



# Regional Coordination Mechanisms for Water

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# Regional Coordination Mechanisms for Water

A Report of the UN-Water  
Task Force on Regional-level Coordination

Task Force Members:  
UNESCAP • UNESCWA • UNECE  
UNECLAC • UNECA • UNW-DPC

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This report was prepared, upon request by the Task Force, by UNW-DPC in order to support the Task Force in executing a comprehensive assessment of coordination mechanisms within the water sector that exist in the five regions. The Task Force has jointly implemented this assessment of regional-level coordination mechanisms, which has formed the basis for this report.

# Acronyms

<b>AIDIS:</b>	Inter-American Sanitary and Environmental Engineering Association	<b>RALCEA:</b>	Latin American Network of Knowledge Centres in the Water Sector for Latin America
<b>AMCOW:</b>	African Ministers Council on Water	<b>RBO:</b>	River Basin Organization
<b>AMWC:</b>	Arab Ministerial Water Council	<b>RC:</b>	Regional Commission
<b>ANEW:</b>	African Civil Society Network on Water and Sanitation	<b>RCM:</b>	Regional Coordination Mechanism
<b>APAN:</b>	Asia-Pacific Adaptation Network APWF: Asia Pacific Water Forum	<b>RICCAR:</b>	Regional Initiative for the Assessment of Climate Change Impacts on Water Resources and Socio-Economic Vulnerability in the Arab Region
<b>AU:</b>	African Union	<b>RWP:</b>	Regional Water Partnership
<b>AWGWRM:</b>	ASEAN Working Group on Water Resources Management	<b>SACOSAN:</b>	South Asia Conference on Sanitation
<b>CILSS:</b>	Permanent Inter-State Committee against Drought in the Sahel	<b>SADC:</b>	Southern Africa Development Community
<b>CIIFEN:</b>	The International Research Centre for the phenomenon El Niño	<b>SAWUN:</b>	South Asia Water Utility Network
<b>CODIA:</b>	Conference of Ibero-American Water Directors	<b>SDGs:</b>	Sustainable Development Goals
<b>CWP:</b>	Country Water Partnership	<b>TF:</b>	UN-Water Task Force on Regional-level Coordination
<b>ECOWAS:</b>	Economic Commission for West Africa	<b>UNCCD:</b>	United Nations Convention to Combat Desertification
<b>EECCA:</b>	Eastern Europe, Caucasus and Central Asia	<b>UNDAF:</b>	United Nations Development Assistance Framework
<b>EMWIS:</b>	Euro-Mediterranean Water Information System	<b>UNDP:</b>	United Nations Development Programme
<b>EU:</b>	European Union	<b>UNECA:</b>	United Nations Economic Commission for Africa
<b>EUWI:</b>	European Union Water Initiative	<b>UNECE:</b>	United Nations Economic Commission for Europe
<b>GEF:</b>	the Global Environment Facility	<b>UNECLAC:</b>	United Nations Economic Commission for Latin America and the Caribbean
<b>FAO:</b>	United Nations Food and Agriculture Organization	<b>UNEP:</b>	United Nations Environment Programme
<b>GWP:</b>	Global Water Partnership	<b>UNESCAP:</b>	United Nations Economic and Social Commission for Asia and Pacific
<b>ICPDR:</b>	International Convention for Protection of the Danube River	<b>UNESCO:</b>	United Nations Educational, Scientific and Cultural Organization
<b>ICWC:</b>	Interstate Commission for Water Coordination	<b>UNESCWA:</b>	United Nations Economic and Social Commission for Western Asia
<b>IFAS:</b>	International Fund for saving the Aral Sea	<b>UN-Habitat:</b>	United Nations Human Settlements Programme
<b>IHP:</b>	International Hydrological Programme	<b>UNICEF:</b>	United Nations Children's Fund
<b>IWRM:</b>	Integrated Water Resources Management	<b>UNOCHA:</b>	United Nations Office of the Commissioner for Humanitarian Affairs
<b>WRN:</b>	Inter-American Water Resources Network	<b>UNW-AIS:</b>	UN-Water Activity Information System
<b>JMP:</b>	The WHO/UNICEF Joint Monitoring Programme of the Water and Sanitation Sector	<b>UNW-DPC:</b>	UN-Water Decade Programme on Capacity Development
<b>LA-WETnet:</b>	Latin America Water Education and Training Network	<b>VBA:</b>	Volta Basin Authority
<b>MDG:</b>	Millennium Development Goals	<b>WASH:</b>	Water, Sanitation and Hygiene
<b>NARBO:</b>	Network of Asian River Basin Organizations	<b>WHO:</b>	World Health Organization
<b>NEPAD:</b>	New Partnership for Africa's Development	<b>WMO:</b>	World Meteorological Organization
<b>NGO:</b>	Non-Governmental Organization	<b>WRCC:</b>	Water Resources Coordinating Centre
<b>OECD:</b>	Organization for Economic Co-operation and Development	<b>WSSD:</b>	World Summit on Sustainable Development
<b>PAHO:</b>	Pan-American Health Organization		

# Executive Summary

The purpose of the UN-Water Task Force on Regional-Level Coordination (TF) is to improve and scale up delivery of coordinated UN actions in water-related areas at the regional level. In pursuit of this purpose the TF, through the UN Regional Commissions (ECA, ECE, ECLAC, ESCAP and ESCWA), carried out a survey of regional coordination mechanisms. Supported by the UN-Water Decade Programme on Capacity Development (UNW-DPC), a common methodology and questionnaire was developed and used to collect information on coordination mechanisms.

A total of 157 coordination mechanisms were identified across the 5 regions, and there are UN entities reported in over half of these mechanisms. The subjects addressed by the coordination are diverse, but those commanding most interest for coordination are those with areas of work related to integrated water resources management (IWRM), transboundary waters and capacity development, followed by water and sanitation and climate change. The low numbers of coordination mechanisms which identified addressing concerns of water users, such as energy and agriculture, may be a reflection of the respondents targeted by the survey.

A typology was developed for the coordination mechanisms to aid further discussion and analysis, and they were classified as far as possible into:

- Intergovernmental coordination: 57 identified across 5 regions.
- Stakeholder forum: 31 identified across 5 regions.
- Thematic coordination: 34 identified across 5 regions.
- Inter-agency coordination: 5 identified across 5 regions.
- Project coordination: 23 identified across 5 regions.

Discussion of the coordination mechanisms found in each region illustrated some differences. Strong country-led structures exist in some regions (e.g. UNECE, UNECA, ESCWA), and these provide an approval system or determine priority water action areas that have a big impact on activities at regional level. Other important government led structures are commonly found for the management of transboundary basins but vary considerably in the level of development. UNECE is particularly dominated by intergovernmental coordination mechanisms with the widely applied Convention on the Protection and Use of Transboundary Watercourses and International Lakes (also known as the UNECE Water Convention or Helsinki Convention) and many other basin management coordination structures. In Latin America many of the best known coordination mechanisms are stakeholder forums representing civil society, of which the best known are the Freshwater Action Network, Global Water Partnership and the Water Alliance. Stakeholder forums and the Asia Pacific Water Forum were the best known coordination mechanisms in the ESCAP region.

Case studies were prepared on 11 coordination mechanisms for a more detailed insight into their operations – the particular advantage was that in this case they were prepared by the organization itself. The cases covered all of the typologies with the exception of project coordination. The cases and the questionnaires completed by respondents were used to examine the strengths and weaknesses, benefits and lessons learned from the various coordination mechanisms.

The UN Regional Commissions (RC) provided information on the extent to which water is addressed in the UN Regional Coordination Mechanism (RCM). This is a formal inter-agency coordination mechanism under which UN system activities are coordinated at the regional level. The RCM does not normally discuss water directly, but has addressed water issues through cross-cutting themes in the context of disasters, climate change, food security and reporting on the MDGs.

From an institutional perspective, coordination mechanisms in various regions have structures to assist in the development of consensus. Only once common positions have been accepted are they able to extend into some form of decision-making, and it is the intergovernmental coordination structures that have the most impact in this regard. Stakeholder forums and thematic coordination are more engaged in information sharing and assembling views that may then be used to influence regional action.

There were many benefits claimed from coordination and respondents were very positive about the outcomes and impacts. Statements about outcomes from the questionnaires and from the case studies could be grouped into the following categories: information sharing, common aims developed, agreements reached, guidelines prepared and funding obtained.

These are important outcomes and are the main motivation for coordination efforts at regional level. Information sharing and development of common aims are an important foundation for any coordination effort and it is significant to note that among the most common benefits cited are the concrete examples of agreements and guidelines. Coordination mechanisms in the ECE region reported 'agreements' as a benefit more often than other regions. Africa and Western Asia both gave much higher reports of achievement of common aims than other regions. There could be a natural progression of a maturing coordination where initially there is information sharing, followed by establishing common aims, culminating in agreements and guidelines.

Lessons learned recognised that coordination is a process - and it may take a long time. Other lessons related to resources, management, obtaining results and the various types of coordination. An important overarching lesson from the experiences with coordination shows that greater attention should be given to the management of the coordination process.

Coordination may be very unpredictable and subject to various constraints and weaknesses but nevertheless brings considerable benefits. Some of these may be modest in terms of capacity- building or information sharing among experts but others are far reaching and with great impacts on people and livelihoods. It is from viewing this broad landscape of coordination that the UN and particularly UN-Water should consider where it can best play a role.

### **Potential areas for UN-Water action**

An important context within which to place discussion on UN-Water is the post-2015 situation with adoption of new sustainable development goals (SDGs) by the General Assembly, which are highly likely to include a goal for water. These water goals, still under discussion, are likely to be broader in scope than the MDGs and will inevitably bring forward some competition for resources between UN agencies and also require unpacking as to strategy and means for operationalization. This is a strategic opportunity for UN-Water.

### **Fostering regional coordination within the UN system**

The Regional Coordination Mechanism (RCM) in some regions uses working groups to address specific themes. UN-Water could propose, and facilitate through its Members, the establishment of a working group on water. Such a water group is more likely to be seen as relevant if it is justified on the basis of the new SDGs on water and the need for a coordinated approach from the UN to unpack the SDGs and

- Develop a common platform from the UN;
- Agree on roles and responsibilities and distribution of expertise;
- Consider how to present a common voice to countries;
- Consider how to bring in country views and expertise to establish and agree the interpretation of the SDGs and country expectations of the UN.

This may be challenging and will require a special effort for UN-Water to mobilise regional action down through its global membership all the way down to the national level.

The UN Regional Commissions provide a logical entry point for UN-Water as they are already UN-Water Members and familiar with the purpose and mission. The RCs have convening power and their water units have a broad experience of water issues across their region and in specific countries. The RCs therefore present an easier entry point to establish a working group on water as an alternative to the RCM.

It is suggested that UN-Water carry out a case study on the UN-Water Africa experience to explore the lessons for UN-Water engagement at regional level. It is questionable whether this institutionalisation of UN-Water is desirable but the existence of one example provides the opportunity to base any decision on experience.

### **Fostering regional coordination beyond the UN**

Intergovernmental mechanisms usually guide regional water programmes (e.g. CODIA in Latin America, the African Ministers Council on Water/ AMCOW in Africa, the Arab Ministerial Water Council/ AMWC in Western Asia, Water Convention in ECE) and develop agreements to manage transboundary waters. The UN has particular experience at this level and there is growing interest and need for the development of formal, operational agreements/ conventions/ protocols for transboundary water systems.

UN-Water should give consideration to the following potential activity areas:

- Building on the positive experience of the ECE Water Convention, the Protocol on Water and Health and others as a basis for facilitating progress in transboundary water management.
- Support to transboundary processes. In particular this could entail better documentation of transboundary water structures and agreements to facilitate better exchange of lessons.
- UN-Water, through its Members and Partners, should explore how to proactively facilitate the process of interpreting the SDGs with intergovernmental water structures (e.g. AMCOW, SADC, CODIA, AMWC). Such a coordinated approach will have many benefits in terms of efficiency and coherence.
- Develop an internet-based information sharing and learning system to strengthen region to region and intra region learning. The UN-Water Activity Information System (UNW-AIS) may be extended with a more dynamic and responsive system.

The post-2015 development framework promise to bring even greater attention to water and can spur coordinated action on issues such as water supply, sanitation, wastewater management, water governance and water-related risks. This presents a new opportunity for UN-Water to bring focused attention on the coordination process with a prospect of working together for greater impact.



## Section 1

# Introduction

UN-Water was created to strengthen the joint impact of the UN towards reaching the Millennium Development Goals (MDGs) and the Johannesburg Plan of Implementation adopted at the World Summit on Sustainable Development (WSSD). UN-Water strives to complement and add value to existing initiatives to maximize system-wide coordinated action and coherence as well as effectiveness of the support provided to Member States. It works on policy, advocacy and coordinated actions at the global, regional and country level. Ultimately, however, concrete actions carried out at the country-level by national governments will determine whether these targets are met.

The main purpose of the Task Force on Regional-level Coordination (TF) is to improve and scale up delivery of coordinated UN actions towards larger impact and fulfilment of WSSD and MDG goals. The TF focuses on regional-level coordination with an emphasis on water resources management, provision of water supply and sanitation services and coping with water-related natural disasters. The report covers a survey of coordination mechanisms in the 5 regions as defined by the scope of the UN Regional Commissions, namely

- Economic Commission for Africa (ECA);
- Economic Commission for Europe (ECE);
- Economic Commission for Latin America and the Caribbean (ECLAC);
- Economic and Social Commission for Asia and the Pacific (ESCAP);
- Economic and Social Commission for Western Asia (ESCWA).

The five UN Regional Commissions (RCs) are the only regional Members of UN-Water, which is otherwise composed of global organizations. It is the RCs that lead the TF.

The survey was carried out by the UN Regional Commissions using common tools designed to collect information on the most well-known coordination mechanisms for water existing in each region. The scale of the task limited the amount of data to be collected, which was designed to give an overview of coordination in the water sector, the extent of UN involvement and the main purpose of coordination. The report gives an introduction to the study, explaining what constitutes coordination and an explanation of the

methodology used. The data analysis is presented with a summary of the coordination mechanisms identified by region and more specific data for a few selected case studies. This is followed by a chapter on aspects of management of coordination at regional level, including a look at coordination actions of the UN, and an examination of the reported benefits from coordination. Concluding remarks identify the critical entry points for the UN and particularly the potential for UN-Water Members and Partners to strengthen coordination towards the specific purpose of achieving more sustainable and efficient management and development of water resources.

## 1.1 Coordination

Coordination, the subject of this Task Force of UN-Water, can be seen as an essential activity leading to a coherent and fully integrated approach to the management and development of water resources. The status report on the application of integrated approaches to water resources management in Africa (UNEP, 2012) shows that 80% of countries identified 'coordination between levels' as a water resources management issue of a high or highest priority.

### **The Global Water Partnership (GWP 2013) has noted the following:**

"Coordination between different institutions is a prerequisite for effective water management and development but is difficult to achieve. It is becoming of increasing interest to water users, water managers and politicians alike as water stress increases. It is not only in the management of water resources, but also in the delivery of water supply and sanitation services, food security and managing water risks, that demands for a more coordinated approach are increasing. The strong concerns across countries and stakeholders about the effectiveness of coordination, with its inherent difficulties, but enormous potential benefits, suggest that it is an important issue for the coming decades."

### **Relationship between coordination, coherence and integration OECD defines coordination as follows:**

"Activities of two or more development partners that are intended to mobilise aid resources or to harmonise their policies, programmes, procedures and practices so as to

maximise the development effectiveness of aid resources. With regard to co-ordination several levels (international, regional, national, sub-national, sectoral) can be distinguished, as well as differences in content (policies/principles/priorities, procedures, practices) as in intensity (consultation, co-operation, collaboration)" (ESCAP, 2007).

For the purpose of this exercise, a Coordination Mechanism is taken to be a formal or informal mechanism where several parties, with related interests in water, cooperate to improve synergy, efficiency and impact of their water actions.

Key points that should be kept in mind when considering coordination include:

- Coordination is intended for a specific objective - avoiding overlap, maximizing synergy and thus ensuring the highest combined value-added from limited resources;
- Processes for coordination should be "light" and to the extent possible not add to existing bureaucracy;
- Coordination is a mutual responsibility between partners;
- The relative positioning and division of labour between partners should be based on clear, distinct roles deriving from their respective mandates. (UNRC, 2008)

### **Functions of coordination**

Adapting from UNOCHA in defining their coordination role in Afghanistan the functions of coordination may be largely captured as follows:

- a. Developing policy – working with partners to establish policy;
- b. Developing common strategies – Working with partners to define common priorities, share goals, agree on tactics and jointly monitor progress;
- c. Assessing situations and needs – Working with partners to analyse the political, social, technical and economic environment to understand the causes, dynamics and impact of any situation;
- d. Convening coordination forums – Meetings are important tools for analysing situations, advocacy, policy dialogue, sharing lessons learned and build consensus to action. Meetings also build trust, respect, transparency and accountability among actors of the coordination mechanism;
- e. Mobilizing resources – A consolidated and cost-effective approach to fundraising improves access to funding

and ensures a more efficient allocation of resources. Coordination mechanisms may sometimes be primarily for this purpose;

- f. Project implementation – A coordination mechanism may be established specifically to facilitate smooth operation of a project or programme that has two or more partners responsible for implementation;
- g. Administering coordination methods and tools – Most commonly this will be information sharing, e-tools and specific tasks such as monitoring progress with MDGs.

### Coordination and the UN

The UN Development Group and its executive office, the UN Development Operations Coordination Office, are structures with the specific mandate to support coordination of UN actions, providing strategic guidance, basic coordination and programming tools, as well as monitoring performance and results at the global level. At policy level, enhanced UN coordination is advocated for by the Secretary General, the Secretariat and the UN General Assembly. The strategic importance of improved UN coordination was recently articulated in General Assembly Resolution 67/226 adopted by the General Assembly in 2013.

Regional cooperation is also recognized as essential for promoting region-wide coordination, coherence and collaboration between regional groupings on common or shared issues of concern. Within the UN system, regional cooperation is highlighted as a means to strengthen cooperation and collaboration among Member States to support information exchange, positioning, and action on issues of mutual concern. This is based on awareness of the UN global values, norms, standards and commitments in the development field and backstopping their effective implementation at the country level. An average of some 30 UN Funds, Programmes and Specialized Agencies, in addition to the Regional Commissions, are operating at the regional level. Coordination among these institutions operating at the regional level is in turn fostered by the United Nations Regional Coordination Mechanism, which is facilitated in the United Nations' five geographic regions by the UN Regional Commission serving Member States in that region.

In 2006, the High-level Panel on System-wide Coherence called for UN entities at the regional level to be reconfigured

and for the UN regional setting to be reorganized around two inter-related sets of functions: one focusing on the analytical and normative work as well as activities of a trans-boundary nature, for which the Regional Commissions would act as a catalyst using, *inter alia*, their convening power at both the intergovernmental and secretariat levels; and another focusing on coordinating the services of the UN country teams, for which UNDP, as Manager of the Resident Coordinator system, would be the catalyst. Since 1998 Regional Commissions have been mandated to hold regular inter-agency meetings in each region, the Regional Coordination Mechanism, to be chaired by the Deputy Secretary General, with a view to improving coordination among the organizations of the UN system in that region (UN, 2010).

The UN also facilitates coordination at the global level through the negotiation and agreement of the General Assembly on key development objectives. The Millennium Development Goals (MDGs) have been a spur for coordinated action to meet basic socioeconomic needs and lift people out of poverty. Discussions and negotiations are currently underway for a new set of sustainable development goals to be adopted by the General Assembly. The Human Rights Based approach to human development is another keystone of UN development planning: a Special Rapporteur on the human right to safe drinking water and sanitation was appointed in September 2008 with the task to examine these crucial issues and provide recommendations to Governments, to the United Nations and other stakeholders. Such agreements at an international level arise from a coordination process largely addressing the first three functions of coordination listed above and are a powerful tool for action.



## Section 2

# Methodology

### **Purpose**

ESCAP and ESCWA, as joint coordinators of and on behalf of the UN-Water Task Force on Regional-level Coordination (from here on referred to as the Task Force (TF) and comprised of all the UN Regional Commissions), requested the UN-Water Decade Programme on Capacity Development (UNW-DPC), to support the Task Force in executing “A comprehensive assessment of coordination mechanisms within the water sector that exist in the five regions, to facilitate information exchange, access to information for better coherence in regional reporting, as well as to identify possible alignments of regional chapters within UN-Water”.

Primarily this is an assessment of coordination mechanisms within each region as defined by the geographic scope of the UN Regional Commissions ECE, ESCAP, ESCWA, ECA and ECLAC. The Task Force and UNW-DPC jointly implemented the assessment of regional-level coordination mechanisms exercise, included in the Task Force work plan for 2012-2013.

This assessment of regional-level coordination mechanisms was carried out with a view to develop strategies to deliver coordinated and coherent regional responses and to exchange lessons learned and ways to improve regional-level coordination. The assessment exercise was

expected to provide a comprehensive understanding of existing coordination mechanisms involving UN-Water Members in the regions defined as those covered by the UN Regional Commissions (RCs). The purpose of the exercise was to facilitate discussions and the formulation of recommendations by the Task Force for consideration by UN-Water Members to improve regional-level coordination on water issues.

### **Scope**

The task was a mapping and assessment of coordination mechanisms among organizations implementing water activities in each of the five regions. This included both UN and non-UN coordination mechanisms.

### **The scope of the task was defined as follows:**

- The focus on coordination mechanisms did not include collaboration or in-depth analysis of specific water activities of organizations.
- The focus was on coordination mechanisms at regional and sub-regional level, coordination mechanisms at country-level were excluded.
- A selection of organizations in each region was invited to take part in the survey. These comprised UN-Water Members and Partners and other organizations deemed relevant in a particular region.

- For the purpose of this exercise a Regional Coordination Mechanism was taken as a formal or informal mechanism where several parties, with related interests in water, cooperate to improve synergy, efficiency and impact of their water with the aim of serving two or more Member States at the regional level. The regional coordination mechanisms for water may be part of broader coordination mechanisms that goes beyond water.
- The focus was on regional coordination mechanisms in which at least one UN-Water Member or Partner is involved.

### Approach

The assessment exercise included the following work steps:

- Consultation with members of the Task Force in defining the information to be gathered/mapped, and the criteria to be used to conduct the assessment and analysis of the outcomes of the mapping and assessment exercise;
- Tool selection and design, implementation of a mapping and assessment exercise, employing questionnaires, interviews and online search technologies (where necessary) to map, assess, and analyse the regional coordination mechanisms and activities of the UN-Water Members and Partners;
- Consultation with other entities within UN-Water which are carrying out or have carried out related/interested mapping exercises, e.g. with the UN-Water Chair's office and other UN-Water Task Forces and Thematic Priority Areas, with the aim of avoiding duplication of work and increasing the efficiency of resource usage;

Each RC had the responsibility for the assessment and mapping exercise in its own region using the common tools developed by UNW-DPC and based on generic Terms of Reference developed by UNW-DPC and the TF. The RCs, where necessary, identified their own consultant and provide guidance for their regional assessment.

### Tools

The methodology was structured in three parts to provide complementary aspects to the assessment.

**Part 1** comprised a questionnaire to be completed by the main regional players in water actions. The short questionnaire was to be completed by 10-20 relevant organizations in each region to survey the types of coordination mechanisms being used and provide views on how effective they are. On reviewing the responses some were removed from further analysis for several possible reasons such as reference to

country-level mechanisms instead of a regional coordination mechanism, examples that were activity-based and could not be considered a regional coordination mechanism, or insufficient information to describe or classify the institutional structure identified.

**Part 2** comprised a focus group discussion around key questions about coordination. Guidance questions and a proposed structure of the focus group were supplied. The focus group was to be run by the RC over about 3 hours with the expected outcome of an in-depth understanding of issues affecting coordination, examples of successful mechanisms and suggestions on how coordination can be improved. In reality it proved difficult in some regions to gather key respondents together and the discussion was therefore carried out in a Skype session or a mix of individual interviews and group discussions.

**Part 3** comprised case studies of successful coordination mechanisms. A template was provided for a 1-2 page case study on a small number (2-3) of coordination mechanisms in each region. The case study was completed by the organization implementing the mechanism.

**Part 4** involved the members of the TF, who were requested to complete a questionnaire on their water activities and to elaborate the role of the Regional Commission in water coordination in the region.

### Limitations

The report provides a snapshot of coordination efforts for water at regional level and uses information provided from respondents in questionnaires, consultant reports from each region and information from the RCs. Verification of such data is limited and therefore should be taken to represent the opinions of the authors. The case studies, although completed by the organization concerned, may not fully represent the scope and impact of the case, and so reference to the relevant websites provided is recommended.

### Documentation

All data from the mapping are available at the TF's Intranet Share Space on the UN-Water Activity Information System (UNW-AIS). The UNW-AIS is UN-Water's online platform to present and share information and knowledge on water-related projects and learning initiatives of its Members and Partners from a global to local level. It can be accessed at <https://www.ais.unwater.org/pro/?q=tfrlc>



## Section 3

# Mapping of regional coordination mechanisms

All regions successfully applied the questionnaire on existing coordination mechanisms with a response rate of 25-50%. Coordination mechanisms identified by respondents were filtered to remove obvious errors, although it was not possible to verify or elaborate the details of each mechanism. The list is also not a complete record of regional coordination mechanisms and certainly

there will be other water-related coordination mechanisms (e.g. with an agriculture, environment or health focus) that would have been identified by different respondents. The respondents selected were identified from the major actors in water in the region and generally this involved a wide geographical spread, as shown by the example of the ESCAP region (Fig 1) (Annex 2).

Figure 1. Geographical distribution of key informant respondents in the ESCAP region (from the ESCAP report)



### 3.1 Overview

158 separate coordination mechanisms were identified by 68 respondents across the 5 regions covered by the UN Regional Commissions (Table 1, Annex 1). There is some overlap of the five regions, as ESCWA and UNECA both cover some northern Africa countries and UNECE and ESCAP regions have overlap in Central Asia. This meant that the same coordination mechanism was occasionally identified in both regions. Repeat reports of the same mechanism within a region were identified and taken into account to identify the number of unique coordination mechanisms for each region.

Some regional coordination mechanisms are clearly defined geographically by their scope (trans-boundary basin organization), although others such as stakeholder forums may be less concerned with geography and more concerned with substance. Several regional coordination mechanisms have very different boundaries to the UN Regional Commissions, while others are actually branches of a wider or even global structure (e.g. Global Water Partnership).

**Table 1. Regional coordination mechanisms reported by each region**

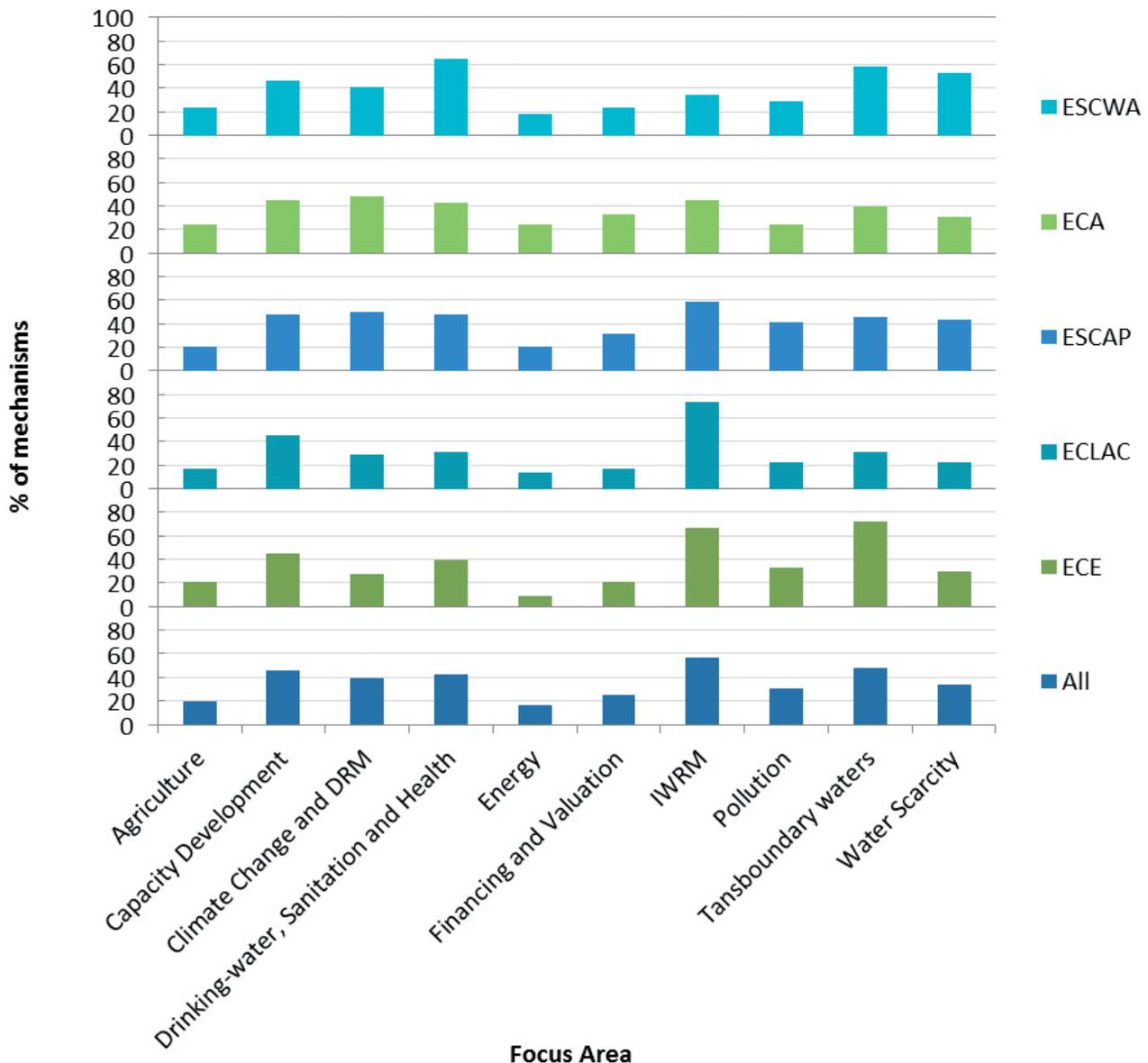
	ECA	ECE	ECLAC	ESCAP	ESCWA	All
Respondents with completed questionnaires	11	14	13	22	8	68
No. of mechanisms	30	32	35	44	16	157
Mechanisms with UN members (%)	15 (50)	20 (63)	14 (40)	28 (64)	9 (56)	86 (55)
Mechanisms with no UN members (%)	10 (33)	3 (9)	12 (34)	15 (34)	6 (38)	46 (29)
No data on membership (%)	5 (17)	9 (28)	9 (26)	1 (2)	1 (6)	25 (16)

Agencies of the United Nations are engaged with at least 55% of these coordination mechanisms, although the total is probably more, as in 25 cases the respondents left this question blank (Table 1)

#### Focus area of the coordination:

Overall the water subject areas commanding most interest for coordination are integrated water resources management (IWRM), transboundary water and capacity development (Fig. 2). Water and sanitation and climate change follow. The low numbers of coordination mechanisms identified addressing concerns of water users, such as energy and agriculture, may be a reflection of the respondents targeted by the survey.

Figure 2. Thematic focus of coordination mechanisms by region and overall



The subject and purpose of the coordination is important when considering its effectiveness. It is clear that there are a number of coordination mechanisms in each region addressing similar topics, raising questions about efficiency for those that are not geographically distinct.

Mechanisms with an ‘interest’ across all fields of water may be relevant when building arrangements for cooperation across borders and may also be valuable when developing an ‘integrated’ approach to decision-making on water. However, establishing large numbers of coordination mechanisms may become counter-productive due to overlaps and resource demands.

Coordination mechanisms with fewer focus areas are likely to have a more clearly defined target group of members

and outcomes. To quote from the ECLAC focus group report: “

*Various coordination mechanisms are already functioning in the region, in the form of thematic networks, and these have proved more effective than those with a more general approach. Although they have had varying results, in some cases, they have been more nimble and have provided more concrete outcomes. Mention may be made, for example – referring to cases with participation by organizations of UN-Water – to the working groups of UNESCO’s IHP on flooding, arid zones and ice and snow, among other topics; and the activities of UNDP and UNEP in networks on water and climate change.”*

The questionnaire responses show that the majority (70%) of regional/ sub-regional coordination mechanisms have less than 5 water focus areas, indicating that they are reasonably well targeted and addressing specific objectives (Table 2). The rest of the mechanisms are of broad subject range and probably differ only in terms of geographic, social or political dimensions.

**Table 2. Technical scope of regional coordination mechanisms**

Region	with <5 water focus areas	with 5+ water focus areas
UNECA	23	7
UNECE	20	12
ECLAC	27	8
ESCAP	29	15
ESCWA	11	5
ALL	110 (70%)	47 (30%)

### Typology of coordination mechanisms

To aid further analysis and discussion, the regional coordination mechanisms have been defined into the following five categories:

**A. Intergovernmental coordination:** established to build cooperation on common problems or common resources. Key function areas: policy, strategy, situation analysis, resource mobilisation, usually with mechanisms for practical action. Characteristics: long-term duration, political commitment. 57 identified across 5 regions.

**B. Stakeholder forum:** established to represent a wide range of stakeholders. Key function areas: Forums for information exchange, capacity-building, some projects. Characteristics: Uncertain duration, issue-driven. 31 identified across 5 regions.

**C. Thematic coordination:** established to bring together expertise in a specific subject. Key function areas: Information exchange, capacity-building, some projects. Characteristics: Long-term, technical orientation, collegiate. 34 identified across 5 regions.

**D. Inter-agency coordination:** established to strengthen coordination across similar agencies with a water mandate. Key function areas: policy, strategy, situation analysis, usually regarding implementation and resource mobilisation.

Characteristics: duration uncertain. 5 identified across 5 regions.

**E. Project coordination:** established by a specific agency or agencies working together to carry out specific programmes of joint interest. Key function areas: project management. Characteristics: usually of a time-limited duration, operational level action. 23 identified across 5 regions.

The typology was used on all the coordination mechanisms (Annex 1), although not enough information was available to allow a decision on a small number of mechanisms.

## 3.2 Coordination Mechanisms by Region

The coordination mechanisms identified in each region had small differences in the balance of focus areas, e.g. the ESCWA region had fewer with an IWRM component, the ECLAC region had fewer with an interest in transboundary water and WASH, and the ECE region had the fewest with actions in climate change. The following sub-sections provide information on coordination mechanisms in each region, mostly as analysed by the regional consultants.

## ECA region

The 30 coordination mechanisms identified in Africa (Annex 1) are discussed in four groupings:

river basin organizations; coordination between countries; United Nations and NGOs.

**River Basin Organizations.** Typology A: Intergovernmental coordination.

Since most African countries share river basins with at least one other country, transboundary river basin organizations (RBO) are considered amongst the most effective mechanisms for shared governance, development and management of water resources for socioeconomic development within the present paradigm of sharing benefits. The RBOs in Africa foster intergovernmental relations at the basin level as well as creating the basis for sub-regional integration. Notable amongst them are the Nile Basin Initiative, Volta Basin Authority (VBA), Zambezi Basin Authority, Niger Basin Authority and Lake Chad Basin Commission. The focus of the cooperation varies according to the political priorities in each basin, but the mechanisms are long-lasting and evolve over time.

**Coordination between countries.** Typology A: Intergovernmental coordination. The two most important platforms of the African Union are:

- The African Ministers' Council on Water (AMCOW), which is a regional political mechanism for water sector policies and institutionally considered a technical committee of the African Union; and
- The New Partnership for Africa's Development (NEPAD), which is a technical instrument that serves as a regional coordination mechanism in general including water.

AMCOW was formed primarily to promote cooperation, security, social and economic development and poverty eradication among member states through the effective management of the continent's water resources and provision of water supply services.

There are several regional economic groupings in Africa, some of which have established sub-regional coordination mechanisms for water, notable amongst which are SADC Water (Southern Africa) and the Water Resources Coordinating Centre (WRCC) of ECOWAS (West Africa). The Southern African Development Community (SADC)

has been in existence since 1980. The main aim of the organization through its member states is to enhance socioeconomic development and regional integration and improvement of the quality of life of all people in the region. The SADC Directorate of Infrastructure and Services, through its Water Division, provides a platform for its member countries to address water-related issues and challenges. The Water Resources Co-ordinating Centre (WRCC) of ECOWAS is significantly recognised for its advocacy and promotion of IWRM applications through dialogue.

**United Nations.** Typology D: Inter-agency coordination.

With the objective of placing Africa at the forefront of international water concerns, the United Nations organizations operating in the water and environment sectors in Africa decided in 1992 to pool resources together under the name "Inter-Agency Group on Water", which was updated to UN-Water Africa in 2002. With the African Development Bank in the lead role, it helped mobilise human and material resources for the drafting and adoption of the African Water Vision 2025. The first most significant activity was the Accra Conference on Water and Sustainable Development in 2001, from which came the formation of the African Ministers' Council on Water (AMCOW).

**NGOs.** Typology B: Stakeholder forum.

There are many Non-Governmental Organization (NGO) coordination mechanisms that articulate the concerns of civil society in the equitable management of water resources in Africa, notable amongst them are the African Civil Society Network on Water and Sanitation (ANEW) and the Global Water Partnership (GWP). ANEW is a regional networking body of African civil society organizations actively involved in the field of sustainable water management, water supply and sanitation. ANEW promotes dialogues, learning and cooperation on water and sanitation issues in Africa and provides a platform for effective coordination, accountability, collaboration and engagement with Governments and other actors. The Global Water Partnership (GWP) is dedicated to an integrated approach to the sustainable development and management of water resources at all levels towards a water secure world. The GWP provides the technical tools, through publications and online GWP Toolbox, needed to

implement best practice. The GWP has successfully created partnerships through networking.

## ECE region

Overall 32 unique coordination mechanisms were identified in the ECE region (Annex 1) and coordination at the regional level is well covered in terms of the focus areas. Coordination mechanisms covering the full pan-European region, or large parts of it, include the Water Convention, the Protocol on Water and Health, the EU Water Framework Directive, and the EU Water Initiative – EECCA component. One key challenge, however, is to ensure better coordination between the different water issues. Regional coordination has proven effective in terms of preparing for large international events (such as the World Water Forum or the Ministerial meetings of the Environment for Europe process). Despite good examples, it has been less effective in terms of coordinating on-the-ground activities.

One of the defining characteristics of the pan-European region is that 28 countries are members of the European Union (EU). In 2000, the EU adopted the Water Framework Directive (WFD), which has been effective in coordinating water policy implementation: in some water policy areas by developing common guidance, and in most just by monitoring compliance. The influence of the WFD extends beyond the EU, as many other countries aspire to join the EU or simply see the EU standards as the model to follow. The EU also finances, together with some member countries, the EU Water Initiative, which includes a component for the Eastern Europe, Caucasus and Central Asia (EECCA) sub-region, implemented by the RC for IWRM and OECD for water supply and sanitation.

Coordination mechanisms in the ECE region are strongly focused towards transboundary water resources management, IWRM and capacity development. The coordination mechanisms cited by more than one respondent, indicating they are the most well known, were:

- International Fund for saving the Aral Sea (IFAS) in Central Asia
- Interstate Commission for Water Coordination (ICWC) in Central Asia
- International Commission for Protection of the Danube River
- Global Water Partnership
- EUWI National Policy Dialogues and the joint working group on EU Water Initiative, EECCA component
- Protocol on Water and health

All of these, with the exception of the Global Water Partnership, have the typology of Intergovernmental Coordination. The top three represent agreements between the riparian states of the Aral Sea and between riparian states of the Danube River. As demonstrated by these three mechanisms and several others in the listed coordination mechanisms (Annex 1), this region has made good progress with establishing mechanisms for the management of transboundary water resources. The Convention on the Protection and Use of Transboundary Watercourses and International Lakes, a subject of one of the case studies, plus the Protocol on Water and Health have been negotiated by the ECE region countries and are serviced by the RC in cooperation with other UN agencies such as WHO for the Protocol on Water and Health. The EU is frequently identified as a lead agency in coordination mechanisms of the region.

The Global Water Partnership regional structures are one of the few stakeholder-driven coordination mechanisms that emerged from the survey in the ECE region.

The involvement of the UN in coordination in the region is quite significant. 64% of mechanisms were reported to have one or more UN agencies as a member (Table 1) and 10 mechanisms out of the 33 were reported to have the UN as one of the lead agencies. Not surprisingly, UNECE is the most common UN agency cited. At the pan-European level, the UN represents a different coordination model to that of the EU WFD. UNECE acts as the secretariat of the Water Convention, and UNECE and WHO act as co-secretariat of the Protocol on Water and Health.

## ECLAC region

The 35 coordination mechanisms identified in the ECLAC region (Annex 1) prioritise IWRM and capacity development followed by transboundary water resources and water supply and sanitation. Ten of the coordination mechanisms were identified by more than one respondent:

- FAN networks. Typology: stakeholder forum.
- Alliance for Water, Central America. Typology: stakeholder forum
- Inter-American Water Resources Network (IWRN). Typology: stakeholder forum
- The Conference of Ibero-American Water Directors (CODIA). Typology: intergovernmental Coordination

- Latin American Confederation of Community Organizations for Water and Sanitation Services (CLOCSAS). Typology: stakeholder forum
- GWP – Central America. Typology: stakeholder forum
- The International Hydrology Programme (IHP) LAC. Typology: project coordination
- The International Research Centre for the phenomenon El Niño (CIIFEN). Typology: project coordination.
- Ibero-American Network for the monitoring and forecasting of hydro-meteorological phenomena (PROHIMET). typology: thematic coordination.
- The Water Forum of the Americas. Typology: stakeholder forum

The most well known regional coordination mechanisms were stakeholder forums. Civil society is very visible in the ECLAC region, with a high profile given to the Fan Networks, GWP, Alliance for Water and the Latin American Confederation of Community Organizations for Water and Sanitation Services.

*“FANCA is the biggest and best consolidated network of civil society organizations in Central America and one of the biggest in Latin America in terms of water resources. FANCA encompasses sub-regional, national and local networks from all over Central America, whereby each of the countries constitutes a coordinating initiative enabling several different authorities to enjoy a valid regional representative with sufficient legitimacy. It has played a key role, ensuring the participation of civil society at the Global Forums of Mexico and Marseilles, in addition to Kyoto and Istanbul. FANCA has also taken part in several initiatives promoted by the United Nations and the World Bank, ensuring these international and global processes reach local communities and organizations” (From the questionnaire).*

However, there are also other regional or sub-regional coordination mechanisms, covering a wider range of topics in the sphere of water resources. The Water Forum of the Americas is only periodically active in the preparation of the region’s participation in the World Water Forums, and the Inter-American Water Resources Network (IWRN) is particularly active in the organization of seven Inter-American Dialogues on Water Management. At the sub-regional level, organizations such as the Global Water

Partnership (GWP) play a leading role, especially in Central America.

It is easy to see the importance of transboundary coordination mechanisms, as they cover the River Plate, Guarani Aquifer, Amazon River and several others. Coordination on technical issues is also quite prevalent, particularly addressing hydrological monitoring (IHP, PROHIMET, Working Group on Hydrology and Water Resources) and climate forecasting (el Niño). The survey showed that 27 out of 35 networks were focused on less than 5 water issues (Table 2).

The focus group discussions pointed out that there are other regional coordination mechanisms not identified by the survey, such as the Inter-American Sanitary and Environmental Engineering Association (AIDIS), which brings together the principal institutions, professionals and students of the Americas committed to environmental preservation, health and sanitation. Set up in 1948, the association is active in 32 countries of Latin America and the Caribbean and its activities are carried out through 20 technical divisions, which include those on Drinking Water, Wastewater and Service Provider Companies. In addition, the European Commission has funded projects such as the Latin American Network of Knowledge Centres in the Water Sector for Latin America (RALCEA), and the Global Environment Facility (GEF) has done the same for various cross-border projects, with UNDP, UNEP and the World Bank acting as implementing agencies and the OAS acting as the executing agency, in various instances.

UN-Water Members and Partners are very active in the region and participate in most of the coordination mechanisms. The respondents provided data showing 40% of mechanisms have UN agencies as members and the focus group report identified that this rises to 65% when including UN-Water Partners.

## ESCAP region

The 22 organizations that completed the survey in the ESCAP region identified a total of 44 unique coordination mechanisms (Annex 1), of which 9 were identified more than once:

- Asia-Pacific Water Forum, Water Knowledge Hubs. Typology: inter-agency cooperation.
- Global Water Partnership Central Asia and the Caucasus. Typology: stakeholder forum.
- Network of Asian River Basin Organization (NARBO). Typology: stakeholder forum.
- Asia-Pacific Adaptation Network (APAN). Typology: stakeholder forum.
- Mekong River Commission (MRC). Typology: intergovernmental cooperation.
- ASEAN Working Group on Water Resources Management (AWGWRM). Typology: intergovernmental cooperation.
- Interstate Commission of Water Coordination (ICWC). Typology: intergovernmental cooperation.
- South Asia Water Utility Network (SAWUN). Typology: stakeholder forum.
- South Asia Conference on Sanitation (SACOSAN). Typology: stakeholder forum.

The Asia Pacific Water Forum, with associated knowledge hubs, had a high recognition value, being identified by 14 of the respondents (Annex 1). The Global Water Partnership and the Asia Pacific Adaptation Network (APAN) were also identified multiple times. The Mekong River Commission (MRC) and Network of Asian River Basin Organizations (NARBO) also received high level of recognition.

It is interesting that these coordination mechanisms reflect a variation of function and structure. The APWF (also selected as a case study) was established after being called by regional water ministers, international organizations and stakeholders at the 4th World Water Forum to create a mechanism through which they could work together to identify and adopt solutions to the Asia-Pacific region's water issues. GWP and APAN represent stakeholders and work to promote knowledge and develop capacity on water resources, climate change in the region. The Mekong River Basin Organization and NARBO are more thematically oriented, either targeted at water resources management of a specific river basin (Mekong) or acting as a network to

share and develop knowledge and capacity of river basin organizations (NARBO).

This region reported a high engagement of UN agencies (64%) in the coordination mechanisms. Some of the UN agencies involved include ESCAP, UNESCO, UN-HABITAT, and UNEP, among others.

## ESCWA region

Eight respondents contributed to the survey in the ESCWA region and 16 coordination mechanisms were identified (Annex 1). These probably underestimate the coordination that is taking place on water, since the survey was only distributed to UN-Water Members serving the region in light of determining how much inter-agency coordination is being pursued by Members of UN-Water at the regional level. These include the following:

- Euro-Mediterranean Water Information System (EMWIS). Typology: intergovernmental coordination.
- Regional Initiative for the Assessment of Climate Change Impacts on Water Resources and Socio-Economic Vulnerability in the Arab Region (RICCAR). Typology: intergovernmental / Inter-agency coordination.
- Arab Ministerial Water Council: Typology intergovernmental coordination.
- Med Partnership: Typology inter-agency coordination.
- The Arab Countries Water Utilities Association: Typology stakeholder forum.
- Water Science and Technology Association: Typology thematic coordination.
- GLAAS Regional Initiative: Typology thematic coordination.
- Arab G-Wadi: Typology thematic coordination.
- The WHO/UNICEF Joint Monitoring Programme of the Water and Sanitation Sector (JMP). Typology: thematic coordination.
- Arab Water Forum. Typology: stakeholder forum.
- The African Water Association. Typology: stakeholder forum.
- WHO Bi-annual regional conference on water safety plan. Typology: stakeholder forum.
- Climate, water scarcity, safety and health. Typology: project coordination.
- FRIEND/Nile. Typology: project coordination.

- AwareNet, network for capacity-building. Typology: thematic coordination.
- GWP – Mediterranean. Typology: stakeholder forum.

Three of the mechanisms are focused on the Mediterranean (Euro-Mediterranean Information System/ EMWIS, Mediterranean Partnership and GWP-Med), and two focus on Africa (Africa Water Association, FRIEND (Nile)). Three of the coordination mechanisms engage with universities (Friend/Nile, Arab G-Wadi, Water Science and Technology Association), while the Regional Initiative for the Assessment of Climate Change Impacts on Water Resources and Socio-Economic Vulnerability in the Arab Region (RICCAR) is an outcome of a collaborative effort between the United Nations and the league of Arab States (LAS), responding to a request from the Arab Ministerial Water Council (AMWC) and the Council of Arab Ministers Responsible for the Environment.

WHO manages some coordinating mechanisms for collecting data from Member States on water supply and sanitation and motivating action to assess the adverse effects of climate change on public health. The Arab Water Forum is itself a vehicle for the AMWC, which is a coordination mechanism for the Arab states.

UN agencies are engaged in most of these mechanisms and play a lead role in seven of them.

In terms of typology, 4 of the mechanisms are intergovernmental or inter-agency coordination; 5 are thematic coordination; 5 are stakeholder forums and 2 are project coordination.

Other regional coordination mechanisms not arising from the questionnaires but from follow-up discussions include:

- AMWC Technical, Scientific and Advisory Committee. Typology: intergovernmental and inter-agency coordination.
- Council of Arab Ministers Responsible for the Environment. Typology: intergovernmental.
- Joint Committee for Environment and Development in the Arab region. Typology: intergovernmental and inter-agency coordination.
- UN Economic and Social Commission for Western Asia Committee on Water Resources. Typology: intergovernmental coordination.

### 3.3 Case studies

From the regional mapping exercise, coordination mechanisms were selected in four regions for more detailed information collection. These cases were quite varied in structure, mission and scale, demonstrating the scope of coordination mechanisms being implemented in each region (Table 3). One case concerning UNESCO IHP has not been included as it is considered to be global. Not all details from the case studies are presented here, and reference is made to the database of the cases as well as to the websites of the coordination mechanisms. The case studies themselves did not always fully represent the scope of each mechanism, and the reader is encouraged to visit the website provided for more complete information.

Management of transboundary water is clearly a high priority and, despite water frequently being raised as a potential cause of conflict, the challenge of managing competing interests has actually given rise to coordination mechanisms building cooperative action, formal agreements and common goals (Executive Committee of International Fund for saving the Aral Sea, International Commission for the Protection of the Danube River, Convention on the Use and Protection of Transboundary Watercourses and International Lakes, and Network of Asian River Basin Organizations). All three of the cases from ECE addressed transboundary water, showing the importance of the subject for that region.

Four of the case studies deal with technical issues such as capacity development (LA-WETnet), research (NEPAD network of centres of excellence), data collection tools and systems (Climdev- Africa, and UNESCO-IHP). The Water Alliance focuses on advocacy and implementation of water supply and sanitation programmes in Latin America, while GWP's regional partnership addresses advocacy for the integrated approach to water resources management.

Some regional coordination mechanisms demonstrate very high level of commitment to the issues being addressed by virtue of their membership. The Asia Pacific Water Forum represents a formal commitment of countries to participate, as does the UNESCO IHP programme. The NEPAD network of centres of excellence, as well as the UN-Water Africa

programme and Clim-Dev Africa have the approval of the African Union and the African Ministers Council on Water (AMCOW).

### UN agencies are engaged with 5 out of the 11 case studies.

The 11 regional coordination mechanisms in the case studies have been defined into the following types following the typology explained in 3.1:

- 3 intergovernmental coordination mechanisms, established to build cooperation in these cases on transboundary water management. Long-term duration. Political commitment, usually mechanisms for practical action.
- 1 inter-agency coordination mechanism, established to strengthen coordination across agencies with a water mandate. Duration uncertain. Political commitment, action through partners.

- 4 stakeholder forums, representing a wide range of stakeholders, issue driven, usually with capacity-building, knowledge sharing.
- 3 thematic coordination mechanism, focused on climate change in Africa, collaboration between universities in Africa and capacity-building in Latin America. Long term. Actions on knowledge sharing, research, data management, capacity development.

The following discussion looks at the experiences of these coordination mechanisms according to their typology.

Table 3. Case studies of selected coordination mechanisms.

Region	Coordination mechanism	Partners	Reporting to	Type	Objectives
ECA	Network of Water Centres of Excellence (NEPAD) <a href="http://www.nepadwatercoe.org">www.nepadwatercoe.org</a>	NEPAD, Stellenbosch University - South Africa; University of Cheikh Anta Diop, Senegal	AMCOW - African Ministers' Council on Water and AMCOST - African Ministerial Council on Science and Technology	Thematic coordination	Networks of Higher Education and Research institutions to strengthen the continent's capabilities to harness and apply S&T to address the challenges of securing adequate clean water as well as managing the continent's resources.
	ClimDev-Africa <a href="http://www.climdev-africa.org/">http://www.climdev-africa.org/</a>	UNECA, AUC, AfDB	UNECA, AUC, AfDB	Thematic Coordination	ClimDev-Africa invests in climate information systems, including hydrological data networks, early warning systems, analytical studies in river basins, water development to improve data and information to inform policy advocacy and consensus building.
	UN-Water Africa <a href="http://www.uneca.org">www.uneca.org</a>	UN Agencies	UN/AU Regional Coordination Mechanism	Inter-agency coordination	UN-Water/Africa is the inter-agency mechanism that promotes coherence in, and coordination of, the UN's actions in Africa, aimed at the implementation of the agenda defined by the Millennium Declaration and the World Summit on Sustainable Development.

Table 3. Case studies of selected coordination mechanisms.

Region	Coordination mechanism	Partners	Reporting to	Type	Objectives
ECE	Executive Committee of International Fund for saving the Aral Sea (EC IFAS) <a href="http://www.ec-ifas.org/">http://www.ec-ifas.org/</a>	Interstate Commission for Water Coordination (ICWC); Interstate Commission for Sustainable Development (ICSD);	Council of the International Fund for saving the Aral Sea	Intergovernmental coordination	The main objective of IFAS is to finance and credit joint practical measures and promising programs and projects for the Aral Sea to improve IWRM, ecological and socioeconomic situation in the basin.
	Danube River Protection Convention - International Commission for the Protection of the Danube River (ICPDR) <a href="http://www.icpdr.org/main/icpdr">http://www.icpdr.org/main/icpdr</a>	ICPDR	Contracting parties	Intergovernmental coordination	The ICPDR was created to implement the Danube River Protection Convention (DRPC). It is both a forum to allow its contracting parties to coordinate the implementation of the DRPC and a platform to review the progress they make.
	Convention on the Use and Protection of Transboundary Watercourses and International Lakes <a href="http://www.unece.org/env/water.html">http://www.unece.org/env/water.html</a>	WMO, REC, UNDP, UNEP, OSCE, EU, CAREC, GWP, RCC, EC-IFAS, river basin commissions, SIC-ICWC and many more.	Meeting of the Parties of the Water Convention, UNECE Member States.	Intergovernmental coordination/convention	Enhanced cooperation to ensure the protection and use of transboundary waters.
ECLAC	Alliance for Water <a href="http://alianzaporelagua.org/">http://alianzaporelagua.org/</a>	330 members (includes UN-Habitat)	Technical and financial reports to 330 members of the Alliance	Stakeholder forum	Advancing the human right to water and sanitation for the population of Central America within the context of the MDGs. Cross-cutting mechanism of solidarity between Spain and Central America.
	Latin America Water Education and Training Network (LA-WETnet) <a href="http://www.la-wetnet.org">www.la-wetnet.org</a>	CapNet members, UNDP	To its own members and to Cap-Net UNDP	Thematic coordination	Capacity-building on water resources.
ESCAP	The Asia-Pacific Water Forum <a href="http://www.apwf.org">http://www.apwf.org</a>	The Japan Water Forum. Asian Development Bank. ESCAP	Governing council and members.	Stakeholder forum	The APWF was established to create a mechanism through which countries could work together in complete solidarity to identify and adopt solutions to the Asia-Pacific region's water issues.
	The Regional Water Partnerships of Central Asia & Caucasus, Southeast Asia, South Asia and China <a href="http://www.gwp.org">http://www.gwp.org</a>	Members	Global Water Partnership Organization	Stakeholder forum	The four RWPs in Asia coordinate a multi-stakeholder network of partners with the objective of supporting countries in the sustainable management of their water resources at all levels through the application of Integrated Water Resources Management principles
	Network of Asian River Basin Organizations (NARBO) <a href="http://www.narbo.jp">http://www.narbo.jp</a>	Asian Development Bank (ADB) and Japan Water Agency (JWA), members.	Members	Stakeholder forum	To help achieve IWRM in river basins throughout Asia as stipulated in the NARBO Charter which was agreed by all member organizations including government members.

### Intergovernmental coordination mechanisms

This section includes three case studies:

- the International Fund for Saving the Aral Sea (IFAS), active since 1993;
- the Danube River Protection Convention (ICPDR), active since 1994; and
- the Convention on the Use and Protection of Transboundary Watercourses and International Lakes, the Water Convention, in force since 1996.

These are all reported from the UNECE region and all are mechanisms to manage transboundary waters, bringing riparian countries together to agree on actions, coordinate implementation and review progress. In each case the secretariat takes direction from and is accountable to the contracting countries that are party to the conventions or to the Fund.

Funding for the coordination is raised from the member countries, who also take responsibility for financing the implementation of agreed actions. Regarding the Water Convention, a small part of the budget comes from the regular UN budget. For activities of the Work Programme and for extra-budgetary staff, the Parties to the Convention make voluntary contributions.

Each of the mechanisms is very active, addressing a wide range of issues in work plans agreed at the highest level, often relying on work from various expert groups. Outcomes from the coordination are very tangible, for example:

#### IFAS has

- prepared the Third Aral Sea Basin Program for the period of 2011-2015 (ASBP-3). The ASBP-3 is the main long-term action program in the region in the field of sustainable development, WRM. It has been approved by all IFAS country-members and numerous projects are on-going;
- conducted high level meetings, seminars, and trainings on the issues of their activities, where decisions are taken based on consensus.

#### ICPDR has

- established and maintained an Accident Emergency Warning System and established coordination of flood-management measures;

- developed annual "Transnational Monitoring Network" Yearbooks.

### The Water Convention has, among other things:

- conducted regional assessments allowing the riparian countries to share information about their plans etc. and agree on the assessment of the status of the shared waters and the pressures on them;
- facilitated the signing of a memorandum by the countries sharing the Drin River for joint management of the basin and work on its implementation; Ukraine and the Republic of Moldova signed a new treaty on the Dniester to address e.g. water supply issues and flooding, facilitated by UNECE and OSCE.

The most serious constraints to the effectiveness of these mechanisms have been different interests of upstream and downstream users (IFAS) and cost pressures for in-kind contributions such as attending expert group meetings (ICPDR).

The lessons arising from these coordination mechanisms are quite varied. Long term support is often necessary to achieve tangible results, and in some cases technical cooperation is a precursor to political cooperation (Water Convention). The ICPDR has several positive lessons about how it has been so successful, ranging from the use of a common language, English, through the cost effectiveness of a small secretariat and a decentralised structure, to the sense of ownership created by anchoring ICPDR in national structures. IFAS has found that the harmonisation of legal frameworks and operational instruments is challenging.

### Inter-agency coordination mechanisms

This includes one case study:

- UN-Water Africa, active since 1992 as an InterAgency Group on Water and since 2002 under the name of UN-Water Africa;

UN-Water Africa was founded to facilitate coordination across UN agencies. The secretariat is in UNECA and is accountable to the UN and the African Union (AU). There is a rotational chair between the UN agency Members.

Funding for the coordination comes from contributions of the Member agencies. UN-Water Africa is the inter-agency

mechanism that promotes coherence in, and coordination of, UN actions in Africa aimed at the implementation of the agenda defined by the Millennium Declaration and the World Summit on Sustainable Development.

UN-Water Africa works to provide UN system-wide support to the leadership role of AU and the African Ministers Council on Water (AMCOW) in the sector and collaborate with other regional and international partners in policy dialogues on Africa's challenges. The outcomes from the coordination have included

- The establishment of the African Water Facility under the auspices of AMCOW for financing water infrastructure,
- The preparation and publication of the African Water Development Report on behalf of AMCOW, and
- the creation of an online African Water Information Clearing House for water issues in Africa.

The most serious constraint is a lack of resources to implement the work plan of the group. Lessons emerging are the benefits of grounding the mechanism within the context of existing regional policy processes and the disadvantages of relying on Member agencies to provide their own resources to the group.

### Stakeholder forums

This includes four case studies:

- Asia Pacific Water Forum (APWF), active since 2006.
- Regional Water Partnerships of Central Asia and Caucasus; Southeast Asia; and China (RWP), active since 2002.
- Network of Asian River Basin Organizations (NARBO), active since 2004.
- Alliance for Water, active since 2006.

The first three are from the ESCAP region and the fourth one is from the ECLAC region. In terms of objectives, NARBO differs from the others, focusing on assistance to achieve IWRM in river basins throughout Asia, and thus has a quite specific agenda and target group. The other three have a more general scope and draw in a broad range of water stakeholders to address a wide range of water issues. Among these general stakeholder forums, the APWF has a rather higher profile as it was founded and supported by three agencies, the Japan Water Forum, Asian Development Bank (ADB) and ESCAP, as an independent network to

facilitate cooperation between countries, international organizations and stakeholders in the region.

Funding for these mechanisms is mostly from external support and not from the member base. NARBO is funded by the ADB, ADBI and the Japan Water Agency (JWA), while the RWPs and the Alliance for Water are funded mainly from European donors. The APWF secretariat is funded and executed by the Japan Water Forum, while lead agencies in each sub-region operate on a volunteer basis and have to commit their own resources to activities.

The APWF convenes multi-stakeholder forums and other meetings, assembling knowledge into regional outlook documents and preparing for Water Forums and Asia Pacific Water Summits. The four RWPs coordinate a network of over 1,000 partner organizations and 20 Country Water Partnerships to promote IWRM. They act through meetings, workshops, etc. to provide a neutral platform to discuss priorities in the region. The Alliance for Water has a secretariat in Spain but the membership of approximately 330 organizations is in Latin America. There is an emphasis to water and sanitation but also attention paid to water resources management, and regular meetings are used to develop strategies. Projects are developed for funding and include research, knowledge management and infrastructure demonstrations. NARBO gives more attention to capacity-building for its members, also sharing experiences, documentation and guidelines for IWRM in river basins.

Outcomes from these coordination mechanisms include the following:

- Asia-Pacific regional leaders as well as those in the water sector are provided with timely information and a helpful framework to enable assessments of national water security.
- APWF has leveraged information and knowledge-sharing to produce innovative and feasible solutions for water issues at different levels.
- Under the RWPs, data collection and information generation has occurred across the region on, for example, climate smart agriculture (Central Asia, Nepal), flood forecasting (China) and the review of water policy in the context of IWRM (Southeast Asia, India).

- Priority issues that the RWPs and CWPs have addressed through campaigns, initiatives, training workshops and forums include gender equality (Sri Lanka, Bangladesh), water source protection (Bhutan) and climate change adaptation (all target countries).
- The Alliance for Water has achieved impact within the region on the implementation of the human right to water and sanitation, with publications and research with participation by the partners.
- The Alliance for Water has supported governments and civil society in reviewing policies and laws relating to the water sector.
- NARBO has a work programme agreed by all members and has delivered training programmes.
- Experience from river basins has been shared and information is available through the NARBO website.

Constraints include inadequate financial resources, although it was mentioned that low shared financial responsibilities within the network jeopardises sustainability. Some other constraints, common to coordination mechanisms, were the following:

- The recognition and prominence which some member entities wish to gain without having participated in the activities;
- The expectation of funding from the coordination mechanism; and
- The lack of willingness to share information.

Some interesting lessons emerged from this group of coordination mechanisms, including the benefit of a neutral platform for regional collaboration and the need to ensure that members continue to see benefits arising from the coordination in order for them to see value in its continuation.

### Thematic Coordination

Three case studies fall into this category:

- the NEPAD Networks of Water Centres of Excellence in Africa;
- the Latin America Water Education and Training Network (LA-WETnet); and
- ClimDev-Africa.

The New Partnership for Africa's Development (NEPAD) is a regional programme of the African Union (AU), and

is engaged in water programmes under the mandate of development. The Water Centres of Excellence programme consists of Higher Education and Research institutions which conduct high-end scientific research on water and related sectors in order to provide policy guidelines to governments. The programme is expected to strengthen the continent's capabilities to harness and apply science and technology to address the challenges of securing adequate clean water as well as managing the continent's resources to become a basis for national and regional cooperation and development. The funding comes from donors, and the programme is comparatively new, with a Southern Africa network and a West Africa network being developed.

LA-WETnet is a network of capacity-building institutions and individuals across Latin America concerned with developing capacity for water management. The scope of work includes professional education, short courses and schools programmes. Funding is a mixture of project funding, participant fees and direct contributions from member organizations.

ClimDev-Africa is mandated at regional meetings of African Heads of State and Government, as well as by Africa's Ministers of Finance, Ministers of Planning and Ministers of Environment. ClimDev-Africa invests in climate and development that includes investment for broad climate information systems related to improving data and information, undertakes analytical studies to inform policy, and works in the areas of advocacy and consensus building. The African Union Commission, African Development Bank and UNECA provide oversight to the programme, which is funded partly by donors and partly from the three partner programmes through which most activities are implemented (African Climate Policy Centre, Climate Change and Desertification Unit, ClimDev Special Fund).

Outcomes from the coordination mechanisms include the following:

The NEPAD water centres of excellence has carried out collaborative research projects and published country water resource profiles;

LA-WETnet has been in operation since 2002 and has a regular newsletter, conducted over 50 training programmes, and established online learning and developed several training materials;

ClimDev-Africa has provided inputs to the Water Chapter of Nairobi Work Programme of UNFCCC, identified policy interventions in transboundary aquifer management, and filled the investment gaps in hydromet system of Africa.

Lessons emerging from these coordination mechanisms are the importance of having a stable secretariat, the benefits of the mechanisms for leveraging funding for activities, the importance of support from regional governance structures and the need for frequent consultations among the network members.

### 3.4 The UN Regional Commissions and the Regional Coordination Mechanism

The UN system is represented at regional level by a large number of Funds, Agencies and Programmes. The UN Regional Commissions have a special role in the regions as regards coordination, as they have the convening power for the Regional Coordination Mechanism and are mandated “to exercise team leadership and responsibility for co-ordination and co-operation at the regional level” (UN, 1977). Coordination of the UN actions at regional level has been an on-going concern of the UN and the General Assembly, which have addressed the issue in many resolutions, including again in 2013. Extracts of some of these resolutions and other documents specifically referring to regional coordination are given in annex 3.

A short questionnaire was administered to the UN Regional Commissions to explore their role in water in the region and the attention to water in the meetings of the Regional Coordination Mechanism. Four submissions were received.

#### 3.4.1 Regional Coordination Mechanisms

A principal mechanism for coordination of UN programmes at the regional level is the Regional Coordination Mechanism (RCM). The RCMs were begun pursuant to a resolution of the UN Economic and Social Council (UN-ECOSOC, 1998; UN, 2010) which recognized, inter alia, that “the team leadership role of the Regional Commissions calls for their holding regular inter-agency meetings in each region with a view to improving coordination among the work programmes of the organizations of the United

Nations system in that region.” The RC is the convenor and secretariat of the RCM.

Among the respondents who were asked about coordinating mechanisms in their region, none of them made mention of the RCM. While this may indicate a lack of impact of the RCM on water, a report on the RCM in 2008 (UNRC, 2008) also noted a general lack of knowledge of the RCM outside of the actual participants of the meeting.

The RCM takes place annually in most regions, with the exception of ECLAC, where it varies between 1 and 2 years. Water rarely appears on the agenda, except indirectly as part of environment or disaster management and as a component of the regular reporting on the MDGs. In the ESCAP region, resolutions on water emerged from the last RCM meeting despite not being on the agenda. This followed from the extreme flooding events in Thailand, which resulted in additional discussions and resolutions on ‘Enhancing knowledge-sharing and cooperation in integrated water resources management in Asia and the Pacific’ and ‘Enhancing regional cooperation for building resilience to disasters in Asia and the Pacific’. In the ECE region, water does not feature in the RCM because of the existence of the Water Convention and the Protocol on Water and Health, under which most ECE countries are Parties, organizations attend as observers and all important regional actors in water are usually represented.

The ESCWA and ESCAP regions have working groups of the RCM where water issues are addressed, again under a broader title, and these are

- The thematic working group on climate change (ESCWA)
- The thematic working group on food security (ESCWA)
- The MDG working group (ESCWA) and
- The committee for environment and development (ESCAP)

The Regional Coordination Mechanism (RCM) of the ECLAC region concentrates on more traditional development topics and on United Nations topics having national-level implications such as poverty, economic development, human rights and security. Working groups of the RCM are formed with priority topics that are defined by the Regional Directors of the programmes and agencies of the United Nations system. The topic of water resources

does not appear to have a high enough standing among them to rate a working group, although the RC gives some priority to water in its own work programme and of the 22 agencies and programmes working in the region, only the Pan American Health Organization (PAHO), the United Nations Environment Programme (UNEP) and the United Nations Educational, Scientific and Cultural Organization (UNESCO), work on topics having to do with water as one of their priorities.

When considering the longer-term outcomes of the RCM, most of the RCs noted that the RCM is a process and over time it has improved networking and collaboration among willing organizations. The RCM is seen by some as setting the agenda for the Regional Commissions and therefore many of the results from the RCs are attributed to the RCM.

Several strong points of the RCM were identified:

- A platform for policy dialogue which is able to mandate the secretariat (RCs) to initiate actions within its programmes.
- The moderating role of the RCs when faced with the competing/ overlapping mandates of implementing agencies.
- A space to promote consistency of UN actions on water resources.

Noted weaknesses are the lack of knowledge of the RCM outside the meeting and the impact of competing interests to limit agreements often to only broad policy lines. In addition, due to hierarchical structure, the RCMs are often not connected sufficiently to the staff members working on a particular issue. Only ESCWA mentioned the confusion between the roles of the RCM and the UNDG Regional Directors Team, which includes all the same organizations. This was the only mention of the Regional Directors Team in the study and further information on the relationship between the RDT and the RCM can be obtained from a recent study (UNRC, 2008).

**The ideal function of the RCMs has been reported as follows (UNRC, 2008):**

1. Providing a high-level policy forum to exchange views on major strategic developments and challenges faced by the regions and its sub-regions, and interaction of the regions with the global level (implemented through

strategic dialogue involving the DSG, the Executive Secretaries of the Regional Commissions, other UN agency principals and senior officials, and other senior non-UN officials from regional organizations and other partners, and through reporting to ECOSOC via the SG Report on Regional Cooperation and the Annual Dialogue of the Executive Secretaries with ECOSOC);

2. Promoting UN system policy coherence in response to identified regional priorities and initiatives (RCM thematic clusters and working groups identified);
3. Devising coherent regional policy responses to selected global priorities and providing regional perspectives to the global level on such issues (namely: achieving the IADG, including the MDGs; addressing climate change challenges; promoting gender equality and empowerment of women and response to the financial and economic crisis);
4. Providing the forum for exchange of best practices and lessons learned and for inter-agency analysis and elaboration of inter-agency normative and analytical frameworks in response to the identified focus and priority issues above (e.g.: inter-agency regional assessments on MDGs; regional action promotion of the green growth agenda; possible regionalization of selected CEB initiatives in response to the financial and economic crisis; etc)
5. Promoting joint programming on issues where regional normative and analytical work involves several agencies (e.g. "Regional roadmap for achieving the MDGs in the Asia-Pacific region" and ESCAP's mapping of regional agency programming in Asia-Pacific, as well as ESCWA's planned similar mapping, and the policy recommendations emanating from the annual inter-agency reports on "Progress Towards Achieving the MDGs in the LAC region");
6. Promoting UN system interaction with non-UN regional and sub-regional organizations (e.g. RCM/Africa with AU and NEPAD; RCM/AP with ASEAN; RCM/ESCWA with LAS, RCM/LAC with OAS, etc);
7. Promoting policy coherence and joint programming in support of regional and sub-regional integration efforts and initiatives (e.g. RCM/Africa in support of NEPAD; RCM/Africa/Sub-regions in support of RECs; RCM/AP in support of ASEAN agenda; RCM/LAC Unity Summit, etc).

### 3.4.2 UN Regional Commissions and water

As mentioned above and further referenced in annex 3, the RCs have responsibility for holding regular inter-agency meetings for the purposes of coordination within the UN system. In addition to this the RCs are also tasked with cooperation and regular exchange of information with relevant regional bodies, institutions and networks, ensuring that meetings concentrate on specific issues for which a regional coordinated approach is desirable and reflect the mandates and priorities of the regional commissions. The RCs therefore have an important role to play and contribution to make with regards to the coordination of water activities.

Most, if not all, water activities of the RCs are undertaken in cooperation with other organizations, and some RCs have a substantial coordination role. ECLAC is expected to achieve “enhanced policy harmonization and coordination and sharing of best practices at the sub-regional and regional levels on sustainable management of natural resources and the provision of public utilities and infrastructure services” as an outcome of its water actions. ESCWA has a strong coordinating role in the region, providing substantive support in its work programme to the Arab Ministerial Water Council (AMWC), which is an intergovernmental body that coordinates work/policies/projects, etc. among ministries responsible for water issues in the Arab region. ESCWA is also a member of the Council’s Technical, Scientific and Advisory Committee. ESCWA is mandated to lead or contribute to numerous activities approved by resolution of the Council. ECE is the secretariat to the Water Convention and plays a substantive role in the various cooperating structures that make the convention function. The Water Convention, as well as the Protocol on Water and Health, have been adopted widely in the region and serve to bring a common approach to water resources management and development in the region, especially for transboundary water resources management and water and health.

The RCs have had a good series of water-related outcomes at the regional level, particularly when driven by inter-government regional structures (ESCWA, ECA) or the development of cooperation agreements and conventions

(ECE). Impact at regional and country level is probably significant and is primarily in the context of transboundary water resources management, water supply and sanitation services, water and health and climate risks.

The following are some of the outcomes reported for the past three years:

#### ESCWA:

- Adoption of the AMWC Arab Water Security Strategy,
- Drafting of the Arab Water Security Strategy Action Plan,
- Drafting, negotiation and revision of a legal framework (convention) on shared water resources,
- Establishment and international recognition of an Arab/MENA domain for regional climate change modelling under RICCAR,
- Adoption and collection of a harmonized set of regional indicators on WASH under the regional MDG+ Initiative.

#### ESCAP:

- A number of normative studies on eco-efficient water infrastructures,
- Discussion papers related to integrated water resources status, capacity-building needs, climate change and green growth,
- Participation/organization of water related workshops and conferences around the region.

#### UNECE:

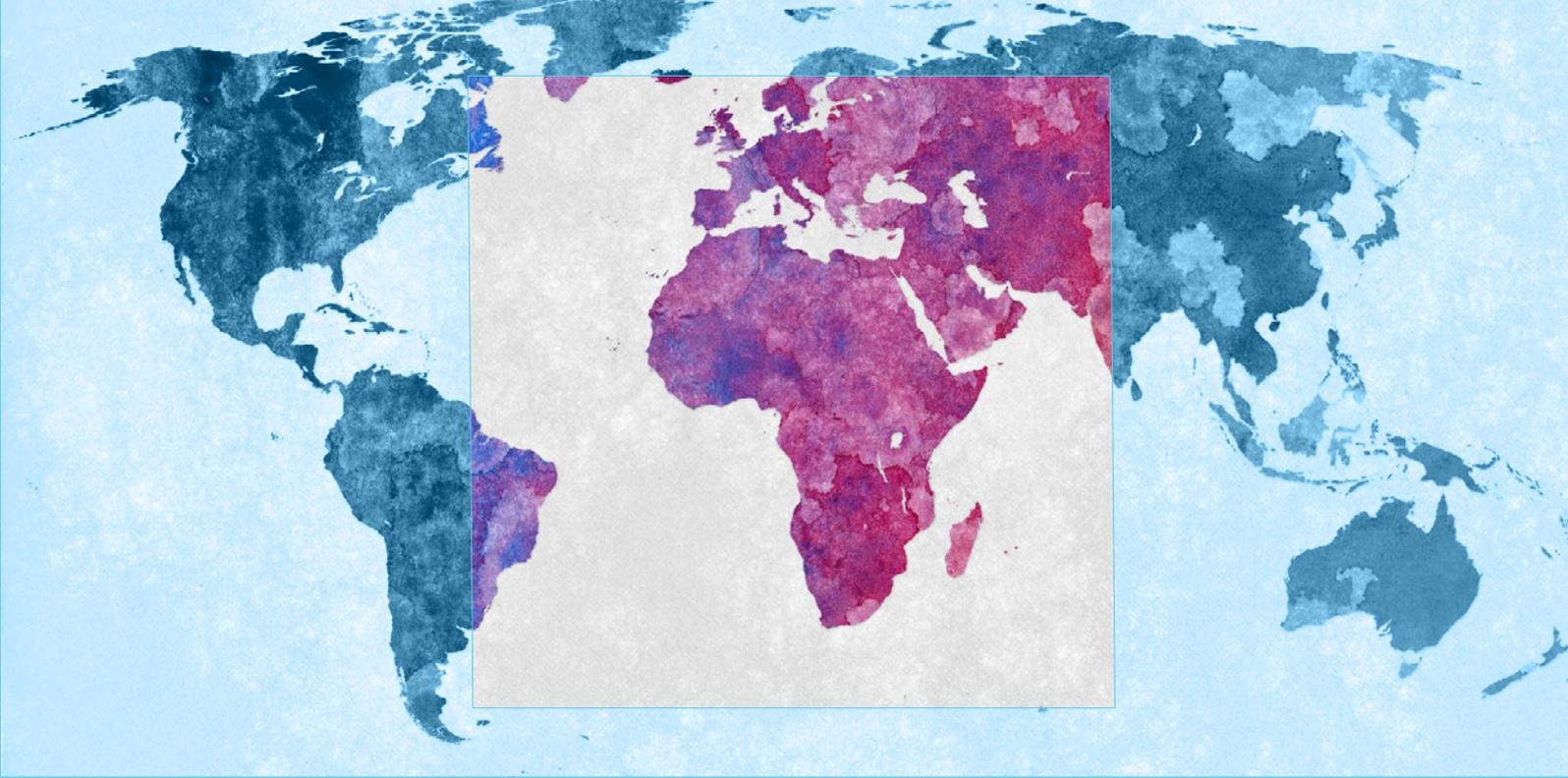
- Global opening of the UNECE Water Convention for accession by non-ECE countries;
- Facilitated the revision of national water policy in 9 countries of Eastern Europe, the Caucasus and Central Asia through the National Policy Dialogues on IWRM;
- Improved transboundary water management, making the UNECE region the most advanced in this area – in particular supported conclusion of agreements for the Sava, Chu Talas, Dniester and other basins. The Convention served as a model for the agreements/conventions on the Rhine, Danube, Scheldt, Meuse, Lake Peipsi and many other bi- and multilateral agreements in the region;
- Raised awareness on water and health issues through the Protocol on Water and Health and improved inter-sectoral cooperation in this respect; and

- Through the platform for exchanging experience on water and climate change increased the number of basins addressing climate change adaptation at the basin level.

#### **ECLAC:**

- Assisted Latin American and Caribbean countries to improve their public policies for water resources management and provision of drinking water supply and sanitation services through public-policy formulation-oriented research and technical advisory assistance;
- Cooperated with various Latin American and Caribbean countries in helping them to advance in the modernization of their water legislation and legal framework for the provision of drinking water supply and sanitation services;
- Regular contributions to the editions of the World Water Development Report, through UN-Water;
- Organized, in conjunction with the UN Water Decade Programme on Communication and Advocacy (UNW DPAC), the regional session of the Zaragoza Conference on the Green Economy;
- Organized regional meetings of experts attended by representatives of Argentina, Colombia, Costa Rica, Chile, Dominican Republic, Honduras, Mexico, Panamá, Paraguay, Peru, Uruguay, amongst others.

It has been suggested that coordination of water actions across the UN at regional level could be aided by regular sharing of information, perhaps also by a UN-Water presence and by more cooperative programmes. However ECE suggests that it does not make sense to focus on only UN agencies, as there are many important actors that are non-UN. It does appear that sectoral coordination is most effective when actually led by strong inter-government structures in a region such as AMCOW in Africa, AMWC in ESCWA region, and EU / Water Convention in UNECE.



## Section 4

# Coordination in practice

### 4.1 Institutional arrangements

Institutional arrangements for coordination vary enormously and are particularly influenced by the origin of the coordination. Coordination which is 'required' by a higher authority (for example the President of a country requesting Ministers to set up an interministerial committee for water sector reform, or the General Assembly of the UN requesting UN Agencies to coordinate activities) results in formal institutional arrangements with little flexibility but guaranteed participation. Coordination mechanisms set up by willing parties define their own institutional arrangements, but if these arrangements do not suit some partners they may leave. There are advantages to both of these and there are many grey areas between them. This survey collected little information on institutional arrangements and therefore only briefly touches on the subject.

Institutional arrangements for coordination should be 'fit for purpose' and may need to be adapted as the mechanism matures. Taking transboundary river basins

as an example of an intergovernmental coordination mechanism, decision-making may involve Heads of State (Volta Basin) or Ministers (most SADC river basins), but as cooperation matures and principles and policies are agreed, the coordination becomes more operational, joint structures are formed and most decisions may be taken at the management level (Danube River). Initially comprising delegations of signatories to the Danube River Convention, currently national delegates, representatives from highest ministerial levels, technical experts, and members of the civil society and of the scientific community cooperate in the ICPDR to ensure the sustainable and equitable use of waters in the Danube River Basin.

Staff of River Basin Organizations (RBOs) in the SADC subregion of Africa act more as facilitators than decision makers and hence convene meetings for the riparian country members to decide on common programmes and projects (Zambezi Basin). Regular communication is maintained at the technical level with the participation of national institutions of water resources development and management. All have websites, some of them being interactive. Annual and technical reports are available.

The Southern African Development Community (SADC) has been in existence since 1980. The main aim of the organization through its member states is to enhance socioeconomic development and regional integration and improvement of the quality of life of all people in the region. The SADC Directorate of Infrastructure and Services through its Water Division provides a platform for its member countries to address water-related issues and challenges. In implementing their policies, SADC receives extensive support from its 22 International Cooperating Partners committed to keeping water resources a priority in the region. SADC Water has a regional action plan with a portfolio of key projects approved by the Water Ministers. The sector plan analyses the current situation regarding all aspects of water, offering projections for the future and an assessment of gaps between the current situation and infrastructure goals for 2027. Senior government water professionals from SADC meet regularly to review programmes and Water Ministers meet annually. This ensures a high level of political support for the programme. In the ESCWA region the Arab Water Ministers take on a similar role in defining priority action areas, which are then taken into the work programme of ESCWA, which acts as their secretariat.

ECE acts as the secretariat of the Water Convention, while both ECE and WHO act as co-secretariat of the Protocol on Water and Health. The Water Convention organizes formal meetings of the parties and a number of expert meetings and workshops. Expert meetings and workshops allow the representatives of international agencies to share their work and learn what others are doing. The Protocol on Water and Health is a relatively effective coordination mechanism – it has a strong secretariat that drives the production of outputs, but coordination of country-level activities has been weak. At the regional level, the Protocol brings together Ministries of Health and Ministries of Environment/ Water, but at the country level WHO coordinates with the Health Ministry while UNECE coordinates with the Environment Ministry, and sometimes the messages received by different Ministries in the same country are not aligned.

The RCM is specifically intended as an inter-agency coordination mechanism for the UN, established from the global level, and convened by the RCs. They usually comprise an executive-level tier and a second tier of

thematic working groups. A recent study recommended more sharing of lessons between RCMs to develop a more standard approach and to improve effectiveness (UNRC, 2010). The study also identified resource problems and recommended that Regional Commissions should put in place a minimum level of required dedicated capacity to support the RCMs and leverage technology to the fullest possible extent through functional websites, regional knowledge management networks, etc. The RCM is the main coordination mechanism of the UN at regional level (there is overlap with the RDT – a more recent structure with a similar membership but which is intended to backstop UN country teams); however, calls from the General Assembly for improved regional-level coordination of the UN have persisted at least from 1977 to the present time (Annex 3).

Stakeholder coordination mechanisms usually have some form of democratic process to determine their institutional structure, and this may be subject to periodic review or election. The Alliance for Water in the ECLAC region is a collaborative effort between Spain and some Central American countries addressing water supply and sanitation. The secretariat is in Spain and there are two Permanent Commissions: Spain and Central America. The Permanent Commission in Central America is composed of regional government or civil society and mixed entities and national liaisons for each country, representing the individual constituent networks and organizations in the different countries. The Permanent Commission in Spain is composed of representatives of different sectors: water service operators, civil society, research and opinion centres, town councils, ministries and special founding partners of the Alliance. The UN-Water Decade Programme on Advocacy and Communication (UNW-DPAC) in Spain is part of this Commission. In this case it can be seen that the funding, which comes from Spain, has an influence on the structure.

The Regional Water Partnerships in South East Asia have some variations but consist of a regional elected council and several Country Water Partnerships. The challenge for structures like GWP and the Water Alliance is in the funding to enable meetings of the members/ partners on a regular basis. Such meetings are essential for the renewal of the structures as well as to ensure that the interests of the membership are at the forefront of the actions

of the mechanism. Many coordination mechanisms are dependent upon donor funding and would cease to exist in their present form without this support.

## 4.2 Strengths and weaknesses

Respondents completing the questionnaires were encouraged to give additional information on the coordination mechanisms they were most familiar with, and that included comments on the strengths and weaknesses. Strengths and weaknesses are often associated with the fundamental goal of coordination, which is to bring together individuals, institutions or interest groups to share knowledge, opinions and develop a common understanding on action.

As a strength, approximately 50% of regional coordination mechanisms had at least one response giving one of the following reasons for effectiveness:

- Provides network/platform for information sharing/ collaboration,
- Facilitates experience sharing,
- Provides best solutions,
- Brings all relevant people/organizations together,
- Fosters political engagement,
- Provides mechanisms to inform and advise on regional water issues.

The aspects of coordination that were most commonly identified as strengths related to the ability of the mechanism to influence action. This was expressed in terms of outcomes such as members abiding by recommendations or, more commonly, the ability of the mechanism to inform and advise on policies, actions, decisions, strategies, action plans and negotiation positions. Having a strong political engagement in the coordination mechanism was seen as a strength, but interestingly 'no political involvement in decision-making' was also seen as a strength by others.

**Assured funding** was seen as an important requirement for an effective coordination mechanism, and another key element is the **membership** of the coordination mechanism. Statements such as 'all relevant states/members involved'; 'mechanism run by stakeholders'; 'policy decisions supported by technical expertise' and having a 'balance of different interests' show the importance of

properly structured coordination if good results are to be achieved. Good management of the coordination is seen to be characterised by regular meetings and communication, flexibility to adapt to changing situations, good teamwork and consultation. There is no single good management system and informants gave 'permanent secretariat'; 'dedicated attention of a coordinator'; as well as 'leadership rotates among members' as strengths.

The most commonly reported weakness was inadequate funding, with this comment being made for over 40% of mechanisms. Coordination is usually dependant on people and institutions being willing to cooperate. The fact that **coordination brings additional costs and demands on human resources** only adds reasons not to cooperate. Unpredictable funding, dependency on donors, inadequate resources and resources unequal between members are frequent negative comments about coordination mechanisms.

**Management concerns** are also raised as weaknesses, primarily as regards continuity and efficiency. Difficulties of staffing due to lack of resources, lack of volunteers, excessive paperwork, outdated equipment or outdated agreement/mandate, distance between seat of mechanism and members are some of the management concerns that were raised.

Communication is an important part of any coordination mechanism, as members by definition are not all in one place. **Poor information sharing and lack of transparency** regarding decisions and progress of implementation all contribute to weak coordination. On the other hand, 'more information sharing than actual collaboration' suggests the mechanism is more of an information portal than a coordination mechanism. Some weaknesses relate to the ability of the mechanism to achieve results, with the problems being associated to politics: issues prolonged and clouded by political considerations; delays due to dependence on Ministry approval; weak political will; vested interests (business interests, donors' interests).

The **number of coordination mechanisms** identified in this and other surveys is large, although probably not as prolific as first impressions may imply. Coordination mechanisms compete for relevant membership, for

participants, for funding and most of all they compete to be heard. This probably explains why there are not more of them. Overlapping coordination mechanisms occur when some interested parties feel their interests are not being met and go separate ways, and duplication may persist because a key driver, finance, is available or that duplication remains desirable for other reasons. In the ESCAP region, the focus group highlighted one example of redundancy between the Asia Pacific Water Forum (APWF) and the Asian Development Bank Water Week. Both mechanisms have the same objectives and goals but they are implemented with varying themes and foci at different locations at different times and different frequencies.

### 4.3 Outcomes and impacts

The respondents completing the questionnaires were asked about outcomes arising from the coordination mechanisms. Those mechanisms for which a response was supplied provide an insight into the kinds of benefits arising from coordination and are summarized below.

The most common outcomes cited and given in Table 4 are as follows:

- **Information sharing –**
  - data, knowledge, experience sharing;
  - solutions to problems shared;
  - regional reports on current status, leading to increased awareness, increased efficiency, response to the problem, better planning.
- **Guidelines –**
  - developed action plans, guidelines for responding to problems;
  - formation of policy/law;
  - common tools/ standards.

- **Agreements –**
  - stronger collaboration between members, competition/ conflict reduced, alliances formed;
  - beneficial agreements reached;
  - treaties regarding shared resources.
- **Funding –**
  - improved access to funding.
- **Common aims –**
  - members sharing common vision/aims/approaches to management issues across regions.

Other benefits cited include the publication of papers in peer-reviewed journals, the involvement of civil society and developing commitment in political leadership.

**Table 4. Principal outcomes reported for coordination mechanisms by region. More than 1 outcome may have been reported per mechanism. % values are with reference to the total no. of mechanisms.**

	ECA	ECE	ECLAC	ESCAP	ESCWA	ALL
<b>No. Mechanisms</b>	20	23	18	31	12	104
Info sharing	8 (40%)	10 (43%)	7 (39%)	16 (52%)	6 (50%)	47 (45%)
Common aims	6 (30%)	1 (4%)	2 (11%)	2 (6%)	3 (25%)	14 (13%)
Agreements	3 (15%)	10 (43%)	3 (17%)	6 (19%)	1 (8%)	23 (22%)
Guidelines	5 (25%)	5 (22%)	6 (33%)	7 (23%)	2 (17%)	25 (24%)
Funding	5 (25%)	4 (17%)	1 (6%)	5 (16%)	2 (17%)	17 (16%)

These are important outcomes from coordination and are the main motivation for coordination efforts. Information sharing and development of common aims are an important foundation for any coordination effort, and it is significant to note that among the most common outcomes cited are the concrete examples of agreements and guidelines. There are differences between regions and it can be seen that UNECE has a much larger attribution of agreements to coordination than other regions. Africa and Western Asia both gave much higher reports of achievement of common aims than other regions. There could be a natural progression of a maturing coordination where initially there is information sharing, followed by establishing common aims, culminating in agreements and guidelines.

Further information on outcomes given below comes from narrative reports from the focus groups, and the consultant analysis for each region and other specific outcomes have been identified in the section on case studies.

### ECA region

Examples of impacts from the transboundary RBOs are emerging at a very practical level with the mitigation of floods in northern Ghana through timely information on spilling schedules of the Bagre dam in Burkina Faso, by the Volta Basin Authority (VBA). Other outcomes include joint projects coordinated by the Niger Basin Authority and the OMVS (Senegal) that no State could have implemented alone, such as the anti-salt Diama Dam for irrigation and the Manantali Dam for flood management in the Senegal basin.

AMCOW has launched flagship initiatives such as

- the African Water Week, which represents a political commitment at the highest level where governments, regional institutions, international partners, the private sector, the scientific community, civil society, and the media meet to discuss and collectively seek solutions to Africa's water and sanitation challenges;
- AfricaSan, one of AMCOW's path-breaking initiatives that addresses Africa's sanitation challenge, involving mobilizing facts and arguments and helping agencies and governments at many levels; and
- the African Water Facility to assist African countries to mobilise and apply resources for the Water and Sanitation sector towards successful implementation of the Africa Water Vision (2025) and meeting the Millennium Development Goals (2015).

The Water Resources Co-ordinating Centre (WRCC) of ECOWAS is recognised for its advocacy and promotion of IWRM applications through dialogue. WRCC coordinated the process and preparation of the West African Water Policy and is presently creating a system of information sharing network. The WRCC also created the Permanent Framework for Coordination and Monitoring for IWRM in West Africa.

AGRHYMET was also cited as a very successful mechanism: created in 1974, it is a specialized agency of the Permanent Inter-State Committee against Drought in the Sahel (CILSS) of thirteen countries of the region. Its mandate is to inform and train on Sahelian food security, desertification control and water management. It is very beneficial to the member countries in terms of capacity-building and availability of agro-meteorological data base. Its main constraint is lateness or failure of payment of contributions.

### ECE region

Regional coordination has proven effective in terms of preparing for large international events (such as the World Water Forum or the Ministerial meetings of the Environment for Europe process). One of the defining characteristics of the pan-European region is that 27 countries are members of the European Union (EU). In 2000, the EU adopted the Water Framework Directive (WFD), which has been effective in coordinating water policy implementation: in some water policy areas by developing common guidance, and in most just by monitoring compliance. The influence of the WFD extends beyond, as many other countries aspire to join the EU or simply see the EU standards as the model to follow.

Most positive impacts of water coordination relate to information and knowledge sharing as well as capacity development through peer learning. The benefit of "understanding other ways of doing things" should not be dismissed. But it is difficult to know the impact of those "upstream" outcomes on water actions and water outcomes. Anecdotal evidence suggests that access to information from other countries has prompted or sped up progress on technical issues.

### ESCAP region

The focus group participants agreed that the coordination mechanisms in the region are having some beneficial impact on water actions. Some of these benefits include strengthened information sharing, networking, and capacity-building activities. The more prominent roles of organizations such as the Association of Southeast Asian Nations (ASEAN), Mekong River Commission (MRC), and ESCAP in the implementation of coordination mechanisms have been recognized as having positive impact on water actions in the region.

## 4.4 Lessons learned

Regional contexts are different, but there are lessons to be learned from the experiences with coordination that may be broadly relevant to coordination efforts or specific to certain types of coordination. Lessons arose from both the regional discussion groups and from the case studies and are presented in some groupings below. However, there is a lot of inter-relation between these groups.

**Coordination is a process** which is expected to manage competing mandates and interests to improve coherence and efficiency of action. Many so-called weaknesses actually arise from these competing interests, and addressing them should be seen as central to the coordination process. Long-term support is usually necessary to obtain tangible results for the management of transboundary water resources, and where there are obstacles then alternative routes need to be sought. For example GWP highlighted political obstacles to transboundary water management in the ESCAP region and the ECE Water Convention identified that in some cases starting with technical cooperation on transboundary water led to achievement of the political dimension. The provision of a neutral platform for coordination may also help to overcome political issues between countries.

**Resource** limitations such as unpredictable funding, dependency on donors, and resources unequal between members are frequent negative comments about coordination mechanisms. UN-Water Africa found it was not advisable to rely on member agencies' own resources, yet the Alliance for Water in Central America found that a low shared financial responsibility jeopardised sustainability. These are not necessarily contradictory and may be context

related. In the case of UN-Water Africa the lack of willingness to finance the coordination effort may arise from a lack of commitment to the process or unclear evidence that the result brings any efficiency gains.

Most lessons relate to conditions for effective coordination such as the need for a host organization, a secretariat and regular face-to-face or virtual meetings. The host organization need not be in the region, provided there is regular and efficient communication (ECLAC). A coordination mechanism has to have enough financial resources to have a functional core and sufficient to keep up communication at specified intervals. ECA reports that UN-Water Africa activities have declined because of funding difficulties. Whilst finance came up strongly as a weakness for many coordination mechanisms, the cost of coordination has not been well studied and no lessons emerged on financing coordination.

**Management** of the process impacts a lot on the success of coordination efforts. The Asia Pacific Water Forum emphasized the importance of using a consensus based approach to decision making to encourage members' interest. This is consistent with findings elsewhere and also requires transparency in decision-making and good communication. LA-WETnet emphasized the need for an independent and stable secretariat and in some situations where there are strong conflicting interests, the secretariat may need to be seen to be neutral, as mentioned above.

Leadership is a very important issue, and great value is attached to the people in a coordination mechanism. Leadership comes from status, respect and experience, but the more effective coordination mechanisms have people with commitment. It is likely that experienced facilitators are necessary where competing interests are strong.

**The strategy** taken by the coordination mechanism needs to be developed by the membership and adjusted to keep it current vis-a-vis progress made and future goals. This will help to maintain member interest and commitment. Grounding the mechanism within the context of regional policy processes has helped to keep UN-Water Africa relevant.

The strength of coordination mechanisms when negotiating outcomes can be considerable. ECE draws the lesson from

this with reference to engagement with development banks. Working together in a coordinated way can bring integrated solutions with investment in large-scale subregional projects prioritised by the relevant countries. The Danube and Black Sea (DABLAS) Task Force, which was strongly supported by the EU Commission, was able to bring to the table the European Investment Bank and European Bank for Reconstruction and Development to support large-scale subregional projects prioritized by the countries of the DABLAS sub-region.

**Obtaining results** from coordination is essential if the level of participation is to be maintained. These results may be very small but can be of great significance if the conditions for coordination are very challenging. **Different types of coordination mechanisms** achieve different results. UNECE draws the conclusion that the most effective subregional coordination initiatives are those initiated or led by countries, such as the International Commission for the Protection of the Danube River (ICDPR), and the International Fund for saving the Aral Sea (IFAS) in Central Asia. This conclusion may owe much to the fact that countries have the power to make key decisions on water management and development. Stakeholder coordination processes or project coordination processes do not have such obvious outcomes and, particularly for stakeholder coordination mechanisms, impact may be hard to attribute. Nevertheless they remain important and popular avenues for expression. ECLAC observe that the majority of the coordination mechanisms are devoted to specific topics within the broad spectrum of water, such as arid and semi-arid zones, disaster reduction, underground waters, hydro-meteorological phenomena, drinking water and sanitation and international waters, among others. These mechanisms have proved to be more effective than those that have a more general approach.

Results from coordination may fall below expectations, and it is not unusual for coordination to be stalled by such issues as competition between key actors. The UN is not immune from these issues and it is evident from the examples in this study that regional coherence of the UN's water activities is more effectively achieved by a strong inter-government policy and planning process than by UN coordination mechanisms.



## Section 5

# Conclusions and proposed actions

### **Regional coordination mechanisms**

In collaboration with the 68 key respondents, the UN Regional Commissions collected information on 157 coordination mechanisms in their respective five regions (UNECA, UNECE, ECLAC, ESCWA and ESCAP). UN-Water Members are engaged in over 50% of the regional coordination mechanisms identified, with many mechanisms involving more than one UN agency. The mechanisms are reasonably focused, with 70% of them addressing less than five water focus areas.

A typology was developed to group the main kinds of coordination, and the largest group consisted of intergovernmental coordination mechanisms, accounting for around one-third of all coordination mechanisms. The remainder were spread evenly across stakeholder forums, thematic coordination and project coordination, with inter-agency coordination being very rare. Intergovernmental coordination was mainly concerned with transboundary water, being formed for specific water bodies/ basins, while others are high-level intergovernmental structures (e.g. Africa: AMCOW; Latin America: CODIA; Western Asia: AMWC) addressing water in a more comprehensive manner.

The coordination mechanisms identified are not likely to be a complete picture for any of the regions, and in particular it is expected that there will be many others that are associated with water users such as agriculture/irrigation, energy, and environment which did not emerge from the respondents used. The situation as regards coordination is therefore complex, although not as much as it may seem.

Coordination is very much a needs-driven process, certainly at the intergovernment level, where national and regional interests often drive the need for cooperation with neighbours. Intergovernmental coordination mechanisms are therefore likely to be focused and, while progress may at times be slow, can lead to significant results such as agreements, policies and approvals that drive action and development. Stakeholder forums may also be very effective, particularly those which provide a forum for information exchange and capacity-building within specific functional entities such as the Network of Asian River Basin Organizations (NARBO) and the Arab Water Utilities Association. Inter-agency coordination is rarely needs-driven, and therefore competing interests mitigate against rapid solutions.

Each group of coordination mechanisms can be seen to have positive outcomes and impacts, and these are what drive their development and continuation. Concerns about the numbers of mechanisms and their value are legitimate, although it is normal for such structures to wax and wane according to the current agenda. Once a goal has been reached it may no longer be seen to be relevant, and membership naturally falls away unless it adapts.

An important overarching lesson from the experiences with coordination shows that greater attention should be given to the management of the coordination process. For example the potential impacts of cooperation on transboundary water resources are great, as demonstrated on the Danube. A well-managed coordination process, sensitive to competing interests, taking into account imbalances in power and resources, ensuring transparent consensus-based decision-making and maintaining regular communication, can save years of discussion. Similarly, building on an existing proven structure can also build trust more quickly, leading to faster adoption, as demonstrated by the take-up of the Water Convention and the Protocol on Water and Health in the ECE region.

### **Regional Coordination within the UN**

ECOSOC, through its resolution 1998/46, mandated the Regional Commissions to hold regular inter-agency meetings in each region, to be chaired by the Deputy Secretary-General, with a view to improving coordination among the organizations of the UN system in that region. Consequently, meetings of the Regional Coordination Mechanism (RCM) have been convened by the Commissions since 1999, focusing on policy and programming issues of regional nature and guided by regional priorities. The Regional Commissions act as convenors and secretariat for these meetings.

The RCM focuses on policy coherence, is hardly known outside the participants and rarely deals with substantive water issues. One reason given for this is that water is distributed across so many UN Agencies that it is not a high enough priority for any of them to get on the agenda. In the ECE region, water is considered to be dealt with under the Water Convention as well as by the EU Water Framework Directive, and so there is no need for it to feature in the RCM. The UN General Assembly continues to call for improved coordination among UN Agencies at

regional level (Annex 3), the latest one being in 2013 and so clearly more impact is expected from the RCM, or else other approaches will be required.

The RCs have a special position in terms of their convening power, their mandate to hold regular inter-agency meetings and their mandate to foster cooperation with countries and relevant institutions across their respective regions. They have also been given renewed recognition for their regional role in sustainable development (UN, 2012). Most are very effective at working with and responding to priorities of intergovernment structures in their region, with the result that they both foster cooperation and coordination between countries and also ensure the relevance and impact of their programmes. Considerable opportunity for strengthened action on water may be leveraged from the RCs.

The regions identified under some of the RCs have a number of overlaps, which is confusing for the countries as well as inefficient. Increased sharing of experiences across regions through regular communication would assist both to reduce the inefficiency as well as to foster cooperation and learning on successful coordination practices and outcomes.

The UNECE is servicing the Water Convention which has been very successful in bringing countries together under a common framework for managing transboundary waters. Such outcomes from a coordination process are very rewarding and have great impact. ESCWA is also in the process of discussing a Convention on water in the region. This is a process that could be examined as a potential for adaptation into other regions, may speed up progress and is a function well suited to the UN. The RCs have shown interest in learning from and building on the experience of UNECE, and recently UNECE, in conjunction with ECLAC and other UN programmes, organized a workshop held in Argentina to highlight the experience of the Water Convention in the Pan-European region. With the global opening of the UNECE Water Convention to other regions, the Convention will now also be promoted in other regions, which will be done in cooperation with the respective regional commissions and other relevant organizations. Countries in other continents such as Northern Africa, Asia and Central America have shown some interest in the Convention.

### Potential areas for UN-Water action

Coordination may be very unpredictable and subject to various constraints and weaknesses but nevertheless brings considerable benefits. Some of these may be modest in terms of capacity- building or information sharing among experts, but others are far-reaching and with great impacts on people and livelihoods. It is from viewing this broad landscape of coordination that the UN, and particularly UN-Water, should consider where it can best play a role.

It is important to place this report within the on-going discussions on the Post-2015 Development Agenda to be adopted at the level of Heads of States and Governments in September 2015, which are highly likely to include a goal for water. This water goal, still under discussion, is likely to be broader in scope than previous goals and targets related to water and will require unpacking as to strategy and means for operationalization. This is a strategic opportunity for UN-Water to support progress at national, regional as well as at the global level.

### Fostering regional coordination within the UN system

The purpose of coordination within the UN system is mostly related to policy coherence but should also extend to managing overlapping mandates, competition for funding and efficiency of implementation. Improved coordination of the UN at the regional level is in continued demand, and UN-Water should have a role to play in facilitating progress with this coordination within the scope of water. Potential focus areas for UN-Water are considered under the following areas:

- The Regional Coordination Mechanism,
- The Regional Commissions,
- UN-Water regional structures.

The RCM in some regions uses working groups to address specific themes. UN-Water could propose, and facilitate through its Members, the establishment of a working group on water. Such a water group is more likely to be seen as relevant if it is justified on the basis of a possible Post-2015 global goal for water and the need for a coordinated approach from the UN to unpack the new development framework after 2015

- develop a common platform from the UN,
- agree on roles and responsibilities and distribution of expertise

- consider how to present a common voice to countries
- consider how to bring in country views and expertise to establish and agree the interpretation of the SDGs and country expectations of the UN.

From such a start the working group may evolve as needed. This approach may be the ideal situation but is not considered highly likely to succeed, partly because of the irregular meeting of the RCM, partly because not all regions operate the RCM at the same level. In addition it will require a special effort for UN-Water to mobilise regional action down through its global membership.

The UN Regional Commissions provide a logical entry point for UN-Water, as they are already UN-Water Members and familiar with the purpose and mission. The RCs have convening power, and their water units have a broad experience of water issues across their region and in specific countries. In several cases they also have direct entry into intergovernmental water structures in their region and so can access country perspectives on any actions. The RCs therefore present an easier entry point to establish a working group on water as an alternative to the RCM, and it is possible that the RCM may agree to adopt the working group in the medium term. Under the RCs the working group would have the same purpose as outlined above. It may be that the RCs are able to engage with intergovernmental water structures at an early stage to feed into the working group.

UN-Water regional structures have been proposed in some quarters, and there already exists the example of UN-Water Africa. It is questionable whether this institutionalisation of UN-Water is desirable, but the existence of one example provides the opportunity to base any decision on experience. It is suggested that UN-Water carry out a case study on the UN-Water Africa experience to explore the lessons for UN-Water engagement at regional level. In particular it should explore the role of UN-Water Members in activities and governance, funding mechanisms, work planning processes and its added value in the context of the strong intergovernmental water decision-making structures in Africa.

### Fostering regional coordination beyond the UN

Key focal points for coordination at regional level concern transboundary water resources, although regional groupings of states also coordinate and decide action on common issues and problems such as capacity, disasters, water supply and sanitation. By all accounts the most important and the most effective coordination at regional level is country-led. This is happening through the process of intergovernmental coordination at regional level with far-reaching consequences which flow down to influence water governance at country level. National and regional coordination are thus closely related and it is these intergovernmental mechanisms that usually guide regional water programmes (e.g. CODIA in Latin America, AMCOW in Africa, AMWC in Western Asia, Water Convention in ECE) and develop agreements to manage transboundary waters. The UN has particular experience at this level and there is growing interest and need for development of formal, operational agreements/ conventions/ protocols for transboundary water systems.

UN-Water should give consideration to the following potential activity areas:

- Building on the positive experience of the ECE Water Convention, the Protocol on Water and Health and others as a basis for facilitating progress in transboundary water management. The ECE Water Convention is of interest to several regions and is becoming global. There is no process for this scaling out and UN-Water could play an important facilitation role, drawing on experience of its Members and Partners.
- Support to transboundary processes. In particular this could entail better documentation of transboundary water structures and agreements to facilitate better exchange of lessons.
- Intergovernmental water structures (e.g. AMCOW, SADC, CODIA, AMWC) are usually key entry points for coordination of water decision-making at regional and subregional levels. In relation to the earlier statements on the upcoming water SDG(s), early engagement with countries will be more easily achieved through regional structures. UN-Water, through its Members and Partners, should explore how to proactively facilitate this process of interpreting the SDGs rather than leaving it as a free-for-all. Such a coordinated approach will have many benefits in terms of efficiency and coherence and would link national, regional and global levels.

- Develop an internet-based information sharing and learning system to strengthen region-to-region and intra-region learning (which may also be of application to country level). The UN-Water Activity Information System (UNW-AIS) may need to be extended to a more dynamic and responsive system.

Water- with all its situations, forms and uses- is complex to manage- especially when taking into account competing interests and water-related risks. This study has demonstrated that there are many regional coordination mechanisms in place across the globe, each with their intention to help bring some coherence to the management and use of this resource. Despite these mechanisms in place- there still remains much work to be done with perhaps an added urgency because of looming climate change impacts, population and economic growth. The post-2015 development framework promise to bring even greater attention to water and hope to spur coordinated action on water supply, sanitation, wastewater management, water governance and water-related risks. This presents a new opportunity for UN-Water to bring focused attention on the coordination process with a prospect of working together for greater impact.

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## Annex 1 List of coordination mechanisms identified by respondents in each region and number of times identified.

### ECA region

Coordination mechanism	Typology	No.
African Ministerial Council on Water-AMCOW Intergovernmental	Intergovernmental	7
UN Water-Africa	Inter-agency	4
Global Water Partnership-Central Africa	Stakeholder	3
Volta Basin Authority	Intergovernmental	3
AgWA (Agriculture Water for Africa)	Thematic	2
GWl (Global water Initiative)	Thematic	2
SADC (Southern Africa Development Community)	Intergovernmental	2
Water Resources Co-ordinating Centre (WRCC)	Intergovernmental	3
Africa Network of NGOs in the Water Sector	Stakeholder	1
Africa Water Association	Stakeholder	1
Africa Water Sector M&E and Reporting Task Force	Project	1
AGRHYMET (Permanent Interstate Committee for Drought control)	Intergovernmental	1
ANBO (African Network of Basin Organizations)	Stakeholder	1
ARID, Regional Association for Irrigation and Drainage	Thematic	1
CGIAR Challenge Program on Water and Food	Project	1
ClimDev Africa	Thematic	1
Economic Commission of Central African States (ECCAS)	Intergovernmental	1
EU Water Initiative -Africa Working Group	Project	1
Hydrological Cycle Observation System (HYCOS)	Thematic	1
Lake Chad Basin Commission	Intergovernmental	1
NEPAD Water Centres of Excellence	Project	1
Niger basin Authority	Intergovernmental	1
Permanent Interstate Committee for drought control in the Sahel	Intergovernmental	1
Program for the Improvement of Water Management in the Volta Basin (PAGEV)	Intergovernmental	1
RAMSAR Convention on Wetlands	Intergovernmental	1
RWSSI Coordination Committee	Thematic	1
The Congo Basin Commission (CICOS)	Intergovernmental	1
Water and Sanitation for Africa	Thematic	1
Water for African Cities	Project	1
WOPs Africa	Thematic	1

**ECLAC region**

Coordination mechanism	Typology	No.
FAN networks (CA, LA)	Stakeholder	4
Alliance for Water, Central American	Stakeholder	4
Inter-American Water Resources Network (IWRN)	Stakeholder	3
The Conference of Ibero-American Water Directors (CODIA)	Intergovernmental	3
Latin American Confederation of Community Organizations for Water and Sanitation Services (CLOCSAS)	Stakeholder	2
GWP – Central America	Stakeholder	2
IHP The International Hydrology Programme LAC	Project	2
The International Research Centre for the phenomenon El Niño (CIIFEN)	Project	2
Ibero-American Network for the monitoring and forecasting of hydrometeorological phenomena (PROHIMET)	Thematic	2
The Water Forum of the Americas	Stakeholder	2
Amazon Cooperation Treaty Organization (ACTO)	Intergovernmental	1
Working Group on Hydrology and Water Resources ARIII (WMO)	Project	1
COASAS (Water and Sanitation Advisory Committee)	Stakeholder	1
Cooperation Agreement for the Sustainable Development and Integrated Management of the Apa River Basin	Intergovernmental	1
Water Centre for Arid and Semi-Arid Zones in Latin America and the Caribbean (CAZALAC)	Thematic	1
Forum for Central America and the Dominican Republic on Drinking Water and Sanitation (FOCARD-APS)	Thematic	1
Intergovernmental Committee for the River Plate Basin Countries (CIC)	Intergovernmental	1
ISARM -America Programme (Internationally Shared Aquifer Resources Management)	Thematic	1
Latin America Water Education and Training Network (LA – WETNET)	Thematic	1
Meso-American Biological Corridor	Intergovernmental	1
Regional Water Resources Council for Lake Merín	Intergovernmental	1
Regional Water Resources Council for the River Plate and its Seafront	Intergovernmental	1
Regional Water Resources Council for the Uruguay River	Intergovernmental	1
Central American Regional Network on Water and Sanitation (RRAS – CA)	Stakeholder	1
The Guarani Aquifer Management Council	Intergovernmental	1
The Hydrology and Water Resources Programme - HWRP	Project	1
Three Nations MAP Initiative	?	1
TPN3 Thematic Programme Network: Water resources management and efficiency program in Latin America and the Caribbean	Project	1
UNEP - OAS (Project execution GEF)	Project	1
Water Education Programme	?	1
Water Governance in Cross-border River Basins	?	1
Water Resources Focal Point Network	Intergovernmental	1

## Annex 1 List of coordination mechanisms identified by respondents in each region and number of times identified.

### ECE region

Coordination mechanism	Typology	No.
International Fund for saving the Aral Sea (IFAS)	Intergovernmental	5
Interstate Commission for Water Coordination (ICWC)	Intergovernmental	4
International Commissions for Protection of Danube River	Interstate	4
Global Water Partnership	Stakeholder	3
Joint working group on EU Water Initiative EECCA component	Intergovernmental	3
Working group on Water and health	Intergovernmental	3
EUWI National Policy Dialogues	Project	2
Bilateral cooperation between Republic of Serbia and Hungary	Intergovernmental	1
Bilateral cooperation between Republic of Serbia and Romania	Intergovernmental	1
Commission of the Republic of Kazakhstan and the Kyrgyz Republic on the Use of Water Management Facilities of Intergovernmental Status on the Rivers Chu and Talas	Intergovernmental	1
Convention Transboundary Rivers and Lakes	Intergovernmental	1
Eionet, Information base on IWRM	Project	1
EndWare, European Network of Drinking Water Regulators	Stakeholder	1
ENVSEC, coordination of environmental security actions	Inter-agency	1
European ECO-Forum (Water Issue Group of European ECO-Forum)	Stakeholder	1
Helsinki Water Convention	Intergovernmental	1
International Sava River Basin Commission	Intergovernmental	1
Kyrgyz-Tajik Interministerial Working Group	Intergovernmental	1
OECD EAP/Task Force	?	1
OECD task force/annual meetings, WSS	Thematic	1
Protocol on Water and Health	Intergovernmental	1
RA VI Hydrology Forum	Thematic	1
RA VI Working Group on Climate and Hydrology	Thematic	1
Regional program between three CA states (Kyrgyzstan, Tajikistan, and Uzbekistan) for IWRM implementation on an area of 140 ths ha.	Intergovernmental	1
RegNet, data base on drinking water quality	Project	1
Romanian-Serbian Hydrotehnic Commission	Intergovernmental	1
Scientific Information Center of ICWC	Intergovernmental	1
The Commission on the Protection of the Black Sea Against Pollution (the Black Sea Commission or BSC)	Intergovernmental	1
Thematic commissions under EUREAU	Thematic	1
UNECE Working Group on Integrated Water Resources Management	Thematic	1
UNEP Barcelona Convention for the prevention of pollution in the Mediterranean	Intergovernmental	1
WSSCC Eastern Europe and EECCA group	Stakeholder	1

## ESCAP region

Coordination mechanism	Typology	No.
Asia-Pacific Water Forum, Water Knowledge Hubs	Inter-agency	14
<b>Global Water Partnership Central Asia and the Caucasus</b>	Stakeholder	5
<b>Network of Asian River Basin Organization (NARBO)</b>	Stakeholder	5
Asia-Pacific Adaptation Network (APAN)	Stakeholder	4
Mekong River Commission (MRC)	Intergovernmental	4
ASEAN Working Group on Water Resources Management (AWGWRM)	Intergovernmental	2
ICWC, Interstate Commission of Water Coordination	Intergovernmental	2
South Asia Water Utility Network (SAWUN)	Stakeholder	2
South Asia Conference on Sanitation (SACOSAN) -Regional Network.	Stakeholder	2
Arafura and Timor Seas Experts Forum (ATSEF)	Thematic	1
Asia Pacific Water Safety Plan (WSP) Network	Thematic	1
Asia-Pacific Centre for Water Security	Project	1
Cap-Net UNDP	Thematic	1
Coordination between Bangladesh and China in information and Data exchange on the transboundary water of the Brahmaputra river.	Intergovernmental	1
East Asia Ministerial Sanitation EASAN	Intergovernmental	1
EC IFAS, International Fund for saving the Aral Sea	Intergovernmental	1
Economic and Social Commission for Asia and the Pacific	Intergovernmental	1
Fresh Water Action Network South Asia (FANSA)	Stakeholder	1
Gender in Water Partnership	Stakeholder	1
IASC Humanitarian Network - Asia-Pacific	Inter-agency	1
ICID Asian Regional Working Group. International Commission on Irrigation and Drainage	Thematic	1
ICSD. Interstate Commission for Water Coordination	Intergovernmental	1
Indo-Bangladesh Joint Rivers Commission (JRC)	Intergovernmental	1
International Hydrological Programme Regional Steering Committee for Southeast Asia and the Pacific (IHP RSC SEAP)	Thematic	1
IWRM Knowledge Hub	Project	1
Korea-China-Japan Water Resources Cooperation	Intergovernmental	1
Ministers for Water Security Initiative in the Asia-Pacific (APWF)	Stakeholders	1
Nepal-Bangladesh Joint Technical Committee on Water Issues.	Intergovernmental	1
Pacific IWRM (this is a regional UNDP/GEF project implemented by SOPAC/SPC)	Project	1
Pacific Partnership Initiatives on Sustainable Water Management (PPISWM)	Stakeholder	1
Pacific Water and Wastewater Association (PWWA)	Stakeholder	1
Pacific Water, Sanitation and Hygiene (WASH) Cluster	Thematic	1
Pacific Water, Sanitation and Hygiene (WASH) Coalition	Thematic	1
PEMSEA (Partnership in Environmental Management for the Seas of East Asia)	Project	1
PRIF/PIAC Pacific Region Infrastructure Facility. Water and Sanitation Sector Coordination	Project	1
SACEP, South Asia Co-operative Environment Programme	Intergovernmental	1
Singapore International Water Week (SIWW)	Stakeholder	1
South Asian Consortium for Interdisciplinary Water Resources Studies (SaciWATERS)	Thematic	1
South Asian Water Analysis Network	Project	1
Sulu Sulawesi Seas Marine Ecoregion (SSME) Tri National Committee	Project	1
Technical Working Group, WASH, South Asia	Intergovernmental	1
UNESCO Category-2 Centres and Chairs	Thematic	1
Water Environmental Partnership in Asia (WEPA), water quality	Thematic	1

## Annex 1 List of coordination mechanisms identified by respondents in each region and number of times identified.

### ESCWA

Coordination mechanism	Typology	No.
Arab G-Wadi, Coping with Water Scarcity.	Thematic	1
Arab Water Forum	Stakeholder	1
AWARENet, capacity building network	Thematic	1
Climate, water scarcity, safety and health	Project	1
Arab Ministerial Water Council	Intergovernmental	1
EMWIS / SEMIDE, Euro-Mediterranean Water Information System	Intergovernmental	1
ESCWA, Economic and Social Commission for Western Asia	Intergovernmental, Inter-agency	1
Flow Regimes from International and Experimental Network Data (FRIEND/Nile)	Project	1
GLAAS Regional Initiative, Global Analysis and Assessment of Sanitation and Drinking-Water.	Thematic	1
GWP-Med	Stakeholder	1
Med Partnership	Inter-agency	1
RICCAR, Regional Initiative for the Assessment of Climate Change Impacts on Water Resources and SocioEconomic Vulnerability in the Arab Region	Intergovernmental, Inter-agency	1
The African Water Association	Stakeholder	1
The Arab Countries Water Utilities Association	Stakeholder	1
The WHO/UNICEF Joint Monitoring Programme of the Water and Sanitation Sector	Thematic	1
Water Science and Technology Association	Thematic	2
WHO Bi-annual regional conference on water safety plan	Stakeholder	1

## Annex 2 Respondents to the questionnaire

### ECA region

- The University of Dschang and GWP, Cameroon
- University of the Western Cape, South Africa
- UNESCO Regional Office, Nairobi, Kenya
- UN-Habitat, Nairobi, Kenya
- African Water Facility, Tunis, Tunisia
- CSIR Water Research Institute, Accra, Ghana
- EU Water Initiative
- Water Resources Commission, Ghana
- International Water Management Institute (IWMI), Accra, Ghana
- Food and Agriculture Organization of United Nations, Africa Regional Office, Accra, Ghana
- United Nations Economic Commission for Africa - UNECA

### ECLAC region

#### UN-Water Members

- United Nations Convention to Combat Desertification (UNCCD). Regional Coordinating Unit for Latin America and the Caribbean (UCR/ALC)
- United Nations Educational, Scientific and Cultural Organization (UNESCO). International Hydrological Programme for Latin America and the Caribbean (IHP-LAC)
- World Meteorological Organization (WMO). Regional Association for South America (AR III)
- United Nations Environment Programme (UNEP). Regional Office for Latin America and the Caribbean

#### UN-Water Partners

- Global Water Partnership-GWP, Central America
- International Union for Conservation of Nature (IUCN)

#### Other key actors in the region

- Organization of American States (OAS). Executive Secretariat for Integral Development. Department of Sustainable Development. Section for Integrated Water Resources Management (IWRM).
- Confederación Latinoamericana de Organizaciones Comunitarias de Servicios de Agua y Saneamiento (CLOCSAS) (Latin American Confederation of Community Organizations for Water and Sanitation Services)
- Asociación Regional Centroamericana para el Agua

y el Ambiente (ARCA) (Central American Regional Association for Water and the Environment)

- Asociación Nacional de Empresas Prestadoras de Servicio (ANEPSSA) (National Association of Service Provider Companies). Peru

### ESCAP region

- Asia-Pacific Centre for Water Security
- Bangladesh Water Partnership
- Executive Committee of the International Fund for saving the Aral Sea
- Food and Agriculture Organization of the United Nations
- Global Water Partnership Southeast Asia
- Global Water Partnership-South Asia
- GWP Nepal (Jalsrot Vikas Sanstha)
- Institute for Global Environmental Strategies- Bangkok Regional Centre
- Institute for Global Environmental Strategies
- Japan Sanitation Consortium
- K-water
- SIC Interstate Coordination Water Commission
- Sri Lanka Water Partnership
- The Japan Water Forum, Secretariat of the Asia-Pacific Water Forum
- Secretariat of the Pacific Community, Applied Geoscience and Technology Division
- UNCCD Asia Regional Coordination Unit
- UNEP ROAP (Regional Office for Asia and the Pacific)
- UN-HABITAT
- UNICEF East Asia and Pacific Regional Office
- United Nations Development Program
- United Nations Educational, Scientific and Cultural Organization
- United Nations Office for Disaster Risk Reduction (UNISDR) Asia Pacific Regional Office

### ESCWA region

- FAO- RNE
- UN-Habitat
- UNIDO.
- UNU-INWEH
- World Health Organization/Regional Office for the Eastern Mediterranean/Regional Centre for Environmental Health Action

## Annex 2 Respondents to the questionnaire

- World Meteorological Organization
- UNESCO
- UNEP

### **ECE region**

- Executive Committee of the International Fund for saving the Aral Sea (EC IFAS)
- SYKE (Finnish Environmental Institute)
- Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
- Global Water Partnership
- NGO "MAMA-86"
- OECD
- ERSAR - The Water and Waste Services Regulation Authority (Portugal)
- Ministry of Environment and Climate Changes, Romania
- Ministry of Agriculture, Forestry and Water Management - Water Directorate (Serbia)
- Scientific Information Centre of the Interstate Commission for Water Coordination (SIC ICWC) of Central Asia
- United Nations Economic Commission for Europe
- WECEF
- WHO European centre for Environment and Health
- World Meteorological Organization (WMO)

## Annex 3 Selected UN resolutions and related documents on regional coordination

### **Resolution adopted by the General Assembly 1977.**

#### **32/197. Restructuring of the economic and social sectors of the United Nations System**

20. Taking into account the special needs and conditions of their respective regions, they (Regional Commissions) should exercise team leadership and responsibility for co-ordination and co-operation at the regional level. They may convene periodic meetings, as necessary, for the purpose of improving the co-ordination of the relevant economic and social activities of the United Nations system in their respective regions.

### **UN ECOSOC resolution 1998.**

#### **1998/46 Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields**

12. The role of the regional commissions as part of the institutional landscape of their respective regions calls for close cooperation between the commissions and other relevant regional bodies in order to reinforce synergies and complementarities between their respective programmes of work. The regional commissions are encouraged to intensify their cooperation and regular exchange of information, as determined by their respective intergovernmental bodies, with relevant regional bodies, institutions and networks. When holding meetings with their respective regional bodies and institutions, the regional commissions should ensure that such meetings concentrate on specific issues for which a regional coordinated approach is desirable and reflect the mandates and priorities of the regional commissions.

13. The team leadership role of the regional commissions calls for their holding regular inter-agency meetings in each region with a view to improving coordination among the work programmes of the organizations of the United Nations system in that region. In this respect, the Economic and Social Council welcomes the efforts by the Secretary-General to improve coordination within the United Nations system, including his proposal of yearly meetings, to be chaired by the Deputy Secretary-General in

each geographical area, among the relevant entities of the United Nations system engaged in regional and intercountry activities. These meetings should be cost-effective and built up on already existing coordination mechanisms and should focus on specific issues requiring coordination at the regional level. The outcome of these meetings should be reported to the Council through the respective intergovernmental bodies of the regional commissions, as appropriate. In this regard, the Council encourages the Secretary-General to take into account these measures in his report under the agenda item on regional cooperation in 1999.

### **Resolution adopted by the General Assembly 2008.**

#### **62/208. Triennial comprehensive policy review of operational activities for development of the United Nations system**

110. Requests the funds, programmes and specialized agencies and other entities of the United Nations development system at the regional level and the regional commissions to further strengthen cooperation and coordination among each other at the regional level and with their respective headquarters, inter alia, through closer cooperation within the resident coordinator system and in close consultation with Governments of the countries concerned and, where appropriate, to include the funds, programmes and specialized agencies that are not represented at the regional level;

### **Resolution adopted by the General Assembly 2013.**

#### **67/226 Quadrennial comprehensive policy review**

146. Requests the regional commissions as well as the funds, programmes, specialized agencies and other entities of the United Nations development system at the regional level to further strengthen cooperation and coordination among themselves and with their respective headquarters, in close consultation with the Governments of the countries concerned and, where appropriate, to include the funds, programmes and specialized agencies that are not represented at the regional level;

# Annex 4 Data collection tools

## TOOL 1

### Questionnaire on Regional and Sub-regional Coordination Mechanisms for Water.

\* Please return completed questionnaires to Jens Liebe: liebe@unwater.unu.edu

\* Please refer to supporting notes for questions at the end.

#### Part 1

##### Background information of respondent

Q1	Name of Organization/ Institution:	Enter text here
Q2	Respondent name	Enter text here
	Position:	Enter text here
	E-mail:	Enter text here
Q3	Date:	Enter text here

##### Coordination mechanisms for water

Q4	List the coordination mechanisms for water that you are aware of in the region.				
	Name of coordination mechanism	Full name of lead agency	Coverage (Regional/S sub-regional)	Water focus area * (From list below or specify)	Is a UN-Water Member or Partner involved?
	Enter text here	Enter text here	Regional	Enter text here	<input type="checkbox"/> No <input type="checkbox"/> Yes Names
	Enter text here	Enter text here	Regional	Enter text here	<input type="checkbox"/> No <input type="checkbox"/> Yes Names
	Enter text here	Enter text here	Regional	Enter text here	<input type="checkbox"/> No <input type="checkbox"/> Yes Names
	Enter text here	Enter text here	Regional	Enter text here	<input type="checkbox"/> No <input type="checkbox"/> Yes Names
	Enter text here	Enter text here	Regional	Enter text here	<input type="checkbox"/> No <input type="checkbox"/> Yes Names
	Enter text here	Enter text here	Regional	Enter text here	<input type="checkbox"/> No <input type="checkbox"/> Yes Names

\* 1 Agriculture; 2 Capacity Development; 3 Climate Change and DRM; 4 Drinking-Water, Sanitation & Health; 5 Energy; 6 Financing and Valuation; 7 IWRM; 8 Pollution; 9 Transboundary Waters; 10 Water Scarcity.

Q5	What additional mechanisms would you recommend to improve coordination of water actions in the region?		
	None	Strengthen existing mechanisms (how?) (max 40 words)	Additional coordination mechanisms (specify) (max 40 words)
	<input type="checkbox"/>	Enter text here	Enter text here

## Part 2

**Coordination Mechanism Assessment:** Using the forms below, take up to three coordination mechanisms for water listed in your response to Q4 to address in more detail. The three can be identified from those that you know most about or those that you feel are most effective. Use a separate sheet for each mechanism.

Q6	Name of the coordination mechanism:	Enter text here
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Q7	In your experience, what has been its role in coordinating water issues:	Enter text here
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Q8	Which are the main organization/institutions involved in the coordination mechanism?	Enter text here
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Q9	In your view, how do you rate their performance with regards to water in the following coordination functions: (use 'not relevant' if you are not aware that the mechanism has this function)						
	Function*	Not relevant	Very good	Good	Average	Below average	Poor
	Developing common strategies	<input type="checkbox"/>					
	Assessing situations and needs	<input type="checkbox"/>					
	Convening coordination forums	<input type="checkbox"/>					
	Mobilizing resources	<input type="checkbox"/>					
	Addressing common problems	<input type="checkbox"/>					
	Administering coordination methods and tools	<input type="checkbox"/>					
	Other (specify): Enter text here		<input type="checkbox"/>				

\*These functions (coming from UNOCHA) are explained in the accompanying note.

# Annex 4 Data collection tools

## TOOL 1

### Part 2

**Coordination Mechanism Assessment:** Using the forms below, take up to three coordination mechanisms for water listed in your response to Q4 to address in more detail. The three can be identified from those that you know most about or those that you feel are most effective. Use a separate sheet for each mechanism.

Q10	What are the main strengths of the coordination mechanism?	Enter text here
-----	--	-----------------

Q11	What are the key weaknesses of the coordination mechanism?	Enter text here
-----	--	-----------------

Q12	What are the opportunities for improving the coordination of water related activities through this mechanism?	Enter text here
-----	---	-----------------

Q13	Provide examples of the actual benefits arising from this coordination mechanism.	Enter text here
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### Linkage to the country level

Q14	Does this regional coordination mechanism have impact on actions at country level? If so how?	Enter text here
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## TOOL 2

### Focus Group Discussion on the effectiveness of water coordination mechanisms

**Total time required: approx. 2 hours**

#### Agenda

**Introductions.** (10mins)

**Point 1.** (40mins) Is coordination in the water sector effective in this region?

- a. How successful are the coordinating mechanisms at bringing partners together and keeping them engaged in the coordination process? Give examples.
- b. What could be done better?

**Point 2.** (40mins) Is the coordination having any beneficial impact on water actions and if so, what kind:

- a. in the region?
- b. outside the region (other regions; global)

**Point 3.** (30mins) How can regional coordination between agencies, especially UN, be improved in the future?

## TOOL 3

### Case Studies

#### Case study framework for selected water coordination mechanisms

(Supporting notes for questions are provided at the end.)

Return completed case studies to Jens Liebe: [liebe@unwater.unu.edu](mailto:liebe@unwater.unu.edu)

Reported by:	Enter text here	E-mail:	Enter text here
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#### General information

Q1	Name of coordination mechanism:	Enter text here
Q2	Year established:	Enter text here
Q3	Lead organization:	Enter text here
	Role (e.g. secretariat/ chairperson/ focal point):	Enter text here
Q4	Accountability (to which organization does the coordination mechanism report?):	Enter text here

# Annex 4 Data collection tools

## TOOL 3

Q5	Partner organizations managing the water coordination mechanism (attach an organizational structure for the coordination mechanism if possible):	Enter text here
Q6	Cost of the coordinating mechanism for water, sources of financing and sustainability:	Enter text here
Q7	Rationale for establishment of the coordination mechanism for water: (max 40 words)	Enter text here

### Coordination in practice

Q8	General description of the mechanism: (If the coordinating mechanism is broader than water then only describe the water component) (max 40 words)	Enter text here
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Q9	Activities of the mechanism coordinating water issues:		
	Action areas	Not relevant	Activities undertaken and frequency (max 30 words each)
	Developing common strategies	<input type="checkbox"/>	Enter text here
	Assessing situations and needs	<input type="checkbox"/>	Enter text here
	Convening coordination forums	<input type="checkbox"/>	Enter text here
	Mobilizing resources	<input type="checkbox"/>	Enter text here
	Addressing common problems	<input type="checkbox"/>	Enter text here
	Administering coordination methods and tools	<input type="checkbox"/>	Enter text here
	Other: (specify)		Enter text here

Q10 Achievements of the mechanism: (Focus on gains for coordination of water issues where possible)			
	Action areas	Not relevant	Outcomes for coordination (max 30 words)
	Developing common strategies	<input type="checkbox"/>	Enter text here
	Assessing situations and needs	<input type="checkbox"/>	Enter text here
	Convening coordination forums	<input type="checkbox"/>	Enter text here
	Mobilizing resources	<input type="checkbox"/>	Enter text here
	Addressing common problems	<input type="checkbox"/>	Enter text here
	Administering coordination methods and tools	<input type="checkbox"/>	Enter text here
	Other: (specify)		Enter text here

Q11	Future prospects. Are there any plans to expand or revise the operations of the coordination mechanism to make it more effective in coordinating water issues? (max 40 words)	Enter text here
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Q12	Indicate the most serious constraints to the effectiveness of the mechanism as a means to coordinate water issues. Provision of specific examples would be appreciated if possible. (max 50 words)	Enter text here
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Q13	Lessons learned (do's and don't's): Provide concise statements giving advice to other coordinating mechanisms on what has been successful and what to avoid. (max 60 words)	Enter text here
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Q14	Provide any key web references for additional information that may assist the survey.	Enter text here
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