



Global Water Leadership Programme Evaluation: Global Water Partnership

Final Evaluation Report

Prepared for: Global Water Partnership

By: IOD PARC

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Acronyms and Abbreviations

CAR	Central African Republic
CWP	Country Water Partnership
FCDO	Foreign and Commonwealth Development Office
GEMS	Global Environment Monitoring System
GWL	Global Water Leadership
GWP	Global Water Partnership
GWPO	Global Water Partnership Organisation
IWRM	Integrated Water Resources Management
JMP	Joint Monitoring Programme (WHO and UNICEF)
NDC	Nationally Determined Contributions
SDG	Sustainable Development Goals
SWA	Sanitation and Water for All
UNFCCC	United Nations Framework Convention on Climate Change.
WASH	Water, Sanitation and Hygiene
WRI	Water Resources Institute

Executive Summary

Background

This is the final evaluation report of a review of one aspect of the Global Water Leadership in a Changing Climate Programme (termed GWL programme). It specifically looks at the part that was implemented by the Global Water Partnership (GWP). The evaluation has been funded by GWP and undertaken by a team of three consultants from IOD PARC. The review was undertaken from mid-March to mid-May 2024.

Global Water Leadership Programme

The GWL programme, funded by the UK Foreign and Commonwealth Development Office (FCDO) is designed to strengthen water, sanitation, and hygiene (WASH) governance at global, regional, and national levels with data on the status of WASH services, analysis, and targeted interventions focused on WASH systems strengthening, climate resilience and water resource management. The programme aimed to leverage climate finance and help accelerate progress towards the ambitious WASH targets of Sustainable Development Goal 6 (SDG 6). The GWL programme has a budget of £18.9M and has involved the Sanitation and Water for All (SWA) partnership, GWP, UNICEF and the Joint Monitoring Programme (JMP) of WHO and UNICEF. This evaluation focuses on the component of the programme that has been led by GWP. This sub-project had a budget of £3.25M.

Global Water Leadership (GWL)

The GWP-led component of GWL was launched in April 2021. In this report the abbreviation 'GWL' is used to refer to GWP implemented component of the overall GWL program. Its purpose was to support global, regional, and national water leaders in developing responsive strategies to mitigate the climate change impacts on water sector and to address national barriers with more holistic approaches. It is unique in its aim to provide support to government entities in seven low- and middle-income countries, namely: Central African Republic (CAR), Malawi, Nepal, Rwanda, State of Palestine, and Tanzania across 5 GWP regions so they may become international models for water leadership. The programme set out to demonstrate the socio-economic transformations that can be accomplished by making climate-resilient and gender-transformative integrated water resources management (IWRM), WASH, and health services a political priority. This is required so governments have the autonomy to identify and address the most critical barriers to climate resilient IWRM within their nations. Through GWP collaboration with UNICEF in some countries and engagement with SWA, the GWL programme provided a vital opportunity to draw better links between IWRM and WASH work and generate important learning. The project had three main outputs, namely:

- Output 1: Strengthened leadership and collaboration at global and national levels.
- Output 2: Evidence, norms, and standards – using data for better decision-making.
- Output 3: National Systems and Finance – developing and implementing response strategies.

Key findings of this evaluation

On the positive side,

1. We found the GWL project, and its objectives were highly relevant to creating stronger linkages between IWRM and WASH. The project was aligned to achieving consensus at international and national levels.
2. The project was largely effective in terms of launching response strategies (Output 3) in all GWP-led countries and engagement at key international conferences (Output 1). Output 2 was partially achieved. We also note that project design and funding primarily focussed on Output 3.

3. GWP worked effectively through the many stakeholders working groups in each country, largely because they resemble the multi-stakeholder platforms that are GWP's *modus operandi*. This is a great strength of the regional and country level networks. The working groups were led by government entities. For example, in Nepal working groups were coordinated by the Water and Environmental Commission and in Tanzania working groups were embedded in the existing government National Multisectoral Stakeholder Forum.
4. GWP worked hard to undertake the project in a cost-effective manner. Several budget and workplan revisions were required to ensure greater efficiency.
5. The GWP programme has, in our judgement, most likely contributed to establishing better links between IWRM and WASH. The response strategies have been adopted by the 7 GWP-led countries.
6. Efforts have been made to align the response strategies with national policy and plans. Prominent examples include Malawi where the plan has been incorporated into the new national water policy and One WASH approach, and in Tanzania where it forms part of the Tanzania Water Investment Programme. The response strategy was also completed and launched in the State of Palestine alongside state ministers and key stakeholders despite particularly challenging circumstances.
7. The main project outputs and updates have been documented on GWP's website. However, there is significant scope for more and better 'reflection and internal learning'. This is required so there is greater efficiency of performance, especially if GWP's core funding reduces and it becomes more reliant on project-based funding.
8. Although the project closed 5 months early, it is our understanding that this is not a reflection on the work carried out by the regions and countries.

However,

9. There was a general sense from respondents that this project has been particularly challenging. There were many changes to GWPs normal way of working, at least in some of the engaged units, that proved difficult at GWPO, regional and country levels.
10. Overall, GWP is used to receiving core funding and typically focuses on 'systems strengthening' activities – hosting multi-stakeholder platforms, building collaborative partnerships, and enabling others, which requires a high degree of national autonomy. This project had a greater focus on implementing project activities and working to timebound deliverables. Some respondents felt this focus was initially a challenge for GWP, which inevitably resulted in greater donor scrutiny and increased pressure to deliver.
11. Country selection was undertaken by GWP in collaboration with UNICEF. It occurred after the programme had been designed in June 2020. This was an error and meant that the original design did not adequately consider contextual challenges that GWPs regional and country networks faced. Inevitably they have different strengths and weaknesses and cannot always guarantee consistency in performance.
12. The project had a relatively short inception phase (mid-May to mid-July 2021) during which seven out of an original fifteen countries were selected. , A more lengthy inception period involving GWPs regional and country level networks would have allowed for more sophisticated engagement with governments, alignment with ongoing initiatives and serve to ensure there is real need and demand for project activities, thus avoiding the perception they were designed externally.
13. There is also evidence that both country selection and personal relationships with government entities matter. Naturally relationships can be developed (as was the case in Malawi), but it is of real benefit if country coordinators can access government officials and work closely with UNICEF counterparts. If these relationships need to be established, it takes time and challenges programme efficiency. It is these links with government entities that need to be considered when countries are initially selected.

14. FCDO decided to close the programme 5 months early. This decision was communicated to GWP in August 2023. The decision reflected FCDO's desire to reduce its risk exposure at a time when GWPO were continuing to face significant internal governance and finance challenges. FCDO were also confident that the main programme results could be achieved in time and there was adequate time to implement a responsible exit strategy.

Conclusions and way forward

This project has been challenging, and the main deliverables could in our opinion have been delivered sooner in the project cycle, thus allowing more time to support implementation and behaviour change within government institutions. In our opinion, an extended inception phase would have been useful and enabled GWPO, regions and countries to undertake stronger planning alongside government counterparts. The project could also have been improved by working at a local level, with UNICEF, demonstrating practical IWRM and WASH work, understanding the lived experience of people facing water security challenges, as well as engaging in higher-level systems strengthening work.

Nevertheless, the GWP network is a competent and effective organisation with a long track record of enabling others to engage in water resources work. In its programming across seven countries, it has worked closely with government counterparts to develop and launch key response plans. Naturally the early closure of this project has been difficult, but there is great scope for GWP's regional and country networks to continue to support the implementation of the response strategies in future. Examples include the Africa Investment Programme, Green Climate Fund readiness projects and Nationally Determined Contributions (NDC) partnership, which are all ongoing initiatives being pursued.

GWPO would be well served to learn from this project experience, because it has provided many opportunities to learn. For example, how to raise standards of work and consistency across countries, becoming an authoritative organisation on IWRM and WASH work, supporting government systems strengthening and better documenting learning.

Introduction

This is the final evaluation report of an end-line review of the Global Water Leadership in a Changing Climate Programme, (hereafter referred to as the 'GWL programme'). This evaluation looks solely at the specific component led by the Global Water Partnership (GWP) and not the wider programme being implemented by other partners (see Figure 2). The evaluation has been funded by GWP and implemented by a team of three consultants working for IOD PARC. The review was undertaken between 14th March and 30th May 2024.

Water on the international development agenda

The GWL programme, funded by the UK Foreign and Commonwealth Development Office (FCDO) is designed to strengthen water, sanitation, and hygiene (WASH) governance at global, regional, and national levels with data on the status of WASH services, analysis, and targeted interventions focused on WASH systems strengthening, climate resilience and water resource management. The programme aimed to leverage climate finance and help accelerate progress towards the ambitious WASH targets of Sustainable Development Goal 6 (SDG 6). The GWL programme has a budget of £18.9M and has involved the Sanitation and Water for All (SWA) partnership, GWP, UNICEF and the Joint Monitoring Programme (JMP) of WHO and UNICEF. This evaluation focuses solely on the component of the programme that has been implemented by GWP. This sub-project had a budget of £3.25M. In December 2023 FCDO began providing support to the World Bank's Global Water and Sanitation Partnership.

Programming for global water leadership

The GWP-led component of the GWL programme was launched in April 2021. It is unique in its aim to provide support to government entities in seven low- and middle-income countries, namely: Central African Republic (CAR), Malawi, Nepal, Rwanda, State of Palestine, and Tanzania across 5 sub-regions so they may become international models for water leadership. The programme set out to help global, regional, and national water leaders develop responsive strategies to mitigate the risks of climate change on water resources by addressing persistent bottlenecks. This is required so governments have the autonomy to identify and address the most critical barriers to climate-resilient water management within their nations. Through collaboration with UNICEF in some countries and engagement with SWA, the GWL programme provided a vital opportunity to draw better links between IWRM and WASH work and generate important learning. Figure 1 shows the projects three main outputs and higher-level outcome targets.

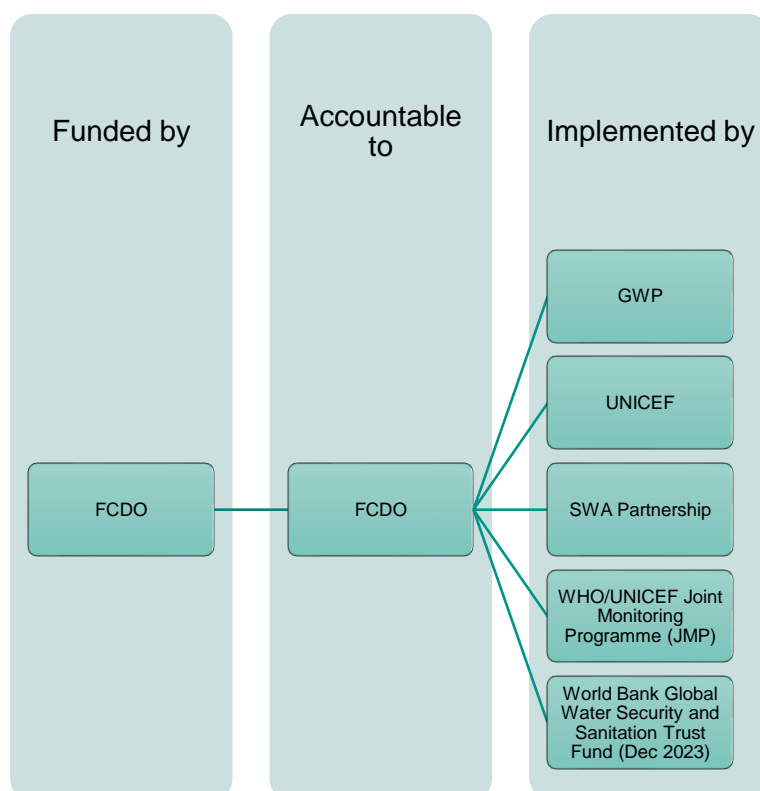
Figure 1: Programme outputs and outcome

Long term outcome: More poor and vulnerable people in low- and middle-income countries use resilient and safely managed water and WASH services	Output 1: Strengthened leadership and collaboration in water resources and WASH governance at the global and national level.
	Output 2: Data and analysis used to inform the development of inclusive and resilient policies and strategies for water management and WASH services.
	Output 3: Bottlenecks and constraints impeding the sustainable management of freshwater resources and the delivery of inclusive, resilient WASH services identified to stimulate government-led collaborative action

Programme partners.

The GWL programme is funded by FCDO and implemented by GWP and the United Nations Children’s Fund (UNICEF), as well as the Sanitation and Water for All Partnership (SWA), the WHO/UNICEF Joint Monitoring Programme (JMP)¹ and the World Bank. FCDO is also responsible for the oversight of the whole programme, and therefore is the accountable organisation². While the component implemented by GWP has ended, the programme is ongoing, and expected to come to an end on 30 June 2025. This evaluation only pertains to the GWP component of the GWL Programme, which ended in March 2024.

Figure 2: GWL Programme structure.



¹[Global Water Leadership Programme closes the gap between IWRM and WASH - GWP](#)

²[DevTracker Programme GB-GOV-1-300889 \(fcdo.gov.uk\)](#)

GWP is a global network of more than 3000 organisations dedicated to sound stewardship of water resources. Through its network GWP has great strength at regional and national levels. It operates in over 180 countries and its global network consists of 13 Regional Water Partnerships and 77 Country Water Partnerships³. Established as an inter-governmental organization, Global Water Partnership Organization (GWPO) acts as a global secretariate for the network. Its vision is to enhance the sustainable management of water resources through the principle of Integrated Water Resources Management (IWRM).

UNICEF worked alongside GWP in some of its target countries. It has its Headquarter office in New York and works in more than 100 countries around the world to improve water supplies and sanitation facilities in institutions and communities, and to promote safe hygiene practices. UNICEF sponsor a wide range of activities and work with many partners, including families, communities, governments, and like-minded organizations. Their WASH work includes both 'downstream' provision of water and sanitation services to communities and households, as well as 'upstream' systems strengthening work. In recent years, an emerging area of importance for UNICEF is the provision of climate resilient WASH services that can offer greater resilience to the threats of climate change.

In 2014 GWP and UNICEF established a formal partnership with the intention of better IWRM and WASH work. This is because water supply services are increasingly impacted by population growth and climate change, which place greater stresses on water resources. The partnership developed and published a strategic framework for Climate Resilient WASH⁴. The purpose of this framework and the accompanying technical briefs was to stimulate debate and guide others who wish to integrate water resources management and WASH in their programmes.

Sanitation and Water for All (SWA)

Sanitation and Water for All (SWA) is a global partnership that works with multiple government partners, donors, civil society organizations and other development partners to coordinate high-level action, improve accountability and use scarce resources more effectively. It champions access to WASH services for all.

Evaluation Approach

Terms of Reference

The terms of reference for this assignment stated as its core purpose **'to evaluate the GWL programme performance and deliverables as it draws to a close, assessing programme implementation and identifying key lessons to influence future programming.'**

Evaluation objectives:

- To assess progress and achievements in relation to initial objectives as well as planned outputs and activities, and their contribution to programme expected (and unanticipated) outcomes/impact.

³ <https://www.gwp.org/>

⁴

<https://www.gwp.org/en/WashClimateResilience/#:-:text=The%20Strategic%20Framework%20consists%20of,community%20resilience%20to%20climate%20change.>

- To assess project implementation under the different components, including identification of issues and challenges faced, lessons learned and recommendations going forward.
- To ascertain the level of ownership within the GWP network and GWL countries and the abilities of partners/beneficiaries to sustain project achievements.

Commencement

The consultants were informed verbally of their appointment on the 07th of March 2024 with two consultants asked to attend the GWL programme's close-out workshop in Malawi. The country visit to Malawi took place from the 13th to 16th March and the consultants continued to work on this assignment without delay. The contract with the consultants was signed on the 09th of April 2024.

Deliverables

The contract with IOD PARC called for two specific deliverables, namely an Inception Report and a final Evaluation Report. The Inception Report took the form of a PowerPoint presentation and was submitted on 15th April 2024.

The final Evaluation Report was required to be concise to a maximum of 50pp including annexes and an Executive Summary of 3pp maximum. The draft report was submitted on the 12th of May 2024, which allowed for review and feedback by both GWP and FCDO. The final revised Evaluation Report was submitted on the 05th June 2024.

Approach

Our evaluation approach used a combination of **theory-based and mixed methods** approaches. Key components of our work included the following:

Programme Closeout workshop – this event was held in Lilongwe, Malawi. We used this visit as an important opportunity to meet programme stakeholders face-to-face and to gain an in-depth understanding of project work, achievements, and challenges. Two consultants attended the workshop so that interviews and discussions (in both English and French) were conducted with the majority of the GWP team, representatives from most of the seven countries and the respective government counterparts.

Desk reviews – after returning from Malawi, we undertook four discrete pieces of work to inform this report. First was a review of programme concept notes, strategies, presentations, and monitoring reports that have guided the project. The main documents reviewed are listed in Annex A.

Second, we undertook detailed stakeholder analysis and identified more than 60 key informants for interview. A list of the people interviewed is shown in Annex B.

Third, was the development of a short survey questionnaire to help us obtain the wider responses of key stakeholders and include quantitative data. The survey form applied (with responses) is shown in Annex C.

Fourth, we refined our evaluation matrix detailing the key evaluation questions and sub-questions to be applied.

Data analysis and confidence levels

Data from document reviews, KIIs, survey questionnaire and the closeout workshop were collated before coding, and analysis using MaxQDA. To ensure consistency across the team, we develop a coding structure (based on the evaluation matrix developed during the Inception

phase), to organise and record evidence from document reviews, KIs and survey on an on-going basis, thereby systematically capturing evidence against the evaluation criteria and objectives in the evaluation matrix.

Following data analysis, we reviewed the initial findings and cross checked our findings. Our initial findings were presented to GWP’s Program coordinator on Friday 03rd May 2024. This was a collaborative meeting designed to stimulate discussion and initial feedback.

We compiled evidence from multiple sources to answer the 22 evaluation questions (EQs). This served as a systematic process of analysis with a clear line of sight from the data source. Relevant quotes have been added from documents and individuals to add weight to our overall findings. We have also reflected on different perspectives within and between stakeholders, such as GWPO, regional and country offices, as well as partners. Table 1 below was used to guide the development of our findings.

Table 1: Determining confidence levels during data analysis.

Level of confidence	Description
High	High confidence in the evidence (3+ sources with a good degree of detail, including clear alignment or misalignment with the contextual analysis).
Medium	Medium confidence in the evidence (2 sources with sufficient degree of detail)
Low	Low confidence in the evidence (only one source – interview or document or very low detail/evidence from multiple sources).

Limitations

There were three main limitations to this work.

- First, without country visits and more in-depth discussions with government entities it is difficult to judge the extent to which the response strategies will be prioritised, applied in practice, and sustained. This was not included within the GWP terms of reference.
- Second, while the consultant’s presence at the closeout workshop was vital because it allowed for face-to-face meetings, the two-day workshop had a crowded schedule. This prevented the evaluation team from undertaking deep-dive exercises as intended in our original methodology. In our original proposal we stated: *our preference is to organise a series of deep dives with representatives from the multistakeholder groups for each participating country. These sessions will allow us to explore programme design, implementation, progress, adjustment and close out. We will discuss with GWP if this is possible during the commencement meeting.* The timing of our appointment meant this was not possible.
- Third, several key informants have since left GWP and a few did not respond to our interview requests.

Findings

In this section we outline the key findings from the evaluation. These follow the key EQs outlined in the ToR and are grouped under *relevance, effectiveness, efficiency, impact, and sustainability*. The EQs are listed below with our key findings in bold and supporting evidence

following. We provide footnote to relevant key informant interviews (KIIs) and documents (Annex A).

Relevance

When considering relevance, it is essential that programmes and projects understand, respect, and respond to global and national contexts. This means recognising international consensus on IWRM, respecting the mandate and leadership of government at national level and work in support of national and local level policy and strategy.

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

F1: The nature of water security problems faced by disadvantaged communities in low-and-middle-income countries means it is crucial to ameliorate the integrated management of water resources in WASH work. The GWL project objectives were highly relevant to advancing learning and knowledge exchange on this issue - particularly Output 3.

The GWL programme aims to improve water security and resilience for poor and vulnerable people in low- to middle income countries by mobilising political leadership, supporting national systems strengthening, mobilising finance, and generating evidence of what works. GWP (and UNICEF) both operate at global, regional, and national levels and bring extensive knowledge and experience in IWRM and WASH work. They are well placed to undertake this work through the existing partnership.

We found the original project objectives focussed on engagement at a global level with attendance at COP27 and the 2023 UN Water Conference (Output 1); the collection and analysis of data to inform better decision-making (Output 2); and engagement at national level (Output 3) - thus achieving cooperation at multiple levels. The programme objectives aligned with the UN Sustainable Development Goals (SDGs), especially SDG 6 on clean water and sanitation, and the UN Decade for Action (2018-2028) on water for sustainable development. It also responded to the urgent need for climate adaptation and resilience. The programme sought to achieve greater impact by leveraging existing platforms and initiatives, such as the UNFCCC COPs, the Climate Adaptation Summit, the International Water Conference in Bonn, the Africa Water Investment Programme, and the SWA ministerial meetings, to generate political momentum and influence for water security⁵. Programme objectives were valid and broadly aligned with national priorities for managing water resources and for WASH. Learning and knowledge exchange was most efficient for Output 3 because GWP engaged with government entities over a sustained period, analysing persistent barriers to progress.

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

F2: The project concept proposed tools and instruments to promote learning and knowledge exchange. These were partially applied, but it is unclear how exactly they influenced policy and practice. The tools could have ensured greater cross-programme synergy.

⁵ Global water leadership in a changing climate Programme proposal

The project proposed and introduced several tools and approaches. This included the HWISE survey tool, AGWA water tracker, country snapshots, Root Cause Analysis, and financial training. These are discussed briefly in the following:

- Despite initial interest, the HWISE survey⁶ was dropped from the programme because GWP deemed it was too costly at nearly £800,000, offered poor value for money (VfM) and impracticable to implement across all GWP led countries⁷.
- The AGWA 'water tracker'⁸ had elevated importance after the removal of HWISE. The water tracker is a tool that looks at how water is integrated into national climate plans in a comprehensive way. The tool was introduced to five of the GWP-led countries: Malawi, Rwanda, Uganda, Nepal, and State of Palestine. However, limited progress was made regarding future reallocation of water usage, bargaining between different users and trade-offs. No progress was made on the water tracker after Year 2 of the project⁹ due to reluctance on the part of AGWA¹⁰
- GWP-led countries also developed brief snapshots, which provided an overview of the water and climate challenges. The data was extracted from national and international analysis, including JMP, GEMS and WRI, but no independent data collection was undertaken. They were developed by an external consultant, and it is unclear how they have influenced national policy and practice consistently. In Tanzania the snapshot has been presented at several events to explain the status of water resources and this was undertaken across all five African countries. Challenges can arise with this consultant-led approach if government does not initially agree with the data and analysis presented, as was the case in the State of Palestine¹¹ or there are issues with quality as was the case in Nepal.
- Barriers to progress (bottlenecks) were analysed in detail using the Root Cause Analysis tools and these overwhelmingly focussed on institutional issues that will take time to address. This analysis led to the establishment of the different thematic working groups in all GWP led countries. We note the working groups were anchored within government entities.
- The financial planning tool (and training) used to develop the Financial Plans as part of the Response Strategies was well received by the countries. Respondents highlighted its thoroughness as it provided a more complete picture of what is required to resource action plans. This increased the credibility of these plans and provided governments with a better understanding of the finance required. However, the original contract scope with the consultant did not include follow-up monitoring to see how resource mobilization is progressing.

When deciding what tools and instruments to introduce decisions need to be informed by understanding what tools and data is already in use across each country. There is often an assumption that tools will be adopted quickly and implemented in the same manner. In reality, demand may vary, and many activities need to take place before the tools can be meaningfully applied. Systems and resources for collecting, collating, analysing, and publishing information all need to be in place. Respondents felt some of the tools and approaches proposed were pre-determined and 'imposed' rather than based on an in-depth understanding of real needs

⁶ D36 – HWISE survey options paper

⁷ D18 – GWP GWL Annual Report Year 2

⁸ Close out work presentations – March 2024.

⁹ D16 - GWL GWP Y3 Q1 Report Apr-Jun 23

D17 - GWL GWP Y3 Q2 Report Jul -Sept 23

D18 - GWL GWP Y3 Q3 Report Oct-Dec 23

¹⁰ KII16.

¹¹ KII 20 & 23

at country level¹². Tools and approaches could also have been more aligned to ongoing data collection initiatives.

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

F3: Support provided was relevant and encouraged national institutions to undertake their own analysis of barriers and potential solutions. This facilitated approach to systems strengthening work makes sense given foreign aid is increasingly under pressure. However, reform initiatives will need to be pursued for many years.

The support provided by GWP engaged in 'systems strengthening' work and enabling governments to own, finance and lead the implementation of the response strategies for their nations and people (Output 3). The Root Cause Analysis conducted across all seven countries identified multiple barriers to progress. These barriers all exist within complex systems with many component parts and within different social, environmental, political, and economic contexts. Although the GWP project did not have either the resources or time to undertake further 'systems strengthening' work, the support it provided has served to initiate thinking on these critical issues. This was evidenced at the close out workshop and presentations on Day 1, discussions with government entities and final country reports. This included facilitation of multiple working groups, finance training to cost the action response plans more accurately, and a focus on applying the AGWA 'water tracker.' A flaw in the GWL programme is the establishment of working groups happened relatively late in the implementation process, and it is less clear how governments will reform, leading to the risk of isomorphic mimicry¹³ - meaning barriers to progress are identified but governments do not take the necessary behaviour change to improve practice. This end-of-project evaluation has been undertaken too soon after this work to give a longer-term perspective, but national autonomy and leadership is vital if national systems for water resources management are to be strengthened.

Effectiveness

Effectiveness considerations focus on how well the project was implemented by GWP to achieve the intended project outputs and outcomes. While it was not possible to visit the seven country programmes, the evaluation team attended the close-out workshop in Malawi, reviewed programme documents, gathered survey responses and held numerous interviews with several key informants.

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

F4: The project partially achieved its planned deliverables and outputs. We note there was a delay in achieving some milestones and timelines slipped.

The project achievements, for Outputs 1, 2 and 3 - as presented by GWP at the closeout workshop - are set out below in Table 2. A simple traffic light rating (green and red) is included to show whether milestones were achieved- as presented at the closeout workshop. It is our view the project made steady progress in relation to its planned deliverables and outputs. Some examples include: GWP's support to COP27, SWA Sector Ministers meeting and the UN Water Conference for Output 1; the development of country snapshots highlighting climate

¹² KII10, KII14.

¹³ Andrews, M., Pritchett, L. and Woolcock, M. (2012) 'Escaping capability traps through problem-driven iterative adaptation (PDIA)', Center for Global Development Working paper 299. <<http://www.cgdev.org/content/publications/detail/1426292>

and water issues, and the partial application of the AGWA water tracker for Output 2. For Output 3, response plans in all seven GWP focus countries were launched despite the project closing 5 months early. This is testament to the hard work and dedication of GWP staff.

It is difficult to judge the extent to which these outputs have contributed to higher level achievements -for example at COP27, international water conferences and the SWA process. However, the project has supported these events through collaboration, advocacy on water resource issues and sharing case studies – such as a case study from Nepal for COP27. Likewise, we note the country snapshots were developed by GWP consultants and five have been accepted and adopted by government entities. The outliers are Nepal and State of Palestine.

At the closeout workshop in Malawi, GWP made some quite bold claims specifically about interim milestones achieved. For example, the general picture is that steady progress was made in 2021 with inception activities completed and the GWL programme ‘grounded’ with partners. By June 2022, joint planning had been undertaken between GWP and UNICEF in all seven countries. We are cautious about some of the claims made in 2021 and 2022 (see points a), c) and d) below). The impression given here is the programme was progressing against its deliverables from the outset. Additional evidence reviewed as part of this evaluation points to slow initial progress, namely:

- a) Significant programme underspend in 2021 and delays in implementing programme activities, which led to the recruitment of a dedicated Programme Manager.
- b) The inception workshop took place in March 2022, nearly one year after the project commenced.
- c) A Programme Manager was recruited in early 2022 – to lead significant and necessary activity and budget revisions. Previously management responsibilities were divided across GWP regional staff members and GWPO. Country level staff in CAR, Malawi, Rwanda, Tanzania, and Uganda were also recruited around this time, which suggests foundational structures in target countries were not in place.
- d) In 2022, annual reports from GWP to FCDO reported challenges in getting the working groups embedded within government systems, which took longer than originally anticipated. We acknowledge the working groups were sustained over several years, as opposed to one-off meetings and this close collaboration and buy in with government entities was required.
- e) The AGWA water tracker was dropped after Year 2 (2022-2023), as implementation progress had stalled and it became unlikely the desired outcomes could be achieved in the time available. For this reason, it was removed from the programme.

Table 2: Project accomplishments.

Output 1	Strengthened leadership and collaboration in water resources and WASH governance in global and national levels.		
Output indicator 1.2	Strengthened collaboration between water and WASH communities achieved through GWP support to SWA partnership and wider WASH community.		
Milestone 1 June 2021	Milestone 2 June 2022	Milestone 3 June 2023	Milestone 4 June 2024
Coordination of political messaging and the demonstration of leadership between SWA and GWP based on leadership from	GWP support the effective delivery of the SWA Sector Ministers Meeting in May 2022.	GWP collaborates with SWA and the WASH community to develop and deploy coherent IWRM and WASH messaging for Cop 27	GWP collaborates with SWA and the WASH community to develop and deploy coherent IWRM and WASH messaging at LAC

national and regional levels.		(Egypt, November 2022) and for the UN Water Conference (New York, March 2023)	FMM (April 2024) as well as ongoing contributions to the SWA Climate Task Team building on momentum from Cop 28 and GGA ¹⁴ .
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Output 2	Evidence, norms, and standards to inform climate resilient water and sanitation policies and plans and review progress.		
Output indicator 2.2	Water resources snapshots developed by GWP used to inform policies and plans.		
Milestone 1 June 2021	Milestone 2 June 2022	Milestone 3 June 2023	Milestone 4 June 2024
NA milestone updated during programme	Water resource snapshots for the 7 countries in place summarizing assessment methodologies and indicators (incl. from the AGWA water tracker and GWP AIP scorecard)	Working groups in the 7 countries agree to actions that respond to key barriers. Snapshots help identify bottlenecks.	GWP snapshots and subsequent analysis contribute to improved freshwater governance in GWP focus countries.
Output indicator 2.3	AAC water tracker supported by GWP and scaled up to inform climate policies and plans		
Milestone 1 June 2021	Milestone 2 June 2022	Milestone 3 June 2023	Milestone 4 June 2024
Water tracker concept developed by AGWA with inputs from GWP.	GWP assists in the deployment of the water tracker in 3 countries, generating understanding of current policy gaps to inform revisions of policies and plans for IWRM and WASH.	Water tracker successfully used in 3 countries to review and refine national climate plans.	
			NA

Output 3	LMIC Governments and their development partners supported to identify and address systematic and financial constraints that impede progress on water resources and WASH.		
Output indicator 3.3	Multistakeholder change processes facilitated by GWP addressing systematic and financial constraints that impede progress on water resources management and WASH		
Milestone 1 June 2021	Milestone 2 June 2022	Milestone 3 June 2023	Milestone 4 June 2024
Inception report received from GWP indicates that most inception activities have been completed and the programme	Initial stakeholder consultations completed; working groups established and joint UNICEF-GWP multi-year	Working groups establish response plans and financing plans to address priorities set out in workplans.	Government-led endorsement and launching of response plans in 7 GWP focus countries with high

¹⁴ We understand these activities were achieved by the Programme Manager in the final months of her contract.

has been grounded with partners.	workplans established in all 7 GWP supported countries		levels of accountability assigned.

EQ5: To assess the performance of the project (qualitatively and quantitatively) regarding successfully fostering the intended governance change and influencing tangible outcome level results.

F5: It is unclear whether the reform initiatives in GWP led countries will achieve sustained improvements in government performance. This is partly because attribution will be difficult to determine and there will be a time lag before governance changes will be seen.

The project undertook several approaches and applied tools to promote good governance initiatives. As highlighted in EQ2, this included participatory sector analysis of bottlenecks, supporting multi-stakeholder platforms, developing 7 country snapshots, tracking water allocation across different sectors in 5 countries, and providing financial training for all GWP-led countries. These approaches are all aimed at encouraging government to take the required action to improve performance. Many of these initiatives identified barriers to progress but they do not necessarily address systematic improvements in performance. For example, the project identified sector coordination as a major barrier, but there was less focus on ‘how’ government will reform to address this issue. This highlights the importance of national autonomy in systems strengthening work and demonstrates there will be a lag time before benefits are observed. Furthermore, the projects own internal challenges, such as slow progress in 2021, limited engagement with UNICEF and early closure in 2024, limited the opportunity to help governments mobilise resources and reform institutions more widely. Additionally, we note the project did not have a Theory of Change (narrative and diagram) outlining how change will be forthcoming in all GWP-led countries once the response strategies have been launched.

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.

F6: Several destabilizing factors were identified that hindered achievements.

Despite slow initial progress, the project did achieve many of its planned results. The major factor here was hard work and dedication of the people in GWP’s network. They were able to engage with government entities, encourage constructive dialogue through the working groups and support governments to launch the response strategies. These actions all encourage positive change.

There were also several internal factors that were barriers to progress:

- **Original programme design** could have been developed in a more collaborative manner involving regional and country level networks to ensure buy and demand from government entities. For example, some respondents felt programme activities could have been better aligned to relevant ongoing initiatives.
- **Staff recruitment** took time in the GWP-led countries. Key people had to be recruited and relationships needed to be established with government entities. This resulted in programme delays throughout 2021.
- **Partnerships** at country-level between GWP and UNICEF were mixed. In CAR, Malawi, and Uganda there was collaboration, but more could have been done to ensure knowledge and learning was generated to demonstrate links between IWRM

and WASH – especially when both GWP and UNICEF have previously developed a collaborative partnership.

- **Building government capacity** was a focus of this project. Root cause Analysis was undertaken and important financial training was provided in all countries, but the aspect of building institutional capacity and measuring changes in performance and behaviour was not addressed beyond the actual working groups. This will now have to be undertaken directly by government entities and another technical assistance programme.

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

F7: Other than websites and press releases, there is little evidence of a specific communications and networking strategy having been developed.

As water cuts across other sectors such as industry, health, energy and agriculture, communications and outreach can play an important role in encouraging governments to allocate greater portions of their meagre budgets to support IWRM and WASH. These are economic and human rights arguments. Other than GWPs project website and periodic press releases (such as the launch of Rwanda's response strategy in June 2023) and media work, there is less evidence of a communications and networking strategy having been developed, linked to a ToC. For example, we are not aware of GWP (and UNICEF) having developed joint messaging at country level to demonstrate water resources need to be monitored and managed effectively if WASH services are to be sustained – leading to a healthier and more productive population.

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

F8: The original governance structures required corrective action to drive the programme.

Governance relates to how GWP managed the implementation of the project. The original intention was for GWPO to have a 'light touch' approach to project management, with day-to-day implementation being led by regions and countries. Arguably a longer inception period was required to test this arrangement. The strength of the GWP global network lies in its ability to collaborate with government entities, civil society, and development actors to 'facilitate' change and solve water problems. The network often has core funding, which means it functions without the pressure of working towards key deliverables and timelines. However, parts of the network faced challenges in 'delivering projects' because GWP's core experience is to work with mandated entities who should lead on governance change.

GWPs annual reports to FCDO draw attention to foundational design flaws that existed. These are highlighted in EQ6. Consequently, the projects governance arrangements faced real challenges and this project represented a significant learning curve for GWPO, regions and countries. Progress in 2021 was slow, budgets were underspent, and corrective action in early 2022 was necessary to drive progress forward.

"In 2022, there was a period of budget revisions until the project stabilized after about 6 months."¹⁵

The recruitment of a new Programme Manager was a direct response by GWPO to slow progress in Year 1. The recruitment of a new Programme Manager led to a much-reduced role

¹⁵ KII3

for GWPs African Coordination Unit in Pretoria, South Africa – despite the fact that 5 African countries were directly involved in the project. The African Coordination Unit was originally responsible for ‘the regional management of programme implementation, monitoring, reporting and evaluation from a Pan-Africa level in close coordination with the regional offices in Central, Eastern and Southern offices in Africa.’¹⁶ Normally GWPO works through regional and country level networks. This project led to the new GWPO programme manager working directly with country programmes, which was a major change for regional and country staff¹⁷.

Survey responses (Annex 3) show that these necessary changes did help to drive the project from 2022, but it was widely acknowledged the project’s governance arrangements and budget management were challenging and reflects the shift from core funding to project budgets being aligned to key activities.

Efficiency

When considering cost efficiency, we note that a balance must be struck between the quality and cost of interventions, and whether organisational overheads are managed to acceptable levels. Here we draw on evidence from the final programme budget and value for money rationale.

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

F9: The project experienced challenges in efficiency of performance. Corrective action was required to ensure the project represented better value for money.

Figure 3: Project expenditure - original, revised, and actual budgets.

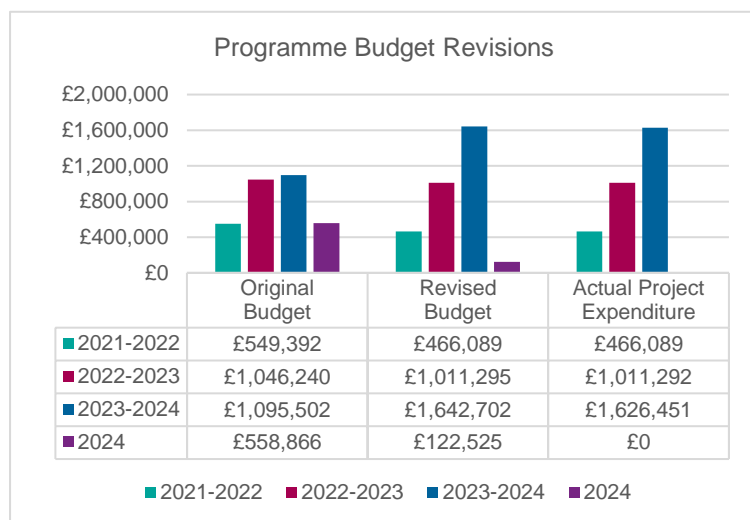


Figure 3 shows the variation between the original, revised, and actual budgets. In the actual expenditure, compared to the original, note the underspend in Year 1 and significant increase in expenditure in Year 3 – the amount increasing by more than £500,000 as a result of slow implementation progress. Actual expenditure in Year 4 is non-existent, as a result of early project closure.

¹⁶ KII16

¹⁷ D27 - Letter GWPO to GWP AFR_GWL programme responsibilities_Oct2021

Figure 4: Project expenditure by budget.

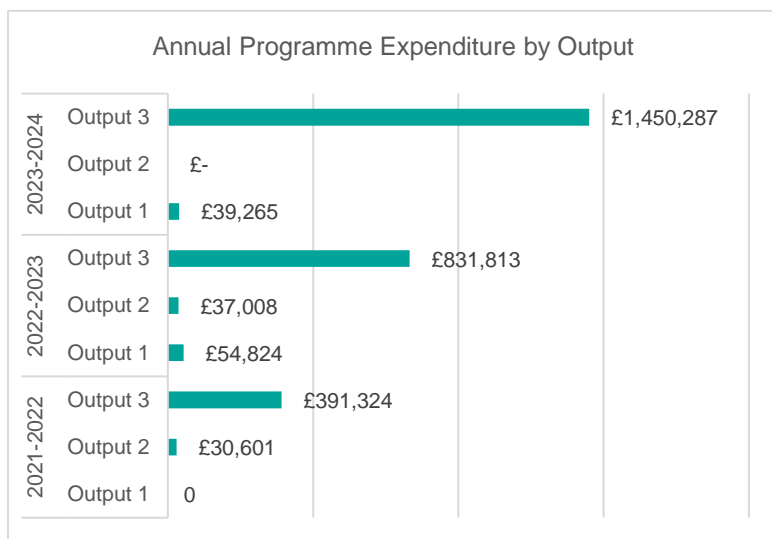


Figure 4 shows expenditure by output. There was no intended budget expenditure on Output 1 in 2021-2022 and no expenditure on Output 2 in 2023-2024. This was because the use of the water tracker was abandoned. The vast majority of the budget was spent on Output 3 - nearly 45% of the entire budget spent in 2023-2024. The 'high' expenditure in Year 3 suggests accelerated efforts to achieve the main deliverables after it was announced the programme would be closing 5 months early.

Table 3: Changes in budget allocations¹⁸

	Original budget (March 2021)	Revised Budget (July 2022)	Actual Programme expenditure (May 2024)
Activities	61%	38%	48%
Staff	26%	36%	39%
Travel and subsistence	2%	15%	4%
Audit and Evaluation	4%	3%	1%
Indirect costs	7%	7%	8%

Table 3 shows the balance between programme activities and overheads drawing on the original, revised, and actual budget figures. When comparing original and actual budgets, it can be seen that expenditure on activities dropped by 13% (in large part because HWISE was dropped), while staff costs increased by 13%, primarily because of the recruitment of a programme manager and

dedicated finance staff. However, we note this also includes personnel costs to carry out activities and is an improvement on the revised budget. Travel and subsistence costs also doubled from 2% to 4% of the overall budget.

¹⁸ Original budget allocations and Revised Budget are extracted from the GWP VfM Rationale PowerPoint, and the Actual Programme expenditure is derived from the latest GWP's consolidated budget received on the 8th of May 2024

Figure 5: Expenditure allocations between programme costs and overheads.

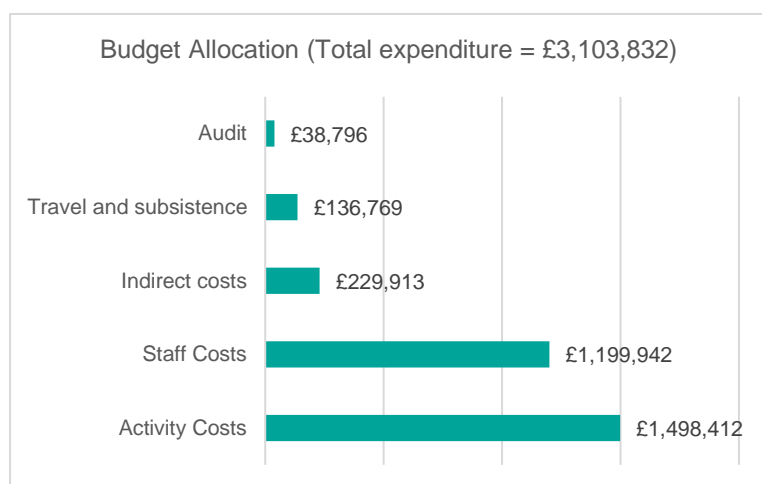


Figure 5 shows the actual expenditure across the different project components. Programme activity costs accounted for 48% of the project budget with staff costs accounting for 39%. More than £136,000 was spent on travel and subsistence.

The overall picture shows an underspend in Year 1, with a significant imbalance in expenditure between the three output areas. For Output 3, improved progress was made in Years 2 and 3 – particularly the latter, but it raises questions regarding implementation efficiency. Clearly the project wanted to have a more even spread of its annual expenditure and from the original budget it can be seen the project had originally planned to phase implementation activities in a gradual manner. At country level respondents felt much hard work had been undertaken and the project represented value for money. Furthermore, they pointed to the fact that some staff members at country and regional level were working on a voluntary basis. The downside is that budget data and slow expenditure in Year 1 suggests outputs could have been achieved earlier in the project and more time could have been allocated to supporting government-led implementation of the response plans.

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

F10. Internal planning factors led to constraints, which undermined project efficiency.

Several factors were identified that pose a challenge to project efficiency. Three in particular stand out. First, when developing the original concept note several respondents highlighted there should have been greater participation of country and regional networks in the planning process and it was necessary to establish real need and demand with host governments¹⁹. This would have served to create greater demand and buy-in. The following quotes provide supporting evidence:

*'It [referring to the original project proposal] was written from the global [GWPO] side without sufficient input from the regions and countries.'*²⁰

*'The GWL programme could have been more needs based involving consultations to encourage government leadership. There were challenges due to a lack of GWPs formal presence [in country] and activities were designed remotely.'*²¹

¹⁹ KII10; KII14; KII16

²⁰ KII10

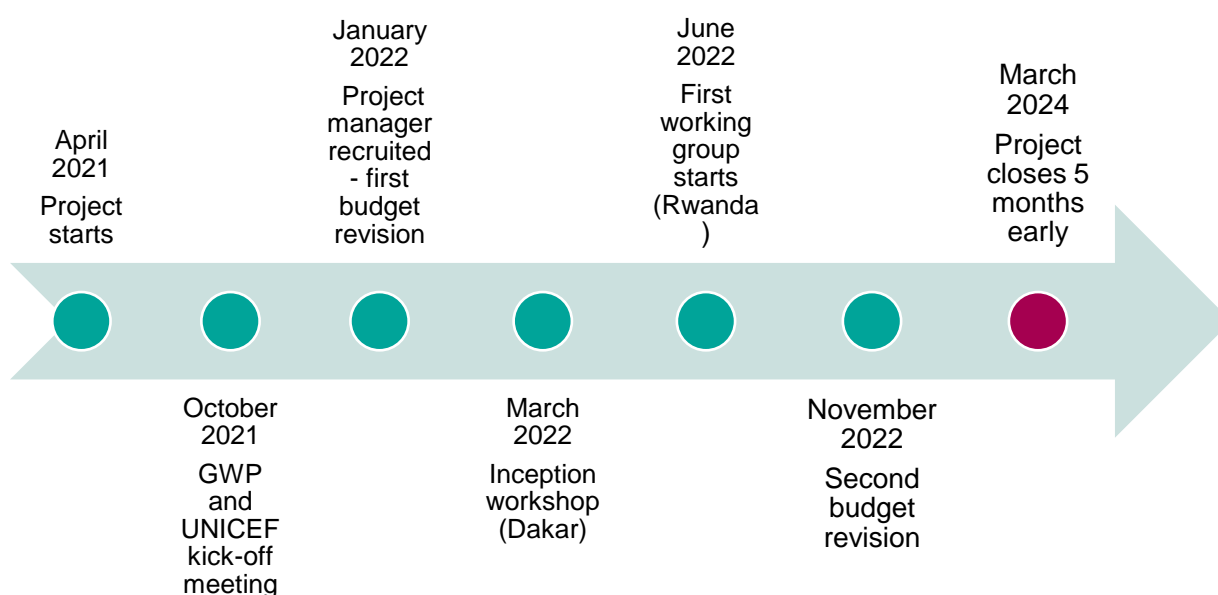
²¹ KII14

*'The original design was intentionally vague because countries and regions wanted to be able to do with the money whatever they wanted. However, that also meant they really didn't know what to do.'*²²

Second, decisions regarding which countries GWP should work in also came after the project commenced and this led to delays in recruiting country-level staff and engaging with the relevant government entities to ensure their participation. Thus, the project timeframe overestimated the ability of the GWP network to mobilise and implement, which led to delays and underspends in Year 1. However, we note with fairness that programme design and planning took place during the peak of the Covid-19 pandemic, which would likely have impacted planning arrangements. The timeline in Figure 6 below shows the inception workshop took place nearly 12 months after the project commenced and only happened after insistence from the Programme Manager.

Third, GWP was required to revise the project's governance structure and deliverables in early 2022 to get the project 'back on track'. It is understandable why this happened, but this led to an increase in staffing costs to implement activities. GWPO subsequently had a much greater role in project management and oversight, which differed from GWPs past decentralized approach. These planning-related factors led to inefficiencies in performance. When combined with the shortening of the programme by 5 months, time available for actual implementation work was severely limited.

Figure 6: Timeline of key events in implementation



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

F11: GWPs planning and reporting mechanisms had to address issues of accountability as regions and countries were used to greater freedom and autonomy.

²² KII16

Typically, GWP projects are used to receive core funding. This affords country and regional networks more autonomy and flexibility to work towards the achievement of planned outputs and deliverables with less time-bound pressures. This is understandable given GWPs focus on 'enabling others.' For this conventional approach, GWP has established planning and reporting mechanisms to monitor and measure progress.

Respondents highlighted that this project represented a different implementing modality because it was a shift towards 'doing projects.' There was greater pressure from FCDO to continuously demonstrate progress against interim milestones and final deliverables. Slow implementation progress raised concerns about delivery accountability and led to the recruitment of a dedicated Manager in January 2022, which (a) created a more hierarchical structure and (b) reduced the decision-making autonomy that some GWP members had expected. At times this caused frustrations and led to delays in upwards planning and reporting. For example, some countries and regional partnerships were not always accountable for submitting budgets and reports on time and they wanted more control over the funds they received, based on their own past experiences²³.

Despite the upward country to global level reporting structure being introduced several staff at regional and country levels were still involved in the overall reporting process. FCDO wanted greater clarity as to their ongoing roles in planning and reporting and this was a historical legacy of the original project design, which involved both paid and voluntary contributions from staff members. For each GWP-led country there were typically between 5-7 people involved in the reporting process based at either country or regional level.

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.

F12: Further relationships and synergies could have been developed between other GWP, UNICEF and ongoing government initiatives.

It is important that projects work closely with other relevant projects and initiatives to ensure greater impact. We note that in all seven GWP led countries relationships with government entities were established and developed – most notably for Output 3. Positive examples include the alignment of the final response strategies with the Africa Water Investment Programmes in Malawi and Tanzania²⁴. This is vital for achieving ownership and long-term sustainability for the response strategies. However, achieving potential synergies with other GWP programmes was seen as a lost opportunity. One of the reasons cited was the perception that FCDO wanted clarity as to how project funds were being utilized - they were wary of GWP blurring boundaries with other projects. This relates back to earlier concerns about value for money and effective programme implementation.

Achieving overlaps with other relevant UNICEF projects was also mixed. For example, in Rwanda, UNICEF is working on several water resource initiatives, which include groundwater mapping, water conservation and support to Rwanda's main water utility. Our impression is there was limited engagement with these demand-driven initiatives. Likewise, there were challenges in building a joint workplan between GWP and UNICEF in the State of Palestine and Nepal. Elsewhere some collaborative working was achieved in CAR, Malawi, and Uganda even though there was no formal agreement to co-implement under the GWL programme. For example, in CAR, Malawi, Rwanda, Tanzania and Uganda the GWP country coordinators was recruited specifically for this project. In Malawi, Rwanda, Uganda, Nepal, and State of

²³ KII16

²⁴ KII1

Palestine there was an expectation that coordinators would work closely with both UNICEF WASH Chiefs to build a strong relationship with government counterparts²⁵. Engagement with UNICEF was mixed in some areas (such as Rwanda), while in CAR and Tanzania there was no obligation to work with UNICEF.

Many of the working groups purposefully met remotely, as opposed to meeting in government offices. This was highlighted as both a positive factor and a potential hindrance. For some this provided an opportunity for different entities to collaborate away from day-to-day distractions, while other respondents (including UNICEF colleagues) stated their ability to attend some working groups meetings was limited because it required travel and overnight accommodation. Some respondents highlighted this gave the impression the GWL programme was an outlier when other important initiatives were continuing to meet through traditional meeting platforms.

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

F13: A preference for alternatives includes the introduction of more practical water resources work - 'learning by doing' - alongside higher-level systems strengthening work.

At national level the GWP project has contributed to systems strengthening by supporting working groups to undertake their own analysis of barriers to progress and the identification of potential solutions. However, there is still some way to go before resources are mobilized and response strategies implemented if higher level project objectives are to be achieved. There will be a significant time-lag before water resources and WASH 'systems' can be described as being robust and resilient, and this work will need to be led by national governments, rather than donor funded projects with relatively short time durations. For this reason, the efficiency and attribution of the GWL programme is difficult to determine.

Except for Nepal's localised engagement with provincial authorities to hold 7 short workshops, ongoing work in Malawi and Rwanda's initiative to integrate water resilience in land use planning we note more broadly that the GWP project has engaged relatively little in local integration of water resources and WASH work. The original intention was that GWP would lead on the aspect of water resources and UNICEF would lead on the WASH component, including analysing bottlenecks to progress. In the survey conducted as part of this evaluation, responses highlighted a preference for more practical 'local-level' work, referred to as 'learning-by-doing' where impact would be more evident, as compared to higher-level systems strengthening work which takes considerable time. This would have allowed GWP and UNICEF to work side-by-side at a local level and to influence the 'higher-level' agenda. It would have also built on GWP and UNICEF's work on the WASH climate resilient framework. An alternative approach would be to adopt a pragmatic compromise between engaging in systems strengthening work and useful ways of working. This could focus on understanding how water resources can be developed, protected, and managed for rural water supply – which is a core focus of UNICEF's work. Such an approach could generate local hydrometric data, support the sustainability of WASH services, and help governments to understand how water resources are changing over seasons, from year to year, and over longer-term scales. This practical work could take place alongside the development of national response strategies. It could also involve staff (engineers, hydrogeologists, and hydrologists) from government institutions to build institutional capability.

²⁵ KII28

Impact

The question of impact requires an assessment of the extent to which GWP have contributed to the projects higher level goals.

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

F14. The programme has contributed to raising awareness of water resources management issues – evidenced by the publication and launching of seven response strategies; however, there will be a time-lag before any benefits are evident for target populations.

There is evidence the project mostly achieved its planned deliverables and outputs – with a deliberate focus on Output 3. However, there is some way to go before the programme can claim to be achieving sustainable outcomes and higher-level impacts. The project has had a positive impact at national level, but the launch of the response plans occurred just as the project closed and the project is not supporting governments to implement the plans or to undertake necessary reforms after identifying persistent barriers to progress. We note there has also been limited engagement in practical local level water resources and WASH work, meaning it has not adequately engaged with target populations. In our opinion, the GWP and UNICEF partnership achieved mixed results, which probably reflects the different personalities in each country. If the project were to be repeated adjustments, including higher-level support, should be made to make this partnership more effective. This represents a lost opportunity but demonstrates how much continuous work is required to make these partnerships effective.

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

F15: The GWL programme followed a linear process towards its intended outputs. If its intention was to integrate IWRM and WASH, there should have been much greater focus on iterative learning and adaptive processes.

It is evident that learning experiences were being generated at national level, particularly by those individuals directly involved in Root Cause Analysis, facilitating working groups and supporting the development of response strategies. Various launch events, media publicity events and workshops also provided opportunities to share learning experiences. However, no periodic studies of WRM and WASH was undertaken jointly by GWP and UNICEF and learning between countries could have been a greater focus of the programme so that a more extensive body of learning emerged.

IWRM and WASH work is complex and the best way to proceed is iteratively – making small changes, observing, or monitoring their effects, recording that learning and making further change and so on. Multi-stakeholder platforms (such as CWP) can facilitate this change, but more consideration should have been given to exploring what knowledge needs to be generated within the respective countries? How will multi-stakeholder platforms analyse and use this information? What learning will emerge? How will learning be used to inform better decision-making and planning and the implementation of the response strategies?

Sustainability

Sustainability relates to whether the gains made on the GWL programme will be permanent and lasting or will slippage occur.

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.

F16: Despite some early initiatives, the enabling conditions for sustainability and the journey ahead still need to be established. With the project ending early, combined with the initial delays, it is uncertain whether 'higher' level results and sustained outcomes will be achieved and sustained. Nevertheless, three years has been a reasonable amount of time to embed the response strategies into government systems.

All GWP-led countries were required to end their engagement with government counterparts 5 months early. The decision to end early was related to the emergence of several governance and financial challenges at GWPO, and related risks. Early closure deemed necessary by FCDO to mitigate these risks and remain within its overall risk appetite. In the remaining months, countries were expected to launch the response strategies, and, if time allowed, take measures to ensure the sustainability of the deliverables achieved as part of this project. Various actions taken are summarised here:

- CAR has held a donor roundtable to try to mobilise resources to implement the response strategy.
- Malawi has sought to align the response strategy to the revised national WASH policy and into the new ONE-WASH approach.²⁶
- Tanzania has embedded work into the government established multi-stakeholder forum. The response strategy is integrated in the Tanzania Water Investment Plan.
- Uganda - a government focal point pledged during the launch of the strategy? that the strategy will be considered for the development of concepts under thematic group for resource mobilization towards implementation.²⁷
- In the State of Palestine, the water minister has committed to commencing implementation of the response strategy with public finance. The authorities have also started initiatives to leverage finance, which included initial meetings with FCDO.
- In Nepal the government endorsed the response strategy for Water Resources Management in March 2024. It has been translated into English and uploaded to the Water and Energy Commission Secretariat website. Efforts are underway to integrate it with the 16th National Plan of Nepal, which has already received funding from the World Bank.

Although the project has now ended, GWP's network is still largely in place. This includes a range of diverse organizations and dedicated individuals (volunteers and paid employees) who can help to champion the response strategy and advocate for its implementation. However, we note that long-term volunteerism will have its limitations, if people lose interest or find other priorities for their time, compared to salaried staff members.

Arguably the most important need in each country is the establishment of a clear understanding about which short term actions can be implemented first, drawing on government's own resources. When the capacity to implement policy and strategy is cited as

²⁶ D33- GWL Final Report Malawi

²⁷ D31- GWL Final Report Uganda

a persistent problem, it is unrealistic to prioritize every activity in the response plans. To implement the response strategies requires a focus on 'doing what you can with what you have.' There will also be a continuing need for donor support as short term actions are realized. Governments will need to mobilise funds, but they also need to demonstrate how barriers to progress, such as poor coordination and weak institutional capacity, will be addressed internally. Governments will also need to demonstrate how recurrent finance will be increased and maintained to ensure sustainability of IWRM and WASH services. As the response strategies are implemented, the human, institutional and financial resources for sustainable service delivery need to be strengthened.

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

F17: Several factors emerged that influence the prospect of sustainability. Most relate to the manner in which the project was designed and implemented.

The factors we have identified are as follows:

- The need to ensure there is high demand for the project activities, so government is meaningfully engaged from the outset.
- The need for GWP and UNICEF staff to foster meaningful partnerships at country level, rather than assuming joint workplans can be developed through a 'higher-level' directive.
- The need to select countries where GWP has strong relationships with government and other development partners, unless there is strategic aim to build capability in a particular country.
- The need to align work with other relevant ongoing initiatives at country level for long term sustainability while ensuring funds are used for the purpose of specific projects (in this case GWL),
- The need to consider sustainability from the outset and to develop a conceptual framework so GWP-led countries can visualize how this will be achieved.
- The need to identify and engage with interested donors early – so resources can be mobilized in good time.
- The need to support government to undertake institutional reforms and improve performance while acknowledging the importance of government-owned process of analysis of barriers to progress as the first step in the process.
- The need to learn what works by engaging in practical WRM and WASH work.
- The need to ensure projects are implemented effectively and efficiently, minimising the risk of delays and budget revisions.
- The need to ensure continuity beyond the life of individual projects. This can be achieved (in part) through GWPs country networks (as mentioned in EQ16). The ultimate aim of GWP should be to try to access larger and longer funding streams, through working increasingly with others in consortia. This would potentially allow GWP to have continuity of staffing, learning, documentation of government project efforts on water resources management.

Conclusions

The GWL programme focus on linking IWRM and WASH is highly **relevant** to GWP's work and wider global goals. We believe the project could have engaged more effectively with UNICEF, and the project could have also engaged in some practical local level work to demonstrate how WASH services can be more resilient, and to generate more knowledge about water resources at district scale. This could then be replicated, and such learning could

inform GWP's engagement at national level. Some concerns were raised that the project ran parallel to other ongoing initiatives.

Despite some real internal governance challenges and programme revisions the response strategies have been developed and are now owned by the respective governments. GWP have worked hard to make the programme **effective**. It remains to be seen how resources will be mobilised to implement these plans, but the governments will also need to 'do what they can with what they have'. Many of the barriers to progress, such as weak coordination and institutional capacity, are because of human factors.

Our impression is the project clearly struggled in the beginning and this led to real concerns about **efficiency** and cost-effectiveness. This could have been avoided through more careful planning and the inclusion of a more thorough inception phase. However, the project was able to readjust and consolidate progress against its deliverables. The early closure of the project in March 2024 does present new challenges because financial resources have not been mobilised and some GWP staff have not been retained. This has hindered the programme and leads to further inefficiency of performance. However, we note that the donor's decision to close the programme early was communicated 8 months earlier in August 2023 to support the development of robust exit strategies and FCDO needed to manage its own exposure to risk

When considering **impact** is necessary to consider whether the project achieved its higher-level goals, namely:

- Improved leadership and governance for water resources at global and national levels.
- Governments actively addressing persistent barriers to progress.
- People having access to more resilient WASH services.

At country level analysis has been undertaken of systemic problems but improvements in behaviour are required before benefits are realised at a local level.

Project **sustainability** is now in the hands of the national governments who now need to own, finance, and implement the response strategies. The project has identified persistent barriers to progress in its Root Cause Analysis but has only just begun to help address these systematic challenges.

Recommendations

The recommendations made in this section are made in relation to the final EQs proposed by GWP:

- EQ18: Conclusions and recommendations with respect to subsequent programmes led by the Global Secretariat implemented across multiple countries and regions.
- EQ19: Analysis of areas for improved project planning, especially with respect to setting targets, relevance, and capacity of institutions for decision making and delivery.
- EQ20: Suggestions for means of ensuring the efficient relationship of GWL with other relevant initiatives.
- EQ21: Recommendations on efficient knowledge sharing of GWL with other relevant initiatives.
- EQ22: Examination of the relationship between GWL and main GWP initiatives within GWP's thematic areas (Climate, Transboundary, Water Solutions, the SDGs, Gender, and Youth).

The recommendations are for GWP, but they also involve UNICEF and the partners they work with.

Recommendations concerning future programmes led by GWPO (EQ18)

R1: Subsidiarity. Where possible, GWPO and its network should work at local government level, as well as national level, so there is more engagement with communities that are water insecure. IWRM promotes the principle of subsidiarity - monitoring and managing water resources at the lowest most appropriate level. This is the scale at which water security problems will be solved and local authorities will be de-facto authorities if response strategies are implemented. It is clear this 'lower' level engagement was not always a consistent focus in the GWL programme – although we note there were local engagement initiatives in Nepal, Malawi and Rwanda.

R2: Climate resilience as an emerging issue. Climate change will have growing implications for WASH services in the future. The risks of rainfall variability, flooding and drought are likely to increase. Water resources will be an important feature of WASH planning for the foreseeable and the GWL programme has placed the spotlight on this important issue. Future programming should focus on practical IWRM and WASH work with an emphasis on learning and adaptive management.

All institutions will need specialized institutional capacity if they are to implement the response strategies effectively. The logic of this recommendation is that young engineers, hydrogeologists, hydrologists, and planners should have the opportunity to gain 'hands on' practical IWRM experience – termed learning by doing. This is necessary because many low- and middle-income countries do not have accredited professional training schemes for young graduates to gain the requisite skills. GWP's networks could be helping to distil learning and reflecting on what is working well.

Recommendations concerning improved planning and delivery (EQ19)

R3: Improving governance: GWP would be well placed to review their own governance and budgeting structures to improve the effectiveness and efficiency of its own delivery structures for projects that requires local level implementation to advance work on water resources management and WASH. This should focus on giving more and better support to regional and country level networks. The rationale for this review is because in future GWP may be more reliant on project-based funding with more rigorous timelines for delivery.

R4: Participative design: selection and detailed design of programmes should be done with the full participation of those individuals that will be implementing and those entities the programme should benefit. This should be fully inclusive to ensure there is demand for the programme and detailed context analysis. This is essential to identify areas of the systems requiring attention. GWP should also select countries where they have effective networks and staff, as standards of professionalism inevitably vary from country to country.

R5: Inception Phase. Including a 3–6-month inception phase would help GWPO, regional and country offices to jointly determine deliverables and how programmes can be implemented effectively. A formal written agreement can then be put in place outlining roles, responsibilities, and contractual arrangements. It would also help countries to determine their sphere of influence and what lies beyond their control.

Suggestions for ensuring sound relationships between GWL and other relevant initiatives (EQ20)

R6: Partnerships: Water resources interventions are undertaken by various partnerships of government, utilities, development partners, regulating agencies, private sector companies and civil society organisations. All these initiatives need to be coordinated. Conceptualising how different projects and programmes interlink and encouraging people to work together is part of a systems strengthening approach. Compliance and coordination need to be driven by government, but if this is an area of known weakness organisations like GWP or UNICEF could assist by mapping the different initiatives through their multi-stakeholder platforms.

R7: Scenario planning. The countries (and societies) in which GWP are working are changing in many ways, quickly. Water resources are facing many growing pressures, and the prediction of change is fraught with difficulty. Sector players may not be thinking about water resources in the medium and long term – ten to thirty years from now. Given GWPs long term presence and its focus on facilitation and enabling others, it may be one of the best placed organisations to help water resources and WASH sector actors (including government) to work towards a common conception of the longer-term future. If necessary, expertise may need to be recruited to facilitate planning.

Recommendations concerning efficient knowledge sharing (EQ21)

R8: Adaptive processes. While acknowledging the scope and intent of the GWL programme, in our opinion, it is striking that the GWL programme did not strive to generate new learning on water resources – given the threat of climate change. This was not the focus in the original programme design, but generating new learning on water resources could have helped to improve the performance of WASH service delivery, where sustainability and seasonality are often real challenges. For example, important questions could be addressed by GWP and UNICEF, such as: how quickly does groundwater respond to rainfall? What is the seasonal range of water level variation? Which types of groundwater sources are seasonal? What if rainfall decreases or increases? What if different land uses are implemented? This could have led to improvements in WASH service delivery. The rationale for this recommendation is because intuitively water resources management work requires continuous and adaptive monitoring by mandated government institutions, and GWP's multi-stakeholder approach could support this process. Technical expertise could also be recruited to show how hydrometric data can be used to improve decision-making and planning around water resources, which is essential for promoting government-led action.

R9: Documentation and sharing of learning. Linked to R8 the GWL programme should be influencing wider sector thinking on water resources and WASH. Water resources management is complex and country programmes should be recording learning, making further changes and so on, in a series of cycles of intervention, learning and adaptation. Practical learning should be shared between country programmes.

Examination of the relationship between GWL and main GWP initiatives on their main thematic areas (EQ22).

R10: Programme alignment. At country level the GWL programme needs to be aligned to GWPs existing thematic programmes and initiatives, rather than setting up parallel processes. This is important for long term sustainability. The response strategies are comprehensive and there are potentially many crossovers with existing GWP programmes so that work can be supported and sustained. There should also be compliance and coordination with other players like UNICEF. While acknowledging the challenges this programme faced, there will likely be greater programme alignment if governance is gradually decentralised to regions and countries, rather than remaining overly centralised. This could be undertaken in a step-by-step manner with regional offices gradually assuming greater responsibility to avoid repeat problems. It would also provide an opportunity for regional and country offices to demonstrate their ability to deliver projects effectively and efficiently. This links back to the way projects are planned and conceived from the outset, which was a challenge in the work evaluated as part of this assignment. If meaningful decentralisation is achieved, GWPO could potentially focus on administration, coordination and knowledge sharing between regions rather than day-to-day programme management. We acknowledge this will require a series of transitions to ensure regions and countries can work effectively to avoid the delays encountered on this programme, but it would fit well with the current focus on localisation. We also note GWPs regional coordination unit in Pretoria remains in place while the GWL programme manager role no longer exists.

Annex A: Documents Reviewed

No	Document name	Document code
	Response Strategies documentation	
1	Stratégie de réponse RCA	D1
2	Final Response Strategy - Malawi	D2
3	Final Response Strategy - Malawi	D3
4	WASH Strategic Response_Financing and Investment_FINAL_Malawi	D4
5	Final Response Strategy - Nepal	D5
6	Final Response Strategy - Palestine	D6
7	Final Response Strategy - Rwanda	D7
8	Final Response Strategy -Tanzania	D8
9	Brief response strategy - Uganda	D9
10	Final Response Strategy - Uganda	D10
11	Policy Brief March 2024 - Uganda	D11
12	Root cause analysis report April for Limited Finance bottleneck - Uganda	D12
13	Root Cause Analysis Report on Legal, Policy & Institutional Framework - Uganda	D13
14	Technical Brief March 2024 - Uganda	D14
	Annual and Quarterly Reports	
15	GWL GWP Y3 Q1 Report Apr-Jun 23	D15
16	GWL GWP Y3 Q2 Report Jul -Sept 23	D16
17	GWL GWP Y3 Q3 Report Oct-Dec 23	D17
18	GWP GWL Report - Year 2	D18
	Approval and Integration Plans	
19	Approval and Integration Plan - Central African Republic	D19
20	Approval and Integration Plan - Malawi	D20
21	Approval and Integration Plan - Nepal	D21
22	Approval and Integration Plan - Palestine	D22
23	Approval and Integration Plan - Rwanda	D23
24	Approval and Integration Plan - Tanzania	D24

25	Approval and Integration Plan - Uganda	D25
	Programme Documents	
26	VfM Rationale PPT	D26
27	GWL Proposal	D27
28	Letter GWPO to GWP AFR_GWL programme responsibilities_oct2021	D28
	Country Final Project Reports	
29	GWL Final Report Rwanda	D29
30	GWL Final Report Tanzania	D30
31	GWL Final Report Uganda	D31
32	GWL Final Report Nepal	D32
33	GWL Final Report Malawi	D33
34	GWL Final Report CAR	D34
35	GWL Final Report Palestine	D35
	Tools and Instruments	
36	HWISE survey options paper	D36

Annex B: List of Key Informants

Table 4 4: List of key informants interviewed.

Name	Designation
Alex Simalabwe	Regional coordinator, GWP Southern Africa Region
Asha Mercy Mohamed MSOKA	Country coordinator, Tanzania
Batu Krishna UPRETY	Project Lead, Nepal
Beesan Shonnar	Palestine WG Chair
BIZUHORAHO Theobald	Country coordinator, Rwanda
Catharina Sahlin-Tegnander	Acting CFO, also former CFO
Danielle Gaillard-Picher	Former Senior Specialist, Global Processes
Deborah Muheka	Country coordinator, Malawi
Farai Tunhuma	Senior Advisor WASH, UNICEF
Fiona Ward	WASH Specialist, UNICEF
Francois Tetero	Executive Director, GWP-Rwanda and Steering Committee Chair, GWP Eastern Africa Region
George SANGA KAVULUNZE	Regional coordinator, GWP Eastern Africa Region
Ghazi Abdul Razzaq Abu Rumman	Country coordinator, Palestine
Guy Hutton	Consultant who developed the Global Guideline for finance
Ibtsam Abuhaija	Palestine WG Chair
Issam NOFAL	Senior Project Officer, Palestine
Kelsey Harpham	Water Tracker Project Manager
Kapil GNAWALI	Government Focal Point, Nepal
Lal Induruwage	Regional coordinator, GWP Southern Asia Region
Lesley Pories	Programme Manager GWL Programme (outgoing)
Mougabe Koslengar	UNICEF Chief WASH [insert country]
Murtaza Malik	UNICEF Chief WASH, Rwanda
NATUMANYA Hillary	Country coordinator, Uganda

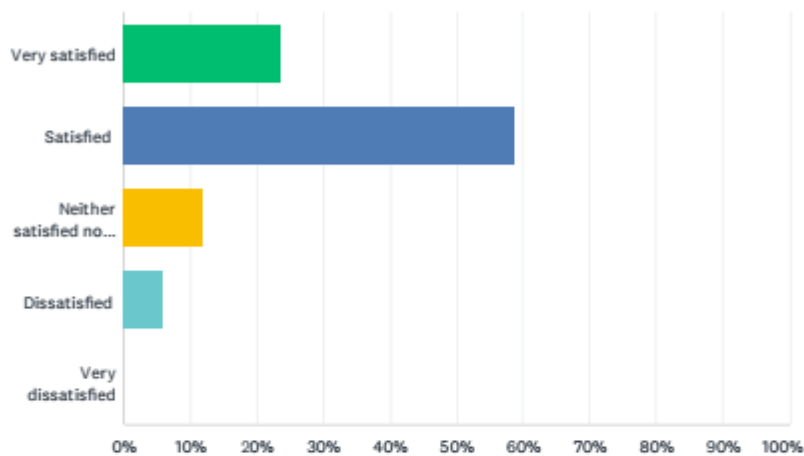
Nojoud ABDOU	Government Focal Point, Palestine
Paul Deverill	Senior WASH Advisor, FCDO
Ralph Phillip	Water specialist, former Interim COO, GWP (now WWF)
Rehab Thaher	Palestine WG Chair
SEKOU Gary	Executive Secretary, GWP-CAR
Sewagagudde Sowed	Government Focal Point and Executive Secretary, GWP-Uganda
Shamiso Tingini Mlilwana	GWL Designated Focal Point, GWP Southern Africa Region
Sylvain GUEBANDA	Government Focal Point and Steering Committee Chair, GWP-CAR (and formerly Executive Committee Chair GWP Central Africa Region)
Tejendra Bahadur G C	Country Coordinator, Nepal
Victor Kongo	Executive Director, GWP-Tanzania
Vangelis Constantianos	Regional coordinator, GWP Mediterranean Region
Yumiko Yasuda	Programme Manager GWL Programme (incoming)

Annex C: Summary Survey Results

GWP Global Water Leadership Evaluation

Q1 All in all, how satisfied or dissatisfied would you say you are with the way the Global Water Leadership (GWL) Programme was originally designed?

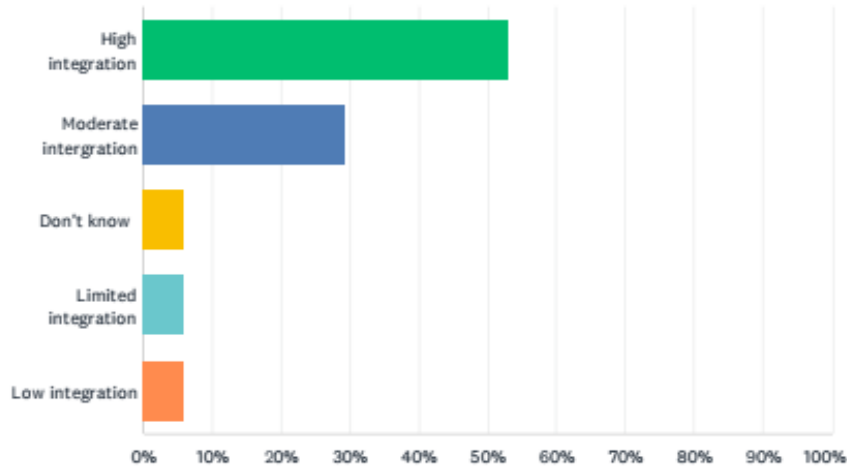
Answered: 17 Skipped: 0



ANSWER CHOICES	RESPONSES
Very satisfied	23.53% 4
Satisfied	58.82% 10
Neither satisfied nor dissatisfied	11.76% 2
Dissatisfied	5.88% 1
Very dissatisfied	0.00% 0
Total Respondents: 17	

Q2 From your own experience, or from what you have heard, did the GWL programme at country level integrate well with other ongoing GWP and government initiatives related to water resources management?

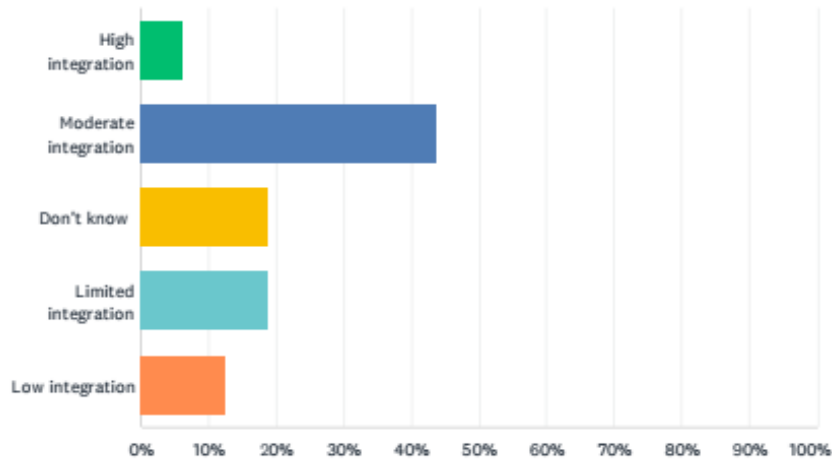
Answered: 17 Skipped: 0



ANSWER CHOICES	RESPONSES	
High integration	52.94%	9
Moderate intergration	29.41%	5
Don't know	5.88%	1
Limited integration	5.88%	1
Low integration	5.88%	1
Total Respondents: 17		

Q3 From your own experience was the partnership between GWP and UNICEF at country level successful in integrating water resources management and WASH activities?

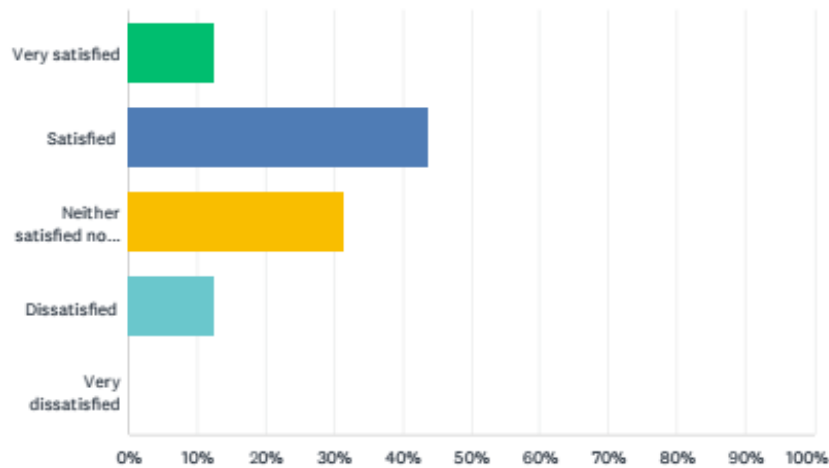
Answered: 16 Skipped: 1



ANSWER CHOICES	RESPONSES	
High integration	6.25%	1
Moderate integration	43.75%	7
Don't know	18.75%	3
Limited integration	18.75%	3
Low integration	12.50%	2
TOTAL		16

Q4 From your own experience, or from what you have heard, how satisfied or dissatisfied were you with the way the GWL programme was implemented in 2021?

Answered: 16 Skipped: 1

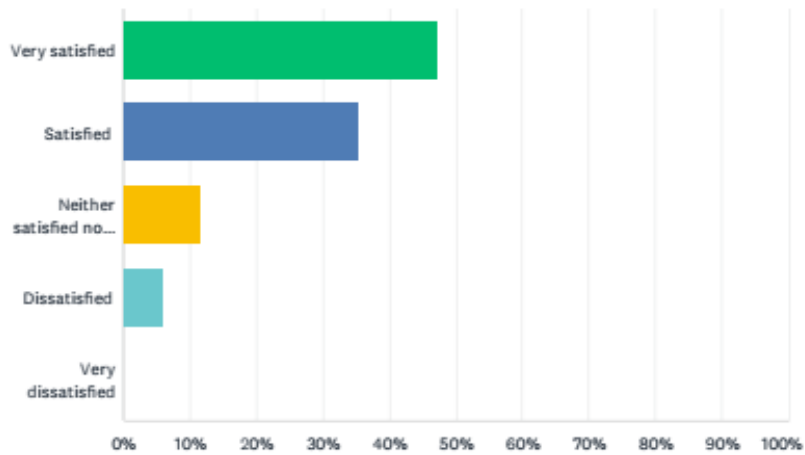


ANSWER CHOICES	RESPONSES	
Very satisfied	12.50%	2
Satisfied	43.75%	7
Neither satisfied nor dissatisfied	31.25%	5
Dissatisfied	12.50%	2
Very dissatisfied	0.00%	0
TOTAL		16

GWP Global Water Leadership Evaluation

Q5 From your own experience, or from what you have heard, how satisfied or dissatisfied were you with the way the GWL programme was implemented from 2022 onwards?

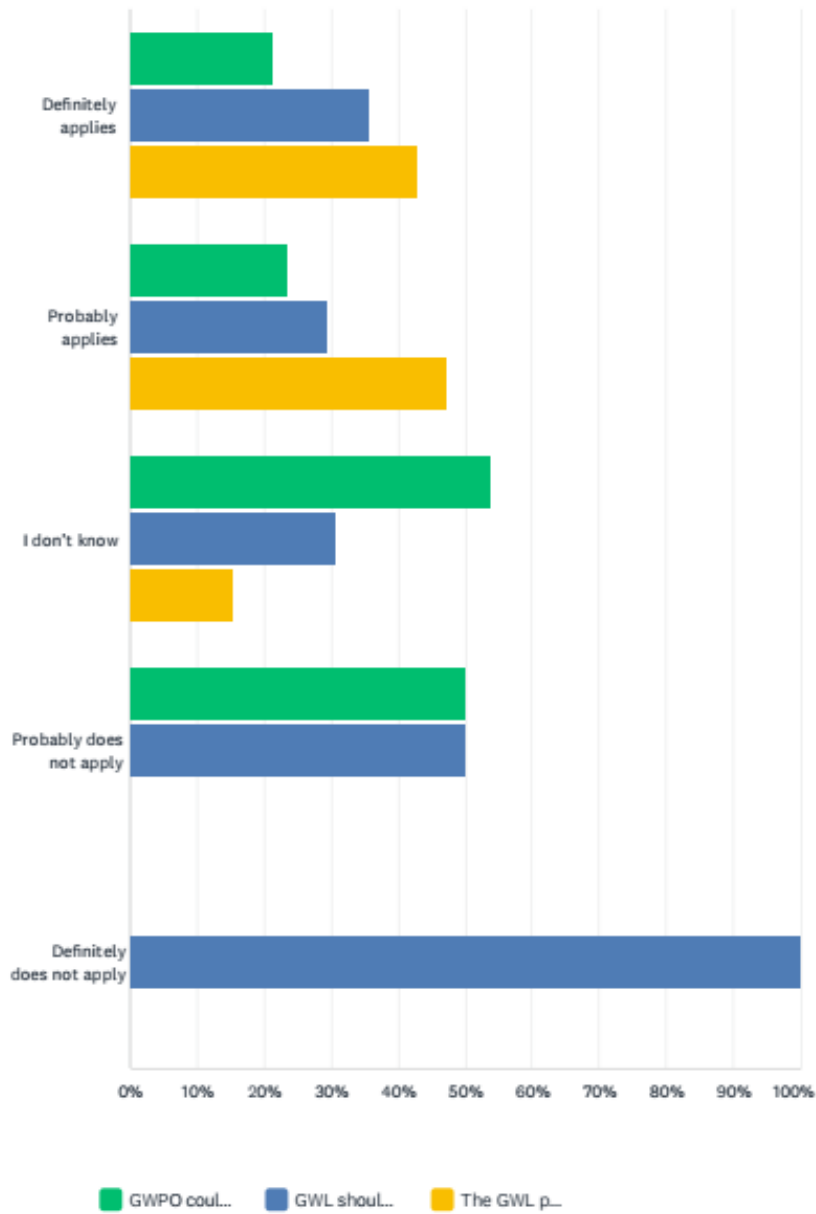
Answered: 17 Skipped: 0



ANSWER CHOICES	RESPONSES	
Very satisfied	47.06%	8
Satisfied	35.29%	6
Neither satisfied nor dissatisfied	11.76%	2
Dissatisfied	5.88%	1
Very dissatisfied	0.00%	0
TOTAL		17

Q6 For each of the following statements please tell me the extent to which you think the following apply to the GWL programme?

Answered: 17 Skipped: 0

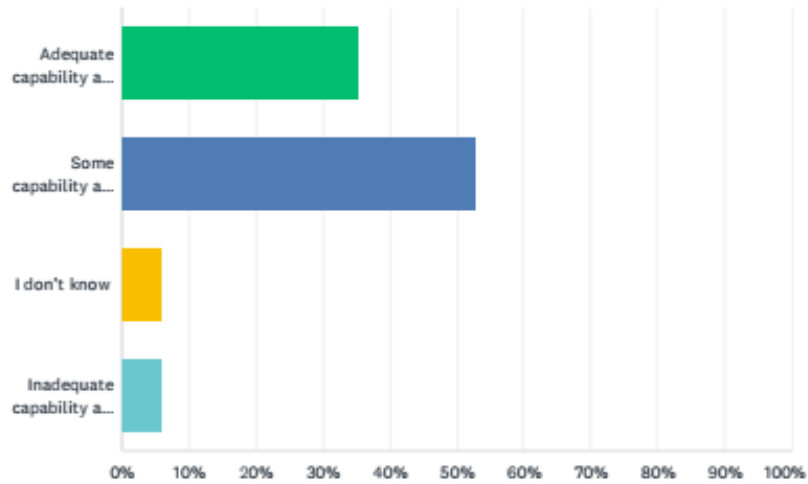


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	GWPO COULD HAVE INCLUDED GWP REGIONAL AND COUNTRY LEVEL STAFF MORE IN THE ORIGINAL PROGRAMME DESIGN.	GWL SHOULD HAVE HAD A MORE PRACTICAL ELEMENT TO DEMONSTRATE WATER RESOURCES MANAGEMENT.	THE GWL PROGRAMME COULD HAVE GENERATED MORE LEARNING, HAVING ADOPTED A LEARNING BY DOING APPROACH.	TOTAL
Definitely applies	21.43% 3	35.71% 5	42.86% 6	14
Probably applies	23.53% 4	29.41% 5	47.06% 8	17
I don't know	53.85% 7	30.77% 4	15.38% 2	13
Probably does not apply	50.00% 4	50.00% 4	0.00% 0	8
Definitely does not apply	0.00% 0	100.00% 1	0.00% 0	1

Q7 From your own experience, or from what you have heard, do government actors, other than GWP and UNICEF, have adequate support and capability to fulfill their roles in implementing the response plans, after the GWL programme closes 5 months early?

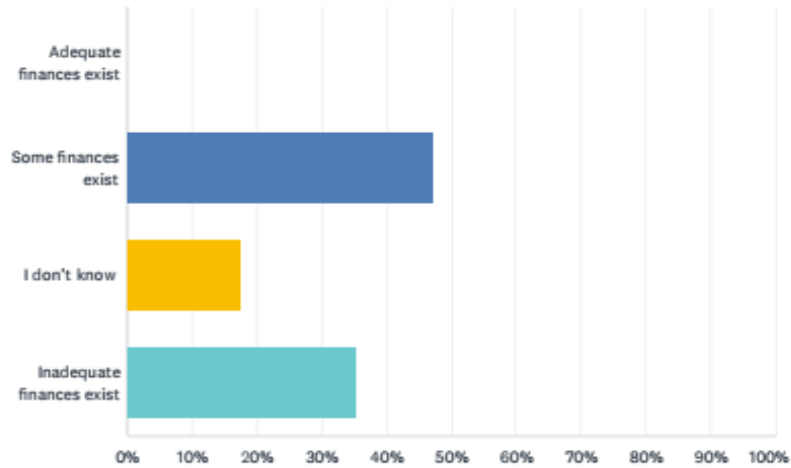
Answered: 17 Skipped: 0



ANSWER CHOICES	RESPONSES	
Adequate capability and skills exist	35.29%	6
Some capability and skills exist	52.94%	9
I don't know	5.88%	1
Inadequate capability and skills exist	5.88%	1
TOTAL		17

Q8 From your own experience, or from what you have heard, do government actors, other than GWP and UNICEF, have adequate recurrent finances to fulfill their roles in implementing the response plans, after the GWL programme closes 5 months early?

Answered: 17 Skipped: 0



ANSWER CHOICES	RESPONSES	
Adequate finances exist	0.00%	0
Some finances exist	47.06%	8
I don't know	17.65%	3
Inadequate finances exist	35.29%	6
TOTAL		17

GWP Global Water Leadership Evaluation

Q9 What do you think were the major factors influencing the success of the GWL programme?

Answered: 17 Skipped: 0

#	RESPONSES	DATE
1	Beneficiaries' high level political will on GWL objectives; Technical capacity of and commitment to contribute by the stakeholders engaged in Working Groups; Technical capacity of the GWP regional team	5/2/2024 7:44 AM
2	Partnership across diversified members Leadership and commitment Available financial resources	4/30/2024 4:45 AM
3	participation approach between all stakeholders	4/29/2024 12:56 PM
4	The excellent coordination and working through thematic working groups to identify bottlenecks impeding climate resilient IWRM and WASH implementation, and development of response plans. GWP's coordination at all levels - global, regional and country level, enabled technical backstopping and administrative support to the country coordinators and teams. The process was fully owned by the country through government leadership with other stakeholders on board	4/29/2024 12:47 PM
5	Country driven activities, Learning from other countries facilitated by an international coordination unit at GWPO.	4/29/2024 11:52 AM
6	efficient roles of government actors , joint collaboration and willingness of decision makers.	4/29/2024 11:25 AM
7	adequate follow-up from the GWPO side/project coordinator	4/29/2024 11:13 AM
8	GWP's existing relationships with government institutions responsible for water resources management in the participating countries	4/29/2024 10:44 AM
9	Consultative process among Multi stakeholders	4/28/2024 11:15 AM
10	Collaboration between Gv't and GWP. Working group models Involvement of CWP in the implementation of GWL program	4/27/2024 6:16 PM
11	collaborative stakeholders consultation	4/26/2024 10:37 AM
12	Government leadership	4/25/2024 3:51 PM
13	Supporting an integration between WASH+WRM is very important for the government. Country-level coordination was also a significant factor in the success	4/25/2024 2:34 PM
14	Government leadership, ownership, commitment, facilitation to organise multistakeholder consultations and frequent updating at decision making level, validation and launching of the response strategy all within time	4/25/2024 2:02 PM
15	Government leadership Multi stakeholder consultations Formalisation of working groups and meeting regular	4/25/2024 1:56 PM
16	FCDO	4/25/2024 1:34 PM
17	The commitment from the government to follow on the implementation of the Response Strategy	4/25/2024 1:32 PM

GWP Global Water Leadership Evaluation

Q10 What do you think were the major factors hindering the success of the GWL programme?

Answered: 16 Skipped: 1

#	RESPONSES	DATE
1	Country political and social challenges beyond the project control; Limited interest by UNICEF to align on national activities, including those contributing to sustainability of project results; Limited flexibility of global GWL management to suggested adaptations at country level that reflected local needed	5/2/2024 7:44 AM
2	Non	4/30/2024 4:45 AM
3	The early program ending meant major adjustments had to be made with only a few months to go.	4/29/2024 12:47 PM
4	The early close up of the project,	4/29/2024 11:52 AM
5	- Political Instability and Conflict - Lack of Institutional Support: without the support of the government and stakeholders, it could not be implemented. - lack of financial resources.	4/29/2024 11:25 AM
6	low work integration between GWP and UNICEF	4/29/2024 11:13 AM
7	Unwillingness by GWPO/the donor to embed the programme in existing water governance processes and investment opportunities which GWP was already supporting	4/29/2024 10:44 AM
8	Providing motivation to stakeholders to actively engage in the process was challenging	4/28/2024 11:15 AM
9	Change of workplan from August to March 2024.	4/27/2024 6:16 PM
10	cutting down original project time frame	4/26/2024 10:37 AM
11	Lack of finances	4/25/2024 3:51 PM
12	The GWL program could have organised inception meetings with all countries before the start of the programme.	4/25/2024 2:34 PM
13	Priorities of GWP on broader water resources, and UNICEF on sub-sector drinking water and sanitation	4/25/2024 2:02 PM
14	Restrictions to meeting venues as venues where people did not camp would see few people attend as most of them would also be dedicated to office work 2. The use of different rates of perdiem for government staff lower than the client rate	4/25/2024 1:56 PM
15	FCDO restrictions and lack of flexibility on what should be a policy systematic Change initiative	4/25/2024 1:34 PM
16	The delay in the implementation of the activities the; and this affect the integrity of the GWP	4/25/2024 1:32 PM

GWP Global Water Leadership Evaluation

Q11 If there was a GWL programme Phase 2, what more could be done to improve the programme's effectiveness and impact? Please list your top 3 priorities

Answered: 16 Skipped: 1

#	RESPONSES	DATE
1	Program design engaging GWP regional teams and national stakeholders to tailor that more to national priorities; More cross-country learning and knowledge management activities engaging national stakeholders; More hands-on engagement of donor community, including FCDO, in deliberations for sustainability of results	5/2/2024 7:44 AM
2	Co financing from members other than GWP . Focus in solution of existing barriers . Ownership of the results localized to members	4/30/2024 4:45 AM
3	follow up and complete of our recommendations in phase 1 pilot project in participatory approach knowledge transfare to the local staff	4/29/2024 12:56 PM
4	1. Avail seed money to implement at least one priority action identified in the response plan 2. More private sector integration	4/29/2024 12:47 PM
5	More involvement of countries during design of the project,	4/29/2024 11:52 AM
6	- including the governments staff in the planning phase - alignment of the government priorities with the programs of GWL - design training according to the needs assessment.	4/29/2024 11:25 AM
7	adequate follow-up from the implementing agency adequate follow-up from the funding agency clear technical approach (objectives, activities, and outputs)	4/29/2024 11:13 AM
8	1. Use the programme to influence ongoing water management processes/initiatives in the countries rather than setting up new ones 2. Decentralise management of the programme to the GWP Africa Coordination Unit (for the African countries) and a regionally based programme manager for the non-African countries. GWPO should retain a coordinating, K&L, and administrative function but detailed programme management is not best placed at the global level 3. Build on the existing relationship between GWP and UNICEF (in particular the work in developing the WASH and climate resilience framework) rather than trying to start from scratch	4/29/2024 10:44 AM
9	1. Support to establish the River Basin Organizations (RBOs) proposed in the strategy 2. Capacity building programs to strengthen the RBOs 3. Develop and manage projects in basin/sub basin level with water use allocation	4/28/2024 11:15 AM
10	-Both donor and funder to visit the implementation site. -Funds disbursement per quarter - integration of physical activities which will increase the program visibility, ownership and impact to the community.	4/27/2024 6:16 PM
11	1. Prepare guidelines and criteria on implementation 2.Utilize lessons learnt from phase 1 3.More' learning by doing 'activities through a fixed time frame	4/26/2024 10:37 AM
12	1. inception meeting 2. annual country meeting (for experience sharing) 3. Documentation of evidences 4.long term support to the Govs (Leadership program should be aligned with the Gov and countries programs duration (let's say : 10-15 years)	4/25/2024 2:34 PM
13	1. Support to implement government prioritised urgent actions, particularly on integration 2. Support to piloting some activities of the response strategies such as dialogue with parliamentarians, formulation of data generation policy etc. 3. Handover of GWPO's baby to respective governments for future care with few piloting	4/25/2024 2:02 PM
14	1. Camping so concentration is enhanced 2. Use of client policies in planning events for all including government staff 3. The programme design documents be clear and reflect what the programme intends to do at thr start of the programme than revising along the way	4/25/2024 1:56 PM
15	Alignment with global & pan African leadership processes. Involvement of water resources	4/25/2024 1:34 PM

GWP Global Water Leadership Evaluation

management staff within FCDO rather than just WASH staff

16

- National GWP representative to ensure the ease and continued follow up with partners - availability of the fund in Palestine to ease the implementation of activities - concentration on practical side

4/25/2024 1:32 PM
