

Management Response to AIP WACDEP-G Mid-Term Evaluation

02 March 2023

This Management Response is in relation to the Final Report on the Mid-Term Evaluation of the AIP WACDEP-G Program (20th February 2023)

The Response includes reflections and comments on the Strategic and Operational Recommendations of the mid-term evaluation.

1. Strategic recommendations

N	Recommendations	GWP's response and follow-up actions	Follow-up actions	Timeline	Means of Verification
1	Pursue the implementation of the program: <ul style="list-style-type: none"> Given the relevance of the program established in the findings chapter, including the alignment with objectives and response to needs, the program should continue. 	Agreed. Implementation of the program will continue for the next 3 years	<ul style="list-style-type: none"> AIP WACDEP-G implementation to continue for year 2023-2025 	<ul style="list-style-type: none"> On-going 	<ul style="list-style-type: none"> Program work plan and budget (2023-2025)
2	Rediscuss scale-up strategy based on evaluation findings and recommendations: <ul style="list-style-type: none"> Given the current level of achievements in the 5 pilot countries the scaling up to an additional 13 countries in the next phase presents risks considering that the program did not fully achieve expected results in phase 1 and did not draw lessons learnt and best practices from the first phase. The evaluators recommend continuing efforts to reach gender transformation in the 5 pilot countries while expanding the program for approach coherency to a limited number of additional countries, 5 or 6 maximum not to overstretch capacities. 	Agreed. The program will continue providing support to the existing 5 program countries while expanding to additional 5 or 6 new countries. Somehow disagree with the conclusion that phase 1 did not fully achieve expected results and did not draw lessons learned. Gender transformative change towards gender equality in climate resilient water security requires a longer timeframe, and a continued intervention. AIP WACDEP-G's role in Africa has been key and useful lessons are being learnt from the program.	<ul style="list-style-type: none"> Select Five to Six countries as additional program countries for implementation from year 2023 onwards. 	<ul style="list-style-type: none"> 05 March 2023 	<ul style="list-style-type: none"> Program Country Selection Report
3	Focus on fundraising activities and set specific targets: <ul style="list-style-type: none"> A few activities have not started yet because they have no budget allocated and require raising additional funds. Despite on-going efforts, the 	Agreed. Efforts have been successfully made to mobilise resources for the program. These will be further increased during the second phase. The main target was the GCF Readiness Funds where funding were secured for Zambia	<ul style="list-style-type: none"> Continue to develop funding proposals with priority target of GCF Readiness funds 	<ul style="list-style-type: none"> On-going 	<ul style="list-style-type: none"> Annual Reports/Quarterly coordination calls

	<p>program has not secured additional funding for these activities yet. This suggests that additional efforts are required for effective fund-raising.</p> <ul style="list-style-type: none"> More funding means more persons can be reached, since there is a real need, the number of persons at local level taking part in the program should be increased. Draft a fund-raising strategy aligned to the strategic planning of the phase 2 of the program and assign human and financial resources to its implementation. Take into consideration the importance of diversifying funding sources to enhance sustainability. 	<p>NAP and GCF readiness for Somalia, Central African Republic and Eswatini. The pipeline of proposals is long and it is expected that more funds will be secured from 2023 onwards. However, mobilising additional funds for the existing program countries has been a challenge. This was the reason for not completing some of the program activities.</p> <p>Developing a fund-raising strategy for the program may not be the right approach. Rather strengthening the capacity of GWP entities in Africa for preparing funding proposals, and working with key partners such as the African Union Commission will be considered.</p>	<ul style="list-style-type: none"> Strengthen working relationships with key partners such as the African Union Commission for mobilizing additional resources 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Annual Reports/Quarterly coordination calls
4	<p>Strengthen the gender expertise:</p> <ul style="list-style-type: none"> The evaluation recommends that all regions/ countries should be staffed full-time with gender expertise continuously to ensure GTA input into activities and deliverables. The evaluation found that both roles whether gender or technical specialists are both valued and should be treated with the same regard, meaning with a balanced distribution of work and budget allocation for each role. Several types of stakeholders affirmed that the knowledge of regional/ country gender specialists needs to be streamlined, their experiences shared, and their commitment ensured as they carry the weight of the right messaging. They should have the responsibility of budgeting, planning and designing. Regional gender specialists are increasingly sought after, and their competencies cannot be procured from afar or externally long term. To ensure this process the evaluation recommends an overarching position to coordinate the gender component to balance the already existing overarching positions on water and climate components. 	<p>Agreed. Gender experts have been key for the implementation of the program. Their technical support and guidance on issues of gender equality have been critical. The program will continue ensuring that gender experts are continuously providing support to the program implementation. One region (West Africa) was not able to quickly fill the gender position after the expert left the program but full time positions exist in the other four regions, as well as at pan-African coordination position.</p> <p>Gender experts have been part of the program implementation team and have been leading the gender related activities in close collaboration with the technical specialists.</p> <p>There was no report from any of the gender experts that they were not equality involved in the program implementation. If there is such a case, it will be fixed as it is a critical factor for the success of the program.</p>	<ul style="list-style-type: none"> Ensure that GWP West Africa region do have the gender expert for program implementation Check if there is any issue related to inadequate involvement of gender experts in program implementation 	<ul style="list-style-type: none"> December 2023 	<ul style="list-style-type: none"> Annual Reports/Quarterly coordination calls

2. Operational recommendations

N	Recommendations	GWP's response and follow-up actions	Follow-up actions	Timeline	Means of Verification
1	<p>Use the available activity budget strategically for more effectiveness and efficiency:</p> <ul style="list-style-type: none"> ▪ The evaluation recommends drafting and implementing a list of criteria (cost of living, GTA status, etc.) to avoid pro rata budget allocation in the different regions. ▪ Allocate resources for field activities in particular for institutional focal points to access to ensure direct contact with vulnerable groups and connect the policymakers with community level in particular groups vulnerable to climate change. ▪ Take measures to increase transparency on budget between regions and roles. 	<p>Noted, budget allocation during the first phase of the program to the regions was on an equal basis. Experience from this approach taught us that program resources need to be invested where more impacts are likely to come. Therefore, the approach for implementing the program will be on a number of intervention areas where impact will be expected, such as developing water investment programs and a pipeline of projects for investment that considers gender equality and social inclusion issues.</p>	<ul style="list-style-type: none"> ▪ Provide guidance to GWP regions in preparing work plan and budget ▪ Allocate program budget based on a set of criteria 	<ul style="list-style-type: none"> ▪ 15th November 2023 ▪ October 2023 (on going) 	<ul style="list-style-type: none"> ▪ Quarterly program review meetings ▪ Program budget
2	<p>Address reporting gaps:</p> <ul style="list-style-type: none"> ▪ Normalize quarterly and annual reporting on difficulties for more transparency and expectation management of the donors, partners, evaluators, GWPO staff in general by creating dedicated sections in existing reporting formats: i) encountered challenges, ii) provided solutions, iii) lessons learnt, iv) future potential risks, v) mitigation measures for example, using the political economic analysis to manage risks coming from mandated institutions (as enablers or blockers). ▪ Integrate accountability mechanisms for partners to be encouraged to follow-up on GTA ▪ Include incentivizing KPIs for all program staff to treat gender as a shared responsibility, which is for now considered a gender advisor responsibility. 	<p>Noted. The WACDEP-G results framework is closely aligned with the broader GWP M&E system which is well established. A review of the system will be carried out in 2023 which will include considerations on how it is performing in the context of GWP global programmes such as WACDEP-G. In the meantime it should be noted that:</p> <ul style="list-style-type: none"> ▪ The current program annual progress report has sections to report on the challenges, risks and mitigations, and lessons learned, as does the wider GWP annual reporting process. However, the quarterly reports are more GWP internal ones to track progress based on financial data and the triggers that this provides to identify implementation concerns. ▪ Partners' accountability mechanisms is difficult for GWP as it does not have control over the mechanism. However, the kind of gender tools to help decisions by key mandated institutions may help. ▪ Promoting gender issues by all staff is a good idea. We will explore on how best to integrate it as part of staff KPI 	<ul style="list-style-type: none"> ▪ Review and consider updates to the GWP corporate results framework and associated M&E system based on the lessons from the program, and explore how the WACDEP-G results framework can be further embedded 	<ul style="list-style-type: none"> ▪ 2024 	<ul style="list-style-type: none"> ▪ GWP corporate results framework and M&E system

	<ul style="list-style-type: none"> ▪ Develop the M&E system to track changes in social norms, attitudes, behaviors, and cultural systems and increases in women’s empowerment (capacities and agency) as a result of activities to ensure that the program is achieving its intended impact. ▪ Establish clear reporting lines and deadline expectations in-between levels (country to regional, regional to pan African, pan African to global) since the evaluation found delays between those level to be decreasing efficiency. 	<ul style="list-style-type: none"> ▪ Tracking changes in social norms, attitudes and behaviours could be challenging to measure, but we will make efforts to develop a system. Note that the GWP corporate M&E system makes use of an Outcome Mapping methodology which is designed to track behavioural change among targeted stakeholders via the assessment of progress markers. Whereas WACDEP-G is covered by this approach through the monitoring of the broader GWP RWP work programmes, more can be done to enhance the incorporation and tracking of WACDEP-G change processes within the framework. ▪ There are clear reporting deadlines between the different levels of GWP structures. 			
3	<p>Enhance knowledge management and communication:</p> <ul style="list-style-type: none"> ▪ Partner organizations within the pilot countries regretted that country results and lessons learnt were not shared across regions and that more dialogue formats for knowledge exchange between partners of different countries and regions were not facilitated. ▪ Mobilization of key documentation for the evaluation has been a challenge and reflects the program’s difficulties in terms of knowledge management ▪ The studies, situation analysis and other outputs produced by the program are not made available to the public but stored on SharePoint folders at country level. This limits the program’s impacts in terms of awareness raising. 	<p>Noted. There is a knowledge production plan to publish some of the experiences.</p> <ul style="list-style-type: none"> ▪ The sharing of experiences between the countries and regions have been facilitated to some extent. For example designing of the gender transformative demonstration project was informed by the case from Uganda where all the program countries benefitted from. The Africa program coordination meeting in November 2022 brought both government and program staff together to jointly review lessons and challenges ▪ Disagreed. The requested program documentations were shared with the Evaluators. Several documents are produced as part of program implementation. This can be witnessed from the Year 2020 and 2021 annual progress reports. ▪ It is useful to note that not all documents will be published or made available for the public. It is only the main documents that will be published for an external audience. For the remainder it is important to have a secure intranet accessible to 	<ul style="list-style-type: none"> ▪ Publish knowledge materials from the program and make use of the GWP Toolbox to better 	<ul style="list-style-type: none"> ▪ On-going 	<ul style="list-style-type: none"> ▪ Publications

	<ul style="list-style-type: none"> ▪ The evaluation recommends systematic publication of the program’s outputs on GWPO’s website and if possible, on the websites of partner organizations. ▪ The evaluation recommends identification and sharing good practices and lessons learnt across program regions and countries on a regular basis given than the “system thinking approach” requires regular recalibrating and feeding outputs back into analysis. ▪ The evaluation recommends the development of a scaling up strategy including aspects such as the learnings of inclusion of partners at planning stage, the securing of political endorsement at the highest level possible. ▪ The evaluation recommends the development of a guide on implementation of demonstration projects based on lessons learnt from the local level, including for example the knowledge on best practices for stakeholder engagement, or techniques for expectations management (WACDEP-G not being an intervention on infrastructure its introduction requires clear communication). ▪ The evaluation recommends a review of the Theory of Change according to recognized standards i) to allow better compatibility with other interventions ii) to integrate risks, assumptions, internal and external factors (effectiveness, efficiency, sustainability); iii) to integrate intermediate outputs such as the need to plan for enough time to first train program staff on GTA to enable them as change agents and second transform the organization which itself needs to model GTA for it to be able to convince others to adopt the same approach. This should feature as a preliminary output which conditions the rest of the program. 	<p>the project teams which the current set-up on Sharepoint provides</p> <ul style="list-style-type: none"> ▪ Noted. Knowledge materials are being published ▪ The quarterly program implementation review meeting is facilitating the cross-regional and cross-country learnings. It will further be strengthened. In addition, the use of online platforms such as the GWP Toolbox and associated Communities of Practice will be used to better facilitate the promotion of knowledge products and the opportunities for knowledge exchange ▪ Noted, a scaling up strategy needs to be developed being informed by the lessons from implementing the program. ▪ Agreed. One of the publications is on the guidance on demonstration projects ▪ The Theory of Change will be reviewed and potentially updated based on the lessons so far and future focuses. 	<p>facilitate knowledge sharing and exchange</p> <ul style="list-style-type: none"> ▪ Review and strengthen the adequacy of the quarterly program implementation review meeting in facilitating the cross-regional and cross-country learnings. ▪ Develop a scaling up strategy being informed by the lessons from implementing the program. ▪ Review the program Theory of Change based on the lessons so far and future focuses. 	<ul style="list-style-type: none"> ▪ Nov. 2023 ▪ Mar. 2024 ▪ June 2023 	<ul style="list-style-type: none"> ▪ Quarterly review reports ▪ A Scaling up strategy ▪ Program document
4	<p>Adapt, revise, and update activities:</p> <ul style="list-style-type: none"> ▪ The evaluation recommends that the good practice of involving partners and policy recipients in the planning and implementation of local demonstration projects, more so, have policy recipients select partners (mentioned several times) instead of pre-choosing partners through a top- down process be observed. Their input may prevent the multiplication of activities implemented at the same time and the 	<p>Noted.</p> <ul style="list-style-type: none"> ▪ The program is designed to support the mandated institutions to deliver better in gender equality. This involves stakeholder engagement process. Efforts will continue for 	<ul style="list-style-type: none"> ▪ Strengthen stakeholder engagement at local demonstration level 	<ul style="list-style-type: none"> ▪ Ongoing 	<ul style="list-style-type: none"> ▪ Reports

	<p>cancellation of relevant activities. This should be extended where it is not yet to financing competency in government (Ministry of Finances).</p> <ul style="list-style-type: none"> ▪ Consider the sequencing of activities to implementation plan to be informed by prior outputs and partners to take data-driven decisions. ▪ Increase number of demonstration or pilot projects as these are seen as highly relevant and effective by partners and staff. Pursuing tangible pilot applications demonstrates the practical value of using GTA, including in budgetary terms. ▪ Simplify implementation work plans for partners to clearly visualize activities at national and regional levels. ▪ Increase engagement with targeted institutions since many claimed that current involvement is too small. Using the enthusiasm for GTA more actors and mobilizers (including at civil society level) can be empowered to speak out and advocate the gender-transformative approach in their institutions. ▪ The evaluation recommends training sessions be continued in an efficient way given program staff, partners, and policy recipient needs. Upscaling capacity-building at institutional level by training more than one person per ministry contributes to attaining critical mass in government. Specific incentives for governments to change could be elaborated such as certificates authenticating the completion and implementation of GTA training. 	<p>inclusive stakeholder engagement at local demonstration level</p> <ul style="list-style-type: none"> ▪ Noted, sequencing of activities have been followed during program implementation so far. This will continue going forward ▪ Demonstration projects are important. We are planning to expand demo projects in the new program countries. There is also a plan to continue supporting the existing demo projects ▪ Noted. A good idea to develop a simplified work plan for different partners. ▪ Partners' engagement process has been the main modality in delivering under the program, This approach will continue going forward ▪ Noted. Training need to be continued and need to be more long term rather than a once off event for individuals 	<ul style="list-style-type: none"> ▪ Consider sequencing of activities when preparing program work plans ▪ Expand demonstration projects in the new program countries ▪ Develop a simplified work plan for different partners. ▪ Continue engaging the key partners in implementing the program ▪ Strengthen the training component of the program in the work plans 	<ul style="list-style-type: none"> ▪ March 2023 ongoing ▪ From year 2023 ▪ Ongoing ▪ Ongoing ▪ March 2023 (ongoing) 	<ul style="list-style-type: none"> ▪ Work plans ▪ Program work plan ▪ Program work plan ▪ Reports ▪ Program work plan
5	<p>Increase attention to sustainability aspects towards the second phase of the program:</p> <ul style="list-style-type: none"> ▪ Governments and regional organizations should prioritize the inclusion of program activities into the internal cycle of policy implementation and not keep results at individual level. WACDEP-G activities should support this process as much as possible for example by targeting the monitoring of GTA inclusion and implementation since there already are good practice examples. ▪ The continuous engagement of partners on strategic management and program design should be targeted to increase their ownership of program results. 	<ul style="list-style-type: none"> ▪ Noted. Will be strengthened during the next phase ▪ Efforts have been made towards ensuring sustainability of program interventions. A primary aim of the programme is to embed gender equality issues and transformative approaches into existing governance processes in the target countries by establishing ownership and buy-in to the programme approach from key stakeholders in mandated institutions. As per the programme theory of change, this integration is considered essential 	<ul style="list-style-type: none"> ▪ Continue working with and engaging partners and mandated institutions 	<ul style="list-style-type: none"> ▪ On going 	<ul style="list-style-type: none"> ▪ Reports

		<p>to ensure the achievement of genuine, and sustainable impact and is being pursued across the programme. The monitoring of the extent to which this is being achieved will receive greater focus during the second phase of the programme.</p> <ul style="list-style-type: none"> ▪ Key mandated institutions have been engaged and have been providing guidance and support 			
6	<p>Conduct an evaluability assessment to better prepare the final evaluation:</p> <ul style="list-style-type: none"> ▪ Examine the availability of updated and clean data, the readiness of partners to take part and capacity of team to inform them. ▪ The questions of the mid-term evaluation were not prioritized: impact and sustainability need less focus mid-way in the implementation than at the end. Relevance and learning may not need as much scrutiny in the final evaluation. Evaluation resources can be used more efficiently if organizational-level questions are reserved for strategic evaluation at GWPO level. ▪ Timing the data collection phase in November in the TORs when WACDEP-G staff is overburdened with end-of-year activities and international events such as COP27 prevent stakeholders from making time for interviews. ▪ Discuss a coherent allocation of budget for data collection and plan for in-person interviews of policy recipient at local level for impact measure since remote evaluation do not reflect reality as well as in person presence. In addition, in-person meetings tend to increase partners commitment for interviews. ▪ Prioritize country/region case studies if the budget doesn't allow for the coverage of implementation locations. ▪ Share regional and pan African contact details for results delivery to be better assessed. 	<p>Noted. Will be considered during final evaluation</p>	<ul style="list-style-type: none"> ▪ Develop a note to clearly guide the final evaluation of the program based on the lessons from the mid-term evaluation 	<ul style="list-style-type: none"> ▪ 2025 	<ul style="list-style-type: none"> ▪ Guidance note