Alliance for Global Water Adaptation (AGWA) 2021 Annual Report

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Letter From the Co-Chairs

It is a very exciting time to hold the privileged position of AGWA co-chairs. Over the past year we have watched AGWA continue along with an impressive path of growth. Growth in members, growth in partnerships, growth in influence and, ultimately, growth in impact.

It is still just two years since AGWA took the important step into becoming a formally registered not-for-profit organization. By all measures we are still a young organization. Yet the achievements and changes we have seen since this critical turning point, and especially over the past year, are impressive in their breadth and depth, but also highlight the importance of the organization and what it stands for and does.

Take our work on the global policy stage. Playing a leading role in ensuring strong engagement by the water community in UNFCCC processes and dialogues was not enough. AGWA is also providing extensive support to national governments, helping to ensure that decisions made at global levels transform into real action on the ground. Building on the Watering the NDCs Initiative, AGWA's Water Tracker is an exciting and practical new tool that can help ensure that explicit and implicit water commitments are acknowledged and incorporated into national policy and practice.

This is but one of many examples from last year that demonstrate what AGWA is able to achieve when diverse and dedicated partnerships coalesce around shared objectives. From incredibly humble beginnings, AGWA is helping to nurture and grow new partnerships, to build and influence networks and provide timely expert advice.

As the organization grows and matures, with this comes the responsibility of investment. Investment in itself as AGWA to develop the systems and processes needed to match the pace of growth and demand, and to build confidence with funders that AGWA is not only the trusted scientific partner, but also a trusted institutional partner. The opportunity for the organization to grow in Membership and influence is unprecedented and demonstrates the hard work of those involved, including the hard work of its Membership to bring climate change and water to the forefront.

However, we know this is not easy, and we know that getting water into the centre of any climate change conversation is a challenge, despite the image of water or its absence being the spokesperson for climate change.

Join us as we celebrate an excellent year for AGWA.

Happy reading.

Louise Whiting, Senior Water Management Specialist, FAO
& James Dalton, Director, Global Water Program, IUCN

Introduction To Our Work

History & Evolution

Founded in September 2010 during World Water Week by about 30 individuals, the Alliance for Global Water Adaptation (AGWA) began as a network to catalyze expert knowledge, practical action, and effective global policy for climate adaptation. That mission continues now with more than 2100 members located worldwide and initiatives divided broadly into technical and policy areas, although there is often overlap between the two. AGWA has expanded to serve as a platform for new perspectives on a wide variety of water and climate change issues, spanning both climate mitigation and adaptation / resilience. We strive to disseminate knowledge and advocate on critical technical and policy aspects of water and climate. To date, our technical programs have emphasized connecting operational staff to develop a coherent and practical set of guiding processes and methodologies for implementing robust and flexible long-term water management. Our policy work has served as a bridge between the water and climate communities and the emerging technical insights that define water resilience and the enabling policy conditions that can accelerate (or slow down) implementation. Both domains of work need and inform each other.

In January 2019 AGWA took the next step in its organizational evolution and became a formally registered not-for-profit organization. AGWA is registered as a member-based charitable organization in the U.S. state of Oregon. In 2020, AGWA gained 501(c)(3) status in the U.S. as a nationally-recognized tax-exempt NGO.

Mission

The mission of AGWA is to provision tools, partnerships, guidance, and technical assistance to improve effective decision making, action, governance, and analytical processes in water resources management, focusing on climate adaptation and mitigation.

Purpose

To serve the needs of our Members. These needs are conceived as falling into two broad categories:

1. Core network support, which includes sharing knowledge, connecting individuals and institutions to enable collaboration on water and climate projects and issues, identifying potential partners and growing the network; and promoting and advocating on the basis of existing tools, insights, and approaches.
2. Extended network support and outreach beyond the network, which includes technical assistance for project development and implementation; direct policy support; tool and methodological development; creating capacity building, educational, and training materials, programs, and workshops; and identifying and provisioning new programs and needs to reflect shifting conditions.

In addition, AGWA also values two cross-cutting purposes:

- To contribute to water and climate policies and practices to ensure they connect with, reach, and enable resilient communities and institutions.
- To foster and encourage dialogues between individuals and entities working on adaptation and mitigation of climate change, recognizing that water resources bridge these bodies of work.

Membership

AGWA enables adaptation to climate change by closing the gap between existing knowledge and policies and practical application. The members of AGWA are dedicated to supporting efforts within governmental, civil society, development banks, research, and private sector institutions to develop knowledge and skills that can address issues of water-based climate change adaptation by promoting collaboration between emerging areas of expertise and translating the next generation of best practices into operational reality. Members are willing to join efforts and capacities, within their own fields of action, to attain AGWA's objectives.

Governance and Structure

AGWA is a registered, 501(c)3 not-for-profit, members-based organization guided by a community of practice charter. AGWA is governed by two co-chairs, who also have seats on the Board of Directors. The organization is led by an Executive Director, who reports to the Board of Directors. The work of the Executive Director and Board is supported by a small Secretariat of full and part-time staff. Other support such as consultancies, internships, and various paid positions are utilized based on finances and project load.

Beginning in 2019, a Strategic Advisory Council (SAC) was also created to provide topical and thematic expertise for AGWA's Executive Director and Board. The SAC is currently made up of twelve individuals from across the AGWA network. No additional voting rights are accorded to these positions.

Major decisions and programs are ratified during an annual meeting, generally held in conjunction with World Water Week.

Network Outreach and Communications

The Secretariat has several methods for disseminating information and connecting with network members. They cover a diverse number of activities:

Newsletters

The *AGWA Updates* newsletter has remained a consistent monthly publication. At year's end, AGWA had around 1275 individuals on its main mailing list — a number which has steadily grown since a big dip in 2018 due to privacy policy regulation changes in Europe (i.e., GDPR). In 2021, the mailing list grew approximately 30%. We maintain two topical newsletters to supplement the main *AGWA Updates* edition: one for policy around climate and water and one for technical approaches to adaptation. The policy newsletter goes out once per month and had 875 subscribers by the end of 2021 — a 20% increase over the past year. The technical *AGWA Guide* newsletter goes out quarterly. Similarly, there are around 925 subscribers by the end of 2021 — growth of 20%. Signups largely take place through AGWA's site.

AGWA websites

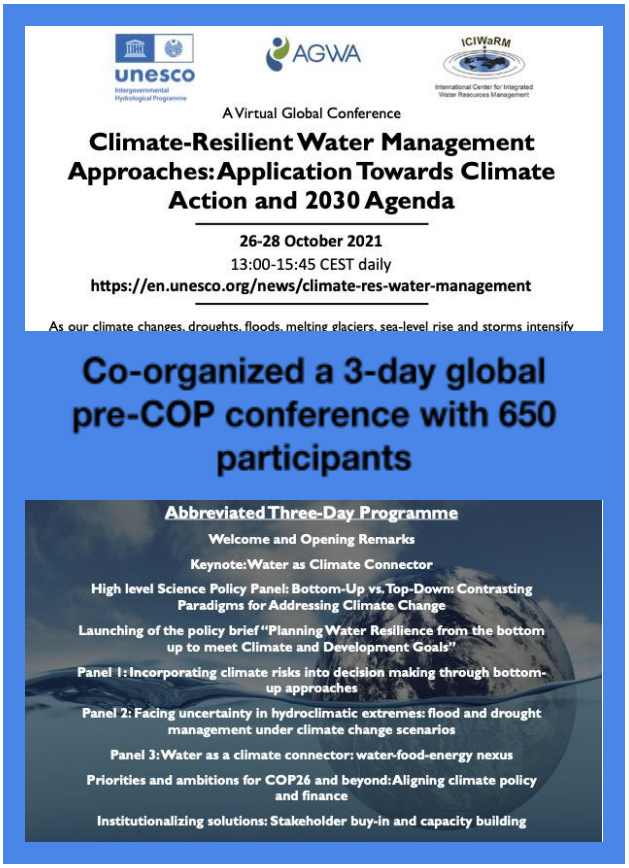
The main AGWA website (https://alliance4water.org) remains critical to reaching our members and beyond. The site has multiple communications features. We use the *Resilient Waters* blog and an Events page to promote stories, publications, and events to our members and the general public as well as subscribers to our RSS feed.

AGWA also maintains a companion site for more technical methods and capacity building for climate adaptation, https://agwaguide.org, with new materials and resources added often. The so-called "Knowledge Platform" is home to AGWA's *ClimateReady* podcast, an ever-expanding publications list, and other information relating to bottom-up adaptation approaches.

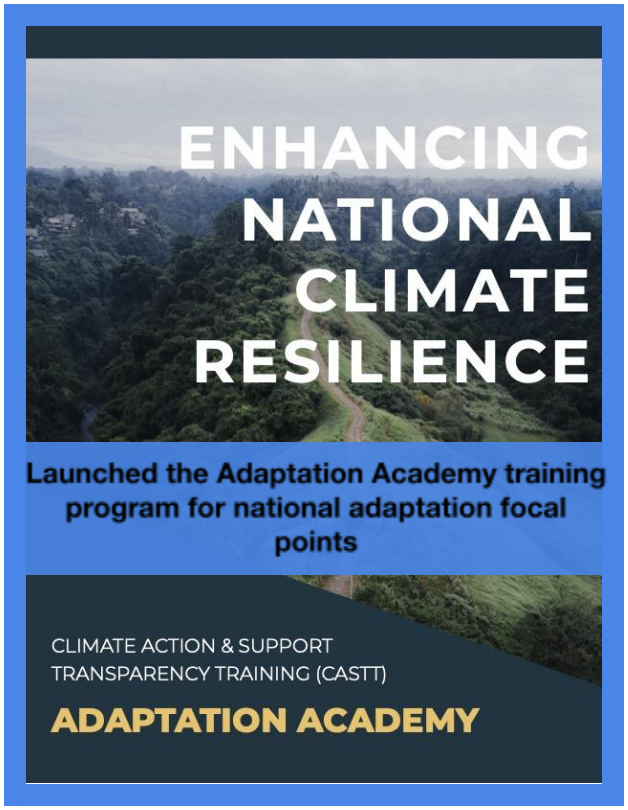
Social Media

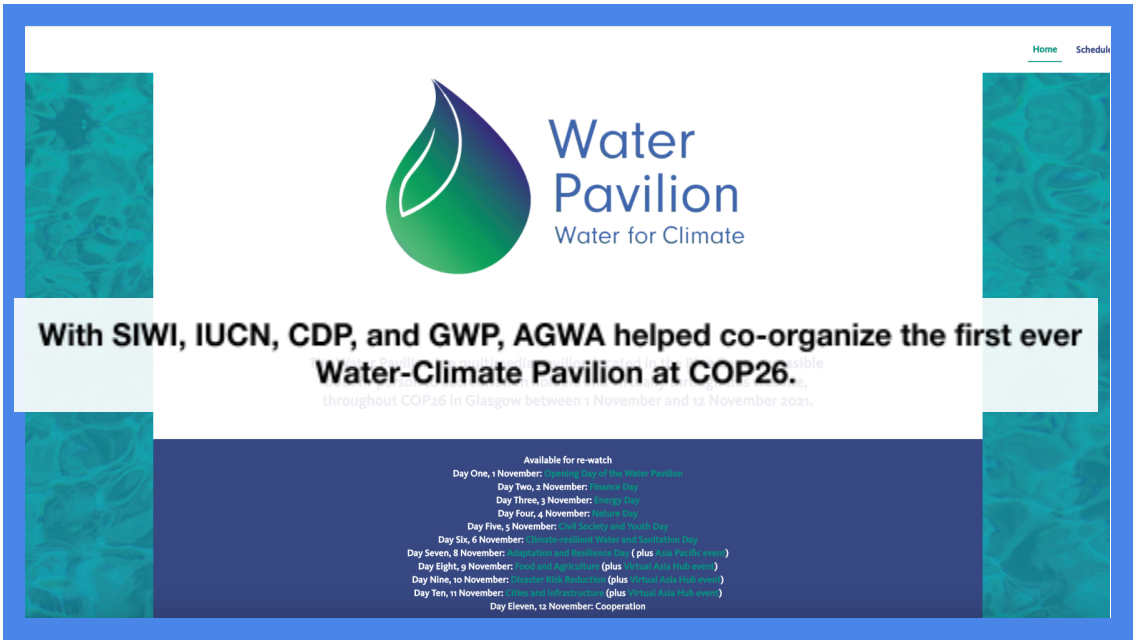
AGWA continues to grow its social media presence to engage with our members across a range of platforms for the purposes of information sharing and accessibility. AGWA's LinkedIn group for the AGWA community grew from 650 to 860 members (a 32% increase) in 2021. Those members regularly receive updates and posts from the Secretariat and each other. We also maintain a separate LinkedIn group for young professionals with a slightly different purpose and a different audience; the page is used to promote scholarship or speaking opportunities as well as events and news specifically relevant to early career individuals and/or students. AGWA maintains a Facebook page to have a presence on that platform as well, with nearly 900 followers at the end of the year. Like Facebook, Twitter is a useful tool for AGWA to share short pieces of news, especially from events being attended. By the end of 2021, AGWA's main account had a reach of 1610 followers (@Alliance4Water). We also maintain a separate account for the *ClimateReady* Podcast (@ClimateReadyPod) to help promote episodes and link up with guests and listeners. We use this account mainly around episode releases. Feeds for both Twitter accounts are embedded on the homepage of AGWA's website.

Achievements and Milestones


unesco
Intergovernmental Hydrological Programme
AGWA
ICIWaRM
International Center for Integrated Water Resources Management
A Virtual Global Conference
Climate-Resilient Water Management Approaches: Application Towards Climate Action and 2030 Agenda
26-28 October 2021
13:00-15:45 CEST daily
https://en.unesco.org/news/climate-res-water-management
As our climate changes, droughts, floods, melting glaciers, sea-level rise and storms intensify
Co-organized a 3-day global pre-COP conference with 650 participants
Abbreviated Three-Day Programme
Welcome and Opening Remarks
Keynote: Water as Climate Connector
High level Science Policy Panel: Bottom-Up vs. Top-Down: Contrasting Paradigms for Addressing Climate Change
Launching of the policy brief "Planning Water Resilience from the bottom up to meet Climate and Development Goals"
Panel 1: Incorporating climate risks into decision making through bottom-up approaches
Panel 2: Facing uncertainty in hydroclimatic extremes: flood and drought management under climate change scenarios
Panel 3: Water as a climate connector: water-food-energy nexus
Priorities and ambitions for COP26 and beyond: Aligning climate policy and finance
Institutionalizing solutions: Stakeholder buy-in and capacity building


Blog
Posts in Drops of Change
Drops of Change: Reflections on NAYPW's first year tackling water and climate change issues
Drops of Change: "Tu Nezl" (Water is Good)
Drops of Change: The Ethical Dimensions of Water Pricing in a Changing Climate
Ongoing blog series for youth voices with North American Youth Parliament for Water
Drops of Change: The missing link between US global water policy and climate
Drops of Change: Fighting Against Freshwater Pollution in a Changing Climate
Drops of Change: Wildfires Wreak Havoc on Western US Watersheds
Drops of Change: Introducing the North American Youth Parliament for Water


ENHANCING NATIONAL CLIMATE RESILIENCE
Launched the Adaptation Academy training program for national adaptation focal points
CLIMATE ACTION & SUPPORT TRANSPARENCY TRAINING (CASTT)
ADAPTATION ACADEMY



Organizational Changes

Board of Directors

At the 2021 Annual Members Meetings, several changes to the Board of Directors were put to a vote. As a result, AGWA welcomed new Board Members and two new Co-Chairs.

A proposal was put forward at the meeting to expand the Board by one seat. The proposal passed with unanimous approval by members. The Board already had an existing opening due to a recently vacated seat as well. Members voted from a list of nominees, and the two open positions were filled by Dr. Rachael McDonnell of IWMI and Mr. Thomas Panella of the ADB.

In addition, the two seats as Co-Chairs of the Board had been vacated in the preceding months. The Co-Chairs are essential to the governance and decision making of AGWA. As such, members voted to fill the open positions at the same Annual Members Meetings. Existing Board Members Louise Whiting and James Dalton were selected to take on the roles of Co-Chairs.

We would also like to extend a tremendous amount of gratitude to AGWA's previous Co-Chairs of the Board: Maggie White of SIWI and Diego Rodriguez of the World Bank. Both have been absolutely essential to AGWA's progress over the years. Maggie continues to serve on the

Board, while Diego, one of AGWA's co-founders, will continue to engage as a regular member of AGWA.

Secretariat

The Secretariat underwent changes of its own in 2021, largely in the form of growth to match the growing swath of programs and activities carried out by AGWA. 2021 saw the addition of two new full-time and one part-time staff, plus numerous project-based consultants and several internships. Kelsey Harpham joined AGWA as Project Manager for the Water Tracker program of work in May of 2021. Anson Justi served as Communications and Events Officer with a focus on the Water Tracker project from June through September. Dalton Lee served as a part-time Administrative Assistant to the ED from mid-May through the end of August 2021 before leaving to finish his undergraduate education.

Filling an extremely essential role, AGWA hired a part-time finance and grants manager as an external consultant beginning in April 2021. Amanda Kanter fills this role to assist with payroll, financial reporting, grant administration, and numerous other duties. Our Policy Group is supported by a long-term policy consultant — a position held by Kathryn Pharr from 2019 through March of 2021. Taking on the responsibilities of this position to support COP26 efforts and other policy initiatives, Pan Ei Ei Phyoe assumed the role of policy consultant in June 2021.

2021 Highlights

Global Policy Agendas

2021 was a big year for AGWA's policy work. While we continue to support the integration of water into global climate discussions, via the UNFCCC, we have shifted to working primarily with national governments as they work to implement their national climate commitments to the Paris Agreement. This builds on our Watering the NDCs initiative and has expanded into a new, multi-year initiative called the Water Tracker for National Climate Plans, funded by the governments of the United Kingdom and the Netherlands. 2021 was also a big year for water at the annual climate summit (COP26), where AGWA served on the steering committee for the first-ever Climate & Water Pavilion.

Integrating Water into the Global Climate Agenda: Our work with the UNFCCC

Status: ongoing

Major Donors: Deutsch Gesellschaft für Internationale Zusammenarbeit (GIZ), GmbH

Brief Description: Thanks to ongoing support from the German government, we have maintained our ongoing engagement with the UNFCCC throughout the year. While most 2021 UNFCCC events such as the regional climate weeks and intersessional conferences were moved online due to the COVID-19 pandemic, COP26 took place in person in Glasgow. COP26 saw the first ever Climate & Water Pavilion at a UNFCCC conference, thanks to a wide coalition of international water partners, including AGWA. We served on the Pavilion's steering committee in the run-up to COP and curated a day of events focused on Adaptation & Resilience. We were also able to showcase several of our initiatives at COP, including the Water Tracker, the UNFCC-AGWA CASTT Adaptation Academy, Water Resilience for Economic Resilience (WR4ER), and the Water Resilience Assessment Framework (WRAF). The Pavilion created a great deal of momentum leading into 2022 and we will once again support a climate and water pavilion at COP27 in Sharm el-Sheikh, Egypt.

Supporting National Climate Planning under the Adaptation Action Coalition (AAC): The Water Tracker

Status: ongoing
Major Donors: Foreign Commonwealth & Development Office (FCDO) of the United Kingdom, Ministry of Infrastructure and Water Resources of the Netherlands
Brief Description: In early 2021, we embarked on an exciting partnership with the UK's FCDO supporting the work of the newly-formed Adaptation Action Coalition (AAC). The AAC is a country-run initiative working to enhance adaptation action at the national level, co-led by the UK and Egypt. The work of the AAC is organized around several sector-based workstreams, with the water sector being one of three focus areas for 2021. Over the course of the year, AGWA led the development of a diagnostic tool and guidance document called the Water Tracker for countries to assess the current status of water-related adaptation in their national climate plans. Three countries: Costa Rica, Egypt and Malawi, applied the Tracker in 2021 and we are expanding the project to well over a dozen countries in 2022, thanks to additional financial support from the Dutch government.

This project builds directly on the work we have done over the past several years as part of the *Watering the NDCs* initiative. As countries turn to implementing their 2020 NDCs and NAPs, we hope that the Water Tracker can support their work by exposing where water fits into the equation, and to ensure that explicit and implicit water commitments are acknowledged and planned for. This is especially critical in areas where trade-offs may be necessary, such as between water for energy and agriculture or industry.

Water Resilience and Disaster Risk Reduction (DRR): Supporting the work of the High-Level Experts and Leaders Panel on Water and Disasters (HELP)

Status: ongoing

Major Donors: Deltares; the Ministry of Infrastructure and Water Management of the Netherlands

Brief Description: Since 2018, we have worked closely with Deltares and the Dutch government to bridge the climate adaptation and DRR agendas, highlighting water management solutions that support resilient adaptation to climate change and risk mitigation for natural hazards such as floods and drought. Over the past year we worked with an international team of technical experts to draft a flagship report on drought and climate change, featuring case studies from around the world and offering recommendations for water managers, policy makers and finance institutions. This paper should be released by the High-Level Experts and Leaders Panel on Water and Disasters (HELP) in March 2022.

Managing tradeoffs between water, food and climate goals

Status: finalized Feb. 2021

Major Donors: Food and Agriculture Organization of the U.N. (FAO)

Brief Description: Beginning in 2020, AGWA partnered with the U.N. Food and Agriculture Organization and the International Food Policy Research Institute (IFPRI) to develop a framework to help develop solutions for achieving food security (SDG2) in the context of shifting water (SDG 6) and climate risks (SDG13). The framework built on existing agriculture and climate models to assist in selecting targets, developing and test interventions, and comparing interventions on the basis of their co-benefits and tradeoffs. Following its development, the framework has been shared at a variety of international, national, and organizational meetings.

Policy publications supporting national climate planning

Status: ongoing

Major Donors: UNESCO; GIZ; Forest Trends

Brief Description: AGWA continues to work with our network partners to develop policy publications related to the integration of water management and climate policy. Over the past year, we have co-authored a number of new publications, including the following:

- UNESCO: Planning Water Resilience from the Bottom-Up to Meet Climate and Development Goals

- Forest Trends: Nature for Climate Action: Nationally Determined Contributions

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Technical & Capacity Building Programs

The bedrock of AGWA's work is based upon the development and institutionalization of innovative technical approaches to climate adaptation, including methods to assess and address climate risk and uncertainty through the lens of resilient water management. Often through crowd-sourcing across our member network of experts, AGWA and partners continued to refine and scale up technical approaches to build climate resilience into decision making for areas such as infrastructure, ecology, and finance (among others).

In the past year, we have led a number of initiatives and supported partners in others when it came to building the evidence base for these technical approaches. Just as importantly, AGWA continued to prioritize capacity building and training efforts as ways of reaching new audiences and expanding the necessary expertise base needed to implement the approaches as scales necessary for meaningful impact (from local to international). Our work in this area includes collaboration with utilities, resource managers, UN agencies, NGOs, academia, and practitioners to share knowledge within and outside the AGWA network.

UNFCCC-AGWA Climate Action and Transparency Training (CASTT) Adaptation Academy
Status: ongoing
Major Donors: GIZ
Brief Description: AGWA has partnered with the UNFCCC to lead the development of an Adaptation Academy in collaboration with key global academic and research institutions including Asian Institute of Technology, IHE Delft Institute for Water Education, Korea Environment Institute, and Oregon State University. The Adaptation Academy is a five-year program that will feature in-depth training for national adaptation focal points and individuals supporting vulnerability and adaptation assessments and reporting under the ETF. The first courses pivoted to a condensed, virtual one-week format due to COVID-19 travel restrictions. Three courses took place in September and October with focuses on LAC, Asia-Pacific, and Africa, bringing together representatives from nearly 70 countries from a pool of over 400 applicants. The plan for 2022 is to hold in-person courses going forward.

Water Resilience Accounting Framework (WRAF)

Status: ongoing
Major Donors: Pacific Institute
Brief Description: AGWA has partnered with the Pacific Institute, CEO Water Mandate, World Resources Institute, and International Water Management Institute to develop a framework for assessing system water resilience. The Water Resilience Assessment Framework (WRAF) is intended to inform resilient decision-making to avoid shocks and stresses from becoming crises. It can be applied either individually or collectively and builds on existing water-management processes and approaches to gain insight into how we measure progress towards building long-term water resilience. The general Framework was published in August 2021 and will be expanded and elaborated on through a forthcoming series of sector-specific guidance documents and pilot cases. Writing for the first such guidance document, focused on utilities, began in late 2021 and is expected to be published by Q2 2022.

Mainstreaming Nature-Based Solutions for Adaptation
Status: ongoing
Major Donors: Asian Development Bank, World Resources Institute
Brief Description: In 2021 AGWA was involved in two different initiatives to upscale and mainstream Nature-based Solutions (NbS) for adaptation.

Beginning in 2020, AGWA has collaborated with the Asian Development Bank (ADB) to create a working paper to support implementation of NbS across the Asia-Pacific Region. The working paper elaborates on both why and how NbS are important for ADB goals, staff, clients, and partners and shows why NbS should be a larger and more integral part of the ADB portfolio of investments and operational priority plans. The working paper also provides practical tools for practitioners to implement in developing both upstream strategies and downstream projects. As of the end of 2021, the working paper was still in internal review with ADB.

A short-term project beginning in July 2021, AGWA has partnered with the World Resources Institute to increase the adaptation outcomes from NbS globally by leveraging existing platforms and initiatives, while bridging multiple communities (e.g., NbS, climate change, and finance) together to expand support for growing and strengthening projects. AGWA's role is to identify opportunities for and barriers to implementing NbS for adaptation projects and present tools and resources for addressing those gaps. The findings will go to support WRI's growing NbS practice. Activities have included briefing documents and presentations at key global policy events, as well as interviews with relevant groups involved in the finance, advocacy, and operationalizing of NbS. The project will continue through March 2022.

Bottom-Up Approaches Conference and Webinar Series
Status: completed
Major Donors: UNESCO; Flanders Trust
Brief Description: In partnership with the UNESCO Division of Water Sciences and the International Center for Integrated Water Resources Management (ICIWaRM), AGWA co-organized a series of webinars introducing the technical and practical components of climate-resilient water management approaches, spanning a range of topics and underscored by examples of real-world applications. The series began in July 2020. In 2021, we held four webinars on a variety of topics including Climate Risk Assessment on Hydropower, Risk Assessment in Semi-Arid Regions, and a Spanish-language webinar on CRIDA in Latin America.

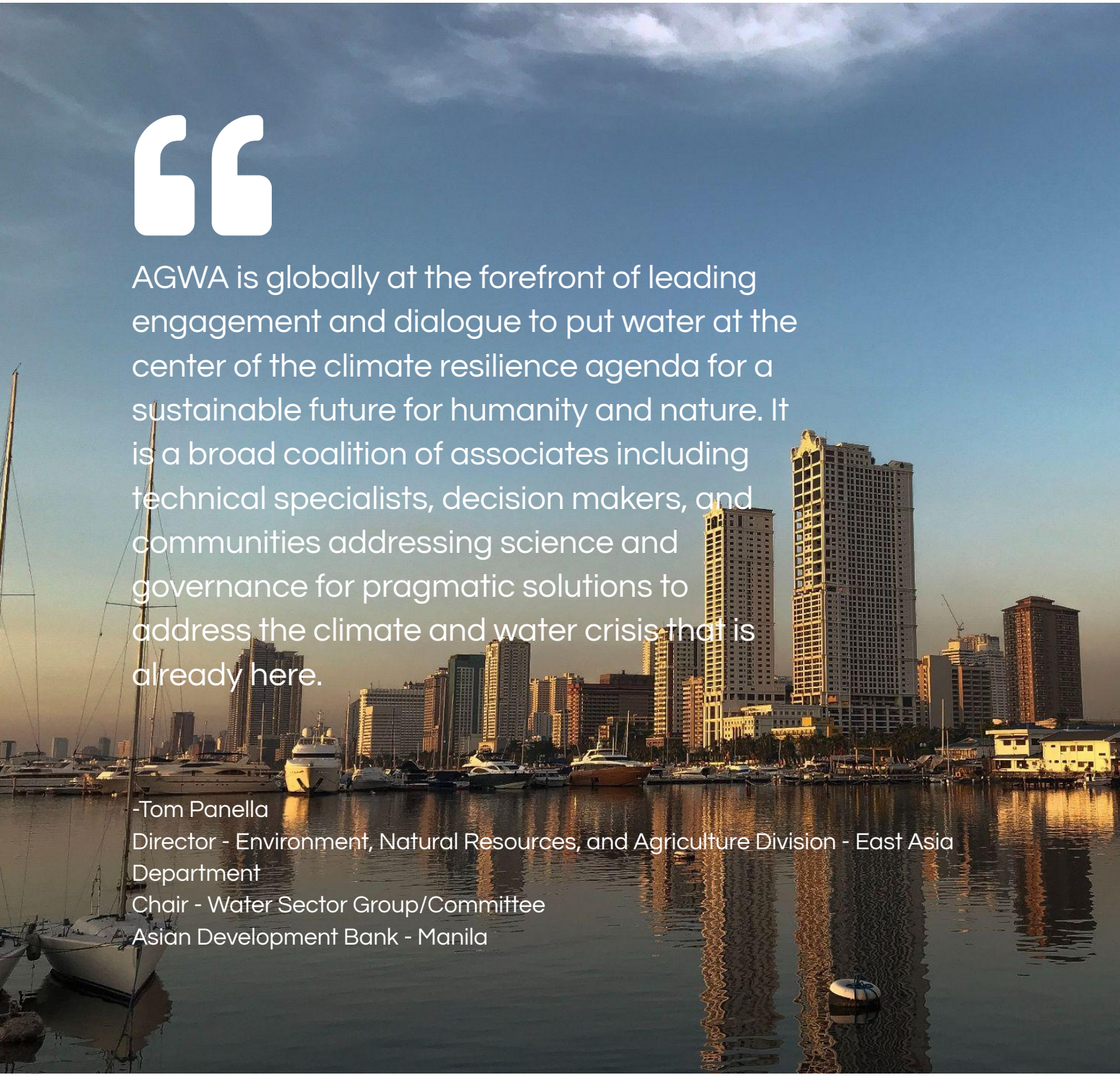
Building on the webinar series, we also co-organized a 3-day global conference on the policy relevance of bottom-up approaches, which took place from 26-28 October online. Over 650 unique participants and 35 speakers from 125 countries joined across the three days, with hundreds more watching the video recordings afterwards. The conference was followed by a complementary Water Pavilion session at COP26. The objectives of this conference were to: 1) introduce participants to the technical and practical components of bottom-up approaches for climate adaptation; 2) share a global set of case studies; and 3) identify the policies and institutional capacity needed to more widely incorporating these approaches within national climate programs, climate finance, and the private sector. Other outputs of this work were launched at the global conference, including:

- Policy brief - Planning water resilience from the bottom-up to meet climate and development goals
- Accompanying video for policy brief - https://www.youtube.com/watch?v=-tEHFDRXhOw&t=1s&ab_channel=UNESCO

Climate Risk Informed Decision Analysis (CRIDA) Implementation
Status: ongoing
Major Donors: UNESCO; Flanders Trust
Brief Description: Since its publication in late 2018, the CRIDA approach to climate adaptation decision making has been widely applied globally, receiving institutional support from organizations such as UNESCO and ICIWaRM, among others. The last year has seen more projects centered around CRIDA implementation and training. For example, AGWA has led

training sessions at the 2021 GWOPA Global Congress and during an IWA webinar series. In January 2021, a Spanish version of the CRIDA publication was released to reach a wider audience.

Regional implementation continues as well, with AGWA joining Deltares and the University of Cincinnati in a UNESCO-led CRIDA application for Zimbabwe as part of post-Cyclone Idai recovery. Efforts focus on adaptation solutions, ecosystem-based resilience, and disaster preparedness. The Zimbabwe work will feed into a larger CRIDA application across more than a dozen biosphere reserves in southern Africa — an effort that will include more AGWA involvement in 2022. AGWA continues to support existing and potential CRIDA applications through institutions such as California's Department of Water Resources and the UNECE as part of its Protocol on Water and Health. UNESCO solidified its support of CRIDA by writing it into its Strategic Plan of the Ninth Phase of the IHP (2022-2029).



AGWA is globally at the forefront of leading engagement and dialogue to put water at the center of the climate resilience agenda for a sustainable future for humanity and nature. It is a broad coalition of associates including technical specialists, decision makers, and communities addressing science and governance for pragmatic solutions to address the climate and water crisis that is already here.

-Tom Panella
Director - Environment, Natural Resources, and Agriculture Division - East Asia Department
Chair - Water Sector Group/Committee
Asian Development Bank - Manila

What's Next: 2022 and Beyond

We've been privileged to see ahead a few years and to both anticipate and, at times, even shape the landscape of issues around water and climate change. For instance, we recognized some years ago already that the Paris Agreement's vulnerability point is the lack of technical expertise embedded in the NDCs, and that by strengthening the water resilience of the NDCs (and the capacity of focal points), we could touch many parts of government and investment more broadly. Likewise, we've anticipated and prepared for the emergence of interest in water resilience in new audiences, such as WASH, businesses and corporations, and ecosystem management. As a global network, we are in a powerful position to see around corners — and to get ready for what we find on the other side in advance.

Climate risk assessment. The major shift in how we approach climate risk assessment occurred in the mid 2010s, when a number of organizations began formally adopting and mainstreaming bottom-up risk assessment methodologies. In effect, the insights of a decade of experimentation and evidence was consolidating down to a smaller number of approaches. A new wave of consolidation is occurring now, as we move from the second generation of climate risk assessment into a third generation. We see this third generation as addressing more advanced topics, such as system-level vulnerabilities, helping ecosystems shift to emerging rather than conservation-oriented targets, and economic assessments that can address uncertainties and a broad range of potential futures. Some specific topics:

- Can we develop macroeconomic recommendations for finance ministries and central banks that address water resilience as national level adaptation strategies? Currently, this program is called Water Resilience for Economic Resilience (WR4ER).
- How do we anticipate, plan for, and even accept that climate change is fueling major transformations in economies and ecosystems? Most climate risk approaches are useful for small adjustments and moderate levels of change, but many regions are clearly undergoing more extensive shifts now, and we see this trend continuing.
- What are the best indicators for water-sensitive climate resilience? Many indicators, such as efficiency and reliability, are no longer meaningful in a non-stationary climate.
- Lastly, we began promoting the concept of "deep resilience" as a new option in late 2019. Deep resilience is a way to address uncertainty and complexity by gathering issues and target problems together — rather than dividing them into small, presumably tractable pieces — and then layering and interlocking those solutions into more comprehensive approaches that reinforce and support one another. Today, deep

resilience describes something we see, rather than a methodology that can be implemented. Our hope is to move deep resilience into a process.

Credible, integrated, effective, and fundable national climate planning. Despite their importance, limited guidance exists for preparing much less implementing NDCs, NAPs, and other national climate plans. We propose that water resilience provides an essential, informative compass for most adaptation and resilience strategies, policies, and actions, with some critical climate mitigation co-benefits. Water is widely recognized as a major component of many climate-related disasters — the "teeth" of climate change. But water resilience is an approach to water management, planning, and policy that can integrate many sectors, reduce sectoral, political, and institutional conflict, and clarify sequencing, priorities, and contingencies. AGWA is already undertaking and will continue to expand its work with national climate decision makers and the global finance and development community to ensure that climate plans properly assess and embed water as a central means of achieving adaptation and mitigation goals through the development of credible and bankable projects.

Reaching new audiences. Water resilience is no longer a set of messages or practices that are limited to the water community, even though many water professionals still need to hear about these issues and make more substantive progress with implementation. Indeed, the climate change community is becoming more water aware, but often without meaningful water resilience knowledge. For the coming year, we see a number of key audiences that need additional focus:

- Businesses and corporations. AGWA's traditional audience has mostly included organizations with relatively long time horizons: finance (especially MDBs and bonds) and infrastructure operations and planning (including urban resilience). That's not everything, but those issues have been very substantive areas of emphasis. Businesses and corporations have always been a part of our work, but often with a more selective, exceptional emphasis around specific thought leaders. Today, businesses are truly feeling the need for resilience — and in many cases have begun to understand that resilience is different than business as usual. Key partners have emerged in this space, such as the Alliance for Water Stewardship, Facebook, Pacific Institute, Resilience Shift, and World Resources Institute.
- The traditional "development community," especially more traditional water, sanitation, and hygiene (WASH). Over the past 18 months, we've made enormous strides with the WASH community around water resilience, especially with WaterAid, the WASH Alliance, Sanitation and Water for All, and FCDO. In many cases, we've had

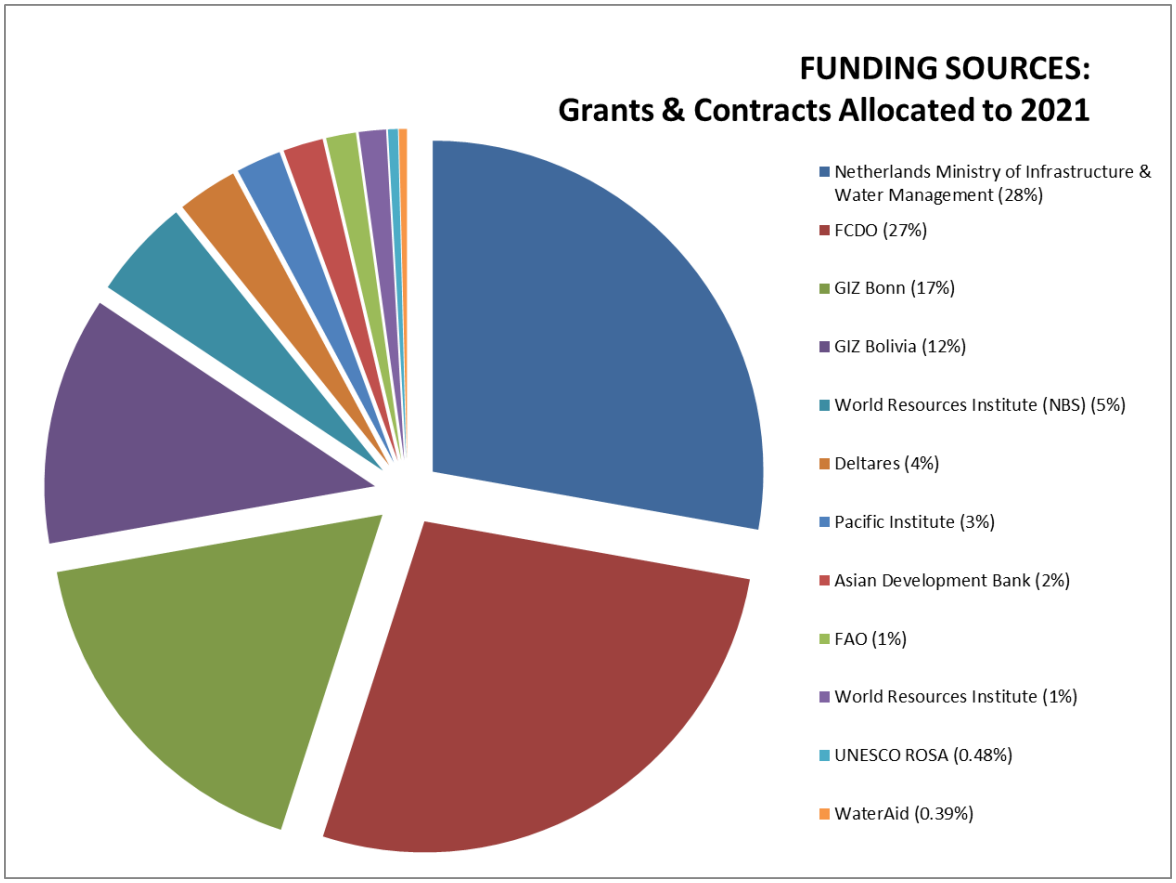
breakthrough conversations and actions around finance, practice, planning, and programs. We believe that the WASH community will catch up radically and build on the lessons of other partners across the water community rapidly, with additional attention and partnerships.

- Lastly, we need to connect with finance ministries and central banks. The Stern Report told these groups in 2006 that we must pursue active decarbonization or face extensive adaptation costs. Now, with very significant climate adaptation costs looming in even the most developed countries, we must present these groups with a new choice: what is the best pathway for adaptation? Water resilience is a powerful, strong, and accessible route, but finance ministries and central banks continue to see water as a sectoral issue rather than as a strategic climate asset. We need to reach out to these partners — and build new partnerships.

Follow the shift in climate policy. We are within sight of the end of the "big COPs" with the UNFCCC. The Paris Agreement and the NDCs were — if effective — always going to drop in focus from high level negotiators to operational staff. That transition is challenging, even risky, and making high level priorities into programs and projects is not easy or clear. Again, water resilience can help create priorities, sequencing, and synergies that avoid conflict and failed commitments. In practical terms, Covid-19 delayed the shift from global COPs to regional COPs, with the attendant shift in the types of people who attend these meetings. No less idealistic, the regional COPs should focus on how and when rather than why. Our technical work will become ever more important. The shift is already occurring, but the big change may not become fully functional until more middle and lower income countries see high vaccination rates.

Financial Data

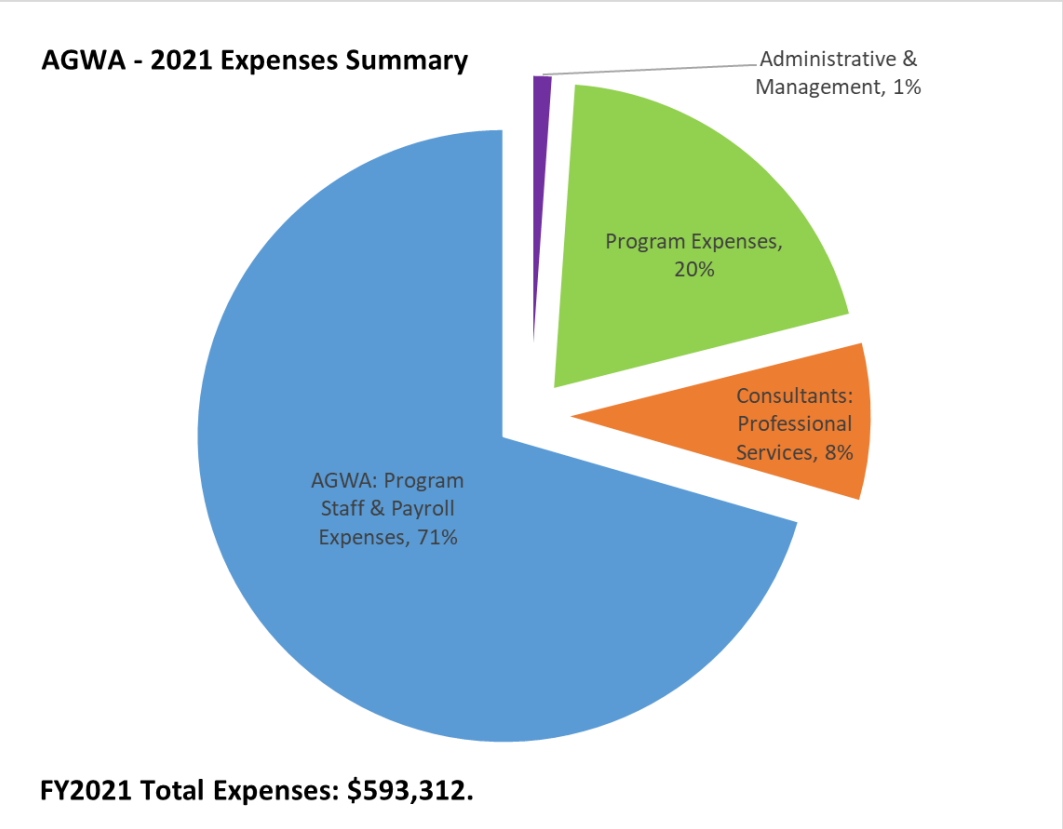
2021 Revenue

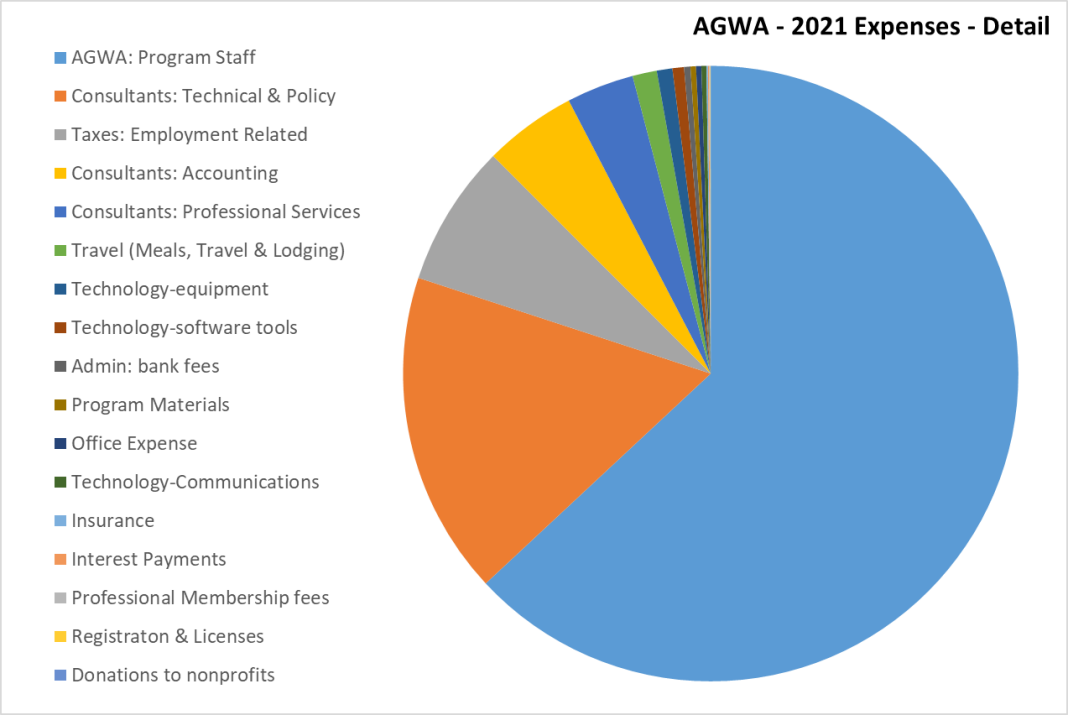


In-kind Support

Non-financial support risks being invisible and unacknowledged — and perhaps more than for many organizations, AGWA's in-kind funding may be our most important asset as a network. AGWA largely functions as a *crowd-sourcing organization* that mobilizes networks of motivated individuals and institutions, which means that the Secretariat's most important roles are to coordinate, guide, and coalesce that in-kind work. Leadership in all of our core partners have allocated significant staff time. From the perspective of the Secretariat, the motivation we see across the network often demonstrates joy and dedication. Indeed, this is what motivates us to serve.

2021 Expenses





Statement of Financial Activity

(Revenue & Expenses: January - December 2021)

			Totals
Revenue	Grants & Contracts	$	551,604
	Loans & financing	$	53,368
	General Donation	$	454
Revenue Total		**$**	**605,425**
Expenses	Service of Debit	$	1,645
	Taxes - Payroll	$	42,096
	Bank Fees	$	1,223
	Interest fees	$	388
	Membership fees/Professional memberships	$	350
	Licenses & Registrations	$	110
	Insurance	$	456
	Rent	$	1,950
	Office Utilities	$	350
	Personnel: Payroll Processing Fee	$	762
	Postage & Shipping	$	84
	Personnel: Gross Wages	$	305,050
	Personnel expense: benefits: Simple IRA	$	37,352
	Personnel: Payroll Taxes	$	25,149
	Personnel expense: benefits: health stipend	$	6,975
	Professional Services: Program: Consultant	$	100,032
	Professional Services: Admin: Accounting	$	28,737
	Professional Services: Other	$	21,069
	Materials & Supplies: Program Supplies	$	1,831
	Technology: Communications	$	2,300
	Staff Development: Meeting Expenses	$	98
	Technology: Equipment	$	4,850
	Technology: Software Tools	$	3,554
	Travel: Accommodations	$	890
	Travel: Meals	$	1,660
	Travel: Medical	$	463
	Travel: Transportation	$	3,889
Expenses Total		**$**	**593,312**
	NET REVENUE	**$**	**12,113.85**

Board of Directors

as of December 2021

Co-Chairs

James Dalton
International Union for the Conservation of Nature (IUCN)

Louise Whiting
Food and Agriculture Organization of the U.N. (FAO)

Board Members

Casey Brown
University of Massachusetts, Amherst

Harm Duel
Deltares

Paul Fleming
Water professional

Mark Fletcher
Arup

William Logan
International Center for Integrated Water Resources Management (ICIWaRM)

Rachael McDonnell
International Water Management Institute (IWMI)

Thandie Mwape Villadsen
International Federation of Red Cross and Red Crescent Societies

Thomas Panella
Asian Development Bank

Belynda Petrie
OneWorld Sustainable Investments

Maggie White
Stockholm International Water Institute (SIWI))

Strategic Advisory Council

Emma Carmody
Environmental Defenders Office and Legal Advisor to the Secretariat of the Ramsar Convention on Wetlands

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Facebook

Junguo Liu
Southern University of Science and Technology (SUSTech)

Hina Lotia
Development professional

Fernando Miralles-Wilhelm
George Mason University

Betsy Otto
World Resources Institute (WRI)

Thomas Panella
Asian Development Bank

Seth Schultz
Resilience Rising

Amit Singh
The Pacific Community (SPC)

Niels Vlaanderen
Ministry of Infrastructure and Water Resources, the Netherlands

AGWA Secretariat Staff & Consultants

Secretariat Staff

as of December 2021

Kari Davis
Technical Director

Kelsey Harpham
Project Manager, Policy

John Matthews
Co-founder and Executive Director

Alex Mauroner
Chief Operating Officer

Ingrid Timboe
Policy Director

Recent Interns & Volunteers

Anna Ondracek
Water Policy Intern

Sujith Sourab Guntoju
AGWA Intern

Jahan Taganova
Climate & Sustainability Advisor

Consultants

Juanita Ayala
Independent Water Policy Consultant

Eugenio Barrios
Independent Water Management Consultant

Tom Birch
CPA

Pan Ei Ei Phyoe
Master's Candidate, Water, Science & Policy, University of Oxford

Amanda Kanter
Bookkeeping and Grantswork Consulting

Mario Lopez Perez
Independent International Water Expert

Laura McDonald
Media Associate

Karis McLaughlin
Communications Specialist

Kathryn Pharr
Independent Water Policy Consultant

Jonty Rawlins
Sustainability and International Development Specialist

Ana Cecilia Escalera Rodriguez
Independent Water Policy Consultant

Simon Thuo
Climate Resilience and Water Policy Specialist

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