

Management Response to Knowledge Management and Organisational Review of GWP

This is the GWPO Management Team (MT) response to the “Knowledge Management and Organisational Review of GWP” (also known as the PEM Report) commissioned by DANIDA on behalf of the Financing Partners Group (FPG).

Even though the review methodology could have been more robust, many of the review’s observations affirm what other reviews have found. Both the interim report and the final one were provided to the FPG and the GWP global Steering Committee. The GWP Technical Committee Chair provided comments to the interim report as well as to the final report, and the final report was discussed by the Technical Committee (TEC) on August 27, 2015. The Committee noted that the PEM report failed to fully appreciate the role of TEC and as such the report was considered both shallow and inconsistent in its conclusions. Nevertheless, the Committee agreed that “the PEM report was useful in reminding both TEC and GWPO of the need to work closely together for effective knowledge management, that TEC members need to be clear about the audience for their publications, and that knowledge products are relevant to the whole GWP Network.”

Below are the report’s ten recommendations, the Management Team’s comments, and suggested actions.

Recommendations	Comments	Suggested Actions
Recommendation 1: The new executive secretary should lead a strategic repositioning of GWP and align its knowledge management practices accordingly.	This task will be undertaken with high priority in conjunction with the review and mapping of the global water institutional landscape in the SDG context.	Will be reflected in the consecutive Work Programme 2016.
Recommendation 2: Building on the niche and comparative advantage defined in the strategic planning process, GWP should regularly engage in an explicit knowledge agenda setting process.	On the basis of Rec 1, a comprehensive Knowledge agenda will be defined and regularly updated with TEC and GWP partners.	To be reflected in the 2016 Plan of Work of GWPO and TEC.
Recommendation 3: The outgoing chair of TEC should be replaced with an interim chair rather than the final chair until the executive secretary and strategic repositioning is in place.	Prof. Eelco van Beek has been appointed as the interim Chair of TEC starting October, 1 st .	

Recommendation 4: The feedback loops within the knowledge cycles/chains need to be closed for rapid feedback and learning for continuous improvement of products and processes.	The roles of the actors in the GWP Knowledge chain are well articulated in the GWP Strategy Towards 2020.	We will further explore pertinent institutional and finance mechanisms (e.g. transfers) to make the actors more effective in their roles in closing the feedback loops.
Recommendation 5: Integrate more dynamic, interaction based knowledge sharing methods.	GWP will continue to establish more functional Knowledge platforms to help countries meet their water agendas by facilitating cooperation, knowledge exchange, and capacity building.	Outreach to knowledge partners inside and outside the GWP Network will be strengthened through partnership alliances with key organisations and like-minded networks.
Recommendation 6: GWP should consider what type of knowledge is required by their clients and generate that knowledge.	Implementing Recommendations 1-5 should contribute significantly to achieving Recommendation 6.	The intended target audience(s), their level of knowledge requirements and their pro-activity in sharing their knowledge will be subject to intensified monitoring informing regular updating of the Knowledge chain.
Recommendation 7: Enhance the financial sustainability of the network through internal efficiency gains and transferring resources to lower levels of the network.	GWP acts structurally upon options and opportunities for efficiency gains. The transfer of GWPO resources to 'lower' levels (RWPs and CWPs) is undertaken in an orderly manner as managerial capacity grows at those levels.	The 2016 Plan of Work and Budget foresees a considerable resource allocation to RWPs. This allocation shall increasingly be performance based. Both will rest on a full fledged resource mobilization effort and branding policy.
Recommendation 8: RWPs and CWPs should take greater responsibility for knowledge management where there is capacity and robust governance in place.	Implementing recommendations 1-7 should contribute significantly to achieving Recommendation 8.	The 2016 Plans of Work and Budget for the RWPs (and CWPs) will more prominently feature their respective responsibilities for knowledge management.
Recommendation 9: GWPO should explore a range of more radical options for gaining synergy with similar global think tank organisations.	GWP will capitalize on the emerging convergence and coordination in the water community and on key issues and priorities that have occurred during the SDG development process.	Efforts to realize synergy effects with similar think-tanks will be an integral part of the 2016 Plan of Work and Budget for GWPO and TEC.
Recommendation 10: GWP should develop a strategic guidance for project engagement: including project selection, implementation arrangements, contribution to core funding; programme development.	In positioning GWP (Recommendation 1) the role of the donors will be clarified in GWP's strive for a clear leadership agenda through selectivity and focus in its operations.	GWP will enhance its guidelines for project selection and engagement that support its mandate and agenda.