

UN-Water External Review: Management Response¹



¹ This Management Response has been prepared by the previous Chair (Mr. Pasquale Steduto), current Chair (Mr. Zafaar Adeel), the previous Vice Chair (Ms. Francesca Bernardini), the Secretary (Mr. Nikhil Chandavarkar) and the Technical Secretariat (Mr. Johan Kuylenstierna and Mr. Frederik Pischke). The Response has been sent to all UN-Water members for additions and comments before being finalized.

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Introduction

At its 10th Senior Programme Managers Meeting in January 2009, UN-Water decided that an external review of UN-Water operations and progress should be conducted in the first half of 2009. The overall scope of the review was to:

- assess achievements based on UN-Water's mandate taking into account changes in its operational boundary conditions, governance structure and financial support; and
- provide options on future configurations that UN-Water could assume to improve its performance in terms of its operational approach and governance structure. Such options should consider the sustainability of UN-Water's long-term operations, including financial aspects.

The more specific objectives of the review were to:

- Assess overall progress and achievements of UN-Water, since its creation in 2003. Particular attention was to be given to progress and achievements in relation to stipulated targets and the human and financial resources (internal UN resources as well as external) that have been available to UN-Water.
- Review UN-Water's planning and implementation processes, including results-based management, the quality of its deliverables, the relevance of its outputs and its impact on its partners, with reference to UN-Water's purpose, goal and mission as defined by the Terms of Reference and Work Programme.

- Review the current governance structure.
- Assess UN-Water's current and potential strengths and weaknesses, with reference to its purpose and goals.
- Based on the above, provide recommendations for the further enhancement and improvement of UN-Water's governance and performance, including input to the development of UN-Water's Results Framework and options for securing long-term sustainability.

After a selection process in which three different proposals were evaluated, the Chair and Secretary of UN-Water consulted with all UN-Water members and decided to award the contract to perform the review to the British consultancy, International Organization Development (IOD).

This document presents the key recommendations stemming from the review and the steps UN-Water has taken or intends to take to address them. The document presents possible options for actions, which were discussed at the 12th UN-Water Senior Programme Managers meeting, held from 2-4 February 2010 in Hamilton, Canada. Some actions have already been initiated. The Management Response has been prepared by the current and incoming Chairs, the Vice Chair, the Secretary and the Technical Secretariat.

Key Conclusions Stemming from the Review

The key conclusions from the review were summarized as follows by the review team:

- UN-Water needs to build on history of good leadership and recent upward trajectory towards achieving success.
- UN-Water has increased its efficiency in recent years and is developing more effective management and communication processes.
- There needs to be a shared view of the primary mandate of UN-Water and appropriate accountability mechanisms for component parts to ensure cohesion in delivery and outcomes.
- UN-Water has reached a stage of evolution where it must deliver more impact in mandate areas if it is to retain a perception of relevance.
- UN-Water should proactively try and co-ordinate donors to provide funding which maximizes flexibility and impact.
- UN-Water's 'centre' and core governance mechanism must be strengthened.
- UN-Water must remain a driver for change where necessary within the UN system, whilst retaining its focus on coordination and not implementation.

Based on these conclusions and an analysis of available information, the reviewers offered six broad recommendations². A brief summary of the management responses is provided here:

1. A permanent and enhanced UN-Water base needs to be established that supports the Chair, Vice-Chair and Secretary but does not change or rotate with the Chair. A core team of 4-6 staff is tentatively suggested.

Response: Considering UN-Water's current financial situation, the virtual Technical Secretariat will continue at the current level with some added support. An increase in the level of technical support through additional staff should be based on a clear needs assessment and on increased donor support.

2. The Trust Fund has to be managed permanently by a neutral 'agency,' such as UNOPS.

Response: We agree that the establishment of the UNOPS Trust Fund should be finalized in 2010. We have also decided that UN-Water will establish a Joint Steering Group (JSG) to ensure both the efficient management of the Trust Fund as well as wider ownership, improved Work Programme planning and accountability.

3. A clear framework of competencies is required for the roles of Chair, Vice-Chair, Secretary and Support Staff.

Response: We have established clear Terms of References for the Chair, Vice-Chair, Secretary and the virtual Technical Secretariat (support staff) of UN-Water.

4. UN-Water needs to continue to develop the role of the Programme Advisory Group with the view towards streamlining and strengthening the work of UN-Water Programmes and ensuring greater cohesion between Programme outputs and UN-Water's mandate.

Response: It has been decided that the mandate of the Programme Advisory Group will be integrated within the new JSG to streamline UN-Water operations and management. We also agree that further efforts should be made to link the activities of the Programmes with those of UN-Water members and partners and ensure that the Programmes continue to support the implementation of UN-Water's Work Programme.

5. The mandate, expectations and 'boundaries' of Task Forces have to be clarified.

Response: We have agreed to a refined structural set up in which: (1) Thematic Priority Areas cover long-term water related challenges that should be on UN-Water's agenda for a considerable time, and (2) Task Forces cover specific well-defined, time-bound and output-focused activities.

6. Prioritization of specific areas of action in UN-Water's Work Plan needs to be carried out. Special attention needs to be given to increase country-level impact.

Response: We have decided that UN-Water activities should be prioritized in close alignment with the identified Strategic Directions, as noted in this document.

² Note that we have slightly changed the wording of the recommendations.

Working through the Task Force on Country-Level Coordination and the new Task Force on Regional Level Coordination, UN-Water will concentrate on identifying and establishing its role at the country- and regional levels over the next two years.

Strategic Directions for UN-Water

Over recent years, UN-Water has progressively developed and achieved a number of successes. First, it has promoted an increased coordination amongst its members and partners, which has resulted in better delivery of services to UN member states. Second, it has developed and delivered reports, publications and tools that delineate the global water crisis and point to solutions. Third, it has developed and followed through on strategies to make an impact on specific and emerging concerns in the water arena, including climate change adaptation and country-level coordination. Fourth, it has increasingly become a platform for interagency discussions on key issues and concerns. In striving towards reaching a consensus point of view among its membership, UN-Water has contributed to the effectiveness of UN responses to the global water crisis.

One may argue that each of the achievements listed above is a work in progress. They also point to the potential further development of UN-Water. The processes and mechanisms that have evolved can be further put to serve strategic goals and objectives of the global community.

It is now an opportune time to review the strategic goals and objectives of UN-Water and determine the course it will take in the years to come. The time is opportune for three reasons. First, the external evaluation of UN-Water provides a number of ideas for how UN-Water should perform in future and how the operational functions of UN-Water could be strengthened. Addressing the issues raised in the review provides a chance to evaluate, and if needed, rethink UN-Water's priorities and organizational structure. Second, we are in the process of developing a new biennial Work Programme for UN-Water covering 2010-2011. The draft version includes a wide range of proposed activities that need to be discussed and prioritized. Third, UN-Water is negotiating a continuation of the Multi-Donor Trust Fund with existing and potential new donors who are eager to better understand the future potential for UN-Water. A better articulation of our strategic priorities is, thus, essential.

It is imperative to point out that UN-Water's overall goal continues to be to promote increased collaboration and coordination amongst its members and partners as a way to provide better delivery of services to UN Member States. To initiate a discussion on UN-Water's strategic priorities and directions, we offer the following three key aspects for supporting this overall goal. We also briefly describe the imperatives that underlie each of them.

First, UN-Water must continue its work to bring further coherence amongst its members and partners with the aim of better addressing the global water crisis. This means promoting a more strategic prioritization of the work of the various UN-Water Programmes, Task Forces and Thematic Areas. UN-Water activities should always **add** value. It also requires efforts to promote more active participation from all members and partners. Such engagement is particularly essential for the UN Regional Commissions, which play an important role in bridging the gap between global policy formulation and country-level action. UN-Water should consider ways to support the engagement of senior management within UN-Water member organizations. This may also include increasing the delegation of UN-Water initiated tasks to staff members within member organizations.

Second, UN-Water should play a major role in ensuring that water is included in global policy debates. At the moment, major policy debates are addressing a wide range of issues, such as the global financial crisis, climate change, global food security, and numerous international peace and security concerns. Water is a central element to each of these issue areas. However this fact is often not well understood and therefore water issues are ignored. An almost complete exclusion of water from the climate change adaptation debate is a case in point. There are a number of international fora, both within and outside the UN system that are shaping the global agenda on these issues. These include the UN General Assembly and Security Council, the G8 Summit, and most recently the G20 Summit. A recent debate in the UN General Assembly specifically targeted global water issues. However, little progress has been made in addressing the strong connections that link water to the other global challenges. Other processes, such as the negotiations within world trade organizations also have potentially vast impacts on water issues. UN-Water, with the collective wisdom of its members and partners, can become a strong voice in these debates. This will require comprehensive thinking, the development of cohesive system-wide recommendations and policies and effective interaction at the highest policy and operational levels.

Third, UN-Water can support its members and partners at all levels, but with a particular focus on the country level. Many Member States, both recipient countries and donor countries, frequently express the desire to be better served by a coordinated and coherent delivery of water and sanitation services. The latter group includes the contribu-

tors to UN-Water's Multi-Donor Trust Fund. Although the 'One UN' initiative has made some inroads in this direction, its successes have been limited. A recent report of the UN Chief Executive Board notes that much more action is needed for the UN System to evolve into 'One United Nations' and become the cohesive force for progress and change that current conditions require and that Member States have demanded in putting forward the Millennium Declaration³. There is clearly an opportunity for UN-Water's membership to demonstrate what 'delivering as one' could mean in practice through an interagency mechanism. The Task Force on Country-Level Coordination has identified a number of ways in which UN-Water can help, but these concepts remain to be tested on the ground. UN-Water is in a position to provide the conceptual constructs and policy guidance as well as case studies of how these ideas can be made to work for UN Member States.

Improving services will also require that UN-Water provide support to its members and partners so that they are better able to communicate and discuss their planned

activities at global, regional and country levels. UN-Water will also need to promote ways to increase interagency collaboration and communication.

Based on the experiences from six years of operations and the outcomes and recommendations from the external review, these are the three main strategic issues that we believe would need to underpin discussions on UN-Water's future direction. However, the door is open to streamlining these ideas and including others from UN-Water members.

Below, a more detailed response is provided to the six specific recommendations articulated in the external review. The three strategic directions outlined above and the response options to the external review recommendations, which are related more to the operations UN-Water, are intended to stimulate further discussions among UN-Water members and partners. This will enable the UN-Water members to collaborate on shaping a stronger, more proactive mechanism capable of adding even greater value to the UN System and its Member States.

³ UN CEB (2005) One United Nations—Catalyst for Progress and Change; available at: <http://www.unsystemceb.org/oneun/downloads>

Response option to the recommendations from the review

Recommendation 1. A permanent and enhanced UN-Water base needs to be established which supports the Chair, Vice-Chair and Secretary but does not change or rotate with the Chair. A core team of 4-6 staff is tentatively suggested.

The current Technical Secretariat includes a full time Chief Technical Advisor to the Chair, an Advisor to the Secretary, one full time administrative support person and part-time consultants for communication-related work, including the web page.

There are a number of aspects that need to be considered:

1. UN-Water activities have dramatically increased since the establishment of the Trust Fund. This has placed a progressively increasing workload on the Technical Secretariat, as it becomes more and more involved in the implementation and coordination of UN-Water activities and project management.
2. Increased levels of activities have also led to a heavier workload on the Chair and Secretary in particular and on many UN-Water members in general. This implies that UN-Water members are investing more resources, particularly in-kind staff resources, compared to the situation before the Trust Fund's establishment.
3. UN-Water communications has increased dramatically. This includes not only the development of various web pages, reports, policy briefs and other materials, but also the development of various tools, such as the federated water information system on key indicators and a system to track political declarations and commitments. UN-Water communication has also become a more strategic support tool for the entire mechanism.
4. There are a number of change processes already taking place. A clear decision from the 11th UN-Water meeting was to establish a more consolidated 'virtual team' with the Chair, Vice-Chair, Secretary and the Technical Secretariat. The virtual team structure suggests a preference for maintaining some UN-Water representation in both New York and Europe and that a single permanent location for the support team is not considered a necessity at this point. The transition of the Trust Fund management to UNOPS implies certain administrative changes that will bring both challenges and opportunities in relation to administrative support.
5. Additional support staff would clearly strengthen the capacity of UN-Water to deliver results. It could also provide additional project management and substantive support to activities being implemented through UN-Water members and Task Forces.
6. In the end, an important factor will be the availability of financial resources and a determination of how such resources should best be used. Additional staff members within the Technical Secretariat will likely require an increased level of long-term support from UN-Water donors. However, other options are available, such as secondments (from countries and/or UN-Water members) or the Associated Experts/ Junior Professional Programme.

Formal Management Response:

1. Considering the current financial situation, we propose that the UN-Water Technical Secretariat continues at the current level with 2 technical advisors but with an additional project post as outlined in point 4 below. An increase in the level of technical support through additional staff recruited under the Trust Fund should be based on a clear needs assessment.
2. We have decided that the current 'virtual' Technical Secretariat should continue as this has a number of advantages, such as a presence in different regions, a light structure and low overhead costs. It also sends a clear signal that UN-Water is not a new organization.
3. We have decided to continue to include an administrative support person as part of the Technical Secretariat who will provide support to the entire UN-Water team and deal with all administration associated with UN-Water. This person can (i) serve either as a staff member of the Administrative Agent of the Trust Fund, (ii) serve directly under the Chair (hosted by the organization of the Chair), or (iii) be a split function of these two alternatives (two part-time posts).
4. Considering the strategic importance of communication within UN-Water's work and the need to provide long-term stability and reliable support to the entire mechanism, we propose that a dedicated project post be established as a UN-Water Communications Manager as part of the Technical Secretariat. The Communications Manager will work in close collaboration with UNW-DPAC. Current UN-Water communication

work is hosted and supported by FAO through a dedicated (FAO funded) Communications Manager and additional (UN-Water funded) support for consultants. This arrangement was in place prior to the FAO Chairmanship and following the positive experience from these arrangements, we propose that FAO continues to host this function on behalf of UN-Water and in coordination and collaboration with UNW-DPAC under clear and transparent arrangements and with the necessary financial support in place.

5. We propose that UN-Water explores various options to strengthen the virtual Technical Secretariat, in particular through (i) increased donor support to the Trust Fund; (ii) national secondments (or through the Associated Experts/ Junior Professional Programme) and; (iii) secondments or other dedicated staff support from members and/or partners. Staff could be based within the organization providing the secondment or support as is already the case. As outlined in point 1 above, any further strengthening of the support function should be based on a clear needs assessment.

Recommendation 2. The Trust Fund has to be managed permanently by a neutral 'agency,' such as UN Operations (UNOPS)

This recommendation is already being addressed by UN-Water. The UN-Water Multi Donor Trust Fund has been administrated by FAO since it was established in March 2007. As the Chairmanship of UN-Water is rotating, it was decided at the 10th UN-Water Senior Programme Managers Meeting in February 2009 that the administration of the Trust Fund should be fixed permanently and be independent. Accordingly, it was agreed that the Administrative Agent of the Trust Fund should not be a member of UN-Water. After thorough investigations, it was decided at the 11th UN-Water Senior Programme Managers meeting in August 2009 that UNOPS was the best option. UNOPS has since been contacted and a Memorandum of Understanding (MoU) is currently being finalized.

Formal Management Response:

1. We agree that the establishment of the UNOPS trust fund should be finalized as soon as possible to ensure that donor contributions can be deposited within the new fund starting in 2010. We also propose that the MoU with UNOPS should clearly outline administrative and budget responsibilities between UNOPS and UN-Water management and the Joint Steering Group

(see below). We further propose that all members seek to become partners of the Trust Fund in order to facilitate UN-Water operations, in particular with relation to transfers of funds.

2. We have decided that UN-Water will establish the JSG with the Chair, Vice-Chair and Secretary as permanent ex officio members. The JSG should have 4 additional UN-Water members as elected members in order to ensure efficient Trust Fund management, wider ownership, improved Work Programme planning and accountability. The Technical Secretariat staff is invited to sit as observers at JSG meetings to ensure proper documentation and follow-up to the JSG decisions.
3. We propose that the Senior Programme Managers should continue to discuss and agree upon long-term priorities of UN-Water and the bi-annual Work Programme and Indicative Budget, but that UN-Water's operational management (including specific budget allocation) be delegated to the JSG who will report to the Senior Programme managers at their meetings. Specific Terms of Reference for the JSG have been established and agreed upon at the 12th Meeting of UN-Water in February 2010.

Recommendation 3. A clear framework of competencies is required for the role of Chair, Vice-Chair, Secretary and Support Staff

The Chair, Vice-Chair, Secretary and the Technical Secretariat of UN-Water functions as a virtual team. As UN-Water has evolved, so have the functions of the different positions. Defining a clear framework of required competences and clear roles and responsibilities for each individual is essential for efficient management.

Formal Management Response:

1. We have adopted clear Terms of References for the Chair, Vice-Chair, Secretary and Support Staff (Technical Secretariat) of UN-Water. If and when new recruitments/secondments will be decided, clear Terms of References will be established for the new posts as part of the Technical Secretariat.

Recommendation 4. UN-Water needs to continue to develop the role of the Programme Advisory Group with the view towards streamlining and strengthening the work of UN-Water Programmes and ensuring greater cohesion between Programme outputs and UN-Water's mandate

The UN-Water Programme Advisory Group was established at the 10th UN-Water Senior Programme Managers meeting in February 2009. The group met (through telephone conference) before the 11th and 12th UN-Water Senior Programme Manager meetings to prepare potential recommendations and decisions for consideration by the Senior Programme Managers. In addition to the Advisory Group, regular meetings are also being organized between the Directors of three of UN-Water Programmes (UNW-DPC, UNW-DPAC and WWAP). Finally, a network with those responsible for communication within respective Programmes has been established.

Formal Management Response:

1. We propose that a strategy be developed in 2010, outlining how the UN-Water Programmes can be further aligned with and support UN-Water's overall mandate.
2. To streamline UN-Water operations and management, the UN-Water Senior Programme Managers have

decided that the mandate of the Programme Advisory Group will be integrated within the new Joint Steering Group.

3. We propose that the first UN-Water Senior Programme Managers meeting each year include a dedicated session to discuss the proposed Work Programmes of the Programme Offices with a view to support the streamlining of their operations and establish a greater ownership among UN-Water members.
4. We agree that further efforts should be made to link the Programmes' activities with those of UN-Water members and partners. The Work Programme planning processes of each Programme need to be reviewed to strengthen these links. UN-Water members and partners could communicate their planned activities on capacity building, advocacy and communication and assessments with the respective Programme to seek relevant support and increase the potential for inter-agency collaboration and communication.

Recommendation 5. The mandate, expectations and 'boundaries' of Task forces have to be clarified

Task Forces represent one of UN-Water's most important tools for fulfilling its core mandate of increasing collaboration and coordination within the UN System. They have become more and more operational and proactive, fostering activities that strengthen communication and collaboration among UN-Water members and, to an increasing extent, partners. These activities include:

- the development of policy briefs and key messages documents;
- the organization of seminars and side-events;
- mapping exercises to obtain a better overview of the mandates and activities of UN-Water members; and
- collective advocacy campaigns.

The role and operations of Task Forces were clarified with the establishment of a set of criteria for Task Forces at the 1st and 9th UN-Water meeting. As some Task Forces have evolved while others have had difficulties in taking off, there have also been increased discussions within UN-Water to review their structure, role and function. A general conclusion is that there needs to be a distinction between issues of more short-term character and those of

more long-term importance from a UN-Water (and water agenda) perspective.

Formal Management Response:

1. We have agreed to a structural set up that considers two different time horizons for core activities: (1) Thematic Priority Areas, covering long-term water related challenges that should be on UN-Water's agenda for a considerable time, and (2) Task Forces, covering more specific time-bound and output-focused activities, possibly as part of Thematic Priority Areas.
2. We agree that each Task Force should be led by one or two coordinators (from UN-Water members and/or the UN-Water Programmes or a partner jointly with a member). We also agree that for each Task Force a task-oriented Work Plan should be developed, indicating specific activities and outputs and potential budget requirements. A Task Force should be established for a 1-2 year period and should then be brought to a close. We propose that Task Forces report back to Senior Programme Managers meetings with clear recommendations for future actions by UN-Water.

3. We agree that, as with the Task Forces, the Thematic Priority Areas should be led by one or two coordinators. The role of these groups is to monitor developments and trends within the selected Thematic Priority Area and propose specific activities when needs arise. We

propose that the Coordinator of the Thematic Priority Areas provide a brief report before each UN-Water Senior Programme Managers meeting and indicate if there are upcoming events or activities requiring UN-Water actions.

Recommendation 6. Prioritization of specific areas of action in the UN-Water Work Programme needs to be carried out. Special attention needs to be given to increase country-level impact on the ground.

UN-Water's mandate should remain focused on its core objectives. A key challenge will be to strike a balance between UN-Water's supporting role, which does not include a mandate for implementation, and its increasing role as a proactive mechanism. In assuming a more proactive role, UN-Water is increasingly also involved in implementing activities. This is done as much as possible through members and partners but also through its support function. From 2008, UN-Water has operated from a rather detailed result-based Work Programme that has enabled more efficient planning, increased transparency and a greater capacity to review progress and ensure follow-up.

Formal Management Response

1. We have decided that UN-Water activities should be prioritized in close alignment with the identified Strategic Directions, as noted in this document.
2. We agree that UN-Water should concentrate further efforts on clarifying and/or establishing its role at the country- and regional levels over the next two years. The Task Force on Country-level Coordination has presented a number of recommendations and UN-Water Senior Programme Managers should decide on the course of directions for UN-Water. UN-Water has also decided to establish a Task Force on Regional Level

Coordination to define a potential role for UN-Water at this level. Careful considerations of financial implications stemming from activities at these levels should form a central part of the deliberations and decisions.

3. To better support UN-Water related activities, we propose that UN-Water's Work Programme planning be further integrated with the Work Programme planning of the Programme offices. This should be a specific task of the JSG in collaboration with the Programme Directors.
4. We propose that the Work Programme should include specific activities that would strengthen the role of UN-Water to respond to and provide leadership in a coordinated and agreed manner on key emerging issues that will have an impact on water resources management and development.
5. According to UN-Water's Terms of Reference, UN-Water shall "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 level in relation to both policy development and implementation". We propose that further emphasis needs to be placed on system-wide actions that UN-Water may contribute to, as focus so far has been more on the policy level.

Additional Management Feedback

Apart from the above 6 specific recommendations presented in the External Review, we also draw a number of additional conclusions that will warrant more focus from UN-Water in the coming years. In addition, received feedback has also raised a number of points of particular importance. We therefore offer a number of additional response options for the consideration of the Senior Programme Managers.

1. We propose that the original Terms of Reference of UN-Water be reviewed and updated if needed to ensure they correspond with current and anticipated future directions of the mechanism. Such an update must be conducted in close communication with CEB and HLCP. The new terms of reference should be submitted to them for formal endorsement.
2. We propose that a donor dialogue is organized on a regular basis in order to ensure greater donor buy-in and secure future commitments. The meeting with donors could offer an opportunity to discuss activities that may require substantial amounts of resources, such as increased country level engagement and an increased focus on indicators, monitoring and reporting. This will also enable more efficient long-term planning of UN-Water operations. Through the UNOPS Trust Fund management, regular updates and financial reports that track progress, expenditures and budgets will be secured.
3. We propose that a UN-Water meeting with senior UN management be organized on a regular basis. This could potentially be done in connection with the UN Commission on Sustainable Development (CSD), as the CSD is currently the only intergovernmental forum in the UN in which water and sanitation issues are discussed on a regular basis. The dialogue with senior management should focus on UN-Water's long-term vision, objectives, priorities and strategies. The discussion would also focus on how UN-Water activities can be further integrated into and support wider UN operations and political processes from the global to the country level. They would also serve to outline fundamental questions of global and political relevance where UN-Water could play a more proactive role.
4. We propose that a Communication Strategy be developed in 2010. The strategy would be aligned with the strategic priorities of UN-Water and build upon the collective capacities available through the UN-Water network of members and partners as well as UN-Water Programme Offices. It is essential to streamline the communication work of UN-Water with that of UNW-DPAC.
5. We propose the JSG and those responsible for the reporting functions should explore ways to further strengthen collaboration amongst the three reporting functions related to UN-Water (GLAAS, JMP and WWDR) and create greater cohesion in the development and delivery of key messages. Funding for the three reporting functions will be fully or partially channelled through the UN-Water Multi-Donor Trust Fund.

Follow-up process and time-line

This management response was discussed by the Senior Programme Managers of UN-Water at the 12th UN-Water Senior Programme Managers meeting held in Hamilton, Canada (2-4 February 2010). The Senior Programme Managers provided their comments on the formal management responses and recommendations presented here so that appropriate actions can be taken as soon as possible after the SPM meeting. This final version reflects all the comments received from the UN-Water partners and donors.

The timeline for actions, as indicated in the formal management responses, has been decided in accordance with the decisions taken at the 12th UN-Water meeting. Many of the decisions, particularly regarding strategic directions and structural changes to UN-Water management, took effect immediately after the meeting. Other actions will be undertaken in due course.

Annex 1. Some facts on the review process

The review was conducted between April and September 2009. It began with a design and consultation phase to determine the scope and method of the review and identify the key stakeholders to interview. The process resulted in the development of a review framework adapted from the Development Assistance Committee evaluation model and focused on assessing the relevance of UN-Water, its efficiency, its effectiveness and its impact. This process was followed by a consultative phase where, in total, 45 people were interviewed and/or responded to a questionnaire. Those consulted were comprised of:

- 21 people representing 15 UN-Water members
- 13 people representing 12 UN-Water partners
- 1 person representing a UN-Water Programme office
- 2 persons representing UN-Water partners with special status
- 4 persons representing UN-Water donors
- 4 persons representing the support function of UN-Water

The review team also consulted 35 different documents associated with UN-Water, including meeting reports, work programmes, annual reports and more substantive documents.

The review team presented a summary report at the 11th UN-Water Senior Programme Managers meeting held in Stockholm in August 2009 where they also made a presentation. Based on comments from members at this occasion and some additional follow-up activities, the review team finalized their report and submitted it to UN-Water in late September 2009. The final review was sent to all UN-Water members, partners and donors with a request for comments.

Annex 2. A short background on UN-Water

UN-Water was established in 2003 as a mechanism for improving the coordination of the UN agencies and organizations engaged in work related to water and sanitation. The goal is to contribute substantially to the achievement of global water- and sanitation-related targets and goals, and in particular those articulated through the Millennium Development Goals (MDGs) and the Johannesburg Programme of Implementation (JPOI).

UN-Water complements and adds value to existing UN programmes and projects by facilitating synergies and joint efforts among the implementing agencies and in the water sector more widely. In doing so, UN-Water seeks to:

- improve the coherence in UN system actions at all levels, and in particular at the country level;
- contribute to the global policy debate on water-related issues through active participation in global policy fora and events and the production of assessments and policy reports for informed decision-making;
- contribute to increased knowledge on water-related issues through relevant monitoring and reporting systems and serve as an entry point for water-related indicators, data and information;
- identify emerging issues related to global water challenges and provide a platform for UN System strategic discussions on how to prepare for and cope with them effectively; and
- increase the capacity of stakeholders through the provision of relevant information and policy advice that is made available through the extensive experience of UN-Water members and partners.

UN-Water has undergone progressive positive changes since it was established in 2003. The addition of two staffed posts: a Chief Technical Adviser (since November 2007) who provides support to the Chair and a Water Advisor (since November 2008) who provides support to the Secretary, has strengthened the management structure. This strengthened capacity has been made possible through donor support to a Multi-Donor Trust Fund, which was established in March 2007. Current donors are United Kingdom (since 2007), Norway (since 2008) and Sweden (since 2008). Resources made available by the Trust Fund have enabled UN-Water to be more responsive to identified needs and emerging focus areas. As a result, UN-Water has

evolved into an increasingly proactive platform for dialogue among UN agencies, partners and other stakeholders on water-related issues.

Since 2008, UN-Water has operated from an annually updated Work Programme. In addition, UN-Water Operational Guidelines and UN-Water Partnership Criteria have been developed to guide UN-Water operations and relationships with partners. Current activity areas are:

1. Coordination and coherence among UN-Water members and partners at all levels

This activity area aims to enhance coordination and coherence among UN-Water members and partners in various areas and at all levels.

2. Monitoring and reporting progress towards water related MDGs and JPOI targets

This activity area addresses UN-Water's role to provide coherent and reliable data and information to external stakeholders on key water trends and management issues. Three major reporting initiatives provide a comprehensive picture of the state of global water issues.

3. Communication and advocacy

This activity area aims to increase the communication and advocacy role of UN-Water (beyond the assessments and reports), make information more accessible and contribute to a more coherent and coordinated UN involvement in major activities and at international conferences.

4. Addressing emerging trends and challenges

This activity area addresses current and potential global changes and challenges that influence the water agenda and by extension the possible priorities of UN-Water and its members and partners. Still under development, UN-Water intends to be more proactive in identifying emerging trends and challenges and seeking potential collaborative responses from its membership.

5. Efficient UN-Water operational and institutional arrangements

This activity area focuses on the efficient internal operations of UN-Water, including Work Programme planning and Trust Fund management.

