



# 2030 Water Resources Group **Strategic Plan 2023–2025**

April 2023



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This document has been written by Rochi Khemka (Sr Water Resources Management Specialist, 2030 Water Resources Group, Water Global Practice, World Bank).

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## 1. Executive Summary

With a track record of over a decade, the 2030 Water Resources Group (2030 WRG) has established itself as a positive disrupter and a collaborative platform to promote water security. 2030 WRG continues to play a critical role in addressing water challenges, which are exacerbated in the context of climate change. With only eight years in the lead up to the Sustainable Development Goals (SDGs), it plans to accelerate its impact in the next phase of engagement.

Over the period 2023-25, 2030 WRG's work will pivot towards the following:

- **Greater Linkages with Climate:** 2030 WRG's activities will be structured for greater climate responsiveness, in addition to the focus on advancing water security, in view of the critical linkages between water and climate and the severity of risks posed by climate change.
- **Scale through Accelerators and Pre-Accelerators:** Each country will focus on a core program, termed Accelerator or Pre-Accelerator, selected based on the ability of 2030 WRG to catalyze impact at scale, jointly with local stakeholders, within a defined timeframe.
- **Focus on Financing and Innovation:** Capitalizing on 2030 WRG's strengths in supporting the enabling environment for reform and fostering collaboration, 2030 WRG will focus on Financing and Innovation as key levers of its work going forward.
  - With respect to Financing, 2030 WRG will work on the upstream enabling conditions and the development of partnerships to improve the planning, mobilization, and efficiency of funding and financing for water sector investments.
  - On innovation, it will support public-private collaboration for innovative approaches through the creation of supportive policies, regulations, and institutional frameworks, along with knowledge sharing to enable global best practice adoption at the country level.
- **Synergies with the World Bank Group and World Economic Forum:** As its present and past host, 2030 WRG will liaise closely with the World Bank Group and the World Economic Forum in the operationalization of its new strategic plan. This would include leveraging the public policy, financing, and technical strengths of the World Bank Group, as well as the World Economic Forum's strengths in engaging decision makers and shaping the global, regional, and country agenda on critical development priorities.
- **Strategic Oversight and Priority Setting through the Governing Council and Steering Board:** The global Governing Council of 2030 WRG will continue to set the strategic direction of its work, along with management oversight through the Steering Board. These global governance structures also help to raise the visibility and profile of 2030 WRG's work.

- **Combination of Global and Local Engagement:**
  - 2030 WRG's engagement at the global level will focus on positioning water security and climate action more prominently as development priorities, along with highlighting the role and impact of 2030 WRG as a catalytic platform. This will be achieved through a combination of thought leadership, awareness building, and communications and outreach efforts.
  - In addition, it will engage at the country level for the delivery of concrete Accelerators and Pre-Accelerators, in partnership with the government, private sector, civil society, bilateral and multilateral agencies, international organizations, and academia. Each country initiative would focus on models of public-private engagement, with the articulation of specific results expected within a three-year timeframe.
- **Entry and Exit Matrix for Country Selection:** The decision to engage in new countries and exit existing countries would be taken through an 'Entry and Exit' matrix prepared by the 2030 WRG secretariat and presented to the Steering Board for approval.

## 2. Introduction

The 2030 Water Resources Group (2030 WRG – [www.2030wrg.org](http://www.2030wrg.org)) is an innovative partnership for water security. It catalyzes public-private-civil society collaboration for the advancement of water security and climate adaptation. Incubated at the World Economic Forum and subsequently managed by the International Finance Corporation (IFC), the multi-donor trust fund is currently hosted by the World Bank's Water Global Practice.

**2030 WRG plans to achieve greater impact in the next phase of activity from 2023-2025 through collective action and partnership approaches, with the aim of helping countries meet the water-related Sustainable Development Goals (SDGs) and address climate impacts.**

In addition to impact on the ground, 2030 WRG aims to contribute new knowledge and thought leadership on critical themes, such as (a) Maximizing Finance for Development (MFD) and Private Capital Mobilization (PCM) and (b) innovation, to accelerate the pace of implementation on water security, both through its own work and that of its partners.

## 3. Vision and Mission

**2030 WRG's vision is to advance water security through public-private-civil society partnerships.**

Water security and pollution challenges globally continue to threaten economic growth, societal development, and ecosystem health. Unsustainable patterns of development, compounded by the uncertainty of climate change, manifest as water resource challenges. Advancing water security and climate adaptation through collaborative approaches is essential in building resilience to unpredictable future states of the world.

2030 WRG's work is closely aligned with the SDGs, particularly SDG6 on Clean Water and Sanitation and SDG13 on Climate Action, enabled through collective action among the public sector, the private sector, and civil society (SDG17 – Partnerships for the Goals). It positively impacts various other SDGs that depend on water, such as SDG2 on End Hunger through its work on agriculture; SDG9 on Industry, Innovation, and Infrastructure, based on the focus on industrial and urban water use and pollution management; and SDG15 on Life on Land through the work on ecosystem restoration and river basin approaches, among others.

**2030 WRG's proposed mission is to catalyze collaboration and financing for the development and implementation of water security and climate action plans.**

Water security and climate action both require solutions for financing and innovation, which are proposed as focus areas for 2030 WRG (see Section 5). In addition, 2030 WRG's work going forward is proposed to be structured for greater climate responsiveness, with a focus on mitigation and adaptation efforts, and leveraging climate analytics.

The 2030 WRG country platforms, titled 'multi-stakeholder platforms' (MSP), will continue as the key construct for enabling change at the country- and state level.

## 4. Global Context and 2030 WRG's Relevance

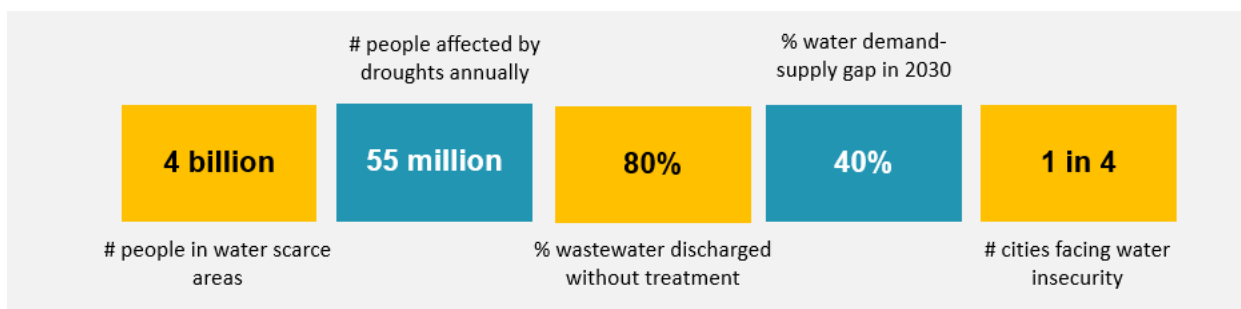
### Growing Water Crisis and Exacerbating Climate Impacts: Approaches on the Opportunity and Need for Partnerships

This section outlines core challenges in the water sector, including climate change, as the backdrop for the critical role of 2030 WRG. It also identifies the opportunity space for 2030 WRG to work with governments, private sector, and civil society to advance water security and climate action plans.

#### (1) Growing Water Crisis and Water Pollution

Even as the world continues to make progress towards universal access to safe water and sanitation, global water resources face existential threats. Water demand continues its upward trajectory on account of population growth, lifestyle changes, and economic development. Untreated municipal and industrial wastewater and new classes of contaminants continue to degrade water quality and availability for humans and ecosystems. Key water sector challenges are outlined in Figure 1.

Figure 1: Global Water Resources Challenges<sup>1</sup>



#### (2) Climate Change

In addition, climate change is radically altering the water cycle and increasing the magnitude and frequency of droughts and extreme precipitation. Close to 55 million people are affected by droughts annually<sup>1</sup>. With climate change, the planet is simultaneously becoming hotter, stormier, wetter, and drier. Climate change could cause \$5.6 trillion in cumulative global losses and cost some regions up to 6% of Gross Domestic Product (GDP) by 2050<sup>2</sup>. According to the World Economic Forum's Global Risks Perception Survey 2021-22, climate action failure was identified as the top risk for the next ten years.<sup>3</sup>

#### (3) Opportunities for Public-Private-Civil Society Collaboration

Opportunities emerge from the growing water crisis and the threat of climate change. Private enterprises, governments, civil society, and the international community share a growing sense of urgency to improve water resources management and maintain resilience to climate change. The COVID-19 pandemic has highlighted the criticality of water and sanitation for maintaining health and wellbeing. **Underscoring this urgency, water featured prominently for the first time in the UN's 2022 Climate Change Conference of the Parties (COP27) and is the focus of the UN 2023 Conference after over 4 decades.**

2030 WRG's experience recognizes governments as the leading water resources management authority and good governance as the cornerstone to attracting private sector and civil society participation, a conclusion emphasized in a review of its work by the Harvard Kennedy School in 2017<sup>4</sup>. Addressing the water and climate challenges requires collaboration, including robust participation of the private sector,

through a combination of innovation, financing, and governance reform. 2030 WRG is well placed to deliver on these emerging needs of the water sector.

## 5. 2030 WRG Value Proposition

The scale and urgency of the challenges necessitate collaboration. Under the new strategy, 2030 WRG is proposed to contribute to both the **water SDGs and address climate impacts** through the development of partnerships. 2030 WRG is uniquely placed to facilitate such collaboration through its **role as a catalyst and convener, supporting the enabling environment for reform.**

In view of the growing water and climate crises, there are two areas which require urgent attention, where 2030 WRG has a comparative advantage and can play a leading role through its focus on upstream enabling conditions:

- **Financing:** Global financing needs for water infrastructure total an estimated US\$6.7 trillion by 2030 and an estimated US\$22.6 trillion by 2050.<sup>5</sup> The financing gap has spurred the international community to call for mobilizing larger and more innovative sources of financing that fit the water sector's unique conditions and risks.<sup>5,6</sup> However, the current context of growing debt burdens, a rising cost of capital, inflationary conditions, and monetary tightening presents a challenging situation for the mobilization of greater financing for the water sector.

Addressing such constraints requires the creation of the upstream enabling environment to improve the planning, mobilization, and efficiency of funding and financing for water sector investments through stakeholder engagement. 2030 WRG can facilitate this by ensuring efficient use of public resources, while addressing binding constraints to private capital mobilization (PCM). This includes improvements to the technical and financial viability of water service providers, and the creation of supportive policies, institutional arrangements, and regulations in the sector, aimed at maximizing finance for development through a combination of blended financing, PPPs, and other instruments. In addition, opportunities for tapping climate finance for country engagements would be explored. In view of its upstream role, 2030 WRG would not prepare investments or provide financing for the implementation of solutions. However, it would work with multilateral development banks (particularly the World Bank Group), financial institutions, and others to catalyze financing for the sector.

- **Innovation:** The urgency of the water and climate challenge as a global public good (GPG) also requires an acceleration in the pace of adoption of new solutions.

On the ground, mainstreaming innovation in projects and programs requires supportive regulations, procurement processes, financing solutions, and partnership modalities, which are collectively arrived at through multi-stakeholder approaches. 2030 WRG can play a key role in developing the enabling conditions and partnerships for innovative approaches, bringing together the private sector, financiers, and the public sector, among others. It can also facilitate knowledge sharing and facilitate the adoption of global best practices at the country level.

**Both areas of focus of Financing and Innovation are proposed to leverage the private sector systematically,** a core constituent of 2030 WRG. As a network of networks, organized into structured

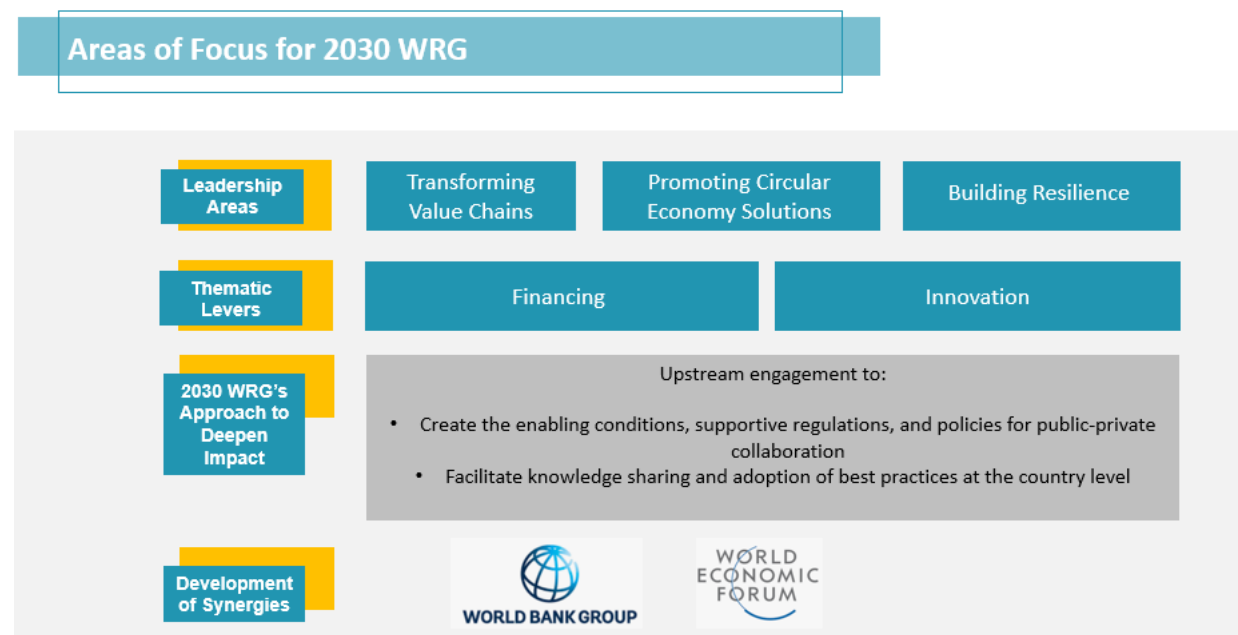


national- and state-level multi-stakeholder platforms, 2030 WRG can catalyze collaboration on the above themes jointly with local partners.

The financing theme would benefit from the **World Bank Group’s upcoming strategy paper on ‘Scaling up Finance for Water’**, which could help to evolve 2030 WRG’s role for deeper impact. On the innovation theme, 2030 WRG’s work will build on various innovations it has pioneered through its country engagements in the past.

These focus areas are outlined in Figure 2 below. The existing leadership areas of (1) Transforming Value Chains, (2) Promoting Circular Economy Solutions, and (3) Building Resilience would be retained and addressed through the twin levers of Financing and Innovation under this strategy.

**Figure 2: Focus Areas for 2030 WRG**



#### **Development of Synergies with the World Bank Group and World Economic Forum:**

- World Bank Group:** The current strategy proposes for 2030 WRG to work closely with the World Bank Group, with alignment of activities to leverage the public policy, financing, and technical strengths of its host institution. This recommendation is anchored in the third-party evaluation of 2030 WRG, conducted by Hydroconseil and Partnerships in Practice in 2021<sup>7</sup>, which highlighted further leveraging the World Bank Group to accelerate 2030 WRG’s impact. In addition, the World Bank Group’s ongoing work on the Evolution Roadmap could offer useful insights on maximizing finance for development and private capital facilitation, and its technical strengths could help maximize the effectiveness and impact of financial resources for the water sector. For example, 2030 WRG’s engagements could capitalize on the World Bank’s financing to drive policy reforms and regulatory shifts, targeted at addressing climate change and water impacts as global public goods.

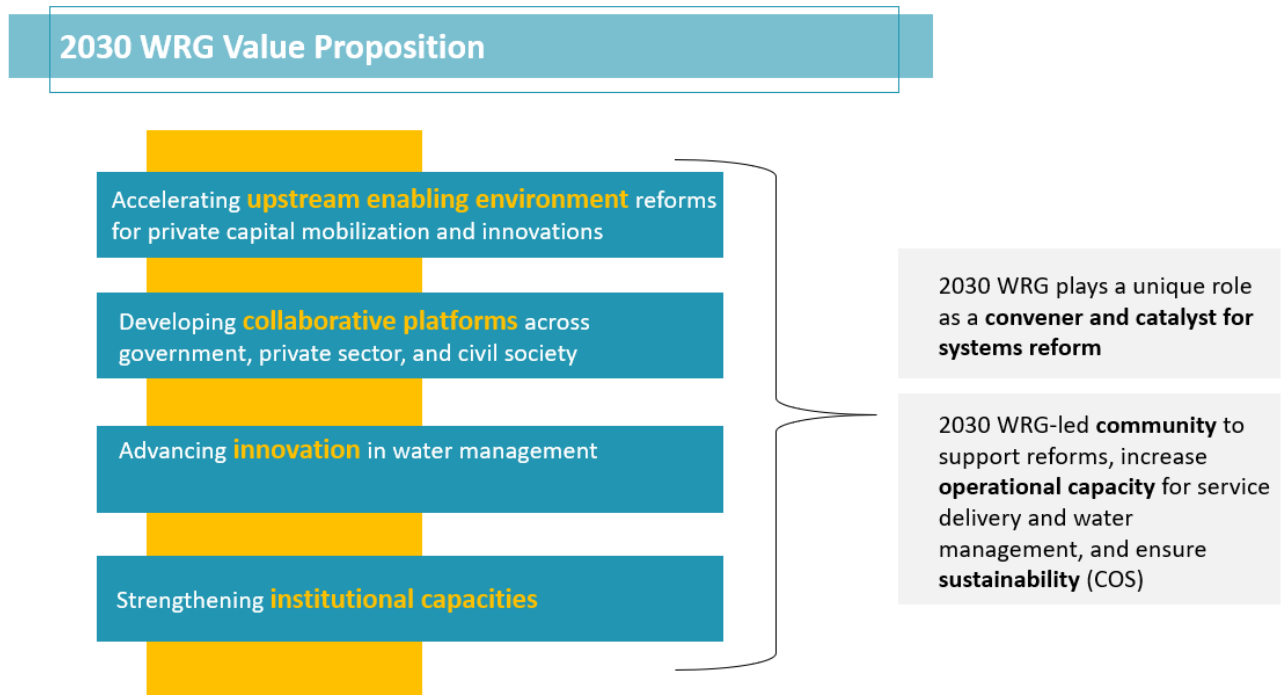
- **World Economic Forum:** 2030 WRG will also work closely with the World Economic Forum (WEF) as one of its founding members and the first host of 2030 WRG. In particular, it will build on the World Economic Forum's strengths in developing new knowledge; shaping the global, regional, and local agenda on key development priorities; and bringing decision makers together to work on projects and solutions.

**2030 WRG Objectives and Principles:** As a part of the new strategy, the core objectives that motivated the formation of 2030 WRG remain unchanged. 2030 WRG's establishment was driven by the following principles, which remain equally relevant in the context of its current work:

- **Facilitating Cross-Sectoral Stakeholder Alignment:** 2030 WRG's knowledge, technical assistance, and partnership work enables cross-sectoral alignment, facilitating synergies beyond the water sector with other sectors, such as agriculture, urban development, rural development, energy, environment, and others, with the aim of increasing the scope and impact of water sector engagements. Additionally, 2030 WRG's work enables alignment across public sector institutions, private sector partners, civil society, academia, international organizations, and others to support the joint prioritization, incubation, and delivery of impact-oriented initiatives.
- **Supporting Reforms to Policies, Practices, and Governance:** 2030 WRG was established to support various reform processes, with changes enabled in water-related policies, regulations, policy, governance, and practices. Such upstream enabling conditions to strengthen partnership approaches and the economics of the water sector are critical to catalyze downstream financing and private sector innovations.
- **Serving as a Neutral Broker:** Given the scale of the water and financing challenges, 2030 WRG's neutrality allows it to effectively bring competing stakeholders on the same table on a collective agenda of reform. This is a critical role for 2030 WRG to support the development of synergies beyond the business- and organizational interests of any single stakeholder type.

These elements form the value proposition for 2030 WRG, outlined in Figure 3 below.

Figure 3: 2030 WRG Value Proposition



## 6. Other Water Sector Initiatives

In addition to 2030 WRG, there are various other global initiatives engaged on water. A few of these are mentioned below:

- **UN CEO Water Mandate's Water Resilience Coalition (WRC):** The coalition focuses on bringing industry players together to drive collective action in water-stressed basins.
- **Water.org:** An international non-profit organization, Water.org works on supporting access to safe water and sanitation through small loans and affordable financing.
- **World Business Council for Sustainable Development (WBCSD):** WBCSD is a global community of businesses working on net-zero and various nature- and climate-related sustainability goals, including water.

A significant point of differentiation of the work of 2030 WRG from that of the above organizations is the focus on engaging the public sector as a key stakeholder, in addition to private sector and civil society. In 2030 WRG's experience, working with the government as the key authority responsible for water resources management is critical to drive scale and impact on the ground. By facilitating public-private-civil society collaboration, 2030 WRG is able to influence the policy and regulatory space at the country level, as well as design joint programs and projects on the ground.

## 7. Global Activities

This section highlights key elements of 2030 WRG's engagement at the global level.

Under the new strategy, 2030 WRG will continue its engagement at the global level, focused on positioning water security and climate action more prominently at the global level. In particular, 2030 WRG's global engagement will focus on three aspects:

- i. **Global Governance:** 2030 WRG's current global governance structure, namely, the Governing Council and Steering Board, will continue to guide its work. 2030 WRG aims to ensure robust, transparent, and inclusive governance and decision-making across its activities. As a part of its governance at the global level, 2030 WRG will facilitate partnerships with a diverse group of key stakeholders to advance 2030 WRG's agenda of reform and impact.
  - **Governing Council:** This is the apex governance body for 2030 WRG at the global level, which sets the strategic direction for the work of 2030 WRG and supports the development of partnerships. It is currently co-chaired by the Chairman of Nestlé and the World Bank Vice President for Sustainable Development.
  - **Steering Board:** The Steering Board provides oversight of the work of the secretariat, currently co-chaired by the World Bank's Global Director for the Water Global Practice and the World Economic Forum's Managing Director and Head, Center for Climate and Nature.

The global governance structure will ensure relevance and effectiveness of 2030 WRG's work to the water-related SDGs and climate goals by ensuring the choice of engagements and the scope of its activities are directly linked to such priorities.

Under this pillar, the 2030 WRG secretariat will aim to support the following:

- **Governing Council (GC):** The organization of at least one GC meeting per year and the presentation of an annual update at each meeting to outline progress made on the implementation of the 3-year Strategic Plan.
  - **Steering Board (SB):** The organization of, on average, one Steering Board meeting every 2-3 months, with potentially one in-person meeting per year. The meetings will focus on the selection and implementation of country programs, fundraising, communications, and other global priority areas under the 2030 WRG program.
- ii. **Global Thought Leadership:** 2030 WRG will support thought leadership to accelerate progress on the dual themes of financing and innovation. It will assess global trends, with the aim of surfacing bottlenecks, risks, and opportunities in the water and climate domains. Through this engagement, 2030 WRG will identify and innovate on core issues of priority to its global partners in the form of key policy, financing, regulatory, institutional, and implementation solutions affecting water security and climate change.
    - Under this pillar, as a first step, 2030 WRG will develop a strategy paper on the Financing pillar to highlight approaches for finance facilitation.

- iii. **Communications and Outreach:** 2030 WRG has developed an updated communications and outreach strategy to better reflect the updated vision and mission. These efforts are essential in repositioning the trust fund to inform, energize, and retain existing stakeholders and support ongoing fundraising efforts with new prospective donors and partners. Overall, 2030 WRG's communications strategy will be designed to create a comprehensive and coordinated approach to engaging with external partners, fundraising, and raising awareness, as outlined below:
  - **Relationship Building:** First, 2030 WRG will work to engage with a wide range of external partners, including governments, the private sector, community organizations, and international organizations. This will involve building strong relationships and creating opportunities for collaboration on projects and initiatives related to the country programs.
    - **Output:**
      - Identification and continued engagement with a network of partners across government, private sector, civil society, international organizations, academia, and others through 'Roadshows'. These Roadshows would be structured at the global and country level to identify and connect with key partners and champions of relevance to the 2030 WRG program.
      - Enhancement of the visibility of 2030 WRG at the global level through the organization of high-level sessions at various fora, aimed at positioning 2030 WRG as an active member of the global community.
  - **Fundraising:** Second, 2030 WRG will focus on fundraising and innovative funding to support the work. This will involve identifying and approaching potential donors and investors, as well as developing new and creative funding models to support 2030 WRG's efforts.
    - **Output:** Development of a fundraising strategy by June 2023 to target a diverse range of partners, given the multi-sectoral dimension of water, along with a pitchbook to demonstrate the value of the program for stakeholders such as corporates, investors, World Bank Group etc.
  - **Awareness Building:** 2030 WRG will use a variety of communication channels to raise awareness about its work and the importance of sustainable development and water security. This will include social media, traditional media, and targeted outreach to key audiences, and will also fully utilize support from World Bank regional and country External and Corporate Relations (ECR) colleagues.
    - **Output:** Development of a global annual report and quarterly newsletter, along with regular social- and traditional media posts, blogs, and other instruments to showcase the impact of 2030 WRG's work.

## 8. Country Activities: Impact through MSPs

The goal of the country engagement model is ensuring greater impact at the national level, with increased collaboration across stakeholders.



The Multi-Stakeholder Platform (MSP) would be the key mechanism for ensuring such impact, bringing together government, private sector, civil society, academia, and international organizations, among others, through structured governance mechanisms for results creation. 2030 WRG will also engage with other multilateral development banks (MDBs) through the country platforms with the aim of coordinating financing for the water sector.

**Figure 4: MSPs for the Creation of Local Impact**

Multi-Stakeholder Platforms (MSPs) as Agents of Change




The MSPs are structured to follow certain principles to ensure effectiveness:

- **Local Ownership:** Each MSP will be owned and guided by local stakeholder priorities, in particular, government partners.
- **Balanced and Cross-Sectoral Participation:** The MSP will enable balance of interests across public sector, private sector, and civil society, with no single stakeholder group having majority (i.e., each less than 50 percent of seats). In addition, it will ensure cross-sectoral alignment across sectors and stakeholders, comprising water, climate, agriculture, urban development, finance, rural development, environment; and intra-sectoral alignment across various water subsectors, with the aim of promoting integrated water resources management.
- **Results Orientation:** The platforms will be structured to drive accountability, transparency, results orientation, and inclusivity through decision making. Each MSP is proposed to create a quarterly action plan, with milestones to be achieved for that period. Such milestones will be quantified for monitoring and tracking progress.
- **Enabling Environment Reforms:** The MSP will be structured upstream of transactions, for policy, regulatory, and governance reform, along with a focus on implementation of solutions. While it will identify core programs and projects to advance the objectives of the platform, the procurement process would be competitive and transparent, led by the government or another partner, as relevant.
- **Chair and Co-Chair:** The chair of each platform is proposed to be a high-level representative from the public sector, with potentially a co-chair from the private sector and/or civil society.

- **Standardization of MSPs across Countries:** All MSP meetings across countries are proposed to be conducted in a standardized format, with an identified frequency of convening, template for meeting minutes, and the identification of concrete follow-up actions, with clearly delineated roles and responsibilities and timelines for achievement.
- **Selectivity in Activities:** With the intention of promoting selectivity, each 2030 WRG MSP is proposed to focus on one core Accelerator or Pre-Accelerator program. An Accelerator is defined as a high-impact program with identified private sector engagement models and the facilitation of public-private-civil society collaboration. Pre-Accelerators are engagements which can evolve into Accelerators within 12-18 months. This is a point of departure from business-as-usual approaches and the prevalent practice of having multiple workstreams, working groups, and taskforces under each MSP.
- **Entry and Exit Matrix:** The choice of countries and MSPs that 2030 WRG will support will be identified through an 'Entry and Exit' matrix, for review and reporting to the SB every six months (see also Section 9.II. on the Entry-Exit Strategy). For example, Kazakhstan is proposed as a new country engagement under this strategy to extend 2030 WRG's coverage to Central Asia.
- **National-Level Funding:** MSPs would also explore national-level funding to supplement global funding and fundraising efforts, as per current practice in some countries.

The country engagement approach is outlined in Figure 5. Details on each of the country programs are included in the Operational Plan (Annex to Strategic Plan).

**Figure 5: Country Engagement Approach**

Country Activities: Impact through MSPs	
	<b>Chair</b> Senior Government Official <b>Co-Chair</b> Private Sector and/ or Civil Society Member
<b>MSP Principles</b>	<b>Local Ownership:</b> MSP owned and guided by local stakeholder priorities
	<b>Balanced Participation:</b> No single stakeholder type with majority; participation of relevant sectors
	<b>Results Oriented:</b> Focus on concrete, time-bound results through quarterly milestones
	<b>National-Level Funding:</b> Mobilization of national-level funding to supplement global resources
	<b>Standardization of MSPs:</b> MSP meetings conducted in standardized format (i.e., frequency, minutes, follow-up actions)
	<b>Selectivity in Activities:</b> Each MSP to focus on one program (Accelerator/ Pre-Accelerator)
	<b>Enabling Environment Reform:</b> MSP upstream of transactions, with transparent procurement processes for any projects
	<b>Entry and Exit Matrix:</b> Choice of countries to be supported to be included in a matrix for review and reporting to the SB every 6 months

## 9. Principles of Engagement

The new phase of 2030 WRG's work necessitates outlining key principles of engagement to ensure clarity in approach and streamlined collaboration with various partners. Key principles of the work are outlined below.

### I. Synergies with World Bank Group (WBG):

The roles of 2030 WRG and the WBG are complementary to each other. Greater synergies between the two at the country level will support improvements to the enabling environment, increased financing, and greater adoption of innovative solutions for water security, climate adaptation, and resilience. In the coming phase, 2030 WRG will continue to focus on support for MSPs, as well as upstream reforms to governance, policy, regulations, and the investment climate, and the conceptualization of new projects, programs, and financing instruments.

The WBG is one of the world's largest sources of financing and knowledge for developing countries. With the aim of tapping this expertise in the countries where 2030 WRG operates, 2030 WRG will establish synergies with the WBG to leverage the latter's convening, financing, and technical know-how. It will ensure its strengths are combined with those of the WBG to support implementation and financing of solutions downstream.

To ensure effective collaboration, any 2030 WRG-WBG collaboration is proposed to follow key principles of collaboration, as outlined below and in Figure 6:

- **Decision-Making and Priority Setting through MSPs:** The setting of priorities at the country level would continue to be led by the MSPs, chaired by senior officials of government. Each MSP is proposed to include World Bank and IFC as a part of its governance to ensure WBG inputs are directly included in the MSP decision-making process. In addition, 2030 WRG would keep Regional Water Global Practice (GP) Practice Managers and country-level water sector teams of the World Bank in the loop on such interactions to foster collaboration at the local level.
- **Engagement in Countries of Mutual Interest with Presence of the WBG:** Any decisions on new countries of engagement and exits from existing countries would be transparently taken through the global 2030 WRG Steering Board. With the aim of ensuring reach and scale through the work of 2030 WRG, it is proposed for 2030 WRG to engage in countries which are also of priority to the WBG, with the aim of leveraging the capacity and expertise of the WBG in such geographies.
- **Alignment with 2030 WRG Priorities of Financing and Innovation:** 2030 WRG's work will focus on the identified priority areas of Financing and Innovation, areas which offer strong potential for collaboration with the WBG, to leverage the latter's financing and technical strengths.

**Figure 6: Principles of Engagement with the World Bank Group**

## Synergies with the World Bank Group

1

### **Decision-Making and Priority Setting through MSPs**

chaired by senior government officials, with participation of WB and IFC colleagues

2

### **Engagement in Countries of Mutual Interest**

3

### **Alignment with 2030 WRG Priorities**

of Financing and Innovation, areas well aligned with WBG expertise

## **II. Entry-Exit Strategy and Prioritization of Activities:**

With the purpose of consolidating 2030 WRG's portfolio of engagement across countries, its work will target high-impact programs in the coming phase, coupled with the transfer of ownership to local stakeholders, for an eventual 2030 WRG exit.

It is important for 2030 WRG to exit country MSPs to ensure local ownership and continuation of the work. This will allow 2030 WRG to take its multi-stakeholder approach to newer countries by freeing up resources.

**Decision making on new countries to engage in and existing countries to exit would be taken through an 'Entry and Exit' matrix.** The matrix would be presented by the 2030 WRG secretariat to the SB every six months for transparent decision making.

Prior to entry in a new country, the 2030 WRG secretariat would develop an assessment of the rationale for engagement in that geography, covering the following elements:

- **Funding Availability:** The secretariat would highlight the availability of funding to engage in the proposed new country, while accounting for the budget requirements of the existing portfolio of activities.
- **Global and Local Partner Interest:** Understanding the level of interest and commitment from the government and the private sector for 2030 WRG's engagement in the country would be important upfront. This will ensure there is sufficient interest from both global and local partners to support the development and implementation of programs and projects. In addition, the potential for the development of public-private collaboration in the country would be an important consideration.

- **Timelines and Milestones for Engagement:** The assessment would cover details of the proposed timeline for 2030 WRG's engagement and key milestones anticipated from the work, with the aim of driving concrete solutions on the ground in a time-bound manner.
- **Exit Plan:** The team would also outline a systematic approach for exiting the country and/or thematic program, outlining how local government ownership would be created to ensure continuity in activities.

Key principles for 2030 WRG's exit from a country and for the prioritization of activities are as follows:

- **Focus on One Accelerator or Pre-Accelerator in Each Country:** As mentioned in Section 8, each MSP would focus on only one Accelerator or Pre-Accelerator, designed as an impact-oriented engagement with the ability to deliver results within a defined timeframe. Other country programs would be phased out to ensure 2030 WRG's resources and efforts are channeled to one engagement of greater scale.
- **Link to Focus Areas of Financing and Innovation:** Such programs would be linked to the focus areas of Financing and Innovation and enable collaborative models of engagement.
- **Opportunity for WBG Collaboration:** With the aim of ensuring selectivity in 2030 WRG's work, those initiatives which offer the potential for synergies with the WBG would be prioritized to benefit from the technical and financing strengths of the WBG.
- **Local Government Ownership:** Exit from a country and/ or program would also require an assessment of whether adequate capacity has been created locally, with ownership from the government to continue the work post 2030 WRG's departure.

In the coming phase, 2030 WRG would assess its work program more actively to focus on engagements which deliver the greatest impact. Country programs which do not meet the criteria above would be assessed for closure.

Key principles to prioritize 2030 WRG activities going forward are outlined in Figure 7 below:

**Figure 7: Principles for Exit Strategy and Prioritization of the Work Program**



## Exit Strategy and the Prioritization of Activities

- 1 Focus on one **Accelerator or Pre-Accelerator** in each country
- 2 Prioritize country programs linked to **Financing and Innovation**
- 3 Select engagements with the **opportunity for WBG collaboration**
- 3 Ensure **local government ownership and capacity** to carry forward activities

## 10. References

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**Contact:**

Rochi Khemka ([rkhemka@worldbank.org](mailto:rkhemka@worldbank.org))