Empowered lives.
Resilient nations.

December, 2016

Management Response

To: External Review of Sida's support to the UNDP Water and Ocean Governance Programme (WOGP)

Introduction

This is a response to the External Review of Sida's support to the UNDP Water and Ocean Governance Programme (WOGP), which was conducted by PEMconsult in the July–November 2016 period. The Review concentrated primarily on the WOGP delivery mechanisms of Cap-Net, Water Governance Facility (WGF), GoAL WaSH, and Shared Waters Partnership (SWP) which are the parts of the WOGP which have benefitted the most of the Sida support.

Within the limited scope of the present Review, the review team (RT) has done a thorough job in sifting through large volumes of documentation and interviewing a significant number of persons. The RT has focused on the internal coherence and management of the programme, with particular emphasis on the reporting and presentation of results. This is also the area where most of the action points pursuant to this Review will follow.

The strategic direction of the WOGP in the post-2015 era and beyond the present phase of Sida funding has been given less emphasis in the Review. The general conclusion is to align with the framework provided by the 2030 Agenda and the Sustainable Development Goals (SDGs). Indeed, the WOGP has an obvious place in relation to the Waters SDG6 and Oceans SDG14; inducing a Governance or collective action entry point to Sustainable Development.

The next section discusses each of the recommendations and the main conclusions made by the RT, and further comments on selected recommendations within the report text. The suggested actions are then listed in a tabular form. The final section highlights the most important insights and conclusions from this review exercise. We welcome a discussion with Sida regarding the recommendations, suggested actions and overall conclusions.

Discussion of Review Conclusions and Recommendations

The main conclusions and recommendations have been extracted as abridged in the executive summary and included in the boxes below. They are discussed in the order of presentation of the Review report.

RELEVANCE - The overall conclusion of the review in respect of the relevance of the Sida-supported parts of WOGP is positive.

Indeed, the brunt of activities are carried out in response to needs and requests from national governments and stakeholders, and implemented with partners on the ground. Governance, including pertinent cross-

cutting issues of democracy and human rights, integrity, equality, gender, environment and climate change, remain relevant as they are commonly the required entry point for instilling collective action around shared water resources and service delivery problems. As noted by the RT, the continued demand for services for WOGP support is a measure of relevance.

The WOGP aims to maintain its flexibility, agility and demand-responsiveness in order to continue to 'do the right thing' by way of staying attuned to the cause of sustainable development and the needs of partners and stakeholders on the ground.

EFFECTIVENESS – The review concludes that UNDP WOGP is effective but with unfulfilled potential, in general, and requiring improvements in progress tracking and benchmarking accomplishments, in particular.

The RT confirms the substantial body of accomplishment of WOGP and its constituent delivery mechanisms, highlighting the contribution of the programme towards putting water governance at the center stage in water-related processes.

Yet, the RT sees the potential to deliver even more, principally by enhancing synergies between delivery mechanisms. Above all, it is suggested that the WOGP should report much more clearly on achievements, along with the tracking of fulfilment of plans and objectives.

The WOGP is well aware that the coherence of the full programme is not made visible. The progress tracking, reporting and outreach lies primarily at the level of each of the delivery mechanisms. Yet, it is recognized that much benefits can be derived from a more coherent programme-wide reporting. Efforts will be afforded towards streamlining the presentation and reporting coherence of the full programme, including delivery mechanisms of WOGP as well as other related activity areas of UNDP work.

EFFICIENCY – The Review Team finds that UNDP WOGP is efficient, but with improvements possible in internal knowledge sharing, programme coordination and relationships with UNDP country offices.

The RT asserts to the cost efficiency of the WOGP (and Cap-Net) delivery through a web of local networks. This response wishes to add also the cost effectiveness of delivering through UNDP country offices (COs), many of which have been established for decades and enjoy long-standing relations of confidence with country governments and local civil society. This is an asset not only for delivering results in fragile settings, but also a vehicle for assuring relevance and alignment with government ambitions in most partner countries.

The improvements suggested by the RT relate primarily to the inter-relations between the delivery mechanisms, and also their efficient collaboration with the relevant COs. This relates both to programme delivery and knowledge management. Cost effectiveness can also be hampered by the relatively recent lack of operational funding which has rendered fixed costs to have increased relative to outputs.

The WOGP is putting additional emphasis on resource mobilization in order to achieve a more optimal scale of operations. Attention will be given to developing synergies in knowledge management programme delivery in order to achieve a cost-efficient mix of delivery mechanisms, networks and COs. Assuring

appropriate linkages between websites and result reporting, as alluded to above, may be important vehicles for this endeavour.

IMPACT – The Review Team finds that UNDP WOGP has contributed to the realisation of impacts in water governance and capacity development, but that efforts to systematically identify, document and communicate evidence of outcomes and impacts should be actively pursued.

The RT has taken due note of efforts to collect qualitative and quantitative results from WOGP interventions, along with the difficulties in pinning down the results stemming from governance reform, capacity building and knowledge management. Indeed, result tracking requires time and resources, which partly have had to be reduced due to funding cuts in some areas.

Yet, the RT is very clear on that efforts must continue in this area. Indeed, further systematization of result tracking and reporting will be explored. This is also seen as a critical issue for generating greater success in resource mobilization, which ideally will yield further resources to invest into this area.

As WOGP we are convinced of the importance, relevance and effectiveness of investing in governance. Due note is taken of the need to further support this claim by further developing the theory of change of the programme, and to investigate and record the contribution of collective action, capacity development and knowledge management towards sustainable development.

One significant effort in documenting the impact in terms of influence, leverage or other synergy produced by interventions is included in the Review report itself (Annex 2). This data provides the basis for asserting that one US dollar invested in GoAL WASH at national level has contributed to leveraging USD 19 and influencing other programmes to a level of USD 13. This is a good example of the type of impact tracking which WOGP needs to continuously engage in.[1]

SUSTAINABILITY – The review finds that [the Sida-supported components of] UNDP WOGP is worth sustaining but that it should make the effort to communicate (and take advantage of) the clear values added through internal coherence and synergies among its constituent parts.

It is noted that 'sustainability' in the general context of a review/evaluation refers to the 'continuation of benefits of a development intervention.' Many of WOGP's interventions are based on the premise that the continuation of benefits from interventions – sustainability – in water management and service delivery is the critical issue to be addressed. Too often similar interventions, e.g. into water supply schemes, are repeated over and over again due to lack of sustainability, i.e. that schemes fall into disrepair not long after. The WOGP therefore emphasizes the fostering of agreements between actors, coordination of roles and responsibilities, along with the enhancement of accountability relations. In line with the existing theory of change (to be further improved) it is claimed that the WOGP enhances sustainability by way of its philosophy and nature of development interventions.

[1] Another example is the effective qualitative and quantitative summaries of results from the WOGP vertical funds portfolio, "International Waters - Delivering Results," available for 2016, 2012, 2007, 2004 and 2002.

As asserted under other headings by the RT, there "appears to be more awareness and acceptance that addressing issues related to water governance policy and practice and capacity strengthening are essential to achieve sustainable water development." This is part and parcel the enabling environment, in which governance practice, including professionalism, impartiality and integrity, are what guarantees that a conducive legal framework becomes more than a formality.

Moreover, as noted by the RT, the WOGP is in itself worth sustaining. The RT finds the WOGP to benefit from strong internal and external environment by way of its constituent collaborating organizations and partnership base. Yet, in order to assure long-term sustenance/funding of the programme, further emphasis is to be given to assuring internal coherence and synergies and the improvement of externally communicating its results.

Clearly, the complementarity and synergies between delivery mechanisms and the various levels of the UNDP organizations as well as external parties need to be assured in operations, and also need to be more clearly communicated to the outside world.

RECOMMENDATIONS

The recommendations of the Review have been grouped into the issues of Planning, Reporting and Partnerships. The set of recommendations relating to each issue is included in the boxes below, with a discussion of each issue following directly below.

Planning

1. Adopt a coherent, aggregated business plan approach to the annual WOGP planning cycle
2. Develop and implement strategies for diversifying the funding base and mobilising new funding
3. Continue to adopt a demand-driven outlook in selecting and prioritising activities and strategic partners while simultaneously maintaining focus and alignment as defined by the strategy and results framework
4. WOGP should consider the following subject areas in planning for the future, particularly relevant to a development agenda likely to be dominated by the SDGs and the Paris Agreement, while upholding its core competencies and comparative strengths in water governance, policy advice, capacity development and conflict resolution
    a. The water-energy-food security (and ecosystem) nexus
    b. Meeting the water and sanitation challenges of the rural-urban continuum
    c. Expanding the scope of the water governance entry point to include improving the resilience of communities to adapt to climate change
    d. Water, migration and disaster mitigation

Adequate planning is critical for effective and efficient programme delivery. The most rigorous planning is at present conducted at the level of each delivery mechanism of the programme. The WOGP maintains that the individual delivery mechanisms and especially the larger programmes supported by vertical funds (not covered by the present review) need to continue their systematic annual business planning. Hence, this response suggests to maintain the most rigorous planning at the present level, i.e. by delivery mechanism / vertical fund programme.

However, recognizing the need to develop and show greater coherence of the full WOGP, the recommendation (#1) will be taken, albeit not as to develop an aggregate business plan, but rather to develop a synthesis birds eye annual overview. As alluded by the RT, this should help the more coherent result reporting where the RT are suggesting greater attention to progress in relation to planned targets. A brief overview/summary WOGP annual plan should prove helpful in this endeavour.

In order to diversify the funding base and mobilise new funding (rec # 2), strategies exist in draft of more or less coherent forms within each of the delivery mechanisms. In order to properly implement the strategies, they need to be better structured and 'finished.' Above all, promising trails, proposals and initiatives for new, renewed and continued funding are to be pursued with insistence. At the same time, existing (draft) strategies are to be enhanced with a view towards sustaining efforts while enhancing success rate.

WOGP will maintain the demand-driven outlook in selecting and prioritising activities and strategic partners (rec #3). This requires no new action. However, to simultaneously maintain focus and alignment in line with the strategy and results framework remains a challenge.

As suggested elsewhere, additional effort, greater clarity and coherence in the tracking of progress is required. Focus, alignment and congruence with reporting processes is to be achieved primarily by way of tweaking the reporting framework for the post 2017 work, rather than by changing the aims and activities (see further discussion below in relation to rec #6).

On recommendation #4 we take note of the main suggestion to uphold the core competencies and comparative strengths in water governance, policy advice, capacity development and conflict resolution. It is indeed the intention of the WOGP to maintain and further build its comparative strengths.

With regard to the four subject areas (a-d) suggested to be considered, this management response generally reiterates the need to highlight linkages to existing work rather than to embarking on these areas.

On (a) water-energy-food security (and ecosystem) nexus, or water-energy-environment-food nexus, such matters ought to be captured in an appropriate IWRM (integrated water resources management) process. Indeed, particularly Cap-Net but also the whole of WOGP having fostered and promoted IWRM for many years, it appears that with the inclusion of IWRM into SDG target 6.5, it is time to reap the (attention) benefit of this persistence. Indeed, Cap-Net in particular will be involved in the monitoring of several SDG6 targets. IWRM processes, if not actually monitored, at least supported, ought to remain in focus. Again, this includes a range of nexi. Notwithstanding, acknowledging that not all sectors or uses are equally important in all settings, we might want to look into various 'solutions nexi' that captures and concentrates on the most important variables for any given setting.

Regarding the rural-urban continuum (b), this full geographic context thinking is aptly covered by approaches for integrated urban water management (IUWM) where the WOGP and various delivery mechanisms are already involved e.g. in the Urban Water Hub under leadership or initiative of the Global Water Partnership (GWP). Other existing ideas regarding city-wide sanitation, urban water equity or water and wastewater regulation might fit well into the IUWM umbrella or in any case pursued with pertinent partners, e.g. UN-Habitat or relevant local governments. Hence, this suggestion is indeed taken as it is already part of ongoing pursuits albeit still in proposal stages.

On resilience of communities in the face of climate change (c) and migration and disaster mitigation (d), UNDP is already a major player in both these areas. The UNDP portfolios in climate change adaptation and disaster risk reduction are sizeable. In effect, whereas WOGP focuses mainly on water as a 'resource,' the climate change and disaster risk reduction programmes address water issues more from the 'threat' angle. Since both angles exist simultaneously, the suggestion of the RT is taken as a cue towards further insisting on the linkages and complementarities of the various programmes of UNDP and its partners.

Emerging areas that should remain in focus, pending additional funding, are wastewater governance (including sanitation as well as safe reuse and enhancing integrity in permits and policy enforcement) along with issues (such as human rights, equity, resource conflicts and traditional ecological knowledge) of water and indigenous peoples. This might link to UNDP's ongoing work on human rights and gender in relation to extractive industries.

Many of the issues discussed involve the reduction of marine pollution from land-based activities (SDG target 14.1), which speaks for presenting coherence in the 'source to sea' or holistic water cycle approach. Again, maintaining the relative strength and entry point of governance, the WOGP will indeed align with the SDGs in general and the SDG 6 and 14 in particular. The way that several delivery mechanisms and sub-programmes jointly span across all four of the presently existing thematic priority areas is not aptly captured in the present progress reporting. Such coherence and complementarities might be easier shown by aligning with the SDGs.

<u>Reporting</u>

5. Improve results reporting and progress monitoring
6. Institutionalise internal learning and knowledge management within WOGP
7. Clearly articulate the internal coherence within WOGP and the value added through synergies among its delivery mechanisms
8. Capture and communicate impact stories and enhance the visibility and comparative strengths and advantages of WOGP

Results reporting (rec #5) is an area on which the RT has indeed focused our attention. The strategic importance of this is understood and action will be taken by enhanced effort in collecting, organizing and presenting results in forthcoming progress reports. Continued complementarity of qualitative and quantitative result tracking and focus on the longer term impact are messages taken on board.

In order to address the coherence between planning, implementation and reporting, the WOGP efforts will be geared towards tweaking the reporting framework for the next operational phase as a primary vehicle to achieve this very much desired coherence. For the coming two annual reports, however, the progress tracking will inevitably pivot around the existing result indicator framework.

In view of the general approval of the demand driven approach and existing set of activities, endeavours to create coherence will be invested into creating a result framework which is more apt to capture the results of actual WOGP activities in a clear and coherent manner rather than to tweak activities to fit better into the existing framework.

In sum, while the existing result reporting framework will be fully adhered to and reporting through during the present 2014-2017 phase of the WOGP programme, the brunt of the effort is to be invested into a next-phase result reporting framework which should more fluidly capture the on-the ground contributions of the WOGP towards sustainable development. This is the WOGP way to tackle the 'disconnect' in the reporting process that the RT highlighted.

To institutionalise internal learning (rec #6) we see the continuous need to practice the knowledge management actions that we preach in terms of documentation, analysis & reflection, and above all the sharing of experience. One internal learning mechanisms, as highlighted by the RT, is to sit in on annual reviews/meetings. This is indeed widely practiced within the WOGP and all of the delivery mechanisms. Moreover, while not formally institutionalised in operational procedures either, there is significant and extensive collaboration 'upstream' and on the ground between the delivery mechanisms and the various parts of the WOGP. Whereas the impression of the RT is that the collaboration depends on personal relations or ad hoc arrangements, high levels of exchange and collaboration have nonetheless been maintained throughout the existence of the delivery mechanisms and the WOGP.

Notwithstanding, the point of organising this mutual learning and exchange in a more systematic way so that it also covers all parts of the programme in a better way is well taken. Efforts will be afforded to facilitate further contacts between e.g. Cap-Net networks and UNDP COs. The various web-sites are to be linked as appropriate. And when developing new initiatives, partnerships will continually be forged between WOGP sub-programmes and partners. Working together in long-term partnerships may be the most effective way to foster internal learning. Enhancing the use of each other's websites, report and facilities (e.g. Virtual Campus) should be continually reinforced.

Clear articulation of the internal coherence within WOGP and the value added through synergies among its delivery mechanisms (rec #7) is well taken. The Review generally speaks for maintaining the existing set of delivery mechanisms but strongly emphasising the way they complement and jointly collaborate and contribute to a greater whole. The requested articulation is to be addressed primarily by way of the new 'brochure,' annual planning and progress reporting, the 'revised strategy' and the alignment of websites. The actual linkages and coherence will be maintained by continued collaboration and exchange, always with a view towards its improvement and additional synergies or savings.

To capture and communicate impact stories and enhance the visibility and comparative strengths and advantages of WOGP (rec # 8) should also be addressed through improved reporting and communications. The basis, however, requires concerted action into the capturing as well as the communications. There is no new action required, but the persistence and continuous improvement of ongoing efforts to this regard.

Partnerships

9. Reflect on WOGP's relevance vis-à-vis the future UNDP strategy
10. Continue to strengthen collaboration with UNDP country offices to enhance delivery and sustainability of WOGP outputs and outcomes

UNDP has started the process of preparing its next Strategic Plan (2018-21). It is expected to be approved in September 2017. The Plan, which will form the basis for UNDP's journey to 2030, will include an overall narrative, outlining UNDP's vision and specific offer for the coming four years as well as an integrated results and resources framework. The WOGP will need to fully align and prove its relevance in relation to this (rec #

9). For this reason, the WOGP contribution to the plan is expected to be updated and revised as the overarching Strategic Plan is increasingly developed and grounded in country and regional realities. (The first proper draft of the WOGP strategy contribution is expected to be developed by April, 2017, for the major proposal to be developed for continued support beyond 2017 from Sida.)

The development of the WOGP contribution and the overarching UNDP strategic plan will be in tandem. Both processes will develop within the broader framework of the SDGs. The WOGP relevance should be well motivated.

Continued collaboration with and through COs is a given. Indeed, the contribution of the WGF and Cap-Net builds on the tenet that UNDP delivers through its network of offices and representations. These are deemed to already possess key governance experience and expertise, and relevant delivery capacity, which is to be complemented by key water-related expertise from SIWI and the networks of Cap-Net. Note is well taken regarding the fact that all parts and programmes of a huge organization like UNDP can always make wins by further enhancing collaboration, information flow and coherence of interventions.

FURTHER RESPONSES

Within the Review report, it is highlighted that leveraging of resources has been quite successful. These successes (in cash and in-kind) need to be better documented at the aggregate level and utilised to show coherence and demand for the activities and results being delivered. Further, resources available and generated, along with existing and future funding gaps might be most strategically presented in aggregate form. This 'aggregate' will become one new feature in the ongoing resource mobilization efforts towards attracting thematic but increasingly less earmarked funding.

The UNDP advantage in terms of being represented in nearly 170 countries and territories and consistently being ranked as one of the most transparent aid organizations.[2] The sustenance of the organization and its administration is what is managed by the organization's core resources and General Management Support (GMS) assessed on all UNDP projects. As suggested by the RT, the actual value added by the overhead contribution might be highlighted in a constructive way. Indeed, whereas the overhead of most other organizations only go to the administration of the same, in the case of UNDP it also goes to an unprecedented network of offices and channels to developing country governments and partners.

As also indicated by the RT, the emphasis on the role of and the relation with the COs will be important. The Senior Water Advisor will endeavour to continue and develop existing and new relations between WOGP and its delivery mechanisms and the UNDP regional hubs and COs. And particularly the COs with the larger or more important water-related programmes.

There is a range of suggestions that relate broadly to capacity development, throughout the Review report. Operational concerns involve the (too lengthy) production time of manuals and broader issues of affiliation/ institutionalisation and varying activity levels of the constituent Cap-Net networks. On the latter it should be noted that particular tools and training materials for the purpose of network management have been developed by Cap-Net, and are consistently applied to support the process of maintaining vibrant networks. On the other hand, the varying organizational setups of the Cap-Net networks as well as the secretariat pose

[2] The 2016 Aid Transparency Index recognized UNDP as the most transparent aid organization among 46 international agencies and governmenets, representing 98 per scent of Official Developlment Flows.

different advantages and challenges. The question of institutionalisation and organization will be pondered across Cap-Net during the coming year.

An important feature, which was not so much highlighted by the RT, is the South-South linkage provided through the collaboration through Cap-Net's networks. This important feature needs to be nurtured in the continued development and streamlining of the organization of the Cap-Net endeavour. The 'hemisphere' vision should also be kept in mind in relation to the recently more structured 'continental' collaboration or partnerships between African, Asian and Latin American networks, respectively, in the area of resource mobilization as well as cross-network learning.

At the substance level, there is a recommendation to Cap-Net, also from a previous review, to engage more in longer-term institution-building, as a complement to individual learning. This is a broader trend in capacity development to work increasingly with organizations (mostly on the job) rather than individuals (outside of their institutional settings).[3] Indeed, whereas the brunt of the trainings delivered by Cap-Net networks have been delivered to individuals, and this is also where the MELP (Monitoring, Evaluation and Learning Plan) tool is focused, several proposals and initiatives (not yet funded) focus on longer-term development of specific organizations.

In addition, the development of training manuals can be a way of engaging more directly with institutions planning to use the same, forming part and parcel of more long-term institution-building initiatives. In any case, the way that manuals are currently developed – relying heavily on partner in-kind contributions (which partly explain the delays mentioned above) – might also be an asset for resource mobilization and institutional strengthening. Indeed, the resource mobilization potential for long-term institution-building around the development of manuals and trainings can be further explored.

The Cap-Net outputs beyond the delivery of trainings might also merit from greater emphasis (in the review as well as in the promotion of Cap-Net). Within the very much related areas of Capacity Development, Partnership Strengthening and Knowledge Management, additional emphasis could be afforded to the broader development and sharing of knowledge. For example, an important set of training materials and water knowledge products developed by other organizations is accessible through Cap-Net's website. There might be a potential for becoming more of a hub for training and knowledge exchange than a provider of training courses per se.

In addition, the facilitation of expertise, e.g. through the searchable Expertise roster, might also become a grander feature in the future. In fact, it is the expertise providing function which is in greatest demand by UNDP regional hubs and COs.

With regard to impacts, the way Cap-Net has managed to introduce "soft" issues into "hard" engineering (university based) training is an achievement to nourish. Such development of manuals and curricula is an important upstream intervention, later contributing to the incorporation of rights, equity and strategic environmental concerns into infrastructure and water resources planning. This long-term and important contribution of Cap-Net and the WOGP must be safeguarded.

[3] This is also a major finding of WGF Report no 6 on *Developing Capacities for Water Integrity. Reflective Review of Approach and Impact of Training Courses.*

Summary of Actions

The action points resulting from the above response to the conclusions, recommendations and the Review at large, are reiterated in the list below.

Action	*Target Date*
Strategically align the WOGP programme in the SDG framework. a. Contribution to SDG6 and SDG14 already outlined in documents on *UNDP Support to the Implementation of Sustainable Development Goal 6* and *14* respectively. b. Develop brochure/publication to insert WOGP into the full SDG framework and present WOGP organization and the roles, coherence and complementarity of delivery mechanisms as well as rest of UNDP and partners. c. Revised WOGP strategy (i.e. contribution to UNDP strategic plan) including refined (improved) Theory of Change and reporting framework	a. Done, but as a living document could be revised during 2018. b. February, 2017. c. In draft by April 2017.
Intensify resource mobilization efforts. d. Delivery mechanisms (Cap-Net, WGF and GoAL WaSH) to continue generation and search of co-funding, and contribute to efforts to generate additional non-earmarked WOGP thematic funding. e. WOGP Senior Water Advisor to spearhead the intensified search for additional non-earmarked WOGP thematic funding and support co-funding efforts of COs, networks, regional hubs and delivery mechanisms. f. WOGP, Cap-Net, WGF and GoAL WaSH to 'refresh' (review/revise) existing/draft fund-raising strategies as a means for sustaining efforts with enhanced success rate. Internal documents.	d. Imminent and continuous. Explicit stock-taking of efforts and success rate to be included in all future progress reporting. e. Idem. f. Refreshed strategies by June, 2017.
Coherent aggregate planning g. A brief overview of annual efforts of the WOGP will be developed each year, as a complement to existing annual business/work plans of delivery mechanisms and sub-programmes. This should be an internal document to aid corporate planning and aggregate progress tracking.	g. March, 2017, and subsequent years.
Knowledge management and development of synergies h. Existing knowledge management platforms/websites[4] to be reviewed in order to assure appropriate synergies in sharing experience and lessons learned along with better cross-linkages of the platforms/ websites.	Continuous review, on-going exercise. h. Improved links between websites by end of 2017.

[4] http://www.undp.org/water, http://www.cap-net.org/, http://watergovernance.org/, http://iwlearn.net/

Action	*Target Date*
i. Letters to introduce various Cap-Net networks and services to UNDP regional hubs and COs will be tailored to enhance future collaboration and synergies. (it should be noted that information continuously needs updating, hence informing should be seen as a continuous activity) j. Building increasingly strong relations between WOGP and the COs with the most important water portfolios k. Further develop/emphasise Cap-Net knowledge, expertise and information brokerage assets and potentials, longer-term support to institution building, along with the exploration of alternatives for administrative/institutional setting of networks and secretariat.	i. Letters to be crafted in January-July 2017 period. j. Initiated and continuous effort. (stock-taking at end of 2017.) k. Various areas being explored (stock-taking at end of 2017)
Improve results reporting and progress monitoring l. Annual progress reporting by delivery mechanisms and WOGP overall to be better structured to capture cumulative results, relate to targets, capture resource mobilization efforts and success rate, co-funding, leverage and impact, include a risk (and opportunity?) log, and show overall coherence and synergies. m. Develop a revised framework for result reporting for 2018 onwards.	l. Incremental and continuous improvement starting with next reporting, from 2016, due January & February, 2017. m. Revised reporting framework as part of new draft WOGP strategy, April 2017.

Response Conclusion

The main take-away from the present review exercise is the need to develop and to show programme coherence across the WOGP. It is hoped that the additional and improved reports and reporting processes, as suggested above, will succeed in forging and credibly showing such coherence. Coherence should be additionally conducive to efficiently produced (and better captured!) results through synergistically cooperating and jointly learning delivery mechanisms and sub-programmes.

A more coherently presented WOGP should in turn become increasingly successful in attracting the requisite resources for its delivery towards sustainable development on the ground. The efforts of the Senior Water Advisor will be increasingly geared towards the search for unearmarked additional funding, with the mutual support of the delivery mechanisms carrying the primary responsibility for identifying co-funding for joint endeavours.

We look forward to working with Sida to ensure the realization of these plans and actions and express our sincere thanks to the RT for their comprehensive efforts and constructive inputs towards enhancing the realization of the WOGP's mandate.