

WATER SUPPLY AND SANITATION COLLABORATIVE COUNCIL

Management Response to the Mid-Term Review of WSSCC's
Medium-Term Strategic Plan 2012-2016



MANAGEMENT RESPONSE

Introduction:

WSSCC welcomes the findings and recommendations from the Mid-Term Review (MTR) of its Medium Term Strategic Plan (MTSP) 2012-2016. The recommendations are important to WSSCC (“the Council”) as they provide insight into how WSSCC can become more fit-for-purpose to remain relevant, deliver effectively and efficiently, while optimizing the impact of its development interventions in a sustainable way. The MTR has therefore provided key contributions to the development of the WSSCC Strategic Plan 2017-2020, along with a new organizational structure and results-based planning and management approach which will be implemented through the Biennial Work Plan and Budget for 2017-2018 in alignment with the new Strategic Plan.

The MTR of WSSCC’s MTSP 2012-2016 was commissioned in 2015. The purpose of the MTR was to assess progress against intended results in the MTSP 2012-2016, and also to contribute to organisational learning and accountability requirements from WSSCC’s Steering Committee and donors. The MTR covers the period 2012-2014, with additional analysis of progress made as part of the 2015-2016 Biennial Work Plan up to February 2016. The OECD-DAC framework¹ was employed for the evaluation.

The MTR process comes at a unique and opportune moment in time. Firstly, it provides the strategic direction needed to strengthen the relevance and the value addition of the Council in the context of the new global development aid architecture in the SDG period. The external consultations throughout the MTR process have provided important stakeholder inputs as to how WSSCC can best contribute to SDG 6.2 and position itself in a changing external environment. Secondly, the MTR has made significant contributions to improve and strengthen the Council’s internal processes including the internal monitoring and reporting mechanisms, results based management, country coordination and the governance architecture. And finally, carried out in a participatory way, the process of the MTR has been instrumental in building a Learning from Evaluation culture in the Council.

The management response to the recommendations of the MTR drew on several key inputs, which included:

1. Substantial inputs from key stakeholders and staff through a 360 degree review process of the draft MTR.
2. Recommendations emerging from a participatory process of consultations to develop the new Strategic Plan for 2017-2020, including 16 national workshops and two stakeholder conferences involving WSSCC staff.
3. Process to develop the Theory of Change and new organisational structure of WSSCC.
4. Experience from implementation of the management response to the GSF Mid-Term Evaluation synthesis report, M&E diagnostic report, and Value for Money study.

Overall response

Within the MTR, WSSCC notes the favorable review of its relevance in terms of its focus on sanitation and hygiene, specifically highlighting its value-add with regard to achievement of open-defecation free communities and increased access and use of improved sanitation and hygiene facilities through the Global Sanitation Fund; contributions to national ownership of sanitation and hygiene issues; its sector advocacy role on the issues of equity and non-discrimination including but not limited to the menstrual hygiene management; technical support at the national and regional level; the joint programme

¹ The MTR was conducted according to the OECD-DAC criteria of: **Relevance:** measures the extent to which aid activity is suited to priorities and policies of target group, recipient and donor **Effectiveness:** measures extent to which aid activity attains its objectives; **Efficiency:** measures outputs (qualitative and quantitative) in relation to inputs; **Impact:** measures positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended; **Sustainability:** measures whether benefits of an activity are likely to continue after donor funding has been withdrawn, environmental and financial sustainability

with UN Women and role in India; research contributions to the sector; and contribution to the Sustainable Development Goals, to name a few. WSSCC also acknowledges the MTR's suggestions for areas of improvement both in terms of effectiveness, efficiency, sustainability, impact and relevance. As the findings of the MTR have influenced the development of WSSCC's Strategic Plan 2017-2020, the new Strategic Plan can be viewed as part of WSSCC's response to the MTR recommendations. Of the 22 MTR recommendations, all have been fully or partially accepted and will be implemented according to the actions and timelines presented in annex 1.

WSSCC wishes to highlight that several of the MTR recommendations had already begun to be addressed in 2016 as part of adjusted work plans and/or modifications of work processes. As the end date for the MTR review was February 2016, these actions are not fully reflected in the final MTR report. Other actions related to the MTR recommendations are currently in the planning process (awaiting approval of a new organisational structure and work plans, or pending commitment of external partners).

It should be noted that the MTR drew heavily upon previously completed evaluations and studies conducted by the Global Sanitation Fund (GSF) in 2015 which already resulted in several management actions in 2016. Consequently, many of the recommendations directly related to the GSF in the MTR are completed or are in the process of being implemented. A comprehensive description of progress on recommendations related to the GSF can be found in the document "GSF Evaluations and Assessments: Operational Plan Status Update" and actions can be seen in the biennial GSF Work Plan (2017-2018).

Accepted recommendations that are yet to be implemented are addressed in the Strategic Plan 2017-2020, the WSSCC Organisational Chart (Organigram), the Addendum to the Organigram: Departmental Structure and Ways of Working; and the biennium Work Plan & Budget for 2017-2018. References are made to these documents in this MTR response where applicable.

Principal areas of response action

A comprehensive internal response plan with action points and timeline has been developed for each recommendation. Annex 1 below summarizes major action points and timelines and is a working document that will be updated by WSSCC's management to monitor and report on progress to its Steering Committee and other stakeholders. These are organized into 3 clusters as per the MTR itself, making explicit reference to the relevant OECD-DAC criteria, as follows:

1. WSSCC Programme Strategy (GSF, Knowledge and Learning, Advocacy and Influence)- Relevance, Effectiveness, Sustainability and Impact
2. Monitoring and Evaluation- Effectiveness, Efficiency and Impact
3. Governance and Management- Relevance, Effectiveness, Efficiency and Impact

The following points highlight some of the key responses and actions that will require critical follow-up investment which are not specified in detail in the new Strategic Plan (2017-2020) or that the Management of WSSCC would like to underline as priority issues:

Enhanced planning, monitoring and evaluation: WSSCC believes that accountability is crucial for sustainability and that our evidence-based approaches are instrumental to make sure that we have the right interventions in place and that results achieved demonstrate real value for the investments made. WSSCC recognizes the need for additional investments in internal capacity, tools and systems for monitoring, reporting and performance management. While several steps are underway, the onset of the new Strategic Plan and accompanying Results Framework for the 2017-2020 period will be a unique opportunity to change the course to this end. WSSCC will prioritize actions to ensure that a realistic and feasible Monitoring and Evaluation Plan for the new Strategic Plan is in place by the First quarter of 2017, with the appropriate internal protocols, mechanisms, systems and capacity. This will require additional human and financial resources to put in place quality baseline data and institutionalized monitoring systems at all levels. Efforts will be taken to ensure WSSCC

focuses on strengthening national monitoring capacity and draws upon data from national systems, where feasible and utilises upon up-to-date good practices in the sector and research partnerships wherever possible. Efforts are underway to institutionalize the culture of learning from monitoring and evaluation by situating it under the newly proposed Department of Evidence and Learning.

Stronger programme design, coherence and accountability at the Country and the Secretariat level: WSSCC is undergoing an organizational restructuring exercise aimed at ensuring that the right profiles, resources and capacities are in place to optimize our effectiveness and impact towards SDG target 6.2 and the associated goals of the new Strategic Plan (2017-2020). We are confident that the new Strategic Plan and the accompanying Biennial Work Plan for 2017-2018 will provide the foundation that WSSCC needs to implement its work in a more coordinated and integrated way. The organizational reforms will also encourage innovations across departments and within them, while foster a stronger network of National Coordinators and membership base. Each member of the Senior Management Team will be accountable for his/her portfolio of countries to ensure full integration of work streams across departments and units. This will help to bolster WSSCC's national presence rendering it more effective.

The MTR provided several recommendations related to the Global Sanitation Fund, many of which were covered by previous reports initiated by the GSF. These recommendations have been extensively discussed internally and with partners, particularly those at the country level. This process informed the development of actions described in the management response to the GSF Mid-Term Evaluation Synthesis Report which was concluded in 2015. Consequently, several processes and activities have already been initiated and are in some cases completed. These include efforts to revise the country programme evaluation Terms of Reference; improved targeting and reporting on inclusion of vulnerable and marginalized groups; and strengthened monitoring, evaluation, learning and documentation. A key priority ahead will be to translate policy guidelines (and use GSF results to inform policy development) into methods for direct implementation in order to assist governments, at the local and national level, to achieve equity at scale. New or improved programmatic tools and approaches will also be developed to ensure that GSF can better work with partners to reach schools and health clinics, and with municipalities and small towns to improve sanitation in public spaces and ensure safe management of waste.

The MTR recognizes the expertise that WSSCC has developed in the area of equality and non-discrimination, which is high in-demand at the country level and remains critical in translating the SDG 6.2 commitment of Leave No One Behind into a reality. Moving forward, elevating this set of work into a dedicated Department of Policy Advocacy and Operationalization with better resources to consolidate and build a systematic programme around this work, including Regional & National Policy, Leave No One Behind; and Partnerships with non-WASH organizations is under consideration. Targeted advocacy work will complement GSF efforts at the country level in close collaboration with the National Coordinators. WSSCC will clearly articulate its strategy on policy advocacy, knowledge and capacity-building around equity, non-discrimination and menstrual hygiene management outcomes. Clear targets and indicators are being proposed in the Results Framework to capture the most significant changes on the most marginalized and vulnerable populations, including women and girls, leveraging menstrual hygiene management as an entry point. Milestones will be agreed upon, monitored and lessons learned will be shared with the sector in a more systematic way.

More effective secretariat and Value for Money: The MTR identified several recommendations to enhance the efficiency and effectiveness of the Secretariat, while also noting that several actions were already undertaken (including a GSF Value for Money study). WSSCC is operating under a tight funding environment. For this reason, continuous efforts will be taken to adhere to strict cost planning processes connected to regular monitoring and reporting on activities and expenditures. The reduction of the total number of WSSCC programmes from 40 to 19 will make the management more streamlined and straightforward to monitor and report on. WSSCC has already started efforts to better utilize UNOPS services to improve corporate processes such as financial analysis and planning; risk management and human resources management and processes that will help ensure best use of in-house knowledge and capacities. WSSCC will benchmark costs and services against other organizations to help improve efficiencies. A resource mobilization strategy is under development with the aim to develop a sustainable funding model for WSSCC.

MANAGEMENT RESPONSE

MTR RECOMMENDATION	MANAGEMENT RESPONSE: ACCEPTED, PARTIALLY ACCEPTED OR CHALLENGED	FOLLOW UP ACTION TO BE TAKEN ON THE RECOMMENDATION	TIMELINE (EXPECTED IMPLEMENTATION AND COMPLETION DATES)	UNIT(S) RESPONSIBLE
WSSCC Programme Strategy (GSF, Knowledge and Learning, Advocacy and Influence)- Relevance, Effectiveness, Sustainability and Impact				
<p>1. WSSCC should undertake a participatory and iterative exercise to produce a Theory of Change that determines the linkages between desired outcomes at various levels and strategies to achieve them. This will include developing country specific TOCs for each country where WSSCC is present, describing the logic, assumptions and linkages behind all of WSSCC's country engagements. For GSF, this should involve engaging with the GSF's in-country partners and NCs in all GSF countries to review the CPPs' context, articulate assumptions and a country-specific Theory of Change. In the countries where programme implementation efforts and progress towards results is particularly lagging, this exercise should result in an adjustment of approaches, targets and milestones, where necessary, in order to hasten progress and achievement of results</p>	Accepted	<p>An organizational Theory of Change has been developed as part of the Strategic Plan 2017-2020 and accompanying Results Framework.</p>	Completed	Strategy Planning Task Team
		<p>Nuanced articulation of the same, bearing in mind the country context will be included in the biennial Work Plan (and budget) 2017/18</p>	To be completed by the first quarter of 2017 as a part of the final Work Plan and Budget 2017/18	Relevant departments
		<p>Minimum standards and definitions are being developed as part of the GSF Theory of Change and revised Results Framework. These are to be made available for use across the sector.</p>	Significant progress on the development process will be completed by Quarter 2, 2017, with subsequent roll-out.	Global Sanitation Fund
<p>2. Even as GSF continues on its current and modest trajectory of programme expansion in existing and new countries, more importantly, it needs to prioritise strengthening its M&E framework, consolidating learning and systematically harvesting lessons from existing country programmes and use non-GSF learning to address existing gaps emerging from GSF programme evaluations so as to enhance GSF programme design and effectiveness.</p>	Accepted	<p>This implementation had already begun in early 2016 and is ongoing.</p>	A GSF Learning, Documentation and Monitoring Task Force was established in Q1 2016.	Global Sanitation Fund
		<p>Active alignment between monitoring and learning is being established throughout the M&E revision process, including development of GSF Results Framework, revision of outcome survey methodologies, strengthening of reporting systems and of learning, documentation and M&E capacity development activities.</p> <p>The GSF 2017-2018 Work Plan and organisational chart have been established to ensure integration of learning and M&E.</p>	By Quarter 2, 2017	
		<p>See GSF Evaluations and Assessments: Operational Plan Status Update.</p> <p>See GSF 2017-2018 Work Plan and organizational chart.</p> <p>A strategy and work plan for the new Department on Evidence & Learning to be developed, in alignment with the GSF M&E operationalization strategy to strengthen a coherent and comprehensive organisational approach towards Monitoring, Evaluation and Learning.</p>	By Quarter 1, 2017	Evidence and Learning Department

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3. All GSF-supported programmes should develop a clarified understanding of slippage and sustainability drivers, strengthen mechanisms for monitoring slippage and invest in strategies to promote achievement of sustainability in outcomes	Accepted	<p>Learning is a key part of the WSSCC Strategic Plan 2017-2020. Sustainability and equity have already been identified as GSF priority areas- included in the 2017-2018 GSF Work Plan, with resources in the budget.</p> <p>The GSF intends to enhance its role in expanding the global knowledge based. An example is the document (2016) Sanitation and Hygiene Behaviour Change at Scale: Understanding Slippage</p> <p>GSF Learning Guidelines are also being revised.</p> <p>See GSF 2017-2018 Work Plan and budget; See GSF Evaluations and Assessments: Operational Plan Status Update.</p>	GSF learning efforts in process and will continue.	Global Sanitation Fund
4. Equality and non-discrimination are critical and cross-cutting concerns in the SDG context and WSSCC must seek to embed these principles across its programmatic areas of work in sanitation and hygiene. To this end, WSSCC must define clear objectives, strategies, outcomes, targets and indicators relating to these principles within its programmes as outlined below:				
4.a Within GSF, this would involve defining results that it is envisaging in terms of equality and non-discrimination, including appropriate indicators within the GSF Results Framework and revising the CPP guidelines to include equality and non-discrimination as key components. GSF must develop clear protocols for identification of vulnerable and marginalised groups in areas of operation and clarify its strategies and activities to bring about envisaged results and operationalisation of its results framework around this principle	Accepted	<p>The GSF has been working throughout 2016 on these issues. A significant study on Equality and Non-Discrimination is in process.</p> <p>Indicators related to those living in vulnerable situations are identified for inclusion in the new Organisational Results Framework as well as in the revised GSF Results Framework.</p>	<p>EQND study report to be completed by Quarter 2, 2017.</p> <p>Organisational results framework completed. The GSF draft revised Results Framework to be completed 1 quarter 2017</p>	Global Sanitation Fund
4.b Within existing countries of operation, GSF must seek to document programme's contributions to equality and non-discrimination concerns and harvest knowledge and lessons around the programme's impact on vulnerable and marginalized groups	Accepted	<p>A significant study on Equality and Non-Discrimination is in process</p> <p>Active alignment between monitoring and learning is being established throughout the M&E revision process, including development of GSF Results Framework, revision of outcome survey methodologies, strengthening of reporting systems and of learning, documentation and M&E capacity development activities to capture and document the programme's impact on vulnerable groups</p> <p>See GSF Evaluations and Assessments: Operational Plan Status Update</p>	<p>EQND study report to be completed by Quarter 2, 2017.</p> <p>By Quarter 2, 2017</p>	Global Sanitation Fund

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<p>4.c Besides GSF-supported programmes, WSSCC is still experimenting with ways and means of engagement and collaboration in its work on equality and non-discrimination. As WSSCC believes it has unique contributions to make in this area of work, an important next step would be to articulate a theory of change to clarify and elaborate its objectives, assumptions and expected results from this line of work. This must be complemented by clearly resourced strategies that WSSCC will pursue to realize the desired outcomes. This will also include clarifying the role of research, advocacy and capacity-building as potential strategies to influence policy and practice and drive desired outcomes in equality and non-discrimination</p>	Accepted	<p>The MTR recognizes that the Council has developed in the area of equality and non-discrimination, which remains critical in translating the SDG 6.2, commitment of Leave No One Behind into a reality. Moving forward, elevating this set of work into a dedicated Department of Policy Advocacy and Operationalization with better resources to consolidate and build a systematic programme around this work, including Regional & National Policy, Leave No One Behind; and Partnerships with non-WASH organizations is under consideration. The targeted advocacy work will complement GSF efforts at the country level in close collaboration with the National Coordinators.</p> <p>Please refer to the Results Framework, 2017/18 Work Plan & budget for the Policy Advocacy Department.</p>	Operationalisation ongoing. An important first document is the "Report on integrating equity and inclusion in collective behaviour change under the Swachh Bharat Mission."	Policy Advocacy Department
<p>5. WSSCC must develop a cohesive knowledge and learning strategy. This strategy must hold relevance for both internal programmatic learning as well as for broader sector learning based on lessons from WSSCC's programme implementation. To this end,</p>	Accepted	Refer to response against recommendation 3.		
<p>5. a) GSF must prioritise knowledge and learning efforts around pressing sector issues relating to sustainability and equality in particular and those first identified in the 2012 Learning Guidelines. To this end, GSF must harvest and document lessons from its practice that expand sector understanding of challenges and drivers in the achievement of sustainability and equality in outcomes</p>		Refer to response against recommendation 3.		
<p>5. b) Sector knowledge, policy and practice can also benefit tremendously from an understanding of key drivers and inhibitors for adoption of behavior change interventions. GSF can help expand this knowledge base by synthesizing design elements that contribute to programme results within its own country programmes.</p>	Accepted	Refer to response against recommendation 3.		
<p>5. c) Strategy for a research portfolio in equality and non-discrimination must include well-defined goals and target audience as well as identify potential linkages and synergies with GSF where possible</p>	Accepted	A comprehensive Applied research, monitoring, evaluation, documentation, and knowledge management Plan for 2017/18 outlining the priority themes, indicators and targets will be developed	End of 4 quarter, 2017	Evidence and Learning Department

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5. d WSSCC must align the CoP knowledge platform closely with its GSF and equality and non-discrimination programming. This platform could be one tool to help WSSCC operationalise and achieve strategies for knowledge sharing and dissemination with the wider sector. It could also help serve advocacy and capacity building outcomes around WSSCC's equality and non-discrimination programming and GSF learning priorities discussed above.	Accepted	GSF knowledge platforms, including expansion of existing initiatives, to be further explored. COP to be strengthened to integrate better all aspects of policy advocacy and GSF, as part of Applied Research, Monitoring, Evaluation, Documentation and Knowledge Management Plan 2017/2018.	2016 and ongoing Q4, 2017	Global Sanitation Fund Evidence and Learning Department
5. e WSSCC should develop advocacy strategies and plans associated with its knowledge efforts. See related recommendations 5 and 6.	Accepted	Country Strategies will be developed for every country that align GSF-supported activities with Sector Engagement Plans. A key component of the strategies will be advocacy and knowledge efforts, utilising (for example) GSF generated results to inform advocacy efforts.	Begun, and ongoing	Global Sanitation Fund, Country Engagement Unit, and other WSSCC departments
6. Active engagement of government partners to institutionalise WSSCC's key knowledge and advocacy messages into national policies, technical guidelines, manuals and regulations is an important way to demonstrate the uptake of WSSCC's knowledge and advocacy messages and in turn their likely sustainability. To this end, WSSCC should develop a cohesive global and regional advocacy strategy to be aligned with the new strategic plan. The global/regional advocacy strategy needs to provide a framework for national level advocacy by identifying the key themes and issues that WSSCC will want to speak on, will want to mobilise networks and partnerships around, and will want to prioritise for knowledge-building, lesson-learning and capacity-building. The global/regional advocacy strategy needs to clearly establish how it will link to, draw from and be coordinated with national level advocacy that WSSCC's NCs, GSF and other programme partners will undertake to ensure that global/regional political commitments are translated into real investments, appropriate policy and practice changes at the national levels. See also related recommendation 7 WSSCC also needs to define clear targets and indicators for its key advocacy themes and track progress towards these targets at national, regional and global levels	Partially Accepted	WSSCC believes in advocacy for sanitation and hygiene that is rooted in country-level policy and practice and it has remained true to this principle during the concerned MTSP period. It believes that the advocacy for the policy changes are not an end in itself and therefore the effort has been to provide technical support to operationalise the policies into technical guidelines, manuals, trainings etc. In moving forward, the Council will continue to strengthen this with better articulation of its Policy Advocacy ToC, Country Engagement Plans (SEPs) as well as its policy/position papers. Furthermore, WSSCC views the results of the GSF as essential to leveraging public investment in sanitation and elevating the sanitation sub-sector. GSF "phase three" programming as outlined in Work Plan and Budget 2017-2018, is designed to leverage results of national sanitation improvement programmes in this way. It constitutes a key application of WSSCC's rooted advocacy. Please refer to the Strategic Plan, Work Plan and Budget 2017/18 of Policy Advocacy Department	Ongoing. To be completed by 1 Quarter 2017	Policy Advocacy Department, GSF, and Country Engagement Unit, External Relations Department
7. WSSCC should review how it might bolster its national presence for purposes of more effective national-level influencing and achievement of results around its key programme areas. Three approaches might be considered:	Accepted	To be incorporated into country engagement strategies, involving GSF partners and WSSCC National Coordinators.	Ongoing	Senior Management

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7.a Consider having one strategic programme in the country, involving GSF and its infrastructure and NCs and their partnerships and ensuring that WSSCC Secretariat engages in a country through SEP, avoiding parallel/disconnected country engagement processes from different departments	Accepted	Country engagement strategies to be developed	Ongoing	Senior Management
7.b Bolster the resources and capacities of the NC constituency such that their overall national engagement is more closely aligned with WSSCC's work and advocacy messaging. Contributions from this constituency should be clearly seen as elevating the in-country visibility and added value of WSSCC.	Accepted	See Strategic Plan regarding work of National Coordinators WSSCC has made progress revitalizing membership such that NCs can more effectively engage national members.	2017 and continuing	Senior Management
7.c Given the limited resources and the small size of the Secretariat, scale back current programmatic ambitions and instead focus on a few, high priority countries, where it can undertake deeper policy engagement, support local systems and demonstrate local responsiveness and accountability.	Partially Accepted	The current 13 GSF countries will continue, based on reviews of continued relevance, with additional countries begin added in a strategic and carefully planned manner, up to a maximum of 20 during the period 2017-2020, if funding is available. By 2020, direct funding support for advanced countries will be adjusted as the governments will assume the necessary leadership of this work using counterpart resources.	Ongoing	Global Sanitation Fund
		Moreover, deeper and more coordinated engagement at the Country Level will be central to Council's ways of working during the next Strategic Planning period.	Ongoing	Directorate , SMT
8. WSSCC needs to infuse substantive rigor, time and resources during the planning, and design, implementation and review phases of its country-based programmes in order to prevent time delays and cost over/under spend at the time of implementation and in turn generate improved efficiencies and value for money from WSSCC's input of financial and technical resources into programme activities. This might also necessitate reflection on and revisions to existing incentive structures of in-country partners during the formative phase.	Accepted	During 2015, the GSF had already re-conceptualised the design phase of its country engagements. A description of this is available in a country programme evolution document, and also described in the GSF 2017-2018 Work Plan. In new engagement countries (specifically, Pakistan, Laos and Niger), the GSF has already begun to work closely with the Country Engagement Unit to ensure close collaboration between GSF-supported programmes and National Coordinators.	Begun in 2016 and continuing	Directorate, Global Sanitation Fund, and the Country Engagement Unit
9. There is a need to review existing budgeting and financial reporting systems, including review of existing chart of accounts, and assumptions underpinning cost classifications and allocations, to enable clarified understanding of expenditure and broader value for money represented by programmes.	Accepted	Strategy for better capturing WSSCC Value for Money to be developed as part of new M&E plan and reporting systems. In its new Results Framework, and through its new financial management reporting tool, the GSF will monitor other sources of funding.	By Quarter 1, 2017 Processes begun in 2016 and continuing	SMT, Evidence and Learning Department Global Sanitation Fund

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10. Based on its Theory of Change, WSSCC should prepare and follow a common set of definitions for key indicators against defined results at the organisational level. Some of these in turn could be proposed as indicators to be used across the sector.	Accepted	An organizational Theory of Change has been developed as part of the Strategic Plan 2017-2020 and accompanying Results Framework.	Completed	Senior Management Team
		A Theory of Change to be developed for key areas of work	The GSF Theory of Change completed by October 2016.	
		Minimum standards and definitions are being developed as part of the GSF Theory of Change and revised Results Framework. These are to be made available for use across the sector	Significant progress on the development process will be completed by Quarter 2, 2017, with subsequent roll-out.	
11. A set of learning questions, mostly deriving from the Theory of Change, but also including cross-cutting themes such as equality, relevance and coherence, should be developed to prioritise and steer M&E, and complementary research, throughout the strategy period. Every indicator in the new results framework should be accompanied by a clear plan for mobilising data collection and analysis.	Accepted	Ensure learning questions are included in the M&E strategy.	By quarter 1 of 2017	Evidence and Learning Department
		Review and revision of the GSF M&E processes and systems.	By Quarter 2, 2017	Global Sanitation Fund
		Major research themes related to the GSF have been identified for the 2017-2018 Work Plan and the Strategic Plan 2017-2020. These are: a. Sustainable collective behaviour change b. Effective handwashing promotion c. Supply-side and sanitation value chain activities d. Equality and Non-Discrimination e. Institutional strengthening and decentralized delivery models f. Peri-urban sanitation and hygiene programming		Global Sanitation Fund/ Evidence and Learning Department
		Revise the GSF Results Framework, ensuring focus on indicators related to SDG 6.2 and building on experiences of previous implementation of GSF-supported country programmes.	GSF draft revised Results Framework to be completed by 2016. Results Framework adopted and rolled out by end 2017.	Global Sanitation Fund
12. Some outcomes in WSSCC's Theory of Change will be better reflected through qualitative indicators. Data collection and analysis for some of these indicators will require case study approaches which need appropriate skills and resources.	Accepted	The M&E operational plan will include a plan for case studies to be conducted during the Strategic Plan period.	Quarter 1, 2017	Evidence and Learning Department in collaboration with heads of departments
13. Internal results-focused review should be institutionalised at different levels and across all programmes throughout the organisation.	Accepted	Internal performance management system to be set up with a traffic light system, accompanied by training for staff.	Quarter 2, 2017	Directorate, Senior Management

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14. WSSCC's evaluation strategy should be reviewed particularly in the light of absorptive capacity and balance across the portfolio of work. A systematic approach to using evidence from independent evaluations (especially programme evaluations) for planning and designing or course correcting ongoing programmes needs to be internalised.	Accepted	As part of development of M&E strategy; tracking mechanism for management actions in response to evaluations; define a plan for evaluations and research with clear indicators and linkages to the Strategic Plan.	Quarter 2, 2017	Evidence and Learning Department in collaboration with heads of departments
		GSF Terms of Reference for periodic evaluations of country programmes reviewed, revised and improved. See GSF Evaluations and Assessments: Operational Plan Status Update	GSF Outcome Survey methodology and TOR completed by Quarter 1, 2017.	Global Sanitation Fund
15. WSSCC should continue its efforts to strengthen and streamline results reporting through more explicit reference to indicators.	Accepted	Develop new guidance and practices for results reporting, for internal and external audiences.	Quarter 1, 2017	Senior Management; Evidence and Learning Department
		Global Sanitation Fund revising and improving M&E guidelines and protocols, Results Framework, evaluation Terms of Reference, and Outcome Survey Terms of Reference. See GSF Evaluations and Assessments: Operational Plan Status Update	On-going processes to be completed in 2017.	Global Sanitation Fund
Governance and Management- Relevance, Effectiveness, Efficiency and Impact				
16. The new strategy should include a map of what an integrated RBM system would look like in WSSCC, with clear resourced strategies for ensuring all the key components are in place with realistic timelines and with appropriate prioritisation. Particular attention should be paid to the planning of evaluable results at all levels and to the planning and implementation of monitoring	Accepted	Develop an M&E strategy with an accompanying M&E operational plan, including data collection & analysis plan.	Strategy and plan completed by 1 Quarter 2017, implementation from April 2017.	M&E Unit in collaboration with heads of departments
		Develop departmental biennial work plans with clear, measurable results and timelines.	WSSCC 2017-2018 Work Plan completed by the end of 2016.	Each department develops a work plan under the overall guidance and coordination of the Directorate.
		Council already has robust staff performance systems and practices in place that clearly strengthens the results-based management culture and practices. In moving forward, with the new Strategic Plan, this practice will continue in order to ensure that individual staff annual performance reviews are tied to clear and measurable objectives. See Strategic Plan: WSSCC results based management See WSSCC 2017-2018 Work Plan.	Staff annual performance review reflecting clear, measurable deliverables tied to organisational objectives to be completed by quarter 1, 2017.	All department managers and supervisors, with staff.

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<p>17. WSSCC need to address the functional overlaps and mismatches head-on in the new strategy by applying comprehensive results-based planning – including budgeting - and management methodologies. Form should follow function. Agreement on WSSCC's overall theory of change and strategic results framework should lead into structural re-organisation and budgetary re-alignment designed to achieve those results in an optimal manner. Given the need for greater collaboration and fluidity between the different WSSCC functions, these two aspects of re-organisation should avoid excessive rigidities. Moreover, mechanisms should be put in place that enable the organisation to be more responsive to changes in function during the life of the new strategy.</p>	Accepted	<p>See Strategic Plan; new organizational structure and addendum that describes the new ways of working. Current Task teams will also be revitalized or set up on priority issues to ensure coordinated approaches.</p> <p>Pursuant to the resolution of the November 2016 SC meeting with the establishment of the Change Management sub-committee, WSSCC and UNOPS will undertake a Functional Review with a view to strengthen the Secretariat functions, skills, management processes, and structures.</p> <p>Risk management plan to be further developed.</p>	To be implemented gradually starting 1 January 2017, with Functional Review completed 14 March 2017, with recommendation fully implemented by end of year 2017.	Senior Management Team
<p>18. There is a need for a commitment from senior management to “reset” its relationship with staff through a systematic participatory process designed to confirm the deficits and identify feasible steps to improvement. An annual staff survey conducted by a third party would be a useful means of monitoring progress.</p>	Accepted	<p>The Management team has benefitted greatly from the Strategic Planning Process and it has already introduced a much robust practice of Senior Management team meetings and communication practices with staff.</p>	Ongoing	Directorate
		<p>As a part of the new Strategic Plan and accompanying Organigram, the Secretariat will strengthen the Directorate by appointing a Chief of Staff and a Special Assistant to the Executive Director.</p>	To be completed by second quarter of 2017	Directorate
		<p>And finally, the Secretariat recognises the importance and urgency to strengthen its coordination at the country level. It will therefore initiate a system of accountability in which each Senior Manager will be responsible for three countries and subsequently will be responsible for the development, design and implementation of the country strategies.</p>	To be initiated in the first quarter of 2017. Ongoing work	SMT

MTR RECOMMENDATION	MANAGEMENT RESPONSE: ACCEPTED, PARTIALLY ACCEPTED OR CHALLENGED	FOLLOW UP ACTION TO BE TAKEN ON THE RECOMMENDATION	TIMELINE (EXPECTED IMPLEMENTATION AND COMPLETION DATES)	UNIT(S) RESPONSIBLE
19. WSSCC need to develop a risk management strategy in line with its new strategic plan. A risk register and risk management plan would be central parts of the strategy, and should be regularly reviewed by WSSCC management and the WSSCC Steering Committee as part of their governance function. Both the identification and assessment of risks and their monitoring and management should operate at appropriate levels, not only at the highest.	Accepted	<p>See Strategic Plan; new organizational structure and addendum that describes the new ways of working.</p> <p>Pursuant to resolution of the SC at its November 2016 meeting, and the establishment of the Finance sub-committee, WSSCC will work with UNOPS to develop a Risk Policy that will include assessments of liquidity position of the Council in 2017 and 2018, and prepare budget scenarios based upon assumptions about anticipated income, and corresponding expenditures and long-term contractual obligations.</p> <p>As part of this process, the WSSCC-UNOPS Operations Task Team will be revitalized to ensure coordinated approaches.</p>	To be implemented gradually starting 1 January 2017, and completed by end of year 2017.	Senior Management Team
20. The work of the Task Team set up to explore other services UNOPS could offer WSSCC, including support for staff management and development and risk management needs to be accelerated.	Accepted	The WSSCC-UNOPS Operations Task Team, established in 2016, will include priority issues such as staff and risk management are accelerated in collaboration with UNOPS, and the Finance sub-committee	Task Team established Quarter 3, 2016.	Operational Task Team, led by GSF Programme Director
21. All WSSCC task teams should have clear terms of reference - conferring their legitimacy - timelines and accountabilities. Membership of task teams should be reflected in staff PRAs	Partially Accepted	The Task teams are given a clear Terms of Reference, with mostly a Senior Management Team member taking a lead role of managing the Task teams.	Ongoing	SMT
		Efforts to reflect the results of the Task Teams in the staff PRAs will be strengthened in moving forward.	To be completed as part of the 2017 PRA process.	Responsible Manager
22. There is an urgent need for a fundamental review of WSSCC's governance structure.	Accepted	<p>Pursuant to resolution of the SC at its November 2016 meeting, and the establishment of the Governance sub-committee, WSSCC will work with UNOPS to commission a Rapid Governance Review of WSSCC including its Steering Committee.</p> <p>See Strategic Plan: Governance review.</p>	This process was begun in Quarter 4 of 2016. The review is being systematically implemented and will be completed Quarter 1, 2017, with review by the SC Quarter 2, 2017.	Steering Committee