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Evaluation of FAO's contribution to Sustainable Development Goal 6: Ensure availability and sustainable management of water and sanitation for all

Management's Response

Queries on the substantive content of this document may be addressed to:

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1. Management welcomes the Evaluation of FAO's contribution to Sustainable Development Goal (SDG) 6: Ensure availability and sustainable management of water and sanitation for all, and wishes to thank the Evaluation Team for its thoughtful conclusions and recommendations. Management also appreciates that the Evaluation was carried out at an exceptionally challenging time due to the COVID-19 pandemic which caused restrictions and may have prevented a more thorough investigation and analysis, particularly of field-related issues. Management appreciates that the Evaluation is also positive in describing ongoing efforts to provide more comprehensive, holistic support, and describes well the comparative advantage, potential and challenges for FAO to fully contribute to the water aspects of the 2030 Agenda for Sustainable Development. The report captured the bulk of FAO's land and water projects and normative knowledge products and presented the overall findings in a relatively short period. Management understands that a substantial set of comments and products will be addressed in the future full report.

- 2. Management appreciates the Evaluation's acknowledgement that FAO has positioned and organized itself in a structured and coherent manner in relation to FAO's custodian role for SDG 6 indicators with the result that the reporting rate for indicators 6.4.1 and 6.4.2 has improved markedly.
- 3. Management further appreciates the finding that FAO has a comparative advantage in relation to many of the water-related activities covered, combining comprehensive databases, strong technical expertise, extensive global experience, competent analytical capabilities, good relationships with all key stakeholders and a perception of political neutrality. Furthermore, Management welcomes the findings that FAO's credibility and strong relations with governments enables it to address reform and governance issues that are potentially controversial, and that FAO is found to be uniquely placed as the lead agency in agricultural initiatives that include water resources management as part of innovative, integrated approaches.
- 4. FAO Strategy on Climate Change (document CL 170/4) shows a more balanced perspective and references to integrated land and water management approaches. As a follow-up to the Strategy endorsement (expected at the 170th Session of the Council in June 2022), water management and other related issues will be further developed and integrated in the forthcoming action plan for the implementation of the Strategy.
- 5. FAO Management takes note of the main finding that the FAO's strategic approach to water-related activities needs further clarity and notes the Evaluation's recommendations 1 and 3 on strengthening water integration in the Programme Priority Areas (PPAs). FAO's Land and Water Division (NSL) will develop, in collaboration with other relevant technical divisions, centres and offices at headquarters and in Decentralized Offices, a conceptual framework for integrated land and water resources management to guide FAO's work.
- 6. Out of seven recommendations, four are accepted and three are partially accepted. Paragraphs 7, 8 and 11 elaborate on the partial acceptance of recommendations 1, 4 and 6.
- 7. FAO Management does not support at this stage the establishment of a sub-committee on water under the Committee on Agriculture (COAG) or the Committee on World Food Security (CFS), given the cross-cutting nature of water and the resource implications of creating new governance structures. FAO Management advocates for: (i) increasing the attention that water receives in the existing relevant Technical Committee and CFS through a dedicated, stand-alone item on water at their regular sessions; (ii) mainstreaming water in other global and regional relevant fora; (iii) consulting FAO Members on the strategic significance of water for the agriculture sector; and (iv) identifying required policy or technical actions, as required.
- 8. FAO Management recognizes that the links between agriculture and water quality and pollution (SDG target 6.3) are currently not adequately addressed in FAO's work (recommendation 4). FAO Management would like to stress that within the UN-Water umbrella, water quality issues fall generally more within the mandate of other UN agencies like the World Health Organization (WHO), UN Habitat and the UN Environment Programme (UNEP), which are custodian agencies for SDG 6.3 on wastewater treatment and water quality. To ensure that the contribution of the agriculture sector to water pollution is further addressed in FAO's work on

agriculture and natural resources management, FAO aims to strengthen the agricultural profile related to water quality issues through the ongoing partnerships like UN-Water and the World Water Quality Alliance of which FAO is a member. Since water quality is impacted largely by livestock, aquaculture and use of agrochemicals, this will be done jointly by NSL, NSP, NSA and NFI. NSL has traditionally been involved with WHO and UNEP in the safe reuse of wastewater guidelines for agriculture and aquaculture applications, as well as other applications of non-conventional waters of marginal quality (i.e. saline water, drainage water, etc.) in irrigated agriculture.

- 9. FAO Management agrees with recommendation 2 to further consolidate and strengthen FAO's work in the key area of irrigated agriculture as part of its conceptual framework on integrated land and water resources mangement. The development of the irrigation component of the framework, will be based on an assessment of Members' needs and demands for support in the field of irrigated agriculture, and will be developed in consultation with Members and FAO's regional and subregional offices.
- 10. FAO Management welcomes recommendation 5 on the establishment of an online community of practice to facilitate dialogue between experts working on similar themes. NSL will take the initiative to assess, in close cooperation and consultation with technical divisions and Decentralized Offices of FAO, the feasibility to set up such community of practice.
- 11. FAO Management takes note of recommendation 6 to develop and implement tools and procedures for a more coherent and effective project design process for water-related activities. FAO's Project Cycle provides corporate standards and procedures for project management by enhancing accountability and quality through results-based management principles, while improving the strategic focus of all FAO's projects. Therefore, specific waterrelated criteria will be included in the Project Cycle guidelines as part of the sustainability criteria on the use of natural resources.
- 12. FAO Management agrees with recommendation 7 that actions should be taken to build on, and extend the support to positive experiences that will contribute to the transformation of FAO's approach to the realization of SDG 6 and the approach to sustainable water resources management. Water accounting and auditing, and water governance and water tenure assessments are core activities in Article 1 of FAO's Constitution which requires FAO to "collect, analyse, interpret and disseminate information related to nutrition, food and agriculture". The provision of information on natural resources, especially land and water, is fundamental and the Global Information System on Water and Agriculture (AQUASTAT) to informs FAO's work as custodian for SDG 6.4. FAO is pleased to note, in this regard, that NSL received more than USD 30 million extrabudgetary funding for the development of a system to monitor water productivity through open access of remotely sensed derived data (WaPOR). WaPOR is becoming a central tool to promote water productivity enhancement and the efficient use of water in agriculture to drive down resource depletion vis-à-vis other sectoral uses as well as groundwater overdraft.

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¹ Plant Production and Protection Division (NSP); Animal Production and Health Division (NSA); Fisheries and Aquaculture Division (NFI)

Evaluation of FAO's contribution to Sustainable Development Goal 6: Ensure availability and sustainable management of water and sanitation for all - Management response $matrix^2$

Evaluation Recommendation (a)	Management response (b) Accepted Partially Accepted or Rejected	Management Actions to be taken, and/or comments about partial acceptance or rejection (c)	Responsible unit (d)	Timeframe(e)	Further funding required (Y or N) (f)
strengths to move towards a coherent and strategic recognition of the central role of water resources management in FAO, including significantly strengthening the recognition of water resources management in the Strategic Framework and PPAs. This is recognized as an incremental process that cannot be achieved in the short term or by one set of actions. The following actions are recommended as key steps to catalyze this process: 1.1 Consult with Member countries on options for recognizing the strategic significance of water, including the possibility of establishing a sub-committee on water for agriculture and ecosystems maintenance, either under the Committee on Agriculture or the Committee on World Food Security. The sub-committee would serve as a forum for high-level consultation and discussion on matters related to water resources management for agricultural use and the management of ecosystems. It could also advise the respective Committee on technical and policy matters and on the work to be performed by FAO in this area. The sub-committee's engagement with international	Partially Accepted	NSL is currently carrying out a strategic planning process which provides an opportunity to incorporate this recommendation. NSL will coordinate with related divisions and offices across the house the development of a coherent and strategic recognition of the central role of water in FAO. The process will be aligned with FAO Strategic Framework 2022-31. NSL will coordinate the mainstreaming of water resources management and governance in all relevant PPAs and ensure that in preparation of Medium Term Plan 2022-25 (reviewed), water be visible and well integrated in the PPAs. Two initiatives are being developed by NSL under a better environment, in coordination with headquarters technical units and Decentralized Offices to partially address this gap: (i) Addressing Water Scarcity for Agriculture and Environment that promotes sustainable water use for agricultural purposes without jeopardizing the status (quantity and quality) of water resources, with actions geared towards: enhancing investment, policies, governance and best practices to sustainably increase water productivity; providing tools for strategic planning of optimal and sustainable allocation of scarce water resources; and implementing strategies for a water-reform agenda and supporting access to financial resources and investment.	NSL, OSP in collaboration with PPA leads and co-leads and heads of divisions, centres and offices, and the four betters leaders		N

² Each column is cross-referenced to the bullet letters above.

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 stakeholders related to water resources management is essential. 1.2 Stock-take areas of strength and identify the actions needed to make sure they endure and grow. In some cases, such as non-irrigated production or groundwater irrigation, there is substantial potential to expand activities and strategies on how to do this, including how to generate the resources to do it, should be prepared. 1.3 Conceptualize what an integrated approach to land and water resources management entails and how it links to the different dimensions of FAO's work. The evaluation has not determined whether this understanding should take the form of a vision, a strategy, operational guidelines, a policy statement or all of the above: the form this takes should not be dictated from outside but rather should be determined by the stakeholders within FAO who are best placed to decide this. 1.4 Establish links and dialogues between areas of activity that obviously relate to each other, with the PPAs a possible medium through which this can happen. Mutual understanding is needed and, in many cases, should be the basis for moving towards shared concepts and terminology. 		 (ii) Soil-Land-Water Information System to be established to support sustainable natural resources management and production at farm and landscape levels. This integrated information system will increase technical capacities, improve access to latest soil, land and water information to support decision-making in natural resources management. 1.1 FAO Management does not support the proposal to establish a sub-committee on water for agriculture and ecosystems maintenance. This is due to the crosscutting nature of water and the resource implications of establishing new Governing Bodies. Management rather advocates for more focused and relevant discussions on water issues in the exisiting relevant Technical Committee, through the integration of regular stand-alone items related to water (and land) issues in relevant Technical Committees and CFS. 1.2 NSL will engage all FAO's stakeholders in a stock taking exercise to identify areas of strength and the actions needed. 1.3 The ongoing NSL strategic planning process will address this recommendation and a conceptual framework on integrated land and water resources management will be developed in consultation with FAO's technical divisions, Decentralized Offices and external experts. Furthermore, the development of the conceptual framework will be guided and built on the findings of the State of the World's Land and Water Resources for Food and Agriculture 2021, and stocktaking on FAO's work (experiences, good practices, lessons learned and gaps). 1.4 NSL will review all PPA outputs, and discuss with related PPAs leads/co-leads. 	1.1 Secretariats of COAG, COFO and COFI, CFS 1.2 NSL 1.3 NSL, OSP	2022-2023	
Recommendation 2: FAO should consolidate and further develop work in the key area of irrigated	Accepted	NSL will consolidate and strengthen FAO's work in the key area of irrigated agriculture as part of its conceptual	NSL in collaboration	2023	N

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 agriculture. The following steps are examples of how this could be done: Assess the full scope and character of work on irrigated agriculture, at all levels and including especially in projects. The analysis of what works where should be a key part of this assessment. It should include an assessment of needs at the national level and reflect differences between different countries and regions. Based on this, and using partnerships and extensive stakeholder engagement, prepare an overall strategy, a manual of standards (that includes an inventory of different forms of intervention options) and operational guidelines for the design and implementation of FAO projects in this key area. These standards and guidelines should specifically integrate multiple use systems approaches and innovations such as solar pumping (acknowledging the positive and negative sides of these innovations), and pay due attention to gender equality, social and economic equality, access to and management of natural resources and governance issues. Consideration should be given to making these operational guidelines mandatory rather than optional in the design and implementation of FAO projects. Implement an information and communications programme for governments, technical specialists, irrigation managers and others that provides 		framework on integrated land and water resources management to be developed (recommendation 1). This will include an assessment of the needs and demands of Members for support in the field of irrigated agriculture, including in the context of climate change adaptation and mitigation and building resilience for better production and a better environment. It will include an inventory of different intervention options, as well as operational guidelines to support the design implementation, monitoring and evaluation (including addressing social and environmental risks) of FAO projects related to water management in agriculture. The Investment Centre (CFI) could benefit from using the outcomes of this work (identified intervention options and operational guidelines) for the design of large investment programmes in the context of their collaboration with International Financing Institutions. Futhermore, NSL will assess the need and feasibility of an information and communications platform for governments, technical specialists, irrigation managers and others that initially provide information and offer technical support on how to maintain and improve irrigation systems, to be extended to other fields of water management and water governance, including water tenure.	with regional and subregional offices and other headquarters divisions, offices and CFI		

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information and offers technical support on how to maintain and improve irrigation systems. Such information and communications could also relate to multidimensional nature of water, water tenure, and impacts of agriculture on water use and quality.					
Recommendation 3: FAO should act to address defined weaknesses in the approach to water resources management through the following actions: Further consultations, including where appropriate with external experts, on the further integration of water in the PPAs, especially those related to climate change (Better Environment 1), resilience of agri-food systems (Better Life 4), Gender equality and women's empowerment (Better life 1) and ecosystems management (Better Environment 3), and into the current processes of revising and operationalize the upcoming Climate Change Strategy and the Framework for Environmental and Social Management (discussed further below). These revisions should reflect water resources management as a key part of the solutions to these areas of work. • Develop an overall approach to water governance that integrates the existing, often high quality, work on different aspects of the issue and that gives clear guidance and support on how to address water governance issues in operational activities at national and community levels. The scope for working on this issue with	Accepted	As mentioned in response to recommendation 1, NSL agrees to coordinate the development of a coherent conceptual framework on integrated land and water resources management to guide FAO's work. This process will include consultations with Members and external and internal experts. The aim of this process is to advocate and promote the mainstreaming of water resources management and governance in all relevant PPAs, including those mentioned in the recommendation. Recognizing that the currect water crisis is by large a governance crisis, FAO management strongly supports the inclusive and effective water governance as proposed in The State of the World's Land and Water Resources for Food and Agriculture 2021. NSL will develop an overall approach to water governance that gives clear guidance and support on how to address water governance issues in activities at global, regional, national and community operational levels. In this respect it is worthwhile noting that FAO will strengthen its work on water tenure and will further develop methodologies for water tenure assessments to support the FAO-CFS Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security. A review of examples of good practice and areas for improvement emerging from projects related to aspects of water resources management is considered useful and will be part of the stocktaking exercise for developing the conceptual	NSL, OSP, ESP, PSU in collaboration with PPA leads and co-leads, headquarters divisions/units and Decentralized Offices	2023	N

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partner organizations with an interest in it should be considered. The strategy should build on the existing FAO-relevant approach to governance and the forthcoming Framework Paper on Focus on governance for more effective policy and technical support. • Review and prepare internal learning materials on examples of good practice and of failure found in projects related to different aspects of water resources management. These should document what worked and what didn't and give clear guidance on what to do and what to avoid in the design and implementation of projects containing water resources management components. This process could stimulate a wider internal learning process across FAO.		framework for integrated land and water resources management mentioned above, and to consolidate and strengthen FAO's work in the key area of irrigated agriculture, as well as in projects containing water resources management components. This review is expected to also stimulate a wider internal learning process across the Organization.			
Recommendation 4: FAO should prepare and implement a comprehensive new organizational policy, strategy and guidelines on water quality and pollution that recognizes the seriousness of this problem and sees it as an integral part of FAO's actions in agriculture and food production. This should include a review of existing policies and practices on water quality and pollution, and the preparation of clear and specific measures to ensure that this issue is integrated into all aspects of FAO's work on agriculture and natural resource management.	Partially Accepted	It is acknowledged that FAO does not have a comprehensive organizational policy, strategy and guidelines on water quality and pollution. However, within the UN-Water family, water quality issues fall generally more within the mandate of other UN agencies like WHO, UN Habitat and the UN Environment Programme, which are custodian agencies of SDG 6.3 on waste water treatment and water quality. FAO works together with these agencies as a member of UN-Water on initiatives such as the World Water Quality Alliance and the use of non-conventional waters in irrigated agriculture, as well as wastewater and drainage water generated from agriculture, livestock and aquaculture. In this context, FAO will work on a review of existing policies and practices on water quality and pollution. Furthermore, FAO will strengthen its efforts to ensure that water pollution inherent the agriculture sector be further addressed and	NSL, NSP, NSA, NFI	2023	Z

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		integrated in FAO's work on agriculture and natural resource management. Since water quality is impacted largely by livestock, aquaculture and use of agrochemicals, this will be done jointly by NSL, NSP, NSA and NFI, including in the ongoing integrated work under the One Health approach. NSL also works with food safety on water quality and food safety using innovative genomic tracking surveillance.			
Recommendation 5: Establish online communities of practice to facilitate dialogues and agree procedures between staff working on similar themes, including within and between offices and divisions with the aim of establishing common analytical frames and terminologies. In relation to the present evaluation, the following topics are proposed for such dialogues: water governance (including legal and policy frameworks as well as community-level governance), water, resilience and climate change, standards and good practices on water quality, ecosystems protection and land and water interactions. Other topics could be identified but these will provide a starting point for the process.	Accepted	NSL will take the initiative to expand its exisiting Technical Network on Water to facilitate dialogue and knowledge sharing and learning between staff members and external experts. NSL will facilitate communication, information and dialogue for establishing common analytical frameworks, terminologies and methodologies on different topics related to water management. These dialogues could include, but may not be limited to, water governance and water tenure, adaptation and resilience to climate change, water quality, water productivity, water accounting, irrigation management, freshwater ecosystems, catchment/river basin management, wetlands.	NSL, LEG, NFO, NFI, NSA, NSP, ESP, CSI, regional and subregional offices	2022-2023	N
Recommendation 6: FAO should develop and implement the tools and procedures for a more coherent and effective project design process for water-related activities, with this including the following actions: • 6.1 Ensure that the knowledge and capabilities, including in guidelines and other knowledge products, in the headquarters level of FAO are available to and reflected in the project design process.	Partially Accepted	6.1, 6.2, 6.3, 6.5, 6.6: FAO's Project Cycle Guide sets corporate standards and procedures for project management by enhancing accountability and quality through results-based management principles, while improving the strategic focus of all FAO's projects. Many of the issues mentioned in recommendation 6 are already part of the Project Cycle Guide, including: the impact on gender equality, lives and livelihoods, assess issues of exclusion of specific segments of the population and the risk of exacerbating inequalities and consider issues of voice, participation and access to and management of natural resources. It may not be efficient and	6.1, 6.2, 6.3, 6.5, 6.6: NSL, PSS	2023	N

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diagnosis, based initiatives and p this diagnostic t putting togethe requirement in 6.3 The project into account the lives and livelind exclusion of spe population and inequalities and participation and of natural resou 6.4 The scope at for Environmen should be exten of the details in support the Frait to assess risks a happen if a "risk depends on who more positive, dapproach should that sets require relation to water management, we	design process should take impact on gender equality, bods, assess issues of crific segments of the the risk of exacerbating consider issues of voice, d access to and management arces. Ind purpose of the Framework stal and Social Management and through the elaboration the Guidance Notes that mework. A present, they exist and remedial actions only is identified, which or is making the assessment. A development-oriented d be added to the Framework and minimum standards in the resources use and with these minimum standards ement regardless of the level		effective to develop and implement tools and procedures specifically for water-related activities. However, the inclusion of specific water criteria in the Project Cycle guidelines as part of the sustainability criteria will be considered. NSL in consultation with other units will assess possibilities to develop learning materials (including with the FAO Academy) on the documentation of good practices and pitfall areas that can be used in the design and implementation of projects in general, not limited to projects related to water resources management, as suggested in recommendation 3. 6.4: A new FAO Framework for Environmental and Social Management is designed to help manage and improve FAO's environmental and social performance through a risk- and outcome-based approach. The Framework aims to identify, evaluate and manage the environmental and social risks and impacts of FAO programming; set minimum requirements on how social and environmental factors must be integrated into programming; adopt the mitigation hierarchy in risk management (anticipate and avoid, mitigate and compensate); and promote inclusive, resilient and sustainable agrifood systems. Therefore, the Framework already adopts "a more positive, development-oriented approach" to programming. FAO Management and OCB agreewith the recommendation that operational guidance notes (in this particular case, primarily for ESS 2: Resource efficiency and pollution prevention and management but not only) will "embrace" all the above principles of risk management and good development practices related to sustainable water management and sanitation.	6.4 OCB, membership of the Technical Network on Environmental and Social Impact Assessment	2023	

³ Including the 2017 **Policy Guidance Series**, the **AQUALEX** system that will be launched in spring 2022, outputs from normative initiatives on **groundwater governance** and **water tenure**, existing guidance on **gender**, **participation** and **social inclusiveness** and other materials.

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 6.5 The learning materials on the documentation of good practices and areas of failure proposed in Recommendation 8, above, should be set out in manuals that are required reference materials for the early stages of project conceptualization and design, to ensure lessons from the past are not forgotten and inform actions in the future. 6.6 For larger projects in particular, the design process should ensure a multidisciplinary review to ensure proper judgements on risks, impacts and mitigation measures are put in place. 					
Recommendation 7: Actions should be taken to build on and extend the support to positive experiences that will contribute to the transformation of FAO's approach to the realization of SDG 6 and the approach to sustainable water resources management. Examples of the seeds that can be built on are: Existing normative work in areas such as legal and policy assessment, governance topics, integrated approaches to forestry, watersheds the land-water-energy nexus, gender equality and others are all of a high international standard, but there is a need for a strategy to take the lessons from these normative activities through to operational design and implementation Regional offices and programmes can be the missing link to establish more effective links between headquarters approaches and operational activities. The newly-emerging	Accepted	NSL wil take the initiative to build on and extend the support to positive experiences that will contribute to the transformation of FAO's approach to the realization of SDG 6 and the approach to sustainable water resources management. In addition to the areas mentioned (legal and policy assessment, governance topics, integrated approaches to forestry, watersheds the land-water-energy nexus, gender equality), this will include normative and extrabudgetary work on water data and information gathering and dissemination (AQUASTAT); water accounting and auditing; water productivity assessments, monitoring and improvement, including by using innovative approaches like satellite remote sensing (WaPOR). FAO management believes that such normative work could be further promoted and mainstreamed by including water as a recurrent stand-alone item at sessions of the Technical Committees and CFS as proposed under recommendation 1. NSL will also take the initiative to strengthen the ties with the regional offices in developing joint programmes related to water resources management and governance	NSL, regional and subregional offices, OSP, PSR, PSU	2023	N

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regional programmes show particular potential but will require sustained and expanded support if this potential is to be realized. Action to ensure that there are adequate human resources at regional and, where appropriate, country levels should be taken to ensure that the intention for strengthening the role of the decentralized offices becomes a reality. • Partnerships can pay an important role in generating new approaches and catalyzing change and FAO needs to build on existing networks of partnerships to better reflect FAO's capabilities and leading role on water in agriculture and ecosystems management, including extending systematic learning and cooperation between Member states. • Long-term funding for partnerships,		FAO acknowledges the important role partnerships can play in generating new approaches and catalysing change. To this effect, through its ongoing strategic planning process, NSL will conduct a thorough review on the needed partnerships of all purposes, such as for resource, for knowledge, for advocacy and for implementation, to deliver FAO's manadate on SDG 6. NSL will also strengthen the Global Framework on Water Scarcity in Agriculture (WASAG), which is hosted by FAO and has been designed to bring together key players across the globe and from different sectors to collectively tackle the water scarcity challenge. The Hand-in-Hand Initiative and exisiting water scarcity regional initiatives, programmes/platforms, in particular in RNE and RAP will also be used as effective vehicles, to be further consolidated through the the Value-added Impact Initiatives under development as mentioned above (AWSAMe and SOLAWISe). As part of its planning process, NSL will assess funding			
programmes and innovative normative work is needed if their potential is to be realized and a coherent and sustained approach to resources management in FAO is to be developed.		opportunities and identify and engage with key partners for resource mobilization.			