

Specific Lessons from the Independent Evaluation Group's (IEG) Review related to the 2004 - 2008 Strategy Period with GWP comments

The Independent Evaluation Group (IEG) of the World Bank, has issued a Review of the External Evaluation of GWP that was conducted by GWP's Financial Partners at the end of the 2004 to 2008 Strategy Period. The IEG Review offers six lessons related to the 2004 - 2008 Strategy Period for GWP Partners, the Steering Committee and GWPO as well as two lessons for our World Bank Water Sector Partners (Chapter 6, Lessons). These lessons are highlighted below, together with some general comments from GWP on the specific lessons (the complete GWP response is included in IEG's Review, Annex K).

Lesson: "The evaluation of global programs needs to be transparently independent."

GWP comment: GWP shares the view expressed in Chapter 2 of the IEG Review that the 2008 External Evaluation was independent and of high quality.

Lesson: "Weaknesses in GWP governance and management during the 2004–2008 Strategy period raised issues of transparency and efficiency."

GWP comment: Current GWP management and leadership fully acknowledge the important work and the progress achieved with the support and guidance of the management and leadership during the Strategy period 2004 to 2008. Though there are challenges yet to be addressed, substantial improvements in policy setting were made during the relevant strategy period, leaving GWP in a better position to address governance and efficacy issues than was the case in 2004. The IEG review itself acknowledges the effort and focus that was put on sound and solid fiduciary management and control systems of GWP during the 2004-2008 Strategy Period. Much of the review's criticism of GWP governance, management, transparency and efficiency seems based on an incomplete understanding of the Partnership and Network.

The 2009 - 2013 Strategy learns lessons and builds on all the good and hard work from those throughout the Network who implemented the previous strategies, as we focus on fulfilling our mission to support the sustainable development and management of water resources at all levels. GWP builds on and learns from its past, as it evolves.

Lesson: "The credibility of a global partnership program can be adversely affected by the politicization of office-holders and use of resources at the regional and country level."

GWP comment: Avoiding a situation where regional politics negatively impacts the effectiveness of GWP is an essential part of the principle values of GWP and this is continuously monitored. The Conditions for Accreditation for RWPs and CWPs as well as the Guidelines for selection of Host Institutions for RWPs which were available during the Strategy Period continue to be a key part of GWP governance. The lesson particularly relates to rotation of regional secretariats. This has been addressed during the 2004-2008 strategy period through a revision of the Guidelines for selection of Host Institutions for RWPs and GWP actively engages in dialogue with the relevant regions to achieve a more long term arrangement for regional secretariats.

Lesson: “Global partnership programs should have transparent processes in place to ensure the allocation of financial and human resources to where they are most needed.”

GWP comment: The primary purpose of the GWP core funds for the regions is to support the regional secretariat and a minimum set of necessary activities to allow the partnership to operate. GWP is a demand-led and responsive international action-oriented network. It is not a supply-driven program. Identifying where the needs are the greatest is neither the objective nor mandate of GWP. GWP does not prescribe which actions Partners, RWPs or CWP are to engage in but provides guidance on identifying critical needs and ways of meeting these needs. RWPs and CWPs develop their own strategies (under the umbrella of the Global Strategy) and work plans. This demand-responsiveness results in different activities in different regions.

Lesson: “Good communication is the lifeblood of networking.”

GWP comment: The challenges in and importance of increased communication with and engagement from Partners is recognised by GWP. Attention was therefore already being paid to the importance of communication resulting e.g. in the 2007 annual meeting being replaced by three interregional meetings, specifically to increase stakeholder participation and knowledge exchange. The additional lessons from the 2008 External Evaluation contributed to “Reinforcing Knowledge and Communications” becoming one of the four goals of the 2009-2013 Strategy. The GWP experience has been that committed Partners and individuals worked together and grew together to help make the Partnership more relevant in the 2004-2008 Strategy period. We continue to build on this.

Lesson: “Better monitoring and evaluation is essential to generate both global knowledge and self-knowledge.”

GWP comment: Improved monitoring and evaluation was and remains one of the challenges of an advocacy Network. The introduction of Outcome Mapping, also in 2007, provides a tool suitable for an advocacy network such as GWP to improve monitoring and reporting. We continue to use outcome mapping in our current Strategy Period.

Lessons for the World Bank:

“The Bank needs to clearly establish its position in the GWP among the Sponsoring Partners to avoid raising false expectations and reputational risks. “

“The Bank needs a more comprehensive and coherent policy and approach toward its engagement in global water programs.”

GWP comment: Strengthened collaboration with the World Bank at the global, regional and country level on IWRM is a means to contribute to strengthening the quality and sustainability of investment in the water sector. GWP welcomes galvanized, renewed and strengthened participation of the Bank in the various governance and other bodies of GWP where it holds a position and, through this, a reinforced engagement between GWP and the World Bank at global as well as at regional and country levels. This is already in evidence in the 2009-2013 Strategy Period.