa, S. Asia/Middle East) implementing ICM policies and multiple local/provincial ICM plans (at least one per country). • 20 national 'ridge to reef' local ICM/IWRM plans under implementation covering all the SIDS of Africa/Indian Ocean and the Pacific Ocean. • 10 or more SIDS moving to replicate and upscale 'ridge to reef' ICM/IWRM approaches in new sites. • 10% or more of coastlines in Africa, LAC, Arab States under ICM programs by 2018. • Three countries in Central Asia developing national IWRM plans under a EU/UNDP IWRM project. • Five countries implementing water governance reform to
Contributing programmes: <ul style="list-style-type: none"> • WGF • EUWI AWG • EDM 		

Impact: Socially equitable, environmentally sustainable and economically efficient management and development of water resources and coastal areas		
	Indicator	Target
<ul style="list-style-type: none"> • GEF IWCLAM (Caribbean SIDS) • GEF Pacific SIDS IWRM Programme • GEF Ridge to Reef (Pacific) • GEF Africa SIDS IWRM Programme • GEF PEMSEA • (3) New GEF Regional ICM programmes (Africa, LAC, S. Asia/Arab States) 	<p>plans to advance integrated water resources management.</p> <p>Number of institutional frameworks incorporating gender, HRBA and/or water integrity in analysis and strategic planning processes.</p>	<p>strengthen water resources management.</p> <ul style="list-style-type: none"> • 75% of the institutional frameworks implementing gender, HRBA and/or water integrity in IWRM analysis and strategic planning processes.
<p>Outcome 4</p> <p>Institutional and human capacity and knowledge base strengthened to formulate and implement relevant policies, laws and strategies for climate-resilient integrated water resources and coastal management.</p> <p>Contributing programmes:</p>	<p>Number of trainers available on relevant themes.</p> <p>Number of individuals that have gained strengthened capacity to formulate and implement relevant policies, laws and strategies.</p> <p>Number of individuals and organizations strengthened on gender, HRBA and/or water integrity.</p> <p>Number of organizations/networks that have gained strengthened capacity to implement relevant policies, laws and strategies.</p> <p>Number of people applying new knowledge to</p>	<ul style="list-style-type: none"> • 200 trainers available on relevant themes. • 9,000 individuals have gained strengthened capacity to implement relevant policies, laws and strategies. • 100 organizations and 1000 individuals with strengthened capacities on cross-cutting issues. • 1,000 organizations/networks with enhanced capacity for delivering, up-scaling and replicating water supply and sanitation services. • 4,000 people applying knowledge to enhance own performance and sharing benefits to own organization and society. • 40,000 downloads and 1,000,000 visitors to WOGP

Impact: Socially equitable, environmentally sustainable and economically efficient management and development of water resources and coastal areas		
	<i>Indicator</i>	<i>Target</i>
<ul style="list-style-type: none"> Cap-Net IW:LEARN Water Integrity Programme GEF Large Marine Ecosystems (LME) CoP project 	<p>enhance their own performance, sharing benefits to their organization and sharing benefits to society.</p> <p>Number of downloads and visits to WOGP Water resources knowledge products, data bases and training materials.</p> <p>Number of integrated water resources and coastal management processes/experiences documented, analyzed and disseminated.</p>	<p>knowledge products (web stats).¹⁰</p> <ul style="list-style-type: none"> At least 40 knowledge and information products developed and disseminated to appropriate target groups. At least 25% of the knowledge products address gender, HRBA and/or water integrity.

5.3. Protection of transboundary surface and groundwaters in a changing climate

Impact: Sustainable and equitable allocation and management for transboundary waters in a changing climate		
	<i>Indicator</i>	<i>Target</i>
<p>Outcome 1</p> <p>Common understanding among key stakeholders of priority issues, and key gaps and barriers to effective transboundary water management in rivers, lakes and aquifers based on sound science and economics (transboundary</p>	<p>Number of shared surface and groundwater bodies completing TDA using latest GEF-IW methodology.</p>	<ul style="list-style-type: none"> TDA completed in 7–10 new major transboundary water bodies, filling gaps where GEF not previously present.

¹⁰ Total for the entire WOGP.

Impact: Sustainable and equitable allocation and management for transboundary waters in a changing climate		
	Indicator	Target
<p>diagnostic analyses (TDA)).</p> <p>Contributing programmes:</p> <ul style="list-style-type: none"> • GEF-IW • WGF • SWP 		
<p>Outcome 2</p> <p>Multi-country agreements on governance reforms and investments required to ensure sustainable and equitable management of transboundary waters systems.</p> <p>Contributing programmes:</p> <ul style="list-style-type: none"> • WGF • Cap-Net • GEF-IW • SWP • EUWI Africa 	<p>Number of multi-country agreements on transboundary waters (SAPs) adopted to ensure sustainable and equitable water management in a changing climate.</p> <p>Number or proportion of projects incorporating climate dimension in transboundary analysis and multi-country strategic planning processes.</p> <p>Number or proportion of projects incorporating gender in transboundary analysis and multi-country strategic planning processes.</p>	<ul style="list-style-type: none"> • 7–10 multi-country agreements (SAPs) on transboundary waters adopted. • 75% or more of SAPs incorporating climate dimension. • 75% or more of SAPs incorporating gender dimension.
<p>Outcome 3</p> <p>Effective implementation of agreed governance reforms and investments to restore and protect transboundary</p>	<p>Number of major transboundary water bodies with agreed action programmes for sustainable management under implementation.</p> <p>Number of SAPs effectively incorporating climate dimension in transboundary analysis and multi-</p>	<ul style="list-style-type: none"> • Implementation of SAPs (governance reforms, investments) underway in 10–12 transboundary water bodies. • 75% or more of SAPs under implementation have effectively incorporated climate dimension.

Impact: Sustainable and equitable allocation and management for transboundary waters in a changing climate		
	Indicator	Target
waters. Contributing programmes: <ul style="list-style-type: none"> • WGF • Cap-Net • GEF-IW • SWP 	country strategic planning processes. Number of SAPs effectively incorporating gender in transboundary analysis and multi-country strategic planning processes.	<ul style="list-style-type: none"> • 75% or more of SAPs under implementation have effectively incorporated gender dimension.
Outcome 4: Institutional and human capacity and knowledge base strengthened to implement transboundary processes. Contributing programmes: <ul style="list-style-type: none"> • Cap-Net • WGF/SWP • GEF/IW:LEARN 	Number of trainers available on relevant themes. Number of individuals that have gained strengthened knowledge and capacity to implement transboundary processes. Number of organizations / networks that have gained strengthened capacity to implement relevant policies, laws and strategies. Number of individuals strengthened on gender and transboundary water. Number of people applying new knowledge to enhance their own performance, sharing benefits to their organization and sharing benefits to society. Number of downloads and visits to WOGP transboundary knowledge products, data bases and training material. Number of transboundary water	<ul style="list-style-type: none"> • 30 trainers available on relevant themes. • 400 individuals have gained strengthened capacity to implement relevant policies, laws and strategies. • 20 organizations/networks with strengthened capacities. • 100 individuals with strengthened capacities. • 200 people applying knowledge to enhance own performance and sharing benefits to own organization and society. • 40,000 downloads and 1,000,000 visitors to WOGP knowledge products (web stats).¹¹ • At least 20 knowledge and information products developed and disseminated to appropriate target groups. • At least 25% of the knowledge products address gender, HRBA and/or water integrity.

¹¹ Total for the entire WOGP.

Impact: Sustainable and equitable allocation and management for transboundary waters in a changing climate		
	Indicator	Target
	processes/experiences documented, analyzed and disseminated.	

5.4. Sustainable management of oceans in a changing climate

Impact: Sustainable, integrated, climate-resilient management of marine ecosystems		
	Indicator	Target
Outcome 1 Multi-country agreement on priority issues, key gaps and barriers to sustainable management of large marine ecosystems.	Number of LMEs completing TDAs.	5–7 new LMEs complete TDAs by 2018.
Outcome 2 Multi-country agreement on suite of governance reforms and priority investments required to move large marine ecosystems towards sustainability. Contributing programmes: <ul style="list-style-type: none"> • GEF-IW • EDM 	Number of multi-country LMEs that adopt strategic action programmes (SAPs) of agreed governance reforms and priority investments. Number of SAPs effectively incorporating climate dimension in transboundary analysis and multi-country strategic planning processes. Number of SAPs effectively incorporating gender in transboundary analysis and multi-country strategic planning processes.	<ul style="list-style-type: none"> • 8–10 multi-country LMEs adopt SAPs by 2018. • 75% or more of LME SAPs incorporate climate dimension. • 75% or more of LME SAPs incorporate gender dimension.

Impact: Sustainable, integrated, climate-resilient management of marine ecosystems		
	Indicator	Target
<ul style="list-style-type: none"> SWP 		
Outcome 3 Implementation of agreed governance reforms and investments towards sustainability of large marine ecosystems.	<p>Number of multi-country LME SAPs under implementation.</p> <p>Proportion of world's depleted fish stocks (by volume) positively impacted by implementation of agreed SAP governance reforms and investments.</p> <p>Proportion of world's developing country hypoxic areas positively impacted by implementation of agreed SAP governance reforms and pollution reduction investments.</p>	<ul style="list-style-type: none"> Nine LME SAPs under implementation by 2018. 10–20% of globally depleted fisheries (by volume) positively impacted. 50% or more of developing country LMEs facing hypoxia positively impacted.
Outcome 4 Transformation of global shipping industry towards sustainability <ul style="list-style-type: none"> Ballast Water Hull Fouling Energy Efficiency <p>Contributing programmes:</p> <ul style="list-style-type: none"> GEF/UNDP/ International Maritime Organization (IMO) GloBallast project 	<p>Number of developing countries with capacity to comply with provisions of global convention on ship ballast water and sediments.</p> <p>Number of countries and total ship tonnage of countries ratifying global ballast water convention.</p> <p>Number of developing countries with capacity to meet IMO hull fouling guidelines and requirements of anticipated global instrument.</p> <p>Number of companies developing innovative new tools to meet emerging ship hull fouling mitigation requirements.</p> <p>Number of developing countries implementing new IMO ship energy efficiency (design, Energy Efficiency</p>	<ul style="list-style-type: none"> 70 or more countries. 40 or more countries representing 35% or more global ship tonnage (e.g. convention in force) by 2014. 10–15 countries fully capacitated by 2018. 10 or more companies investing R&D in new technologies to reduce hull fouling. 10–15 countries implementing SEEMP/EEDI in flag state and/or port state capacities.

Impact: Sustainable, integrated, climate-resilient management of marine ecosystems		
	<i>Indicator</i>	<i>Target</i>
<ul style="list-style-type: none"> • GEF/UNDP/IMO Global Hull Fouling Program • GEF/UNDP/IMO Global Ship Energy Efficiency Program 	<p>Design Index (EEDI); operation, Ship Energy Efficiency. Management Plan (SEEMP)) standards.</p> <p>Projected reduction in shipping greenhouse gas (GHG) emissions by 2018 via implementation of IMO ship energy efficiency and design standards.</p>	<ul style="list-style-type: none"> • 10% reduction in shipping GHG emissions vs. 'business as usual' projection for 2018.

Appendix 3: Water and Ocean Governance Programme risks and risk mitigation measures

Description	Type	Mitigation measure/management response
Political, economic and social instability in countries where WOGP provides support.	External/political	<ul style="list-style-type: none"> • Awareness of political situation. • Diversity of countries (not all fragile states).
Limited willingness of countries/riparians to engage in reforms of water supply and sanitation services, water and ocean resources management and joint management of shared waters.	External	<ul style="list-style-type: none"> • Work to engage UNDP country offices in dialogue with governments and with diplomatic missions. This will be done through programme managers and regional technical advisors. • Promote sharing evidence of impacts of water and ocean reforms on economies, finance, jobs, livelihoods with finance, planning, etc. ministries including through inter-ministerial committees.
Endemic corruption in countries where WOGP provides support.	External/internal	<ul style="list-style-type: none"> • Manage within programmes by including integrity clauses in contracts and in memorandums of understandings etc. • Ensure that UNDP country offices do proper follow-up with government partners on how funds are being spent. • Carry out water integrity training and corruption risk assessments.
Limited capacity among government institutions and other partner organizations (subject-related, on project administration etc.).	External	<ul style="list-style-type: none"> • Appropriate capacity building (e.g. in basic project administration). • Institutional building to ensure sustainability. • Identify suitable implementing partners who can add value to overall capacity

		development efforts.
Lack of ownership among government institutions and other partner organizations.	External/internal	<ul style="list-style-type: none"> • Work closely with partners to identify, plan and develop activities to ensure strong buy-in and ownership. • Develop partnership agreements that clearly define roles and responsibilities of each programme partner. • Full stakeholder consultation. • Seek and promote government ownership and commitment to agreed reforms at highest possible political level.
Limited willingness of development partners to cooperate on projects.	External/internal	<ul style="list-style-type: none"> • Discuss and hold dialogues with other development partners to solicit interest and engagement. • Create and manage consortia of development partners around initiatives.
Limited capacity of UNDP country offices (subject-related, implementation of projects).	Internal	<ul style="list-style-type: none"> • Support from regional offices. • Careful selection to ensure UNDP country offices buy in. • Staff mentors (junior professional officers (JPOs), expatriates where needed). • Clearly communicate expectations, requirements and available support resources at start of project. • Regularly coordinate activities and provide extra support from programme manager.

Operational and organizational delays in achieving project targets and milestones.	Internal/operational	<ul style="list-style-type: none"> Detailed work plan with timetable developed and fully understood by UNDP country offices and other implementing partners. Systematize the WOGP monitoring and reporting framework to facilitate the annual review of progress at country and global levels. Carefully select, assess, monitor and oversee implementing partners; test new 'out of the box' implementing partner modalities.
Lack of integrity in the costing and implementation of project and programmes (poor efficiency, weak follow-up, unjustified expenditures).	Internal	<ul style="list-style-type: none"> Strictly adhere to auditing and procurement rules and strict financial management with appropriate checks and balances in place. Annual auditing as part of annual reporting. Systematize the WOGP monitoring and reporting framework to facilitate the annual review of progress at country and global levels.
Staff changes within WOGP, UNDP country offices and among partners that can delay programme implementation.	Internal/external	<ul style="list-style-type: none"> UNDP country offices and other partners collectively prepare to fill in any temporary staff gap so as to minimize impacts on programme implementation. Speedy recruitment of required staff.
Exacerbating inequalities through cherry picking projects.	Internal	<ul style="list-style-type: none"> Proper scoping to ensure WOGP works where need is greatest – poorest countries, and poorest communities therein.
Administrative delays e.g. concerning disbursements of funds.	Internal	<ul style="list-style-type: none"> Closer collaboration and communication

		with UNDP HQ administration.
<p>Uncertain funding for some programmes/activities.</p>	Internal/financial	<ul style="list-style-type: none"> • Dialogue with potential new donors. • Work with beneficiary local and national governments and regional and global partner organizations to prepare and implement realistic and achievable plans for financial sustainability of projects and programmes.

Appendix 4. UNDP comparative advantages in water and ocean governance

UNDP has strong comparative advantages. Organizations that work with UNDP draw on a number of its strengths and opportunities:

- UNDP has an existing mandate on governance and capacity development, and is a world leader in the field
- UNDP has a mandate to convene and coordinate, and plays a leading role in coordination in the UN
- UNDP has a global reach and is represented in the poorest and most neglected countries, and fragile states
- UNDP is a trusted, impartial, long-term facilitator and development partner at local, country, regional and global levels
- UNDP has high level access to national development planning processes
- UNDP is not limited to a certain water/ocean sub-theme or target group and applies an integrated, human rights-based and mainstreaming approach to addressing transboundary water issues, advancing the management of water resources, water supply and sanitation, coastal management and water-related climate change adaptation
- UNDP has well established networks spanning governments, UN, IFI, civil society and private sector partners at all levels.

In its activities UNDP operates according to the principles of:

- Strong ownership by governments and other stakeholders, and a long-term focus on building national capabilities for delivering sustainable human development
- Multi-stakeholder partnerships for wide impact
- Demand-driven but pro-active activities linked to, for example, cross-cutting issues of gender, integrity and rights-based approaches
- Sustainability and equity with a pro-poor focus, especially regarding economic, social and political rights, and systematic pursuit of gender equality
- Cross-sector and integrated approaches to water and ocean management and development
- Building evidence of what works by assessing and monitoring activities, and knowledge management.