

Ministry of Foreign Affairs – (Department for Multilateral Cooperation and Climate Change, MKL)

Meeting in the Council for Development Policy 1 October 2019

Agenda item 3

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|---|---|
| 1. Overall purpose | For discussion and recommendation to the Minister |
| 2. Title: | Support for Global Water Security and Sanitation Partnership multi donor trust fund 2019-22 |
| 3. Presentation for Programme Committee: | 6 February 2019 |

Support for Global Water Security and Sanitation Partnership multi donor trust fund 2019-22

Key results:

GWSP Results Framework is linked to the World Bank's lending operations and wider impacts in client countries:


















- Capacity building of water-related institutions to sustain water resources and build infrastructure assets.
- Training of water-related institutions trained in gender and/or inclusion issues and/or HR practices related to diversity and inclusion.
- Support water-related institutions to strengthen capacity for managing water resources and/or service delivery.
- Water-related institutions supported to build climate resilience in water resource management, or service delivery.
- Global knowledge products shapes the international water debate.

Justification for support:

- The support contributes to Denmark meeting the overall priorities of "The World 2030" and contributes to achieving the Sustainable Development Goals for everyone by 2030 in particular SDG-6 on Water and SDG-13 on Climate Change.
- Denmark will be able gain to insight and influence on the World Bank's USD 29 billion investments water portfolio.
- The grant will be a possibility of the Danish resource base to access cutting-edge knowledge in the fields of water and sanitation.

Major risks and challenges:

- The overall risks rating of GWSP is low and, with the proposed mitigation measures in place, the residual risks are assessed to be limited.
- Programmatic risks are primarily related to capacity constraints at country level to absorb technical assistance.
- The high level of ambitions for the results framework within a four-year period may pose a risk of failing to fully achieve the end targets.

File No.	F2: 2019-2965					
Country	Regional					
Responsible Unit	MKL					
Sector	Water and Climate					
Partner	GWSP Trust Fund (host World Bank)					
	<i>DKK mill.</i>	2019	2020	2021	2021	Tot.
Commitment	70					70
Projected ann. disb.	17.5	17.5	17.5	17.5		70
Duration	4 years					
Previous grants	WPP DKK 49 mill and WSP DKK 65 mill.					
Finance Act code	06.38.02.17					
Head of unit	Henriette Ellermann-Kingombe					
Desk officer	Morten Blomqvist					
Financial officer						
Relevant SDGs [<i>Maximum 5 – highlight with grey</i>]						
 No Poverty	 No Hunger	 Good Health, Wellbeing	 Quality Education	 Gender Equality	 Clean Water, Sanitation	
 Affordable Clean Energy	 Decent Jobs, Econ. Growth	 Industry, Innovation, Infrastructure	 Reduced Inequalities	 Sustainable Cities, Communities	 Responsible Consumption & Production	
 Climate Action	 Life below Water	 Life on Land	 Peace & Justice, strong Inst.	 Partnerships for Goals		

Strategic objectives:

GWSP aims to support client governments to achieve water related SDGs and develop climate resilient water management through the generation of innovative global knowledge and the provision of country-level support, while leveraging World Bank Group financial instruments and promoting global dialogue and advocacy with key partners and clients to increase reach and impact.

Justification for choice of partner:

GWSP is a multi-donor trust fund, merging with the World Bank Water and Sanitation Program and Water Partnership Program which Denmark previously has supported for many years. The World Bank is the only development Bank with global out-reach and with a USD 29 billion water-related lending portfolio. The GWSP objectives meet the overall key priorities of "The World 2030" and the recent increased focus on climate resilience by the Danish Government.

Summary:

As much as 40 percent of the global population is affected by water scarcity, 4.5 billion lack safely managed sanitation and 9 out of 10 natural disasters are water related. The GWSP builds on 40 years of experience with water and sanitation management. It provides complementary technical assistance and analytics influencing World Bank's USD 29 billion water-related water portfolio, assist governments and other partners in building institutional capacity and shapes the global knowledge debate on water. This is achieved across countries and sectors by focusing on the following 5 priority themes: sustainability, social inclusion, institutions, financing and resilience.

Budget:

Core Contribution	69 mill. DKK
DK participation in external reviews	1 mill. DKK
Total	70 mill DKK

Denmark's support to
Global Water Security and Sanitation Partnership
Program Document

Ministry of Foreign Affairs, Denmark

September 2019

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List of abbreviations

CPF	Country Partnership Framework
DFI	Development Finance Institution
DHI	Danish Hydraulic Institute
DKK	Danish Kroner
FCV	Fragile, Conflict and Violence
GP	Global Practice of the World Bank
GWSP	Global Water Security and Sanitation Partnership
HR	Human Rights
HYSAWA	Hygiene, Sanitation and Water Fund (Bangladesh)
MDTF	Multi-donor Trust Fund
MIGA	Multilateral Investment Guarantee
NPR	National Public Radio (USA)
PPP	Public-Private Partnership
SDG	Sustainable Development Goals
UNEP	United Nations Environment Program
USD	United States Dollars
WASH	Water Sanitation and Hygiene
WB	World Bank
WGP	Water Global Practice of the World Bank
WPS	Water and Sanitation Program
WRM	Water Resource Management
WSS	Water Supply and Sanitation

1 Introduction

The Global Water Security and Sanitation Partnership (GWSP) is a multi-donor trust fund administered by the World Bank's Water Global Practice. In 2017 the GWSP was launched to help governments meet SDG 6 and other water-related goals driven by the overall vision of a *Water-Secure World for All*. The Partnership builds on 40 years of experience from the Water and Sanitation Program (WSP) and Water Partnership Program (WPP) under the auspices of the World Bank.

The GWSP has a dual purpose. On one hand, it aims to influence the quality, sustainability and innovation of the World Bank lending operations related to water. On the other, it leverages the lessons learned from the World Bank's country operations to a global knowledge platform and "think tank" that shapes the global debate on water.

The GWSP has global outreach and supported 31 countries and influenced 94 World Bank lending operations in 2018. This was done by providing technical assistance within fields such as access to improved water and sanitation services, increased coverage of water risk management for vulnerable populations and improved farmers access to irrigation and drainage services. The global water debate was influenced by reports on topics such as 'smarter pro-poor water subsidies', 'water scarce cities' and 'women in water utilities'.

This program document is the basis for the approval of the Danish support to GWSP. It provides the justification for the support to GWSP and describes how Denmark will engage in management and monitoring structures of the trust fund.

2 Strategic considerations and justification

2.1 Context

Water is a critical resource that drives economic growth, supports healthy ecosystems and it is essential to food and energy production and life on the planet. As much as 40 percent of the global population is affected by water scarcity and more than 2 billion people are drinking unsafe water while 4.5 billion lack safely managed sanitation. Moreover, water related hazards such as floods, storms, and droughts are today responsible for 9 out of 10 natural disasters. Climate change is expected to increase frequency and severity of such events with implications for livelihoods, food security, migration and regional conflicts.

The challenges are likely to be exacerbating in the future by climate change, population growth, rapid urbanization and competition over natural resources which will place greater stress on water supplies. Up to two thirds of the World's population are projected to live under water stress by 2025. The poorest with the least capacity to adapt are affected the most. Therefore, gender and human rights are at the forefront of the water agenda. Water is key to the 2030 agenda's emphasis on inclusion and "leaving-no-one-behind". Furthermore, water use for domestic purposes, agriculture and industry are all generating wastewater and causing pollution which are also impact the poorest population most.

2.2 Contribution to Denmark's strategic priorities

Water security is the overall objective of GWSP and central to achieve most of the SDGs and also a priority of "The World 2030". SDG 6 on water is a target priority for Denmark in emerging and transition economies, and central to *inclusive, sustainable growth and development*, one of Denmark's four strategic priorities. "The World 2030" indicates investments in inclusive, sustainable growth and development in the developing countries, including on water, agriculture and energy where Denmark has special knowledge, resources and interests. These areas are central to GWSP.

Climate resilience is a priority theme of GWSP and contributes to the Danish strategic focus on realizing the Climate Change Agreement from Paris and the Sustainable Development Goals. Strengthening climate adaptation efforts in developing countries and achieving the SDG's will require a fundamental change in how we manage water. Knowledge generation from GWSP can also provide input for adaptation interventions in the Danish climate envelope and for Danish work on fragility and.

Denmark has key competences and cutting-edge technology in the water sector. Through Danish engagement in the GWSP, Danish water technology providers could access commercial knowledge in areas such as energy efficient pumping, hydrological modelling or low-tech sanitation. Also, Danish expertise in both research and consultancies may tap into the wealth of knowledge generated through GWSP. There could also be relevant synergies to the UNEP-DHI Partnership Centre, a strategic entry point to UN system on water. This will benefit both developing countries and serve as a platform to generate demand for Danish solutions in the water sector.

Fragile and conflict-affected countries is priority for the GWSP as it is in "The World 2030". Conflict and violence has led to more than 25 million refugees who create enormous demands for water and sanitation. By 2030, half of the world's poor are expected to live in fragile conditions. Therefore, support to fragile and conflict-affected countries is a priority for GWSP. For example, the GWSP provides technical assistance to strengthening country-led WASH services in Yemen or financial analysis to a water utility in Somaliland optimizing operations and revenues significantly.

Gender and social inclusion is one of the five thematic priorities of GWSP and also values promoted by the Danish development cooperation. Access to water and sanitation is a human right, yet many people and groups remain excluded from its benefits. Further, water policies and programs are often gender blind and sometimes leave women and girls behind in both urban and rural areas. Poor sanitation is an even greater challenge for girls and women. Many GWSP technical assistances are targeted women on topics such as menstrual hygiene management, rights to land and sanitation at schools. Furthermore, GWSP aims to support gender mainstreaming in all World Bank water-related lending and all GWSP indicators are gender sensitive.

Attaching multilateral advisers to prioritized multilateral organizations is a priority in "The World 2030". The proposal of seconding a Danish senior technical adviser to WGP in Washington will contribute to ensuring early involvement of Danish priorities in the implementation of projects and programs and to ensure a strong Danish profile in both the operational and the political and normative work in GWSP.

2.3 Results and learnings from previous cooperation

Denmark has previously had a strong focus on supporting water and sanitation in both its bilateral programs and multilateral collaborations. In coming Danish engagements, water will be targeted in support of the strategic priorities of "The World 2030". In addition, Denmark supports the idea of a broad consolidated Trust Fund such as GWSP, which is broader than the specific Danish priorities.

GWSP builds on 40 years' experience from two World Bank Trust Funds: i) the Water and Sanitation Program (WSP), that had a strong country level advocacy and capacity development component focusing on water and sanitation, and; ii) the Water Partnership Program (WPP), that focused on water resource management (WRM) at national, regional and global level. Denmark supported WSP from 2002-06 with DKK 35 million and from 2006-11 with DKK 30 mill. WPP was initiated by Denmark and supported from 2008-2012 with DKK 29 million and from 2012-15 with DKK 20 million.

The two programs were reviewed in 2016 and recommendations from the evaluation have informed formulation and design of the GWSP. The key lessons have overall translated into the five GWSP priority themes: Sustainability, Inclusion, Institutions, Financing and Resilience.

In 2018, GWSPs provided analytics and technical assistance to 31 countries which influenced USD 11.6 billion World Bank water lending and an additional USD2.2 billion in lending in other sectors such as energy, agriculture, health, and climate change (a total of USD 13.8 billion). Via the results of ongoing lending operations which were partially GWSP funded activities, the GWSP has contributed to:

- 15.7 million additional people now have access to improved water services, 7.9 million of whom are female.
- 11.5 million additional people now have access to improved sanitation services, 5.7 million of whom are female.
- 2 million farmers are adopting improved agricultural technology, 400,000 of whom are female.
- 4.3 million people have been trained on hygiene behavior, 2.1 million of whom are female;
- 1.8 million water users have been provided with improved irrigation and drainage services, 500,000 of whom are female.
- 3.7 million people live in areas covered by water risk mitigation measures.

2.4 GWSP strategic framework and stakeholders

GWSP is a multi-donor trust fund that is managed by and fully integrated into the World Bank's Water Global Practice¹ and share the overall objective of the World Bank. The GWSP has identified five priority themes that are deemed critical for the SDGs and has furthermore selected 9 priority countries for deep-divide engagement.

The five priority themes are the main building blocks of the GWSP Strategic Framework:

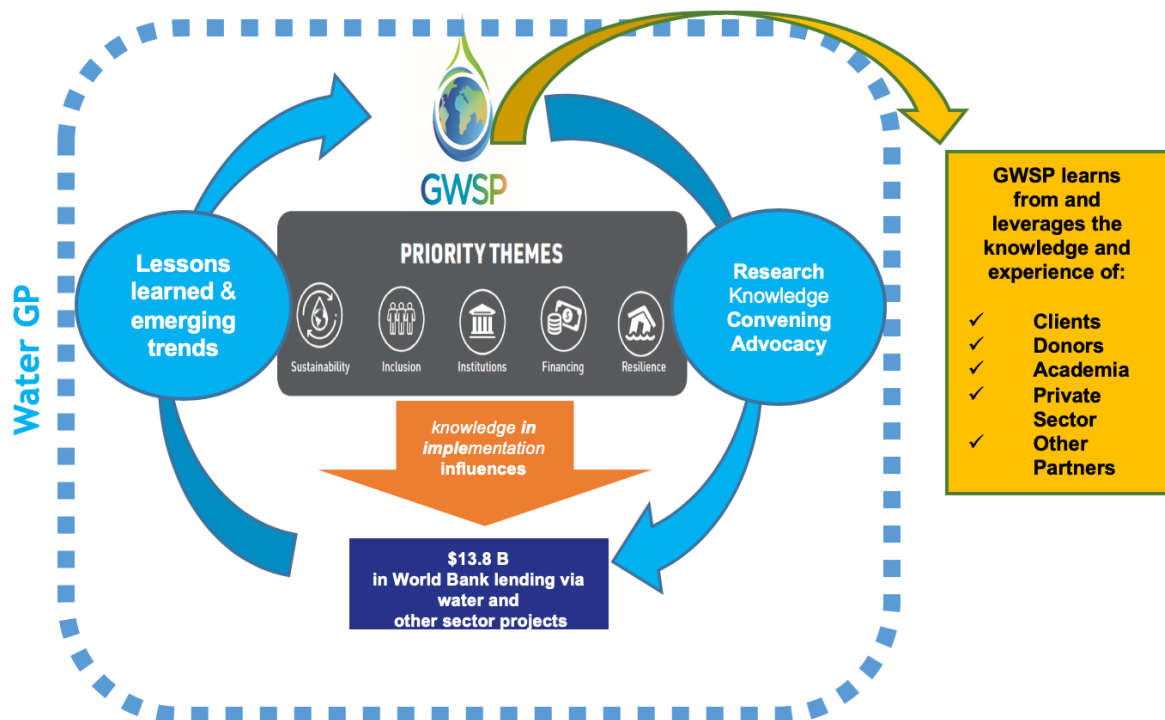
- **Sustainability:** Ensuring water resources continue to deliver benefits to future generations. The GWSP bolsters client capacity to manage water more effectively, even under disruptive dynamics like urbanization and climate change. Sustainable services also require well-maintained assets, from hand pumps to treatment facilities. One example is the GWSP support to three dam operators in the Zambezi basin which improved coordination that would double current energy production, double the area under irrigation and reduce flood risk.
- **Inclusion:** Improving the terms for individuals and groups who are disadvantaged, based on their identity, to equally benefit from improved water services. GWSP enables governments to understand the nature of water inequality and build strong institutions that will hold service providers accountable and introduce gender mainstreaming. For example, GWSP supported a tracking of 200 WASH interventions in junior high schools in Ghana which informed a USD 150 million sanitation and water project.

¹ The World Bank established the Water Global Practice (WGP) in 2014 as one of its 14 Global Practices. The objective is to contribute to all aspects of strengthening the link between the sustainable management of water resources and the services that can be provided to all thanks to these resources. The WGP brings together more than 300 water-sector experts under one management structure. This provides a unique opportunity to better integrate knowledge into operations, as each staff member is actively encouraged to create, share and use knowledge as part of the practice.

- **Institutions:** Better water management will require stronger institutions. GWSP helps clients understand which incentives are needed to drive change in the sector, and to identify the resource and capacity constraints. In Egypt, for example, the GWSP has supported the government to increase their capacity to monitor water service providers to achieve operational, financial and citizens engagement performance targets.
- **Finance:** Increasing the efficient use of existing financial resources and securing additional resources to close the financing gap. For example, the WSS sector alone (SDG targets 6.1 and 6.2 only) requires six times more financing than governments, the private sector, and donors are currently providing. GWSP funds are used to improve the financial viability of sector institutions and enhance opportunities to blend public or donor funds with commercial finance. For example, GWSP contributed to closing an enormous sanitation financing gap in Bangladesh which resulted in 850,000 people benefiting from sanitation improvements via microfinance loans.
- **Resilience:** Increasing resilience of water resources and facilities to potential shocks and stresses. The GWSP promotes strategies and tools at the country, basin, and local level aimed at incorporating risk considerations into program and policy analysis and bringing innovative solutions to ease water scarcity constraints. For example, in 2018, the GWSP provided advisory to Cape Town’s water planning, financing and institutional framework to respond to the third year of drought.

These priority themes are mainstreamed into the World Bank’s Water Global Practice program by focusing on analytical work, capacity development, technical assistance, lessons learned and emerging trends from country level. GWSP will provide new opportunities to test and scale-up innovations, develop country capacity where needed and influence client demand and World Bank operations.

Figure 1: GWSP potential influencing of World Bank lending and shaping global water debate



GWSP reaches out to a multitude of stakeholders in the World Bank client countries. Country coverage include both middle and low income countries but also a strong focus on fragile and conflict-affected countries. **Nine priority countries** has been identified: Bangladesh, Benin, Bolivia, Egypt, Ethiopia, Haiti, Uganda, Vietnam and Pakistan. The purpose of the working selecting nine priority countries is to make a measurable difference across all five themes as a deep-dive learning. Five of these countries are also recipient countries of Danish bilateral development assistance and possibilities to build synergies should be considered. Furthermore, GWSP can also complement and build synergies to Denmark's support to UNEP-DHI Partnership Centre, a strategic entry point to UN system on water.

At country level key stakeholders range from national authorities, financial institutions, civil society and water utilities in support to develop public policy dialogue, expansion of private sector business models, innovation and citizen engagement.

At the global scale, the GWSP has demonstrated its ability to become a leading global think tank on water by both producing flagship reports such as the "Quality Unknown: The invisible water crisis", global initiatives such as the Water Scarce Cities Initiatives and regional dialogue and analytics.

2.5 Relevance and justification of support

The World Bank is the only Development Finance Institution (DFI) with a global outreach and the largest investment portfolio in water. GWSP is a multi-donor trust fund managed by the World Bank and currently with a total of USD 117.6 million. It is supporting client countries and strategically influencing large investments in water, enhancing the focus on climate resilience and has direct opportunities to turn technical assistance into investments that no other DFI would be able to manage.

The SDGs need to be achieved over a period that is likely to see rapid and radical transformation, driven by climate change, population growth, rapid urbanization and increased competition over natural resources. Only through joint forces are the goals possible to reach. GWSP is therefore established as a partnership between the World Bank and several development partners, including: the Netherlands, Sweden, Australia, Switzerland, Norway, the Bill and Melinda Gates Foundation and the Rockefeller Foundation. This Partnership builds on a long history of collaboration and will provide resources and thought leadership to tackle increasingly complex water resource management challenges. It brings together activities to ensure greater complementarity of resources and maximize the potential for leveraging World Bank resources but also other stakeholders and the private sector.

The five priority themes (sustainability, inclusion, institution, economy and resilience) will ensure that overall environmental, social and economic sustainability of all activities are achieved. Specifically, sustainability will include focus on to topics such as reducing water leakages, improving energy efficiency, and increasing commercial performance to enhance levels of service, stretched water resources and reducing carbon footprints. In addition, the World Banks environmental and social safeguards will apply.

The World Bank is a long-standing trusted partner for Denmark and has administered a series of trust funds with Danish contributions. The expectation of a Danish senior water specialist seconded to the GWSP will enhance the links to, and exchange of information with the Danish water resource base and stakeholders.

3 Theory of change and key assumptions

Through analytical work and technical assistance, the GWSP complements World Bank lending operations and country dialogue in three ways. First, the GWSP leverages its place as a global platform to continually shape the debate on water by leveraging evidence and solutions to the world stage. Secondly, it adds value by strengthening good water management practices in other sectors such as health, urban development, and the environment. Thirdly, GWSP complements the current World Bank funding model by building on and creating links across the scale, timing, and scope of country-based lending.

The GWSP's theory of change is integrated in its results framework (see annex 3) where demand-driven technical assistance and analytical work provides value-added through cutting-edge knowledge work, innovative solution and building cross-sector synergies that would not have been achieved by the World Bank lending operations alone. This is achieved by providing three specific types of support and assistance: (i) injection of innovative global knowledge, innovation and investments models at the country level, (ii) long-term country engagement which builds capacity around water planning, budgeting, procurement and cross-sector collaboration, (iii) just-in-time technical assistance brings in highly specialized global knowledge or rapid responses to changing circumstances and emergencies.

In addition to the country-based outcomes, the GWSP has also the ambition to become the leading global knowledge platform on water. The global work should shape the global water debate, influence new global initiatives and be translated into peer-to-peer learnings across countries (see also Figure 1).

The World Bank is a leading investor in water with current USD 30 billion portfolio but SDG targets 6.1 and 6.2 alone are expected to cost \$1.7 trillion globally by 2030. This can only be met with more coherent financing strategies that combine public and private sources. Therefore, use of development assistance and public resources should be used to crowd in new sources of private finance and present efficient service delivery models. However, the World Bank has a global outreach and access to cutting edge knowledge from its operations which is unique. GWSP will support the World Bank client countries and lending projects to consider new innovative, inclusive and sustainable approach to water management and sanitation services. Furthermore, results on the ground and observed challenges will inform global knowledge platforms to address water issues globally and share lessons learned across continents.

A well-developed water sector strategy will be a crucial foundation for achieving the SDGs and adopting to the new climate reality with increased water stress, floods, droughts and warmer climate. GWSP will build country capacity where needed and influence client demand and World Bank lending that goes beyond the narrow scope of a single investment project and strive to build a nexus to other sectors such as energy, health and agriculture. GWSP has already demonstrated that it can provide technical assistance with high impact to improve water sector strategies and obtaining tangible results within the five priority areas. Furthermore, selecting 9 priority countries allows GWSP to achieve in-depth knowledge across all five themes at the same time which can leverage knowledge to the global knowledge platform.

Several challenges such as climate change and population growth may jeopardize the expected progress and outcomes which is briefly discussed further in Chapter 8.

4 Project Objective and summary of results frame

The primary objective of the GWSP is to support client governments to achieve water related SDGs and develop climate resilient water management through the generation of innovative global knowledge and the provision of country-level support, while leveraging World Bank Group financial instruments and promoting global dialogue and advocacy with key partners and clients to increase reach and impact.

Denmark will monitor its actual support on progress attained in the implementation of the engagement the previous year as described in the documentation. Progress will be measured through the World Bank Water Global Practice monitoring framework.

The three building blocks established to monitor the GWSP Results Framework is linking the GWSP’s analytical and advisory activities to World Bank lending and results on the ground in the client countries.

- Block A tracks intermediary outcomes from activities funded by GWSP; reflects all the analytical, advisory, and technical assistance work to the governments that are directly funded by GWSP
- Block B tracks the outcome of the partnership influence based on the results of the World Bank lending by tracking the mainstreaming of the five priority themes in the water lending operations and the specific results achieved of lending’s influenced by GWSP;
- Block C tracks country wide impact by the World Bank. It monitors combined effect of both lending and non-lending interventions at the country level and specific proxy indicators are established for the nine priority countries.

For Danida’s reporting purposes, the following key outcome and output indicators have been selected to document progress. Indicators have only been selected from Block A and Block B to monitor results close to the GWSP own operations:

GWSP Output indicators (Block A)	Leveraged WGP Outcome indicators (Block B)
Sustainability:	
<ul style="list-style-type: none"> • Water-related institutions supported to: a) sustain water resources; and/or b) built infrastructure assets • Knowledge products generated on sustainability 	<ul style="list-style-type: none"> • % of new lending projects that promote sustainable and efficient water use
Inclusion:	
<ul style="list-style-type: none"> • Water-related institutions trained in gender and/or inclusion issues and/or HR practices related to diversity and inclusion • Knowledge products generated on inclusion 	<ul style="list-style-type: none"> • % of new lending projects that include gender in all 3 dimensions (analysis, action and results)
Institutions:	
<ul style="list-style-type: none"> • Water-related institutions supported to strengthen capacity for managing water resources, or service delivery • Knowledge products generated on institutions 	<ul style="list-style-type: none"> • % of new lending projects that support reforms/actions that strengthen institutional capacity
Finance:	

<ul style="list-style-type: none"> • Institutions supported to improve their financial viability and credit worthiness • Knowledge products generated on financing 	<ul style="list-style-type: none"> • % of new lending projects which support reforms / actions for improving financial viability (service performance or policy/regulatory reform)
Resilience	
<ul style="list-style-type: none"> • Water-related institutions supported to build climate resilience in water resource management, or service delivery • Knowledge products generated on resilience 	<ul style="list-style-type: none"> • % of new lending commitments with climate co-benefits

5 Inputs/budget

The total estimated budget for the GWSP is USD 200 million over a five-year period, from 2018-2022. The indicative budgets are distributed across the five priority themes and other program operation related activities such as communications, knowledge management and program administration. As GWSP is set up as a multi-donor trust fund, there are no specific earmarking of donor contributions to specific themes.

Indicative GWSP Budget: Strategic Partnership Period 2018 – 2022 (in USD millions)²

Priority Theme	Current committed funding (2018-2022)	Targeted total funding by 2020
Sustainability	25.9	36.0
Resilience	20.0	36.0
Inclusion	16.5	36.0
Institutions	22.3	36.0
Financing	15.3	36.0
<i>Subtotal</i>	<i>100.0</i>	<i>180.0</i>
Others		
Knowledge Sharing and Dissemination	7.1	7.0
Communications	4.7	4.0
Program Management and Administration	5.9	9.0
<i>Subtotal</i>	<i>17.6</i>	<i>20.0</i>
Grand Total	117.6	200.0

According to up-dates from the GWSP secretariat, the received donor contribution is now USD 137 million as several existing donors have increased their contributions.

² Based on GWSP annual report 2018

Denmark’s contribution of DKK 70 million – equivalent to USD 10.48³ million – over a period of 4 years or approx. 5% of the targeted budget.

Denmark’s budget for support to GWSP multi-donor trust fund:

	DKK ‘000	USD ‘000
Contribution to GWSP trust fund	69,000	10,355
Denmark’s participation external reviews	1,000	150
Denmark’s Grand Total contribution to GWSP	70,000*	10,495

*Note that a Danish secondment would be additional and would assume additional support of DKK 5 - 7.5 million if approved.

6 Institutional and Management arrangement

GWPS is guided by a Charter adopted on March 16, 2017 that defines the formal governance arrangements for the GWSP. The GWSP Council decides on approval and amendment of this Charter.

The governance framework for the GWSP includes:

I. Water Consultative Group - a comprehensive stakeholder group, which will serve as an advisory group for high level and technical discussion on the future of the global water sector and particularly on achieving the SDGs, and as a mechanism to align the positioning of GWSP within the water sector and ensure its continued relevance in addressing the SDGs.

Denmark will strive to participate as an active member, represented by a Senior sector specialist from Danida and potentially assisted by a Danish external expert.

II. The GWSP Council: The GWSP Council will act as the governing and decision-making body of the GWSP MDTF, including strategic guidance on the direction of the MDTF, assessment on the progress of work program implementation and the results achieved as well as financial and administrative matters.

Denmark will participate with a representative from the Danish Ministry of Foreign Affairs in Denmark.

The Charter is attached to this Program Document as Annex 9 and describe the detailed functions of the governance structure.

GWSP daily management: The World Bank Water Global Practice manages the GWSP and is accountable for the proper management of the program. The World Bank will maintain an organizational and management structure for the GWSP that enables the GWSP to carry out its global mandate and activities and ensures accountability for expenditure of funds.

The proposed Danish seconded Senior Technical Adviser will be placed in the World Bank Water Global Practice referring directly to the GWSP manager. In addition to tasks directed by the GWSP manager, the Senior Technical Adviser will promote close liaison between GWSP and Ministry of Foreign Affairs of

³ Exchange rate USD 1 = DKK 6.67 (May 2019)

Denmark on relevant issues and will contribute to enhance relevant learning opportunities to the Danish resource base. It is recommended that the secondment will follow regulations of WBG Donor Funded Staffing Program and will depend on final approvals from both Denmark and the World Bank.

The Integrity Vice Presidency (INT) is an independent unit within the World Bank Group that investigates and pursues sanctions related to allegations of fraud and corruption in World Bank Group-financed projects. This will include GSWP supported activities. INT supports the main business units of the World Bank Group and external stakeholders, mitigating fraud and corruption risks through sharing investigative findings, advice, prevention and outreach efforts.

Strategic communication and advocacy efforts bring World Bank water research a significant additional amount of attention from decision-makers around the globe. The WGP uses a combination of channels to achieve this. The World Bank Water website (www.worldbank.org/water) is an important platform for sharing knowledge and leading global thinking in the digital space and attracts over half a million visitors per year. In addition, the GWSP prepares newsletters to GWSP contributors with links to the most relevant products and the latest news and developments. GWSP staff participate in global events and leadership meetings to promote GWSP analytical work and knowledge sharing.

Denmark's communication of results from GWSP will include ad hoc meetings held in Denmark, when an opportunity arises. The GWSP and the seconded water specialist should aim to once per year to set up meeting with the interested Danish resource on a specific thematic water related issue relevant for a Danish audience that emerges from GWSP support. In addition, the Ministry of Foreign Affairs web-page will have links to relevant GWSP sites and the support will form part of broader communication on strengthening climate and environment in Danish development assistance.

7 Financial Management, planning and reporting

Funds pledged to the GWSP come from official donors, including country governments, private entities, multilateral organizations, international financial institutions and other official agencies. To provide greater stability for the GWSP, funding commitments of at least four years is anticipated.

The World Bank accepts the contributions on behalf of the GWSP, according to its policies for acceptance of external funds, normally in cash under trust fund agreements between the donor and the World Bank.

Funds from Denmark to the GWSP will be disbursed once per year, following the Water Councils approval of the previous year's GWSP annual report and accounts, with a foreseen annual disbursement of DKK 17.5 million between 2019 and 2022.

GWSP prepares an annual report to showcase analytical and knowledge work and report on progress of the results frameworks indicators and targets set at the beginning of the reporting year. Results on relevant selected indicators will be reported to the Danish public through Open Aid.

GWSP funds will be spent in accordance with the strategic directions approved by the GWSP Council. Procurement of goods and services and financial reporting and auditing arrangements will follow World Bank policies and procedures.

GWSPs follow the World Bank's procurement rules and regulations, including the at all times latest updated version of Bank Directives (currently dated February, 2019). This Framework includes focus on value for money, more ways for bidders to differentiate bids, and more opportunities for dialogue and discussion.

World Bank procurement staff are based in 72 countries to support borrowers throughout the procurement process. Staff work with governments to achieve the highest bidding and contract management standards to get the best development result.

The Danish Ministry of Foreign Affairs reserves the right to carry out any technical or financial mission that is considered necessary to monitor the implementation of the program. After termination of the program support, Denmark reserves the right to carry out evaluation in accordance with this article.

8 Summary of Risk Analysis

The following section highlights some of the risks, which are described and analyzed in the risk assessment and risk management matrix in Annex 5.

The overall risks rating of GWSP is low and, with the proposed mitigation measures in place, the residual risks are assessed to be insignificant.

Programmatic risks are primarily related to capacity constraints at country level to absorb support. Since GWSP is focused on capacity development and institutional strengthening and will foster stronger coordination, learning and cooperation, the residual risk is minor. But, also high level of ambition for the results framework within the short (four-year remaining period) implementation period may pose a risk of failing to fully achieve the end targets.

The results framework with related indicators will be monitored closely to ensure progress towards targets and will be discussed annually in the GWSP Annual Report and adjustments are possible through the GWSP Council.

Successful implementation of GWSP is built on the assumption that water related SDGs will be reached through the generation of innovative global knowledge and the provision of country-level support, while leveraging World Bank Group financial instruments and promoting global dialogue and advocacy with key partners and clients. This is highly ambitious, and a risk is that country conditions and capacity, including political and social instability, may delay program implementation. Early warning systems are established to monitor this risk.

The primary institutional risk relates to misuse and misappropriation of funds. The firm financial control mechanisms engaged by the World Bank and its anti-corruption mechanisms in place will minimize this risk. It is also a risk that Danish interests miss out on knowledge generated and opportunities promoted arising from GWSP or that GWSP knowledge products and recommendations are not followed and used by client countries. Danish participation in the consultative group and council, and the proposed thematic meetings in Denmark and secondment of a Danish senior water specialist will reduce this risk.

Several overall challenges also exist to the broader water agenda which can be risk of achieving the targets of SDG6 and the objectives of the GWSP. Some of these factors include a rapidly increasing population and economic growth that strain finite and increasingly degraded water resources, which will increase the scale of the challenge to achieve SDG 6. Population growth is driving higher rates of urbanization and boosting greater competition between agricultural, industrial, municipal, and environmental water uses. This will disproportionately impact the poor.

Urbanization further increases the already massive challenge of providing universal access to water and sanitation services by 2030. In this context, growing demand for water and sanitation, accompanied by unplanned land use, will likely lead to unchecked contamination of surface and groundwater sources. This poses a threat to the security of water supplies, increases flood risk, and affects the quality of life.

At the same time, climate change will worsen the situation by increasing water stress as well as the number of extreme weather events such as floods and droughts. Poorer countries will be most affected, and research suggests that in poorer countries women and children suffer disproportionately from water-related risks.

9 Annexes:

Annex 1: Context Analysis

1. Overall development challenges, opportunities and risks

Briefly summarise the key conclusions from the analyses consulted and their implications for the programme regarding each of the following points:

- General development challenges including poverty, equality/inequality, national development plan/poverty reduction strategy, humanitarian assessment.

Many of the challenges of our time revolve around water. Fortunately, so do their solutions. Human health and human capital are boosted when water and sanitation services are provided to all. Water is a buffer against climate change through its role in adaptation. Food insecurity is reduced through better drought management practices. And political crises can be abated by better engaging communities in the management of public services.

Water-related diseases are a major health burden for populations, especially the poor. Meeting global aspirations for poverty reduction will require addressing the global water and sanitation challenge. Water—either as sustenance or menace—is part and parcel of every one of the 17 Sustainable Development Goals (SDGs), from nutrition, to education, to disaster risk management.

The Global Water Security and Sanitation Partnership (GWSP) activities are targeted toward key themes based on feedback from donors that believe that client country governments are more prepared to enter the SDG era when these five aspects are integrated into project and program design:

1. Integrated approaches to sustainable sanitation and hydropower assessment are changing the way clients themselves approach complex challenges.
2. Cutting-edge research and roundtables on inclusion are helping teams incorporate gender and citizen engagement into project components in the rural water, rural sanitation, education, and agriculture sectors.
3. Governments are strengthening their countries' resilience to disasters and other shocks through the application of a freshwater framework for improved decision making. Fragile and conflict-affected (FCA) countries are using new evidence to understand risks to water security.
4. Global frameworks on institutions are helping clients understand the incentives needed to foster change, and operational lending is now more strategically focused on building capacity across multiple levels of government, simultaneously, and in a cohesive manner.
5. Technical assistance on building utility creditworthiness is helping to bridge the commercial finance gap so the sector can tap into new money while enhancing efficiency, affordability, and sustainability.

- Development in key economic indicators: GDP, economic growth, employment, domestic resource mobilisation, etc.

Although GWSP works globally, it has identified nine countries where innovative interventions will be tested as a means to strive “shifting the needle” on the ground. GWSP will track the combined effect of both lending and non-lending interventions at the country level and the measured outcomes through 2022. The nine countries include: Bangladesh, Bolivia, Benin, Egypt, Ethiopia, Haiti, Uganda, Vietnam, Pakistan. Because changes at country level take time, the results for the nine countries will only be reported in three reporting cycles - a Baseline (2017), Mid-Term (2020), and an End-Term (2022).

- Status and progress in relation to SDGs, in particular those that are special priorities for Denmark.

GWSP's work contributes directly to countries achieving SDG 6 as well as other water-related SDGs. First, the

partnership seeks to change *how* governments approach their water investments, so they can achieve the SDGs. This means expanding traditional brick-and-mortar approaches to incorporate improvements in overall sector sustainability, financing, resilience, institutions, and inclusion.

Second, GWSP seeks to change *where* governments invest. This means making water service providers more creditworthy so that public funds can be used to leverage additional resources. It also means encouraging countries to take a more integrated approach to water, that is, shift their demand toward more integrated investments across the water spectrum

In Fiscal Year 2018, GWSP's achievements included:

- GWSP has already influenced \$11.6 billion in water lending and an additional \$2.2 billion in lending in other sectors, including energy, agriculture, health, and climate change.
- GWSP-funded analytics and technical assistance to 31 countries has already influenced the size and shape of lending. In 2018, Bank lending in water reached an unprecedented \$4.6 billion, one third of which is leveraging a new development approach that pays for long-term results rather than inputs.
- \$118 million committed by donors for 2018–22.
- 15.7 million additional people now have access to improved water services, 7.9 million of whom are female.
- 11.5 million additional people now have access to improved sanitation services, 5.7 million of whom are female.
- 2 million farmers are adopting improved agricultural technology, 400,000 of whom are female.
- 4.3 million people have been trained on hygiene behavior, 2.1 million of whom are female;
- 1.8 million water users have been provided with improved irrigation and drainage services, 500,000 of whom are female.
- 3.7 million people live in areas covered by water risk mitigation measures.

Portfolio shifts: Sustainability

- 46% of new knowledge and analytics activities support sustainability.
- Portfolio influence: 75% of new lending promotes sustainable and efficient water use.
- 60% of new rural WSS lending projects measure functionality of water points.
- Portfolio results: 1,400 megawatts of hydropower generation capacity constructed or rehabilitated.
- 320,000 hectares under sustainable land or water management practices.

Portfolio Shifts: Finance

- 550 clients and staff trained on water finance and creditworthiness in 20 countries.
- 23% of new knowledge and analytics activities support finance.
- Portfolio influence: 77% of new projects support reforms/actions for improving financial viability.
- Portfolio results: 27 utilities have an improved working ratio.

Portfolio shifts: Institutions

- 42% of new knowledge and analytics activities support institutions.
- Portfolio influence: 100% of new projects support reforms or actions that strengthen institutional capacity.
- Portfolio results: 4,900 water user associations created or strengthened.
- 30 institutions with water resources management (WRM) monitoring systems.

Portfolio shifts: Resilience

- 25% of new knowledge and analytics activities support resilience.

- Portfolio influence: 75% of new lending projects are incorporating resilience in their design.
- 54% of new lending commitments have climate change co-benefits.
- Portfolio results: 3.7 million people live in areas covered by water risk mitigation measures.
- 22 basins have management plans.

- *Political economy*, including drivers of change (political, institutional, economic) (e.g. political will, CSO space, role of opposition, level of donor funding to government expenses, level of corruption, foreign investment, remittances, role of diaspora, youth, gender, discovery of natural resources or impact of climate change etc.)

Experience shows that strong institutions—both those that are mandated to deliver services and those that frame the enabling environment—lead to strong development outcomes, but countries often fail to understand what factors contribute to institutional strength. Moreover, institutions can help countries reach the SDGs, provided they themselves can attract external finance sources to fund the necessary investments.

Within the context of the MFD (maximizing finance for development) approach, the GP has invested in two new global initiatives that respond to the need to bolster clients around two foundational issues: performance incentives and institutions/governance. Both these frameworks analyze strengths and weaknesses across and within sector institutions. First, the GP has created a Utility Turnaround Framework (UTF) systematizes the way performance is assessed and yields a short-term, tailored improvement program for the utility. The UTF has been piloted in Peru, Botswana, and Vietnam.

Second, the Policy, Institutional, and Regulatory (PIR) Incentive Initiative, a partnership between the Water and Governance GPs, helps teams gain deeper insight into the role of institutional dynamics in achieving sector outcomes. The global report *Aligning Institutions and Incentives for Sustainable Water Supply and Sanitation Services* sets a framework for analyzing PIR incentives and offers recommendations for designing incentives that can be applied in any country context. The GWSP has supported the development of both frameworks and their application around the globe.

World Bank support to clients has traditionally been through the investment lending instrument and focused on financing critical infrastructure investments. Struggling with a lack of progress and the heightened ambition of the SDGs, clients see a need for sector-wide approaches that can unlock persistent institutional bottlenecks and build government capacity to deliver programs at scale using a country's own systems.

The Bank began offering a new instrument called Program-for-Results (PforR) in 2012. The PforR is unique in that it supports a slice of a government's own program and uses country systems and processes to deliver that support. The PforR strengthens attention on results through more direct linkage of funding to the achievement of verifiable results and performance actions. It also enhances the outcomes of a series of policies or an investment program by developing the capacity of institutions and by providing a collaborative platform to pool resources and coordinate with other development partners at the country level.

The GWSP adds value to the process by supporting capacity building of country systems – at both the sector and country level - that are critical to the achievement of the PforR financed program. WSP and GWSP have helped shape several water PforR operations, including in GWSP focus countries Benin, Egypt, Vietnam, as well as Tanzania and Burkina Faso.

List the key documentation and sources used for the analysis:

Relevant documents may include:

National development strategies and progress reports; WB and other development partners' country analyses and diagnostics; national poverty assessments; IMF Article-4 and other country reports; national and UN SDG progress reports; UNDP Human Development Index; independent political-economy analyses.

Are additional studies / analytic work needed? How and when will it be done?

List additional studies that will be carried out as part of the preparation phase, including studies that will be carried out jointly with others or by partners / other donors.

See below.

Annex 2: Partner

1. Summary of stakeholder analysis

The World Bank as host of GWSP, is a long-standing trusted partner and has administered series of trust funds with Danish contributions.

The GWSP has the potential of influencing the World Bank's USD 29 billion water-related portfolio. Further, the World Bank's Water Global Practice, where Global Water Security and Sanitation Partnership (GWSP) is anchored, is one of the largest knowledge generating platforms in the World. WGP is an integrated part of the World Bank and will look for opportunities to leverage all instruments of the World Bank Group, including collaboration with other sector investments such as Health and Nutrition, Poverty, Environment/Climate Change and Agriculture, as well as the International Finance Corporation, MIGA, and other relevant bilateral/multilateral organizations.

Please also refer to Annex 1: Context Analysis

2. Criteria for selecting program partners

In search of optimal partners to maximize Denmark's contribution to SDG-6 on Water in emerging economies and optimize support that include opportunities for Danish interests in water, including commercial interests, the following criteria were applied:

1. Focus on meeting the challenges of SDGs, especially SDG-6 on water going beyond business as usual
2. Respected multi-national development institution with a global outreach and a track record of successfully implemented large water and sanitation infrastructure projects
3. An institution that brings together water-sector experts under a uniform management structure
4. Knowledge generation that provides a unique opportunity to better integrate knowledge into operations and where the Danish resource base will have access.
5. An institution that is leveraging internal knowledge creation through its lending operations, with convening power and ability to influence client governments.

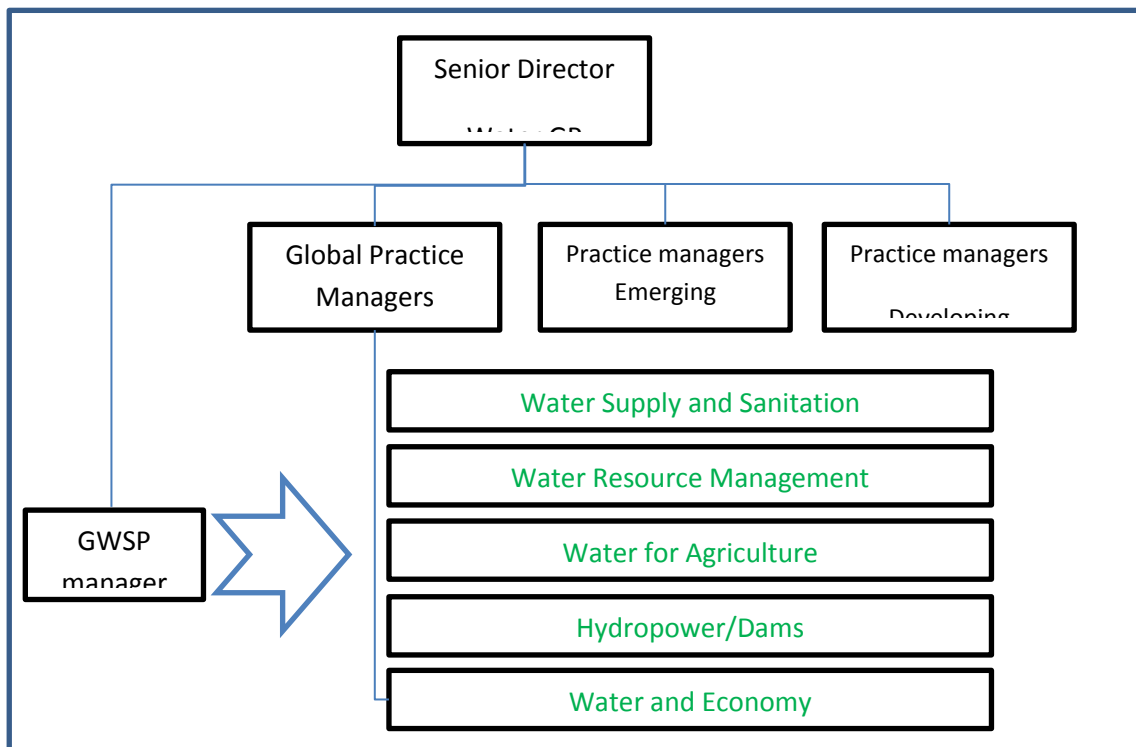
3. Brief presentation of partners

Global Water Security and Sanitation Partnership (GWSP) is a multi-donor trust fund managed by the World Bank Water Global Practice (WGP) and fully integrated in World Bank operations. The World Bank WGP is ideally suited to serve as this global platform for innovation and scale for the water sector. In addition, active collaboration across the World Bank can help support the implementation of other SDGs which are so critically related to water.

WGP business lines are: i) Water Supply and Sanitation; ii) Water Resource Management; iii) Water for Agriculture; iv) Hydropower/Dams; v) Water and Economy. Within these business lines GWSP supported themes are: Sustainability; Inclusion and Gender; Institutional Reforms; Economics and Finance, and; Resilience.

Contribution partners to the GWSP include: the Netherlands, Sweden, Australia, Switzerland, Norway, the Bill and Melinda Gates Foundation and the Rockefeller Foundation.

The institutional set up is:



4. Summary of key partner features

Partner name <i>What is the name of the partner?</i>	Core business <i>What is the main business, interest and goal of the partner?</i>	Importance <i>How important is the programme for the partner's activity-level (Low, medium high)?</i>	Influence <i>How much influence does the partner have over the programme (low, medium, high)?</i>	Contribution <i>What will be the partner's main contribution?</i>	Capacity <i>What are the main issues emerging from the assessment of the partner's capacity?</i>	Exit strategy <i>What is the strategy for exiting the partnership?</i>
GWSP	A Water Secure World for All	Medium: Denmark's contribution constitutes about 5% of the total budget Denmark's resource base get access to information and opportunities	High, guided by the GWSP Council	Research, knowledge and convening advocacy within priority themes on: Sustainability, Inclusion, Institutions, Finance, and Climate	Global coverage Access to the World's largest pool of experts	No special requirements after end of support
World Bank Water Global Practice	A Water Secure World for All	High: Support to GWSP provide the knowledge and information to improve and influence high quality investment in water	High: Influence client demands on type, design and results on WB lending, USD 29 billion, in water infrastructure	Lending and knowledge activity in: Water supply and sanitation; Water security and integrated water resource management; Water for Agriculture; Hydro power and dams; Water poverty and economy	Global coverage Integrated part of World Bank operations Staffed with 300 water experts	No special requirements after end of support

Annex 3: GWSP Result Framework Indicators

Block A Indicators (Intermediate Outcomes attributed by GWSP Outputs)

Sustainability <ul style="list-style-type: none">• Policies/strategies/regulatory frameworks informed to strengthen: a) sustainable management of water resources and/or b) built infrastructure assets.• Tools and monitoring systems supported to strengthen: a) the sustainable management of water resources at the national, basin and/or aquifer level and/or b) built infrastructure assets.• Water-related institutions supported to: a) sustain water resources; and/or b) built infrastructure assets.• Knowledge products generated on sustainability.
Inclusion <ul style="list-style-type: none">• Policies/strategies generated or refined to enhance social inclusion in the management of water resources, or service delivery.• Initiatives that develop approaches including integrated cross-sectoral approaches where relevant to address water, sanitation and/or nutrition issues.• Water-related institutions trained in gender and/or inclusion issues and/or HR practices related to diversity and inclusion.• Knowledge products generated on inclusion.
Institutions <ul style="list-style-type: none">• Policies/strategies/regulatory frameworks informed to strengthen the institutional environment for improved water resource management and/ or water services delivery.• FCV supported to develop and/or implement a water sector transition strategy.• Water-related institutions supported to strengthen capacity for managing water resources, or service delivery.• Knowledge products generated on institutions.
Financing <ul style="list-style-type: none">• Policies/strategies/regulatory frameworks developed to improve financial viability.• Institutions supported to improve their financial viability and credit worthiness.• Knowledge products generated on financing.
Resilience <ul style="list-style-type: none">• Policies / strategies / regulatory frameworks developed or implemented to strengthen resilience of freshwater basins, and/or of the delivery of services for communities dependent on them.• Diagnostics conducted or implementation undertaken to promote principles of building freshwater resilience.• Water-related institutions supported to build resilience in water resource management, or service delivery.• Knowledge products generated on resilience.

Block B Indicators (Outcomes contributed by World Bank Lending)

1. Custom Indicators to track portfolio shifts in priority themes

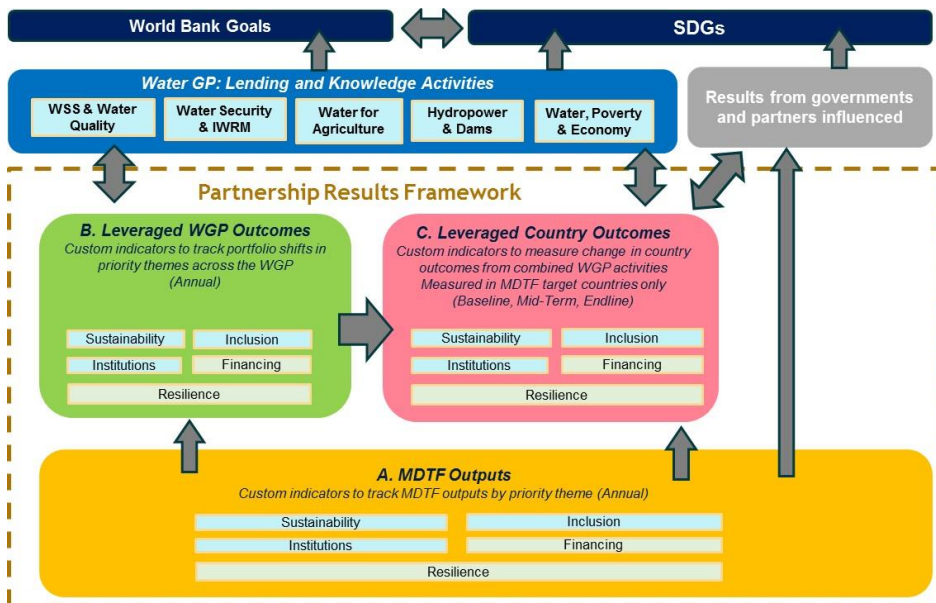
Sustainability	Inclusion
<ul style="list-style-type: none"> • % of new lending projects that promote sustainable and efficient water use • % of new rural WSS lending projects that measure ‘functionality’ of water points* 	<ul style="list-style-type: none"> • % of new lending projects that include gender in all 3 dimensions (analysis, action and results) • % of new lending projects that include ‘other social inclusion’ aspects**
Institutions	Financing
<ul style="list-style-type: none"> • % of new lending projects that support reforms/actions that strengthen institutional capacity 	<ul style="list-style-type: none"> • % of new lending projects which support reforms / actions for improving financial viability (<i>service performance or policy/regulatory reform</i>) • % of new lending projects with explicit focus on leveraging private and other non-state sources of finance
Resilience	
<ul style="list-style-type: none"> • % of new lending projects incorporating resilience in design of water-related initiatives • % of new lending projects in Fragile and Conflict-affected states with a resilience lens • % of new lending commitments with climate co-benefits* 	

2. Sector Results Indicators

Water Supply and Sanitation	
	1.1 People with access to improved water sources
	1.2 People with access to improved sanitation
	1.3 BOD Pollution loads removed by Treatment Plants
	1.4 People trained on hygiene behavior

	1.5 Utilities with improved working ratio
Water in Agriculture	2.1 Area with new/improved irrigation services
	2.2 Farmers adopting improved agricultural technology
	2.3 Water User Associations created/strengthened
	2.4 Water users with improved irrigation services
Water Security and Integrated WRM	3.1 People in areas covered by water risk mitigation measures (flooding/drought)
	3.2 Basins with management plans/stakeholder engagement mechanisms
	3.3 Institutions with WRM monitoring systems
	3.4 Area under sustainable land/water management practices
Hydropower and Dams	4.1 Hydropower generation capacity constructed/rehabilitated

GWSP Partnership Results Framework



Block C (Impact through country level results)

Bolivia

Key Focus Area	Outcome
Urban Sanitation	Policy/legal framework (institutions)
	Targeted planning and investment (inclusion)
Rural Water	Targeted planning and investment (inclusion)
	Inclusion-focused monitoring and evaluation
	Resilient investments (Resilience)
IWRM	Sector planning and system design (Resilience)

Benin

Key Focus Area	Outcome
Rural Water	Policy / legal framework
	Accountability towards customers
	Inclusive management and service delivery
	Financial sustainability of service providers: sustainable revenue sources
Rural Sanitation	Investment planning and delivery

Bangladesh

Key Focus Area	Outcome
Urban Sanitation	Monitoring and Evaluation Strengthened
	Human resources and Organization Development
	Accountability towards customers
Urban Water	Operational effectiveness
	Inclusion-focused monitoring and evaluation
Rural Sanitation	Leveraged funding from private financial sector

Egypt

Key Focus Area	Outcome
Rural Sanitation	Regulation
	Monitoring and Evaluation
	Management Autonomy and leadership
	Human Resource and organization development
	Accountability towards customers
	Inclusive management and service delivery
	Financial sustainability of service providers

Haiti

Key Focus Area	Outcome
Rural Water	Monitoring and evaluation
	Human resources and Organization Development
	Financial sustainability of service providers: sustainable revenue sources
	Financial sustainability of enabling institutions at national and local levels
Rural Sanitation	Sector planning and system design
Rural Water and Sanitation	Investment planning and delivery

Ethiopia

Key Focus Area	Outcome
Rural Sanitation	Operational effectiveness
	Human resources and Organization Development
Urban Water & Sanitation	Operational effectiveness
Urban Sanitation	Targeted planning and investment (by actors influenced by WB)
Rural Water and Sanitation	Targeted planning and investment (by actors influenced by WB)

Vietnam

Key Focus Area	Outcome
Rural Water	Policy / legal framework
	Operational effectiveness
	Financial sustainability of service providers: sustainable revenue sources
Rural Sanitation	Leveraged funding from service users (households, community groups, industrial, public administrations and other users)
Urban Sanitation	Financial sustainability of service providers: sustainable revenue sources
IWRM	Leveraged funding from private financial sector
	Policy, legal and regulatory frameworks for sustainable water resource management

Pakistan

Key Focus Area	Outcome
Rural Water	Monitoring and evaluation
	Inclusive management, and service delivery (by actors influenced by WB)
Urban Water	Financial sustainability of service providers: sustainable revenue sources
	Management autonomy and leadership
IWRM	Targeted Planning and Investments (by actors influenced by WB)
	Monitoring and evaluation
IWRM	Policy, legal and regulatory frameworks for sustainable water resource management
	Financial sustainability of service providers: sustainable revenue sources
	Sector planning and system design

Uganda

Key Focus Area	Outcome
Rural Sanitation	Accountability towards customers
	Operational effectiveness
Urban Sanitation	Targeted planning and investment
IWRM	Investment planning and delivery
Urban Water and Sanitation	Inclusive management and service delivery

Annex 4: Budget details

As GWSP is set up as a multi-donor trust fund, there are no specific earmarking of donor contributions to specific themes and geographic priorities. In total, the GWSP had 10 contributing donors by the end of 2018 (see matrix below) but several donors have increased their contribution during 2019.

Overall budget lines are defined by thematic areas as described on page 12-13. In addition, 9 priority countries have been selected to receive technical assistance on all five thematic areas.

If a Danish secondment of Sr. water specialist is approved, it will be in addition to the total Danish support to the GWSP and will be funded through the budget of the administration of Danish-funded advisors to international organizations

GWSP Donors	USD (millions)
Netherlands – DGIS	39.34
Swedish International Development Cooperation Agency (Sida)	28.43
Australia – Department of Foreign Affairs and Trade	19.08
The Bill and Melinda Gates Foundation	10.00
Swiss Agency for Development and Cooperation	8.14
Swiss State Secretariat for Economic Affairs	5.46
Rockefeller Foundation	3.00
Norway – Ministry of Foreign Affairs	2.37
United Kingdom (DFID)	1.74
Ireland – Ministry of Foreign Affairs	0.02
Total Commitments	117.58

Annex 5: Risk Management Matrix

		GWSP Risk Assessment Framework	
Risk Description	Risk Rating	Impact severity	Proposed Mitigation Measures
I. Strategic Risks			
1. Lack of complementarity with mission of the Water GP, World Bank's twin goals, or other corporate strategies and objectives.	Low	High	<ul style="list-style-type: none"> The five thematic priorities were selected based lessons learned, experience from the field and global engagements/dialogues on SDGs. All of GWSP funded activities are thoroughly reviewed for relevance and potential contribution toward the five themes by the Water GP Leadership.
2. GWSP's work program priorities are not being implemented in accordance to the Country Partnership Framework (CPF).	Low	High	<ul style="list-style-type: none"> All of the activities undertaken at the country level will be discussed with the Country Management Units and in alignment with the CPFs. Discussions with the client countries during inception stage will ensure proposed activities properly reflect client demands.
3. Complexity in governance structure which inhibits the Council's ability to effectively provide strategic guidance and direction on the partnership.	Low	Moderate	<ul style="list-style-type: none"> The governance of the Partnership is set forth in the GWSP Charter. Its structure is streamlined with clear roles and responsibilities of the members. As part of the Council Meeting each year, reviewing of the Charter and proposed amendments could be a topic for the meeting agenda.
4. Political and financial environment of the donors, leading to insufficient matching donor resources mobilized in time to fully fund initiatives	Moderate	Low	<ul style="list-style-type: none"> Open engagements with donors early and throughout the partnership period to ensure continued buy-in program goals and objectives. The GWSP is currently expecting achieve at least 75% of the targeted budget and does not commit more resources than has been confirmed and locked-in from donors. Thereby, it is not needed to scale down.
5. Potential changes in government may result in re-prioritization in government agenda, where water and sanitation may not remain a government priority, negatively affecting ownership or commitment.	Moderate	High	<ul style="list-style-type: none"> Active coordination and dialogue with political leadership at country level inclusive of candidates from all parties to ensure water nexus agenda remain a priority for the government; maintain leadership role on water at global platforms.

GWSP Risk Assessment Framework			
Risk Description	Risk Rating	Impact severity	Proposed Mitigation Measures
II. Operational Risks			
1. Capacity constraints and weak country systems and accountability mechanisms that limits clients' effectiveness in work program implementation.	Moderate	High	<ul style="list-style-type: none"> The essence of the GWSP programs is to provide sustained support to clients on capacity building and institutional strengthening. GWSP will provide technical assistance to national and local governments and communities and foster stronger coordination, learning and cooperation.
2. Staffing constraints for trust fund operations and administration functions which could affect product delivery and quality.	Moderate	Moderate	<ul style="list-style-type: none"> GWSP's trust fund administration function has been significantly streamlined compared to level of the previous WSP and WPP. A 5% program administration and management fees has been retained for GWSP to ensure that the sufficient resources are allocated towards these functions.
3. Resources are not adequately allocated to meet the scope of the activities or level of client demands.	Low	Moderate	<ul style="list-style-type: none"> Strategic resource allocation is conducted each year with the consultation and decision making with the Water GP Leadership team to ensure tasks are adequately funded to meet client needs and results to be achieved. Funds utilization and task implementation are monitored very closely, through monthly expense tracking, mid-year task and portfolio reviews, providing opportunity for re-allocation of resources as needed.
4. Ambitious results framework for the partnership within short five-year period.	Moderate	Moderate	<ul style="list-style-type: none"> The results framework and the related indicators will be monitored very closely to ensure progress is on track. By design of the results framework, it is expected that short and medium-term results will be achieved through Block A and B, while longer term country level results will be achieved through Block C (hence only report at 3 points in time), albeit qualitative analysis of country level results will be discussed annually in the GWSP Annual Report. Since results are being tracked very closely, adjustments to the framework is feasible
5. Country conditions,			<ul style="list-style-type: none"> Preserve flexibility in programming in case of

GWSP Risk Assessment Framework			
Risk Description	Risk Rating	Impact severity	Proposed Mitigation Measures
including increased political and social instability, violence and natural disasters may potential delay program implementation and results.	Moderate	Moderate/high	exogenous factors affecting program implementation, with active engagement and coordination with Country Management Unit, clients particularly at political and sectoral levels to allow early warning of potential country issues so decision on work program can be made.
6. Service providers are not technically or financially viable and governance arrangements are not clear, thereby inhibiting creditworthiness and the ability to access private capital.	Moderate	High	<ul style="list-style-type: none"> Mitigation measures consisted of three components: (1) analytical work; (2) knowledge; and (3) TA and direct assistance to clients who are improving their credit worthiness.
III. Institutional Risks			
1. Mismanagement of funds and corruption emanating from GWSP supported activities	Low	Moderate	<ul style="list-style-type: none"> World Bank and Denmark share zero tolerance on corrupt practices. Anti-corruption dialogue in GWSP Council and with supported government at overall level. Exercise firm financial control.
2. GWSP supports countries where the Human Rights situations is critical	Moderate	Moderate	<ul style="list-style-type: none"> High priority given to human rights dialogue with duty bearers at target countries as well as with right holders.
3. Danish interests are not promoted in GWSP, Danish service providers may not be informed in time on opportunities and Danish resource base do not get the full benefits from knowledge developed	Moderate	Low	<ul style="list-style-type: none"> Ensure clear communication of GWSP opportunities to Danish interests in annual GWSP workshop in Denmark and potential secondment of a Danish senior water specialist to GWSP

Annex 6: List of supplementary materials

#	Document / Material	Source
1	Appraisal of Denmark's support to GWSP, 2019	EnviClim (consultant)
2	Water and Sanitation Program, end of year report, 2017	World Bank
3	Global Water Security and Sanitation Partnership Council's organizational charter and procedures. Adopted March 16, 2017	World Bank
4	The Achieving a Water Secure World for All - Building a Partnership for Donor Collaboration with the World Bank Water Global Practice, 2017	World Bank
5	Water's Edge: Rising to the Challenge of a Changing world – Annual report 2018	World Bank - GWSP

Annex 7: Plan for communication of results

Danish communication opportunities exist when the Danish resource base representatives and GWSP specialists meet for expected ad-hoc meetings in Denmark. Furthermore, the Denmark can use the GWSP contribution for communication purposes for improving pro-poor climate resilience in water management and sanitation.

The World Bank's "The Achieving a Water Secure World for All" also includes a section on communication and advocacy as described below.

Strategic communications and advocacy efforts bring World Bank water research a significant additional amount of attention from decision-makers around the globe. The WGP uses a combination of channels to achieve this. The World Bank maintains excellent relations with top-tier media outlets, including the Financial Times, The Guardian, The Washington Post, Le Monde, Reuters, NPR, and CNN, moving the dialogue forward and strengthening its position as a thought leader and credible source of solutions. The World Bank Water website (www.worldbank.org/water) is an important platform for sharing knowledge and leading global thinking in the digital space. The website continues to be among the top 10 most-viewed landing pages in the World Bank, aggregating content on water-related topics generated across the World Bank Group to create a streamlined user experience. World Bank Water pages attracted over half a million visitors in 2015, a 20% increase from the previous year. The WGP also leads the global dialogue forward in the social media space. Named by The Guardian as the top water and development influencer on Twitter (@WorldBankWater), the WGP reached over 23,000 followers, including Prime Ministers and other government officials, civil society and academic leaders, celebrities and many more.

The WGP also leverages partnering with key institutions and advocacy to increase the reach and impact. For example, in 2015, the GP and WSP worked with Global Poverty Project to host a Global Citizen Earth Day event focused on sanitation that drew 270,000 people to the National Mall, secured two billion media impressions, offered a platform for the World Bank President to publicly discuss sanitation, recruited new influencers, including Kevin Rudd (former Prime Minister of Australia), Coldplay's lead singer Chris Martin, the Indian actress Freida Pinto and more, to talk publicly about sanitation using GP messaging, and facilitated seven sanitation commitments at both Global Citizen Earth Day and the Global Citizen Festival, including from the governments of the Netherlands and Sweden. During the September Citizen Festival, Prime Minister of India Narendra Modi reaffirmed his commitment to provide toilets to all Indian citizens by 2019. Meanwhile, in June 2015, the World Bank and Sesame Workshop hosted a joint event headed by World Bank Group President Jim Yong Kim and Sesame Street Workshop CEO and President Jeffrey Dunn. The event was livestreamed and trended on Twitter in Washington, D.C. The event was part of a larger developing partnership between the two organizations to look at new ways to apply behavioral insight into Water and Sanitation Hygiene (WASH) projects.

Text Box 4: Water Global Practice Past and Ongoing Global Knowledge Activities

In addition to lending and technical assistance, the WGP's knowledge work helps clients address some of the most pressing challenges in the water sector, and serves as a valuable global public good. Specific activities include:

- ***Thirsty Energy*** – Launched in 2014 by WPP and ESMAP, the Thirsty Energy Initiative has raised awareness of the interdependencies of the water and energy sectors. It is helping governments prepare for an uncertain future and break disciplinary silos that prevent cross-sectoral planning, by integrating water constraints into the energy sector and jointly addressing water and energy challenges. Thirsty Energy research has influenced China's upcoming 5-year energy plan and is being used to formulate a roadmap for key investments in Morocco.
- ***Economics of Sanitation Initiative*** – Launched 10 years ago by WSP, this initiative provides rigorous evidence base to identify gaps and opportunities in water and sanitation service delivery. To date, ESI studies have been completed in Africa, East Asia, Latin America, and South Asia and have helped bring sanitation to the attention of policy makers, including of those outside the water sector. The evidence base generated from more than 35 countries estimates global economic losses associated with inadequate water supply and sanitation at US\$ 260 billion annually.
- ***Fecal Sludge Management*** – Many urban residents rely on non-sewered systems that generate significant amounts of waste that must be stored, transported, and treated to avoid serious public health impacts. WSP global knowledge work in this area is highlighting the much-neglected issues of on-site sanitation in cities, which lead to poor service delivery to a large section of the population and pose severe water quality risks. WSP developed a set of tools for conducting more effective fecal sludge management strategies.
- ***Water and Climate Change*** – *High and Dry: Climate Change, Water, and the Economy*, a recently-released report by the WGP, provides economic evidence to make a clear link between water, climate change and fragility and is helping shape the future of the climate agenda. The report warns that water insecurity could multiply the risk of conflict, but the negative impacts of climate change on water could

Annex 8: GWSP organization governance and organization chart

Charter of the Global Water Security and Sanitation Partnership Council Adopted March 16, 2017

Preamble

1. The Global Water Security and Sanitation Partnership (GWSP) is an international partnership formally established in November 2016. This Partnership is administered by the Water Global Practice (GP) at the World Bank with the objective of supporting client governments to achieve Sustainable Development Goals (SDG) 6 and other water related SDGs through integrated and innovative approaches to solve complex water and sanitation challenges. The Partnership will support activities in five priority themes that are deemed critical for meeting the SDGs: Sustainability, Inclusion, Institutions, Financing, and Resilience. These themes are the basis of the Water Global Practice's work that will be mainstreamed into the water investments in client countries.
2. The GWSP consolidated two long-standing global programs, the Water and Sanitation Program (WSP) and Water Partnership Program (WPP), into a single partnership under the same governance and funding mechanisms and results framework. Through its country, regional and global work, GWSP remains committed in building client and partner relationships, deepening the understanding of the political economy on the ground and promoting global knowledge sharing and best practices to client countries.
3. This Charter defines the formal governance arrangements for the GWSP. The GWSP Council decides on approval and amendment of this Charter.

A. The Global Water Security and Sanitation Partnership: Objectives and Approach

4. The primary objective of the GWSP is to support client governments to achieve water related SDGs, through the generation of innovative global knowledge and the provision of country-level support, while leveraging World Bank Group financial instruments and promoting global dialogue and advocacy with key partners and clients to increase reach and impact. This Partnership will mainstream the five priority themes (Sustainability, Inclusion, Institutions, Financing, and Resilience) into the Water GP work programs, focusing on analytical work, capacity building and technical assistance. This Partnership will provide new opportunities to test and scale-up innovations, build country capacity where needed and influence client demand and World Bank operations.
5. To fulfill the GWSP's objective and make optimal use of its resources, the activities undertaken by GWSP will be implemented through five main modalities:

- Partnership-funded staff through long-term country engagement;
- Global knowledge initiatives;
- Long-term technical assistance;
- Just-in-time technical assistance; and
- Project preparation and implementation support, particularly to countries with capacity issues and for priority areas yet to be mainstreamed.

B. Work Programming

6. The GWSP Partnership Paper outlines the strategic direction, priority thematic focuses, and the results framework which frames the basis for work program activities at the country, regional and global levels. The priority themes will be integrated in the core business lines of the Water GP as part of the work programming effort undertaken jointly by the Water Global Practice Management and the Global Solution Group (GSG) Leads.

7. The development of the work programs will be guided by activities in the priority themes that could contribute to measurable results toward global development agenda, such as the SDGs.

- Country-level support will be demand-driven, reflecting local political and sector context and designed in consultation with governments, partners and stakeholders. Within a demand driven approach, Partnership funds will be prioritized for lower income countries and countries included in the Fragility, Conflict and Violence (FCV) list. The Partnership will also support initiatives in other countries, especially when they demonstrate potential for innovation and global and local learning.
- The GWSP global knowledge activities will be selected to develop highly innovative and transformational engagements that have the strategic value to influence a global reach.

8. The GWSP is uniquely positioned to advance the SDG agenda to achieve the objective of a water-secure world for all. Because it is situated in and administered by the Water GP in the World Bank, GWSP will look for opportunities to leverage all instruments of the World Bank Group, including collaboration with other sector investments such as Health and Nutrition, Poverty, Environment/Climate Change and Agriculture, as well as the International Finance Corporation, MIGA, and other relevant bilateral/multilateral organizations.

C. Governance Structure

9. The governance framework for the GWSP includes two components: I) The Water Consultative Group; and II) The GWSP Council. Membership for both components will be determined by the World Bank's Water GP. The membership eligibility and role and

responsibility for each of the two components of the GWSP governance are outlined as follows:

I. Water Consultative Group - The Water Consultative Group is a comprehensive stakeholder group, which will serve as an advisory group for high level and technical discussion on the future of the global water sector and particularly on achieving the SDGs, and as a mechanism to align the positioning of GWSP within the water sector and ensure its continued relevance in addressing the SDGs.

Membership

- Permanent Members: The World Bank's Water Global Practice, and donors that contribute to an existing or new multi-donor or single-donor trust funds in the Water Global Practice, including CIWA, SAWI, Danube, CAEWDP, and etc.). *Up to 2 representatives per permanent member.*
- Rotating Members: Advisors from strategic partner organizations such as foundations, academia, civil society organizations, private sector, client governments and other multi-lateral organizations. *1 representative per organization, up to maximum of 5 organizations in a given 3-year rotating period.*
- Rotating members will be nominated by permanent members of the Water Consultative group, the GWSP Council, and/or the World Bank and will be appointed by no-objection basis for a period of 3 years.

Function

- The Water Consultative Group will serve as an advisory body and will not have decision-making authority with respect to the Trust Fund.
- The functions of the Water Consultative Group include but not limited to the following:
 - (a) To provide a strategic vision on addressing SDG 6 and other water-related SDGs by providing a platform for donor discussion;
 - (b) To apply strategic influence and impart new knowledge on client needs and World Bank Group (WBG) operations;
 - (c) To engage in the strategic discussion on the GWSP Multi-Donor trust Fund (MDTF);
 - (d) To support mobilization of donor funding for water inside and outside the WBG and ensure that key needs are matched with appropriate funding; and
 - (e) To encourage innovation by providing a forum to share and evaluate new technologies and approaches.

- Annual meeting to be chaired by the World Bank Water Global Practice Senior Director or delegate to discuss the strategic direction of the sector and the coordinated use of the Water Global Practice’s instruments toward meeting the SDGs.
- Up to 3 technical sessions on selected topics/issues related to the water sector, including 1 theme per year nominated by the permanent member of the Water Consultative Group and approved by the GWSP Council.

II. The GWSP Council: The GWSP Council will act as the governing and decision-making body of the GWSP MDTF, including strategic guidance on the direction of the MDTF, assessment on the progress of work program implementation and the results achieved as well as financial and administrative matters.

Membership

- The World Bank’s Water Global Practice, and donor governments, private entities, multilateral organizations, international financial institutions and other official agencies that commit at least USD 2 million per year to the GWSP or other Water Global Practice implemented trust funds, of which at least USD 1 million per year to the GWSP MDTF through signing of the Administrative Agreement. Donors are encouraged to enter into funding commitment of at least four years to provide greater stability to the GWSP MDTF. Membership will be reviewed on an annual basis.

Function

- The GWSP Council will act as the decision-making body for the MDTF. It is responsible for but not limited to the following:
 - (a) Adopt and amend the Charter as appropriate;
 - (b) Endorse strategic guidance and direction on the implementation of MDTF activities;
 - (c) Ensure the relevance of the work program focus;
 - (d) Provide input to the annual work program and budgets;
 - (e) Review the progress of MDTF activities against the Water Global Practice results framework;

(f) Endorse the GWSP Annual Report; and

(g) Review financial and administrative matters related to the MDTF.

Meeting

- The GWSP Council will meet at least once each year. The Meeting will be chaired by the World Bank Water Global Practice Senior Director or delegate. Additional meetings throughout the year shall be scheduled as needed. The annual meeting for the GWSP Council should coincide with the annual meeting of the Water Consultative Group, to the extent possible.
- Each member of the GWSP Council could have up to 2 representatives at the annual meetings. All members are subject to a due diligence review by the World Bank, including potential or perceived conflict of interest.
- All decisions to be made by the GWSP Council on the business, operation and administration of the MDTF will be made by consensus.

D. GWSP Management, Organization, and Staff

10. The World Bank through the Water Global Practice manages the GWSP and is accountable for the proper management of the program. The World Bank will maintain an organizational and management structure for the GWSP that enables the GWSP to carry out its global mandate and activities and ensures accountability for expenditure of funds.

E. Funding and Financial Structure

11. Funds that support the GWSP may come from official donors, including country governments, private entities, multilateral organizations, international financial institutions and other official agencies. New sources of funding may be explored as appropriate. To provide greater stability for the GWSP, supporters will be encouraged to enter into funding commitments of at least four years.

12. The World Bank will accept the contributions on behalf of the GWSP, according to its policies for acceptance of external funds, normally in cash under trust fund agreements between the donor and the World Bank.

13. Funds will be spent in accordance with the strategic directions approved by the GWSP Council. Procurement of goods and services and financial reporting and auditing arrangements will follow World Bank policies and procedures.

Annex 9: Signed Table of appraisal recommendations and follow-up actions taken

Title of (Country) Programme	Global Water Security and Sanitation Program (GWSP)
File number/F2 reference	
Appraisal report date	21.06.2019
Council for Development Policy meeting date	
<p>Summary of possible recommendations not followed</p> <p>A few recommendations face the risks of not being followed for reasons that cannot be clarified during programme preparation.</p> <ul style="list-style-type: none"> • The recommendation of a secondment to GWSP depends on final approval from the team managing recruitment of Danish-funded advisors to international organisations and identifying a qualified Danish candidate for position. • Active Danish participation in the Water Consultative Group depends on available technical MFA resources and identification of an interest external Danish water expert. • Engagement and interface between GWSP and the Danish water resource-base will depend on interests expressed by the Danish interests and the ability of GWSP to deliver relevant targeted information to the Danish resource base. 	

Overall conclusion of the appraisal	
9.1.1	Support to GWSP is relevant and justified. The support contributes to Denmark meeting the overall priorities of “The World 2030” and contributes to achieving the Sustainable Development Goals for everyone by 2030 in particular SDG-6 on Water and SDG-13 on Climate Change.
9.1.2	GWSP is a multi-donor trust fund and fully integrated in World Bank operations that provides policy guidance and technical assistance to the Banks USD 29 billion water-related lending portfolio. Focus is on five cross cutting thematic areas Sustainability; Inclusion; Institutions; Financing, and; Resilience (including priority of climate resilience). All thematic priority areas for Denmark which also addresses cross-cutting priorities such as climate change and gender equity.
9.1.3	With the planned support of DKK 70 million over four years, Denmark is granted membership of the GWSP council, and will as such take part in influencing priority and policy development within GWSP.
9.1.4	The support further gives access to a knowledge pool relevant for Danish suppliers, contractors, consultants and public utilities.
9.1.5	All documentation necessary for Denmark to support GWSP is available and in high quality and measures all relevant cross cutting issues. The documentation generally meets the AMG criteria, but the theory of change in available documentation is rudimentary and primarily illustrated graphically. The results framework include specific, measurable, achievable and realistic indicators that allows to monitor GWSPs impact on the WB investment portfolio and in influencing outcomes at country level. The annual work plans (subject to approval at the GWSP annual Council meeting) set targets to measure progress of the support.
9.1.6	The Danish resource base is generally little aware of global cutting edge knowledge on water and sanitation generated by the World Bank, and on market opportunities in World Bank client countries.
Recommendations by the appraisal team	Follow up by the responsible unit
Programme Level:	
Support to GWSP should allow Danish membership of GWSP council	
Support to GWSP with at least DKK 70 million over 4 years would secure Danish membership of the GWSP Council to influence approx. USD 14 billion investments in water infrastructure.	The total amount of the grant is DKK 70 million not earmarked.
Thematic Programme Level:	
Participation in Water Consultative Group and GWSP Council	

Participate actively in the Water Consultative Group with a senior technical advisor on water or an external Danish water expert.	The recommendation is followed in the program document but will be subject to availability of technical capacity.
Participate in GWSP Council with both senior political officer from MFA and relevant counsellor from EDK in Washington), and in Council meetings pursue achievements in gender focus and HRBA.	MFA officer will participate actively in council meeting and pursue the recommendation of prioritising a gender and pro-poor agenda.
Involve Danish water resource base	
Initiate ad-hoc involvement with relevant representatives of the Danish resource based in targeted and thematically focused knowledge exchange meetings with relevant GWSP staff to maximize benefits for Danida Business Finance, public utilities, civil society and Danish suppliers, contractors and consultants.	Once the Danish contribution is approved, engagement with the Danish water resource-base will be initiated with expected assistance from the Danish seconded staff (see next recommendation).
<i>Danish secondment to GWSP</i>	
Secondment of a technical senior specialist to WGP in Washington DC, referring directly to the GWSP manager. Beyond technical issues, the Terms of Reference should include obligations to serve as liaison with Ministry of Foreign Affairs, Denmark and share information to relevant Danish interests when opportunities arise. This may include new innovation; projects of interest for Danish suppliers, contractors.	A Danish secondment to GWSP is strongly recommended in the programme document, and accepted by GWSP. Final decision depends on approval made by administration of Danish-funded advisors to international organizations. It has been decided not include the secondment in budget as it reduces flexibility for potential extension of the contract and previous experiences have demonstrated a risk of not identifying a qualified Danish water specialist.
Engagement Level	
Mid-term review	
Participate in a joint mid-term review of GWSP with other contributing partners to assess progress and achievements with a perspective of value for money	It is also included in the programme document that the MFA technical staff will participate in the mid-term review to assess progress and influence recommendations.
Broader Danish engagement	

<p>Develop a strategy integrating Danish interests and inform Danish resource based and the general public, based on the GWSP communication strategy. This could be supplemented with briefings specifically targeted at specific Danish interests and ad-hoc meetings between GWSP specialists and the interested Danish resource base.</p>	<p>It is emphasized in the program document that the GWSP provides a unique opportunity to support the Danish water resource-base with knowledge and business opportunities which will be promoted during program implementation.</p>
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I hereby confirm that the above-mentioned issues have been addressed properly as part of the appraisal and that the appraisal team has provided the recommendations stated above.

Signed in..... on the
Appraisal Team leader/TQS representative

I hereby confirm that the responsible unit has undertaken the follow-up activities stated above. In cases where recommendations have not been accepted, reasons for this are given either in the table or in the notes enclosed.

Signed in.....on the.....
Head of Unit/Mission