



External Review of UN-Water Final report

Contract Number : RFQ/2017/1029


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Date: 2 March 2018



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Abbreviations and Acronyms

AMCOW	African Ministers' Council on Water
CEB	United Nations System Chief Executives Board for Coordination
ECA	United Nations Economic Commission for Africa
ECE	United Nations Economic Commission for Europe
ECLAC	United Nations Economic Commission for Latin America and the Caribbean
ESCAP	United Nations Economic and Social Commission for Asia and the Pacific
ESCWA	United Nations Economic and Social Commission for Western Asia
GEMI	Integrated Monitoring of Water and Sanitation Related SDG Targets
JPO	Junior Professional Officer
OIOS	Office of Internal Oversight Services
REC	Regional Economic Communities
SDG	Sustainable Development Goal
SPM	Senior Programme Manager
TOR	Terms of Reference
UNDS	United Nations Development System
UNFCCC COP	United Nations Framework Convention on Climate Change, Conference of the Parties
UNISDR	United Nations International Strategy for Disaster Reduction
UNSGAB	United Nations Secretary-Generals' Advisory Board on Water & Sanitation
WASH	Water, Sanitation and Hygiene
WWDR	World Water Development Report



Acknowledgements

The authors would like to thank the staff of the UN-Water TAU, UN-Water Members and Partners and all those who contributed to the interviews for their contributions to the Review.

Disclaimer

The views expressed in this report are those of the Review team. They do not represent those of UN-Water or of any of the individuals and organizations referred to in the report.

Note to the reader

The recommendations that are developed in this Review are numbered in order of potential sequencing or priority, with the full ordered list found in the recommendations section.



Summary


1 This is the first External Review of UN-Water since 2009. The Review received feedback from over 49 Members and Partners, all experts active in the field of water. In the intervening period UN-Water has made significant progress, improving the effectiveness of the mechanism as ‘one voice’ for the United Nations (UN) on water issues, and being an influencer in global processes. The feedback from the respondents to the questionnaires is that UN-Water plays an important and unique role within the water sector. The suggestions received for ways in which UN-Water could improve are captured in this Review and should be used to guide the future direction of the mechanism.

2 The standing practice of appointment, by the Secretary-General, of the UN-Water Chair at the level of Executive Head of a UN agency enables UN-Water to exert substantial influence on the global water agenda. By virtue of the Chair’s membership in the Chief Executives Board, water issues are more likely to be given higher priority within inter-agency deliberations. UN-Water has been influential in helping to secure the Sustainable Development Goal for water, SDG 6, as part of the 17 SDGs. UN-Water is helping to build on this by working towards the coordinated monitoring and reporting of SDG 6 core indicators and by preparing the SDG 6 Synthesis Report 2018, which will be launched early in 2018 and will feed into the preparatory meetings of the High Level Political Forum.

3 Feedback received indicates that UN-Water is somewhat constrained in its mandate to coordinate the UN entities¹ that are active in water with each having its specific mandate. To be able to coordinate more effectively, UN-Water needs to demonstrate that it can add value to the work of the different agencies active in water, while these in turn need to be more willing to be coordinated. Providing the evidence that the UN entities are more effective and thus have greater impact on the beneficiaries when acting in a coordinated way is an important task for UN-Water. However, it is recognised that coordination of the UN specialised agencies and programmes will remain a challenge as long as the different agencies and programmes are answerable to different governing boards and have differing priorities. There is no short-term solution to this challenge, but over time and given the success that UN-Water has achieved and the support it receives at the highest level, it is not an impossible task.

4 Communicating what UN-Water is and how it operates remains a challenge. For UN-Water to attract the financial resources it needs to ensure the mechanism is working effectively it is important that senior decision makers understand better the clear goals and achievements of UN-Water. An area that needs to be better understood is the potential role that UN-Water could play at the regional and national levels through closer collaboration with regional and national coordinating mechanisms such as the Resident Coordinators and

¹ UN entities include UN specialized agencies, funds, programmes, UN secretariat agencies, etc.



the Regional Economic Communities (RECs). This is likely to require significant additional funding but would be clearly within UN-Water's current mandate.

5 Although the UN-Water meetings have improved over recent years, becoming more focused on decision-making and a bit less formal, there is more to be done to maximise the benefits to UN-Water Partners and seize the opportunities presented by the fast-changing international landscape. Consideration should be given to inviting more senior level participants to the UN-Water Meetings, involving them in the discussion of high priority issues relating to improved coordination in the UN system around water issues. For this to be effective, the senior level participants will need to be fully briefed on the issues and the opportunities these provide.

6 The main objectives of UN-Water are to:

- ensure coherent and sustainable monitoring of the SDGs relating to water activities (this goes beyond SDG 6);
- reduce the duplication of activities by the UN entities while encouraging inter-agency working on projects and programmes where this results in better outcomes for beneficiaries
- provide a platform for Member States to exchange knowledge and experiences of what works, and what are the greatest challenges, when it comes to sustainable management of water resources to ensure benefits to all
- strengthen the in-country coordination of water related activities through working more closely with the UN Resident Coordinator and the UN Development Assistance Framework.

7 To achieve these objectives it is important that the governance arrangements of UN-Water are clearly defined and enable UN-Water to act effectively and efficiently. The feedback received indicates that governance arrangements need to be strengthened, particularly if UN-Water is to be effective in its role of coordinating the water related activities of the different UN entities and programmes.

8 Recognising that the high-level Chair has been a 'game changer' for UN-Water, consideration should be given to whether having a Special Representative for Water would help bring even further high-level political support to the sector in the way that the creation of the UN Special Adviser to the Secretary-General on Gender Issues and Advancement of Women was important in raising gender issues to the highest level, which culminated in the establishment of UN Women.



I. Introduction

Background and Context

UN-Water was established in 2003 by the UN System Chief Executives Board for Coordination as the inter-agency coordination mechanism for water and sanitation within the UN system. The mechanism is particularly important given that no single agency represents the UN on all matters and issues relating to water and sanitation. The mechanism comprises the UN bodies that have a focus on, or interest in, water-related issues as Members and other international organisations as Partners. Members are UN agencies, programmes and other UN entities dealing with water-related issues including sanitation and natural disasters, and Partners are international organizations, professional unions, associations or other civil-society groups that are actively involved in water and international in structure and membership². Through Members and Partners, UN-Water focuses on all aspects of freshwater and sanitation, including surface water and groundwater resources, the interface between freshwater and seawater and water-related disasters.

Since the last External Review of UN-Water in 2009 a number of key changes include: the appointment of the Chair at a much higher level within the UN system; the end of UN-Water specialised programmes that were reported to dilute the effectiveness of UN-Water³; and the establishment of a better resourced Technical Advisory Unit (TAU). It is therefore timely for an updated review to establish whether the recommendations made in 2009 have been carried out and to determine how they can be built upon within the changed international landscape.

Purpose of the External Review


The TOR for the External Review define its purpose as follows:

‘To review current structure and capacities of UN-Water and provide recommendations to best fulfil its mandate and meet upcoming expectations from Members, Partners and Member States. The Review will assess the extent to which UN-Water is expected to meet the objectives set out in its 2014-2020 strategy ‘Delivering as ONE on water related issues’.

Coordinating and communicating the activities of the many UN entities involved with water is a key part of UN-Water’s mission. The Review therefore uses the feedback it received from UN-Water Members and Partners as well as the views of representatives of Member States to assess the effectiveness of its coordination and communication methods and activities. UN-Water has played a significant role in the fast-changing international

² Members and Partners definition from unwater.org.

³ UN-Water Programmes External Evaluation 2014.



development landscape with its input to the Sustainable Development Goals and the 2030 Agenda for Sustainable Development⁴. The Review provides advice on how UN-Water can maintain and strengthen its contributions to address Member States' needs and to assist UN organisations in keeping water related issues high on the agenda of international fora and actions.

Finally the Review provides advice on ways in which the governance arrangements of UN-Water might be strengthened to increase UN-Water's effectiveness in the complex international landscape.

II. Methodology

The steps taken are listed here below and detailed in the following sections.

- Review of documentation
- Interview of key agreed stakeholders and clients

It should be noted that, with a review of this nature that must be completed under considerable time constraints, the assistance provided by the UN-Water TAU, Members and all interviewees was critical to the completion of the study.

Review of documentation

The Review includes an assessment of publications, meeting notes and communications materials related to UN-Water and relevant international development context. A list of documents reviewed can be found in [Annex A](#).

Interviews and discussions with stakeholders and clients

A key means of data collection are structured interviews with stakeholders. In order to provide a balanced review a range of stakeholders covering all thematic areas were approached including, but not limited to, relevant Members, Partners and donors. The 2009 Review included interviews with forty-five individuals and surveys completed by over twenty additional individuals. For this Review sixty-two interview requests were sent out, forty-three individuals were interviewed and two provided written answers. Requests to complete online questionnaires were also sent out to additional thirty focal points for Members and Partners, to ensure that all Members and Partners have the opportunity to make an assessment and provide recommendations. Based on the previous Review's low response rate to questionnaires that needed to be filled out and returned, it was estimated that an online survey may encourage a higher response rate. However only two out of the thirty contacted focal points responded after two requests to fill out the online survey were sent on 8 and 16 November 2017. Two additional focal points responded after a third

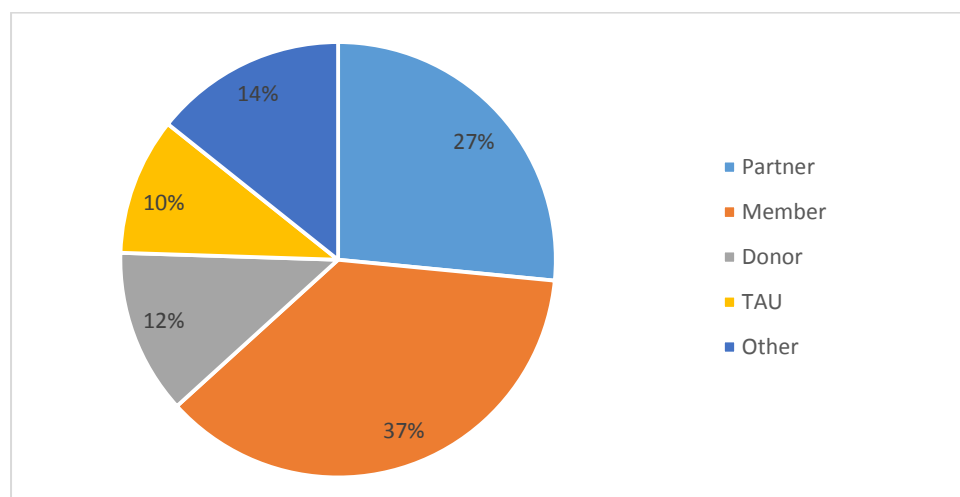
⁴ <https://sustainabledevelopment.un.org/post2015/transformingourworld>.

request was sent on 21 December. It is acknowledged that the requests were sent at one of the busiest times of year.

A list of respondents can be found in Annex B. A full list of contacted focal points can be found in the methodology document.

The distribution of respondent types are shown in Figure 1.

Figure 1: Distribution of respondents




Source: Peregrine Swann Consulting UK

The interviews form the core of the assessment covering both past performance and future directions. The aim was to use the interviews to: test how effective UN-Water has been in meeting the perceived needs of stakeholders; determine whether UN-Water is achieving its mandate; assess what influence UN-Water has within the wider water sector; and consider where UN-Water might 'up its game' given the resources available to it.

The questions include where relevant a score type question and an opportunity to give an insight to each response, and were adapted to the interviewee (Members, Partners, and non-Members or Partners). The questions were also adapted for the previous Chairs and the TAU. The standard questions and a summary of their responses can be found in Annex C.

A global consultation meeting for the initiative for the integrated monitoring of water and sanitation (also known as GEMI) was organised by UN-Water in the Hague on 21-23 November 2017, providing a good opportunity for the reviewers to meet with a number of Members and Partners for face-to-face interviews.

For more details on the methodology, please refer to the methodology document.



III. Review of past performance and assessing achievements of UN-Water

This section reviews the past performance of UN-Water against the UN-Water Terms of Reference, the recommendations from the last Review in 2009, and progress towards the 2014-2020 Strategy, as well as the effectiveness of UN-Water in coordination and communications methods. The recommendations that are developed in this Review are numbered in order of potential sequencing or priority, with the full ordered list found in the recommendations section.

Review of UN-Water's achievements against its Terms of Reference (TOR)


The TORs were reviewed item by item, with an assessment based on responses from the interviews and a documentation review as detailed in [Annex C Table 2](#). The version reviewed is dated 2017.

UN-Water's TOR state that the objective of UN-Water is to enhance the coherence, credibility and visibility of UN system actions related to its scope of work for all aspects of freshwater and including sanitation and water-related disasters, emergencies and other extreme events.

The TORs appear to be in general well followed with main points summarised below:

- Strategic issues and priorities are identified in the key summary reports published by UN-Water⁵ and in solutions developed by UN-Water's Expert Groups, Task Forces and other initiatives.
- UN-Water disseminates and communicates the issues emerging from the UN-Water family reports including JMP, GLAAS and GEMI.
- Interagency information exchange is being facilitated through the new data portal for SDG6, the WWDR and a collective data entry point is also facilitated through the UN-Water staff in New York.
- UN-Water attends most key regional sector meetings, however the feedback from the Review is that UN-Water's presence at the regional level is minor.
- The position of Chair is now occupied by a head of agency, which has helped elevate the visibility and convening power of UN-Water. The TAU has increased to a team of 6 staff.
- Work Programmes are decided and published every two years.

⁵ <http://www.unwater.org/unwater-publications/>.



The feedback from Members and Partners indicates that there is uncertainty as to the extent of UN-Water's mandate. The current mandate stems from the 2003 CEB's decision:

“CEB endorsed the Committee's conclusions on inter-agency collaborative arrangements for the follow-up to the World Summit on Sustainable Development relating to the areas mentioned above. These included the confirmation of UN Water as the inter-agency mechanism for follow-up to the water-related decisions of the Summit and the Millennium Development Goals concerning freshwater, along with a request for UN Water to finalize its terms of reference and modalities of work for submission to HLCP before the end of the year;..”⁶

It is important that UN-Water update its mandate to reflect the current context -including Agenda 2030 and the SDGs- and revisit its TOR to determine how it should be:

- Contributing and supporting work carried out at the regional, sub-regional and national levels. These are ambitious aims and could be adapted to the reality of the current context.
- Contributing to the achievement of the SDGs.

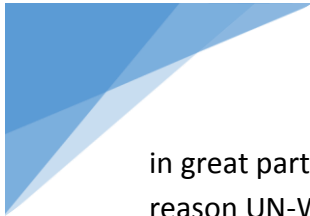
Recommendation 2: The mandate of UN-Water to be updated and endorsed by the CEB with revised TOR drawn up to enable UN-Water to deliver on the updated mandate.

[Review of the implementation of recommendations from the UN-Water 2009 Review](#)

The 2009 Review recommendations are centred around having a stable core of management with clear TOR, streamlining activities and Task Forces and developing a mechanism for coordination at the local level. The assessment of the implementation of the recommendations is detailed in [Annex C Table 3](#).

On the whole the recommendations have been followed: The UN-Water management structure has developed and is evolving with needs. Activities have also been streamlined. The Task Forces are driven by Members and so respond to concrete needs. However, there is a feeling by some Senior Programme Managers (SPM) that these are often ad-hoc, driven by potentially stronger Members, and may require greater overall direction. UN-Water is also contributing to and supporting work at the regional, sub-regional and national levels. UN-Water's effectiveness at the regional and national levels is, however, currently limited,

⁶ Summary of conclusions of the United Nations System Chief Executives Board for Coordination at its second regular session of 2003.



in great part due to the complexity and resources required to work at these levels. For this reason UN-Water is carrying out regional consultations led by the five Regional Commissions that will be finalised during 2018.

With regard to the regions, UN entities such as UNICEF, WHO and WMO do not all cover the same countries within each region, while the Regional Commissions are often not developed enough to support coordination for water related issues. UN-Water did attempt to develop a regional arrangement in Africa, which was however discontinued as a result of the findings of a specific External Review in 2015. The direction taken by UN-Water is to use existing regional coordination mechanisms specific to needs, e.g. the African Ministers' Council on Water (AMCOW), which has coordinated UN related monitoring initiatives and regional and global commitments for the African region. For the European region UNECE has led transboundary coordination. National level coordination is also a challenge for UN-Water, with Member agencies having varied presence in countries and in water related areas.

[Review of the application of the 2014-2020 Strategy](#)


The main areas of work indicated in the 2014-2020 Strategy are detailed and assessed in [Annex C Table 4](#). In general, these can be summarised as fostering coordination, ensuring water is included in critical global debates, seeking avenues for sustainable outcomes at country level, maximising potential, and strengthening the structure.

As described in Table 4, UN-Water has strived to apply the elements of the Strategy, some with considerable success including the strengthening of the structure. The aims of the Strategy are ambitious and in some cases hard to reach, in particular improving coordination and outcomes at country level. Ensuring that water is in all critical global debates is an area where more could be done as interviewees do indicate that the focus is still WASH heavy and that water resources may not be getting sufficient attention in global debates. The relatively new GEMI initiative should help to address this imbalance.

Another area where UN-Water has been less active is climate change. In the UN Framework Convention on Climate Change (UNFCCC) Conference of Parties (COP), UN-Water did not play an active part, for instance.

Other areas of water related work are being led by organisations with an expertise in the subject such as, but not limited to, financing of water related activities through the World Bank, health through WHO and disaster risk reduction through the UN International Strategy for Disaster Reduction (UNISDR). UN entities with expertise need to take the lead in certain water related areas. However, when several agencies are involved such as in the case for climate, health and emergencies, UN-Water should help ensure that the efforts of the different agencies are coordinated so that 'the UN speaks with one voice'.

Maximising the potential of the contact with the CEB also requires some reflection. As



Executive Head of a UN agency, the UN-Water Chair enjoys a level of visibility and influence that affords him/her with a variety of opportunities to effectively advance coherence and coordination on water related issues among UN system organisations. Following the revised format of the CEB session as part of Secretary-General Guterres' reform initiatives, and with the CEB focused on broad strategic issues and emerging challenges of concern to the entire UN system, alternative ways of raising water related issues with a broader range of UN entities also requires consideration. An opportunity for this is provided by the parallel meetings that take place around the CEB meetings, where the Chair of UN-Water can be a major influencer.

Effectiveness of UN-Water in coordinating the water sector

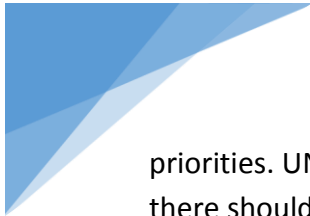
Responses to the question on the effectiveness of UN-Water in coordinating the water sector at the **international** level were varied. An average score of 3 (with 1 being *not effective* and 5 *highly effective*) indicates that UN-Water is doing a reasonably good job at coordinating the sector internationally. There were many references to the positive impact of the work of UN-Water in preparing the ground for the establishment of SDG 6. It is widely recognized, however, that UN-Water's effectiveness is limited by its mandate to coordinate only the UN system. UN-Water is also limited to facilitating coordination, rather than being able to manage the process of 'organising people or groups so that they work together properly and well'⁷, given the independence, the differing priorities and the varying accountability structures of the different UN entities that implement activities related to water and sanitation. A further challenge for UN-Water is that, as one interviewee said (and reflected in what was said by others), 'All the agencies are in favour of coordination of the other agencies, but none of them wish to **be** coordinated themselves.'

It was also noted by a UN-Water Member that there is considerable collaboration and coordination by agencies outside the UN-Water matrix including coordination within agencies and with other SDG related platforms.

When it comes to the effectiveness of UN-Water in coordinating the water community at the regional level the scores were much lower, averaging just 2. This is more a recognition that there are other mechanisms that exist to coordinate the water sector regionally. However, these regional coordinating mechanisms are varied in their effectiveness and a number of respondents would at least like UN-Water to be more visible at the regional level. Working more closely with the Regional Commissions and with regional bodies such as AMCOW or the RECs should become an increasing priority for UN-water.

Similarly at the country level, the UN Development Assistance Framework (UNDAF) describes the collective vision and response of the UN system to national development

⁷ Merriam-Webster definition of coordination.



priorities. UN-Water is not perceived as being an active player within the UNDAF, although there should be a real opportunity for UN-Water to engage with this mechanism for supporting national development plans around water and sanitation. The UNDAF encourages UN entities to coordinate their country level activities across all sectors under the guidance of the national Resident Coordinator. It potentially provides opportunities for UN-Water to be more influential at the national level by highlighting global issues that in the end can only be resolved at the national level. The possible role for UN-Water in coordinating at the country level is covered under ‘Regional and country links to UN-Water’.

UN-Water communications methods and their effectiveness

Only a relatively few interviewees scored the effectiveness of UN-Water in raising awareness of water related issues. The scores that were given ranged from a low of 1 to a high of 5 with an average score of 3.6, indicating that UN-Water is quite effective at raising awareness.

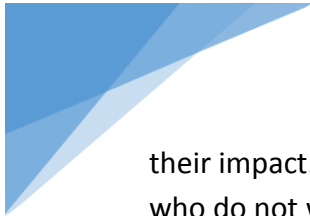
There is currently no overarching communications strategy for UN-Water. There are, however, communications strategies for specific events such as the Synthesis Report for SDG 6 that will feed into the work preparing for the High-level Political Forum on Sustainable Development in July 2018.

A full-time Communications Manager has been engaged since 2014, based in the TAU office in Geneva. Feedback from the interviews indicates that the UN-Water communications material has much improved and is particularly relevant when there are special events, such as the World Water Day observance, or when major policy briefings are required, such as those for the establishment of the SDGs as part of Agenda 2030.

As part of its TOR UN-Water should: ‘Promote effective communication and collaboration between the UN system and civil society and private sector partners’. UN-Water Partners⁸ that attend the UN-Water meetings include civil society, private sector, and professional organisations. It is clear from the interview feedback that the UN-Water Partners play an important role especially at the UN-Water meetings. However, there is a strong feeling among Partners that they could contribute more if made to feel more included in the work of UN-Water.

The communication events that UN-Water is best known for are the UN World Water Days (22 March each year) and World Toilet Days (19 November each year). These events bring global attention to the water and sanitation challenges and have considerable outreach. Their impact is less clear and it would be helpful to carry out an in depth analysis to determine whether the energy stimulated by these events could be harnessed to increase

⁸ <http://www.unwater.org/about-unwater/partners/>.



their impact. It is clear, however, that the two events reach a very large number of people who do not work directly with water and sanitation.

Recommendation 8: UN-Water to prepare a study to evaluate the impact of its different communications activities.

Additional points obtained from interviews and surveys

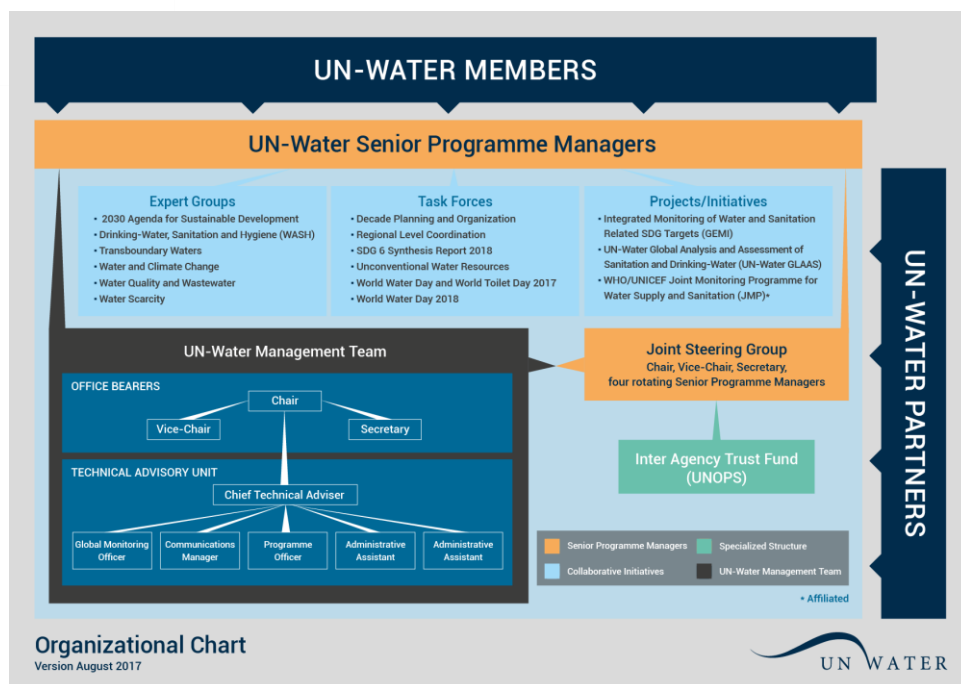
With regard to past performance and achievements the feedback from the interviews and surveys clearly highlights the adoption of a Goal 6 for the SDGs as a key achievement for the sector, which is credited in great part to the work carried out by UN-Water.

Monitoring is now clear for some of the indicators associated with SDG 6, while for other indicators work is on-going. UN-Water is contributing to the cohesion of UN entities in these efforts. However, monitoring is only a small part of the work needed for successful implementation of the SDGs and efforts now need to be directed to implementation. UN-Water will need to ensure that its resources match its ambitions when it comes to coordinating both monitoring and implementation efforts of the UN entities.

IV. Review of the UN-Water structure

This section reviews the UN-Water structure with the UN-Water Management Team, Members and Partners. As in the previous sections, the recommendations that are developed are numbered in order of potential sequencing or priority, with the full ordered list found in the recommendations section.

The current structure as of August 2017 is the following (a new version is due shortly):




Source: unwater.org

Role of the UN-Water Chair and the Management Team

The role of the high-level Chair is critical to the effectiveness of UN-Water, raising the visibility of UN-Water, increasing the awareness of water related issues within a wide variety of UN entities and greatly enhancing the convening power of UN-Water. Inevitably with the Chair being such a high profile figure, only a limited proportion of the Chair's time can be devoted to UN-Water issues. It is therefore important that UN-Water prioritises how to utilise the Chair. This has generally been done very effectively through the Chair's many contacts among the Executive Heads of UN system organisations and beyond. Having a small but dedicated team or individual within the organisation of the Chair has helped the past Chairs to maximise their influence and impact. With the high-level Chair seen as critical to the success of UN-Water it is imperative that succession between Chairs, who serve for a relatively short time of two years, is handled with great care and expertise. Feedback confirms the downside of the limited proportion of time that the Chair is able to commit to UN-Water (which is in no way a criticism of past or present Chairs but reflects the trade-offs of having such a high level person as Chair).

Proposed options to support the Chair:

1. **Support from a Special Representative.** Feedback from interviews indicated that ways to support the Chair -with an individual such as a Special Representative or Special Adviser, who has access to the top levels within the UN system and can commit more time to advancing priority issues- is something that should be considered. It is recognised, however, that this should in no way mask the vital role



of the Chair but add a useful resource that the Chair can use to enhance UN-Water's coordination efforts. The potential role of a Special Representative is discussed in more detail in Section V.

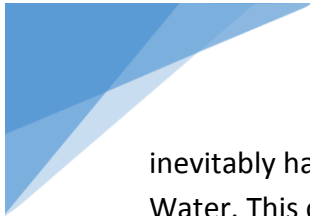
2. **Adapting the role of the Vice-Chair.** With the Chair at the level of a head of agency and thus providing opportunities to influence the UN system in matters relating to water, the Vice-Chair plays an increasingly important role in ensuring the Chair is briefed to maximise these opportunities. This inevitably draws on the time of both the Vice-Chair and the Chief Technical Adviser. The preparatory meetings leading up to the High-level Political Forum are an example of where good briefing material and advice will be key to making maximum use of these opportunities. The Vice-Chair also needs to spend a considerable amount of time attending meetings that in the past the Chair, at a more junior level, would have been able to attend but no longer can, given the many other commitments of a head of agency. It is important that the Vice-Chair be able to take off his 'agency hat' when dealing with UN-Water issues and be an impartial advocate for UN-Water – not always an easy thing to do. With the role of the Vice-Chair being so important it is time to review the related TOR and determine whether support to the Vice-Chair is required. This would enable the Vice-Chair to carry out the functions that go along with the position to the best effect, while continuing to work within the Vice-Chair's host agency.

Improving the arrangement for the governance of UN-Water

The meetings of the Senior Programme Managers (SPMs) are where the main decisions are made. Therefore, the SPMs form the principal decision making body in the UN-Water structure. Although issues are discussed at the UN-Water meetings with both Members and Partners, only the SPMs have the final word on the decisions taken during the closed sessions of the UN-Water Meetings. In their comments to the questionnaire, UN-Water Partners clearly expressed that being excluded from these closed sessions unnecessarily increased the division between Members and Partners. UN-Water needs to reconsider this approach by bringing in some UN-Water Partners to the closed sessions; this would help ensure greater transparency and increase Partners' motivation.

Recommendation 6: UN-Water to consider permitting Partners to participate in the 'closed' sessions of UN-Water Meetings.

The UN-Water Members, being either specialised agencies or programmes of the UN,



inevitably have to consider the priorities of their institutional home as well as those of UN-Water. This can lead them to uncomfortable considerations at times. UN-Water lacks the authority to direct the actions of the different UN entities or programmes, and so relies on the good judgement and good will of the SPMs. In such a situation, making everyone aware of the priorities, projects and activities of the different agencies and programmes is essential if duplication of efforts is to be avoided.. A mapping exercise has been carried out by UN-Water to indicate the different agencies' involvement in each part of SDG 6⁹. It included a considerable number of agencies, which demonstrates the complexity of coordination. It is recommended that this mapping exercise be built upon, to identify the Members' and Partners' objectives and main activities . It would need to be updated on a regular basis and should be used to highlight potential synergies between programmes or activities as well as duplication of efforts. To be noted that this is currently in the TOR of UN-Energy and a listing of priorities and objectives also appears to have been planned by some of the UN Women partners¹⁰.


Recommendation 7: UN-Water to map out the priorities, objectives and main activities of its Members and Partners, highlighting potential synergies between programmes or activities and duplication of efforts, and updating the exercise on a regular basis.

The structure of UN-Water is described in the governance section of its website. To ensure strong governance of UN-Water it is important that the different parts of the mechanism have clearly identified roles, responsibilities and ways of working. The feedback received indicates that TOR for some components need to be updated, including those for the Joint Steering Group (JSG). The JSG is an important part of the governance structure of UN-Water, as it approves the work plans and budgets of Task Forces and Expert Groups. The JSG TOR should be revisited to bring them up to date with present day realities (the requirement to meet in person 4 times per year is no longer appropriate, for instance). Specific comments received by the reviewers concerning the role of the JSG was that more detail, and perhaps some professional advice from a financial expert, would be beneficial when making decisions concerning the finances of UN-Water. The TOR for the Management Team should also be reviewed¹¹.

⁹ In 2017.

¹⁰ UN Women Strategic Plans of UNDP, UNFPA, UNICEF & UN Women, 2017.

¹¹ The TOR for Expert Groups and Task Forces were updated in 2017.



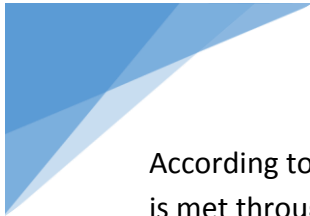
Recommendation 4: UN-Water to review the TOR for the Management Team and the Joint Steering Group.

The UN-Water Secretary is a high-level UN DESA staff member with the aim of linking in the development commitments into policies. There was little documentation on the impact of UN DESA on UN-Water and, due to recent staff changes, feedback was not possible from the current Secretary. To be noted: the questionnaire did not include questions relating to the UN-Water Secretary, and thus no feedback was received with regard to this role. The role of the Secretary does need to be clarified and the position's TOR reviewed.

Resources

The majority of responses (24/42) indicate that UN-Water has sufficient resources for the current mandate. However, the mandate appears to be changing and expectations on UN-Water are increasing, which for the TAU results in an increasing workload and the need to recruit consultants on a regular basis to meet the demands placed on it. In each of the three lines of work (policy, monitoring and communication/outreach) there is a professional officer, two out of the three employ regular consultants, and a Junior Professional Officer (JPO) also supports the TAU. If the structure is to stabilise, the JPO position will need to become a professional officer position, which has cost implications for UN-Water as JPO related costs are borne by Member States. This has been taken into account in the Indicative Budget 2018-2019. It was also noted that the part-time nature of some of the work and the limited funds for consultants result in delays to inputs. Taking all this into account and maintaining the current mandate of the TAU, additional funds are required in the medium term to transform the temporary positions into long-term ones. Any change in UN-Water's mandate that requires additional work from the TAU will also mean a need for additional funds.

According to the UN-Water 2016-2017 Work Programme, the 2016-2017 budget for core coordination, targeted activities (e.g. GEMI, GLAAS) having a separate budget, amounts to 3,676,294 USD, of which staff salaries comprise approximately 50%. The actual income appears to be less than 60% of the budget (approximately 1M USD in 2016). Funds for targeted activities are greater and managed by the implementing agencies and, in the case of GEMI, include funding for 2 staff positions in the TAU as well as funds for country implementation. The TAU staff, including the Chief Technical Adviser, Communications Manager and Programme Officer, all support GEMI; however, the funding is from separate sources. It is important to protect the budget for the parts of the TAU not involved in GEMI, so that UN-Water non-GEMI work does not suffer from potential GEMI budget shortfalls.



According to UN-Water estimates, current funding for the core coordination for 2016-2017 is met through the funding from Switzerland (32%), Sweden (63%) and the Netherlands (4%). These estimates indicate that Sweden will maintain its contribution until 2020, and Switzerland will maintain a strong support with some fluctuations above and below current funding until 2020.


The dependence on two core donors for the UN-Water TAU does put at risk the finances of the core coordination functions. However, in view of the noted success of UN-Water in facilitating coordination for SDG 6, there are good prospects for potential new donors in the short to medium term. To ensure the long-term sustainability of UN-Water, it is important that UN-Water prioritises the seeking of additional funding from a broader range of donors.

Another option is a 'membership' fee for Member agencies. WMO has initiated the trial by contributing a symbolic 10,000 USD/year as well as considerable in-kind contributions in the form of office space. In view of the work carried out by the UN-Water Management Team in promoting and informing on the work of Members, this option may be seen as plausible though a) the current magnitude of contributions is unlikely to bring in sufficient funds to cover the TAU's staff costs, and b) not all Members may be able to contribute, as some already struggle to justify in-kind contributions in terms of staff time and travel to attend UN-Water meetings.

In-kind contributions from UN-Water Members are estimated to be considerable. A survey carried out in 2015, that included almost half of the UN-Water Members, indicated an average contribution of 1.9 million USD, with 63% covering the cost of staff time and 17% related to travel costs.

Funds are currently held by the UN-Water Inter-Agency Trust Fund at UNOPS, and Trust Fund relate financial and human resource operations are carried out by UNOPS. UNOPS is subject to UN auditing mechanisms. However, interviewees raised concerns about UNOPS's lack of an intergovernmental oversight body and that, as a result, UN-Water is not subject to standard internal and external oversight mechanisms such as the Office of Internal Oversight Services (OIOS) and the UN Panel of External Auditors. It appears that UNOPS is subject to internal oversight mechanisms -including IAIG and Ethics- and external mechanisms, such as the BOA, JIU, OIOS, Executive Board¹². However, the reviewers can report that there is a general feeling among Members of a lack of clarity in financial reporting for decision making particularly for the JSG.

¹² <https://www.unops.org/about/governance/accountability>.



Recommendation 5: UN-Water to improve its financial reporting so that funds can be more easily tracked.

The role of Senior Programme Managers

The Senior Programme Managers are the core of UN-Water, in reality **they are** UN-Water, although they do not always recognise this (at UN-Water meetings it is common for an SPM to state that '**you** need to do this..' when referring to something that needs to happen, whereas it would be more appropriate for the SPM to say '**we** need to do this..'). Therefore, ownership of the UN-Water mechanism by the SPM needs to be strengthened. This becomes apparent when SPMs fail to meet deadlines for providing documentation for meetings or appear somewhat ill prepared when attending the meetings, to the frustration of those SPMs and the Chair who have made the effort to read all the background documentation.

The UN-Water Vice-Chair is an SPM and is elected by fellow SPMs. With the increasing importance of the Vice-Chair this is an important part of UN-Water's governance structure. In the past, UN-Water meetings have had a reputation for being rather long and focusing on process rather than action. Inevitably UN-Water will always have to focus on ensuring due process is carried out, but recent UN-Water Chairs have helped to make UN-Water Meetings sharper, shorter and more to the point.

Recognising that UN-Water's role is to coordinate the UN entities, the interviews tested whether there might be ways to help UN-Water be more forthright in its actions. Would it help UN-Water to have more senior level staff from the agencies attend a high-level segment if this were introduced in some UN-Water Meetings when there is a particular problem or opportunity to address. The rationale for such an approach is that only at a level that may be higher than many SPMs can agencies make key decisions about changing direction on an issue, for instance refraining from doing some activities that are better done by others or taking on a new line of work around issues such as adapting to the water related impact of migration, food security or climate change. The counter-argument is that higher-level representation could result in the discussions being more bureaucratic with less content. Clearly for the inclusion of higher level participation to be effective it would require a greater degree of preparation, given that high-level participants will not be as familiar with the background as the SPMs. The introduction of a more focused high-level segment will be necessary, given the limited time that high-level agency representatives would be able to commit to UN-Water.



Regional and country links to UN-Water

Only a few interviewees responded to the question on the effectiveness of UN-Water in coordinating at the regional level. Eighteen of forty-nine interviewees responded giving a score, with a minimum score of 1, a maximum score of 4, and an average score of 2. UN-Water is much less visible or effective coordinating the UN system on water and sanitation related issues at the regional and the country levels than at the global level.

There is recognition that UN-Water should not try to replace existing regional coordination mechanisms but does need to reach out more to these, especially where they are active and effective. At the regional level the existing coordination mechanisms such as the Regional Commissions for Africa (ECA), Asia Pacific (ESCAP), Latin America (ECLAC), Europe (ECE), and Western Asia (ESCWA) are the principal mechanisms for coordinating development activities. There are however a large number of regional coordination mechanism related to water issues. The 2014 report on regional cooperation¹³ identified 154 such mechanisms ranging from intergovernmental to project coordination mechanisms. Over half of these mechanisms included UN entities. If UN-Water is to speak as one voice, some realistic expectation is needed vis-a-vis engagement with regional cooperation mechanisms.

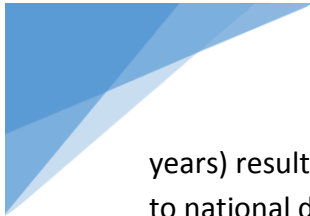
The Regional Commissions “share key objectives aiming to foster economic integration at the sub-regional and regional levels, to promote the regional implementation of internationally agreed development goals, including the Millennium Development Goals (MDGs), and to support regional sustainable development by contributing to bridging economic, social and environmental gaps among their member countries and sub-regions. To achieve these objectives, the five Regional Commissions promote multilateral dialogue, knowledge sharing and networking at the regional level, and work together to promote intra-regional and inter-regional cooperation, both among themselves and through collaboration with other regional organisations”¹⁴. A strategy for reaching out to the Regional Commissions and the RECs would be an important step up for UN-Water to be more influential and effective at the regional level. Current engagement is limited by the weak capacity of the Commissions and the RECs in the water area. With the Task Force on Regional Level Coordination, the forthcoming publication of the SDG 6 Synthesis Report 2018 and the work leading up to the High-level Political Forum, it is a good moment to set in motion more decisive action to reach out to the Regional Commissions.

At the country level there are also mechanisms for UN coordination through the UNDAF¹⁵, the United Nations Development Assistance Framework, the strategic medium-term (3-5

¹³ UN-Water Regional Coordination Mechanisms for Water (2014).

¹⁴ From UN Regional Commissions New York Office website.

¹⁵ Note: mechanism used by UN Women.




years) results framework that describes the collective vision and response of the UN system to national development priorities and results. The UN Resident Coordinator leads in coordinating the different UN entities based in the country and reports directly to the UN Deputy Secretary-General. Where water related issues are high on the agenda, UN-Water is likely to find it easier to reach out to the country-based UN system. The 2014 report by UN-Water on coordination of water actions at the country level¹⁶ notes that water has limited visibility in most UN country programmes in the 13 countries studied because it is rarely an UNDAF priority area. The focus in the water sector in these countries is primarily on water and sanitation programmes, with UNICEF usually in the lead. As a result, coordination is relatively well established for development programmes focusing on WASH but less so for other water sector issues. Building on this report, it is recommended that UN-Water carries out a mapping exercise in association with the UN Development Group (UNDG) to determine which countries have water and sanitation as a high priority within their national development plans. This would be a useful first step for UN-Water to determine where it might make extra efforts to engage through the Resident Coordinator. Where interest in water is high and a number of UN entities work on water related programmes, UN-Water could play a facilitating role in bringing the parties together to share information on global initiatives, benefit from UN-Water communication material, and receive information on the activities of its Expert Groups and Task Forces. However it needs to be recognized that coordination is not easy, as a quote from the 13-country study indicates

“UN-Water could help identify clear roles for each agency for each topic even if this is not easy. Agencies should be forced to collaborate but there are no sanctions for agencies not working with sister agencies. We do not need new supra-mechanisms, they take lots of time and are a loss of time. We need to add to UNCT discussions on the importance of water as a sustainable development goal and water as a catalyst or issue for UN cooperation.”

Recommendation 9: UN-Water to prepare a strategy for engagement with countries that have water as a priority within their UNDAF, setting out options for specific ways in which UN-Water can add value to the in-country work by the different UN entities, including monitoring and reporting of progress against SDG 6.

Other options for greater engagement are to focus on a key challenge for countries, as highlighted in the UN-Water 2014 report entitled ‘Coordination of Water Actions at the Country Level’, such as access to data. UN-Water is currently undertaking this via its

¹⁶ www.unwater.org/publications/coordination-water-actions-country-level/.



consolidated data portal.

UN-Water could also help the process of reaching out at the regional and country level by developing well-targeted regional and country briefs building on the series of 13 pilot country briefs available for the following countries: Bangladesh, Chile, the Gambia, Ghana, Guyana, Kyrgyzstan, Mexico, Mongolia, Oman, Philippines, United Republic of Tanzania, Viet Nam, and Zambia.

Recommendation 10: UN-Water to assess the impact of the 13 country briefs with the aim of replicating the briefs in more countries if they are perceived as a successful tool for prioritising water.

Additional points obtained from interviews and surveys

The feedback from interviews and surveys also highlights the wish for UN-Water to retain its light, agile structure while the activities of UN-Water and its Members and Partners need to be communicated in a timely and effective way. There is a general feeling that UN-Water is currently stretched to fulfil its current mandate.


V. Review of current context for UN-Water

UN-Water within the international development architecture

UN-Water was established as the interagency mechanism for coordinating UN agencies' activities on water and sanitation issues, recognising the lack of a single UN agency for water. Similar mechanisms exist within the UN system that can be looked at for reference and to establish a potential pathway for UN-Water. A brief study of such mechanisms was carried out for the Review.

UN-Oceans and UN-Energy are similar to UN-Water in that they have both been established as mechanisms for coordinating the UN system around specific issues. Unlike UN-Water, UN-Energy has its Secretariat at UN DESA with only 18 members, but does have a similar organisational structure to UN-Water. UN-Energy also provides interaction with non-UN stakeholders including major actors from the private sector and the NGO community as well as other major groups identified in Agenda 21. Both mechanisms also have rotating chairmanships at a high policy level and vice chair at the expert level; both for a period of two years.

Like the water sector, the energy sector has been successful in establishing a separate goal for energy (SDG 7) as part of the 17 global goals on sustainable development of the UN. The Sustainable Energy for All initiative was launched by the UN Secretary General in 2010 to attract global attention and public and private commitments to meeting three objectives of:



ensuring universal access to modern energy services, doubling the rate of improvement in energy efficiency, and doubling the share of renewable energy in the global energy mix. In 2015, the Chief Executive Officer of Sustainable Energy for All, Rachel Kyte, was appointed by the UN Secretary-General as his Special Representative for Sustainable Energy for All to ensure that the UN remains closely involved with the Sustainable Energy for All initiative.


A review of the TOR for UN-Energy sets out the main objectives of this mechanism, namely:

- maintaining an overview of ongoing and planned work within the energy sector and strengthening synergies between the various energy-related initiatives at the national, sub-regional, regional and global levels;
- promoting joint programming, harmonization and cooperation in the energy-related activities of the organizations within the UN system;
- developing a data base on the roles, potential, strengths and programmes of relevant stakeholders;
- keeping meetings to a minimum and holding them within the margins of other activities whenever possible (in the way that UN-Water does for Stockholm World Water Week).

The similarities between the two mechanisms are clear although the first three of the four objectives go further than the equivalent objective in UN-Water's TOR.

UN-Oceans has 22 members, with the Legal Counsel/Division for Ocean Affairs and the Law of the Sea as its focal point. According to the meeting notes of the annual UN-Oceans meeting in 2017, UN-Oceans is also at a point of inflexion, aspiring to an enhanced role in developing collaborative programmes and looking into strengthening its terms of reference. UN-Water was incidentally referred to as a good example in that regard. A review of the TOR for UN-Oceans does note that UN-Oceans facilitates inputs for an annual report of the Secretary-General on oceans and the law of the sea and on sustainable fisheries. UN-Oceans can also upon request from the General Assembly report to Member States in the context of the meetings of the Informal Consultative Process.

There are also UN initiatives such as UNAIDS and UN Women developed to coordinate and intensify the impact on specific issues. UN Women is a relatively recently established UN agency (in 2011) that a number of respondents to the questionnaire considered could be a model for UN-Water to learn from. UN Women helps coordinate inputs from diverse UN entities to support expanded global commitments on gender. It should be noted however that its origins differ considerably from UN-Water's, as it was the product of a merging of entities including a fund and a research entity. Its creation was 'unique' and evolved with time. In summary the goal of UN Women is to 'enhance, not replace, the efforts by other parts of the UN system (such as UNICEF, UNDP and UNFPA) which will continue to have a responsibility to work for gender equality and women's empowerment in their areas of expertise'



A 2013 evaluation for a specific area of UN Women's work by ODI¹⁷ described partner agencies as observing a marked improvement in coordination since the creation of UN Women with the example given as increased effectiveness of the Inter-Agency Collaboration Network on Women and Gender Equality (IANWGE) meetings since the chairing by UN Women.

A summary of some of the main characteristics of UN Women can be seen in the [Annex C, Table 5](#). The following aspects of UN Women may be relevant to UN-Water:

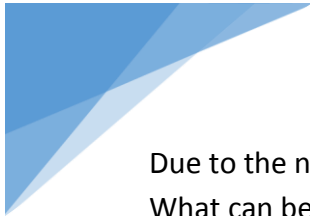
- UN Women is guided by a multi-tiered intergovernmental governance structure and so moves away from the current light structure of UN-Water. It is understood by the consultants' review of meeting notes that the governance meetings are not generally related to UN entities coordination at programme level– these are generally dealt at the meetings of the Inter Agency Network of Women and Gender Equality.
- UN Women secretariat provides most of the normative guidance to countries and helps unify standards for the incorporation of gender in programmes and policies – UN-Water TAU is the secretariat with its member agencies providing expertise for normative work.
- The governance structure includes a board with member agencies, member states and NGOs that have a power to make decision.
- UNDAF is used as a common instrument at country level.
- A common chapter was developed in the Strategic Plans of UNDP, UNFPA, UNICEF & UN Women¹⁸ (enabling the different agencies to be clear about how they contribute to the achievement of the gender components of Agenda 2030).

UNAIDS was also established initially as a coordinating mechanism but soon changed direction and became a major implementing agency. UNAIDS is not a member of the Chief Executives Board for Coordination. A summary table of UNAIDS key facts can be found in [Annex C, Table 6](#).

The feedback from the interviews underlines that there is little enthusiasm for UN-Water to follow the route of UNAIDS or become an organisation. However, the fundraising potential that UNAIDS was noted and impact on HIV/AIDS clearly acknowledged.

¹⁷ Evaluation of UN Women's Contribution to Increasing Women's Leadership and Participation in Peace and Security and Humanitarian Response Case Study ODI 2013.

¹⁸ Working together to support implementation of the 2030 Agenda UNDP, UNFPA, UNICEF and UN-Women Annex to the common chapter in the respective strategic plans, 2018-2021.



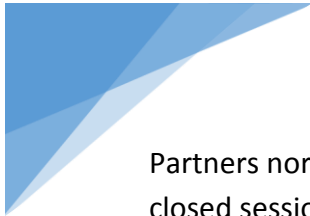
Due to the nature of UNAIDS there are fewer elements that may be of interest to UN-Water. What can be of interest though is its platform for discussion and decisions by member agencies, Member States and NGOs alike on key issues.

Of the elements raised by interviewees that would favour UN-Water evolving beyond a coordination mechanism and becoming an entity such as UN Women or UNAIDS is the legal entity status. The latter would appear to give the right to UN-Water to contract directly and approach Member States officially, making UN-Water more agile, though this would mean transforming into a larger structure with increased administration and governance responsibilities. The complications of UN-Water becoming a legal entity within the UN system are likely to be considerable but are considered beyond the scope of this Review.

An alternative possibility to increase the effectiveness of UN-Water was suggested by a number of interviewees: establishing a Commission for Water. This would help UN-Water gain enhanced credibility and influence. There are a number of UN Commissions in place and these have the advantage of being strongly linked to Member States and of reporting directly to the High-level Political Forum and to the United Nations Economic and Social Council (ECOSOC). A number of interviewees indicated that the initiative for the development of a UN Intergovernmental Body on Water¹⁹ that was first put forward by the UN Secretary General's Advisory Board on Water and Sanitation (UNSGAB) has the potential to enhance the position of water within the UN system while also providing UN-Water with a major opportunity to increase its influence. This initiative is supported by Finland, France, Germany, Hungary, the Netherlands and Switzerland and involves the establishment of a UN Intergovernmental Body on Water. Although there are merits to the idea it is unclear whether this new set-up would be more influential than the current architecture given that much of its work would replicate the work that UN-Water currently does. However, the fact that it has the political support from a number of Member States is a factor in its favour. UN-Water should therefore seek further information as to what support this initiative has and how UN-Water might fit into such a reframing of the international architecture. The Secretariat for such a commission or intergovernmental body would most likely be housed within UN-Water and could potentially raise the profile of UN-Water. However, a number of interviewees felt there would be resistance to the creation of another UN commission.

Although UN-Water has a relatively large number of Members and Partners, it also includes among its Partners a number of networks, such as the Global Water Partnership, Women for Water Partnership, Stakeholder Forum, AquaFed, and CEO Water Mandate. This enables UN-Water to benefit from the input of a very wide range of stakeholders and is considered a major strength of the mechanism. It should be noted though that neither the UN-Water

¹⁹ <https://www.shareweb.ch/site/Water/Documents/Flyer-WaterArchitecture-final.pdf>.



Partners nor Member States are involved in decision making which occurs largely during the closed sessions of UN-Water meetings. UN Women and UNAIDS on the other hand do include Member States and NGO representation at decision making meetings.

Changing UN-Water to an organisation similar to UN Women would require significant funding from donors and support from Member States. It is not at all certain that such support exists. However, the reviewers consider that it is a good moment for UN-Water to pursue all options for strengthening its position within the international architecture, including the possibility of being part of the proposed Intergovernmental Body on Water.

A Special Representative for Water


Establishing a Special Representative or Special Adviser could be a way to strengthen further the links between UN-Water and the core of the UN system. The impact of the Special Representative on Gender Issues and Advancement of Women is an example of how such a position can raise the profile of a specific issue or sector. In the case of the Special Adviser on Gender, this led to major achievements such as the Beijing Declaration, the focus on reducing violence against women and the creation of UN Women.

In a similar way Dr Nabarro was appointed in 2009 as the Special Representative of the UN Secretary-General for Food Security and Nutrition and in 2016 as Special Adviser to the UN Secretary-General on the 2030 Agenda for Sustainable Development. The role of Special Representative for Food Security and Nutrition is: to align UN system action on people's food security, livelihood resilience and sustainable agriculture in the face of changing climates; to support functioning of the [Committee on World Food Security](#)²⁰; and to oversee UN Secretary-General's [Zero Hunger Challenge](#).

The potential advantage of having a high-level Representative is that such a person could help take forward the priorities identified by the UN-Water Chair and do much of the background work as well as represent UN-Water at high-level events when the Chair is not available. However, choosing the right person for this role is key; it must not be seen as a sinecure for a senior UN official or diplomat who may have done good work in the past but currently has limited things to do. The danger of potential conflicts of interest will also need to be avoided if this suggestion is taken forward.

If a Special Representative for Water were to be established it would be essential to be clear about the role of such a position vis-à-vis that of the Chair of UN-Water and how two such high ranking people might work together. And of course such an appointment is not within

²⁰ www.fao.org/cfs/en/.



the gift of UN-Water but of the Secretary-General himself. It would therefore require, if the suggestion is taken up, for UN-Water to work closely with like-minded Member States for such an appointment to be even considered.

Both the establishment of an Intergovernmental Body on Water and a Special Representative will require endorsement at the highest level within the UN system. For this to be achieved it will be important for UN-Water to get support from a range of stakeholders, particularly from the major donors to the sector. For this reason UN-Water is urged to convene a meeting with donor representatives at a senior level to discuss possible ways forward to achieve the strengthening of the international architecture along the lines set out in the UNSGAB inspired paper.

Recommendation 1: UN-Water to convene a meeting of Member States, including prospective donors, at a senior level to pursue the option for strengthening the global water international architecture as set out in the UNSGAB inspired paper along with establishing a UN Special Representative for Water.

The SDG context

UN-Water plays an important role in bringing together the various initiatives that monitor SDG 6. The oldest such initiative, the WHO/UNICEF Joint Monitoring Programme for Water Supply, Sanitation and Hygiene (JMP)²¹, was established in 1990, while the UN-Water Global Analysis and Assessment of Sanitation and Drinking-water (GLAAS)²² was established after a pilot exercise in 2008. A more recent development, with the direct support of UN-Water, has been the establishment of GEMI, the Integrated Monitoring Initiative (a project coordinated by UN-Water) that aims to bring together the monitoring of all the targets and indicators under SDG 6 by adding the targets and indicators for SDG 6.3 – 6.6 plus 6.a and 6.b to those already covered by JMP and GLAAS. Although the actual monitoring is carried out by the various different UN entities, UN-Water website and documentation ensure that all of the monitoring initiatives can be easily accessed. With time the Integrated Monitoring Initiative should make the monitoring of SDG 6 more comprehensive and understandable to both professionals and the general public.

²¹ JMP monitored the progress against the water and sanitation targets of the MDGs and now monitors SDG 6.1 and 6.2.

²² GLAAS analysed the enabling environment for increasing the access to drinking water and sanitation under the MDGs and now monitors an aspect of indicators SDG 6.6a and 6.6b.



In July 2018 the meeting of the High-level Political Forum on Sustainable Development will have the theme ‘Transformation towards sustainable and resilient societies’. The meeting will focus on SDGs 6, 7, 11, 12 and 15. In the lead up to the meeting UN-Water is preparing the Synthesis Report on SDG 6 with the aim of the report’s key finding feeding into a number of regional meetings of the Regional Commissions, including those: in Geneva for Europe (1/2 March 2018, led by UNECE); in Bangkok for Asia and Pacific (28/30 March 2018, led by UNESCAP); and in Santiago for Latin America and the Caribbean (18/20 April 2018, led by UNECLAC). The Regional Economic Commission for Western Asia will also lead a meeting in April and the Regional Commission for Africa later in 2018?. This will provide an opportunity for UN-Water to gain greater visibility and support at the regional level and potentially foster long-term regional connections.

As the UN works towards the SDG “whole-of-Government”²³ approach including academia, the private sector and civil society, coordination mechanisms such as UN-Water will be increasingly important to channel and guide joint actions. Feedback from Partners indicates a commitment to such engagements, but they are concerned at the limited possibilities for engagement with UN-Water Members and of the sometimes closed-door approach currently in place. A gap in the engagement with the private sector is mentioned as a general issue across the UN in the Dalberg (2017) report. The water sector reflects this limited engagement with the private sector. It could be one to most benefit from increased engagement as it is one that least benefits from private funds, with only 3% of private funds allocated to SDG 6, most of which is by UNICEF according to the Dalberg 2017 report.

Recommendation 3: UN-Water to establish a platform of a wider group of stakeholders including like-minded donors, NGOs and the private sector to assist UN-Water to identify the key challenges and opportunities facing the water sector.

[Additional points obtained from interviews and surveys](#)

Feedback from the UN-Water Review interviews and surveys also highlights the need for brokering financial needs to meet UN-Water objectives. Competition between agencies for resources is unhelpful; a comprehensive approach by donors and agencies is needed with clear established accountability lines and clear roles and objectives.

²³ UN 2017 Secretary-General’s report.



VI. Recommendations

As indicated in the UN-Water Strategy²⁴, UN-Water's vision is for the UN to 'deliver as one' on water related issues with UN-Water acting in a coordinating role. To achieve this vision the Strategy sets out four principal aims of UN-Water, namely to: improve the coherence in UN system actions at all levels; contribute to the global policy debate on water related issues; contribute to increased knowledge on water related issues through relevant monitoring and reporting mechanisms; and identify emerging issues related to global water challenges and provide a platform for strategic discussions on how to prepare and cope with them more effectively.

The recommendations developed in the preceding sections support the implementation of UN-Water's Strategy and are summarized and grouped into three themes: enhancing the visibility of UN-Water within the international landscape; strengthening UN-Water governance; and facilitating the coordination of UN entities and programmes. The rationale for each recommendation is also included.


Enhancing the visibility of UN-Water within the international landscape

UN-Water needs enhanced visibility for its core function of coordinating the UN to be effective and to get the support it needs. UN-Water needs to be more visible both within the UN system and externally, given that some Members and Partners indicated that not much was known about UN-Water outside those directly involved. To achieve this UN-Water needs to demonstrate that it is able to add value to the water related activities of the different UN entities that work on water programmes. It is also important that development professionals and a wider audience understand what UN-Water is, what it aims to do and how it fits within the UN system. Preparing a number of round table discussions with donors, non-governmental organisations and the private sector as well as UN-Water Members and Partners could help raise awareness of what UN-Water does and the potential it has to increase the effectiveness of the UN on water related issues, and attract more predictable funding.

Recommendation 1: UN-Water to convene a meeting of Member States, including prospective donors, at a senior level to pursue the option for strengthening the global water architecture as set out in the UNSGAB inspired paper along with establishing a UN Special Representative for Water.

Recommendation 2: The mandate of UN-Water to be updated and endorsed by the CEB with revised TOR drawn up to enable UN-Water to deliver on the updated mandate.

²⁴ Delivering as One on water related issues – UN-Water Strategy 2014 – 2020.



Recommendation 3: UN-Water to establish a platform of a wider group of stakeholders including like-minded donors, NGOs and the private sector to assist UN-Water to identify the key challenges and opportunities facing the water sector.

Improving UN-Water governance

The SPMs form the main decision making body within UN-Water. Other important parts of the governance structure are the Management Team, the Joint Steering Group, the Task Forces and the Expert Groups. The TAU now also manages an increased and more complex budget: expenditures therefore need to be clearly identifiable. With the changes that have taken place over recent years within UN-Water, the increased budget that the TAU manages and the changing development landscape with the onset of the SDGs there is a need to review and update the TOR for these various components that govern the work of UN-Water. UN-Water Partners should also be encouraged to play a stronger role:


Recommendation 4: UN-Water to review the TOR for the Management Team and the Joint Steering Group.

Recommendation 5: UN-Water to improve its financial reporting so that funds can be more easily tracked.

Recommendation 6: UN-Water to consider permitting Partners to participate in the 'closed' sessions of UN-Water Meetings.

Facilitating the coordination of UN entities and programmes

UN-Water was established to enhance the coherence of the UN system. It does this by facilitating the coordination of the different UN entities, particularly at the global level. More work is needed if UN-Water is to play an active part in assisting the coordination at the country level. The work on the 13 country briefs could be extended to other countries if these are considered to have helped these countries prioritise water. The communications work of UN-Water has increased in both scope and effectiveness over the years. The World Water Days and World Toilet Days are considered a major event focusing on issues that generally receive insufficient attention, particularly sanitation and hygiene. The impact of this work, however, particularly with regard to raising awareness and changing behaviours is uncertain. It would help UN-Water in the design of future programmes to understand the impact that these programmes have and whether they could be expanded to include a wider range of issues covered by SDG 6.3 – 6.6. Ensuring that Members and Partners are



aware of the activities of the different agencies and programmes is an important role for UN-Water. The work already done by UN-Water in preparing the UN-Water Inventory is a good start but should be expanded and kept up-to-date:

Recommendation 7: UN-Water to map out the priorities, objectives and main activities of its Members and Partners, highlighting potential synergies between programmes or activities and duplication of efforts, and updating the exercise on a regular basis.

Recommendation 8: UN-Water to prepare a study to evaluate the impact of its different communications activities.

Recommendation 9: UN-Water to prepare a strategy for engagement with countries that have water as a priority within their UNDAF, setting out options for specific ways in which UN-Water can add value to the in-country work by the different UN entities, including monitoring and reporting of progress against SDG 6.

Recommendation 10: UN-Water to assess the impact of the 13 country briefs with the aim of replicating the briefs in more countries if they are perceived as a successful tool for prioritizing water within the countries.



ANNEXES

Annex A: Documents reviewed

Dalberg (2017) System-wide Outline of the Functions and Capacities of the UN Development System.

Jon Lane (2016) Report to UN-Water on an External Review of UN-Water/Africa

The Lancet (2008) What next for UNAIDS, Vol 372 December 20/27, 2008

United Nations (2017) Working together to support implementation of the 2030 Agenda UNDP, UNFPA, UNICEF and UN-Women Annex to the common chapter in the respective strategic plans, 2018-2021

United Nations (2003) (CEB) Summary of conclusions of the United Nations System Chief Executives Board for Coordination at its second regular session of 2003

United Nations (2017) Oceans and the law of the sea Report of the Secretary-General

United Nations (2017) Secretary-General's Report - Operational activities of the United Nations for international development cooperation: follow-up to policy recommendations of the General Assembly and the Council

UNAIDS 2016-Donor-total-contributions_

UN-Water Expert Group on Water, Sanitation and Hygiene (WASH) in institutions – TOR

UN Oceans Sixteenth meeting of UN-Oceans 10-11 April 2017 International Seabed Authority, Kingston, Jamaica Summary report (DRAFT)

UN-Water Work Programme 2016-2017

UN-Water Annual Report (2014)

UN-Water Annual Report (2015)

UN-Water Annual Report (2016)

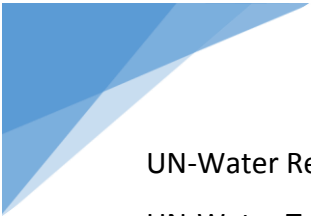
UN-Water External Review (2009)

UN-Water In-kind and financial contributions made by UN-Water Members and Partners in the 2014-2015 biennium (2015)

UN-Water Mapping of UN-Water Members' Mandates and Key Activity Areas (2009)

UN-Water Operational Guidelines 2015, January 2017 revision

UN-Water Programmes External Evaluation (2014)



UN-Water Regional Coordination Mechanisms for Water (2014)

UN-Water Task Force on Decade Planning and Organization – TOR

UN-Water Terms of Reference UN-Water Management Team, version 2012 revised in January 2017

UN-Water Strategy 2014-2020 – Delivering as One on Water Related Issues

UN-Water Coordination of Water Actions at the Country Level. A report of the UN-Water Task Force on Country Level Coordination (2014)

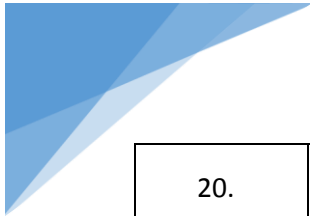
UN Women Annual Report 2016-2017

UN Women Strategic Plans of UNDP, UNFPA, UNICEF & UN Women, 2017

Annex B: Interviewees (45)

	Organisation	Type	Name
1.	AquaFed	Partner	Jack Moss
2.	Bill and Melinda Gates Foundation	Donor	Mr Jan-Willem Rosenboom
3.	BMZ	Donor	Franz Marré
4.	CBD	Member	Lisa Janishevski / David Coates
5.	DFID	Donor	Guy Howard
6.	GWP	Partner	Rudolph Cleveringa
7.	IAEA	Member	Pradeep Aggarwal
8.	IGRAC	Partner	Neno Kukuric
9.	ILO	Former Chair ²⁵	Guy Ryder
10.	Formerly UNSGAB	Other	Uschi Eid ⁹
11.	Independent Consultant	Other	Jon Lane
12.	Formerly UNICEF	Other	Clarissa Brocklehurst
13.	IWA	Partner	Kalanithy Vairavamoorthy
14.	Netherlands, Ministry of Infrastructure	Donor	Niels Vlaanderen
15.	Norway	Donor	Semund Haukland
16.	OHCHR	Member	Rio Hada
17.	Ramsar	Partner	Maria Rivera
18.	SDC	Donor	Isabella Pagotto
19.	SIDA	Donor	Mats Åberg

²⁵ Interviewed as former UN-Water Chair and not as representative of the ILO as Member of UN-Water.



20.	SWA	Partner	Catarina de Albuquerque
21.	U.S. Department of State	Member State	Aaron Salzberg
22.	UNC	Academia	Jamie Bartram ²⁶
23.	UNCCD	Member	Daniel Tsegai
24.	UNDP	Member	Marianne Kjellén
25.	UNECE	Member	Francesca Bernardini
26.	UN Environment	Vice-Chair ²⁷	Joakim Harlin
27.	UNESCAP	Member	Stefanos Fotiou
28.	UNESCO	Member	Stefan Uhlenbrook
29.	UNESCWA	Member	Carol Chouchani Cherfane
30.	UN-Habitat	Member	Andre Dzikus
31.	UNHCR	Member	Murray Burt
32.	UNICEF	Member	Tom Slaymaker
33.	UNU	Member	Vladimir Smakhtin
34.	IFAD	UN-Water Chair ²⁸	Gilbert F. Hounbo
35.	UN-Water Technical Advisory Unit	Management Team	Federico Properzi
36.	UN-Water Technical Advisory Unit	Management Team	Daniella Boström
37.	UN-Water Technical Advisory Unit	Management Team	Will Reidhead
38.	UN-Water Technical Advisory Unit	Management Team	Leanne Burney

^{9,26} Via filled survey

²⁷ Interviewed as Vice-Chair and not as representative of UN Environment as Member of UN-Water.

²⁸ Interviewed as Chair and not as representative of IFAD as Member of UN-Water.



39.	Water.org	Partner	Claire Lyons
40.	WBSCD	Partner	Tatiana Fedotova
41.	WfWP	Partner	Lesha Witmer
42.	WHO	Member	Bruce Gordon
43.	WMO	Former Chair ²⁹	Michel Jarraud
44.	WMO	Member	Johannes Cullmann
45.	WSSCC	Partner with Special Status	Chris Williams

Responses to online survey

Organisation	Type	Name
International Association of Hydrological Sciences (IAHS)	Partner	Christophe Cudennec
International Institute for Applied Systems Analysis (IIASA)	Partner	Simon Langan
International Water Resources Association (IWRA)	Partner	Callum Clench
WaterLex	Partner	Amanda Loeffen

²⁹ Interviewed in quality of former Chair and not as the WMO representative member of UN-Water

Annex C: Analysis summary Tables

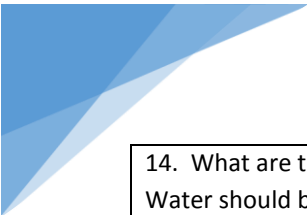
Table 1: Interview and survey questions and responses

	Total Number of respondents	a	b	c	blank	Summary
1. How relevant is UN-Water for your work? a) highly relevant; b) moderately relevant; c) not relevant? Please provide examples in the cases of responses a) and b)	49	25	17	1	6	Relevant to keep up to date with UN entities' work and for networking. For Partners to keep up to date with UN normative work where applicable. To be noted: in some cases Partners have more technical expertise than agencies.
		Average	lowest	Highest	Blank	
2a. On a scale of 1 to 5, how effective is UN-Water's coordination in the international water community? (1 being ineffective/with very limited effectiveness and 5 being highly effective)?	49	3.2	1	5	13	Approximately 3 for coordination within UN entities, limited effect outside this circle. SDG 6 most quoted result.
2b. On a scale of 1 to 5, how effective is UN-Water's coordination in the water community at the regional level?	49	2.0	1	4	31	Not effective, but it is also not its job. There are regional structures that can be used for this - ECOSOC and others, e.g. AMCOW, etc.
2c. On a scale of 1 to 5, how effective is UN-Water's coordination in the water community at the country level?	49	1.6	1	3	30	Not effective - but it's not their mandate. UNDP was mentioned as national coordination platform by a few respondents.
3. Does the UN-Water family (including JMP, GLAAS & GEMI) monitor and/or report on SDG related activities sufficiently (again on a scale of 1 to 5)? If not, what more could UN-Water do reach a 5?	48	3.9	1	5	23	For monitoring JMP and GLAAS have been around longer. GEMI needs to catch up. Doubts from 3/27 about the need for 3 initiatives. For reporting there are high hopes on the Synthesis Report.
4. Does UN-Water do enough to raise the awareness of key issues relating to water with a) water sector	49	3.6	(a) 2	5	26	

professionals; b) the general public (again on a scale of 1 to 5)? If not, what more could UN-Water do to raise awareness?			(b) 1			
5. On a scale of 1 to 5, how effective is UN-Water in providing technical input to the outcomes of relevant United Nations agreements and statements, e.g. 2030 Agenda and the Paris Agreement? ³⁰	49	3.6	0	5	21	Differences between the 2030 Agenda and Paris Agreement: nearly 4 average for 2030 Agenda and less than 2 for Paris Agreement. Generally harsher when involved, indicating the impression is that the inputs by UN-Water were effective help in a general way but really mainly for Agenda 2030 but not very effective for the Paris Agreement.
6. Are you clear what role the Chair of UN-Water plays within the mechanism? Is there a need to enhance the role of the Chair, and if so, how could this be done? (Members and Partners only)	49	14 not clear			13	Although over 50% of respondents indicate the role is clear, nearly 40% suggest that some clarification is needed. Those closely involved with UN-Water are clearer about the role. Ensuring the Chair is at a high level (i.e. head of a UN agency) is seen in all cases to be the right move. In terms of effectiveness some changes are likely to be needed to help provide substantive guidance if the role of the Chair is to be enhanced.
7. How much do you interact with the Technical Advisory Unit of UN-Water? Can you give please give examples. Is the interaction sufficient or would you prefer more, less or different interaction? (Members and Partners only)						More or less interaction - of which all is sufficient but maybe could be more qualitative. Added value and perspectives seem to be key.
8. In your view does UN-Water have sufficient resources to fulfil its mandate? What type of	42 responses	16 insufficient				Depends on mandate. For current mandate it appears to be tight but sufficient.

³⁰ Lower scores specifically for COP


additional resources are required for UN-Water to fulfil its mandate? (Members only)						
9. The Senior Programme Managers (SPMs) play a key role within UN-Water. Given that UN-Water is only a limited part of the work of the SPMs, is there any way to assist them to enhance the efficiency and effectiveness of the mechanism? (Members only)						Meetings are still an issue: though better, they appear to be administratively heavy and not enriching. SPMs' engagement differs, agencies with less funding do appear to need help.
10. The UN-Water Joint Steering Group, consisting of Chair, Vice-Chair, Secretary and 4 rotating SPMs, shall support efficient implementation of the UN-Water Work Programme and oversee budget allocations. How well is this mechanism functioning, again on a scale of 1 to 5? (Members only)		Av. 3	Low 1.5	High 4	42 blanks	Very mixed views. Some very critical (those more engaged), less engaged appear to feel its ok. However, there is a feeling of lack of sufficient information to justify decisions and of the right people to interpret finances.
11. Is the role of the UN-Water Vice-Chair clearly defined? Are the links between the Vice-Chair, the Technical Advisory Unit and the SPMs sufficiently strong to ensure efficient and effective operations? If not, how might they be strengthened? (Members only)						The role has changed and could be reviewed and documented. Has had a fundamental role so far. Impartiality has been mentioned but not so problematic in most views.
12. As a Partner, do you feel that you can engage in UN-Water as well as you would like? If not, are there specific ways in which Partners' engagement in UN-Water can be strengthened? (Partners only)						Partners seem very keen and could possibly be involved/used more if possibilities were clearer. Outreach and expertise seem more obvious roles.
13. Realising that UN-Water has no formal relations with Member States, are there specific ways whereby UN-Water might interact more effectively with them?						Very different views. In general responses indicate they do not feel it is UN-Water's role to engage as it would create duplication. Interested Member States are invited to sit in.



14. What are the main 'water challenges' that UN-Water should be addressing and how might it best do this?						There seems to be general consensus on the 2030 Agenda, although those active in the fields of water resources/ humanitarian/peace maybe feel that the SDGs are not complete enough for those topics, or that UN-Water has a role in bringing those 'lagging' topics up on par with others. Another common ask is looking at linkages.
15. Is the status quo of how the UN system addresses water related issues adequate to meet today's water-related challenges? If not, in which ways could the UN improve the way it addresses these issues? What specifically can be done to enhance coordination between UN organisations in water related activities?						UN-Water is needed. Many agencies feel that it is not their place to suggest alternatives - the UN reform should address this. Outsiders feel the need for another system with more teeth. There is a need for balance between a light coordination agency and a heavy new unit with more administrative burden.

Table 2: Review of (2017) UN-Water Terms of Reference

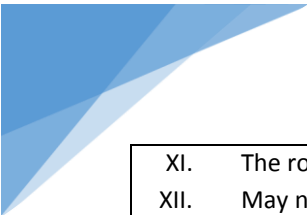
Item in TOR	Key related questions in survey	Implementation			Key points
		Low	Med.	High	
a. Identify strategic issues and priorities for system-wide action, and facilitate timely, coordinated and effective responses by the UN system and its partners at global, regional and country levels in relation to both policy development and implementation.	2a, 2b, 2c, 4, 14, 15		x		<ul style="list-style-type: none"> • Identification of priority issues carried out for World Water Development Reports (WWDR). • Working groups of SPMs are for topics of interest and these can be more opportunity led than strategic. • Difficult to coordinate response especially at regional and country levels.
b. Promote the elaboration and facilitate the dissemination of system-wide positions shared by UN-Water Members, in particular with regard to relevant MDG and JPOI targets and their achievement.	3, 5		x	x	<ul style="list-style-type: none"> • Promotion of UN-Water family reports which indicate positions. • Exercise to map agencies' work to be carried out.
c. Facilitate inter-agency information exchange, including sharing of experiences and lessons learned, and serve as a clearing house for policy-relevant information, assessment and advice on status and trends at global and regional levels, and for providing Member States with a collective point of entry to the system's initiatives and responses in areas within its purview.	4, 5, 2b, 2c		x		<ul style="list-style-type: none"> • Increasingly addressed: a data portal for SDG 6 is being created to facilitate access to custodian agencies' data in one place. • The WWDR reports on global and regional levels. • The UN-Water Programme Officer in New York used as collective point of entry for missions and GEMI team also used as focal point for Goal 6 indicators.
d. Promote effective communication and collaboration between the UN system and civil society and private sector partners.	1, 2a, 12		x	x	<ul style="list-style-type: none"> • Partners representing private sector and civil society are engaged and keen though there is room for more substantive engagement.
e. Facilitate and support work being carried out at the regional and sub-regional levels, both within the UN system and with partners, to follow-up on relevant goals and targets	2b	x			<ul style="list-style-type: none"> • UN-Water is present at regional sector meetings and interacts with Regional Commissions. However, regional and sub regional coordination is minimal with current regional capacity. Regional focus also varies among



of the Millennium Declaration and the JPOI, working through the Regional Commissions and relevant inter-agency mechanisms.					<ul style="list-style-type: none"> agencies. A Task Force is addressing this challenge. The language of the TOR will need to be changed to reflect current SDG setting – MDGs and JPOI should be replaced.
f. Contribute to the coherence and impact of UN system actions at country level, in support of Resident Coordinators, country teams and theme groups, and working in close collaboration and coordination with United Nations Development Group (UNDG).	2c	x			<ul style="list-style-type: none"> Targeted support at country level has been effective (e.g. Application of HR to water in Uruguay) and through the GEMI initiative. However, it is unrealistic to expect involvement at country level as a standard.
Structure and review.					<ul style="list-style-type: none">
Management of UN-Water will be performed by a UN-Water Management Team composed of Chair, Vice-Chair, Secretary and a Technical Advisory Unit.	6, 11			x	<ul style="list-style-type: none"> The position of Chair is now occupied by a head of Agency, which has helped elevate UN-Water's visibility and convening power. TAU has increased to a team of 7 staff.
UN-Water Work Programmes will be updated every two years and will be set out in the reports of its meetings.	n/a			x	<ul style="list-style-type: none"> Work Programmes approved and published every two years.
The above Terms of Reference will be periodically updated.	n/a	x			<ul style="list-style-type: none"> Has not been reviewed.

Table 3: Review of 2009 External Review recommendations

Recommendations	Observed Yes/No	Key points
<p>I. 2. Establish a permanent and enhanced UN-Water 'base' which supports the Chair but does not revolve with it. Including:</p> <p>II. A core team of 4-6 staff, a clear link with the Secretary maintained or a DESA representative seconded to the team.</p> <p>III. Trust Fund managed permanently by a neutral 'agency,' such as UN-Operations for example.</p> <p>IV. An internal financial management system developed to track expenditures against pre-determined outputs and Key Performance Indicators (KPIs) to be monitored on a regular basis.</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>TAU of 7 staff, one of which located in DESA offices. The Secretary is also DESA staff.</p> <p>Trust Fund managed by UNOPS.</p> <p>KPIs established with budgets established for main outputs in Work Programmes.</p>
V. Develop a framework of competencies to inform the Chair and Chief Technical Adviser selection process.	Yes	TOR established for Chair, Vice-Chair, Secretary and Chief Technical Adviser in the Management Team. UNOPS oversees the recruitment and follows a set of competencies aligned with roles and responsibilities.
<p>VI. Reformulate and streamline Programmes</p> <p>VII. UN-Water needs to have some level of authority or accountability over Programmes.</p> <p>VIII. Refocusing Programmes towards supporting the expansion of UN-Water's work towards national (or regional) levels or towards supporting the work of Task Forces.</p> <p>IX. WWDRs in-depth assessment of the tool undertaken to determine how it can be improved.</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>The UN-Water Decade Programme for Capacity Development (UNW-DPC) and the UN-Water Decade Programme on Advocacy and Communication (UNW-DPAC) were discontinued following an assessment of programmes in Dec 2014.</p> <p>An assessment was carried out late 2011 using the responses of 1132 stakeholders, with a 96% response rate on the question of continuity of the WWDR. The general preference though was for a shorter, sharper report with up to date data.</p>
X. Streamline and strengthen Task Forces	Yes	

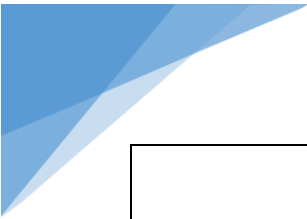


<p>XI. The roles, objectives and timelines of Task Forces need to be clarified.</p> <p>XII. May need to be limited below the current six so as not to overstretch UN-Water, and so needs prioritisation and guidance linking Task Force activities to UN-Water objectives and budgets.</p> <p>XIII. Develop a 'governance' framework which outlines the expectations of Task Force membership to inform membership selection and operational management.</p>	<p>Yes</p> <p>Yes</p> <p>TOR</p>	<p>TOR of Task Forces established.</p> <p>Appears to be limited to 6 at least in last 3 years. There are however also Expert Groups formerly known as Thematic Priority Areas.</p> <p>2016 – 6 Task Forces and 5 Thematic Priority Areas</p> <p>2014 – 5 Task Forces and 5 Thematic Priority Areas</p>
<p>XIV. Develop a mechanism of cooperation at the local level focusing on coordination and by no means implementation or operation through an effective engagement with UN-Water Partners that have strong regional and national networks.</p> <p>XV. A pilot or series of pilots could be undertaken maybe using a representative from the 'One UN' pilot countries and one from elsewhere where water is seen as a central issue to determine whether (and how) greater coordination of UN engagement on water issues at country level can be achieved not relying solely on large agencies, but with entry points for smaller agencies and partners.</p> <p>XVI. An assessment of the work being carried out by the Task Force on Country Level Coordination should be undertaken to determine how best to position the Task Force for delivering success at the local levels and put in place clear deliverables and monitoring frameworks.</p>	<p>No</p> <p>No</p> <p>Yes</p>	<p>A mechanism has not yet been developed. A Task Force is planned to address this issue in 2018.</p> <p>However, the GEMI pilot could be considered a pilot approach on coordination using different actors active in the region or nationally, e.g. AMCOW in Africa, UNECE for Europe, UNESCWA for Western Asia, FAO in Peru.</p> <p>A report of the UN-Water Task Force on Country Level Coordination was produced in 2014.</p>

Table 4: 2014-2020 Strategy and its implementation

Strategic Directions	Key related questions in survey	Key points
1. Continue to foster greater coordination amongst its Members and Partners. This involves a strategic prioritization of the work of the UN-Water Task Forces and Thematic Priority Areas.	1, 2a, 12,	Coordination is on a voluntary basis. However, the environment created by having Partners and Members invited to UN-Water Meeting enables networking. The GEMI initiative is also an example of fostering coordination.
2. UN-Water will increase efforts to ensure that water is included in critical global policy debates . These debates cover a wide range of pressing challenges, including the Post-2015 Development Agenda, the global financial crisis, climate change, food security and international peace and security concerns.	5, 14	UN-Water is present in all critical policy debates: SDGs, Sendai Framework for Disaster Risk Reduction, Addis Ababa Action Agenda (Financing), UNFCCC COP (climate) however its primary focus are the SDGs. There are also other issues – notably food security and international peace – that have platforms. The need for a stronger presence in global policy debates was noted during the interviews, with a considerable number of voices highlighting the need for a greater presence in the COP discussions. These voices, in general involved in the COP, felt that UN-Water presence was insufficient. Only a few voices with active participation were heard for Financing, Sendai and international peace, but they did highlight a need for ‘one voice’ for water in these matters.
3. UN-Water will continue to seek avenues to improve sustainable water outcomes by its Members and Partners at the country level .	2c, 13	UN-Water is seeking avenues. However, it does not appear to have found an ideal solution, as the existing regional and national coordination mechanisms which could be used are not sufficiently robust or resourced.

		The Programme Officer based in New York is active in liaising with Member States about the work of the UN-Water Secretariat and the UN-Water Members.
Maximising the potential <ul style="list-style-type: none"> a. Matching ambition with realism b. Enhancing relevance to the core of UN-Water – Members and Partners c. Supporting regions and Member States d. Putting water at center stage e. Contributing to the Post-2015 Agenda f. Fostering concerted action g. Communicating with one voice h. Creating the major water knowledge hub i. Engaging strategically in interagency mechanisms 		<ul style="list-style-type: none"> a. UN-Water has focused its work: discontinuing initiatives where benefits < cost. b. Recommendations seem to generally be taken into consideration, SPMs drive the work so there is relevance for Members. Less so for Partners. c. A Working Group will address this issue, although there are not concrete solutions to date. d. Water has gained importance, although how much can be attributed to UN-Water is difficult to say. e. This could be considered the star contribution from UN-Water, as the Post-2015 Agenda was no doubt crucial for a water goal and multi-agency collaboration. <p>f/g. Delivering as one is very much the core focus of UN-Water to date. The strength of its knowledge hub is currently limited but will be considerably stronger with a new data portal for Goal 6 hosted by UN-Water and the SDG 6 Synthesis Report as a key UN-Water product.</p> <ul style="list-style-type: none"> h. According to interview feedback, the website has improved and the new data portal will also help. However, there could be more links with partners and cutting edge practitioners if it is to be a water knowledge hub. Nonetheless, there is debate about whether it should limit itself to the 'one voice' on UN positions and information. i. Identification of most strategic avenues for effective



		engagement with UN system entities to advance greater coherence and coordination.
Strengthening the mechanism <ul style="list-style-type: none"> i) Mechanism elements and cohesiveness of unit ii) Linking the global to the regions and the countries iii) Ensuring adequate funding of UN-Water 		<ul style="list-style-type: none"> i) The Chair, Vice-Chair, Secretary, TAU and SPMs have TOR. However, these do not appear to have been reviewed so as to be more in line with the Chair status as a head of agency. Some flexibility may need to be built in to allow for the varying availability of the Chair. ii) Linking to regions and countries is complicated. Regional hubs such as UN-Water Africa did not appear to be a solution. The Task Force on Regional Level Coordination should help provide further insight and solutions. iii) Adequate and sustainable funding does appear to require sustained efforts in fundraising.



Table 5: Key facts and figures of UN Women

	UN Women
Revenue	334.5 MUSD 2016, trust funds 13.54 MUSD
Status	Organisation
Role	<p>“49....to function as a secretariat and also to carry out operational activities at the country level”.</p> <p>“ 56. Notes that the Entity will operate as part of the resident coordinator system, within the United Nations country team, leading and coordinating the work of the country team on gender equality and the empowerment of women, under the overall leadership of the resident coordinator”.</p> <p>Extracted from UN GA 2010 Res 64/289. System-wide coherence.</p>
Brief background / history	<p>Created In 2011 merging several initiatives for coordination and better positioning of these initiatives, which included the Division for the Advancement of Women (DAW), the International Research and Training Institute for the Advancement of Women (INSTRAW), the Office of the Special Adviser on Gender Issues and Advancement of Women (OSAGI), and the United Nations Development Fund for Women (UNIFEM).</p> <p>To be noted: The Inter-Agency Collaboration Network on Women and Gender Equality (IANWGE) is the platform for coordination particularly for joint programming. UN Women is the secretariat for the network and chairs the meetings.</p>
Elements selected as of interest for UN-Water	<p>UNDAF is used as a common instrument at country level.</p> <p>A common chapter was set out to be developed in the 2017 Strategic Plans of UNDP, UNFPA, UNICEF & UN Women.</p> <p>Good practices are shared and ‘hosted’ centrally.</p>

Table 6: Key facts and figures of UNAIDS

	UNAIDS
Revenue	228 M USD 2015
Status	Joint United Nations Programme
Role	Programme with 11 Co-sponsoring Agencies—UNHCR, UNICEF, WFP, UNDP, UNFPA, UNODC, UN Women, ILO, UNESCO, WHO and the World Bank. UNAIDS is guided by a Programme Coordinating Board (PCB) 1 with representatives from 22 governments from all geographic regions, the ten UNAIDS Cosponsors, and five NGOs, including associations of people living with HIV/AIDS.
Brief background / history	Established in 1994 by a resolution of the UN Economic and Social Council and launched in January 1996.
Elements selected as of interest for UN-Water	The Coordinating Board, which provides a platform for discussion by Member States, agencies and NGOs, is largely responsible for important decisions that have in turn helped its success.