Evaluation of A Stake In Water Project (2019-2022)

Final Evaluation Report

Prepared for Global Water Partnership

By IOD PARC

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Acronyms and Abbreviations

ADA	Austrian Development Agency
ASIW	A Stake In Water
CAF	Central African Republic
CEE	Central and Eastern Europe
CWP	Country Water Partnership
FGD	Focus Group Discussion
GESI	Gender Equality and Social Inclusion
GWP	Global Water Partnership
GWPO	Global Water Partnership Organisation
IGRAC	International Groundwater Resources Assessment Centre
IWRA	International Water Resources Association
IWRM	Integrated Water Resources Management
KII	Key Informant Interviews
MSP	Multi-Stakeholder Partnerships
NGO	Non-Governmental Organisation
RWP	Regional Water Partnership
SAF	South Africa
SDG	Sustainable Development Goals
StRONG	Strengthening Regional Operational and Network Growth
TNC	The Nature Conservancy
ToC	Theory of Change
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UX	User Experience
WACDEP-G	Water, Climate, Development, and Gender
WEFE4MED	Water-Energy-Food-Ecosystems for the Mediterranean Project
WMO	World Meteorological Organisation

Executive Summary

Background

The Global Water Partnership (GWP) commenced implementation of a four-year Austrian Development Agency (ADA) funded project in 2019. The project was called 'A Stake In Water' (ASIW) and focussed on strengthening the capability of Multi-Stakeholder Partnerships at regional scale, contributing to gender transformation and revamping GWP's online Integrated Water Resources Management (IWRM) Toolbox platform.

In January 2023, GWP commissioned IOD PARC to undertake a rapid assessment of the relevance, effectiveness, efficiency, impact and sustainability of the ASIW project. This evaluation report is expected to be of interest not only to ADA but also to assist GWP with their future planning.

Approach

The methodology used in this evaluation consisted of open, participative conversations with key informants from GWP staff at central, regional and national levels, as well as key experts associated with the ASIW project. In all of these interviews the aim was to gather experiences and the considered views of people that had been directly involved in the ASIW project. Prior to this, background documents were reviewed and wherever possible the consultants triangulated these for verification before synthesising them into the main findings of this report. MAXQDA was used to code key informant responses. The methodology also used outcome harvesting, in an attempt to identify the changes brought about by the project and then work backwards to assess contribution to that change. No fieldwork was undertaken as part of this assignment as it was undertaken remotely.

Purpose

The ASIW project aims to address issues of governance in water resources management. At the present time it focuses on three key components:

1. to strengthen the capacity of Multi-Stakeholder Platforms, particularly those at regional scale.
2. to contribute to gender transformation and enhance the role of women in the management of water resources.
3. to revitalise the IWRM Toolbox in terms of visual appearance, tools, and instruments as well as user experience. The toolbox platform is one of the methods GWP utilises to promote IWRM.

The project focuses on the aspects of learning and knowledge brokering but also engages with other relevant GWP projects to maximise impact.

Findings

- Our general findings are that GWP's ASIW programming is highly relevant to the promotion and enhancement of water resources. It recognises the importance of being aligned to key global initiatives, while at the same time places high importance on understanding national and local contexts.
- In general, GWP appears to undertake its programming in a cost-effective manner and places high importance on value-for-money. We note that project funding has been utilised at GWPO level.
- GWP's work has contributed to a number of outputs. Many partners and interested water sector professionals access the IWRM Toolbox and Multi-Stakeholder Partnerships clearly see benefit in the tools and instruments developed.

- The ASIW project has also worked collaboratively with a wide range of other GWP projects, including those with a particular focus on gender, strengthening the capability of Multi-Stakeholder Platforms and the SDGs.
- The Multi-Stakeholder Platform sourcebook also provides evidence that effectiveness and sustainability are high on GWP's agenda.

However,

- Impacts on gender transformation are more difficult to determine, although the project does claim to have influenced multiple government policies.
- GWP's focus has been on project outputs. This is clearer for the IWRM Toolbox but results in difficulty in assessing progress towards intermediate outcomes and project outcomes for Multi-Stakeholder Platforms and gender components. Because the ASIW project works so closely with other GWP initiatives, it is not easy to identify the specific contribution and the magnitude of impact delivered through ASIW.
- The logic of the ASIW project is that new learning and collaboration with decision-makers can influence governance and decision-making processes. Overall, it is uncertain how GWP (through its Multi-Stakeholder Platforms) systematically engages with governments and others to address governance obstacles. GWP are compiling some programme experiences for their final report, but it would be useful to see these approaches conceptualised (diagram and narrative).
- Improvements in water governance will require the decentralisation of resources to national and local levels. This will help to ensure that water security problems are being addressed at the lowest and most appropriate levels. This will require national Multi-Stakeholder Platforms to have adequate resources and finances, so they have increased capability to work directly with governments. The ASIW programme is limited at the moment in that it primarily engages with its regional networks. This means it is unclear how new learning is adopted and applied by 'lower' level entities (such as national or river basin scale Multi-Stakeholder Partnerships).

Recommendations

In light of the foregoing, we propose the following summarized recommendations:

- **Focus on project contributions rather than attributions.** Because the ASIW project focuses specifically on learning and capacity building, and works closely with other GWP programmes, it is important to understand the relative magnitude of ASIW's contributions across a range of contexts. In future, the project should devote more resources to this.
- **Develop a strategy for action-research.** GWP is well-placed to support more action research. This would allow different Multi-Stakeholder Platforms and water sector players to test, research and document experiences of applying the tools in practice. It will be important to document this learning and demonstrate how it is being used to influence corresponding improvements in water governance and decision-making.
- **Extend support to help Multi-Stakeholder Platforms overcome the finance challenge.** Adequate funding at both regional and national levels is essential. Although ASIW works primarily with its regional networks, national level Multi-Stakeholder Platforms will also need increased financial resources and support if they are to innovate, analyse and document their experiences, and take all necessary actions to involve governments.
- **More and better gender support at global and regional levels.** The ASIW project is already paying attention to gender and working closely with other programmes. However, given the importance of the role of women in water management, this will

require systematic support at regional and national levels. There also needs to be attention to process to understand how the inclusion of gender in government policy is addressing gender disparities. Without this the outcomes are inconclusive as there are many wider contextual factors that are beyond ASIW control. The programme should conceptualise how these higher-level ambitions can be achieved through a programme Theory of Change, demonstrating the contribution of ASIW by focusing more on intermediate outcomes.

Introduction

Background to A Stake in Water

Global Water Partnership (GWP) initiated the A Stake In Water (ASIW) project in October 2019 after an agreement with the Austrian Development Agency (ADA). The project started on 01 October 2019 and ran until 31 December 2022, a duration of 30 months. The overall aim of the project was to "*incorporate Integrated Water Resources Management (IWRM) principles, inclusive of gender equality, into water governance processes and investments of mandated institutions"*[1]. The project was designed to ensure the establishment of a strong knowledge base and enhance individual capacities of actors with a mandate to contribute towards SDG 6 and other development objectives. It aimed to apply IWRM principles, inclusive of gender mainstreaming, when delivering water management and governance change[2]; and to ensure that the GWPs multi-stakeholder platforms at regional and country levels are successful in mobilizing and facilitating diverse and gender-inclusive input to and engagement with water governance processes.

This aim falls in line with the GWP's overarching Theory of Change, that 'sustainable impacts and a water-secure world are best achieved through improvements in governance structures, planning processes, and institutional capacity'[3]. The project took a learning approach across the GWP network and was configured in three separate but complementary components.

i. **Strengthening multi-stakeholder platforms as catalysts of change in the water sector**: This component was designed to develop a stronger shared knowledge base and actionable insight on the structural features and dynamics of facilitation that has proven to turn multi-stakeholder platforms (MSPs) into catalysts of change to advance IWRM[4]. This would include active learning about enabling factors and barriers to success, thereby enabling country-level platforms to achieve wider scale and impact and help countries address water security challenges.

ii. **Addressing the knowledge gap on gender equality in water resources management**: This component was designed to shape meaningful progress on gender equality in water resources management. The component focused on interventions that would mainstream gender and embed it with ongoing and future work across GWP's regional and country agendas and work programmes, including the thematic impact areas of water solutions for the SDGs, climate resilient development and transboundary water management.

iii. **The GWP ToolBox as an online learning platform**. This component was designed to enhance the GWP ToolBox and transition it from a knowledge repository to a dynamic, inclusive, interactive and user-centric online knowledge platform[4]; and improve its role in making learning opportunities more easily available, attractive, social, and timely:

[1] ASIW 2019-2022 Evaluation ToR
[2] A Stake in Water: Advancing inclusive water resources decision making through dynamic multi-stakeholder and learning platforms - Austrian Development Agency (entwicklung.at)
[3] ASIW 2019-2022 Evaluation ToR
[4] Report June 2022\A Stake in Water - Project Report June 2022: 8 - 8)

The GWPO (Global Water Partnership Organisation) has therefore engaged IOD PARC, on behalf of GWP, to conduct an independent evaluation of the project in line with the agreement with ADA. The evaluation assesses the performance against project ambitions, objectives, and targets, and provides recommendations for GWP to take forward in the continuation of its work on knowledge and learning, including a potential second phase of ASIW, which would commence in 2023.

Scope and Focus

The main objective of the evaluation is to assess the ASIW Project performance and deliverables including outputs, outcomes, and impacts of the project interventions conducted at different levels from 2019 to 2022. The evaluation provides reflections on programme design, implementation arrangements, and institutional linkages, as well as recommendations on advancing the work going forward in the context of GWP's broader knowledge agenda, further development and sustainability of the ToolBox platform, and a potential Phase 2 of the ASIW project.

The evaluation aims to:

- assess the progress and achievements of the programme in relation to the initial objectives as well as the planned outputs and activities, and their contribution to the programme expected (and unanticipated) outcomes/impact.
- assess project implementation under the different components, including the identification of issues and challenges faced, lessons learned and recommendations going forward, and informing a potential next phase of ASIW.
- ascertain the level of ownership within the GWP network and the abilities of partners/beneficiaries to sustain the achievements of the project.
- assess the User Experience (UX) aspect of the GWP Toolbox – IWRM Action Hub and provide recommendations on future developments and UX design.

Approach and Methodology

Approach

The evaluation is based on a theory-based approach. Theory based approaches seek to answer the questions of what worked, why it worked, and how it worked by following a theory of change or logic model. These include a causal pathway of results from inputs, activities and outputs, towards outcomes, and impacts. It allows the generation of evidence to systematically assess the extent to which programme delivery and activities achieve objectives.

Given the three components of the ASIW project, a strong theory-based approach allowed an exploration, from a programme perspective, of the causal pathways between 'what' has been achieved, 'how' it has been achieved,' and 'why' (enabling & constraining factors for results).

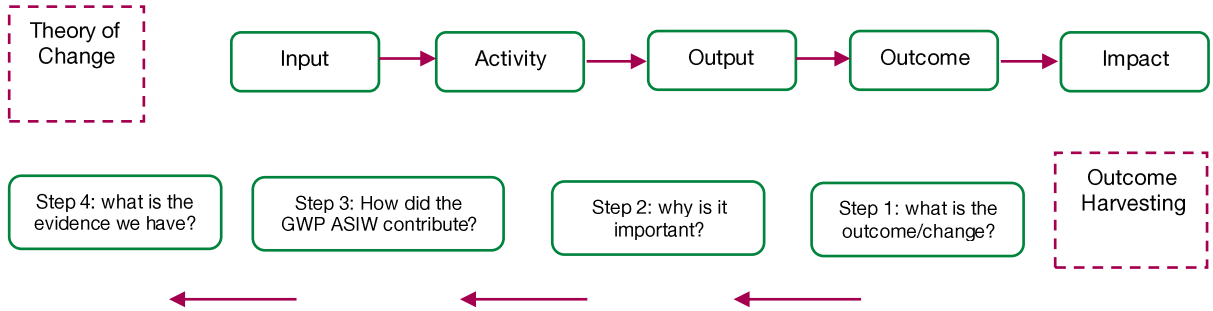
The evaluation was based on two key principles in line with the IWRM approach:

- Participatory: to involve the various stakeholders of the project, including the beneficiaries at all levels (75 country water partnerships, 13 regional partnerships, and 3000+ network partners).

- Consultative: The evaluation will be informed by the perspective of GWP staff and stakeholders about how the project was implemented through consultative meetings and key informant interviews at each stage of the study.

The Outcome Harvesting approach (Figure 1) has been used to collect evidence of changes that have occurred, and then, working backwards, to use this evidence to assess how the ASIW Project has contributed to these changes. 'Outcomes' are changes in behaviour, policies, or practices and can be positive or negative, intended, or unintended, direct, or indirect.

Figure 1: Mapping a Theory Based Approach and Outcome Harvesting



Methodology

Stage 1: Inception and kick-off: An Evaluation kick-off meeting was held on the 26th of January 2023 and the evaluation started in earnest on the 1st of February 2023. The team worked with the GWP team to identify the documents and data required to respond to the 5 Assessment Criteria and the 17 assessment objectives outlined in the Terms of Reference (ToR). Based on preliminary assessments, a detailed Evaluation Matrix was developed in accordance with the Evaluation Criteria as set out in the original ToR.

Stage 2: Data collection.

A *Document Review* was conducted to inform the detailed shaping of the inquiry. The document review was the main form of secondary data collection and comprised two main strands focusing on project documents and relevant secondary, quantitative, and qualitative data. Key project documents reviewed were provided by GWP during the inception phase.

Documents were collated, coded, and analysed in MAXQDA software, allowing the team to draw out key themes and guide key informant interviews. Project documents included:

i. Project inception report,
ii. Progress reports and project Logframe
iii. MSP Publications and briefs
iv. Gender publications
v. Workshop Reports
vi. ToolBox development process documentation
vii. Outreach and communication reports
viii. Google Analytics
ix. GWP website
x. MSP accreditation criteria
xi. MSP scoring matrix

Please see the full list in Annex A.

Semi-structured key informant interviews (KIIs) were the main tool for primary and qualitative data collection. 19 KIIs were undertaken using a multi-stakeholder approach. Interviewees were drawn from global, regional, and country levels, as well as from academia by purposive sampling and in consultation with GWP. Details are shown in Table 1. Please see Annex B for Key Informant Interview guide.

Table 1: Number of key informant interviews by stakeholder type

Stakeholder type	Number of KIIs
ADA (Donor)	1
Global	8
Regional	3
Country	5
Academia	2
Total	**19**

To assess the GWP ToolBox UX aspect, *Usability Testing* was conducted to understand user experience in addition to interviews (KIIs). A *Focus Group (FGD)* with 5 IWRM ToolBox users was undertaken to understand their experience of the new online learning platform (Table 2).

Table 2: ToolBox User Experience FGD Participants

Role	Country/Organisation
Moderator	GWP CEE
Moderator	Slovenia/Uni Ljubljana
Moderator/Member	GWPO
Member	The Netherlands/IHE Delft
Member/Moderator	South Africa/GWP SAF

During the FGD the stakeholder group was guided through an exercise to identify what changes (outcomes) of significance have occurred due to the ASIW Project activities, and to score different elements of the ToolBox using the rubric in Table 3, as well as give suggestions for improvement of the online platform going forward.

Table 3: UX Assessment rubric for GWP ToolBox

	DEVELOPING	SUFFICIENT	HIGH-END
LAYOUT	Lacking foundation, the learning platform is difficult to navigate, and sections are difficult to access	A strong foundation enables users to navigate the learning platform and access important sections easily.	An exemplary or innovative foundation makes it super simple for users to navigate and access important sections of the learning platform. It enhances discovery.
IMAGERY	Lacking relevant or high-quality imagery diminishes persuasiveness, brand, storytelling, and learning.	Relevant, high-quality imagery is persuasive, on brand, and advances learning.	Outstanding, exceptionally high-quality imagery persuades users, strengthens the brand, and is an integral part of learning.
INTERACTIVITY	Little to no interactivity makes the learning platform a static experience.	Some basic interactivity makes the learning platform more engaging. Motion and movement encourage users to discover more.	Dynamic, meaningful interactivity demands engagement. Motion, movement, and animation play a central role in guiding the user to discover more of the experience.
BRAND	The brand leaves a negative first impression, creates a lack of credibility.	The brand elements help create a good first impression. Positive credibility and emotion come from design elements that mesh.	The brand is complete and all elements of the design work together fluidly to increase credibility and emotion to support brand strategy and story.
VIDEO	Video is absent or included in a haphazard way. The video distracts users from the overall experience and diminishes the power of the story.	Video is included and it helps convey messaging. The video "fits" neatly into the layout and furthers site goals.	Video fits seamlessly in the experience. The story and message are advanced through motion and visual storytelling, enhancing the overall experience.
MESSAGING	The learning platform's messaging is an afterthought. The message suffers from sub-par storytelling and is lacking and/or unclear.	Thought has been put into messaging. The messaging fits but is not strong and elements of the design advance the story in a clear way.	Clear, powerful, and documented messaging is a central part of the design. Exceptional design coincides with and reinforces the message.
PERFORMANCE	The learning platform is slow, and the experience is unsmooth. Technical performance is inefficient, and this fragments the experience.	The learning platform speed is normal, and the experience is smooth.	The learning platform speed is fast. Technical performance is tested across layers and optimized to avoid bottlenecks.

In addition, a short User Experience Survey (ANNEX C) was sent out to 50 ToolBox users on the platform to collect further insights on their experiences of the GWP IWRM learning platform. 12 completed surveys were received, a response rate of 24%. The invitation to complete the survey was done through the ToolBox Platform in order to have a first-hand user experience as well. The survey was live for 1 week during the evaluation period. Some users declined to complete the survey siting they haven't had an opportunity to get training on the ToolBox, and therefore felt they could not give a fair judgement of the ToolBox user experience.

Stage 3: Data Analysis- Data was triangulated and analysed from the document review, KIIs, and the ToolBox FGD using MAXQDA. A coding structure was developed based on the evaluation matrix developed during the Inception phase to organise and record evidence on an on-going to systematically capture evidence against the evaluation criteria and objectives in the evaluation matrix.

Limitations

Methodology limitations: While outcome harvesting is a well-suited methodology for the purpose of this assessment, there can be limitations and it was only partially applied.

Water governance change are complex processes that take a long time to materialise, and the evaluation took place only 3 months after the end of the project. This makes it difficult to capture the full picture of the benefits and impact associated to this project as some of the pathways may not be full realised. For instance, many of the MSP publications were released in December 2022 and were therefore only being rolled out and taken up by the GWP network as the evaluation began. It is therefore quite early to evaluate the level of influence these knowledge products have on the decision making of actors and the degree to which their attitudes or behaviours have changed as a result of project activities.

Time: The evaluation was carried out over a period of six weeks from kick-off to drafting the final evaluation report. This had an influence on the number of interviews held and the survey response rate; and limited the number of datapoints (qualitative and quantitative) that could be triangulated, and therefore the depth of analysis.

Lack of country visits: All the interviews were carried out virtually, so the report has been compiled on the assumption that the information provides by the KIIs, and the documentation provided was accurate and reflected the achievements or non-achievements of the ASIW project.

Evaluation Findings

Recognising the above limitations, results from the outcome harvesting exercise are collated in Table 4. Evidence of the activities and outputs were collected for all 3 project components. Output level results were easily identifiable and fairly straight forward to articulate. However, identifying and verifying outcome level results was more challenging. It was difficult to articulate and verify the pathways from outputs to intermediate outcomes, the extent to which outcomes were achieved or the ways in which they contribute to the GWP underlying ToC outcomes (see Impacts section in our findings). This could be attributed to the nature and complexity of addressing water governance challenges, where expected causal pathways often take a long time to be realised. In addition, at the time of this evaluation, some project outputs have not been rolled out to stakeholders, so no outcomes or outcome pathways could be identified and evaluated. Having said that, the proposed causal pathways are on track provided the outputs of the ASIW are fully rolled out to relevant actors and stakeholders, and the knowledge developed through ASIW is fully integrated into wider GWP efforts.

Table 4: Outcome Harvesting

GWP Underlying ToC Outputs and outcomes	Planned objectives	ASIW Project outputs and outcomes	Importance	Contribution of ASIW	Evidence	Comments
Outputs: 1. Key actors within and beyond the water sector engaged and multi-stakeholder platforms established. 2. Interventions delivered to foster and demonstrate integrated practice for water resources management. 3. Learning processes, products, and platforms are introduced in forms that are easily available, attractive, social, and timely. **Intermediate Outcomes:** 1. Conducive environment created for motivating action by water-relevant actors. 2. Water-relevant actors pursue opportunities to improve water resources management and mobilise investments at different scales. 3. Water-relevant actors have the capacity to carry out water management decisions.	To develop a stronger shared knowledge base and actionable insight on the structural features and dynamics of facilitation that has proven to turn multi-stakeholder platforms (MSPs) into catalysts of change to advance IWRM	<u>MSPs</u> **Outputs:** Key actors in selected multi-stakeholder platforms were actively engaged in training courses, workshops, and dialogues. Publications and briefs, training workshops, case studies, tools, and online courses attended by various stakeholders from different countries. **Intermediate outcomes:** Capacity building for water relevant actors and multi-stakeholder platforms at regional and country level	A stronger knowledge base and capacity building ensures that stakeholders have the knowledge and skills they need to guide their work and for decision making. More engaged stakeholder platforms can advance IWRM because a participatory approach, involving users, planners and policymakers at all levels is one of the key IWRM principles.	The ASIW MSP component gathered actionable insights that can be used by MSPs water management. The engagement with stakeholders through ASIW also contributed to the planned outputs of the overall GWP ToC	MSP Workshop List of Participants MSP course 2022 evaluations Multi-Stakeholder Consultation Processes GWP MSP Transboundary Dialogues GWP Water Governance Sourcebook MSP Plastic Control in the Yangtze River MSPs for Improved Water Governance Number of GWP CWPs that achieve a health-check score of 'high' **(target = 60; achieved= 41)**[5] Number of government institutions/other mandated actors demonstrably utilising GWP knowledge and learning in governance processes related to SDG 6 and other water-related development agendas **(target = 60; achieved = 61)**[5] Number of publications and knowledge products that advance the thinking on the role of MSPs as catalysts of change to advance IWRM (**target = 21; achieved = 21)**[5]	The outputs of the ASIW MSP component are very useful for strengthening MSPs and contribute to the overall GWP ToC. While the capacity built through the project is evidenced, it is difficult to know if it translated or will translate to practical application. This can be attributed to the fact that the nature of the ASIW project- which aimed to gather knowledge and produce actionable insights. These have not yet been fully rolled out to relevant stakeholders at the time of the evaluation. In addition, the complexity of water governance change processes makes it difficult to ascertain water governance outcomes and impacts from the project.
	To shape meaningful progress on gender equality in water resources management.	<u>Gender</u> Key actors at global, regional, and country levels were actively engaged with a focus on embedding gender into GWP's work at global, regional, and country levels. **Intermediate outcomes:** Increased profile of gender issues through the ASIW and the support given by GWP to mandated institutions, as well as the initiatives targeting regional and country water	The potential to influence tangible outcomes and governance changes with respect to integrating gender into IWRM programming, and policy and decision making	Direct contribution as the ASIW project paid the Gender Specialist position in Stockholm which was instrumental in addressing knowledge gaps and embedding gender mainstreaming in GWP's work and initiatives. The ASIW activities around putting the Gender Action Piece into practice. Contributions to GWP projects and initiatives, e.g.,	GWP Gender Action Piece-Gender workshops focussing on putting gender transformative approaches into practice. Advancing Towards Gender Mainstreaming in IWRM - Report (2021) Gender Analysis of Water and Climate Policies in Latin America Gender online course Gender budgeting tool Number of mandated institutions supported **(targeted = 20; achieved =45)**; Number of initiatives specifically	The intended outputs of Component 2 on gender were achieved and exceeded. However, while the intermediate outcome was the increased profile of gender issues, it is difficult to say to what extent, considering the vast contextual differences in gender considerations in different parts of the world where GWP

[5] ASIW Logframe

		partnerships. More consideration of gender issues in GWP work		WACDEP-G and the SDG IWRM Support Programme	targeting gender issues **(target= 60; achieved = 70)**[6]	operates, and the lack of a baseline context analysis of gender issues at the start of the project.
	To enhance the GWP ToolBox and transition it from a knowledge repository to a dynamic, inclusive, interactive, and user-centric online knowledge platform. To improve its role in making learning opportunities more easily available, attractive, social, and timely:	**ToolBox** **Outputs:** Learning platform established that is easily available, attractive, social, and timely. Regional and country level actors as well as technical experts were engaged in the development of the revamped IWRM ToolBox **Intermediate outcomes**: Regional and country-level stakeholders have pursued opportunities for training on the use of the ToolBox based on their contexts. Opportunities for new partnerships with other global organisations active in the water sector such as UNDP, WMO, and UNCCD.	The ToolBox provides an interactive and social platform where key actors can engage, access tools and opportunities to improve water management. It, therefore, has the potential to improve their capacity to make sustainable water management decisions, and motivating action.	ASIW Project has provided tailored training and supported in integrating IWRM into SDG 6/national development-related policies, plans and legal frameworks through, inter alia, exchanges and capacity development initiatives facilitated through the GWP Toolbox to stakeholders on the use of the IWRM ToolBox.	Revitalised ToolBox Action Hub Concept ToolBox Technical Specifications (June 2021 and June 2022) ToolBox Information Architecture ToolBox User Stories Accessibility and SEO Standards and Checklists Content Types and Authoring Workflows Outreach Strategy Brief + Outreach Tracker Google Analytics Pages views + Comms and social media "Number of national and subnational organisations supported in integrating IWRM into SDG 6/national development-related policies, plans, and legal frameworks through, inter alia, exchanges and capacity development initiatives facilitated through the GWP Toolbox and associated learning mechanisms knowledge **(target =25; achieved = 30);** Number of knowledge and cross-country exchange tools and learning packages integrated within, and facilitated through, the GWP Toolbox to support, and build capacity among, key decisionmakers and practitioners **(target = 7; achieved =10);** Number of new ToolBox users **(target = 20,000; achieved = 22,000) "**[6]	The outputs for the ToolBox were achieved and exceeded. The intermediate outcome of stakeholders pursuing opportunities for training feeds directly into underlying GWP ToC intermediate outcome 2. However, similarly to the other outputs, the training of stakeholders on the use of the ToolBox has not been fully rolled out among the network at the time of the evaluation.

[6] ASIW Project Logframe

The ASIW project aims to promote learning as a basis for better planning and decision-making about IWRM. It should lead to the identification and implementation of well-targeted enhancements to improve water security. Key to the achievement of this aim is to generate learning through tools, instruments and publications that will stimulate dialogue and decision-making among stakeholders with a wide range of diverse interests in water security. This approach should serve to strengthen Multi-Stakeholder Platforms and promote gender equity. However, the project does not implement directly and instead it focuses on offering learning and guidance to other GWP projects and initiatives that are more action-orientated and implement projects. This includes the SDG IWRM Support Programme, StRONG, WACDEP-G and Water Changemakers Awards.

Relevance

EQ1: To determine the extent to which the programme objectives were valid in addressing the advancement of learning and knowledge exchange on IWRM at national, regional, and global levels.

Finding 1: The ASIW project objectives are relevant to the needs of target audiences and based on a sound assessment of those needs.

It is essential that water resource management programmes understand, respect, and respond to global and national contexts. Programmes need to be able to contribute to solving real water security problems that people experience. Background documents and interviews with key informants indicates the ASIW project has sought to be participatory from the outset and has gone to great lengths to understand and respond to both global and national contexts. Interviewees highlighted that GWP generally places high importance on consultation. For example, as part of GWPs SDG 6 IWRM Support Programme more than 60 participatory workshops with water sector professionals[7]. were held to understand the needs at global, regional, and country levels. Globally the ASIW project's work is aligned to the Sustainable Development Goals (specifically target 6.5.1), the Paris Agreement[8] and recognising the role of women in water management (aligned to the Dublin Principles). The evaluation found that the project works primarily with regional networks, but at national level, the mandate and leadership of Government is respected, and Multi-Stakeholder Platforms aim to ensure partnerships are not captured by interest groups and work in support of national and local Government policies and strategies. The ASIW project has also sought to build collaborative relationships with other IWRM projects supported by GWP to maximise impact.

EQ2: To assess the extent to which the tools, instruments and inputs developed within the project were relevant for the attainment of the objectives.

Finding 2: The tools and instruments developed are highly relevant to the needs of Multi-Stakeholder Platforms.

GWP has developed 86 tools and instruments aligned to the four IWRM dimensions: enabling environment, institutions, and participation, management instruments, and financing. In addition, the ASIW project produced a range of publications and knowledge products e.g.,

[7] A Stake in Water 6-month progress report 31st August 2020.
[8] GWP Country Leader Peer to Peer Exchange, Summary of Proceedings 21st January 2021.

i. The MSP Sourcebook - A Guide for Multi-Stakeholder Partnerships in Water Management, and
ii. Translations of the GWP Gender Action Piece (2017) to boost action, focussing on putting gender transformative approaches into practice.
iii. CAPNET/GWP/GWA online gender mainstreaming course.

These tools, publications, and knowledge products (see full list in ANNEX D) will equip water sector professionals and interested individuals with an appreciation and knowledge of IWRM. This was reflected in the Multi-Stakeholder Platform online course evaluation, where all the course evaluation respondents found the course (and tools) either relevant or highly relevant; and 35 out of 42 respondents found it very beneficial.

The 86 tools are housed on the IWRM Toolbox platform and promote sound water resources management practices to improve planning, action, and learning. Respondents highlighted that to ensure continued relevance the tools need to be applied in practice and accompanied by case studies that demonstrate practical field experiences and learning. As highlighted by one respondent:

'For the IWRM Toolbox to be alive, case studies at national and local levels need to be developed'.

EQ3: To assess the extent to which the support given to the intended beneficiaries was relevant for the attainment of the objectives.

Finding 3: The performance of Multi-Stakeholder Platforms is mixed. Many lack the necessary finance and personnel to fulfil their desired role.

The primary aim of the ASIW project is to influence governance to improve water resources management practices. Governance refers to the way power is used; decisions are taken, and policy is enacted to affect public life. The logic of the ASIW is that governance can be influenced by learning and knowledge brokering, but the realities are often very different.

The ASIW project was designed to work predominantly with its 13 regional water networks. However, water resources need to be managed at multiple levels by many different organisations. The principle of subsidiarity applies which means water resources should be managed at the lowest most appropriate level. Across its projects, GWP works with approximately 100 different Multi-Stakeholder Platforms at various levels. This includes 75 Country Water Partnerships. Inevitably some of these perform well and others less so[9]. While the support in terms of trainings and knowledge generation from the ASIW project are highly relevant to foster improved water governance, the level of MSP activity and adoption of the learnings and practical implementation of tools from ASIW project invariably depends on other factors as well. One is the ability of a national level Multi-Stakeholder Platform to raise funding so they can apply learning in practice. Financial resource mobilisation was cited as the main topic of interest for GWP workshop participants at a gathering of country leaders in 2021 and this topic has featured prominently in interviews with key informants. If funding is not adequate or assured, then the activity levels of multi-stakeholder activities may be low or erratic from year-to-year. Another factor relates to the capability of Multi-Stakeholder Platforms to apply learning in practice. Two issues of concern, highlighted by GWPO, are administrative and implementation capacity.

[9] GWP Country Leaders Peer to Peer Exchange, Summary of Proceedings 21st January 2021.

Effectiveness

EQ4: To review whether the project has accomplished expected deliverables at the output level.

Finding 4: The ASIW project provided evidence of achieving and exceeding its expected deliverables at output level, but more work is required to determine the outcomes and its contribution to higher level impacts.

The ASIW has achieved a number of outputs (most notably for the IWRM Toolbox). The material outputs from the toolbox look impressive but the project also needs to report on intermediate outcomes, to demonstrate how these tools are being applied in practice. The ASIW project aims to impact the lives of 90M people with improved water resources governance and management. This is a significant number of people and will inevitably cover a wide range of contexts and wider gender and social-cultural aspects. The ASIW project focuses on 'learning' and 'capacity building,' and cannot address the numerous aspects of IWRM individually. To increase its impact, it works in combination with other GWP projects. It is against this background that the achievements of the ASIW project need to be assessed and this should be a strong focus for future work.

We found that the ASIW project does not have its own Theory of Change (diagram and narrative), instead, it adopts the overarching Theory of Change from GWPs strategy 2020-2025[10]. The project inputs focus on three main activities: to mobilise, to act and to learn. In theory this should lead to the strengthening of Multi-Stakeholder Platforms, improvements in Integrated Water Resources Management, the promotion of gender equity and the documentation of learning. In turn, this should result in other water sector actors being influenced and the achievement of intermediate outcomes, wider outcomes, and project impacts. However, ensuring that learning is put into practice is not straightforward and requires a number of steps. It requires good practices to be shared, and investing sufficient time and resources so new learning can be applied in practice. This also requires attention to different contexts and social aspects. Also, even if new learning is being applied in practice, it requires significant follow up and monitoring to measure its effectiveness. It raises questions about the ability of GWPO and regional networks to provide adequate support to other programmes that are applying learning.

EQ5: To assess the performance of the project (qualitatively and quantitatively) with regard to successfully fostering the intended governance change and influencing tangible outcome level results as defined by the project results framework.

Finding 5: The relative magnitude of outputs recorded in the project logframe need to be unpacked to determine intermediate outcome and outcome level results.

The ASIW project set itself some very ambitious targets. For example, the project logframe includes targets of 90 million people benefitting from improved water resources governance and management, 60 government institutions actively utilising GWPs knowledge products, 20 mandated institutions engaged in transformative gender practices[11], and 20,000 people

[10] GWP Mobilising for a Water Secure World, Global Strategy 2020-2025.
[11] According to the ASIW project logframe, this target has been exceeded by more than 100% with 45 institutions being reported as engaged in gender transformative practices.

benefitting from enhanced capacity – as a result of accessing the IWRM Toolbox. It is understood the resources of the ASIW project have been combined with other GWP projects to maximise impact. This makes good sense and demonstrates how ASIW tries to foster wider impact. We found that these results and the impact of this knowledge brokering work need to be 'explained' to avoid drawing overly simplistic conclusions and they lead to a succession of questions, namely: what has been the specific role/added value of the ASIW project activities in these initiatives? How have actors been influenced by the tools and instruments developed? And what intermediate outcomes have been achieved? The impact of all these results needs to be intelligently assessed so GWP can paint a picture of specific water management problems that have been addressed through improved knowledge and learning. This is particularly important as they work across a range of contexts, many of which are extremely challenging.

EQ6: To identify the major factors, internal and external, that played a key role in influencing the achievement or non-achievement of the planned results.

Finding 6: Numerous tools and instruments have been developed as part of the IWRM toolbox. These now need to be tested to document and promote practical experiences to resolve water security issues.

The ASIW project aims to generate tools and instruments to increase learning and build capacity. Numerous products have been developed and according to respondents at regional and national levels these have been well received. They offer initial learning and insights into IWRM. However, to be effective respondents highlighted these tools need to be applied in practice and further learning needs to be documented in the form of case studies. These case studies would serve to document real world experience of applying tools in practice.

A constraint on effectiveness is that some Multi-Stakeholder Platforms at regional and national level appear to be constrained by the level of human and financial resources they have. This, along with issues of technical and administrative capacity, limits their ability to apply these tools in practice. We understand that in many cases funds allocated by GWP to the regions is fully utilised and there are limited disbursements down to national and local levels. Some Multi-Stakeholder Platforms have been effective in attracting funding from donors, with the support of their regional offices, but this is not the case for all. Where Multi-Stakeholder Platforms are able to find funding, they may be engaged in implementing projects, but these may also have a relatively short time span. For successful Multi-Stakeholder Platforms, the positive factors raised by respondents included working with national governments to become a formal or legal entity – such as an NGO. This allowed the Multi-Stakeholder Platform to 'have an identity', rather than being a loose collective, and secure increased and more assured funding. Key informants also raised issues like a sound working relationship with government officials and dynamic leadership as important factors. These factors enable Multi-Stakeholder Platforms to form a meaningful working relationship with governments and provide a basis for influencing policy decisions.

Finding 7: Working to change governance through improved learning, knowledge brokering, and capacity building will take time.

Poor governance is a persistent obstacle to improving water security. As a consequence, efforts to improve IWRM need to consider numerous aspects of the 'water system' and the linkages between them. These failures need to be addressed at multiple levels, regional, national, river basin and local levels. The ASIW project received funding over multiple years (2019-2022). This is encouraging but is still a relatively short time span to develop and promote IWRM tools, encourage their adoption, test good practices and share lessons from

programme experiences for the benefit of government and other sectors with a strong interest in water management. This is particularly true as the project was directly affected by the Covid-19 pandemic. The project has linked up with other GWP initiatives to maximise impact. However, it does work primarily with regional, rather than national, partners. Furthermore, progress will require patient and concerted efforts over many years and attention to numerous aspects of the water system.

EQ7: To assess the project's outreach and communications to all partners.

Finding 8: The ASIW project works with a large network of interested professionals, has strong communication skills and places high importance on participation.

GWP has an established global network of partners and places high emphasis on fostering partnerships at multiple levels to help improve coordination for water security planning and action. The numerous Multi-Stakeholder Platforms (including 75 Country Water Partnerships and 13 Regional Water Partnerships) are the main vehicle through which progress can be made in promoting IWRM and Gender equity. We found that GWP is also building and maintaining close relationships with other influential partners, such as World Meteorological Organisation and United Nations Development Programme to strengthen its outreach to partners. These collaborations aim to increase technical expertise and anchor institutions. The revised IWRM Toolbox platform adds another dimension to this work because it increases GWPs visibility and provides a highly visual and user-friendly platform for users.

With regards to specific outreach and communications work, the ASIW project was very active in engaging regional and country water partnerships through workshops, training courses, dialogues and the Water Changemakers Awards competition (as evidenced in Table 4). They also produced publications and briefs which are key for outreach and communications with stakeholders. However, specific strategies are required for those Country Water Partnerships and Multi-Stakeholder Platforms that are perceived to be performing poorly or in need of continued external support.

EQ8: To review the governance arrangements of the project and how these supported and/or hindered the achievement of results.

Finding 9: The decentralisation of governance is high for Multi-Stakeholder Platforms and decision-making responsibility has been handed down. However, management support to the gender component was not fully effective.

Following a review of programme documents and interviews with key informants decentralised governance appears to be a strong feature of GWPs work. Decision-making responsibility is handed down to regional (and national) secretariats and they can determine what are the most pressing water security issues to address alongside national Governments. However, it should be borne in mind that while regional networks receive around 200,000 Euros per annum from GWP, national and local Multi-Stakeholder Platforms do not necessarily receive financial resources. This inevitably hinders their effectiveness and means they have the decision-making authority but not necessarily the resources to support necessary action. The evaluation team acknowledge the ASIW programme was working with regional networks, nevertheless the decentralisation of governance from regional to national and local levels for the management of water resources is an important consideration.

Some key informants felt the gender component of the ASIW project was not fully effective. One respondent highlighted the impact of gender transformation work can only be

assessed when it is aligned to specific projects, such as WACDEP-G. Other respondents highlighted the levels of management support provided by GWPO senior management were considered inadequate given it will take considerable time and effort to bring about the desired social change across multiple countries. Despite reporting in the ASIW project logframe that 45 government institutions have been supported in integrating gender inclusive water components into development planning and decision-making processes, it is unclear what is the impact and magnitude of project work and how women and girls, especially those in the lower wealth quintiles, have benefitted. One respondent suggested the most tangible results of gender transformation can be found in five countries (namely Tunisia, Uganda, Zambia, Central African Republic and Cameroon) that are all linked to WACDEP-G initiatives. It is recognised that a global level knowledge-based project like ASIW has limited opportunity as a stand-alone project to create a meaningful impact, and it strategically makes sense to link with other programmes and projects as it provides the means of reaching mandated stakeholders and influencing regional/national level actors and governance processes. However, it becomes a challenge to attribute progress to ASIW, rather than the linked projects. It is important therefore to articulate the limitations and boundaries of the ASIW (and similar projects) explicitly and fully, as well as ASIW contributions to the linked projects, and how that translates to the wider GWP goals (see Figure 2 conceptualising what this could look like).

Efficiency

EQ9: To assess whether the project was carried out in a cost-efficient manner.

Finding 10: Organisational overheads need to be managed to acceptable levels, which needs to be balanced with the cost of project interventions.

The working project budget for ASIW was in the order of 1.5M Euros. It was allocated to GWPO (rather than to regional and national networks) and was largely consumed by salaries (48%), international travel (18%) and consultancy fees (13%). Our impression is that GWP operates cost-effectively both in terms of its operations and its project outputs. Like all organisations it is important that organisational overheads (such as office costs, international travel and staff renumeration) are fit for purpose but also managed to acceptable levels. If there is a Phase 2 of ASIW it will be important to determine how effectively the tools and instruments developed have been applied in practice. This means there will need to be a balance between the costs of salaries, international travel, workshops, and the finance that Multi-Stakeholder Platforms have to apply the knowledge and learning they have gained. From the conversations held with regional offices it would appear that most operate modestly, employing a small number of permanent staff, which is further justification for GWPO operating efficiently.

EQ10: To review the factors and constraints that affected the project and consider the cost versus achievement implications of these.

Finding 11: The constraints of limited finance and resources, along with the complexity of IWRM, hinder the ASIW project's ability to work with an extensive network of partners.

Outputs like the development of IWRM tools and instruments were within the control of the ASIW project. However, how learning is applied, as well as the achievement of outcomes is less certain and dependant on other factors beyond the direct control of ASIW

implementors. The ASIW project achievements look impressive when reviewing the logframe outputs (numbers) and Country Water Partnership (CWP) mapping matrix. It has reportedly influenced many national policy and strategy documents and 10 different CWPs have transitioned from low performing in 2019 to high performance in 2022. The ASIW project is addressing difficult issues (such as gender transformation and governance of wate resources) and by its own admission is focussing on 'just' the aspects of learning and capacity building. The project has surpassed some of its original targets and seemingly achieved a high rate of success. However, the magnitude of these impacts does need to be assessed with hard-headed reality. The impression gained from the logframe is that the ASIW project has achieved a great deal despite the complexity of IWRM and the Covid-19 pandemic, especially as it aims to facilitate change, rather than implement directly. This is not to downplay GWPs achievements, but it's important the factors influencing these achievements are known and understood, so they are documented.

The ASIW project works with approximately 100 Multi-Stakeholder Platforms. They include those working at national, river basin and local levels, and cover a wide range of contexts. Key informants highlighted that many of these Multi-Stakeholder Platforms struggle to secure finance. Although this is not the responsibility of ASIW, in future, trade-offs may need to be struck between the cost of ASIW project overheads and the amount of funding that Multi-Stakeholder Platforms are able to secure.

EQ11: To review the planning and reporting mechanisms utilised by the project.

Finding 12: The ASIW project focuses on output-level achievements, with limited reporting on intermediate outcomes and wider outcomes.

The project logframe is the main reporting mechanism and uses several indicators. They all refer to the number of outputs the project has achieved. For example, the number of government policies, plans and legal frameworks that advance IWRM and mainstream gender, or the number of government institutions using GWP knowledge and learning products. However, none of the indicators disaggregate what ASIW specific influence or impact has been. For example, what are the results of the ASIW interventions, what are the intermediate outcomes and what has been the specific contribution of ASIW? Furthermore, the number of target beneficiaries (90 million) shown in the project logframe are not disaggregated by gender or other dimensions.

The ASIW project uses its first impact indicator[12] to measure progress towards its higher-level ambitions. It also draws on its annual assessment process to determine the impact of project activities. Given the complexity of undertaking water resource management in challenging environments, intermediate and outcome-level indicators would be helpful to measure the step-by-step improvements and transitions that are being achieved. These could serve to identify how inputs into water-related plans, policies and legal-frameworks has led to increased resource allocation and funding, so water security issues are being addressed. The ASIW project only commenced in 2019 (and during the Covid-19 pandemic) so a focus on intermediate outcomes and contribution is critical.

[12] Impact: IWRM principles, inclusive of gender equality, incorporated into the water governance process and investments of mandated institutions.

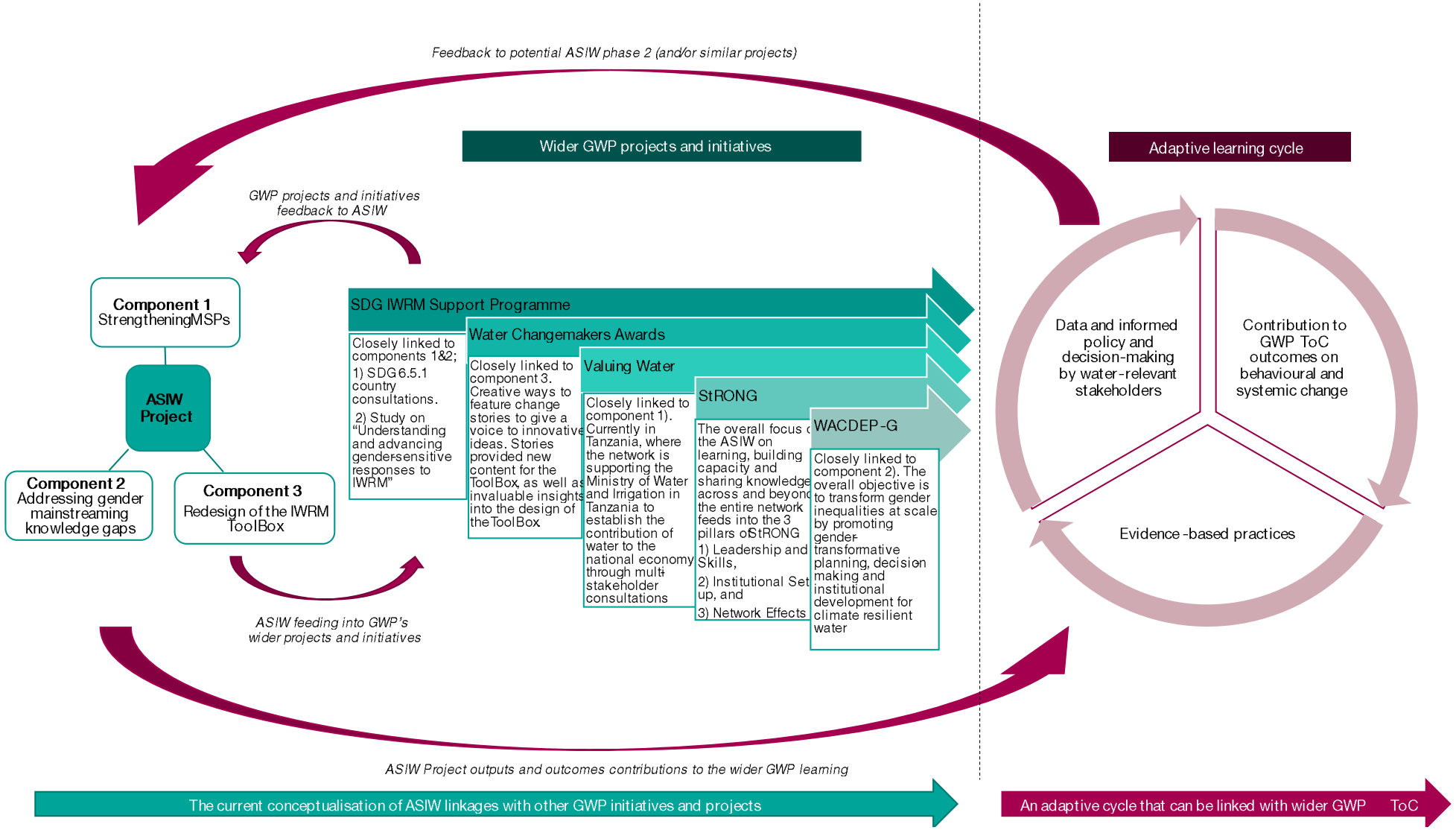
EQ12: To examine the synergies and potential overlap between the project and relevant initiatives at the implementation level as well as proposed strategy to enhance complementarities going forward.

Finding 13: A comparative advantage of the ASIW project is its scope for cross programme synergy.

The Multi-Stakeholder Platforms are designed to work across the water sector. By their very nature they are well placed to encourage synergy across different projects and ensure there is consideration for the water resources (surface water and groundwater) that sustain water supply services. This can be achieved by balancing programme implementation and systems strengthening with a commitment to generating knowledge and learning.

At implementation level the project has demonstrated this by working with other projects and initiatives across GWP. Examples include linkages with the SDG IWRM Support Programme and the WACDEP-G project among others as mapped out in Figure 2. In addition, the project has engaged with organisations such as the United Nations Development Programme (UNDP) the United Nations Convention to Combat Desertification (UNCCD) and World Meteorological Organisation (WMO) in their SDG 6 work. The conceptualisation of the linkages with other projects is clear, but there needs to be a strategy for adaptive learning that ensures that lessons from ASIW outputs and outcomes and the projects it contributed to and benefitted from are continuously incorporated into future projects as illustrated in Figure 2. Going forward, future phases of ASIW and/or similar projects will do well to carry on the learning from ASIW, track and monitor the outcomes as the knowledge is applied and generate evidence that will inform ongoing and follow-up projects in the future. Adopting an adaptive learning strategy will ensure that project outcomes and lessons learnt from ASIW, and linked projects and initiatives are considered in future project cycles, thus enhancing synergies and complementarities.

Figure 2: Mapping wider GWP projects and initiatives and complementarities with ASIW



EQ13: To consider whether the ASIW approach was an efficient way of achieving project objectives compared to alternative approaches.

Finding 14: The ASIW project appears to work in a cost-efficient manner, although increasingly a balance will need to be struck between funding at GWPO, regional and national levels.

The ASIW project is highly relevant to its wider global goals and its approach promotes collaboration with other GWP project initiatives. The learning products developed are appreciated, as is the revised IWRM Toolbox. The project has also reportedly contributed to multiple outputs. However, the specific impact of these needs to be determined. More attention should be placed on understanding how this important learning and capacity building initiative actually impacts on governance and decision-making. It is also important to understand how the tools and instruments developed are being shared and by regional networks and applied at national and local levels. The ASIW approach does not directly address this issue and instead works with other projects to increase its efficiency and impact. The interactions between different GWP projects need to be conceptualised, because presently the unravelling of the ASIW approach alongside many other initiatives is difficult to assess.

EQ14: To review the attribution of programme results with increased investment in climate resilience and water security, and socio-economic benefits among target populations.

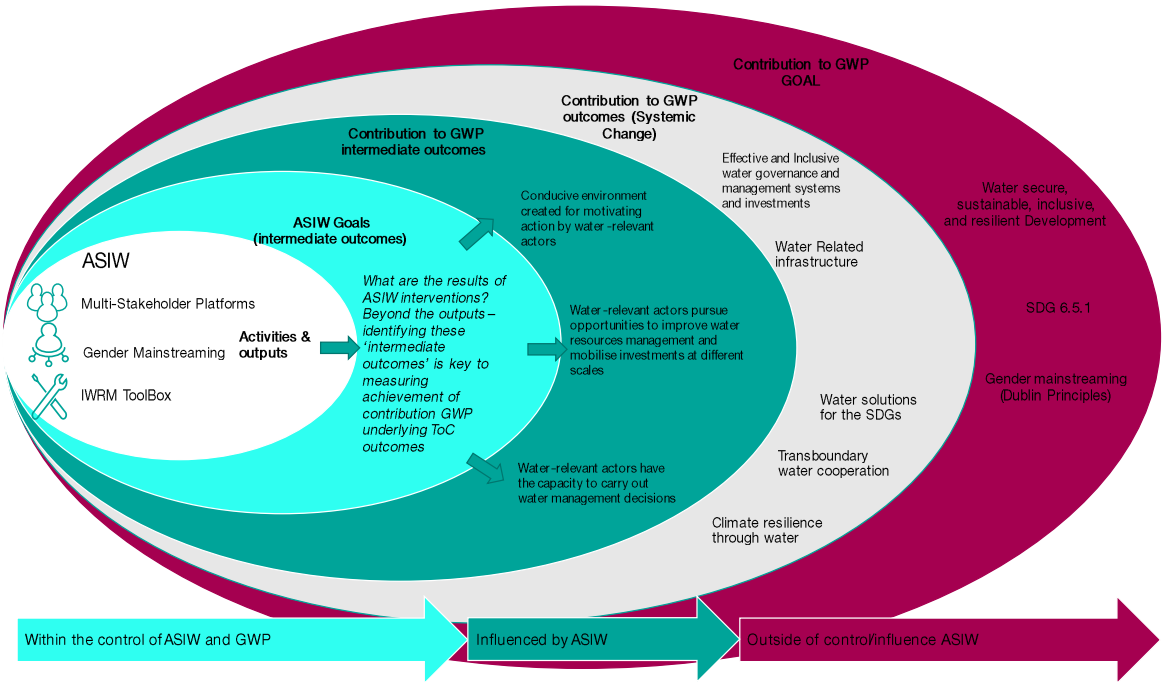
Finding 15: Attribution of programme results is a major project challenge. The ASIW project should focus on understanding its unique contribution.

The ASIW project plays a 'facilitating' role and has three main components (Multi-Stakeholder Platforms, Gender and the IWRM Toolbox[13]). While these components are all important there are many other important factors at play that will determine whether Governments are adequately investing in climate resilience and water security, and whether this is leading to socio-economic benefits among target populations.

In our opinion the ASIW project should make a clear distinction between (a) the intermediate outcomes the project has achieved; (b) how the project can contribute to wider outcomes; and (c) what issues fall outside the projects control and impact (such as the achievement of SDG 6.5.1). An example is provided in Figure 3.

[13] See: A Stake in Water Project Inception Report/GWP/February 2020

Figure 33: ASIW spheres of influence – basis for Theory of Change



At the moment these distinctions have not been made in the ASIW project. For example, against its logframe targets, although some are to be confirmed in the final project logframe, the project made some quite bold claims. In terms of target populations, it aimed to benefit 90 million people[14], and influence multiple government policies, strategies, and laws. However, it should be borne in mind these targets are also reliant on contributions from other GWP projects (Such as WACDEP-G and SDG SP), such is the inter-linked nature of ASIW. The ASIW project results (or intermediate outcomes) need to be understood more clearly as this is key to measuring the achievement of contribution goals - rather than attribution. As one respondent reflected:

'GWP uses doner funding to strengthen its global network. There is a big gap as to how funding is used and ultimate improvements in people's lives. Now there's a huge attribution gap….and providing evidence is difficult'.

EQ15: To test the programme hypothesis that increased knowledge generation, multistakeholder exchange, and learning contributes to more sustainable water management policies and decision-making.

Finding 16: Multi-Stakeholder Platforms are important and valued, but the ASIW project needs to be wary of drawing overly simplistic conclusions about its ability to influence policy.

All of the 19 key informants interviewed spoke positively about the potential of Multi-Stakeholder Platforms Multi-Stakeholder Platform workshops were reportedly well-attended by representatives from Country and Regional Water Partnerships as well as interested water sector professionals. For example, the Multi-Stakeholder Platforms for Improved Water Governance course was well-received and attended by approximately 150 people. However, there are many discrepancies between policy and practice. Just because multistakeholder exchanges take place and learning is generated it cannot be assumed that

[14] A Stake In Water Progress Report, June 2022

policies will be revised, increased funds will be allocated to key institutions and corrective action will be taken to apply new learning.

At present the ASIW project does not have its own Theory of Change. However, at present there is an ongoing assessment by GWP regarding the adequacy of ASIW outputs and their impact on governance. This will form part of their final report to ADA. The main conclusions will need to explain how 'higher level' governance outcomes will be forthcoming. It should determine the likelihood of decision-makers and politicians improving governance on the basis of new learning and the contexts in which this is politically likely. This is essential for identifying the key forces and individuals for driving/blocking change.

To be effective Multi-Stakeholder Platforms must also have strong on-the-ground practical experience of how IWRM can be applied in different contexts. They need to combine this with a sound understanding of what needs to be articulated in national policy, legislation and sector guidance. This gives Multi-Stakeholder Platforms the credibility to influence policy. They must also possess a deep understanding of how to influence government personnel and decision-makers. This is no easy undertaking and respondents acknowledged that policy decisions are often taken for multiple reasons, rather than relying on increased learning and evidence.

Sustainability

EQ16: To assess preliminary indications of the degree to which the project results are likely to be sustainable beyond the project's lifetime at supported institutions/ beneficiaries' levels and provide recommendations for strengthening sustainability.

Finding 16: GWP has pursued a number of initiatives to ensure sustainability of the IWRM Toolbox platform. The sustainability of Multi-Stakeholder Platforms and gender transformation is more of a challenge for the project.

In terms of sustainability for the Toolbox, there is huge potential through the Communities of Practice hosted on the Toolbox. There is an increased interest from many organizations (UNESCO, IWRA, IGRAC, TNC, etc) as well as uptake by the regions to use the platform to enhance local partnerships at both regional and country level. In addition, UNEP is now using the toolbox IWRM survey as part of its official SDG 6.5.1 monitoring efforts. Getting the toolbox as a UN/SDG monitoring tool is also an indication of demand for the platform, which is a key factor for sustainability.

The costs of hosting and updating the IWRM toolbox platform, including costs of reviewing content, need to be consistently covered to ensure long-term sustainability. GWP currently has a dedicated team of 6 staff working on updating and maintaining the toolbox. The team was partly financially supported by ASIW but relies mostly on core funding, so there is a commitment and plan from GWPO to recurring ToolBox costs. In addition, GWP have managed to leverage the on project WEFE4MED through the Toolbox and are currently in discussion with two other organisations who would like to host their communities on the Toolbox. This new "business line" offers great scope for the financial sustainability of the platform in the future and indicates the potential of the platform to leverage new funding and hence be sustainable.

The purpose of the ASIW project was to provide Multi-Stakeholder Platforms with knowledge and support their capacity development. However, it also works closely with the GWP Strengthening Regional Operations and Network Growth (StRONG) programme, which serves to address issues of financial sustainability and voluntarism. These two factors were highlighted by respondents as constraints to sustainability that will inevitably affect the impact of ASIW if they are not addressed. Without finance Multi-Stakeholder

Platforms will become less active and there will be less opportunity to engage in action-research to produce case studies. This is important for the credibility of Multi-Stakeholder Platforms and the IWRM toolbox and will serve to strengthen capacity and advocacy efforts.

GWPO states that most of its results are achieved at regional scale, whose networks are funded by GWP. However, voluntarism at national level is also problematic. It can work for a short time, but without meaningful support volunteers tend to lose interest or find other activities that demand their attention. It will be interesting to understand how learning will be applied at national, river basin and local levels, especially as IWRM promotes the principle of subsidiarity.

EQ17: To identify the major factors that influenced the achievement or non-achievement of project sustainability.

Finding 17: The Multi-Stakeholder Platform sourcebook identifies several key components for achieving effectiveness and sustainability. However, Multi-Stakeholder Platforms still have limitations because of a lack of technical and administrative capability, finance and external support. These obstacles cannot be overcome through one-off projects or publications.

The sourcebook presents a model for how Multi-Stakeholder Platforms can perform effectively and in a sustainable manner. It lays out six important ingredients needed for better performance: (1) context analysis, (2) setting an agenda for change, (3) knowledge management, (4) resource mobilisation, (5) effective communication and (6) conflict management.

The ASIW project has worked primarily with regional networks, as opposed to those at national, river basin and local levels. Regional networks do receive direct funding from GWPO, and they work closely with Multi-Stakeholder Platforms at 'lower' levels. However, on its own the sourcebook is not enough to ensure sustainability as the realities of applying the source book in practice may be very different. Alongside these components, respondents highlighted that national Multi-Stakeholder Platforms need dynamic leadership, effective management, adequate revenue and effective external support if they are to implement projects directly, monitor and analyse progress, generate learning and document their own experiences in the form of case studies. The linkages between regional networks and 'lower' level Multi-Stakeholder Platforms are important because weaknesses in governance may be overcome through meaningful decentralisation. In future the ASIW project will need to consider the prospect that Multi-Stakeholder Platforms can apply these tools in a range of contexts and at a level where water security decisions can be taken.

UX Aspect

The users of the GWP IWRM ToolBox found the revamped ToolBox to be a huge improvement from the last ToolBox platform in terms of user-friendliness, content and engaging with other water professionals. Users generally found the ToolBox user-friendly and useful for interaction with other water professionals. Users like the opportunities to interact within the Communities of Practice and knowing the kind of people they are interacting with.

Table 5 summarises the findings from the UX Assessment from both the survey and the FGD. The UX survey scoring shows the number of respondents per score for each of the platform's elements based on the rubric in Table 3.

Table 5: GWP User Experience Assessment

	UX Survey scoring	FGD Scoring	Feedback from FGD and UX survey
Layout	Developing 3 Sufficient 8 High-end 1	High-end	The platform is well organised and easy to navigate with a clear and concise layout.
Imagery	Developing 1 Sufficient 8 High-end 3	High-end	Aesthetically pleasing, with a clean and modern design, and the use of high-quality images adds visual interest to the site. Overall colour scheme is consistent and visually appealing. The use of icons and graphics throughout the site helps to make the information more accessible and user-friendly.
Interactivity	Developing 1 Sufficient 8 High-end 3	Sufficient	The platform is more interactive than the previous version of the Toolbox. However, it needs to be linked to other social media platforms like LinkedIn to encourage engagement
Brand	Developing 0 Sufficient 8 High-end 4	High-end	Different design elements of the platform come together nicely, giving the platform credibility and positive impressions on users.
Video	Developing 1 Sufficient 6 High-end 5	Developing	There is only one video on the website. More videos for

			information-heavy pages are needed for visual storytelling
Messaging	Developing 3 Sufficient 5 High-end 4	Tools = High-end Case studies = Sufficient	Content on the website is well-written and informative, providing a comprehensive overview of the GWP Toolbox and its various features and functions. However, for case studies, GWP provides guidance on how to write up their case studies and not necessarily how to make their messaging clearer. There is also need for new up-to-date case studies.
Performance	Developing 2 Sufficient 7 High-end 3	High-end	The performance was generally found to be good. Users reported that the website was fast and that there were no broken links. The performance of the website is enhanced by the decentralised servers in different parts of the world as highlighted by one of the KIIs.

Other UX considerations highlighted by users included:

- The platform is lacking some of the features that can make it more social, for example a social login, or the ability to host virtual events or linking to video conferencing apps like Zoom.
- Navigating to find communities they are registered to was not very clear for some users and takes some getting used to.
- Users also felt that a selection of generic pictures or icons to select from when posting in their communities may be useful to avoid an empty box where pictures should go.
- Continuous and/or periodic training workshops on the ToolBox may be beneficial to keep momentum of engagement created during ASIW among water relevant stakeholders and attract more users.

Conclusions

Relevance

GWPs ASIW project at national and local levels is highly relevant to its mission and wider global goals. In our opinion the project should consider engaging more closely with a small number of countries or river basins in order to demonstrate how real water security problems that people experience can be addressed. We recognise that GWP does not have the capacity to work closely with every Multi-Stakeholder Platform and its focus should be on developing models of good practice. This will be particularly important in countries that are not on track to achieve the SDG targets by 2030.

Effectiveness

ASIW interventions at regional level fulfil an important role. They focus attention on water resources that sustain water services, and they encourage dialogue and collaboration across a wide range of stakeholders. The programme aims to promote the role of women in water management, and it encourage a process of continuous learning. Together with the relevance of its programming this represents the greatest strength of the ASIW programme. However, to influence government-level decision making, strengthen governance and women's empowerment the programme will need to have a greater effectiveness at national scale.

Efficiency

Our impression is that the ASIW project operates cost effectively at regional level and in terms of its outputs at global level. However, it is evident that Multi-Stakeholder Platforms at national and local levels need to secure finance in order to remain relevant. This is often a challenge and means that central level GWP operations may appear to be relatively 'well-off' compared to country level Multi-Stakeholder Platforms.

Impact

Given GWPs unique focus on knowledge and learning when promoting IWRM and Gender, Equity and Social Inclusion (GESI) alongside the SDGs, it is vital that GWP rigorously demonstrates the wider impact of its work.

The evaluation team feel that GWPs contribution to change at regional levels has been a good, but the ASIW programme is really laying the foundations for further work that will be required. Consequently, the ASIW project should focus on its contribution towards wider GWP intermediate outcomes and outcomes rather than impacts that are beyond ASIW spheres of influence or control (Figure 2). These contributions need to be assessed so they contribute to wider learning and strategic planning.

Sustainability

There are underlying sustainability challenges that need to be addressed if the work of ASIW project is to be long lived. Efforts to promote and improve IWRM are likely to be improved if Multi-Stakeholder Platforms receive increased and assured finance, rather than relying on voluntary efforts. Multi-Stakeholder Platforms need to be active in project work to ensure their credibility and support learning and advocacy efforts. We believe an immediate priority for the ASIW project is to identify the critical factors that will ensure the

sustainability of these platforms and work towards a situation where these issues are being addressed at national level.

Recommendations

Overall project recommendations

R1: Focus on project contributions rather than attributions.

This evaluation has highlighted that project attribution is a known challenge and is very difficult to determine. Focussing on the ASIW project activities, intermediate outcomes and specific contributions would be a constructive step to help the project determine its effectiveness and impacts. An example has been included in Figure 3.

R2: Develop a strategy for action-research.

GWP works in many different contexts and at different levels (transboundary, national, river basin and local levels). Alongside the various workshops and training sessions that are held, GWP is well-placed to support more action research. This would allow different Multi-Stakeholder Platforms and water sector players to test, research and document experiences of applying the tools in practice as well as looking at specific water resources management issues that are of importance, such as establishing hydrometric monitoring networks or the role of citizen science.

MSPs

R3: Extend support to help Multi-Stakeholder Platforms overcome the finance challenge.

This recommendation is to devote considerable time to helping Multi-Stakeholder Platforms overcome the challenge of limited finance. GWP should develop a clear understanding of Multi-Stakeholder Platform finances so their potential to support the management of water resources in an equitable manner can be assessed in detail. It would also be helpful if GWP knew what the indicative costs are of implementing many of the tools and instruments that have been developed. This could be achieved through practical research and documenting costs. Only then can Multi-Stakeholder Platforms decide which interventions can maximise impact. It would also be helpful to explore whether host Governments are willing to assist with the recurrent financing of Multi-Stakeholder Platforms.

R4: Benchmark the performance of Multi Stakeholder Platforms

The two main ways for Multi-Stakeholder Platforms to demonstrate effectiveness and transparency are to refer to (a) evidence – in the form of action research and case studies, and (b) sector good practice. Alongside its current accreditation process, GWP should consider developing in summary form what they believe constitutes good Multi-Stakeholder Platform practice to enhance the management of water resources. The benchmark paper would form a reference point against which the performance of Multi-Stakeholder Platforms can be judged. If this is done in a participatory manner, then the leaders of different Multi-Stakeholder Platforms should accept what is considered good practice and any self-appraisals should be reasonable and rational. The documentation of programme experiences and learning is one example of a benchmark criteria and there should be a focus on how lessons are identified, captured and shared to influence governance.

Gender mainstreaming

R5: More and better gender support at global and regional levels

An important component of the ASIW project is a focus on gender equity and transformation. This component is particularly challenging and appears to have lagged

behind work on the IWRM toolbox and Multi-Stakeholder Platforms. GWP should place stronger emphasis on this component, which includes having gender disaggregated data across its Multi-Stakeholder Platforms and data on other category of individuals that are being assisted as a result of project work by Multi-Stakeholder Platforms. We acknowledge the gender lead left the project in 2022, which has affected continuity. The ASIW project could focus on better gender resourcing at regional levels so that more frequent field visits to Multi-Stakeholder Platforms can be undertaken.

IWRM ToolBox

R6: Ensure the IWRM toolbox is accessible through increased translation of tools and instruments.

The FGD's and some of the survey respondents identified language as a barrier to accessing the ToolBox platform. This may be because they are unaware of the translation function. The translation of tools and instruments into other languages help to improve uptake and make the IWRM Toolbox platform more appealing for stakeholders whose first language is not English. Accessibility issues for people with visual or hearing impairments should also be considered.

R7: More case studies to demonstrate action research insights.

The risk of the IWRM Toolbox platform becoming static was highlighted as a future concern. Alongside the many tools and instruments, there is a desire for more case studies (linked to R4). These will provide very practical examples of tools and instruments being applied in practice and highlighting what important issues need to be considered. It will also enable tools and instruments to be updated based on new learning and experience.

Annexes

Annex A: Project documents reviewed.

Document List	
GWP 2020-2025 Strategy, Mobilising for a Water Secure World	
ASIW Project Documents	
A Stake in Water - Inception Report_GWP Feb 2020	
Annex 1_Logframe Matrix_ADA_GWP_A Stake in Water	
Annex 3_Final Budget_ADA_GWP_A Stake in Water_20190820	
Project Document_ADA_GWP_A Stake in Water_Final Proposal	
Report March-August 2020	
	A Stake in Water - 6-month progress report_Aug 2020
Report June 2021	
	A Stake in Water - Project Report June 2021
	Attch 1_MSP4SDG - Multi-Stakeholder Consultation Processes for
	Attch 2_ASiW Revitalized ToolBox Action Hub Concept
	Attch 3_ASiW Toolbox Technical Specifications
	Attch 4_ASiW Toolbox Information Architecture
	Attch 5_ASiW Toolbox User Stories
Report June 2022	
	A Stake in Water - Project Report June 2022
	C3.01 - Technical Specifications
	C3.02 - Accessibility and SEO Standards and Checklists
	C3.03 - Content Types and Authoring Workflows
	C3.04 - Google Analytics Pages views
	C3.05 - Google Analytics - Traffic acquisition
	C3.06 - Outreach Strategy Brief
	C3.07 - Outreach tracker
	C3.08 - Comms and social media
	GA_1 Dec 2021 - 14 June 2022 - snapshot
Component 1 - Strengthening MSPs	
	GWP MSP Transboundary Multi-stakeholder regional dialogues: Pathway for advancing transboundary water cooperation
	GWP Water Governance Sourcebook: A Guide for Multi-Stakeholder Partnership in Water Management
	MSP Course: Multi-Stakeholder Platforms for Improved Water Governance - Cap-Net
	MSP course 2022 evaluations excel
	MSP course 2022 profiles graphics
	Multi-Stakeholder Partnership for the Hindon Rejuvenation

	Partnerships for plastic pollution control in the Yangtze River: Strengthening coordination using the River Chief System
	MSP Workshop List of Participants
Component 2 - GESI	
	GWP Gender Strategy 2014-2019
	Contributing to Gender Equality-GWP website
	Advancing towards gender mainstreaming in IWRM Brief
	Advancing towards gender mainstreaming in IWRM Report
	GWP Gender Action Piece (2017)
	Gender Equality in Water Governance: 10 Stories of Multi-Stakeholder Partnerships
Component 3 - ToolBox	
	Old Toolbox screenshot
	acquisition_overview
	casestudies_pages
	Engagement_overview
	pages_screens_overview
	tool_pages
Other Documents	
	SDG Monitoring: Multi-Stakeholder Consultation Processes for SDG 6 Monitoring

Annex B: Key Informant Interview Guide

External Evaluation of 'A Stake in Water' Project with GWP

Key Informant Interview Guide

Important:

- ✓ Record the **full names** of the interviewees and their **roles.**
- ✓ Interviewers should **follow the steps in the box below** before beginning the interview.

- ✓ Please note **not all questions** will be applicable to all interviewees.
- ✓ Interviewers should collect offered/solicited **documents** and note down the names and **contacts of other key informants** suggested during the interview.

Introduction:

Background

- **Begin with introductions:** [Your names]. We are independent evaluators from IOD PARC, a consulting company that specialises in performance assessment and organisation development.
- **Introduce the evaluation:** We have been commissioned by the Global Water Partnership to provide an independent assessment of their work from 2019 to 2022. The purpose of the evaluation is to inform and help shape the ASIW (A Stake in Water) thinking for its next phase. We are currently in our data collection phase.
- **Purpose:** The purpose of this interview is to understand… [*please tailor ahead of each interview based on who the stakeholder is].*

Consent

- As this is an independent evaluation, all interviews are confidential, anonymised, and non-attributable. Everything you tell us will be confidential, and your name will not be used in any of our reports. We may use quotes from the interview in our reporting, but all quotes will be non-attributable.
- Do you have any questions about the evaluations, or concerns you would like to raise before we start?
- Do you consent to be interviewed on this basis? [Y/N]

Permission to record

- Would you mind if I record this interview? The interview recordings will only be used for the purpose of informing this review and will not be shared outside of the Evaluation Team. [Y/N]

Note: *By proceeding to the introductory questions below, the interviewer affirms that the interviewee has been fully briefed about the interview as set out above.*

Introductory Questions

Questions	Prompts	Criteria
1. What is/are you(r) role(s) within the ASIW project? 2. How long have you been in this role? 3. Can you tell us a bit about your engagement with ASIW?		
Response:		

Assessment Criteria: Multi stakeholder platforms

Questions	Prompts	Criteria
Relevance What contextual analysis or problem identification was undertaken prior to promoting MSPs? How exactly are MSPs aligned to regional, national, and local contexts? **Effectiveness** What barriers do you believe countries face in establishing and sustaining MSPs? What arrangements have been put in place to address these obstacles? What governance change do you believe MSPs has routinely delivered? Please cite examples. **Efficiency** How are MSPs aligned to existing coordination mechanisms? Can you quantify the annual costs of running MSPs? **Impact** What do you think has been the relative impact of the MSP work on regional, national, or local water security? What are the actual magnitudes of those impacts?	See criteria for prompts.	How water balances are being quantified Countries aware of the most pressing issues to address Evidence of improvements in governance Evidence of improvements in water security Cost data of establishing and running MSP Evidence of what MSPs have achieved. Clarity on how MSPs will be sustained through national autonomy

Sustainability What are the critical or essential factors for sustaining MSPs? Do you have a conceptual framework for how MSPs will be sustained?		
Response:		

Assessment criteria: Gender

Relevance How does GWP tailor its gender work to specific contexts, particularly those with conservative views? What specific measures are promoted to encourage representation of women and marginalised groups? **Effectiveness** When ranking IWRM (Integrated Water Resources Management) progress at country level how specifically does GWP measure gender progress? What examples can you provide of gender and equity issues being mainstreamed in MSPs? **Efficiency** Can you describe the perceived quality of GWPs gender work? How is value for money and efficiency considered in this work? **Impact** What specific examples do you have of IWRM programmes being designed to address gender inequities? How does GWP measure its impact on gender? **Sustainability** How are underlying systematic challenges that affect gender equality and keep people in poverty being addressed?		Judgements on whether gender approaches are relevant for all countries and contexts. Examples of real gender related change taking place. Specific feedback from women Specific changes to policy

How will gender interventions be sustained?		
Response:		

Assessment criteria: Toolbox

Questions	Prompts	Criteria
Relevance How are the toolbox tools and instruments tailored to specific contexts, especially those with limited finance and weak institutions? How can countries with limited finances and resources prioritise what actions to take? Is there a 'IWRM light' approach that these countries can adopt? **Effectiveness** Does GWP document country level or institutional experiences of how learning and knowledge is being applied? What measures has ASIW taken to enhance effective application of the tools and instruments? **Efficiency** Please explain ASIW governance arrangements? How does ASIW work with LMIC (Low- and Middle-Income Countries) to prioritise what tools will deliver maximum impact? Has ASIW costed how much it costs to apply individual tools? Is this advice provided to finance departments? How much has ASIW spent on developing and delivering the toolbox and is it known what has been the corresponding increase in finance countries are now allocating to IWRM? **Impact** What is the perceived impact of ASIW toolbox? What impact studies have been undertaken and what was the benefit for target beneficiaries?		

How is the impact of the toolbox measured internally? **Sustainability** What is the ongoing demand for the toolbox and course materials? The toolbox improved appreciation and knowledge of IWRM. How is experience and ability to apply IWRM also being addressed? How does ASIW maintain momentum after interested people and water sector professionals have accessed courses or the toolbox?		
Response:		
General final question for all Key Informants. **Can you cite an example where knowledge sharing and learning from the ASIW project has been followed up at regional or national level, where a permanent and mandated water resources institution (or agency) has identified a specific water security problem and continues to address it with periodic support and training to key stakeholders.** **If yes....** **What has been the role of the MSP?** **What has been the role of women?** **How has the IWRM toolbox been utilised?**		

Annex C: IWRM Toolbox UX survey results

This has been uploaded to the GWP SharePoint folder shared with us for the purposes of this evaluation. Please see:

GWP External Shares - ToolBox User Experience Survey Results - All Documents (sharepoint.com)

Annex D: List of tools and instruments developed

Table 6: ASIW Component 1 Outputs

No	Title	Link	Comment
Sourcebook			
1	The MSP Sourcebook - A Guide for Multi-Stakeholder Partnerships in Water Management	https://www.gwp.org/globalassets/global/about-gwp/publications/msps/the-msp-sourcebook.pdf	
Three one-day regional "ground-truthing" meetings			
2	Regional "ground-truthing" meetings – MSP Workshops	https://cap-net.org/msp4watergovernance/	6 online workshops of 3h each, 257 participants
3	MSP Course	https://cap-net.org/msp/	6 course sessions, 7 videos embedded, active participants 145, 42 completion certificate issued
4	Pan Asia MSP Writeshop for the MSP Sourcebook	Pan-Asia Toolbox Learning Lab and MSP Sourcebook Book Sprint Workshop Report.docx	26 participants
Side products related to the Sourcebook			
5	Multi-stakeholder regional dialogues - Pathways for advancing transboundary water cooperation	https://www.gwp.org/globalassets/global/about-gwp/publications/msps/msps-transboundary-cooperation.pdf	Related to transboundary theme
6	Multi-stakeholder regional dialogues - Pathways for advancing transboundary water cooperation (BRIEF)	https://www.gwp.org/globalassets/global/about-gwp/publications/msps/key-message-summary_transboundary.pdf	Related to transboundary theme
7	Partnerships for plastic pollution control in the Yangtze River - Strengthening coordination using the River Chief System	https://www.gwp.org/globalassets/global/about-gwp/publications/msps/a-msp-for-plastic-pollution-control-in-the-yangtze.pdf	Related to private sector engagement theme
8	Partnerships for plastic pollution control in the Yangtze River - Strengthening coordination using the River Chief System (BRIEF)	https://www.gwp.org/globalassets/global/about-gwp/publications/msps/executive-summary_yangtze-river.pdf	Related to private sector engagement theme
9	Multi-Stakeholder Consultation Processes for SDG 6 Monitoring	msps-for-sdg-6-monitoring_report.pdf (gwp.org)	Related to SDG theme
10	Multi-Stakeholder Consultation Processes for SDG 6 Monitoring (BRIEF)	msps-for-sdg-6-monitoring_brief.pdf (gwp.org)	Related to SDG theme
11	Gender Equality in Water Governance: 10 Stories of Multi-Stakeholder Partnerships	https://www.gwp.org/en/waterchangemakers/MSPs4WaterGovernance/	Related to gender theme 10 videos embedded

12	Multi-Stakeholder Partnership for the Hindon Rejuvenation	https://www.gwp.org/en/learn/capacity-building/multi-stakeholder-partnership-for-the-hindon-rejuvenation/	Related to private sector engagement theme
13	Youth-Led Partnerships for Water and Climate Action	ENG:https://www.gwp.org/en/learn/capacity-building/youth-led-partnerships-for-water-and-climate-action/ FR: https://www.gwp.org/en/learn/capacity-building/youth-led-partnerships-for-water-and-climate-action/youth-led-partnerships-water-climate-action-FRENCH/	Related to youth and climate theme. 12 videos embedded
14	Toolbox Case Study – Transboundary: Stakeholder Analysis in the Sava River Basin	https://www.gwptoolbox.org/case-study/transboundary-stakeholder-analysis-sava-river-basin	Case presented during the "ground-truthing" meetings/MSP workshops
15	Toolbox Case Study – Global: Water, Climate, & Gender Investments – AIP WACDEP-G	https://www.gwptoolbox.org/case-study/global-water-climate-gender-investments-aip-wacdep-g	Case presented during the "ground-truthing" meetings/MSP workshops
16	Toolbox Case Study – Malaysia: Changing the Business Model of the Malaysia Water Resources Management Forum	https://www.gwptoolbox.org/case-study/malaysia-changing-business-model-malaysia-water-resources-management-forum	Case presented during the "ground-truthing" meetings/MSP workshops

Table 7: ASIW Component 2 Outputs

No	Title	Link
Translations of Gender Action Piece to Boost Action		
1	Embracing Gender Equality and Inclusion – It Starts From the Top	https://www.gwp.org/en/About/more/news/2020/embracing-gender-equality-and-inclusion--it-starts-from-the-top/
2	Gender Analysis – a Tool for Transforming Water Resources Management	https://www.gwp.org/en/About/more/news/2021/gender-analysis--a-tool-for-transforming-water-resources-management/
3	Gender Equality – Let's Talk Accountability	https://www.gwp.org/en/About/more/news/2021/gender-equality--lets-talk-accountability/
4	Understanding Culture – a Must for Equal Access	https://www.gwp.org/en/About/more/news/2021/understanding-culture--a-must-for-equal-access/
5	Gender Online Course: Unlocking Gender and IWRM challenges: 2022 Online Course Relaunch	https://www.gwp.org/en/About/more/news/2022/unlocking-gender-and-iwrm-challenges-2022-online-course-relaunch/
6	Advancing towards gender mainstreaming in IWRM Report (Published through the SDG 6 IWRM Support Programme)	https://www.gwp.org/globalassets/global/activities/act-on-sdg6/advancing-towards-gender-maintreaming-in-wrm---report.pdf
7	Advancing towards gender mainstreaming in IWRM Brief (Published through the SDG 6 IWRM Support Programme)	https://www.gwp.org/globalassets/global/activities/act-on-sdg6/advancing-towards-gender-maintreaming-in-wrm---brief.pdf
8	Gender Equality in Water Governance: 10 Stories of Multi-Stakeholder Partnerships	https://www.gwp.org/en/waterchangemakers/MSPs4WaterGovernance/