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PROGRAMME COMMITTEE

Hundred and Tenth Session

Rome, 7 - 11 May 2012

FOLLOW-UP TO THE EVALUATION OF FAO'S WORK RELATED TO WATER

Background

1. *The Evaluation of FAO's Role and Work Related to Water*¹ was presented to the Hundred and Third Session of the Programme Committee (12 - 16 April 2010). The Evaluation made 35 recommendations.
2. In the Management Response,² the Secretariat welcomed the Evaluation and accepted 13 recommendations, partially accepted 21 and rejected 1. Of the 34 recommendations accepted totally or in part, Management considered that 22 would require further funding while 12 could be implemented without additional funding.

Key issues

3. This follow-up report reflects the efforts made by the Organization in implementing the recommendations and reports progress on all but 3 of them. The main factors that have contributed to this progress include alignment of 2010-11 work plans to target the Evaluation recommendations, the mobilization of additional extrabudgetary resources, and greater collaboration between FAO units working on water.
4. The Evaluation's major conclusion was the need for establishing a FAO Water Platform, followed by the development of a strategic vision for water in FAO, as the main pillars for achieving internal coordination and leverage of expertise across the Organization, and reflecting the importance and objectives of water in FAO's mandate. Thus the first step the Organization took was to establish the Platform beginning in mid-2010, as detailed under actions taken on recommendations 1 and 31-35 in the table below. This involved lengthy and ample internal consultations and dialogue, and the Platform has started to promote coordination and serve as the operating arm for the whole process, while at the same time addressing as many other recommendations as possible.

¹ PC 103/9

² PC 103/9 a)

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5. During 2010-11 the Water Platform was supported by the reallocation of Regular Programme resources of the Land and Water Division. This allowed the Platform to operate and carry out several activities as detailed in this report. The Programme of Work and Budget 2012-13 included resources for a dedicated senior professional officer and one support staff to provide the Secretariat of the Platform. Non-staff resources to cover other costs such as travel, meeting requirements, communication, dissemination of products, etc. are supported through existing activities falling under the Water Platform.
6. At present, all water-related activities are streamlined through the FAO Water Platform and shared with the concerned units for greater integration. The latest of these activities is the corporate organization of the World Water Day 2012, under the theme “Water and Food Security” on behalf of UN-Water; the preparations for “FAO Water Days”, planned to be held in May 2012; and the organization of the World Water Week 2012 on the theme “Water and Food Security” in Stockholm, Sweden. Other corporate activities on water, including joint work within the framework of field projects, are highlighted in the table below.
7. Despite the issues and circumstances highlighted hereunder, the Organization was able to give due attention to nearly all of the recommendations as detailed in the table below. In view of the complexity of coordinating action on such a wide range of recommendations, which cut across many units, the present report should be considered as interim in the implementation process.
8. The Medium Term Plan 2010-13 provides a programmatic basis to bring together FAO’s work in water issues. In this regard, FAO’s work to help countries address water scarcity in agriculture and strengthen their capacities to improve water productivity of agricultural systems at national and river-basin levels including transboundary water systems is programmed and resourced across all FAO units in Organizational Result F-02. However, in the absence of an agreed strategy for FAO’s work on water the level of Regular Programme resources for F-02 has declined by 6.4 percent from 2010-11 to 2012-13 based on allocations by collaborating units (NRL, AG, TC and the regional and subregional offices). FAO’s work on water management related to forests is programmed and resourced under Organizational Result E-02, while water-related work on fisheries is programmed throughout Strategic Objective C on sustainable fisheries and aquaculture.
9. The mobilization of extrabudgetary resources, including emergency projects, has been instrumental in partially offsetting the budget constraint and addressing partially or totally the recommendations that fell within the scope of these projects and which are not systematically captured in this report. The mobilization of additional resources from IFA *Water and Land Scarcity*, for which a proposal had been developed, did not materialize.
10. As regards human resources, the Evaluation emphasized that “*FAO is below critical mass of staff for both the water-related normative and field programmes*” and made recommendations regarding both their increase and allocation. In actual terms however, the staff on board and covering directly FAO’s work on water during 2010-11 was below the level of the previous biennium. Retirement and mobility, associated with long delays in recruitments, left a total of more than ten posts vacant for long periods of time in NRL, Africa (all posts except two), the Near East, Asia and the Pacific and Central Asia. This situation, which had some implications on the implementation of both the programme of work on water and follow-up on the Evaluation recommendations, has been addressed recently through the recruitment of land and water specialists in decentralized offices (DOs). In Africa, the Near East region and Asia, where water scarcity is an issue, the number of land and water positions has now been increased (four in the Near East, six in sub-Saharan Africa and four in Asia). The total number of land and water positions in decentralized offices is at present larger than at headquarters.
11. The Management Response to the Evaluation was prepared by the Secretariat and considered by the governing bodies after implementation of the PWB 2010-11 had begun. The units concerned by the recommendations reviewed their work plans with a view to aligning them with the recommendations, taking account of commitments already made in the PWB, and this has continued in 2012-13.

12. Good progress is reported on the implementation of many of the Evaluation's recommendations, though it is recognized that much remains to be done to make FAO's role and work on water fit for the needs of its member countries and partners. Further discussion on the topic may be undertaken within the framework of the ongoing Strategic Thinking Process, and the review of the Strategic Framework and preparation of the Medium Term Plan 2014-17 provide the opportunity to further address the recommendations.

Guidance Sought

13. The follow-up report is for the information of the Committee.

Recommendations	Actions agreed in Management Response (April 2010)	Action taken, comments and explanation
<p>1. FAO should define its mission statement for its work on water and land, centred on food security. This should be formulated to include the following concepts: <i>“Food security is a prime objective in the work of FAO. To realize this objective, FAO should strengthen the efforts to ensure that the policies, management and use of water and land resources are coordinated to the extent necessary and feasible. The purpose must be to improve and stabilize the productivity in the use of these resources in a long term perspective, i.e. to meet an expected increase in demand for food and other goods and services from the agricultural sector. This can only be achieved by taking the different capabilities of women, men and youth into account. Special attention must be paid to the inclusion of poor and vulnerable groups. This approach should be the basis of the design of the technical, financial and institutional arrangements.”</i></p>	<p>Further funding: Yes</p> <p>Accepted: Partially</p> <p>Comment: The need to review the mission statement for FAO’s work on water is acknowledged as is the need for coordination and adjustment of the technical, financial and institutional arrangements. The development of a mission statement and vision for FAO’s work on water requires the participation of all departments and decentralized offices.</p> <p>Action: A review of FAO’s vision and strategy on water would be pursued through the Water Platform.</p> <p>Timing: Within the biennium 2010-2011</p> <p>Responsible Unit: NR leading the process</p>	<p>FAO Water Platform has been established and is operational. The establishment process was carried out in 2010-11 and comprised a series of interactions with decentralized offices and meetings at headquarters, the preparation of an internal document addressing the objectives, terms of reference, work programme, governance and implementation of the Platform. The main focus was on bridging the gap between normative and field programs and improving HQ/DOs coordination and operational procedures. The preparation of FAO’s strategic vision for water has been launched late in 2011 and is expected to be finalized by the end of 2012.</p> <p>The State of Land and Water (SOLAW), FAO’s first flagship publication on the global status of land and water resources, has been released in late 2011.</p> <p>A scoping study aimed at identifying priority perspective studies of natural resources for submission to relevant governing bodies has also been launched in 2011. The study results will constitute one of the bases for FAO’s strategic vision for water.</p>
<p>2. ‘Water at FAO’ should advocate for institutional arrangements in Member Countries that systematically engage all relevant ministries (agriculture, irrigation water resources, the environment, urban development, power, etc.) in issues</p>	<p>Further funding: Yes</p> <p>Accepted: Yes</p> <p>Comment: This is already being done as part of FAO policy support to Agricultural Water Management in countries where it</p>	<p>FAO continued to foster and promote inter-sectoral collaboration on water resources at national level for the events which it has organized or in which it has participated (World Water Forum 2012; FAO Water Days 2012; World Water Day 2012, Stockholm; World Water Week 2011 and 2012; Regional Forum on Climate Change in the Near East in 2009 and 2011, etc.), as well as for the preparation</p>

Recommendations	Actions agreed in Management Response (April 2010)	Action taken, comments and explanation
<p>related to water resources management for agriculture and food security.</p>	<p>matters. FAO's impact in this respect is limited by its constitutional link to the respective Ministry of Agriculture. An interdisciplinary approach in FAO would promote collaboration of national institutions.</p> <p>Action: Will be done through global or regional events and at national level in the framework of policy advisory services. FAO will endeavour to set examples for institutional collaboration through interdisciplinary approaches.</p> <p>Timing: Within the biennium 2010-2011</p> <p>Responsible Unit: TC with all other technical Departments and decentralized offices.</p>	<p>of UNDAFs, country priority frameworks and Integrated Water Resources Strategies.</p> <p>Advocacy for, and promotion of collaboration on water is a prime focus of the FAO's Water Platform. It constitutes the basic principle for Integrated Water Resources Management and for the development of national water resources strategies and goes beyond public institutions to integrate other stakeholders such as NGOs, CSOs, the private sector, etc.</p> <p>FAO's collaboration with other sister organizations active in the field of water resources (IWMI, UNDP, UNESCO, WMO, etc.), including within the framework of UN-Water which FAO chaired for the last three years, has proved to be efficient in fostering collaboration between national institutions. In certain countries, FAO has been able to partner with sectors other than agriculture and this has also proved to be appropriate for boosting inter-sectoral collaboration.</p>
<p>3. 'Water at FAO' should allocate resources for work on water and irrigation policies to meet rising demand from Member Countries, through the TCP or other funding modalities.</p>	<p>Further funding: Yes</p> <p>Accepted: Partially</p> <p>Comment: The recommendation advocates work primarily at policy and sector level instead of field projects. However, countries may have different priorities and are free to request support for field projects. TCP funds are now decentralized giving wide authority to FAORs to decide on their allocation.</p> <p>Action: Advise FAORs on the use of TCP funds and on the capacity of Water-in-FAO to respond to requests.</p>	<p>Advice to prioritize policy aspects for TCP support has been relayed to DOs. Demand for water policy work is now generated through requests from FAORs and this has already been done, for instance in India and for Central Asia.</p> <p>The preparation of priority frameworks at regional, subregional and country levels provided another opportunity for putting more focus on water policy considerations, particularly in water-scarce areas.</p>

Recommendations	Actions agreed in Management Response (April 2010)	Action taken, comments and explanation
	<p>Timing: Within the biennium 2010-2011</p> <p>Responsible Unit: The Water Platform, NRL and Dos</p>	
<p>4. 'Water at FAO' should develop a new normative product informed by experience and lessons learned illustrating steps and processes that can facilitate national policy development processes. This product should also set clear criteria and conditions under which FAO is in a position to provide meaningful policy assistance.</p>	<p>Further funding: Yes</p> <p>Accepted: Yes</p> <p>Comment: This is an important recommendation, fully supported by NRL, partially already implemented by TCS. Would set the scene for a new integrated approach from policy to action. Suggestion to use ABCDE framework is good, but perhaps too narrow. Process should be based more on thorough assessment of the situation on the ground. Policy is not a 'one-size fits all' topic.</p> <p>Action: Product development depends on strategy.</p> <p>Timing: Continuing</p> <p>Responsible Unit: TC/NR</p>	<p>The need for new water-related products to be applied at the field level, including on policy aspects, has been carried out by the FAO Water Platform.</p> <p>Development of priority water-related products and the updating of existing ones continued in the 2010-11 biennium and will be given more focus in 2012-13 to the extent of resource availability. The process is by nature lengthy in time and requires financial resources.</p>
<p>5. 'Water at FAO' should, in formulating field interventions, pay increased attention to environmental concerns, including soil fertility, aquifer depletion and downstream impacts of increased local water consumption.</p>	<p>Further funding: No</p> <p>Accepted: Yes</p> <p>Comment: Interactions between agriculture, water and environment are well known in FAO and dealt with in many normative outputs. The recommendations points to the problem that the knowledge available in the</p>	<p>Prior to the approval of any field project, all the concerned FAO units are automatically consulted for their views and approval, including on environmental considerations. This rule is systematically applied today for projects with a water component, including those of emergency nature. Projects with major environmental implications are subjected to an Environmental Impact Assessment, to ensure that the necessary impact mitigation measures are included in implementation.</p>

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	<p>Organization is often not sufficiently used in the process of designing and backstopping field projects. The origins of the problem are unclear responsibilities and capacity constraints.</p> <p>Action: More attention to qualified design and backstopping of field projects. Clarification of responsibilities, review of operational modalities for all field projects having a water component.</p> <p>Timing: Continuing</p> <p>Responsible Unit: TC/NR/AG and the Water Platform</p>	<p>Review and updating of operational modalities for field projects, with clear indication of responsibilities and quality control throughout the project cycle are underway, in consultation with the FAO Water Platform, aligned with new developments in FAO, particularly decentralization.</p>
<p>6. 'Water at FAO' in its work on the development of land and water strategies, should always (a) consider the spectrum of land/water options from rainfed through to full irrigation; and (b) overtly address relevant gender and social inclusion dimensions.</p>	<p>Further funding: No</p> <p>Accepted: Partially</p> <p>Comment: The part (a) of the recommendation is accepted, but found unnecessary. NRL has the advantage of integrating in one Division land and water expertise.</p> <p>Work on water productivity explicitly deals with the continuum from red-fed to irrigated agriculture.</p> <p>As to the part (b) of the recommendation, NRL has produced a number of well received advocacy papers (Water and the Rural Poor). The questions 'Who gains?</p>	

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	<p>Who loses?' are relevant in any policy work and will be addressed. FAO should avoid being seen as an advocate for specific policy decisions in its country work.</p> <p>Action: None</p>	
<p>7. In partnership with ICARDA and others 'Water at FAO' should evaluate the potential to incorporate Rain Water Harvesting practices into water resources development for rural livelihoods improvement.</p>	<p>Further funding: Yes</p> <p>Accepted: Partially</p> <p>Comment: The recommendation will be met by increased emphasis on FAO's work in the "Multiple uses" approach to water management.</p> <p>Action: Initiatives with the Multiple Use of Water Network will be pursued.</p> <p>Timing: Within the biennium 2010-2011</p> <p>Responsible Unit: NR/TC</p>	<p>In the course of 2010-11, FAO has applied MASSMUS in six irrigation districts in China, two of which as training for engineers, and one application in India as training for irrigation engineers. It also developed and field tested in India the incorporation of Gender issues in MASSMUS methodology, in collaboration with ESW.</p> <p>A project on small-scale surface water harvesting techniques in Burkina-Faso and Tunisia, involving several FAO units has also been implemented.</p> <p>FAO also participated to World Water Forum 6, in the priority topic "Balance multiple uses through Integrated Water Resource Management" as member of a core group comprising a large number of countries and organizations.</p>
<p>8. The pending NRL publications on Rain Water Harvesting should be expanded to include a decision-support tool based on rainfall data to assess yield, assurance of supply and economics at the level of households and administrative units. They should be completed, published and disseminated as a matter of urgency.</p>	<p>Further funding: Yes</p> <p>Accepted: Partially</p> <p>Comment: Publication is old and would require complete rewriting. Suggestion to include a decision support tool is useful. There is a capacity constraint at this time.</p> <p>Action: Will be taken up when vacant post in RAF is filled.</p> <p>Timing: End of 2011</p> <p>Responsible Unit: RAF</p>	<p>None in 2010/11.</p> <p>Action was to be taken by the end of 2011 when the vacant post in RAF is filled. The task is now integrated in 2012-13 work plan of both RAF and NRL.</p>

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<p>9. 'Water at FAO' should set out an institutional view on water accounting and establish a culture 'of water saving and water productivity' for dissemination in all its work.</p>	<p>Further funding: No Accepted: Yes Comment: Work on water accounting is included and framed under the NRL Water Scarcity Programme for the biennium 2010-2011. Products will be disseminated in house and exchange between departments will be strengthened. Action: Seminars at headquarters and DOs on water accounting and savings. Timing: Continuing Responsible Unit: NRL</p>	<p>Water Scarcity Framework which gives due consideration to water accounting and productivity has been completed in 2011. The framework has been deployed for developing national water audits for the Awash River, with the Ethiopian Government, and the Okavango River with the River Basin Committee (OKACOM).</p> <p>FAO also played a lead role in proposing an initiative to set-up a Working Group on Water Use Efficiency and Productivity in Agriculture under the UN-Water . The WG was established in Stockholm, in August 2011, with the membership of FAO, IFAD, WGP, ICID, CGIAR/IWMI, UNCCD, the WB, and the UN-Water Program on Capacity Development (UNW-DPC, hosted by the UNU in Bonn.</p>
<p>10. While contributing to Member Countries water policies and strategies, 'Water at FAO' should pay particular attention to the potential of smallholder irrigation and its requirements for specific technical, legal and extension support.</p>	<p>Further funding: No Accepted: Yes Comment: NRL has produced many normative products and advocacy papers on smallholder agriculture and the provision of specific irrigation services. At organizational level there are specific requirements for inclusion of social aspects as part of TCP approval process. As to policy work FAO should maintain its neutrality and not favour specific production systems. Action: none</p>	<p>Small holder irrigation and its requirements have been covered by the Agriculture Water Solutions Project (financed by the Bill Gates Foundation) and a groundwater thematic paper prepared within the framework of a GEF Groundwater project. Both projects have been developed by FAO and implemented during 2010-11.</p> <p>The Agriculture Water Management project (AgWater Solutions) has been implemented in Burkina Faso, Ethiopia, Ghana, Tanzania and Zambia in 2010-11.</p>

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<p>11. 'Water at FAO' should reinforce the integrated concept of water to sustain both aquatic and terrestrial crop-based food production, to ensure maximum benefit for the poor and disadvantaged.</p>	<p>Further funding: Yes Accepted: Partially Comment: This recommendation does not consider inland capture fisheries that should be integrated into water management plans. Action: Developing guidelines and projects on ecosystem approach to inland capture fisheries. Timing: Within the biennium 2010-2011 Responsible Unit: FI</p>	<p>FIRF has organized a series of workshops and a special session at the World Fisheries Congress in 2012 on how to raise the profile of inland fisheries in water management. Guidelines on recreational fisheries have been developed by FI. FI has been promoting the integrated concept of water in various fora such as the CBD, RAMSAR, IRC etc. and contributed to relevant agenda items and documents.</p> <p>Environmental Flows have been used in the Okavango GEF project and its subsequent Water Audit Project, both implemented by in 2011.</p>
<p>12. 'Water at FAO', under FIMA's leadership, should promote integrated management of aquatic resources, aquaculture in irrigation systems and wetlands-agriculture interaction</p>	<p>Further funding: Yes Accepted: Partially Comment: Partially ongoing. While the first two points "integrated management of aquatic resources" and "aquaculture in irrigation systems" could be promoted under the leadership of FIMA, this is not the case for "wetlands-agriculture interactions", which should fall under the leadership of either the NR or the AG department. Action: Project development and guidelines for ecosystem approach to fisheries and aquaculture. Timing: Within the biennium 2010-2011 Responsible Unit: FIR</p>	<p>As above with the following additions: The ecosystem approach to aquaculture guidelines (EAA) have been produced in 2010. The guidelines consider the watershed perspective and integrate aquaculture with other users of common resources while maximizing benefits and minimizing impacts particularly on water resources.</p> <p>Implementation of field projects that integrate irrigation and aquaculture is underway in West Africa, under the joint leadership of FI and AG and the involvement of other FAO units.</p>

Recommendations	Actions agreed in Management Response (April 2010)	Action taken, comments and explanation
<p>13. NRL should: a) Update its normative products that are relevant to some of the modernisation efforts in various countries, especially pumped schemes in Africa. b) Develop and assist in the introduction of the designfor-management concept to improve the manageability of irrigation schemes by user organisations. c) Update norms and standards for equipment and design parameters suitable to agrosocioecological conditions as necessary; and d) Develop guidelines for application by local agencies (public and/or private, as appropriate) to evaluate irrigation systems.</p>	<p>Further funding: Yes</p> <p>Accepted: Partially</p> <p>Comment: The recommendation is short-sighted. Substantial normative work has been done on each subject mentioned. The recommendation points to the need to promote the use of normative work in practice. This can best be done in the framework of a water program.</p> <p>a) AGL has produced several publications on pumps and pumped irrigation that are still valid and can be used in most circumstances.</p> <p>b) Design for management is a relevant concept and already partially covered. More work would be desirable.</p> <p>c) IPTRID had intended to work on certification of irrigation equipment and designers. Unfortunately work did not take off.</p> <p>d) Considerable work on evaluation and benchmarking of irrigation has been produced by NRL and IPTRID. This can be used by local agencies.</p> <p>Action: Promote use of normative work through interdisciplinary field work.</p> <p>Timing: Continuing</p> <p>Responsible Unit: NRL, TCI</p>	<p>This recommendation refers to actions that have already been taken as indicated in the Management Response.</p> <p>Normative work on irrigation modernization based on the MASSCOTE approach continued through 2010-11 as explained elsewhere in this report.</p> <p>Promotion of normative work through multidisciplinary action is one of the main objective of FAO Water Platform. It was given due consideration in the establishment of the Platform and constitutes one of the main pillars of its roadmap for the current biennium and beyond.</p>

Recommendations	Actions agreed in Management Response (April 2010)	Action taken, comments and explanation
<p>14. If reliable and substantial multi-year external support is available, NRL should continue hosting IPTRID within a clearly defined framework of collaboration, with active future participation of the Programme in the proposed FAO Water Platform. Otherwise, NRL should absorb aspects of IPTRID's mandate and role on capacity development within its own Regular Programme of Work and Budget.</p>	<p>Further funding: Yes</p> <p>Accepted: Yes</p> <p>Comment: A year ago NRL organized a donor's conference for IPTRID. Interest by some donors was raised initially, but the world financial crisis has influenced the allocation of resources. If no EB resources will arrive by June 2010, NRL will close the programme. Some aspects, in particular work on small-scale irrigation technology will be integrated in the NRL program. Capacity building is a cross-cutting subject for all NRL work.</p> <p>Action: Possible closure of IPTRID. However, capacity development and technology exchange activities, previously carried out by IPTRID, will be taken up directly by the FAO Water Program.</p> <p>Timing: June 2010 (for IPTRID closure). Within the biennium 2010-2011 (for the rest.)</p> <p>Responsible Unit: The water platform</p>	<p>IPTRID has been closed and its activities on capacity development and technology exchange taken over by the FAO Water Platform. In particular, a series of five regional workshops on capacity development for farm management strategies has been organized, jointly with UNW-DPC, for a total of 146 participants from different FAO regions.</p>
<p>15. 'Water at FAO' should engage in the Fouta Djallon Project to make it an example of organizational achievement through intensive collaboration across departments, both at Headquarters and in decentralized units.</p>	<p>Further funding: No</p> <p>Accepted: Yes</p> <p>Comment: This is done already. The Fouta Djallon project is operational since 1 July 2009 and the collaboration across the departments (including also the</p>	<p>Implementation of the Fouta Djallon Project has further intensified over the last year through greater collaboration between FO, NR, RAF and SFW and the Ministerial Conference which was held in November 2011 in Freetown.</p>

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	<p>Decentralised Offices) has taken off in a major way.</p> <p>Action: The collaboration will be further intensified</p> <p>Timing: Continuously for the duration of the project</p> <p>Responsible Unit: FO</p>	
<p>16. FOMC should contribute to ‘Water at FAO’ by:</p> <p>a) reducing existing institutional commitments by matching resources to realistic time frames;</p> <p>b) giving particular attention to ‘scalability ‘ of interventions when conceptualising and designing projects, including pilot initiatives;</p> <p>c) invigorating advocacy and policy contributions through UN platforms;</p> <p>d) seeking and developing active partnership opportunities, and</p> <p>e) developing operationally-relevant WSM related normative products.</p>	<p>Further funding: Yes (a,c,d); No (b, e)</p> <p>Accepted: Yes (b,c,d,e), Partially (a)</p> <p>Comment: a): Many of the institutional commitments have a long history and are driven from outside. FAO has to satisfy expectations.</p> <p>b) This is a challenge which is not new and which is not limited to the work of FOMC.</p> <p>c) This has been ongoing for many years, i.e.: Collaboration with CBD on mountain biodiversity; work with UNECE Water Convention, contribution to biennial UNSG report on mountain development, lead agency role for the International Mountain Day, flagship book on floods in Bangladesh with UNU, participation international congresses etc.</p> <p>d) This is ongoing.</p> <p>e) This has been ongoing throughout the period covered by the Evaluation (e.g. the</p>	<p>a) Efforts in this direction were made in the development of the PWB 2012-13. It should be noted however that in view of the number and scale of external requests and expectations and the very scarce non-staff human resources available it is almost impossible to match resources to realistic time frames.</p> <p>b) This is an integral aspect of all ongoing field projects, but gets particular attention in the Fouta Djallon Project in which the scalability of pilot interventions is of high importance.</p> <p>c) This is ongoing, particularly with regard to ensuring inclusion of watershed management and mountain topics in the Rio+20 process and the animation of the International Mountain Day every year on 11 December.</p> <p>d) This is ongoing as an integral part of FAOMC work programme – in fact, the implementation of the work programme is not possible without the development and enhancement of partnerships.</p> <p>e) The most recent normative product, launched in December 2011, is entitled “why invest in sustainable mountain development?”</p>

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	<p>publication of Forestry Papers 150 and 155). Based on these normative products, the development of new case studies and training tools is foreseen by the programme of work.</p> <p>Action: Action on all these recommendations is ongoing.</p> <p>Timing:</p> <p>Responsible Unit: FO</p>	
<p>17. 'Water at FAO' is strongly urged to take immediate action to sustain the process for the Guidelines on Agriculture and Wetlands Integration, through the mechanism of the Ramsar Thematic Work Area, and to seek funding for this activity.</p>	<p>Further funding: Yes</p> <p>Accepted: Partially</p> <p>Comment: This activity cannot be pursued without additional funding which would allow the creation of one post. Such a post existed till the departure of the incumbent in 2006. Efforts have been made and it was hoped to obtain funding from FMPP, but so far it seems that the establishment of FMPP is not proceeding very well.</p> <p>Action: Follow-up with Wageningen University for resources mobilization.</p> <p>Timing: Within the biennium 2010-2011</p> <p>Responsible Unit: AG</p>	<p>The expected funding for this activity from FAO Multilateral Partnership Program did not materialize. However, with a support letter from FAO, Wageningen University was able to receive funding from the government of the Netherlands and is working on the guidelines.</p> <p>If the funds from the Government of the Netherlands do not suffice for the preparation of GAWI, FAO will seek additional extrabudgetary resources to finalize the process.</p>
<p>18. NRL should prepare a 4-year publication strategy, aimed at scaling-back output to fewer publications and addressing priority gaps. New proposed</p>	<p>Further funding: No</p> <p>Accepted: Partially</p> <p>Comment: The publication strategy must</p>	<p>The publication strategy will be prepared when the Vision on Water is ready. However the number of publications for the biennium 2012-13 has been scaled down to 6.</p>

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publications should specify ex-ante the target audience and proposed plan of dissemination.	<p>go hand in hand with the priorities set up by the Unit and not as a separate exercise.</p> <p>Action: Action will follow strategy and priority setting.</p> <p>Timing: Within the biennium 2010-11</p> <p>Responsible Unit: NRL</p>	
19. 'Water at FAO' should develop a distribution and communication strategy for its publications and normative products, to facilitate knowledge and access to these among governments, academia and other stakeholders beyond the posting on FAO's web-site.	<p>Further funding: Yes</p> <p>Accepted: Yes</p> <p>Comment: Better balancing distribution of electronic and print media is important. Distribution strategy should also be considered at the start of each project because it will be different for each country and client group.</p> <p>Action: Will be covered in the Water Strategy.</p> <p>Timing: Within the biennium 2010-11</p> <p>Responsible Unit: The Water Platform</p>	<p>Communication and distribution of water-related publications and normative products are part of the FAO vision on water which is under preparation.</p> <p>The costing implications of producing hard copies of all products and publications and distributing them is a real concern. To the extent possible FAO will continue to rely on electronic means for disseminating its products, limiting hard copies to the strict minimum in view of reducing these costs.</p>
<p>20. NRL should commit resources in the Africa region, in collaboration with CAADP, to:</p> <p>a) Introduce practical training courses based on the irrigation design manual into the curricula of regional training institutions, to improve capacity for the major irrigation development foreseen;</p> <p>b) Broaden the content of the irrigation</p>	<p>Further funding: Yes (a,c); No (b)</p> <p>Accepted: Partially</p> <p>Comment: a,c. A UR is in the PWB 2010- 11</p> <p>b) A separate training course dealing exclusively with water harvesting is already available on CD-Rom (LWDMS). Another CD-Rom, dealing with</p>	<p>Action already taken as indicated in the Management Response.</p> <p>In addition, NRL has supported the operationalization of NEPAD-CAADP national process in Zambia, Kenya and Egypt during the biennium 2010-11.</p> <p>Diagnostic tools were developed and applied in the three countries and will continue to be applied in other countries through the AgWa Partnership with its Secretariat hosted at FAO Sub-regional Office for Eastern Africa (SFE) in Addis Ababa, Ethiopia for 2012-2013.</p>

Recommendations	Actions agreed in Management Response (April 2010)	Action taken, comments and explanation
<p>design manual to include the norms and standards on irrigation design and irrigation equipment including Rain Water Harvesting approaches and techniques for informal/individual water control development options for smallholders;</p> <p>c) Develop and incorporate engineering aspects of informal smallholder irrigation into the curricula for irrigation engineers and related professions.</p>	<p>participatory training and extension in farmer's water management, and especially with more informal/individual water control development options, also exists already (LWDMS 14).</p> <p>Action: a, c: Already taken; b. None.</p> <p>Timing: Within the biennium 2010- 11</p> <p>Responsible Unit: NRL</p>	
<p>21. a) 'Water at FAO' should develop tools to support Member Countries in preparing agricultural water policies that are gender sensitive and socially inclusive;</p> <p>b) 'Water at FAO' should recognise in all its work, normative and operational, that farming is a household enterprise, often passed down through generations and drawing on traditional knowledge, based on teamwork, where tasks are complementary and not competitive;</p> <p>c) 'Water at FAO' should update 'old' benchmark publications progressively, introducing new material, improving relevance to different farming households, and integrating gender concerns.</p>	<p>Further funding: Yes</p> <p>Accepted: Partially</p> <p>Comment: This recommendation is very general and a mix of several others. The principles expressed are already part of FAO's approach. It is difficult to abstract specific actions.</p> <p>Action: Will be further considered in the Water Strategy development process.</p> <p>Timing: Continuing</p> <p>Responsible Unit: The Water Platform</p>	<p>As indicated in the Management Response the principles expressed are part of FAO's approach. Water policies cater for traditional knowledge and are automatically streamlined for gender balance and social equity.</p> <p>The GIAHS project, which aims at safeguarding and supporting the world's agricultural heritage systems, continued to be implemented during 2010-2011 in Algeria, China, Chile, Tunisia, Peru, Philippines as well as in India, Japan, Tanzania, Kenya, Sri Lanka, Turkey, Azerbaijan as participating countries (jointly with other sources of funding).</p>

Recommendations	Actions agreed in Management Response (April 2010)	Action taken, comments and explanation
<p>22. Any future FAO project and programme appraisal mechanism, that will take the role of the Project and Programme Review Committee, should ensure that project designs are strengthened towards mainstreaming gender and social inclusion and integrated approaches that consider the wider constraints of farming households as enterprises.</p>	<p>Further funding: No Accepted: Partially Comment: Not clear. Very General. The principles expressed are already part of FAO approach. Action: Will be further considered in the Water Strategy development process. Timing: Continuing Responsible Unit: The Water Platform</p>	<p>All projects and work plans are mainstreamed for gender and social inclusion, through involvement of relevant units in review /steering committees such as PPRC.</p> <p>PPRC structure and other necessary clearance procedures are being unified into a consolidated appraisal and approval process, in consultation with FAO Water Platform. Gender and social inclusion will continue to remain mandatory elements in the assessments for project approval.</p> <p>Wider consideration of the constraints of farming households as enterprises hinges on the nature and goals of projects and cannot be systematically applied.</p>
<p>23. 'Water at FAO' should identify and intensify specific complementarities with UN-agencies and other international organizations. Specific areas for partnership should be:</p> <ul style="list-style-type: none"> a) water in food safety and on wastewater with WHO; b) livestock with ILRI; c) agricultural pollution with UNEP; d) agriculture and wetlands interactions with Ramsar and others; e) research on water and food with the CGIAR system, in particular with IWMI. 	<p>Further funding: No Accepted: No Comment: This recommendation is not needed as these partnerships are already well established. NRL and AG are cooperating already closely with WHO, ILRI UNEP and IWMI. Complementarities are already identified and materialized according to programmes and projects formulation and implementation. AG notes that cooperation with WHO to cover the risk of household use of irrigation water could be strengthened. This would depend on additional resources and priority setting. Action: None</p>	
<p>24. The use of the TCP modality in the water sector should be mostly in support</p>	<p>Further funding: No</p>	<p>The TCP funds are earmarked for Country Priority Frameworks, including policy and strategy formulation, but not limited to them.</p>

Recommendations	Actions agreed in Management Response (April 2010)	Action taken, comments and explanation
<p>of national processes of policy and strategy formulation and of capacity development.</p>	<p>Accepted: Partially</p> <p>Comment: This is how most TCP resources are allocated, but provision is made for regional projects where countries want to proceed on joint management effort in natural resource regulation.</p> <p>Moreover, given the universality of TCP and the demand-driven nature, field level work will continue to be an important element in the TCPs in the area of water. TCP funds are now decentralized and countries have much more influence to decide on the use. This may counteract the intended concentration on sector and policy work.</p> <p>Action: Scope of TCPs will be kept as broad as possible, but always aligned with the national processes and demands.</p> <p>Timing: Continuing</p> <p>Responsible Unit: TC</p>	<p>Where CPFs have not been developed, the priority is given to country requests and concurrence by the concerned TDs. In both situations, the TCP has to fall within the Organization's Strategic Framework.</p> <p>The TCP Manual (Managing the Decentralized Technical Cooperation Programme) dated 2009, states:</p> <p><i>"The TCP may be used in all areas of action that pertain to FAO's mandate and competence and which are covered by the Organization's Strategic Framework"</i>. One of the eleven areas mentioned is <i>"Policy and Strategy Formulation"</i>.</p>
<p>25. FAO project documents for interventions in the water sector should clearly indicate budget requirements for long- and short-term human resources, including for technical backstopping and clearances, as well as ensure reasonable time-frames.</p>	<p>Further funding: No</p> <p>Accepted: Partially</p> <p>Comment: The underlying problem is that often large and time consuming tasks are started with insufficient resources is real and need to be addressed through proper planning. Long-term human</p>	<p>New Project Cycle Guidelines were released in final draft for Phases Identification, Formulation, Appraisal and Approval in July 2010. They apply to all Trust Fund projects, with a fast track for emergency response projects.</p> <p>The Formulation aspect focuses on results and related budgetary allocation, and the need for the formulation of a work plan when starting implementation.</p>

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	<p>resources requirements are not always straightforward, depending on complexity and duration of the project.</p> <p>Action: Will be considered in project development and planning.</p> <p>Timing: Continuing</p> <p>Responsible Unit: TC, AG, NR</p>	<p>The Guidelines for the remaining three phases (Implementation monitoring and reporting, closure, evaluation) will be released by the end of 2012.</p> <p>The formulation of projects by TCI has restrictive guidelines agreed to by the WB and other FAO partner IFIs. When such projects are formulated for FAO's implementation they cater for coverage of the entire implementation costs. The same situation applies for TCP projects which also have their own guidelines.</p> <p>Emergency projects which at times did not cater for backstopping costs are giving more consideration to this limitation. Similarly, TCSF projects are also covering support costs (e.g. NPFS financed by Spain), including technical backstopping, long-term expertise and guidance.</p>
<p>26. The mechanism of the Project Task Force should be applied systematically and throughout the complete life of all projects, including emergency interventions, in particular when projects are multidisciplinary. Monitoring of project implementation should be part of the TF responsibilities.</p>	<p>Further funding: Yes</p> <p>Accepted: Partially</p> <p>Comment: The costs of a Task Force have to be budgeted and added to the project costs or covered by project services cost income. Regarding the need to ensure Project Task Force oversight throughout all stages of the Project Cycle, is from a formal point of view, already implemented as per FPC/2007. TCI cautions that universal use of TF will increase project costs and may not be necessary in short emergency projects. An alternative solution is the use of country task forces.</p>	<p>The PTF structure and procedures are currently under revision, in consultation with FAO Water Platform</p> <p>The PTF will be constituted earlier in the project cycle, during project identification phase, for the formulation of the concept note. The PTF will see a reinforced role in supporting the project and assisting project formulators and budget holders to assure full technical, operational and administrative support throughout the project cycle including during project implementation and monitoring.</p> <p>The work and responsibilities associated with the PTF(s) will be recognized in the PEMS of the concerned technical officers.</p>

Recommendations	Actions agreed in Management Response (April 2010)	Action taken, comments and explanation
	<p>Action: Reinforce the use of the TF or find more appropriate mechanisms if necessary.</p> <p>Timing: Continuing</p> <p>Responsible Unit: TC</p>	
<p>27. FAO should revise its internal market mechanisms and rates, to ensure they do not act as disincentive to collaboration between projects and operational units and technical departments, and prevent dissemination and testing of normative concepts.</p>	<p>Further funding: No</p> <p>Accepted: Partially</p> <p>Comment: FAO charges the full cost of staff seconded to work on trust fund projects and International Financial Institutions with cost sharing arrangements (except the World Bank). A lower internal secondment reimbursement rate, the same as for the Regular Programme, is used for staff time on TCI World Bank missions. The internal rate provides an incentive for TCI to utilize FAO staff rather than lower cost consultants on World Bank missions, thus contributing to the dissemination and testing of normative concepts. The internal rate is adjusted every biennium to reflect cost increases.</p> <p>Action: Update internal secondment rate and TCI IFI rate for 2010-11 costs.</p> <p>Timing: April 2010</p> <p>Responsible Unit: OSP and TC</p>	<p>For the biennium 2010-2011, TCI secondment rates and FAO internal secondment rates were revised.</p> <p>The new TCI Rates to IFIs have been applied to all ISP projects/budgets opened and/or approved as of 1 April 2010 onwards.</p>

Recommendations	Actions agreed in Management Response (April 2010)	Action taken, comments and explanation
<p>28. FAO should urgently develop procedures for National Execution of projects and efficient and effective tools for substantial project supervision and monitoring, beyond financial delivery.</p>	<p>Further funding: No</p> <p>Accepted: Yes</p> <p>Comment: TC: Acknowledges absence of NEX tools national execution). Notes that an IDWG established by ADGs of AF and TC have moved forward on the issue (HACT). Draft guidelines have been developed and are circulated for comments.</p> <p>TCE: Strongly agrees. Points out that if NEX modality became operational its use could be extended to cover non-governmental institutions. There is an urgent need for more tools and instruments for working with partners in the field.</p> <p>TCI: Agrees. Additionally the development of such procedures must include capacity building in the country (not abroad) which needs to be specified in detail (courses, on-the-job, site visits). Each project should have a capacity building component of at least 10 percent of the project costs.</p> <p>Action: TC divisions to discuss and clarify the issue.</p> <p>Timing: Continuing</p> <p>Responsible Unit: TC</p>	<p>HACT Guidelines were developed and endorsed in 2010 and HACT is being piloted in 4 countries.</p> <p>The first FAO pilot NEX agreement (GCP/ECU/080/GFF) was signed during 2011 and is currently being executed.</p> <p>Building on the above milestones, drafting of FAO NEX guidelines started in December 2011 and is supported by the IDWG on “New operational modalities for the field programme”.</p> <p>NPFSN framework projects are nationally implemented and executed with FAO providing only a facilitation role and technical support as needed.</p>

Recommendations	Actions agreed in Management Response (April 2010)	Action taken, comments and explanation
<p>29. It is recommended that:</p> <p>a) Experts with stronger specialization and competences in broad strategic issues should be based in FAO Headquarters; support from this to the other levels should be available upon call;</p> <p>b) Experts with stronger engineering and field experience and with solid operational and problem-solving capacity should be based at regional and sub-regional level;</p> <p>c) Competences should match regional/sub-regional needs, instead of the current standard set of competences across all sub-regions;</p> <p>d) At least two water officers, one or more of each discipline, should be located in FAO decentralized offices where water and land issues are a priority, to properly deal with the management of water and land resources, jointly and separately, to ensure synergies and back-up mechanisms;</p> <p>e) FAO Representations should recruit national technical specialists at country level, in particular in large countries like China and India and where competent expertise is available.</p>	<p>Further funding: Yes</p> <p>Accepted: Partially</p> <p>Comment: Implementation depends on Commitment and prioritization of Member Countries. Potential of national staff is acknowledged and already widely used as consultants.</p> <p>Action: To be highlighted to the Programme Committee. A stronger field presence of FAO water experts has been ensured through the creation of multi-disciplinary teams; each region and subregion now has at least one post dedicated to water issues.</p> <p>Timing: April 2010</p> <p>Responsible Unit: FAO Secretariat</p>	<p>Recruitment of land and water specialists in subregional offices late in 2011 and early 2012 has been aligned with regional and subregional priorities. In Africa, the Near East region and Asia where water scarcity is an issue, the number of land and water positions has substantially increased (four in the Near East, six in SSA and four in Asia).</p> <p>The total number of land and water positions in DOs is at present larger than in headquarters.</p> <p>National staff are now part of all subregional offices. Moreover, water-related projects rely on international consultants and experts only when the necessary profiles are not available locally.</p>

Recommendations	Actions agreed in Management Response (April 2010)	Action taken, comments and explanation
<p>30. FAO should ensure full time capacity in the following areas and locations:</p> <p>a) Irrigation engineering capacity at subregional levels in East, Southern and West Africa and in the Near East/North Africa;</p> <p>b) Strengthen water management capacity to support the Technical Cooperation Department in its work, with NRL staff based at the most appropriate location.</p> <p>c) Create a post for Social development and gender expert with specific experience in agricultural water and land management at middle/senior level (P4/P5) in NRL at Headquarters;</p> <p>d) Strengthen capacity at Headquarters in NRL on: groundwater management; water harvesting; water statistics and information systems;</p> <p>e) Strengthen capacity on waste-water management and related topics in Latin America, Asia and the Pacific and in the Near East;</p> <p>f) Strengthen capacity on water policies at the regional level, to match requests from Member Countries;</p> <p>g) Strengthen capacity on: water-related issues in AGNS and on agricultural pollution in AGPP;</p>	<p>Further funding: Yes</p> <p>Accepted: Partially</p> <p>Comment: Complex matter. Implementation depends on commitment and prioritization of Member Countries. Potential of national staff is acknowledged and already widely used as consultants.</p> <p>Action: To be highlighted to the Programme Committee.</p> <p>Timing: April 2010</p> <p>Responsible Unit: FAO Secretariat</p>	<p>See action on previous recommendation. The issue of unbalance between staff and workload in the field of water resources as highlighted in this recommendation is endorsed by FAO Water Platform stakeholders.</p> <p>Support has been provided FAO Water Platform to: i) TCSF in the preparation of water control technologies; ii) TCE for the implementation of FAO emergency programme; iii) ESW in the preparation of the “Passport to Mainstreaming Gender in Water Programmes” developed for field staff, technicians and agents of local irrigation and extension services, NGOs and local government employees; and iv) The EU Food Facility.</p> <p>The platform has also launched a training programme for FAO staff to acquaint them with the main normative products and tools particularly relevant for field application.</p>

Recommendations	Actions agreed in Management Response (April 2010)	Action taken, comments and explanation
<p>h) Establish capacity on Forest and Water and Watershed Management in Central Asia;</p> <p>i) Sustain the credibility and performance of LEGN by strengthening its human resources in the water sector.</p>		
<p>31. NRL should act urgently to:</p> <p>a) develop a NRL common vision and strategy, by involving staff at all levels and locations;</p> <p>b) improve team work, collaboration, coordination and sharing within NRL across all levels and locations, including through annual meetings for all staff, regular and frequent virtual meetings, visits by senior managers to decentralized offices, etc.</p>	<p>Further funding: No</p> <p>Accepted: Partially</p> <p>Comment: (a) there should not be an NRL vision but an Organization-wide vision on water in FAO. There should be water vision.</p> <p>(b) most recommendations on NRL team work are relevant.</p> <p>Action: (a) Will be dealt with in the process of developing the Water Platform.</p> <p>(b) Improved communication through increased n. of virtual meetings n. of visits to DOs.</p> <p>Timing: Within the biennium 2010-11</p> <p>Responsible Unit: (a) All divisions and DOs concerned; (b) NRL</p>	<p>As indicated under recommendation 1, the preparation of a draft FAO's strategic vision for water has been launched late in 2011 and is expected to be finalized and agreed by the end of 2012.</p> <p>Communication and consultations on water-related matters within headquarters and between headquarters and DOs has been greatly heightened since establishment of the Platform. At the same time, the number of visits of headquarters management and staff to DOs has been boosted, particularly for participation to planning retreats and the organization of training sessions.</p> <p>Over 20 units from headquarters and DOs have actively participated virtually and contributed to the preparation of the World Water Day 2012, coordinated by the Platform. The event is organized on behalf of UN-Water under the theme "Water and Food Security".</p> <p>Similarly, the Platform is coordinating the organization of FAO Land and Water Days, for the first time this year (May 2012), in collaboration with IFAD and WFP. The event will provide an opportunity for Water Officers to participate and to benefit from other activities tailored for their needs as side events.</p>
<p>32. NRL should give priority to conducting capacity development events for FAO water staff from all locations and all concerned units, in particular TCI,</p>	<p>Further funding: Yes</p> <p>Accepted: Yes</p> <p>Comment: Already initiated for SROs in</p>	<p>Training for country delegates and FAO field staff on MASSCOTE, AquaCrop and Drought Management Planning continued to be carried out in 2010-11 and benefitted a large number of persons. Additional training is planned during 2012-13 under the Water</p>

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<p>on all its new products, and ‘Water at FAO’ should accommodate these efforts making staff available for training. AquaCrop and MASSCOTE represent areas for urgent action.</p>	<p>West and South Africa, and at headquarters with NRC. It should be part of the implementation process of the Water Platform. Capacity development of FAO water staff will be strengthened.</p> <p>Action: Arrangements with TCI and other Units in HQ and DOs will be undertaken to implement dedicated training workshops on AquaCrop and MASSCOTE to FAO Water staff.</p> <p>Timing: Within the bienniums 2010-2011 and 2012-2013</p> <p>Responsible Unit: NRL</p>	<p>Platform agenda, including during the organization of FAO Water Days, in May 2012 at headquarters.</p> <p>NRL provided technical support to the Arab Water Council during the Second Arab Water Forum, organized in November 2011 under the theme “Living with water scarcity”. A regional workshop on MASSCOTE for decision-makers and additional field staff planned for 2011 in the Near East region had to be postponed because of turmoil in the region. The workshop has now been scheduled for February 2012 in Bari, Italy.</p>
<p>33. FAO’s Assistant Director General for Natural Resources, in collaboration with concerned Assistant Directors General in Headquarters and in the Regional Offices, should develop a strategy for water in FAO. This should define an official internal coordination mechanism, called FAO Water Platform, and reflect the importance of water in FAO’s mandate as well as the objectives of the Organization in the water sector.</p>	<p>Further funding: Yes</p> <p>Accepted: Yes</p> <p>Comment: The recommendation is probably the most important of the Evaluation. It is widely supported throughout the Organization provided that the Water Platform is effective in delivering and enabling interdisciplinary approaches. Additional comments on the recommendation are provided in the overall response. It is now urgent to move from analysis to action. The idea needs to be transformed into FAO structure and coordination mechanisms.</p> <p>Action: Establish an IDWG or a Task Force to draft a Term of Reference for the</p>	<p>According to the Evaluation, the preparation of FAO’s strategy for water was to be carried out when the Platform became fully operational, in order to engage all the concerned units in the process. Following establishment of the Platform, action has been taken for drafting its profile, covering composition, role, functions and responsibility, as well as governance and operational procedures. The profile was presented and discussed during a meeting held in January 2010 and attended by all the concerned units. The Platform has also prepared its work plans for 2010-11 and 2012-13.</p> <p>Preparation of a draft working document for a FAO water strategy has been initiated in late 2011. The consultative process for its finalization and endorsement by relevant governing bodies are expected to be completed before the end of 2012. In the meantime an Information Note giving account of the progress in the Platform’s establishment and operation has been prepared for COAG’s session of May 2012.</p>

Recommendations	Actions agreed in Management Response (April 2010)	Action taken, comments and explanation
	<p>Water Platform, addressing composition, role, functions and responsibility. Define governance, tentative work plan and resources requirements/implications for the Water Platform operation. Design a FAO Water Strategy in consultation with DOs and concerned division, reaching consensus and approval. Submit a document on the Water Platform and on the Water Strategy to relevant governing bodies to receive endorsement.</p> <p>Timing: Within the biennium 2010-11</p> <p>Responsible Unit: NR Dep. In consultation with AG, FI, FO and TC, and the DOs</p>	
<p>34 The FAO Water Platform should become the organizational mechanism that connects work on water to the Strategic Objectives. Key elements of its structure and role are as follows:</p> <p>a) The Chair should be the Assistant Director General for Natural Resources level and should report to the two Deputy Directors General of FAO on progress and constraints of the Platform mechanism;</p> <p>b) The Platform should develop a four-year program for the Impact Focus Area-Water and Land Scarcity and other Impact Focus Areas to which work on</p>	<p>Further funding: Yes</p> <p>Accepted: Yes</p> <p>Comment: The recommendation covers the main issues but is considered by some Departments as too prescriptive. The Water Programme is subject to the endorsement by the governing bodies and needs to be framed within the existing Strategic Framework and Strategic Objectives.</p> <p>Action: Draft a four-year water programme for IFA and for PWB 2012-13.</p>	<p>a, b) The Platform has been established along the lines of the recommendation. The Platform has also developed the PWB 2012-13 and coordinated the corporate preparation of an IFA WALS. Other focus areas of FAO's work on water have come out of the assessment of water-related products carried out by the Water Platform and will constitute the basis for future work by the concerned units.</p> <p>c) The Platform draft guidelines specify, among other aspects, the concerned units and the decision-making process for the Platform. The Platform has carried out an assessment of the main FAO products related to water, in close consultation with the concerned units at headquarters and DOs, with the objective of aligning the normative program with application needs in the field. The main outputs of this exercise were an updated database of FAO water-related products, including those produced by decentralized offices,</p>

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<p>water is relevant; the programme should include priorities, responsibilities, areas for partnerships and required human resources for its implementation;</p> <p>c) The Platform should function through regular joint decision-making meetings among FAO unit managers and regional senior staff with strong responsibilities for water work, including NRL, ESW, FIMA, FOMC and the Technical Cooperation department and others, as appropriate.</p>	<p>Timing: Within the biennia 2010-11 and 2012-13</p> <p>Responsible Unit: The Water Platform</p>	<p>the evaluation of the usefulness and user-friendliness of these products for field applications; and the needs' assessment for new products to be developed starting in 2012. The main gaps identified were the need for future work to give due consideration to regional priorities and the fact that the majority of new products are of multi-disciplinary nature requiring joint work by two or more units. The next steps to fill these gaps are included in the Platform's work plan for the biennium 2012-13.</p>
<p>35. The FAO Water Platform should ensure:</p> <p>a) Clarity on the context and principles of collaboration between NRL, ESW, FIMA, FOMC and units in the Technical Cooperation Department, defining responsibilities and roles, resources, allocation and sharing procedures and compliance with technical requirements of projects and initiatives;</p> <p>b) Close coordination between all members of the Water Platform on all steps of project preparation, from discussions with donors to project approval and adequate planning for resources for backstopping and technical clearances.</p> <p>c) Improved two-way linkages between</p>	<p>Further funding: Yes</p> <p>Accepted: Yes</p> <p>Comment: The recommendation relates to the functions and working arrangements of the Platform. The recommendations are useful and will be considered in the process. There is a concern that the Platform might become just a coordination mechanism without resources and with no mandate to call on resources across the organization for interdisciplinary work. This aspect needs to be closely monitored and corrected if required.</p> <p>Action: Will be dealt with in the process of establishing the Water Platform.</p>	<p>Draft internal guidelines on collaboration mechanisms and operational procedures for the Platform have been prepared along the lines of the recommendation. The guidelines will be discussed by the concerned units in an upcoming meeting in the first semester of 2012.</p> <p>All water-related activities are currently streamlined through FAO Water Platform and shared with the concerned units for greater integration and synergy. The latest of these activities is the organization of the World Water Day 2012, under the theme "Water and Food Security", on behalf of UN-Water, and several other joint activities, for which all the concerned units at headquarters and DOs have been consulted and are contributing.</p>

Recommendations	Actions agreed in Management Response (April 2010)	Action taken, comments and explanation
technical staff and consultants working for all members of the Water Platform, as sources of information and means to disseminate and test ideas.	Timing: Within the biennia 2010-11 and 2012-2013 Responsible Unit: NR, AG, FI, FO,TC and concerned DOs and divisions	