

Watershed

empowering citizens

Final Evaluation Report 2020



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Cover picture: Bangladesh Bede community living on boat at a canal of Dhania Union
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■ List of Abbreviations

| | |
|-----------------|---|
| ANEW | African Civil Society Network on Water and Sanitation |
| CESPAD | Centre for Social Planning and Administrative Development |
| CN-CIEPA | Coalition Nationale de la Campagne Internationale pour l'Eau Potable et l'Assainissement (National Coalition of the International Campaign for Drinking Water and Sanitation) |
| CKAN | Comprehensive Knowledge Archive Network |
| CSA | Capacity Self-Assessment |
| CSO | Civil Society Organisation |
| D&D | Dialogue & Dissent |
| DfE | Data for Evidence |
| DFID | Department for International Development (United Kingdom) |
| DGIS | Directorate-General for International Cooperation (Directoraat Internationale Samenwerking) |
| DORP | Development Organisation of the Rural Poor |
| DSO | Social Development Department (MoFA) |
| EC | European Commission |
| EKN | Embassy of the Kingdom of the Netherlands (Embassy of Koninkrijk der Nederlanden) |
| FANSA | Freshwater Action Network South Asia |
| HO | Harvested Outcomes |
| IGG | Inclusive Green Growth Department (MoFA) |
| IWRM | Integrated Water Resource Management |
| KII | Key Informant Interview |
| L&A | Lobby and Advocacy |
| LT | Learning Trajectory |
| MEL | Monitoring, Evaluation and Learning |
| MoFA | Ministry of Foreign Affairs, The Netherlands |
| MTR | Mid-term Review |
| NIA | Neighbours Initiative Alliance |
| OECD | Organisation for Economic Cooperation and Development |
| OH | Outcome Harvesting |
| PMEL | Planning, Monitoring, Evaluation and Learning |
| PWG | Programme Working Group |
| QIS | Qualitative Information System |

| | |
|--------------|--|
| SIDA | Swedish International Development Cooperation Agency |
| SDG 6 | Sustainable Development Goal 6 |
| SNV | Stichting Nederlandse Vrijwilligers |
| SWA | Sanitation and Water for All |
| ToC | Theory of Change |
| ToR | Terms of Reference |
| USAID | United States Agency for International Development |
| WASH | Water, Sanitation and Hygiene |
| WIN | Water Integrity Network |
| WP | Work Package |
| WRM | Water Resource Management |
| WSSCC | Water Supply and Sanitation Collaborative Council |

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Executive Summary

Watershed - Empowering Citizens is a strategic partnership between the Dutch Ministry of Foreign Affairs (MoFA) and four Dutch non-governmental organisations. The five-year programme (2016-2020) aimed to improve Water, Sanitation and Hygiene (WASH) and water resource management through strengthening the capacity of civil society organisations (CSOs) in evidence-based lobbying and advocacy. Watershed worked in six countries (Kenya, Uganda, Mali, Ghana, Bangladesh & India) and at the Netherlands and International levels in order to influence policy and strengthen the voice of civil society regionally and globally. The end-line evaluation of Watershed was commissioned to assess the programme's relevance, effectiveness, efficiency and sustainability.

The evaluation assignment was undertaken between April-October 2020 by PopDev Consultancy, a UK-based team of four evaluators with professional backgrounds in Gender, Environment, International Development and Public Health, who speak four of the languages spoken in Watershed's countries of implementation - English, French, Hindi and Bengali. The evaluation assessed the contribution of Watershed across the six country Work Packages (WPs) in addition to the Netherlands and International WPs. The evaluation used a multi-pronged methodology - desk review, 59 interviews with programme partners, analysis of Watershed's theory of change (ToC), external substantiation of harvested outcomes in five country WPs, and eight sense-making sessions with WPs. As the current global pandemic did not permit travel, five in-country WASH consultants were identified who were guided closely by the evaluation team for the external substantiation of outcomes that were selected on the basis of type of actor/outcome/ToC element in five Watershed countries. Of the 82 selected outcomes, 71 percent were 'fully validated', meaning that at least three external WASH experts fully agreed with the outcome and endorsed Watershed's stated contribution to it.

Relevance and coherence

The evaluation concluded that Watershed's rationale was unique and highly relevant in the intervention areas. The programme addressed two important systemic challenges underlying universal and sustainable access to clean water and sanitation - water, sanitation and hygiene (WASH)/integrated water resource management (IWRM) linkages and social inclusion - using an evidence-based lobby and advocacy (L&A) approach. The overall ToC design was satisfactory except for the assumption of a 'knowledge gap' among various actors - donors, governments, CSOs, and citizens -that overlooked important premises such as political will and enabling environments. Watershed's selection of countries of operation and implementing partners was well founded and based on the consortium partners' prior direct experience and achievements in the contexts.

Effectiveness

Overall, Watershed satisfactorily met the needs and priorities of contracted partners. It was successful in strengthening the capacity of CSOs, as evident from harvested outcomes (HOs) and interviews with contracted CSOs. Some gaps that were identified include inadequate support for Capacity Self-Assessment (CSA) forms and delayed trainings for IWRM-WASH integration. The slow progress on WASH/IWRM linkages is largely explained by this element being initially mis-conceptualised, with a focus on integration as opposed to linkages. This was compounded by its academic and theoretical approach, which delayed country-level trainings and understanding. Although social inclusion was an integral part of the programme, WPs were not obliged to engage with the social inclusion Learning Trajectory champion which explains low prioritisation on this element in some WPs, such as Ghana. The programme was highly satisfactory at reaching decision-makers at the local, national and international levels. However, of the WPs that prioritised private sector engagement, delayed and limited engagement was achieved. Consortium partners' lobby & advocacy (L&A) capacity was also strengthened in terms of expanding their networks and their greater awareness of suitable L&A partners, strategies and targets.

Efficiency

The findings on the programme's efficiency were mixed. The delayed grant disbursement from the Ministry in 2017, as well as the complex channels of payments sometimes led to delays in fund disbursements, which in turn affected the timeliness of trainings/activities. The consortium partners faced some challenges in the partnership functioning at the Board/PWG level, partly due to delays in developing a cohesive programme strategy. That said, the partnership worked well at the country WP level. The partnership with MoFA was an issue attributable to a change in focal point as well as differing expectations from the strategic partnership. The role of the Embassy of Koninkrijk der Nederlanden (EKN) as a partner or target for L&A was unclear, which in turn affected their optimal engagement with country WPs. Watershed's amplification of Southern partners' voices in global WASH platforms was conceptualised during inception of the programme but not adequately operationalised. There was a missed opportunity to effectively connect the Netherlands, International and Fundraising WPs with one another as well as with the country WPs. By strengthening their linkages to showcase success stories, evidence-based L&A in WASH/IWRM would have gained greater visibility, which in turn, could have supported sourcing of additional financing.

Sustainability

Based on the recognition that CSOs needed financial sustainability for continuing their advocacy efforts beyond 2020, an exit strategy for sustainability was conceptualised from the inception of the programme. As part of this strategy, the Fundraising WP was established. Additionally, the internal Mid-Term Review (MTR) outlined an exit strategy. This consisted of creating an enabling environment for civic participation, and forging partnerships with religious groups, media, research institutes and the private sector. However, the exit strategy relied heavily on renewed funding from DGIS for Watershed 2.0, which was unsuccessful. As a result, the programme has established the Global Legacy Campaign, which will continue to support CSOs until mid-2021. With the exception of a partner in the Mali WP, the majority of the country WPs are yet to secure funding for continued evidence-based L&A activities beyond 2020. Ideally, capacity building for fundraising should have been integrated into the programme's learning strategy and tailored to partners' individual funding needs, knowledge, experience and interests. That being said, Watershed has revived existing as well as established new dialogue platforms for civic participation across the country WPs. In addition, the programme is leaving behind a rich legacy of knowledge products, which will continue to be available online through the Comprehensive Knowledge Archive Network (CKAN) website and Watershed's website (until 2022).

Recommendations

Based on the evaluation findings, the report concludes with recommendations for future evidence-based L&A WASH programming:

1. Align the programme's ToC assumptions with MEL learnings
2. Promote the usefulness of WASH-IWRM linkages in policy and practice
3. Adopt social inclusion as contextualised cross-cutting approach
4. Optimise and contextualise an evidence-based L&A approach
5. Adopt L&A as a complementary approach to broader WASH programmes
6. Strengthen governance approach
7. Prioritise Southern leadership and ownership
8. Increase visibility through a strategic communications strategy



1

EVALUATION MANDATE AND FRAMEWORK

Evaluation Mandate and Framework

1. Overview

1.1. Introduction

This final evaluation report details the end of programme evaluation of *Watershed - Empowering Citizens* conducted by PopDev Consultancy. The five-year programme (2016-2020) is a strategic partnership between four Dutch non-governmental organizations (IRC, Simavi, Wetlands International and Akvo) and the Dutch Ministry of Foreign Affairs (MoFA) with an overall budget of over €16 million. Watershed aimed to improve water, sanitation and hygiene (WASH) and water resource governance through strengthening the capacity of civil society organisations (CSOs) in evidence-based lobbying and advocacy. Watershed worked in six countries (Kenya, Uganda, Mali, Ghana, Bangladesh & India) and at the Netherlands and International levels in order to influence policy and strengthen the voice of civil society regionally and globally.

1.2. Evaluation mandate

This evaluation is an end of programme comprehensive assessment of Watershed through an analysis of its main components. The main purpose is to learn about what worked, what did not and why, and offer reflections and recommendations. The evaluation findings will inform Watershed partners, including local partners in country Work Packages (WPs), consortium partners, MoFA, as well as other similar future programmes. The overall objectives of this evaluation follow the OECD-DAC criteria¹ of relevance, coherence, effectiveness, efficiency, and sustainability.

1.3. Evaluation process

The evaluation was conducted between April and October 2020. It addressed Watershed's design, achievements, processes, and partnership relations. This report presents the main findings according to the agreed criteria in addition to reflections and recommendations for similar future programmes.

1.4. Audience

The main users of this evaluation as outlined in the ToRs were identified as the Programme Working Group (PWG), the Planning, Monitoring, Evaluation and Learning (PMEL) team, the Board, WPs, and MoFA (including DGIS, DSO, IGG and EKN Embassies). The evaluation team also recommends sharing this report with contracted partners across WPs as applicable, in addition to other actors within the WASH/IWRM sector as appropriate.

1.5. Structure of the report

This introductory chapter outlines the purpose and framework of the evaluation including methods, analysis, and limitations. The ensuing chapters present the evaluation findings organised according to the core evaluation criteria of relevance, coherence, effectiveness, efficiency, and sustainability. Individual sections address different aspects of each criterion and include a detailed presentation of findings including those emerging from the document review and analysis, programme partners' perceptions, and the results from the substantiation of harvested outcomes for selected WPs.

1. OECD. (2019). Evaluation Criteria. Retrieved from: <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

2. Evaluation Framework

2.1. Evaluation objective and scope

2.1.1. Objective

The purpose of this evaluation is to assess the Watershed programme, covering five years of implementation (2016-2020), across the eight Work Packages (WPs) - countries, the Netherlands, International – as well as the functioning of consortium members and implementing partners.

2.1.2. Scope

The evaluation framework was built around the validation of Watershed's ToC with its causal assumptions in relation to achieved outcomes. It focused on:

- Evaluating the overall Watershed programme contribution to actors' strengthened L&A actions on sustainable WASH for all across WPs
- Validation of Watershed's Theory of Change (ToC) and its underlying assumptions in relation to achieved outcomes
- Validation of selected harvested outcomes from five country WPs according to the value of their contextual relevance, type of actor and relation to the WPs' needs and priorities, annual plans, and achievements.

The scope included three levels of analysis following the main ToC's pathways of change, namely Watershed's engagement with CSOs (both contracted and non-contracted), governments and donors.

2.1.3. Evaluation questions

The evaluation formulated four main questions to measure Watershed's contribution to:

1. CSO's needs and priorities of strengthening their capacity for, and positive actions towards, lobby and advocacy (L&A)
2. CSOs' effective evidence-based L&A actions through greater use of reliable evidence, social inclusion, enhanced coordination and collaboration, integrated WASH and IWRM messages, transparency in activities and results, and holding governments and service providers to account for sustainable WASH for all
3. Changes in local, national and international government and donors' policies, practices and investments towards inclusive and environmentally sustainable IWRM/WASH
4. A conducive organisational structure in terms of strategic partnerships, flexibility, social inclusivity, adaptability, actors' participation, efficiency, and sustainability

A detailed breakdown of these four evaluation questions is provided in Annex 1.

2.1.4. Evaluation standards

The evaluation was conducted in line with the OECD's Quality Standards for Development Evaluation² to ensure the highest ethics, independence, and objectivity in the design, implementation and reporting of the assignment. It also observed the two overarching principles that guide the use of the OECD criteria, namely the contextualisation and adaptation of the criteria to the objectives of the evaluation, the intervention, and the stakeholders³. The evaluation followed good practices in ranking according to four categories as follows⁴:

- **Highly satisfactory:** in compliance with the project document (expected accomplishments) and with high standards of performance
- **Satisfactory:** generally in compliance with the project document
- **Partially satisfactory:** partly in compliance but with weaknesses in some areas
- **Least satisfactory:** not in compliance

The scale used for the scoring was developed by the evaluation team following good practices of evaluating quantitative and qualitative data and adapted to the specificities of Watershed monitoring, evaluation and learning (MEL) mechanisms. The scoring had four categories ranging from highly satisfactory to least satisfactory. The scoring weighed findings according to: 1) the expected accomplishments stated in the initial document (Inception Report 2017) and the modifications documented in the subsequent annual plans and reports, and 2) expected and realised performance, i.e. the process of operationalisation and implementation that affected the accomplishments. The scoring for each evaluation question combined aggregated scores of individual Work Packages in addition to the performance of Watershed actors across WP and non-WP units - namely LT Champions, Programme Working Group, Board, and MoFA.

This method was limited by the fact that the programme's initial expected accomplishments and operational processes (as stated in Inception Report 2017) were amended as part of the programme's annual review of its global and WP ToC. Many of these changes were included in the annual plans and reports. However, in some instances, changes were either not duly mentioned or justified in relation to the initial document. In this case, the evaluation inquired about these changes in interviews and sensemaking sessions to the extent possible. Accordingly, the scoring observed the updated expected achievements and performance to the extent possible of data availability.

2.2. Methodology

2.2.1. Data Sources, constraints, and limitations

The analysis drew primarily on Watershed's database of internal documents, including inception and mid-term review reports, annual plans and reports, capacity self-assessments, budget/outputs statements, Qualitative Information System (QIS) Ladders, and Dialogue and Dissent (D&D) indicators. In addition, all of the harvested outcomes (HOs) from the eight WPs harvested up until July 2020 as well as a selection of the HOs from five country WPs were analysed and externally substantiated. Further, context analysis and in-depth interviews with local actors were conducted by national consultants in the Watershed countries selected for substantiation, and by PopDev for three WPs (Netherlands, International and Mali).

2. <https://www.oecd.org/development/evaluation/qualitystandards.pdf>

3. <https://www.oecd.org/dac/evaluation/dacriteriaforevaluatingdevelopmentassistance.htm>

4. https://repositorio.cepal.org/bitstream/handle/11362/39564/1/S2011261_en.pdf

The evaluation drew on the following data sources (as detailed in Annex 2):

- External policy and practice documents from within the global WASH sector
- Inception reports (2016-2017), annual plans, annual reports, and mid-term review for the programme and eight WPs
- In-Depth Interviews with programme actors conducted by PopDev central team and national consultants (see Annex 4)
- Context analysis and actor mapping for 8 WPs conducted by national consultants (5 WPs) and PopDev team (3 WPs)
- QIS ladders' scores and capacity self-assessment (CSAs) forms for 8 WPs
- Annual expected and realised outputs and expenditures for 8 WPs
- Harvested outcomes for 8 WPs: including all outcomes harvested up to July 2020
- Nine sensemaking sessions with 8 WPs and Board/PWG

In terms of limitations, restrictions on travel due to the Covid-19 pandemic prevented physical data collection. The evaluation team resorted to 'virtual' ground-truthing of harvested outcomes through remote data collection. Similarly, access to actors in Mali was limited due to political instability in the country at the time of the evaluation. Individual interviews with contracted CSOs were substituted with a group sensemaking session gathering CSO representatives and the WP lead at Watershed's Mali office. The evaluation used the programme's available data for assessing achievements. It included available data from the Qualitative Information System (QIS) Ladders and Outcome Harvesting (OH) which were captured at different stages of the programme. Data from the QIS ladder scores was included in the desk review, while substantiation exclusively focused on data identified through OH. Moreover, partial availability of financial documents enabled a partial assessment of Watershed's cost-effectiveness at country WP level covering budgets and outputs.

2.2.2. Data collection methods and analysis

The evaluation addressed Watershed's contribution across two levels of evaluation using complementary data collection methods and analysis:

- A. The evaluation of the overall contribution of Watershed across all eight Work Packages (6 country WPs, in addition to the Netherlands and International WPs) in relation to the overall primary intended change. This included comprehensive assessment of the eight Work Packages. In addition, a purposeful scoping at cross-organisational levels covered supporting Work Packages (PMEL, Fundraising, Management), Learning Trajectory Champions, Consortium Board Members, and MoFA on need basis and to the extent possible.
- B. The selection of specific Work Packages (Ghana, Kenya, Uganda, Bangladesh & India) for external outcome substantiation.

The detailed data collection methods and analysis for each level of the evaluation are as follows:

A. Assessing overall programme contribution:

A comprehensive assessment of the eight WPs (6 country WPs, Netherlands and International WPs) in relation to the overall primary intended change. In addition, a purposeful scoping at cross-organisational levels covered supporting WPs (PMEL, Fundraising, Management), Learning Trajectory Champions, Consortium Board Members, and MoFA on need basis and to the extent possible. Methods used include:

- **External Document Review** to identify good practices within the WASH sector at a global level
- **Internal Document Review** of Watershed's documents, identifying the main actors involved, types of activities, and the main internal and external factors affecting outcomes.
- **Key Informant Interviews:** 59 in-depth interviews with different members of the partnership. These included PWG, Board, MoFA & Embassies, LT Champions, WP Leads, and contracted CSOs.
- **ToC tracking:** Tracing the causal assumptions, pathways for change, and intended outcomes in relation to WPs' harvested outcomes.
- **Outcome Sequencing:** Identifying any cumulative changes at WP level. This exercise comprised an analysis of all outcomes, including those selected for substantiation.
- **Policy Context, Actors and Networks Analysis:** Identifying the main actors and their relationships to the programme, in addition to the contextual factors that might have affected outcomes and help understand the programme's contribution.⁵
- **Sensemaking Sessions:** Following data collection and analysis, eight sensemaking sessions were held with the eight WPs over September and October 2020. Using a participatory format, they included a presentation of the findings for the individual WPs and a discussion with WP teams.

B. Selected country WP cases for outcome substantiation:

As the nature of Watershed is country focused, a substantiation of harvested outcomes was conducted for five country WPs – Kenya, Uganda, and Ghana in Africa, and Bangladesh and India in Asia. The Mali WP was considered as a comparative case study reviewed entirely through desk-based analysis and accounting for specific factors such as the difference in the working language (French), and the small number of harvested outcomes.

The selection of harvested outcomes for external substantiation was based on the final version of updated harvested outcomes shared by the Watershed core team on the 6th of July 2020. The HO selection process observed a balance between standardised methodology and contextualisation of outcomes. This was important to optimise harmonisation and generalisability while accounting for the specificities of each Work Package context, priorities, and actors' relationships across different WPs to the extent possible. The following considerations were observed:

- **The outcomes' chronological occurrence:** A proportionate balance across years was observed in the selection
- **WPs' programmatic priorities:** Outcomes relating to the WPs' expected achievements as stated in the programme document were prioritised
- **The outcomes' relation to the six ToC elements as per the DGIS' request:** Outcomes were selected in proportion of their representativeness of the six ToC elements (use of reliable evidence, social inclusion, coordination/collaboration, WASH/IWRM integration, accountability, and budget transparency). For the detailed process of HO selection for substantiation please refer to Annex 3.
- **The type of actor relating to the outcome:** outcomes were selected for validation according to the type(s) of actor(s) involved (CSOs, National/Local Government, Other).
- **The outcomes' significance to intended (positive) policy changes as identified in project documents:** sequential (outcome is one stepping stone in the chain of policy changes), pivotal (outcome is a turning point in the policy change), true (outcome is one concrete policy change – either in legislation, policy, practice, or norms), and setback (outcome is obstructive to positive policy change).

5. These include WASH governance structures and compliance with international standards, corruption, inclusiveness frameworks and practices, WASH policy making and distribution of power at national and local levels, stability and conflict, and WASH and advocacy spaces locally and nationally.

- **The outcomes relating to all intervention areas within each of the five WPs selected for validation as applicable:** Outcomes were selected proportionately in relation to the total numbers harvested for each level of intervention area (national and district level) as applicable.⁶
- In keeping with good practices, the final selection of outcomes included approximately 20 percent of the total number of harvested outcomes as indicated in Table 1.⁷

Table 1. Number of outcomes selected for validation in each case study Work Package

| WP | Total # of harvested outcomes ⁸ | # of outcomes selected for validation |
|--------------|--|---------------------------------------|
| Uganda | 72 | 14 |
| Kenya | 137 | 27 |
| Ghana | 30 | 8 |
| Bangladesh | 90 | 21 |
| India | 62 | 12 |
| Total | 391 | 82 |

Substantiation process:

The substantiation process was conducted by PopDev's national consultants based in the countries with close supervision from the evaluation team in the following steps:

1. A substantiation form was developed for each outcome selected for substantiation. The form included the outcome statement, its significance, and Watershed's contribution – all as stated verbatim in the HO documents. On the form, substantiators were asked to state their level of agreement with the statement on a combined ranking of a three-point value scale (fully agree, partially agree, disagree) in addition to two categories reflecting the substantiators' familiarity with the outcome (not knowledgeable enough to answer) or their willingness to comment (prefer not to answer). This combined scoring enabled a nuanced and precise assessment by substantiators that acknowledges the sensitivities surrounding assessment and minimises non-response. For Watershed's contribution, substantiators were asked to state their level of agreement on a scale that included a compounded four-point scale (majorly direct, partially direct, indirect, negligible), in addition to two categories accounting for the substantiators' familiarity with Watershed's stated contribution (not knowledgeable enough to answer) or their willingness to comment (prefer not to answer). The compounded scale ensured a more detailed assessment of Watershed's contribution both in terms of the programme's positioning within the policy making context (direct/indirect contribution) and the magnitude of the contribution (majorly, partially, etc). This scoring system was developed in line with good practices for HO substantiation and was approved by Watershed as part of the evaluation inception report. The form also enabled substantiators to provide open-ended comments on the outcome statement, significance, programme contribution, and final reflections.
2. National consultants asked the WP lead and contracted CSOs to recommend a list of suitable external substantiators. In addition, consultants compiled a list of potential substantiators drawing on their own contacts in the WPs' areas of intervention (national and district levels).
3. The selection of substantiators observed the following criteria: experts in the WASH sector with operational knowledge in the areas of intervention, experts who are familiar with Watershed but at sufficient distance to maintain objectivity and neutrality. Balance

6. World Bank. (2014). Outcome based learning field guide; Tools to monitor outcomes and systematically learn from complex projects. Retrieved from: <http://documents1.worldbank.org/curated/en/457811468167942364/pdf/901760WPOBox380Learning0Field0Guide.pdf>

7. *ibid.*

8. These figures are based on the most updated list of harvested outcomes shared by the Watershed core team.

- between governmental and non-governmental experts was also observed.
4. Substantiators were contacted by national consultants through an introductory email and a phone follow up as needed to secure consent. The email detailed the purpose of the substantiation and the details of the process. The consent rate for substantiators' participation in the process was around 95%. In total, 44 external substantiators participated in the substantiation process across the five countries.
 5. The number of outcomes to be substantiated was capped at 10 outcomes per substantiator. Accordingly, in countries with more than 10 outcomes selected for substantiation, a proportionate number of external substantiators was identified. In order to ensure that there were at least 3 responses per outcome, additional external substantiators were identified in the event that initial substantiators were not knowledgeable enough to respond. As such, more than 3 responses were obtained for some outcomes. For example, for the Kenya WP, 27 outcomes were selected for substantiation, and 19 substantiators were selected to substantiate the outcomes.
 6. Each outcome was substantiated by at least 3 substantiators. This number was based on good practices for outcome harvesting and was approved by Watershed as part of the evaluation inception report.
 7. Each substantiator was sent an email with up to 10 outcomes for validation and the assessment sheet for scoring.
 8. A period of two weeks was given to substantiators to complete the assessment. National consultants followed up with substantiators to ensure the timely completion of the task. Most substantiators returned the assessment sheets within the two-week time limit electronically. For the small number of substantiators who did not complete the assessment sheets, national consultants gave them the option to complete the assessment over the phone.
 9. Results from the substantiation process were reviewed by national consultants and the evaluation team. In the instances of incomplete or unclear submission, national consultants followed up with substantiators through phone calls to clarify results and reasons for scoring.
 10. Outcomes were substantiated by a simple majority of the scores of 2 out of 3 substantiators. In cases of no majority, national consultants conducted further investigation with substantiators and their own contacts to clarify any areas of contestation to the extent possible.

Substantiation results:

Substantiation of harvested outcomes was conducted for five Watershed country WPs. A total of 82 outcomes were selected for substantiation by external substantiators. The results from the external substantiation are presented in Table 2, below.

Table 2. Results from external substantiation of harvested outcomes

| WP | Substantiators' Responses | | | | | | | Total |
|--------------|---|----------------------------------|--------------------------|---|---|---|-----------------------------|-------|
| | Fully agree/ majorly direct (FA/MD) | Fully agree/ partially direct | Fully agree/ indirect | Partially agree/ majorly direct (PA/MD) | Partially agree/ partially direct (PA/PD) | Not knowledgeable enough to answer (NKE) | Contested (no consensus) | |
| Ghana | 6 (75%) | 1 | 1 | | | | | 8 |
| India-Bihar | 1 (17%) | | | 2 | 1 | 2 | | 6 |
| India-Odisha | 4 (67%) | | | | | 1 | 1 | 6 |
| Bangladesh | 17 (81%) | | | | 1 | 2 | 1 | 21 |
| Kenya | 19 (70%) | 3 | | | | 2 | 3 | 27 |
| Uganda | 11 (79%) | 1 | | 2 | | | | 14 |
| Total | 58 (71%) | 5 | 1 | 4 | 2 | 6 | 6 | 82 |

Seventy-one percent of HOs fully substantiated: Of the 82 externally substantiated outcomes, 71 percent were fully substantiated, where a majority of 2/3 of substantiators fully agreed with both the outcome statement & Watershed's stated contribution. This overall rate was reflected across individual country WPs, with the exception of Bihar, India. Substantiators were not fully convinced by the stated occurrence of the outcomes and of Watershed's stated contribution.

Fifteen percent of HOs partially substantiated: 15 percent of the outcomes were partially substantiated, where a majority of 2/3 of the substantiators partially agreed with the outcome statement or with Watershed's stated contribution (partially direct or indirect). The partially substantiated outcomes primarily related to disagreement with Watershed's stated contribution, which often failed to account for the contribution of other actors to the outcome. This was identified by country WPs as a weakness of the OH process. For example, external substantiators in Ghana commented on HO #8 that Watershed's contribution to the Water Resources Commission (WRC) sharing water quality data freely with the programme was partially direct, as the then ongoing national anti-illegal mining campaign would have also contributed to this outcome. In other cases, substantiators disagreed with the outcome statements themselves. For example, in India (Debkhal Chaur), substantiators stated that the description of HO #4 on increased attendance and active participation of women and Scheduled Castes in Ward meetings might not reflect the level of actual participation, which is usually kept at the nominal stage of attendance rather than active decision-making authority.

Fourteen percent of HOs not substantiated: 14 percent of outcomes could not be substantiated due to lack of majority or non-response and therefore were excluded from the analysis. For 7 percent of the non-substantiated outcomes, no majority could be reached across substantiators. These outcomes registered a spread of scores across the three substantiators that could not be reconciled into a majority. In these cases, follow-up with the external substantiators was undertaken to gain a more nuanced understanding of their competing responses. The other 7 percent of non-substantiated

outcomes was due to the substantiators' unfamiliarity with the outcome or their unwillingness to comment. For these outcomes, a majority of 2/3 of substantiators indicated they were not knowledgeable enough/preferred not to answer categories.

These findings are important because they reflect the sensitivities of working within the WASH sector and the politics around sanctioned criticism and self-censorship. For example, HO #76 from the Kenya WP, categorised as a setback outcome, states that Lake Ol Bolossat was declared a wetland protected area in 2018, resulting in the dissolution of the land title deeds and the potential forceful evictions of inhabitants. Due to the political sensitivity of the issue, substantiators abstained from commenting on the outcome. In other cases, it was not possible to substantiate some HOs that were of a 'sequential' nature, i.e. those referring to small steps that lead to concrete changes, for example verbal commitments made by governmental actors at particular meetings.

While all of the harvested outcomes from the eight WPs were analysed, the external substantiation exercise provided a more nuanced understanding of the programme's contribution and validated the occurrence of the stated outcomes. The strong results, with seventy-one percent of the harvested outcomes being fully substantiated and only fifteen percent being partially substantiated, provided assurance that the harvested outcomes – which were a primary data source for evaluating the effectiveness of the programme – were an accurate representation of the programme's achievements.

Findings

1. Relevance and Coherence

The evaluation addressed the relevance and coherence of the programme in relation to 1) Watershed’s relevance in the extent to which its design and rationale aligned with the sixth Sustainable Development Goal (SDG6) and the WASH sector priorities globally and nationally, the alignment of the programme’s ToC with WASH policy making priorities in areas of intervention, the initial composition of the consortium partners, the selection of MEL mechanisms.; and 2) Watershed’s coherence according to its consistency with other existing programmes in areas of intervention and the selection of contracted partners.

Findings of the relevance and coherence section were drawn from the following sources: external document review, internal document review (annual plans and reports, inception/MTR reports, Board/PWG meeting minutes), key informant interviews, and context analysis/mapping (outlined in Annex 1).

The scores for each evaluation question in this section are shown in Table 3, below:

Table 3. Scoring for Watershed's Relevance and Coherence

| | Least satisfactory | Partially satisfactory | Satisfactory | Highly satisfactory |
|--|--------------------|------------------------|--------------|---------------------|
| Relevance and Coherence | | | | |
| Alignment of Watershed with SDG6, WASH governance priorities at global and national levels | | | | X |
| Alignment of Watershed ToC with WASH policy making | | | X | |
| Composition of consortium partners | | | | X |
| Selection of MEL mechanisms | | | X | |
| Consistency with other existing programmes | | | | X |
| Selection of contracted partners | | | X | |

1.1. Alignment of Watershed rationale with SDG6 and WASH governance priorities at global and national levels

➔ **Finding 1: Watershed rationale was highly relevant in relation to the WASH sector and SDG6 (governance needs and priorities at global and national levels).**

The overall mission of *Watershed – Empowering Citizens* was to improve sustainable and inclusive governance and management of WASH services and resources in line with the UN's SDG 6 dedicated to clean water and sanitation. With this mission, the programme's design adopted a novel approach based on lobby and advocacy. With this approach, the programme addressed two important systemic challenges to universal and sustainable access to clean water and sanitation – namely water, sanitation and hygiene (WASH)/water resource management (WRM) integration, and social inclusion. Findings from the review of external documents on the WASH sector globally and interviews with key informants revealed that the programme's design succeeded in addressing three main challenges to the sector:

1. *Weak and uncoordinated governance structures and mechanisms* at global, national and local levels. Watershed's L&A approach was highly relevant and innovative;
2. *Dominant divide between the WASH and IWRM sub-sectors*. By addressing a nascent debate in the sector, Watershed has set the foundations for an important paradigm shift; and
3. *Exclusion of the most vulnerable constituencies* from decision-making processes and improved WASH access. Watershed was highly relevant in focusing on social inclusion, particularly that of women and girls who bear the burden of securing water in underserved communities.

Over the five years of implementation, the programme's purpose has become increasingly relevant as a result of two upcoming global challenges. The first is that of water security and conflict due to the momentous effects of climate change. The second is the Covid-19 pandemic that is exacerbated by the lack of sanitation, hygiene and adequate access to clean water.

1.2. Alignment of Watershed ToC and assumptions with WASH policy making

➔ **Finding 2: The ToC design was satisfactory with shortcomings at the levels of causal assumptions.**

Successful ToC design: Watershed's ToC was designed in a dynamic and multi-layered approach that captured the programme's overall aims while enabling flexibility across its main operational components or Work Packages. This dynamic and flexible design was highly relevant to the complexity of working towards SDG6 targets at national and global levels. Referred to as a 'living document' by various Watershed partners, it was updated on a yearly basis to optimise contextualisation and learnings gained through operations and monitoring processes. As such, the evaluation assessed the programme's achievements and contribution in relation to the yearly updates in ToC and annual plans of WPs.

Unsustained ToC Assumptions: The ToC causal assumptions were developed with a technical and linear understanding of policy making that is predominant in the WASH/IWRM sector. The ToC assumptions were based on the idea of a 'knowledge gap' of the importance of sustainable, inclusive, and integrated WASH/WRM among various actors – donors, governments, CSOs, and

citizens. However, as raised in most of the sensemaking sessions with the WPs, a heavy focus on 'knowledge' comes at the expense of accounting for the politics underlying governance in general and in the WASH sector in particular. Furthermore, the politics of governance have been widely recognised in the WASH sector across various research, policy, and non-governmental actors. For example, ODI's Kooy and Harris (2012) highlight the importance of conducting a political economy analysis for WASH programmes and explicitly reflecting it in the ToC.⁹ Another study on Zambia refers to the inherent dynamics of power, politics, and history as crucial factors affecting sanitation in informal urban settings.¹⁰ Watershed's premise did not fully attend to the equal importance of 'political will'. The inception phase included a limited and selective process of context analysis in only some country WPs. This was acknowledged to be insufficient in the 2017 Inception Report. As such, it accounted only marginally to the important political entanglements between various actors, and the power dynamics that shape decision making and operationalisation across and within various contexts.

1.3. Composition of consortium partners in relation to Work Packages

➔ **Finding 3: The composition of Watershed's consortium partners was highly satisfactory at the inception stage.**

Innovative Strategic Partnership Design: Watershed's composition was highly relevant to the intended outcomes set out in the project document. It was designed as a strategic partnership between four Dutch NGOs and the funder (MoFA). This design intended to flatten hierarchies between donors and implementing partners, and build strong lasting alliances between governmental and non-governmental actors. The partnership was built on a high level of commitment from both sides. MoFA's commitment was demonstrated through its 2016-2020 Dialogue and Dissent Policy Framework which solicited the interest of the four NGOs in designing Watershed. On their part, all four consortium partners benefit from a solid track record of leading and innovating in WASH programmes around the globe. The initial design of the consortium was highly relevant in accounting for the complementarity of the consortium NGOs' thematic strengths, as outlined in Table 4 below, and justified the overall selection of countries of operation.

9. Kooy M. and Harris D. (2012). Political Economy Analysis for Water, Sanitation and Hygiene (WASH) Service Delivery. ODI Project Briefing No77, 2012. <https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/7797.pdf>

10. Kennedy-Walker R., Amezaga J.M., and Paterson C.A. (2015). The role of power, politics and history in achieving sanitation service provision in informal urban environments: a case study of Lusaka, Zambia. International Institute for Environment and Development (IIED). 489 Vol 27(2): 489–504. <https://journals.sagepub.com/doi/pdf/10.1177/0956247815583253>.

Table 4. Consortium Partners' L&A Skills for WASH Governance

| | Simavi | IRC | Wetlands Int'l | Akvo |
|----------|--|--|--|---|
| Local | <p>Building capacities of CSOs in evidence-based advocacy and lobbying</p> <p>Advocating and building capacity in community tools for empowerment and accountability (e.g. citizen report cards and budget tracking)</p> | <p>Capacity building on sustainable WASH service delivery, particularly towards local government</p> | <p>Training local partners in advocacy and policy influencing</p> <p>Support for reaching agreements between local partners on planning for water supply</p> | <p>Strengthening organisational capacities in reporting by building partner capacity in Really Simple Reporting (RSR)</p> |
| National | <p>Capacity assessments of local and national CSOs</p> | <p>Advocating and building capacities in sector learning and knowledge management</p> | <p>Training partners in communities around resilience and water resource management</p> | <p>Building capacities of partners on data collection and monitoring using Akvo FLOW</p> |

Retrieved from: 2015 WASH IT! Programme final document, page 55.

Low relevance of the financial structure to programme needs: This was reflected in a financial structure that allocated a portion of the budget relative to the role of each consortium partner. However, this organisational-financial design overlooked the importance of consortium partners' physical presence in countries of operation. This shortcoming was acknowledged as early as the conclusion of the inception phase in 2017. Mechanisms of support and collaboration were later clarified.

1.4. Selection of MEL mechanisms

➔ **Finding 4: The selected MEL mechanisms were satisfactory, with constraints related to a change in instruments.**

Relevant MEL instruments: The programme designed a range of MEL mechanisms that intended to capture the achievements of the programme. The designed instruments observed a balance between qualitative and quantitative assessments. The initial choice of instruments, QIS ladders, were adopted for the initiation of the programme.

Constraints in adaptation of MEL tools: Between 2017-2018, Watershed amended its MEL system by adopting Outcome Harvesting (OH). Subsequently, the use of Qualitative Information Systems (QIS), which had been used since programme inception, stopped. This resulted in some adjustment by WPs to learn and operationalise the HO process. The HO process was highly relevant for a systematic capture of detailed outcomes. At the same time, while the adoption of OH was highly beneficial to the programme, it came late into the process and compromised the quality of harvested outcomes. Contracted CSOs reported struggling with: gaining sufficient working knowledge of the difference between outputs and outcomes, balancing between HO's quantity and quality, bias towards capturing positive rather than negative outcomes, and capturing Watershed's explicit contribution rather than other actors'. These shortcomings could have been addressed if OH was introduced earlier at the inception phase where contracted partners could have had more time to learn and adapt to the tool.

1.5. Coherence with existing priorities and initiatives in intervention areas

➔ **Finding 5: Watershed was highly coherent with existing priorities and initiatives in the intervention areas in countries of operation.**

Appropriate selection of intervention areas: Watershed's selection of countries of operation and intervention areas were well founded and based on the consortium partners' prior direct experience and achievements in the contexts. From the interviews and the internal reports, consortium partners had direct operational history in all country WPs and enjoyed long-established relations with local CSOs who were brought on board for Watershed.

High need for L&A approach: Watershed's approach to enhance CSOs' capacity for L&A actions was unique and innovative compared to other existing WASH programmes that focus on infrastructure development. All WPs recognised the uniqueness and usefulness of Watershed's L&A approach, while admitting that it took time to shift their mindset from implementation to advocacy. For example, Ghanaian CSOs' WASH advocacy capacity was limited prior to Watershed. It often took on informal and limited dimensions; such as taking advantage of the presence of political parties during election campaigns to lobby for their share of development.

Consistency with priorities and programmes in non-country WPs: The non-country WPs, and in particular the Netherlands WP capitalised on Dutch support of WASH programmes around the world for more than fifty years and its recent prioritisation of L&A through its *Dialogue & Dissent and Power of Voices* frameworks. Watershed is one of the few Dutch strategic partnerships exclusively focused on enhancing CSOs' capacity for effective L&A for sustainable WASH for all. Some comparable programmes were identified, including SNV's Voice for Change Partnership (V4CP) & the Netherlands' Water, Sanitation and Hygiene Sustainable Development Goal (WASH SDG) programme.

1.6. Highly appropriate selection of contracted and non-contracted partners

➔ **Finding 6: Watershed's selection of contracted and non-contracted partners was highly appropriate and carefully designed.**

Clear selection criteria: The WPs' selection of partner CSOs was carefully designed across all countries of operation through a mapping of suitable non-governmental actors and groups, their credentials, and the WPs' past fruitful experiences of mutual collaboration. For example, in Ghana, both contracted & non-contracted CSOs were chosen based on their location, the mandate of the organisation in relation to planned activities, L&A experience and the number of organisations that could be supported by the budget. In Kenya, clear selection criteria included official legal status, levels of operation (National, Kajiado and Laikipia districts), focus on WASH/WRM and L&A, ability to reach wider audiences, and linkages with government structures.

Considerable balance between WASH and social inclusion needs: Watershed's initial design prioritised social inclusion within WASH needs. The selection of contracted CSOs reflected this balance in most country WPs especially at the level of non-contracted partners. In Kenya, non-contracted CSOs were selected on the basis of working with and representing marginalised groups. In Uganda, non-contracted CSOs were selected on the basis of their capacity needs and their expressed interest

in IWRM. The selection process was highly participatory as it included a local-level government official. In Bangladesh, the non-contracted partners included citizens' committees who were made up of various socially excluded groups such as nomadic, disabled and religious minorities.

Broad reach and high representativeness of underserved groups: Contracted CSOs in all WPs worked with both individual groups and networks. Some WPs extended their reach to groups working on non-WASH issues. For example, Kenyan contracted CSOs brought on board groups who focused on social and economic rights, indigenous communities, women, persons living with disabilities, and youth. In India, most non-contracted CSOs were WASH actors at grassroots levels, citizens' groups and a network of conservationists. Similarly in Bangladesh, the Watershed citizens' committee included nomadic boat communities who are usually excluded from formal services. One exception was Ghana, where the selection was skewed towards CSOs who focused on technical and implementation aspects of WASH/IWRM with less reach to underserved populations.

Low engagement with some actors: Watershed's initial mandate prioritised governments, and identified religious leaders, the media, and the private sector as other significant actors in improving WASH governance. The lowest engagement was recorded with the private sector although it is one of the most important WASH actors with high leverage and connections with governments. In Kenya, contracted CSOs acknowledged that greater reach could have included groups working on agriculture, livestock, and public health in addition to private sector providers and the media. In Uganda, CSOs found that earlier engagement would have been beneficial with the private sector who has a large impact on WRM and environmental degradation, and with the media who would have supported advocacy interactions.



Watershed partners in Mali in discussion during accountability workshop, May 2018
© Lamine Sanogo (Network of Journalists for WASH, partner of Watershed Mali)

Reflections on Watershed's relevance and coherence

What worked?

- Watershed's focus on lobby & advocacy, linkages between WASH/IWRM and emphasis on including vulnerable constituents addressed WASH sector and SDG6 priorities at global and national levels
- The overall ToC design outlined clear pathways of change across local, national and global levels.
- There was a systematic approach to selecting contracted partners, encompassing backgrounds in WASH, water resource management and social inclusion. However, there was lower engagement with significant actors from religious organisations, media outlets and the private sector.

What didn't work?

- The underlying causal assumptions were unsustainable by exclusively focusing on a 'knowledge gap' among various actors - donors, governments, CSOs, and citizens. These assumptions overlooked important premises shaping the policy process, especially political will and enabling environment.
- The context analysis at the inception phase was selective and limited and hindered the revision of ToC assumptions. Context analysis and power mapping were conducted at different stages. However, they were not effectively integrated in the operations.
- The change of MEL tools midway through the programme to Outcome Harvesting resulted in several shortcomings that could have been addressed earlier.

What could be done differently?

- **Periodic revision of programmatic global ToC:** The annual ToC review needs to revisit assumptions of the global ToC more systematically to account for a more relevant contextual fit.
- **Greater emphasis on political context analyses:** Shift focus from 'knowledge gap' to power dynamics to account for the political relations between actors and their influence on the creation and operationalising of policies.
- **Ensure learning and contextualisation of new MEL tools:** Outcome harvesting is a well suited MEL tool for this programme. However, it requires ample learning and contextualisation by local implementing partners for optimal use.

2. Effectiveness

In order to evaluate the programme’s effectiveness, Watershed’s contribution to the following variables was evaluated: meeting partners’ capacity development needs and priorities; observable increases in partners’ L&A capacity; CSOs’ effective evidence-based L&A actions; and changes in governments’ and donors’ policies, practices and investments. The data sources used to evaluate these questions are outlined in detail in Annex 1 and listed prior to each sub-question.

2.1. Capacity development

The following section details the effectiveness of Watershed’s capacity development support and observable changes in partners’ L&A capacity. CSA forms, CAP forms, annual plans, interviews with contracted CSOs, LT champions and WP leads and sensemaking sessions with the WPs were used to triangulate the scoring provided, as outlined in Table 5 below.

Table 5. Scoring for Watershed’s Effectiveness at Capacity Development

| | Least satisfactory | Partially satisfactory | Satisfactory | Highly satisfactory |
|---|--------------------|------------------------|--------------|---------------------|
| Effectiveness – Capacity Development | | | | |
| Meeting partners’ capacity development needs and priorities | | | X | |
| Observable changes in partners’ L&A capacity | | | | X |

2.1.1. Meeting partners CSOs’ capacity development needs and priorities

➔ **Finding 7: Overall, Watershed satisfactorily met the needs and priorities of contracted partners in the country WPs.**

Contracted partners from the WPs stated that capacity development was a well thought out and systematic process. Capacity development needs were (re)assessed on an annual basis through Capacity Needs Assessments (CSAs) and Capacity Action Plans (CAPs), where partners listed their top three development priorities. Across all of the WPs, contracted partners stated that their capacity development needs were met:

“We feel that the needs identified and the resultant trainings conducted were highly relevant for [us]. These needs were identified based on CSAs and yearly plans developed. For example, L&A is a complex subject and although [we have] some experience in the subject, we feel appropriate training was provided as per the needs of the programme and gaps identified for [us] as an organisation to effectively implement the Watershed programme.” (WS23)

➔ **Finding 8: Operationalisation of capacity development in relation to CSA tools, and two elements of the TOC, social inclusion and WASH-IWRM integration, was variable.**

Inadequate support for the Capacity Self-Assessment (CSA) tool:

Partners in half of the country WPs noted difficulty self-assessing, as they lacked a comprehensive understanding of the process and tool. One respondent attributed this to the exclusion of local partners from the development of the tool:



“The main challenge was that local partners were not included in the development of the tools. The actors should have taken part in the development of the tools to increase comprehension. We all ended up learning as we went along on the spot....We received the tools and then the PMEL team somehow explained the process through the guidelines but it was not structured or sufficient for local partners to understand them, contextualise them, and put them in practice”. (WS 11)

Across five of the country WPs, this resulted in some scoring that lacked detailed narrative descriptions and decreasing numerical scores that did not match the vague, yet largely positive, narrative descriptions provided. Two examples of this are provided in Table 6, below.

Table 6. Variable CSA scoring across years

| Capacity Element | 2018 CSA Score | 2019 CSA Score |
|---|---|---|
| Level of understanding of sustainability of WASH services | 5 (dark green) [We] believe that WASH sustainability goes beyond infrastructure or service. It includes attitudes, financing and maintenance are key to sustainable WASH services. | 3 (yellow) There is an increased awareness among respondents about the scope of sustainability in WASH services. |
| WASH-IWRM integration | 4 (light green) There has been some level of capacity building of members to appreciate what IWRM-WASH integration entails. At this point the network needs to build more capacity to be able to track, budget allocation and disbursement as well as implementation by agencies tasked with implementation. | 3 (yellow) Through continuous with the partners on and off the field, the issue of integration between WASH/IWRM is beginning to receive some attention. |

During sensemaking sessions with the WPs, the evaluators sought to clarify this trend, and two explanations emerged. The first was that staff turnover and changes in the Secretariats of the CSOs meant that newcomers to the WP had less experience with the CSA tool and also had lower capacity than those individuals they replaced. Additionally, in the India and Uganda WPs, decreases in capacity scoring were a result of enhanced understanding of the capacity elements over time, with more critical self-reflection towards the end of the programme and inflated initial scores. However, all contracted CSOs, with the exception of ANEW, stressed that despite some of their capacity elements showing lower scores towards the end of the programme, their capacity across all elements had, in fact, increased.

Partners' lack of in-country presence: Capacity development was more challenging for those consortium partners who did not have an in-country office. For example, Simavi was responsible for the Social Inclusion Learning Trajectory but did not have in-country presence in Mali. This, combined with the French language barrier, hindered social inclusion training for the WP.

Mis-conceptualisation of IWRM-WASH integration LT: the IWRM-WASH integration LT was initially mis-conceptualised, with a focus on integration as opposed to linkages, and the training was highly technical and complex. This led to initial confusion and misdirection and ultimately delayed capacity development.

2.1.2. Observable change in L&A capacity of partners

📌 Finding 9: Significant improvement in L&A capacity was observed among partner CSOs and consortium partner organisations.

Contracted CSOs across the WPs noted improvements in their L&A capacity. Areas of enhanced capacity include gaining greater understanding of WASH-IWRM linkages, rallying collective voices for lobbying duty bearers, and utilising data for evidence in L&A activities:



“We had a general understanding, a birds eye view, of [Lobby] & advocacy before the Watershed programme. Now as a result of the training and being part of the programme we have come to know about the finer details. WASH budget tracking was a critical skill set learnt as a result of the project... it is essential for development of sustainable WASH.” (WS 24)

The most notable exception to this is the International WP's engagement with capacity development partner African Civil Society Network on Water and Sanitation (ANEW), which has been largely unsuccessful owing to ANEW's internal governance issues. Consortium partners' L&A capacity was also strengthened in terms of using a more strategic, as opposed to opportunity-based, approach to L&A, expanding their networks, and their greater awareness of suitable L&A partners and targets.



Women at the banks of River Mpanga, Fort Portal, during the 2018 Watershed Partnership meeting
© Evita Rozenberg, IRC

2.2. Watershed contribution to CSOs' effective evidence-based L&A actions

The following section details Watershed's effectiveness at enhancing CSOs' (positive) evidence-based L&A actions. Annual plans, annual reports, interviews with contracted CSOs, LT champions and WP leads, sensemaking sessions with the WPs and an analysis of all harvested outcomes, including external substantiator feedback, were used to triangulate the scoring provided, as outlined in Table 7, below.

Table 7. Scoring for Watershed's Effectiveness at Enhancing CSOs' L&A Actions

| | Least satisfactory | Partially satisfactory | Satisfactory | Highly satisfactory |
|--|--------------------|------------------------|--------------|---------------------|
| Effectiveness – L&A actions | | | | |
| CSOs using reliable evidence for L&A initiatives | | | | X |
| CSOs being socially inclusive, leaving no one behind? | | X | | |
| CSOs coordinating and collaborating amongst each other | | | | X |
| CSOs coordinating and collaborating amongst other non-governmental actors | | | X | |
| CSOs integrating WASH and IWRM in their lobbying messages | | | X | |
| CSOs holding government and service providers to account (including budget transparency) | | | | X |

2.2.1 Use of reliable evidence for L&A initiatives

➔ **Finding 10: Watershed contributed highly to partners' L&A actions in relation to generation of data for evidence (DfE), but less so in terms of evidence dissemination.**

CSOs gained greater understanding and application of the value of sourcing and using data for L&A actions. Notable examples of generating data for evidence for L&A activities include water quality testing undertaken in Ghana and a documentary produced in Mali to tackle faecal contamination. Mapping of WASH facilities in India and Bangladesh and water sources in Kenya was conducted in order to identify their condition, distribution and access.

Variable dissemination of DfE: In Uganda, CSOs lacked a clear work plan for effectively disseminating the evidence they had collected with their target audience. Similarly, in Kenya, the team developed an online monitoring reporting framework to help Watershed partners and other CSOs hold duty bearers accountable by monitoring the implementation of their election promises. However, external substantiation indicated that the monitoring tool and uploaded promises were not widely shared with CSOs.

2.2.2 Social inclusion

➔ Finding 11: Watershed's contribution to CSOs' L&A actions in relation to social inclusion was variable across WPs.

Social inclusion L&A actions not captured in harvested outcomes: In Mali, Ghana and the International WPs, social inclusion was implicitly integrated as a cross-cutting theme across many of the WPs' activities, but was not explicitly described in the harvested outcomes. As such, very few social inclusion outcomes were harvested for these WPs.

Low levels of participation: The Watershed programme aims for the highest rungs of the *participation ladder* namely 'voices and outcomes', yet many outcomes relate to the lowest level of participation, 'inviting to join'. In India, external substantiators commented that outcomes pertaining to attendance do not provide evidence on whether the marginalised groups are able to actively participate and make decisions regarding WASH & IWRM.

Confusion in working definitions of social inclusion vs gender-based inclusion: A key aim of the Watershed programme has been to ensure that issues of poverty, gender and inclusion are high on the agenda for advocacy and lobbying. However, in Uganda, social inclusion primarily focused on gender-based inclusion, with limited focus on other marginalised groups.

Voluntary engagement with LT trajectories: Despite social inclusion being a key focus of the Watershed programme, WPs were not obliged to engage with the social inclusion LT. The Ghana WP did not prioritise social inclusion until 2020. This, compounded by the COVID-19 pandemic and the implicit nature of their social inclusion actions, resulted in no social inclusion outcomes being harvested by the Ghana WP.

Some WPs achieved success in pro-poor WASH financing & representation of marginalised groups in WASH demands: Partner CSOs enhanced social inclusion through L&A actions to tackle pro-poor WASH financing, such as in Bangladesh where the WP successfully lobbied Union Parishad's to allocate 25 percent of the WASH budget for women and persons living with disabilities. In Kenya, CSOs have worked with marginalised communities to report on water pricing in order to fight corruption in pro-poor water rates. Additionally, marginalised groups have been included in WASH demands - in India, the WP succeeded in including the Scheduled Caste (SC) (*Mushar*) community in WASH demands, resulting in the repair of their community hand pump.

2.2.3 Coordination and collaboration

➔ Finding 12: Watershed contributed highly to CSOs coordinating and collaborating with other CSOs, but not with other non-governmental actors, in particular the private sector.

Successful collaboration with CSO partners: Overall, contracted partners felt that Watershed enhanced coordination and collaboration between themselves and other CSOs by facilitating workshops, meetings and multi-stakeholder dialogue platforms. In Kenya, partners formed two multi-stakeholder forums (SUMMIT in Kajiado & WESCOD in Laikipia) to bring together WASH and WRM actors, the private sector and governmental departments. In Bihar, India, collaboration between village-level organisations and women's self-help groups contributed to a remote household receiving piped water for the first time. In Mali, the WP established a civil-society alliance of more than 20 CSOs, media and human rights organisations.

Variable engagement with the media: Media engagement broadens the audience of L&A activities and was leveraged throughout the duration of the Watershed programme by the Ghana and Mali WPs, whose contracted partners included local journalist networks. However, the other country WPs stated that they would have benefitted from earlier media engagement, as their engagement with the media primarily occurred in 2019 and 2020.

Limited and delayed engagement with the private sector: While not all WPs prioritised engagement with the private sector, there were several that did (Kenya, Uganda & International). All three of these WPs stated that they would have benefitted from more active and earlier engagement of private sector actors. In Uganda, despite delayed private sector engagement, the WP was successfully able to get a private Hydro Power Company to commit €100,000 to support Watershed efforts in the lower Mpanga sub-catchment in November 2019 (HO 62 Uganda WP). However, the WP stated that had they started engagement earlier they could have made even more progress on leveraging private sector financing for catchment management and getting these actors to commit to water resource management beyond perfunctory CSR programmes. In Kenya, interviews with contracted CSOs indicated the need to engage with private sector actors such as large-scale farmers who tend to exert substantial pressure on water resources. Finally, the International WP's lack of progress on private sector engagement resulted in it being removed from their ToC in 2019 as the WP lacked the resources and follow-up time to conduct a mapping exercise of the most relevant global private sector actors in Watershed countries. The WP's difficulty engaging with the private sector was stated as a key internal learning and a potential avenue of exploration should Watershed continue.

2.2.4 Integration of WASH and IWRM

➔ **Finding 13: Watershed satisfactorily contributed to CSO partners integrating WASH and IWRM in their L&A activities, although it was a convoluted process that largely yielded results towards the end of the programme.**

Water quality management & WASH-IWRM committees: WASH-IWRM linkages have been operationalised through water quality management and the establishment of WASH-IWRM committees to bring together WASH and IWRM stakeholders and catalyse integration of WASH-IWRM services on the ground. In Kenya, Wetlands International and contracted partners CESPAD and NIA facilitated a meeting with various WASH/IWRM stakeholders, during which the Kajiado County Minister of Water and Irrigation decided to create a committee bringing together county WASH/IWRM stakeholders, including County Government, to oversee matters on subject integration. In Ghana, Watershed paid for a radio programme on WASH and IWRM, eventually resulting in the radio station incorporating issues of illegal mining and its impact on neighbouring water bodies in their regular programming. In Bangladesh, CSOs influenced two major political parties to adopt WASH/IWRM in their election manifestos.

Initial mis-conceptualisation of IWRM-WASH integration slowed progress: in 2019, WASH-IWRM integration was the learning trajectory with the lowest progress. This was largely a result of the initial mis-conceptualisation of the WASH-IWRM LT. However, in 2019, two new LT champions were brought onboard and the LT was reconceptualised to focus on IWRM-WASH linkages. As such, much of the capacity development has occurred during the last two years of the programme.

2.2.5 Holding government and service providers to account (including budget transparency)

➔ Finding 14: Watershed contributed highly to CSOs holding service providers to account (including budget transparency).

Accountability through evidence-based L&A and dialogue platforms: Country WPs noted significant achievements in holding service providers to account. This has occurred through the use of evidence-based L&A, including community scorecards, budget monitoring and water quality testing. Additionally, dialogue platforms have been established to enable communities and duty-bearers to discuss issues of WASH/IWRM. In Uganda, the WP established a platform for village-level leaders and community members to discuss questions about WASH/IWRM service delivery, which has reportedly continued and enhanced duty-bearers' transparency on performance and budgets. In Mali, following CSOs' joint advocacy with Parliamentarians, the National Assembly doubled the WASH budget from 2017 to 2019. In Ghana, increased citizen and media reporting on faecal pollution of water bodies in the Ankobra basin led the regional minister to schedule a meeting, for the first time, with contracted CSO Conservation Foundation to discuss their findings.

More attention should have been given to context analyses and the convoluted policy-making context in Watershed countries: Four of the country WPs (India, Bangladesh, Mali & Kenya) mentioned initial difficulty navigating the competing legislation and mandates of different governmental bodies at national and local levels and the fragmentation of government departments. For example, in Kenya, CSOs reported difficulty navigating the competing mandates of the National and County Government under the new Water Act (2016), as it was difficult to determine which departments were responsible for monitoring WASH and WRM services. In Mali and India, the WPs highlighted initial difficulty in targeting the governmental actors involved in WASH & IWRM due to the large number, and fragmentation of, governmental departments. However, the WPs have gained a greater understanding of the policy-making context and navigated these challenges well and have thus been very successful at holding service providers to account, as evidenced by their harvested outcomes.



WP Uganda convening a policy influencing meeting with Team Leader of the Albert Water Management to discuss the Mpanga River in Mwenzori region. © Sander de Nooij, EyeOpenerWorks

2.3. Watershed’s contribution to changes in governments’ policies, practices and investments

The following section details Watershed’s effectiveness at influencing governments’ and donors’ policies, practices and investments. Annual reports; the mid-term review; interviews with contracted CSOs, WP leads, consortium partners and MoFA; sensemaking sessions with the WPs and an analysis of all harvested outcomes, including external substantiator feedback, were used to triangulate the scoring provided, which is outlined in Table 8 below.

Table 8. Scoring of Watershed’s effectiveness at driving changes in governments’ & donors’ policies and practices

| | Least satisfactory | Partially satisfactory | Satisfactory | Highly satisfactory |
|--|--------------------|------------------------|--------------|---------------------|
| Effectiveness – Changes in Governments’ policies, practices & investments | | | | |
| Reach to decision makers - country WPs | | | | X |
| Reach to decision makers – Netherlands & International WPs | | | | X |
| Governments’ greater understanding of the importance of increasing citizen participation, social inclusion, accountability, transparency in planning, budgeting, monitoring and implementation | | | | X |
| National and local governments’ policy change in terms of greater citizen participation, social inclusion, accountability, transparency in planning, budgeting, monitoring and implementation | | | | X |
| Donors’ increased understanding of the importance of budgeting and increased financing for sustainable WASH for all? | | | X | |

2.3.1 Reach to Decision Makers

➔ **Finding 15: Watershed was highly satisfactory at reaching decision makers at local, national and international levels. However, among the WPs that prioritised private sector engagement, minimal and delayed engagement was achieved.**

Country WPs:

The country WPs achieved broad and impactful reach at national and local levels: Five of the six country work packages have achieved broad and impactful reach at both the national and local level – the Bangladesh WP also engaged internationally, with contracted partner Development Organisation of the Rural Poor (DORP) elected to the steering committee of the global partnership *Sanitation and Water for All* (SWA). The India WP engaged at the district and community level as the identified challenge was execution and implementation of policy frameworks at the local levels of governance. Although the WP engaged primarily at the district level, one of the partners from the India WP was invited by the Ministry of Finance to provide recommendations on WASH for the 2020-2021 national budget.

Country WPs engaged with a broad group of decision makers, including influential cultural figures, but those countries that prioritised private sector engagement only achieved minimal engagement: Examples of engagement with influential decision makers include the Uganda WP's engagement with the King of Tooro, who participated in Watershed activities to promote waste management and environmental restoration. However, as previously discussed in section 2.2.3, of those WPs that prioritised private sector engagement, engagement was minimal and delayed.

Netherlands' WP:

The NLWP's primary target was the Dutch Ministry of Foreign Affairs: The WP successfully engaged in dialogue with the Inclusive Green Growth (IGG) department through *keukentafels* (kitchen table discussions). However, the WP could have engaged more with the Social Development Department (DSO) of MoFA, as they work in silos from IGG, and this would have broadened the Netherlands' WP's reach to actors outside of WASH.

The NLWP experienced difficulty engaging with the Ministry of Infrastructure & Water and the Dutch Water Envoy due to a lack of clarity about their scope and mandate, although this was largely resolved by 2019 and the WP was able to work closely with Michiel de Lijster on the Netherlands' International Water Ambition (NIWA).

International WP:

The International WP primarily targeted global and regional CSO networks (e.g. End Water Poverty, FANSA, ANEW), influential allies (SWA, WSSCC, WIN) and international platforms and events (e.g. Stockholm Water Week, SWA High Level events, UN Level Political Forum). The International WP dropped engagement with the private sector as part of their ToC in 2019 owing to a lack of progress, and the WP was unable to follow up on initial interest for collaboration with the Global Water Partnership (GWP) and the Africa Ministerial Council on Water (AMCOW) due to changes in their leadership.

2.3.2. Watershed contribution to national and local governments' greater understanding of the importance of inclusive and sustainable wash

➔ **Finding 16: Watershed was highly satisfactory at enhancing governments' greater understanding of the importance of inclusive and sustainable WASH but did not account sufficiently for existing duty bearers' knowledge and political will.**

Enhancing and operationalising governmental understanding: of these capacity elements has been largely successful across the WPs. Citizens enjoy greater participation through the establishment of various dialogue platforms that create civic space for dialogue between CSOs and government. Governments have become more accountable as CSOs have enhanced capacity to track governments' budget expenditure. Additionally, the International WP's accountability study,

which highlighted limitations in 25 countries' progress towards SDG6 by 2030, has contributed to several governments outside of Watershed, including Afghanistan and Bhutan; strengthening their accountability mechanisms to achieve SDG6. Marginalised groups in many of the WPs are now included in WASH demands, although progress is less advanced in Ghana and Mali.

However, the governmental branch of the programme-level ToC omits existing governmental understanding and political will of duty bearers: The first outcome in the governmental branch of the programme-level ToC states: "government recognises the importance of citizen participation, IWRM/WASH integration, social inclusion, accountability & transparency in (budget) planning, monitoring and implementation". However, the Netherlands and Ghana WPs clarified that their governments already had significant understanding of the importance of these elements, and that their focus was instead on lobbying the government to operationalise their pre-existing understanding:



"In terms of government understanding of IWRM-WASH, I think you should just reverse that, it was us, the local CSOs who have limited understanding, we cannot project that onto government because we have [few] outcomes, they were the experts..." (WS63)

Moreover, the overall programmatic ToC does not account for the political will of duty bearers. Several WPs reported that despite understanding the importance of these elements, there is an unfavourable environment to act upon this understanding. Mali reported a lack of political will for fostering WASH-IWRM linkages. Similarly, the NLWP highlighted in their 2019 Annual Plan that despite committing to doing so, MoFA may not be receptive to developing an IWRM strategy and may instead wish to do so in a light and internal matter.

2.3.3. Watershed contribution to national and local governments' policy change to inclusive and sustainable WASH

➔ Finding 17: Watershed contributed to a significant number of policy changes, although the outcome harvesting tool did not capture the contribution of other actors to these policy changes.

Watershed contributed, both directly and indirectly, to 90 local and national government policy changes across the eight WPs.

Policies largely related to WASH budgets: Many of the policy changes relate to WASH budgeting. In Mali, the National Assembly doubled the WASH budget between 2017 and 2019. In Kenya, Kajiado sub-county water officers began uploading live updates of public expenditure tracking using the Akvo tools. In Bangladesh, Union Parishads allocated separate WASH budgets for women and persons living with disabilities.

Outcome Harvesting failed to capture the contribution of other actors to policy changes: External substantiators in Ghana stated that Watershed's contribution to the Ministry of Sanitation increasing its 2019 WASH budget by 35 percent was indirect. Many other actors were involved in budget advocacy activities aimed at the Ministry of Sanitation, while Watershed primarily engaged indirectly through the Parliamentary Select Committee for WASH and the Mole Conference, where budget advocacy has been on the agenda for many years. Similarly, external substantiators in Bangladesh commented that the internal commitment of the Prime Minister and other government officials was likely to be more important than Watershed in the revision of Bangladesh's National Strategy for Water Supply and Sanitation.

2.3.4. Donor's greater understanding of the importance of budgeting for achieving sustainable WASH for all and increasing funding for WASH

➔ **Finding 18: Watershed removed the section of the ToC that focused on increasing donor funding for WASH. Instead, focus shifted to ensuring donors' WASH budgets are in-line with their ambitions (NLWP) and financing strategies support achieving sustainable WASH/IWRM for all with leaving no one behind (Int'l WP). Watershed was highly successful at achieving these outcomes.**

The International work package sought to change the dialogue around WASH financing to incorporate blended finance mechanisms and to redefine financing policies and strategies to ensure that they support achieving sustainable WASH/IWRM for all with leaving no one behind (LNOB). As a result of the L&A actions of the International WP, including IRC co-authoring a working paper entitled "Mobilising finance for WASH: getting the foundations right", the German Agency for Development Cooperation (GIZ) and the World Bank now actively communicate the Watershed approach on sector financing. This is significant for achieving the International WP's ultimate goal of '*Governments prioritising WASH-WRM/water security, financing, national accountability and CSO engagement in WASH decision taking*'. However, recent data, including the International WP's accountability study, demonstrates that progress in the water and sanitation sector remains insufficient to ensure safe and sustainable drinking water and sanitation services for all by 2030. Globally, the sector is facing a significant financing gap to reach SDG 6, owing to low political priority and poor governance, and overall funding for the sector has decreased.

The Netherlands WP's ToC initially included two outcomes related to donor finance: 1) MoFA recognizes the need for additional donor funding & 2) MoFA pushes like-minded donors to formulate similar targets and budgets. These outcomes were replaced in 2018 as the WP gained a greater understanding of the complex political process surrounding the Dutch development budget – increasing the WASH budget requires decreasing the budget for other areas of development. Consequently, rather than lobbying for increased funding, the WP lobbied to ensure that MoFA's WASH budget is in line with its commitment of providing 30 million people with sustainable access to safe water and 50 million people with sustainable access to improved sanitation by 2030 (50/30 commitment). Over the past five years, MoFA's WASH budget has been sufficient for the Ministry to meet its WASH targets and the Netherlands' WASH budget has remained stable.

Reflections on Watershed's effectiveness

What worked?

- Watershed satisfactorily met contracted CSOs' capacity development needs.
- CSO partners' capacity for evidence-based L&A has been enhanced.
- This enhanced capacity resulted in positive evidence-based L&A actions, as evidenced by the WPs' diverse harvested outcomes. CSOs across the Watershed countries have effectively used reliable data for evidence for L&A initiatives, coordinated and collaborated with each other and held government and service providers to account.
- CSO partners have been highly successful at reaching local, national and international decision makers.

What didn't work?

- CSOs stated that they needed more support for the CSA tool.
- The WASH-IWRM Integration LT's initial misconceptualisation and technical approach led to confusion and misdirection among WPs. This ultimately delayed capacity development on the topic.
- There was variable progress on CSOs being more socially inclusive, leaving no one behind. Many of the social inclusion outcomes pertain to the lowest rungs of the participation ladder, 'invited to join'. Additionally, three WPs implicitly integrated social inclusion across their activities, but did not explicitly describe this in their harvested outcomes, making progress difficult to gauge.
- Of the WPs that prioritised engagement of private sector actors, limited and delayed engagement was achieved.
- The programmatic TOC does not account for existing governmental understanding of the importance of citizen participation, social inclusion, accountability and transparency and the political will of duty bearers, which has hindered policy change in some WPs.

What could be done differently?

- **Enhanced contextualised support and involvement of local partners in the development of MEL tools:** would have been valuable for CSO partners to optimise the value of the CSA form.
- **Linking WASH-IWRM:** many partners feel that they have not had sufficient time to put learnings into practice. Earlier efforts to address the shortcomings of the WASH-IWRM integration LT could have further enhanced CSOs' capacity in this area.
- **Mapping of socially excluded groups:** The variable progress on social inclusion demonstrates the need for enhanced support. As a starting point, there is a need to clarify among WPs who the excluded populations are, as this is still not clear to all partners.
- **Power mapping and context analysis:** A systematic political analysis and context analysis, conducted across all WPs, needs to be done at programme inception and updated on an annual basis in order to validate the underlying assumptions of the ToC which failed to account for political will.

3. Efficiency

3.1. Efficiency, adaptability/flexibility and partner relations

This section describes Watershed’s efficiency, through an analysis of the following sub-questions: the efficiency of Watershed’s overall budget design and allocation process; implementation of country WP activities; adaptability/flexibility during implementation; functioning of the consortium members in the PWG/Board; functioning of the consortium members in country WPs; and the partnership between MoFA (DSO, IGG, EKN embassies) and the consortium partners. The data sources used to score the efficiency of these sub-questions, as outlined in Table 9, below, are provided in Annex 1 and detailed at the start of each sub-section.

Table 9. Scoring of Watershed’s Efficiency, Adaptability/Flexibility and Partner Relations

| | Least satisfactory | Partially satisfactory | Satisfactory | Highly satisfactory |
|--|--------------------|------------------------|--------------|---------------------|
| Efficiency, Adaptability/Flexibility and Partner Relations | | | | |
| Watershed's overall budget design and allocation process | | X | | |
| Efficient implementation of country WP activities | | | X | |
| Watershed adaptability/flexibility during implementation | | | | X |
| Functioning of Watershed consortium members (PWG/Board) | | X | | |
| Functioning of Watershed consortium members in country WPs | | | | X |
| Partnership between MoFA (DSO, IGG, embassies) and the consortium partners | | X | | |

3.1.1. Watershed’s overall budget design and allocation

This sub-section describes Watershed’s decision-making process around budget allocations and overall findings about WP budgets. The data sources used for the findings include internal documents (annual plans, inception/mid-term review reports, Board/PWG meeting minutes), and key informant interviews.

➔ **Finding 19: Watershed’s overall programme budget and allocation process was found to be partially satisfactory.**

Decision-making process of budget distribution: At the inception phase, budget allocations across each country WP were set by the Project Board. Each consortium partner was responsible for its own total share of the budget and allocated across the respective work packages. As the budgets were “locked in” (WS45, WS57), there was generally little flexibility to manoeuvre the budgets - such as to bring in new partners - at the management level.

Inadequate planning in design and allocation: The inception phase of budget planning at the management level was inadequate. The planning occurred over two days and the brevity of allotted time contributed to “[not foreseeing] the part of the budget that was not allocated” (WS46). For instance, it was perceived that each WP was responsible for communication as this was not a separate budget item. However, there were issues regarding the maintenance of the website and communications outreach. There was additional confusion around the budget of the Fundraising WP. The budget for the Fundraising WP was frozen between 2016-2017 and was stated as having been an “invisible” WP (WS43).

Uneven country-level allocations and insufficient funding for activities: Country-level allocations varied, leaving some country WPs feeling that they had insufficient funding. At the programme inception, Watershed received half of its original budget request. It was decided to allocate a greater budget to Kenya and Uganda as “core” countries and a smaller budget to the four other country WPs (Ghana, Mali, Bangladesh and India). The selection process in itself was a “matter of ‘dealing and wheeling’” (WS46) because of the presence and network of the consortium partners. Reallocations were sometimes made between work packages. For instance, a consortium partner reallocated funds from India WP to Bangladesh WP as they did not have a presence in India. This affected India WP’s activities as partners felt the budget was “stringent” (WS36) and influenced their ability to “show results” (WS36). Mali, whose budget was similar to India’s, required funds for an elaborate study on national and local level parliamentarians and beneficiaries. The costs were not adequately met, which negatively affected the robustness of the results.

Delayed disbursement affected some country WPs: Watershed’s fund disbursement and responses to requests for training in country WPs were sometimes lagged. Due to the various channels of fund flow, there were “endless delays” (WS57) when it came to payments being made. This was pertinent in 2017, when consortium members had not received their grant disbursement from the Ministry of Foreign Affairs, which in turn affected payments to country partners. For instance, in Mali, there were several delays in disbursement until March 2017. In Ghana, delays in contracts and disbursements to partner organisations in 2017 led to producing fewer outputs than planned for 2018. Similarly, a partner in the Uganda WP reported receiving funds in a delayed manner in 2017 as well (Sensemaking Session 1).

3.1.2. Efficient implementation of WP activities

This sub-section discusses the implementation of WP activities. A comparative analysis of the multi-annual budgets of the WPs was conducted to trace the percentage of planned versus actualised expenditure every year. Figure 2 displays WPS’ sub-totalled actual expenditure by year. The results were then examined in relation to the proportion of realised outputs versus planned outputs (presented in Figure 1 which shows WPs’ realised outputs by year). The data sources used for the findings comprise of internal documents (annual plans, annual reports, inception/mid-term review reports) and key informant interviews.

➡ **Finding 20: WPs’ efficiency in consistently achieving their planned outputs was satisfactory.**

High achievements: As demonstrated in Figure 1, below, all WPs have recorded high achievements in their realised outputs despite the inconsistency in budget disbursements and expenditure (Figure 2). The Kenya and Bangladesh WPs exceeded their planned outputs throughout the programme.

Despite political turmoil and problems with budgeting, the Mali WP exceeded its planned outputs in 2018 and 2019. Ghana exceeded all planned outputs in 2017 and reached more CSOs and produced more evidence documents than planned in 2019. The India WP has made progress in realising outputs and has significantly exceeded its target outputs for 2019. The Netherlands WP reached 75% of its target outputs in 2017 and exceeded them in 2018 and 2019.

Figure 1. WPs' realised outputs as % of planned outputs

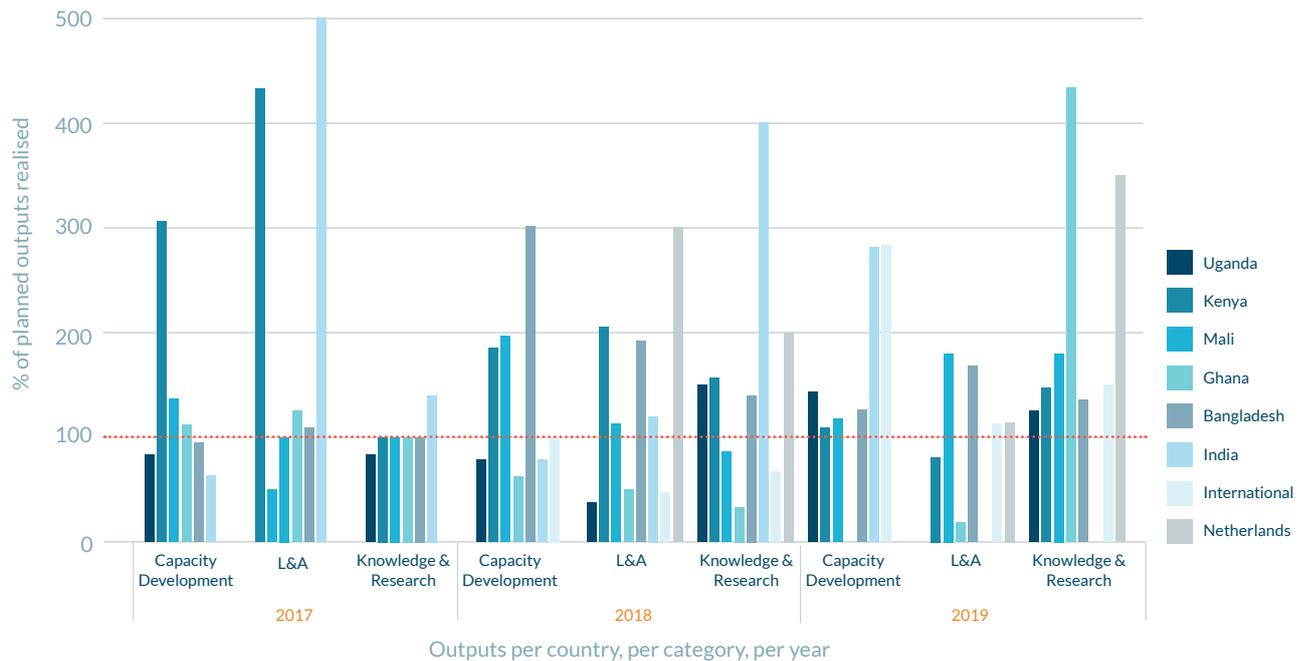
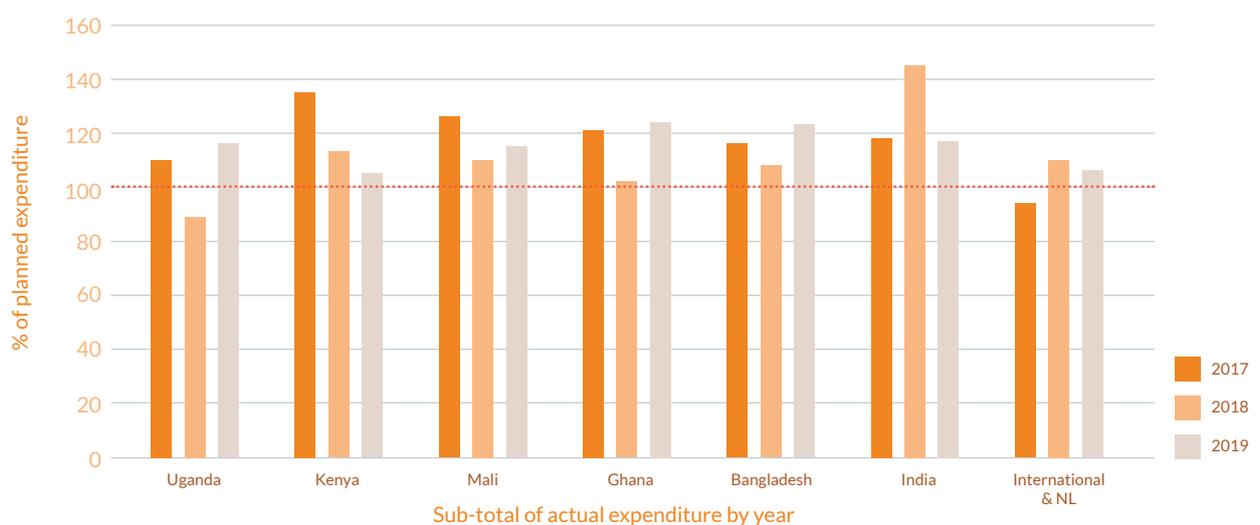


Figure 2. WPs' actual expenditure as a % of planned expenditure (sub-totals)



Variation in outputs: There were some instances where WPs did not realise their planned outputs. In Ghana, delays in contracts and disbursements to partner organisations in 2017 led to producing fewer outputs than planned for 2018 – as reflected in Figure 1 above. In the Kenya WP, delays in outputs occurred in 2017 onwards, which were related to delays in contracting and political transitions. In 2018, the organisations saw significant staff changes. For example, a consortium partner was late in developing and deploying a tool for Public Expenditure Tracking. This in turn delayed implementing partners' ability to deliver PET and community scorecards to people in Q3. The process remained incomplete until the end of the year.

3.1.3. Watershed's adaptability/flexibility during implementation

This sub-section discusses Watershed's adaptability and flexibility during implementation of activities in the country WPs. The data sources used for the findings include internal documents (annual plans, annual reports), key informant interviews and sensemaking sessions with the eight WPs.

➔ Finding 21: Watershed was highly satisfactory in terms of adaptability/flexibility during implementation at WP level

High flexibility and adaptability: At the WP level of operation, Watershed was highly flexible. Country WPs were able to revise their theory of change annually, self-assess their own capacities, plan activities for the upcoming year and select implementing partners. One implementing partner noted that “[they have] been very collaborative and flexible in their approach. They do not have a “typical donor attitude” (WS17). The Kenya WP specifically noted flexibility in shifting budget lines as needed and adapting capacity building training.

Adapting programming to COVID-19: CSOs reported flexibility to make decisions and set priorities when the COVID-19 pandemic hit. In addition, Watershed successfully launched virtual field visits when travel was restricted. The Ghana and Bangladesh WPs stated that Watershed was very flexible with COVID: “with the advent of COVID-19, we had to adjust our messaging...to giving COVID-specific messages” (WS26).

3.1.4. Functioning of Watershed consortium members (PWG/Board)

This sub-section discusses the functioning of the consortium partnership at the PWG/Board level of management. The data sources used for the findings include external documents¹¹, internal documents (Board/PWG meeting minutes), key informant interviews and sensemaking sessions with the PWG/Board.

➔ Finding 22: PWG and Board functioning faced weaknesses and was found to be partially satisfactory.

Competing programme and organisational priorities: Consortium partners faced challenges at the Board/PWG level of inter-organisational cooperation. This was pertinent in the development of a cohesive overarching L&A strategy and programme objectives (WS45, WS49, WS57, WS58). In addition, partners faced challenges in attaining cohesion between their autonomy as organisations and Watershed's interests. At times, individual organisations' priorities took precedence over the partnership's goals, which was reflected to be a “weakness of the model” (WS58). In addition, consortium partners were working on other projects simultaneously as Watershed, occasionally with larger budgets and time requirements. This resulted in decreased commitment to Watershed, thus adversely affecting the partnership (WS45, WS58).

Standpoints in the sector contributing to approaches taken: In the WASH sector, linkages between WASH and IWRM are fairly new and organisations' approaches were influenced by their standpoints in the sector. Some consortium partners were perceived as technical and evidence-driven while others as rights-based. This contributed to some partners facing challenges understanding WRM, while others faced challenges understanding WASH. Interviews indicate that the programme did not focus on WASH and WRM in a balanced manner (WS48, WS57, WS58). In addition, these standpoints influenced the way each consortium partner conceptualised and operationalised

11. Ministry of Foreign Affairs, Netherlands. 2017. Mapping the Expectations of the Dutch Strategic Partnerships for Lobby and Advocacy. Retrieved from: https://www.wur.nl/upload_mm/0/9/c/b87fa6d8-17da-46e3-aac2-286dea1487a2_Mapping-the-expectations-of-the-Dutch-strategic-partnerships-for-lobby-and-advocacy-research-report.pdf

aspects of the programme, such as the ‘integration’ of WASH/IWRM - one of the programme’s tenets - which faced challenges until 2019.

Learning trajectories brought in late and inadequately contextualised: Learning trajectories were conceptualised a year after the programme’s inception and faced challenges in adapting to country WP needs (WS1, WS36). LTs such as data for evidence and WASH/IWRM integration (linkages) required time to adjust to context-specific needs, resulting in momentum being generated halfway into the programme in 2018/2019. Interdisciplinary collaboration occurred between the LT champions for data for evidence and lobby and advocacy (WS36, WS41), and social inclusion and lobby and advocacy. Aside from this, however, LT champions did not communicate frequently to develop interdisciplinary trainings, such as socially inclusive WASH/IWRM (WS37, WS43, WS44, WS48).

3.1.5. Functioning of Watershed consortium members at country WP level

This sub-section discusses the functioning of the consortium partnership at the country WP level. The data sources used for the findings include internal documents (annual reports), key informant interviews and sensemaking sessions with the eight WPs.

📍 Finding 23: Consortium members’ functioning was highly satisfactory at the country WP level.

Effective in-country complementarity and collaboration: Most country WPs reported having positive complementarity between the consortium partners, particularly where partners had in-country offices. Findings indicate that the organisations complemented each other quite well as each had their own role and specific expertise that was suitable to the intervention areas. In India, there was a balance in the strengths of each partner between technical and non-technical organisations. In Bangladesh, each WP member had specific expertise that was suitable to the intervention area in Bhola. In Ghana, consortium partners had clarity on the partners’ roles and their contributions to achieving project targets. In addition, the Kenya WP reported overall effective relations with the Watershed office in the Netherlands as well:



“There was true partnership with mutual respect, we would discuss and agree at all levels” (WS34).

3.1.6. Partnership between MoFA (DSO, IGG, embassies) and the consortium partners

This sub-section discusses the partnership between the Ministry of Foreign Affairs and the four non-governmental organisations, as well as the relationship between the Embassy of the Kingdom of the Netherlands (EKN) embassies in countries and the country WPs. The data sources used for the findings include internal documents (annual reports, inception/mid-term review reports, board/PWG meeting minutes), key informant interviews and sensemaking sessions with the eight WPs.

📍 Finding 24: The partnership between consortium partners and MoFA, and that of the EKN embassies and country WPs was partially satisfactory.

Over the duration of the programme, the strategic partnership has weakened between the consortium members and MoFA - the fifth member of the partnership. In the initial half of the programme, the consortium partners faced time-intensive reporting requirements as well as

delayed responses and grant disbursement from the Ministry. Further findings include:

Change in MoFA department and staff: Watershed's relationship with the Ministry of Foreign Affairs has been dependent on the focal point within the Ministry. During the first two years of the programme there was a good relationship between Watershed and the Ministry. The representative from DSO was actively engaged, having helped to design the strategic partnership, the role of civil society and the ToC. However, this engagement reportedly decreased as the focal contact changed from a representative of DSO to a representative from IGG. Additionally, the transition to IGG was viewed as the Ministry perceiving WASH as technocratic (WS57).

Divergent expectations of partnership: Consortium partners and MoFA's expectations from the strategic partnership diverged over time. The consortium partners felt that the Ministry lacked the time and personnel capacities to truly operate as the fifth consortium partner. The Ministry agreed that this was the case owing to their large programme portfolio and reflected that in the future they would create clearer and more realistic expectations regarding their involvement from the programme inception.

Different perspectives about dialogue/dissent-based evidence-based L&A: The consortium members and the Ministry had different perspectives about the extent to which evidence-based lobby and advocacy activities should be dialogue-based or dissent-based. The Ministry was very satisfied with Watershed as a partner on knowledge and technical development. However, they reflected that efforts may have been better directed to involve the media to generate political attention for WASH issues that could then be taken up by parliament. MoFA's focus on dissent does not align with evidence from the field, which confirms that dialogue was the more sensible and effective strategy in the contexts of operation. Dissent would have jeopardised CSOs' safety and effectiveness of operations, and ultimately would have obstructed change and yielded fewer achievements.

Unclear role for EKN embassies in partnership: Within the partnership, there was limited clarity about the role played by embassies. The embassies were not consulted or involved prior to Watershed's inception. Independently funded WASH programmes by EKN embassies have a different approach than when funded from The Hague (WS38). Therefore, it was unclear whether the EKN embassies were to be partners or targets within the country WPs. Representatives from the EKN embassies in India and Kenya reflected that they would have preferred to have closer collaboration as a supporting partner and to have been involved in the programme design and planning.

Varying EKN embassy engagement at country WP level: There has been both high and low engagement across the EKN embassies in the country WPs. In three of the country WPs (Ghana, Kenya, Bangladesh) there has been frequent interactions with the embassy. In Ghana and Kenya, the embassies were keen to have high collaboration and sought greater involvement with annual planning. In two of the country WPs (Uganda, India), engagement has been minimal. In Uganda, the embassy did not have a programme focused on WASH, therefore there was no focal point of contact for the WP. In India, the embassy was not aware of the WP's activities and outcomes in the intervention areas.

3.2. Meaningful and equal participation of Southern partners

This section discusses Watershed’s meaningful and equal participation of Southern partners.¹² The data sources used to triangulate the scoring for each sub-question, as outlined in Table 10 below, are provided in Annex 1 and detailed at the beginning of each sub-section.

Table 10. Scoring of Watershed’s efficiency at ensuring meaningful and equal participation of Southern partners

| | Least satisfactory | Partially satisfactory | Satisfactory | Highly satisfactory |
|---|--------------------|------------------------|--------------|---------------------|
| Meaningful and Equal Participation of Southern Partners | | | | |
| Watershed’s amplification of Southern partners’ work at the international level | | X | | |
| Meaningful and equal participation of Southern partners (in country WPs) | | | | X |
| Watershed enabling meaningful and equal participation of Southern partners | | X | | |
| Country WPs collaborating bilaterally to share learnings | | | X | |
| Watershed fostering South-South collaboration | | X | | |
| WPs’ social inclusivity in terms of implementing partners and end-target groups | | | | X |

3.2.1. Amplification of Southern partners’ work at the international level

This sub-section discusses the elevation of Southern partners’ work at the global level. The data sources used for the findings include internal documents (annual plans, annual reports, inception/mid-term review reports, Board/PWG meeting minutes), key informant interviews and sensemaking sessions with the eight WPs.

➔ **Finding 25: Watershed’s amplification of Southern partners’ work at the international level was partially satisfactory.**

Relevance of country-international linkages: Elevating Watershed’s work at the international level is relevant for increasing external stakeholders’ understanding of the importance of L&A for WASH/IWRM as well as providing country WPs an opportunity to present their work. In turn, this can help to generate donor interest and external financing opportunities. For instance, CN-CIEPA from the Mali WP participated at international meetings in Lisbon, Libreville, Dakar and Costa Rica. CN-CIEPA shared their experiences about monitoring international commitments, budget advocacy and collaborating with governments. This increased their visibility – including with donors – and contributed to a doubling of their funding. Such positive examples could have

12. As social inclusion is a key component of Watershed’s programme, this section includes the use of the consortium-designed participation ladder as a measure to determine Southern partners’ level of inclusion in the programme.

been further facilitated by a clear communications strategy, which the Watershed programme lacked. In the initial phase, the Board discussed creating a Communications WP, which was later not implemented. Subsequently, there was miscommunication about who would be in charge of communications (Fundraising WP or International WP). As WPs allotted 10 percent of their budget to communications, there was an expectation that they would carry this forward. Given that there was limited clarity about Watershed's communications efforts, a strategy to showcase success stories at the international level becomes even more important.

Limited showcasing of country WPs' success: In the programme inception (2017 Inception Report), the Netherlands and International WPs were expected to work closely together in order to influence the global WASH debate by showcasing Watershed country case studies. There are some examples of this occurring at the Stockholm World Water Week. For instance, Watershed shared the Mali WP's activities to a representative from Burkina Faso under the theme of water security. Representatives from India and Kenya shared their practices on governance accountability. Additionally, IRC organised quarterly WASH debates, of which two highlighted social inclusion and WASH in fragile contexts, bringing in case studies from Kenya, Bangladesh and Mali. However, aside from these two platforms, there are few cases of amplifying country WPs' success. As this was not a primary focus of the International and Netherlands WPs, it was a missed opportunity that could have benefitted from greater communications outreach. Thus, while amplification of Watershed's work was conceptualised, it was not effectively operationalised over the five years of the programme.

3.2.2. Watershed enabling meaningful and equal participation of Southern partners¹³

This sub-section discusses the extent to which Southern partners participated meaningfully and equally – both within country WPs, as well as in the broader strategic planning and high-level management of Watershed. The data sources used for the findings include internal documents (annual plans, annual reports, inception/mid-term review reports, Board/PWG meeting minutes), key informant interviews and sensemaking sessions.

➔ **Finding 26: Within the country WPs, there has been highly satisfactory, meaningful and equal participation between consortium representatives and contracted CSOs.**

High participation and majorly equal recognition: The consortium partners within nearly all of the country WPs ensured meaningful and equal participation of the CSOs. CSOs reported that the consortium partners were receptive to feedback, treated them as equal partners and involved them in the decision-making processes. There was only one exception in the case of the Bangladesh WP, where an implementing partner reported feeling less valued and not adequately recognised by Watershed for their contribution to the WP's achievements.

➔ **Finding 27: Watershed enabling meaningful and equal participation of Southern partners in strategic planning and high-level management (PWG/Board) was partially satisfactory.**

Centralised strategic planning and high-level decision-making: Watershed's Board/PWG-level of management was centralised in the Netherlands which created a significant imbalance in power dynamics. Strategic and long-term planning was largely shaped by the Programme Board in the Netherlands, in which there was no country-level representation. In the proposal for Watershed's extension (Phase II), Southern leaders are included as members of the advisory boards, which places them at the lower tier of strategic inclusion (influence decisions). However, the decision-

13. As social inclusion is a key component of Watershed's programme, this section includes the use of the consortium-designed participation ladder as a measure to determine Southern partners' level of inclusion in the programme.

making and rulemaking is retained by Dutch organisations (the proposal describes power relations as “Dutch led/Southern implemented”). Moreover, Southern partners were not involved in the design of the Global Legacy Campaign. This was discussed during the Annual Partner Meeting 2020 by a CSO who questioned their exclusion from the initial planning. While feedback was collected from local partners, this placed them at a mid-level of participation (active participation) and they should have been made members of the Task Force.

Language barriers contributing to low participation: The PWG, Management WP, and LTs used English as the primary working language, leading to language barriers to participation. For example, training on social inclusion was provided once to the Mali WP, but the use of English “made the training less effective” (WS11). Furthermore, the Mali WP felt that they did not receive enough support and “had the burden to translate some of the tools and put them in operation for [their] local partners. In principle the original documents were meant to be bi-lingual but this didn’t always happen” (WS 11). On the other hand, a local partner in Bangladesh, Gender and Water Alliance, was contracted for provision of coaching on socially inclusive advocacy to the implementing partners in Bangla. Most contracted CSOs in the India and Bangladesh WPs speak English as a second language and engaged minimally during annual partner meetings. The lack of systematic translation during the annual partner meetings for non-English speaking participants placed them at a lower level of the participation ladder.

3.2.3. Watershed fostering South-South collaboration

This sub-section discusses the extent to which Watershed fostered South-South collaboration. The data sources used for the findings include internal documents (annual reports, inception/mid-term review reports), key informant interviews, harvested outcomes and sensemaking sessions with the eight WPs.

➡ **Finding 28: Watershed partner meetings provided a platform for country WPs to develop relationships. Country WPs satisfactorily collaborated bilaterally to share learnings on an ad-hoc basis and around particular themes.**

Bilateral collaborations to share learnings thematically: Watershed partner meetings contributed to country WPs building relationships with each other. In turn, bilateral collaborations occurred outside of a Watershed-created platform to share successful learnings about budgeting, media campaigns and outcome harvesting. For instance, the Kenya WP took up the Wottazela campaign from the Uganda WP in 2020. Wottazela fosters citizens’ views on service delivery through interactive radio campaigns and infographics, and after a successful run in Kenya, will be re-introduced in Uganda for a second round (Sensemaking Session 1; Sensemaking Session 2). In addition, the Bangladesh WP shared its knowledge on finance and budget tracking activities with the Kenya WP. At the same time, the Kenya WP shared their successful outcome harvesting process with other WPs (Sensemaking Session 2).

Collaborations between country WPs led by the same consortium partner: In certain cases where a consortium partner oversaw more than one country WP, there was scope for shared learnings. For example, IRC was the WP lead in both Ghana and Uganda, which contributed to greater collaboration across the two country WPs (Sensemaking Session 1).

➡ **Finding 29: Watershed’s strategy to foster South-South collaboration was partially satisfactory.**

Limited meeting opportunities: The annual partner meeting was the primary platform for country WPs interaction. Run as a physical meeting prior to the COVID-19 pandemic, not all partners

were able to join due to high costs. Furthermore, the meeting offered a limited space to share learnings. Due to constrained schedules, the time dedicated to the 'marketplace' was too limited (Sensemaking Session 2).

Unclear strategy for collaboration: There was no clear strategy in place for Watershed to continually support cross-country collaboration. One ad-hoc positive example that occurred is WP Mali (HO30 Mali WP, HO8 International WP)¹⁴ sharing learnings about water security with a non-Watershed country (Burkina Faso). This reach between Watershed and non-Watershed countries would have widened Watershed's network and impact. This could have been greater facilitated through a clear strategy to enable South-South collaboration.

3.2.4. WPs' social inclusivity of implementing partners and end-target groups

This sub-section discusses the extent to which country WPs were socially inclusive in terms of their implementing partners and end-target groups. The data sources used for the findings include internal documents (annual reports), context analysis/mapping, key informant interviews, harvested outcomes and sensemaking sessions with the eight WPs.

➔ **Finding 30: A majority of the country WPs were socially inclusive in terms of who they engaged with and the end-target groups they reached at a highly satisfactory level.**

Variation between technical and socially oriented implementing partners: Socially oriented CSOs tend to represent and include marginalised groups as part of their mandate and operations. Four of the six country WPs worked with village associations, women's groups and grassroots networks. The WPs that engaged with diverse and socially inclusive non-contracted partners seem to be those that have greater confidence in end-target groups being socially included. In the two WPs (Ghana, Uganda) that engaged with more 'technical' implementing partners (i.e. those that work in the WASH/WRM/environmental sector), there is less evidence of organisations' social inclusivity and subsequently, end-target groups' social inclusion.



In Laikipia County, Kenya, the WP advocates for marginalised (pastoral) communities that are often deprived from water and excluded from decision-making processes. © Sander de Nooij, EyeOpenerWorks.

14. This directly references harvested outcome number 30 from the Mali WP, and harvested outcome number 8 from the International WP.

Reflections on Watershed's efficiency

What worked?

- Although four of the country WPs received a lower budget than the two core countries (Uganda and Kenya), they were able to implement their ToC and harvest positive outcomes at local, regional and national levels.
- There were conflicting perspectives around the role of dialogue/dissent in evidence-based L&A. Evidence from the country WPs confirms that dialogue-based advocacy works, as CSOs have found value in presenting themselves as government allies.
- All of the country WPs noted that Watershed was flexible in their approach and responsive to country WPs' priorities and needs. Aside from one exception, all implementing partners felt that the consortium partnership worked well within their context.

What didn't work?

- The initial budget design and allocation was centralised in the Watershed Board in the Netherlands. This placed Southern partners at a low level of the participation ladder. In addition, it sometimes led to delays in payments which in turn, affected timeliness of trainings and WPs implementation of activities/outputs.
- The Board faced initial challenges about the overarching programmatic thinking, including their lobby and advocacy strategy and overall intended outcomes.
- Organisational delays in disbursement and concerns about time commitment affected the partnership.

What could be done differently?

- **Decentralised budget allocations:** Include the WPs in the decision-making process and have them take ownership of their budgets. This aligns with increasing Southern leadership/ownership as well as improving efficiency of payments.
- **Greater transparency in communication:** Increase clarity about individual organisations' priorities, the strategic vision for the programme and the partnership's collective goals. Reviewing this annually would support such a complex programme as Watershed.
- **Presence of consortium partners:** Have in-country presence of all consortium partners in the country WPs. This would benefit efficiency of activities and functioning of the partnership.
- **Managing donor-partner relations:** Align expectations between MoFA and the four other consortium partners through more transparent communication and clearly outlined roles for each partner.
- **Establishing a strong relationship with EKN embassies:** Involve the EKN embassies in the countries and clarify their roles to establish a stronger relationship with the WPs. This would increase the likelihood of leveraging future funding.
- **Significance of communications outreach:** Develop a clear communications strategy for showcasing Watershed's successes. This is especially important for L&A-based programmes, as the outcomes are often less tangible than infrastructure delivery programmes. This would further ensure donors' awareness of the programme's success and could enhance financing opportunities.

4. Sustainability

In order to determine Watershed’s sustainability, the following variables were evaluated: Watershed’s exit strategy, the sustainability of the knowledge products produced & capacity built, the programme’s procedures and mechanisms (L&A activities) and its policy reach/influencing/changes. The data used to triangulate the scoring provided in Table 11 below are further detailed in Annex 1 and include annual plans, annual reports, the 2017 Inception Report, the mid-term review, internal PWG/Board meeting minutes, key informant interviews with consortium partners, contracted CSOs, Board and PWG, and sensemaking sessions with the WPs and Board/PWG.

Table 11. Scoring on Watershed’s Sustainability

| | Least satisfactory | Partially satisfactory | Satisfactory | Highly satisfactory |
|--|--------------------|------------------------|--------------|---------------------|
| Sustainability | | | | |
| Watershed’s exit strategy | | X | | |
| Sustainability of knowledge products/built capacity) | | | | X |
| Sustainability of programmes' procedures and mechanisms (L&A activities) | | X | | |
| Sustainability of policy reach/influencing/changes | | | X | |

4.1 Watershed’s exit strategy

➔ **Finding 31: Watershed’s exit strategy relied too heavily on the expectation of renewed funding from DGIS. The Fundraising WP was under-utilised by country WPs and the centralised approach to fundraising training was inadequate.**

Exit strategy outlined: The internal midterm review outlined an exit strategy for ensuring the sustainability of effective policy influencing for inclusive WASH. It consisted primarily of enabling environments for civic participation through the creation of formal platforms and forging partnerships with religious groups, media, academic/research institutes and the private sector. The MTR also highlighted CSOs’ need for financial sustainability in order to continue engaging in lobby and advocacy. As such, increasing support to CSOs in fundraising over the final two years of the programme was proposed. Watershed’s primary strategy, however, was to utilise the left-over budget from the Fundraising WP to apply for a second round of funding from DGIS for Watershed 2.0 under the “Power of Voices” grant instrument.

Over-reliance on Watershed 2.0 funding prospects: The programme was overly-reliant on the possibility of securing a second phase of DGIS funding (Watershed 2.0) and fundraising support for local CSOs has been inadequate. Fundraising support has largely been provided from the headquarters level, which can only go so far. Ultimately, funding needs, knowledge, experience and interests vary between partners and thus require a more tailored approach. Additionally, a strategic approach to fundraising, which seeks to support partners’ relationship building with donors, would arguably have been more effective than the technical trainings offered on elements like proposal writing (Sensemaking Session 9). As a result, many country partners have yet to secure alternative sources of funding and have now been invited to formulate their own fundraising strategies, needs assessments and capacity building plans.

Under-utilisation of the Fundraising WP: The initial intended purpose of the Fundraising WP was to ensure programme continuity beyond 2020, as outlined in the 2017 Inception Report. It was envisaged that this WP would engage in dialogue with donors such as the United States Agency for International Development (USAID), Department for International Development (DFID), European Commission (EC) and Swedish International Development Cooperation Agency (SIDA) and respond to calls for proposals. In 2017, the consortium decided to put less focus on fundraising and more on lobby and advocacy as it was believed that this would serve as an important input for fundraising later down the line. Accordingly, the focus of the Fundraising WP shifted to communication for visibility, and provision of training and capacity support to country WPs on fundraising. However, this support was offered on an optional basis for WPs rather than a built-in strategic objective. There was little demand for training on fundraising from the country WPs as there was no Watershed mandate at the country level to look for sustainable sources of funding. This ultimately demonstrates a lack of Southern ownership of the programme and an overreliance on Northern partners to secure funding. Thus, there may have been a missed opportunity at the country level to proactively engage with donors for sustaining Watershed beyond 2020.

4.2. Sustainability of interventions (knowledge products/built capacity)

➔ **Finding 32: Watershed is leaving behind a rich legacy of knowledge products & enhanced L&A capacity.**

Rich legacy of knowledge products: Watershed is leaving behind a rich legacy at the global, country/ WP, CSO and consortium partner levels. The knowledge products are among Watershed's greatest contributions that the WASH sector can continue to benefit from. A search on CKAN, the open source data portal platform, provides 193 entries for Watershed comprising training modules on socially inclusive advocacy, workshop reports, survey reports and datasets. This also serves as a repository of WASH related national level policies and strategies for the six Watershed countries. A total of 256 communication products consisting of news items, articles, video and blogs, and 162 evidence documents (data reports, case studies and research papers) were reported as outputs in the 2019 Annual Report. Watershed's comprehensive knowledge products are also available on its website, which will remain online until 2022. Consortium partners are now seeking to capitalise on these knowledge products. IRC, for instance, has incorporated partnering with and strengthening CSOs in the WASH sector in their 2021 annual plan.

Watershed has enhanced partners' L&A capacity: All partners have enhanced evidence-based L&A capacities and feel that this will be sustained even after the end of Watershed. In country WPs and CSOs have highlighted the benefits of this strengthened capacity, including the ability to hold government providers to account, the use of reliable evidence and the linkages between IWRM/ WASH. Additionally, this effect has been seen at the consortium partner level too, as consortium partners now use a strategic, as opposed to opportunity-based L&A approach.

4.3. Sustainability of programme procedures and mechanisms (L&A activities)

➔ **Finding 33: Dialogue spaces for L&A actions have been created, but the intensity of L&A is contingent on funding.**

Dialogue platforms are a legacy of the programme: All WPs have established open platforms for dialogue between citizens and duty bearers. These platforms are likely to continue as they have created a collaborative relationship between actors. For instance, the Uganda WP is confident

that the *barazas* (platforms) which facilitate dialogue between citizens and district-level officials will continue to contribute to government representatives being more transparent about activities. There is additional scope for scaling up these platforms as seen in Bangladesh, where the open budget discussions have been adopted by many Union Parishads that are outside of Watershed intervention areas.

Intensity of L&A activities dependent on CSOs' financial sustainability: The CSOs now have the capacity to scale up their L&A actions and be more effective and have “opened the minds of many people [to the importance of L&A]” (WS46). However, the intensity of CSOs' L&A actions is dependent on their financial sustainability. Many partners have yet to secure alternative sources of funding, which poses a risk to the sustainability of their L&A actions. However, the Legacy Project will continue to support teams to support other CSOs until mid-2021.

4.4. Sustainability of policy reach/influencing/changes

➔ **Finding 34: Policy influencing and changes initiated by the different WPs at the local government, national, regional and global levels are likely to continue.**

Prospects for sustainable operationalisation at country level: Watershed has contributed towards operationalising WASH related policies in many of the programme countries. Examples include the cutting down of eucalyptus trees in river buffer zones in Uganda, banning of dredging in the River Niger in Mali and setting up IWRM committees at local government levels under Bangladesh Water Rules 2018. As discussed, a significant legacy of Watershed is the linkages that have developed between CSOs and local authorities. Through their strengthened capacity, CSOs can continue to work to ensure that the newly created or revised policies are implemented to reach their constituents. For example, contracted partner Kenya Water for Health (KWAHO) in Kenya has upgraded its organisational structure to include L&A and social inclusion departments, which is likely to lead to significant focus on these two areas in the future. That said, institutional sustainability without funding is difficult as CSOs still need some level of maintenance. An enabling environment is another important consideration.

Prospects for Sustainable WASH for All at global level: The International WP has set in motion positive changes in the regional and global WASH arena that are likely to continue. International debates explicitly address long term financial sustainability and social inclusion in WASH service delivery. Freshwater Action Network South Asia's (FANSA) initiation of discussions on the adoption of national accountability frameworks for tracking progress towards SDG6 in Bhutan and Afghanistan could potentially continue among other non-Watershed countries. Moreover, Watershed has equipped the local partners for independent engagement. For instance, with Watershed support, DORP in Bangladesh has gained acknowledgement and visibility in international WASH forums as the South Asia representative for Sanitation and Water for All (SWA).

Reflections on Watershed's sustainability

What worked?

- Watershed is leaving behind a rich legacy of knowledge products. These will continue to be available on Watershed's website until 2022 and are also available on CKAN.
- The value of evidence-based L&A as an effective approach in the WASH sector has been realised by CSOs involved in the Watershed programme.
- The evidence-based L&A capacity of all partners has been enhanced, which they will carry forward into the future.
- Dialogue platforms, and spaces for citizens voices to be heard, have been created and in some cases, adopted outside of Watershed intervention areas.
- Watershed has contributed to policy changes in country WPs at the local, state and national levels. The continued implementation of these policies as well as sustained inclusion of Watershed learnings in the creation of new policies requires a strong enabling environment.

What didn't work?

- Watershed's exit strategy, which primarily focused on obtaining a second round of funding from DGIS through the "Power of Voices" grant, 'bet on the wrong horse'.
- The Fundraising WP was underutilised by the programme and the country WPs. The training was provided from the HQ level and was not contextualised to partners' diverse needs, which resulted in limited demand from country WPs. Consequently, most CSO partners have yet to secure funding to continue their evidence-based L&A activities.

What could be done differently?

- **Approach other donors:** In addition to relying on DGIS, the programme should have approached other donors and responded to their calls for proposals. This was the initial strategy outlined in the programme's 2017 Inception Report (page 129).
- **Contextualise fundraising capacity development:** CSOs would benefit from fundraising training that is contextualised to their needs, knowledge, experience and interests. Strengthening local partners' fundraising capacity needs to be prioritised through strategic support based on learning by doing to include stakeholders/donor mapping as well as tools for networking and pitching to strengthen their fundraising capacities.



3

RECOMMENDATIONS

Recommendations

Based on the findings presented in the preceding sections, the evaluation team puts forward the following recommendations for consortium members, implementing partners, and broader WASH sector actors to take forward in future evidence-based L&A WASH programming.

1. **Align the programme's ToC assumptions with MEL learnings:** One of Watershed's distinctive features has been the adoption of a dynamic ToC at programme and Work Package levels. While the WP-level ToC assumptions have been revised periodically, the changes were not fed into the programme ToC effectively. In future programming, it is vital that the ToC is revised to incorporate these changes to bring coherence and alignment of the underlying assumptions with intended changes. Local partners should be involved in the initial programme design and ToC formulation, and included in priority-setting.
2. **Promote the usefulness of WASH-IWRM linkages in policy and practice:** It is important to ensure that linkages between WASH and IWRM are conceptualised in actionable terms rather than theoretical approaches. As observed in other multi-country WASH programmes, WASH and IWRM can be closely linked with public health and water resilience/security (e.g. WASH SDG¹⁵). This aligns with current international donor priorities on addressing the threats to water systems, such as climate change and migration. Furthermore, WASH/IWRM linkages need to strike a balance between improving water resource systems while also ensuring that citizens' livelihoods are not affected. In certain contexts, socioeconomically disadvantaged citizen groups source their incomes from environmentally degrading activities. Future programming needs to develop mitigating alternatives to address the loss of livelihoods and exacerbated social exclusion.
3. **Adopt social inclusion as contextualised cross-cutting approach:** Watershed's focus on social inclusion as a key WASH priority was highly relevant. However, there were important challenges in clearly identifying the most excluded groups in areas of intervention. A systematic and contextual mapping of socially excluded groups is necessary prior to programme implementation to prioritise marginalised communities such as women, indigenous communities, persons living with disabilities and nomadic groups as appropriate.
4. **Optimise and contextualise an evidence-based L&A approach:** A dialogue approach to evidence-based L&A has proven to boost CSOs' credibility and leverage vis-à-vis WASH decision makers and has driven forward significant policy changes in contexts where democratic processes for accountability are compromised. The most important consideration is to identify an appropriate L&A approach that makes best use of the generated data. Planning L&A strategies should primarily account for the contextual and political factors that could affect not only CSOs' room for manoeuvre, but also their safety and ability to sustain their activities in restrictive contexts.
5. **Adopt L&A as a complementary approach to broader WASH programmes:** A scan of other multi-country WASH programmes demonstrates that L&A approaches are more often than not complemented with public health and/or behavioural change foci (e.g. WASH SDG, USAID's WASHplus programme¹⁶, and Millennium Water Alliance¹⁷). Indeed, the major endemic diseases in countries of operation such as cholera and malaria are water related thus making a strong case for water resource management coupled with behavioural change. In addition to these interdisciplinary linkages, partnering with the private sector is a common approach adopted by other WASH programmes (e.g. WASHplus, WASH Results¹⁸). In Bangladesh, one of the Watershed countries of implementation, Unilever has been an active and important

15. WASH SDG Programme – WASH Alliance International (wash-alliance.org)

16. WASHplus. Retrieved from: <http://www.washplus.org/>

17. Millennium Water Alliance (mwawater.org)

18. DevTracker Project GB-1-203572 (fcdo.gov.uk)

private-sector partner in a number of ongoing WASH programmes – WaterAid’s ‘Influencing and Enabling Environment’ programme, South Asia WASH Results Programme and Water Sanitation for the Urban Poor. Unilever is increasingly becoming an influential actor in the WASH sector globally, having forged a partnership with the Alliance for Water Stewardship and the 2030 Water Resources Group on Water Security for All by 2030.¹⁹

6. **Strengthen governance approach:** In the global debate on WASH, weak governance has been systematically identified as a major impediment to achieving SDG6. Governance encompasses all relevant institutions in the water sector, such as civil society, service providers, regulators, utilities, the private sector and governments. It comprises the complex mechanisms, processes and institutions through which citizens articulate their interests, exercise their legal rights and mediate their differences.²⁰ The context-specific institutions that require strengthened capacity can be identified through a thorough power mapping and policy networks analysis. In addition to civil society organisations, future programmes could benefit from engaging equally with governments and other key governance stakeholders.
7. **Prioritise Southern leadership and ownership:** Revisiting North-South relations to ensure greater Southern leadership and ownership has been recognised as an ultimate priority for effective and sustainable development interventions by policy actors and donors alike. Donors are emphasising Southern leadership and ownership at all levels of programme design and management. With particular relevance to Watershed, MoFA’s most recent policy framework for strengthening civil society through its grant instrument Power of Voices highlights that “this may lead to a different role for Dutch organisations working with local organisations, one that focuses more on innovation, linkages and lobbying at international level”.²¹ Partners will benefit from adopting flexible, innovative approaches in future programmes that ensure Southern organisations are involved at all levels of programme design, monitoring and management.
8. **Increase visibility through a strategic communications strategy:** The outcomes from L&A focused programmes tend to be less visible than those that provide infrastructure/services. As such, there is a strong need for a clear and systematic communications strategy to publicise achievements and reach external stakeholders at local, national, regional and international levels. Donors operating in countries of intervention can be targeted by communications teams who effectively make use of local languages to increase awareness about evidence-based L&A in the WASH sector. Other programmes that focus on WASH or IWRM, such as WASHplus, have adopted dynamic communications strategies such as social media, collaboration with international news outlets (BBC), regular newsletters and LinkedIn forums.

19. <https://www.triplepundit.com/story/2020/unilever-water-security/121096>

20. O’Connell. (2007). The Advocacy Sourcebook. Retrieved from O’Connell-2007-Advocacy.pdf (ircwash.org)

21. Grant Instrument: Power of Voices Partnerships (2019:7). Retrieved from:

<https://www.government.nl/documents/policy-notes/2019/11/28/policy-framework-strengthening-civil-society>

ANNEXES

Annex 1: Detailed Evaluation Questions

| Evaluation questions |
|--|
| 1. To what extent did Watershed contribute towards strengthening the CSO's capacity for, and positive actions towards, Lobby and Advocacy? |
| 1.1 Which organisations/ groups have been involved in Watershed and which have not? |
| 1.2 How comparable is Watershed to other WASH programmes in the intervention areas? |
| 1.2 What observable changes can be identified in the capacity for lobby and advocacy of civil society organisations connected to the Watershed programme? |
| 1.3 To what extent have changes in L&A capacity contributed to (positive) changes in lobby and advocacy actions by CSOs involved in the Watershed programme? |
| 1.4 To what extent has capacity development support and/or collaboration with Watershed contributed to these changes? |
| 1.5 To what extent was capacity development support provided by Watershed in line with the needs of the involved CSO partners? |
| 2. To what extent did Watershed contribute to CSOs' effective evidence-based lobby and advocacy through greater use of reliable evidence, social inclusion, enhanced coordination and collaboration, integrated WASH and WRM messages, transparency in activities and results, and holding governments and service providers to account for sustainable WASH for all? |
| 2.1 To what extent did Watershed contribute to CSOs using reliable evidence for lobby and advocacy initiatives? |
| 2.2 Socially inclusive, leaving no one behind? |
| 2.3 Coordinating and collaborating amongst each other (CSOs and other non-governmental actors?) |
| 2.4 Integrating WASH and IWRM in their lobbying messages? |
| 2.5 Considered representative in their view of constituents |
| 2.6 Transparent about their own activities and results? |
| 2.7 Holding government and service providers to account (including WASH and WRM finance)? |
| 3. To what extent did Watershed contribute, directly or indirectly, to changes in local, national and international government and donors' policies, practices and investments towards inclusive and environmentally sustainable IWRM/WASH? |
| 3.1 Which policy making organisations/ groups/actors/networks/channels did Watershed reach at local, national, international levels? In what capacity? Who have not been involved? Why and why not? |
| 3.2 To what extent has Watershed contributed directly or indirectly to donors' greater understanding of the importance of budgeting in achieving sustainable WASH for all? |
| 3.3 To what extent has Watershed contributed directly or indirectly to donors' increase in budgeting for sustainable WASH for all? |
| 3.4 To what extent has Watershed contributed directly or indirectly to national and local governments' greater understanding of the importance of increasing citizen participation, social inclusion, accountability and transparency in planning, budgeting, monitoring and implementation? |
| 3.5 To what extent has Watershed contributed directly or indirectly to national and local governments' policy change in terms of greater citizen participation, social inclusion, accountability and transparency in planning, budgeting, monitoring and implementation? |
| 4.1 Did Watershed implement the (sets of) activities efficiently? |
| 4.2 How adaptable/flexible has Watershed been during implementation? |
| 4.3 How socially inclusive were Watershed's approaches and organisational structure, including gender, the poor and other marginalised groups? |
| 4.4 How has the consortium of Watershed functioned? Between the consortium partners, in terms of complementarity for enhancing effective lobby and advocacy? Have the non-consortium implementing partners been able to participate in a meaningful way and at an equal level? |
| 4.5 What is Watershed leaving behind? What evidence exists to suggest that the changes established will sustain after closure of the program? Have CSOs outside of the partnership benefitted from the programme, in terms of capacities developed and lobby and advocacy strategies used? |
| 4.6 What role has MoFA (DSO, IGG and embassies) played to contribute to the goals of Watershed? Has this provided added value? What can be learnt for the strategic partnership (both for MoFA and the Watershed Consortium)? |

Annex 2: Watershed Evaluation Data Sources

| Evaluation Questions | Data Sources | | | | | | | | | | |
|--|--------------------------|--------------------------|----------|-------------|---------------|------------------------|----------------------------|------|---------------------------|----------------------|--------------------|
| | External Document Review | Internal Document Review | | | | | | KIIs | Context Analysis/ Mapping | Sensemaking sessions | Harvested outcomes |
| | | CSA form | CAP form | Annual plan | Annual report | Inception/ MTR reports | Board/ PWG meeting minutes | | | | |
| 1. RELEVANCE & COHERENCE | | | | | | | | | | | |
| Alignment of Watershed with SDG6, WASH governance priorities at global and national levels | X | | | | | X | | X | X | | |
| Alignment of Watershed ToC with WASH policy making | X | | | | | X | | X | X | | |
| Composition of consortium partners | | | | | | X | | X | | | |
| Selection of MEL mechanisms | | | | | | X | X | X | | | |
| Consistency with other existing programmes | X | | | | | X | | X | X | | |
| Selection of contracted partners | | | | X | | X | | X | X | | |
| 2. EFFECTIVENESS | | | | | | | | | | | |
| Meeting partners' capacity development needs and priorities | | X | X | X | | | | X | X | | |
| Observable changes in partners' L&A capacity | | X | X | X | | | | X | X | | |
| CSOs using reliable evidence for L&A initiatives | | | | X | X | | | X | X | X | |
| CSOS being socially inclusive, leaving no one behind | | | | X | X | | | X | X | X | |
| CSOs coordinating and collaborating amongst each other | | | | X | X | | | X | X | X | |
| CSOS coordinating and collaborating among other non-governmental actors | | | | X | X | | | X | X | X | |

| | | | | | | | | | | | |
|--|--|--|--|---|---|---|---|---|---|---|--|
| CSOs integrating WASH and IWRM in their lobbying messages | | | | X | X | | | X | X | X | |
| CSOs holding government and service providers to account (including budget transparency) | | | | X | X | | | X | X | X | |
| Reach to decision makers - country WPs | | | | | X | X | | X | X | X | |
| Reach to decision makers – Netherlands & International WPs | | | | | X | X | | X | X | X | |
| Governments' greater understanding of the importance of increasing citizen participation, social inclusion, accountability, transparency in planning, budgeting, monitoring and implementation | | | | | X | X | | X | X | X | |
| National and local governments' policy change in terms of greater citizen participation, social inclusion, accountability, transparency in planning, budgeting, monitoring and implementation | | | | | X | X | | X | X | X | |
| Donors' increased understanding of the importance of budgeting and increased financing for sustainable WASH for all? | | | | | X | X | | X | X | X | |
| 3. EFFICIENCY | | | | | | | | | | | |
| Watershed's overall budget design and allocation process | | | | X | | X | X | X | | | |
| Efficient implementation of country WP activities | | | | X | X | X | | X | | | |
| Watershed adaptability/flexibility during implementation | | | | X | X | | | X | | X | |

| | | | | | | | | | | | |
|--|---|--|--|---|---|---|---|---|---|---|---|
| Functioning of Watershed consortium members | X | | | | | | X | X | | X | |
| Functioning of Watershed consortium members in country WPs | | | | | X | | | X | | X | |
| Partnership between MoFA (DSO, IGG, embassies) and the consortium partners | | | | | X | X | X | X | | X | |
| Watershed's amplification of Southern partners' work at the international level | | | | X | X | X | X | X | | X | |
| Meaningful and equal participation of Southern partners (in country WPs) | | | | X | X | | | X | | | |
| Watershed enabling meaningful and equal participation of Southern partners in strategic planning and high-level management | | | | | X | X | X | X | | X | |
| Country WPs collaborating bilaterally to share learnings | | | | | X | | | X | | X | |
| Watershed's strategy to foster South-South collaboration | | | | | X | X | | X | | X | |
| WPs' social inclusivity in terms of implementing partners and end-target groups | | | | | X | | | X | X | X | X |
| 4. SUSTAINABILITY | | | | | | | | | | | |
| To what extent did Watershed conceptualise and operationalise an exit strategy? | | | | X | X | X | X | X | X | | |
| To what extent are the interventions (knowledge products/built capacity) sustainable? | | | | X | X | | X | X | X | | |
| To what extent are the programmes' procedures and mechanisms (L&A activities) sustainable? | | | | X | X | | X | X | X | | |

| | | | | | | | | | | | |
|---|--|--|--|---|---|--|---|---|---|--|--|
| To what extent is the policy reach/influencing/changes sustainable? | | | | X | X | | X | X | X | | |
|---|--|--|--|---|---|--|---|---|---|--|--|

Annex 3.A: Final List of External Substantiators

List of External Validators - Watershed End-Line Evaluation

| WP1 Uganda | | |
|--|--------|------------------------|
| Organisation/ Position | Gender | Expertise |
| Kabarole Research and Resource Center (KRC) | Male | Research Manager |
| PROTOS | Male | WASH manager |
| Rwenzori Mountains United Farmers Association | Male | Chairperson |
| Natural Resources Defense Initiative | Male | Project Officer |
| Kabarole and Catchment Management Committee for River Mpanga | Male | Local Council V |
| Albert Water Management Zone | Male | Area Coordinator |
| Bakooge Bakyara Kweterana Association (Women Group) | Female | Chairperson |
| GIZ | Female | Programme Manager |
| Aidenvironment | Female | Programme Manager |
| Austrian Development/Ministry of Water and Environment | Female | Environment Specialist |

| WP2 Kenya | | |
|--|--------|---|
| Organisation/ Position | Gender | Expertise |
| Gusishi Water Resource Users Association | Male | Chairman |
| Water Resources Authority | Male | Regional Manager, Ewaso Ngiro North Catchment |
| Lewa Wildlife Conservancy | Male | Community Development Programme Manager |
| Tambuzi Flower Farm | Female | Assistant General Manager |
| CDF Bori and Msacco-Ewaso Maji SACCO | Male | Chairman of both organizations |
| Laikipia County Gov | Male | Environmental officer |
| Laikipia County Gov | Female | Water Officer |
| Deutsche Stiftung Weltbevölkerung (DSW) | Male | Project Officer; |
| Ilaramat Le mposel | Male | Director (CEO) |

| | | |
|---|--------|---------------------------------------|
| Girl Child Education and Women Empowerment Program (GEWEP) | Male | Director |
| Helga-Kajiado (Org for rights of children and women) | Female | Director |
| Department of Water – County Gov | Male | Social Engagement coordinator. |
| Bus Radio | Male | presenter |
| Kajiado County WRUA | Female | Treasurer |
| Umande Trust | Male | Programme Manager |
| CENTRAD (Centre for Training and Integrated Research in ASAL Development) | Male | Research Scientist/WLRC Coordinator. |
| Water Sector Trust Fund (WSTF, WaterFund) | Female | Rural Investments Manager (priscilla) |
| Kajiado WRUA Council | Male | Chairman |
| Formerly working with Haki Jamii | Male | As Programme officer health and WASH |

| WP4 Ghana | | |
|--|--------|--|
| Organisation/ Position | Gender | Expertise |
| SkyFox Limited (private sector organisation that undertakes projects in WASH) | Male | WASH expert and advocate with over twenty years of national and international experience. He has engaged in several national and international conferences on WASH/IWRM issues including pro-poor financing of WASH, social inclusion, private sector participation in WASH, among others. |
| WASH consultant, having consulted for many organisations on WASH/IWRM including DFID, GIZ& the African Ministers' Council on Water (AMCOW) | Male | WASH/IWRM practitioner and consultant with over 15 years of experience. He has a good experience on issues of social inclusion, WASH and IWRM, having advocated for same at several national and international meetings/conferences. |

| | | |
|--|--------|---|
| Municipal Planning Officer (MPO) of the Tarkwa Nsuaem Municipal assembly | Female | She has over ten years' experience in WASH services provision. As the MPO, she has led in planning for the provision and management of sustainable WASH services in the Tarkwa Nsuaem Municipality and communities. |
| Water Resources Commission | Male | He has provided leadership in the control and management of water resources in Ghana since 2007. He has been in the WASH sector for twenty years and has vast experience in WASH and IWRM issues in Ghana and beyond. As a WASH practitioner, he is also abreast with issues of social inclusion in WASH. |

| WP5 Bangladesh | | |
|---|--------|---|
| Organisation/ Position | Gender | Expertise |
| BRAC (national NGO) | Male | WASH expert/researcher |
| WSSCC | Male | WASH practitioner |
| Water.org | Male | WASH practitioner |
| Verduria Union Parishad | Male | Chairman, local government |
| DSK (national WASH NGO) | Female | WASH practitioner |
| WP6 India | | |
| Organisation/ Position | Gender | Expertise |
| WaterAid UK | Male | Urban WASH-Utilities Advisor; urban WASH specialist |
| AKRSPI | Male | Senior Manager; WASH expertise |
| Indepdent | Female | WASH Consultant; expert on inclusiveness and gender; WASH expert |
| WaterAid | Male | Programme Coordinator; operates WASH projects in intervention state |
| Regional Centre for Development Cooperation | Male | Programme Officer; WASH expertise in intervention state |
| WaterAid | Male | WASH expert in intervention state |

Annex 3.B: List of Externally Substantiated Outcomes

WPI – Kenya

| Outcome Type | ToC Element | Outcome Description | Level | Validators comments | HOV |
|--------------|---------------------------------------|---|-----------------------------|---------------------|--------|
| Pivotal | Coordination, collaboration | <p>On 6 and 7 November 2017 in Machakos government representatives from Laikipia and Kajiado counties committed to establish a multi-stakeholder forum on WRM/WASH. [26]</p> <p>On January 8th in Kajiado and January 17th – 20th, 2018 in Laikipia, the representatives from the County Secretariats for the development of the CDP 2018-2022 in Kajiado and Laikipia, together with the Water, Environment and Natural Resources Working Sector Group, conducted public consultations with CSOs engagement while including views collected from the public and the pre-elections promises made by the two governors. This marked the start of a process of developing their respective CDPs 2018-2022. [49]</p> | both - Kajiado and Laikipia | | FA/MID |
| True | Accountability | <p>In the month of April 2019, WASH and WRM community representatives participated in public participation in the budget formulation process in the County of Kajiado and County of Laikipia. The community representatives participated in confirming two prioritized projects from each location in the ward, and allocation of the draft budget to each of the prioritized projects. [101]</p> <p>On 23 June 2017, 15 WRUAs from Kajiado County presented their financial projections with corresponding budget plans to the Kajiado County Minister of Water and Irrigation for inclusion in the 2018 – 2022 CDPs. [12]</p> | both - Kajiado and Laikipia | Full Agreement | FA/MID |
| Sequential | WASH/IWRM integration | On 13th May 2019, in a meeting between top executives of Kajiado County partners and watershed partners, the Chief Officer, department of Water, Environment and Natural resources announced the plan for the County to start a process of developing a County water masterplan . This activity was further included in the County budget appropriations for the new financial year to be considered and approved by the County assembly. [103] | both - Kajiado and Laikipia | Full Agreement | FA/MID |
| Pivotal | (Budget) transparency | On 24th May, 2018, at a workshop on data research in , Mr. Morris Njagi, the Director of Water of Kajiado County committed to train the County water department staff on water point and water resources mapping and organize a forum that will seek to institutionalize the process within the County. [68] | Kajiado | Full Agreement | FA/MID |
| Pivotal | Coordination, collaboration | In March 2018, WRA and County Government of Kajiado together with Wetlands International conceptualised the application of geo-data on WRM project to collect, compile and make publicly available geo-data on environmental hazards and risks on water resources in Kajiado County . [60] | kajiado | Full Agreement | FA/MID |
| Sequential | Coordination, collaboration, Wash/IWR | On 4th June 2018, the Chief Executive Committee Member Ms Florence Waiganjo, Chief Officer, Director & Assistant Director (All of Kajiado County Ministry of Water Irrigation, Environment and Natural Resources) endorsed/passed devolving WASH forums to the lower administrative levels and support the forums with budget and personnel . [83] | kajiado | Full Agreement | FA/MID |

| | | | | | | | |
|------------|---------------------------------------|--|---------|--|--|--------|--|
| | M integration | | | | | | |
| True | Coordination, collaboration | Between the 2nd and 15th of November 2019, Budget Champions mobilized citizens to participate in public participation forums on the Finance Bill 2019/2020 that were being held in the 5 sub counties in Kajiado county (4th to 15th November 2019) to give their input on the county's Finance Bill as required by the laws of Kenya. [124] | kajiado | Full Agreement | | FA/MID | |
| TRUE | Coordination, collaboration | On 20th October 2019, in a meeting between Watershed programme partners and county Government officials from Kajiado County, sub-county water officers began uploading live updates of public expenditure tracking using the Akvo tools which are publicly available. [122] | kajiado | Full Agreement | | FA/MID | |
| Sequential | Social Inclusion, Budget transparency | On 5th and 6th December 2019 for the first time Kajiado County WRUA Council members participated in the formulation of Athi basin strategic plan which was being completed by WRA at Gelian Hotel Machakos[127] | kajiado | FA/PD Partial Disagreement with Watershed's Contribution: Validators acknowledged that budget Champions mobilised citizens, but pointed that citizens participation was low, due to some challenges like poor communication and distance. | | FA/MID | |
| True | (Budget) transparency | On 13th May 2019, the Chief Officer, Water, Irrigation, Environment and Natural Resources informed Watershed Kenya WP during a courtesy call to his office that the government had commissioned an Integrated Water and Sanitation Master Plan for Kajiado County and that a consultant had been engaged already. The master plan will be underpinned by water resource mapping data. [104] | kajiado | Full Agreement | | FA/MID | |
| True | Social Inclusion | Since 17th February 2020, Mr. Victor Juma working with Bus Radio, sauti ya Kajiado (Local radio station) as a journalist and one of the Kajiado County Budget Champions has been running a radio campaign dubbed "mulika sisi" in Kajiado County which seeks to enhance transparency and accountability of duty bearers (CECM and Chief Officer Finance and planning, CECM Water Irrigation Environment and Natural Resources and CECM Health in Kajiado County) by calling upon citizens to speak up. [132] | kajiado | Not Knowledgeable Enough 2/3 validators stated they were not knowledgeable enough | | FA/MID | |
| True | Use of reliable evidence | From March 2018 to June 2018 series of WASH forums have been organized and conducted by the County Department of Water, Environment and Natural Resources in Kajiado County Government excluding the sanitation and hygiene health Actors e.g the Department of Public Health hence affecting the process of WASH/WRM integration [57] | kajiado | Full Agreement | | FA/PD | |
| True | Accountability | On 5th and 6th October 2017, 15 WRUAs from Laikipia County, developed action plans which they committed to implement, after a comprehensive capacity self-assessment in collaboration with IMPACT Trust, a CSO in Laikipia county. [21] | kajiado | Full Agreement | | NKE | |

| | | | | | |
|------------|--|---|----------|--|-------|
| Setback | Coordination, collaboration, Wash/IWRM integration | In March-May 2017, the National Drought Management Authority (NDMA) of Kenya provided KSh 2 million in financial resources to the WRUAs to conduct water use monitoring in the Upper Ewaso Ng'iro North Catchment. [3] | Laikipia | Full Agreement | FA/MD |
| Sequential | Accountability | In December 2017, the WRA Sub-Region office in Nanyuki accomplished a Water Allocation Plan for River Teleswani. [35] | Laikipia | Full Agreement | FA/MD |
| True | Accountability | Since 21st December 2017 the WRUAs in Laikipia are managing their water rationing program independent of the Water Resource Authority (WRA) during the dry season. [46] | Laikipia | Full Agreement | FA/MD |
| True | Social Inclusion, Coordination, collaboration | In February 2017, the Water Resources Authority (WRA) sub-regional office in Nanyuki, Kenya declared and began to enforce an all-inclusive rationing programme for the additional two days (had been rationing two days a week) a week between February and May 2017 prohibiting river water use in the Upper Ewaso Ng'iro North Catchment area by abstractors. [1] | Laikipia | Full Agreement | FA/MD |
| True | Social Inclusion, Coordination, collaboration | On 8th February 2018, during a budget hearing in Laikipia East subcounty, the County Finance Economic and planning department appointed Valentine Mombafi, a person living with disability, to be a member of the Laikipia East Budget Committee, this was a realization of inclusion in county planning processes. This has since led to her participation in the development of the county fiscal strategy paper and in the development of county budget estimates for Financial year 2018/2019 in Laikipia East sub county. [54] | Laikipia | Full Agreement/Partially Direct Contribution Disagreement on phrasing and Watershed Contribution: Validator's pointed that the WRUAs are part of the Water Resource Authority and this is no new role for WRUAs. WRA and WRUAs are managing water rationing together. The water rationing program gives WRUAs the authority to approve requests. then the approved requests need to get a permit from WRA. Watershed worked more closely with county government. Did not involved Water Resources Authority as they should have. Conflict between county and regional government. County gvt did not use laboratory of regional gvt. Water resource authority was left out from Watershed although is responsible for water retention. drought of 2016-2017. rationing started. people pumping water became part of WRUAs they pay small contribution to self-regulate. | FA/MD |

| | | | | | |
|------------|---|--|--------------|---|-------|
| True | WASH/IWRM integration | In October and November 2018, Laikipia County, Kenya, Water Directorate staff carried out water quality testing as part of the Water Quality Mapping. [93] | laikipia | Full Agreement | FA/PD |
| True | Social Inclusion | On 2nd June 2019, in a public consultation meeting with relevant stakeholders, The Director of Nanyuki Water and Sewerage Company made a verbal commitment to heighten surveillance against rogue water kiosk operators whom are not compliant with the approved pro poor rates. [107] | laikipia | Not Knowledgeable Enough to Answer 2/3 validators stated they did not know about outcome or preferred not to answer. | NKE |
| True | Use of reliable evidence | On 1st December 2017, at Laico Regency Hotel, Haki Jamii, Umande Trust, LWF, NIA, and KI/WASH committed to collaboratively disseminate the Water Act 2016 during a study cycle on 'understanding the water act 2016' with the aim of avoiding duplication. [33] | laikipia | Full Agreement | NKE |
| Sequential | Social Inclusion, Accountability | On 25th March, 2018 in a workshop in Machakos, Geilan Hotel to design a workplan and a tracking system for the elections promises and orientation on Akvo RSRs results monitoring framework, watershed partners, Umande Trust and Haki Jamii committed to working together to conduct a 'keep your promises' campaign at the national level, Kajiado, Laikipia and Nairobi Counties. [69] | laikipia | Not Knowledgeable Enough to Answer 3 validators stated no knowledge of outcome. Follow up was inconclusive as it is not possible to verify verbal agreement in a meeting | FA/MD |
| Sequential | Coordination, collaboration | On 10th – 11th April and 8th – 9th November 2018 Akvo, KEWASNET, Haki Jami, CESPAD, KWAHO, NIA, WI and SIMAVI, developed an Online monitoring reporting framework for Nairobi, Laikipia and Kajiado Counties to help the Watershed partners and other CSO to hold the office bearers accountable by monitoring implementation of the election promises that were promised by Governors. [74] | nationa l | Full Agreement | FA/MD |
| Sequential | Coordination, collaboration, Accountability | On 6th February 2020, the CECM for Water, Environment and Natural Resources committed to having the WASH/WRM live updates of ongoing county initiatives in the water and sanitation sector tab embedded on the county website in a move that further cemented the departments willingness to be transparent and enhance their feedback mechanism with the citizens. [131] | nationa l | Full Agreement | FA/MD |

| | | | | | |
|---------|-----------------------|--|--------------|---|-------|
| True | Accountability | On 2 February 2018, the immediate former Cabinet Secretary for Environment and Natural Resources, Prof. Judi Wakhungu declared Lake Ol Bolossat a wetland-protected area. Following this declaration, National Land Commission Chairman Muhammad Swazuri announced that all title deeds for the land stood dissolved, and that forceful evictions of illegal occupants will be done in 90 days. [53] | nationa l | Partially Agree/Partially Direct 1/3 validators fully agreed. The two others stated partial agreement on the basis that the online monitoring tool was not widely shared to CSOs. One validator stated that "The uploaded promises were not widely shared to partners and CSOs for them to track the election promises." In further follow up, the outcome was sent to a fourth validator and they stated no knowledge about it. In the sensemaking session, Kenya WP participants pointed that it was not possible to widely share the online monitoring because it is a sensitive political action that would have been resisted and jeopardised the completion of the monitoring process. | NKE |
| Pivotal | (Budget) transparency | | nationa l | Full Agreement | PA/PD |
| Setback | Social Inclusion | | nationa l | Not Knowledgeable Enough to Answer Validators stated no knowledge of this outcome. The follow up with the national consultant revealed that this is a too sensitive issue that validators would prefer not to comment on. | NKE |

WP2 – Uganda

| Type of outcome | Element(s) of the ToC | Outcome Description | Outcome Agreement | Watershed Contribution | Additional Comments |
|-----------------|--|--|-------------------|------------------------|--|
| Pivotal | Social inclusion, Accountability | During the District Coordination meeting that was held on the 28th of October 2017, a representative of Kakooza Bakyara Kwetarana Womens Group, during the Ntoroko District level WASH meeting, actively aired out the WASH challenges in Rwebisengo community such as broken-down boreholes, traveling long distances to fetch water and how the long dry season has affected agriculture in Rwebisengo. This women group was initially only a village saving and lending group but has now taken up WASH as a component of focus. [24] | FA | MD | Sustainability remains a problem in terms of the community owning the project. - Still important for women groups to takeover and handle operations. - Outcomes were significant for advocating change in the Kabarole district. |
| Pivotal | Social inclusion, Use of reliable evidence, Accountability | From July 2019, both the Districts of Kabarole and Ntoroko, Uganda, are allocating funds for WASH infrastructure in their respective districts based on statistics, using the information generated by the Water Point Mapping and the generated list of unserved villages. [43] | FA | MD | Programme on IWRM only in Rwenzori region and other contributing factors led to the achievement of project such as Ntkoro district which were not entirely from the watershed funds. - Issues of funding allocated for WASH infrastructure. |
| TRUE | Accountability/WASH/IWRM | From October 2019, in Kabarole and Ntoroko Districts in Uganda, there is marked improvement in accountability and transparency by the duty bearers who are now open and are delivering performance reports and open on budgets over the radio and other media, thanks to the community/Village level barazas where communities hold their leaders accountable [42] | FA | MD | Outcome was very significant and benefited Rwenzori Mountains United Farmers showing that the leaders were very accountable. - Bazara was significant due to its feedback mechanism for informing the programme. |
| Sequential | Accountability, Coordination/collaboration, WASH/IWRM | In October 2019, 15 CSOs, Albert water management zone (AWMZ) and the Kabarole district local government in Uganda, initiated a drive to save river Mpanga from encroachment on its banks destroying its natural ecosystems especially the illegal washings bays, that are not regulated and without proper waste proper disposal plans. [71] | FA | MD | Workshop is still a work in progress despite improving capacities - necessary for alternative ways of livelihoods for people-particularly for the youth who are washing vehicles for the river, and issues of Mpanga river was addressed but water bays still exist. |
| Pivotal | Accountability | On September 24th – 26th, 2019 during the 11th Government of Uganda/Development Partners' Water and Environment Sector Review (JSR) held in Kampala, Uganda, the Ministry of Water and Environment adopted a recommendation by UWASNET as an undertaking for Financial Year 2019/2020 to undertake a national assessment of the unserved pockets of the population to facilitate universal access to WASH services for all in Uganda. [65] | FA | PD | They were able to influence the joint sector reviews but needs a bit of framing in terms of addressing UWASNET as being able to influence and contribute to an undertaking as they are hosting many CSOs. |

| | | | | | |
|------------|---------------------------------------|---|----|----|--|
| Sequential | Coordination/collaboration | Mid-September 2019, Ntoroko District, Uganda, Local Government prioritized sustainable management of water resources as the key driver for district development for the next five years in their district development plan. [69] | FA | MD | The integration of WASH and IWRM into the district development plan was discussed. - Took cross-cutting issues such as the environment seriously as the local government as it is a countrywide policy. |
| Sequential | Coordination/collaboration, WASH/IWRM | On 11th May 2019, the King of Tooro Kingdom, Rwenzori region, Uganda provided exemplary leadership to his subjects by conducting 2 clean up exercises within Fort Portal and along the riverbanks to observe proper waste management to reduce pollution of River Mpanga and restore environment. [47] | FA | MD | The Batororo people sent a good message on environmental protection through the King and mobilised communities due to exemplary leadership- the activities, however, were organized by other stakeholders and the local government officials. Disposing of plastics previously blocking the river Mpanga was reduced as well as two clean up exercises within Fort portal proved that the Watershed project improved environmental protection at Karabole. |
| Pivotal | WASH/IWRM | In January 2018, 12 JESE staff working outside of the Watershed program, for the first time, integrated WASH and IWRM in their Annual Program Milestone Plan. More specifically they planned to lobby in 2018 the Catchment management organisations of Mpanga and Semuliki catchments to include indicators on WASH/IWRM integration in their plans. [10] | FA | MD | The rates of adoption of the training by the community-based organisation are high. |
| Sequential | WASH/IWRM | In March 2019, the Kabarole District WASH Task Team (in which Watershed Partners belong, politicians and district staff) carried out a in Kabarole, Uganda, led the cleanup campaign on home improvement in Kihondo Town Council. [51] | PA | PD | n/a |
| Pivotal | WASH/IWRM | In March 2019, UWASNET, the national umbrella network of civil society implementing water, sanitation and hygiene programs. At the UWASNET offices in Kampala Uganda elected JESE as a co-chair of the IWRM working group. Since the initiation of IWRM concept into the management of water resources it was the first time a national NGO like JESE was taking up this position. This came as a recognition of efforts of JESE by the members in pushing for this new concept at all levels both in policy and practice. [68] | FA | MD | We should see JESSE, IRC, and UWASNET influencing external people such as the district local government and thus should see changes in different districts. |
| TRUE | WASH/IWRM | In August 2018, the District Council Kabarole District, Uganda passed a by-law prohibiting the sand and stone mining from R. Mpanga. This by-law has since been implemented/enforced and has thus resulted into the halting of this economic activity in the river. This has resulted in regeneration of the vegetation along the buffer zones as well as stabilization of the riverbank [38] | PA | PD | The local population was sensitized and there was a greater awareness for people who are destroying the environment as there was an elevation of the riverbank. - There should be continued awareness on regulating activities, identifying/creating alternative sources of income, and acknowledging other processes- particularly for HEWASA. - HEWASA worked with other communities on WASH/IWRM as well as with selected community groups not part of the WASH activities thereby encouraging communities who were not members to join the IWRM group now. |

| | | | | | |
|------------|---------------------------------------|--|----|----|---|
| Sequential | Budget transparency | Between July 1st and December 30th, 2017, the Mugusu Sub County Council allocated 3 million shillings for the repair of the broken-down wells that were eventually rehabilitated. Rehabilitated wells included Nyabatahi, Kiboha and Nyabuswa boreholes. In addition, the Council used money to extend the Gravity Flow Scheme to Nyabuswa and the market. [18] | FA | MD | Awareness created for the youth regarding tree planning and engaging in other income generating activities and agricultural practices. - The fetching of safe water from currently broken-down water resources had been repaired. |
| Sequential | Coordination/collaboration | In November 2019, 3 CSOs including Bweramule youth Forum, Rwamabale WUG started to work with the private sector and the appropriate technology Centre (ATC) to explore more latrine models that are compatible with flat areas like Bweramule in Ntoroko and hilly areas like Ntara in Kamwenge [70] | FA | MD | Discussions during meetings with National Forestry Authority (NFA) regarded possible measures on how to mitigate the overflow of river Mpanga and river Semuliki. |
| Sequential | Coordination/collaboration, WASH/IWRM | In March 2020, all WASH/IWRM Service organisations and WASH/IWRM Government Departments in the Rwenzori region, Uganda, headed by the Albert Water Management zone organised and implemented regional activities for raising awareness on the environmental protection and conservation as preparatory activities for the Uganda Water and Environmental Week (UWEWEK). [45] | FA | MD | There was an increased awareness on water resources through platforms for monthly meetings which created significant impacts at the regional levels. - All activities in 2020 were implemented, including visiting people's homes at the village level and encouraging tree planting. - HEWASA, JESE, and IRC must sharpen their outcomes as it is unclear what emerged from the meetings for the environmental week. |

WP4 - Ghana

| Outcome Type | ToC Element | Type of Actor | Outcome Description | Validation results | Comments |
|--------------|-------------------------------------|---------------------|---|--------------------|--|
| True | Budget Transparency, accountability | National Government | In November 2018, the Ministry of Sanitation and Water increased its 2019 budget allocation for Water Management by 35%, up from a previous budget which had been reduced by 37% (from 2017-2018) [10] | FA/I | The correct name is the parliamentary committee in charge of water and sanitation. It is not WASH. I do not have much information on the outcome but if it is the case then, it is a significant outcome. In addition to the two issues captured, CONIWAS, in collaboration with the Ghana WASH Journalists Network (GWIN) also undertook extensive media engagement on the issue, including radio and TV discussions, press releases and participation in high level stakeholder meetings covered by the media. |
| Sequential | Accountability | Local Government | In August 2018, the Municipal Chief Executive (MCE) and the WASH team in Tarkwa Municipal of Ghana, made plans and mobilized resources to repair 23 out of the 63 broken down boreholes outside their regular budget [5] | FA/MD | The programme contributed partially direct to the outcome statement. All the 63 boreholes are being repaired. In addition to what is already captured, HFFG also facilitated the participation of Tarkwa Municipal of Ghana officials in national level WASH stakeholder meetings, which helped the political leadership in the district to better appreciate the significance of the situation that communities faced with non-functional boreholes. |
| Pivotal | Accountability | Other actor | On 15 September 2018, Members in communities who are affected by illegal mining in their river bodies in the Tarkwa Nsuaem Municipality decided and have begun to speak out boldly against these practices on a radio program on Pure FM to discuss WASH and IWRM, which brought to the fore the effect of mining in the rivers [6] | FA/MD | Political will at national level to stop illegal mining was high during at the time of the program interventions, thus providing a fertile ground for mass mobilization of affected communities to speak out against the issue. This level of community would have been more difficult to realise previously. |

| | | | | | |
|------------|--|--------------------------|--|-------|--|
| Pivotal | WASH/IWRM | Other actor | In March 2018, five communities (Nyame Bekyere, Mile 10-5, Domeabra, New Techiman and Tebrebe) in Tarkwa Municipal of Ghana, properly managed and relocated their refuse dumps to a place far away from town and from water bodies [3] | FA/MD | No major disagreements |
| Pivotal | Use of reliable evidence, coordination/collaboration | National Government | In August 2018, Ghana's Water Resources Commission (WRC) shared data on water quality freely with the project [4] | FA/PD | During this same period there was a national anti-galamsey fight ongoing with massive national and local government support in parts of the project areas. The efforts of Government and the stakeholders could have also contributed to this outcome as well. A key significance of the outcome is that the comparison between current and previous data shared by WRC helped to define appropriate action to improve quality of water bodies that had deteriorated and replicate actions that had produced positive results in other water bodies. Water quality Data from Water Resources Commission has always been available to stakeholders on request, though it was not always easily accessible. The actual Outcome statement should include the fact that WRC did not only share the data with the project, but subsequently participated in media programs organized by the GWJN to share that data freely with the public through various media outlets. |
| True | Coordination, collaboration | National Government | From 2 nd May to 17 th June 2019, the Water Resources Commission in Accra constituted a monitoring team which included members of the Ghana WASH Journalists Network and Conservation Foundation to study and test the Water quality in the Ankobra Basin [15] | FA/MD | The radio discussions attracted many phone-in calls by the public whose call for concerted national efforts to protect fresh water bodies was 'loud and clear'. |
| Pivotal | Coordination, collaboration | National Government | On 1 st March 2019, the Ministry of Sanitation and Water Resources in Ghana re-activated the Water and Sanitation Sector Working Group meeting after two years, at the Coconut Groove Hotel in Accra, Ghana [13] | FA/MD | This is an excellent achievement because the sector working group was dormant without meetings from early 2017 until CONIWAS advocacy brought it back |
| Sequential | Accountability, Coordination, collaboration | CSO, National Government | On the 23 rd of November, 2018, The Parliamentary Select Committee on WASH instituted a quarterly meeting with CONIWAS – network of CSOs in WASH, as a permanent window for ventilation of civil society view points on WASH policy at parliament house. [11] | FA/MD | I participated in three such meetings with the Parliamentary select committee and in all of them, the members of parliament commended CONIWAS and their funders for instituting such policy dialogue sessions and called for its sustainability |

WP5 – Bangladesh

| Type of outcome | Type of actor | TOC element | Outcome Description | FINAL | Comments by validators |
|-----------------|------------------|--------------------------------|--|-------|---|
| pivotal | CSO | WASH/IWRM integration | On 28 March, 2017 during the launching event of Watershed Bangladesh organised at Dhaka, the director general (DG) of Water Resource Planning Organisation (WARPO) agreed to consider CSO's recommendations to adapt the Water Rules by its technical committee. | NKE | WSSCC: didn't attend the event. so cannot comment on Watershed's contribution |
| sequential | Local govt | WASH/IWRM integration | On 18th January 2018, Barishal division of the BWDB sanctioned extension of embankments in Meghna river at Dhania union of Bhola Sadar Upazila | FA/MD | BRAC: Watershed's contribution should be highlighted for this WSSCC: DORP made this possible through mentoring these Committees DSK: I went to Network of NGOs dissemination sessions that's how I know |
| sequential | Local government | Accountability | On 11th March 2018, Sub-Assistant engineer, DPHE, responsible for WASH service provision) committed (in writing) that government employed tubewell mechanics will be available to address service requests at the Union Parishad office at least once a week | PA/PD | WSSCC: Watershed created and increased accountability of duty bearers Water.org- Not aware of the exact date that it started |
| pivotal | CSO | Social inclusion | On 5th April 2018, National level CSOs and WASH network organizations jointly agreed to promote the 'Leave No One Behind' agenda in Bangladesh with reference to WASH and IWRM | FA/MD | |
| sequential | CSO | Coordination and collaboration | In June 2018, National level CSOs and WASH network organizations made a joint "call for action" to seek an increased and equitable WASH budget allocation within the National Budget | FA/MD | |

| | | | | | |
|------------|---------------------|-----------------------|--|-----------|---|
| pivotal | National government | Accountability | On 14th June 2018, LGD of Ministry of Local Government Rural Development and Cooperatives of Government (MoLGRDC) of Bangladesh passed a Government order to revise the 'National Strategy for Water Supply and Sanitation (2014)' in alignment with SDG 6 | FA/MD | BRAC: There was internal commitment from the PM and other government members which was likely more important for finalizing the strategy. WSSCC: DORP under watershed project played significant role DSK: WaterAid Bangladesh, the lead partner of Watershed played a significant role at national level. Being an active member of National Working Committee, WaterAid mobilised not only Policy Support Branch (PSB) of Local Government Division (LGD), also made regular coordination with Unicef, DPHE, LGD and relevant sector actors and WASH Networks. BRAC: Still a lot of inequity in financial allocation exists WSSCC: Yes, it is absolutely accurate |
| sequential | National government | Social inclusion | 7th January 2020, Executive Committee of the National Economic Council (ECNEC) approved BDT 8,850 crore for 'safe water supply project' to be implemented through DPHE dedicated for rural WASH. | FA/MD | DSK: WaterAid Bangladesh with the support of UNICEF involving all the sector actors and WASH Networks including SWA, FANSA, WSSCCB, WAI, PPRC, Water.org, DSK has been undertaking budget advocacy works from last 6 years. However, as the decision is made by the cabinet, ministry of finance and ministry of planning, so it can be considered as indirect achievement. |
| pivotal | Local government | WASH/IWRM integration | During October 2018, Dhania (29/10/18) and Veduria (31/10/18) Union Parishads and Bhola Sadar Upazila Parishad (30/10/18) constituted IWRM committees as part of implementing the Water Rules (2018) these committees are first-of-its-kind in Bangladesh | FA/MD | |
| true | Local government | Budget | On 5 March 2019, the Veduria Union Parishad allocated budget for a separate Toilet for girls at Veduria Cooperative school. | contested | WSSCC: It is true, UP sanctioned allocation for girl's toilet under the demand and lobby of the citizen. DORP has raised knowledge and capacity of the people about the project and their rights. |
| true | Local government | WASH/IWRM integration | During April 2019, Veduria Union Parishad constructed a public toilet, a drainage system and a tube well in Bankerhut local market area in the Veduria Union, Bhola. | FA/MD | BRAC – 'Watershed's contribution' narrative does not provide sufficient information WSSCC: It is projects regular activity. DORP under this project has undertaken lots of activities for the CSOs, citizens on different issue to enhance their awareness and capacity. |

| | | | | | |
|------------|---------------------|--|--|-------|--|
| sequential | Local government | Social inclusion | Between 5 May and 30 May 2019, nine (9) Union Parishads in Bhola Sadar Upazila have allocated separate WASH budget for women, the disabled and marginalized people including some of the country's poorest, as a component in their annual budget. | FA/MD | |
| true | Local government | Budget | Between 20th- 31st May 2019, Uttar Dighaldi Union Parishad (UP) in Bhola Sadar Upazila incorporated WASH-IWRM component in their annual budget. | FA/MD | Water.org: not aware of location and date WSSCC: Process was initiated and it was in progress. A workshop was held and it discussed about their action of incorporation. Previously Union Parishad had a little budget. But IWRM's involvement is a great achievement of this project. And if this is continued, long term as well as sustainable achievement is possible |
| sequential | National government | Social inclusion/budget | On 13 June 2019, the Finance Minister's Budget Speech allocated increased budget for safe drinking water and sanitation in the rural areas due to the government focus on the project: "My Village, My Town", a commitment made in the Election Manifesto of 2018 (39,7% increase in 2018/2019 and 11.6% further increase in 2019/2020). | FA/MD | |
| sequential | National government | Social inclusion | On 30 June 2019, The National Board of Revenue of Bangladesh's finance ministry has signed off the initiative to exempt value-added tax (VAT) and supplementary duty on raw materials required for manufacturing sanitary napkins. | FA/MD | BRAC: Also interest of manufacturers was important for VAT removal. There was a strong industry lobby. I'm not sure if VAT exemption translated to cost reduction to the consumer. Did it make pads more affordable? WSSCC: Accurate and it is also an achievement of the project. An appeal was submitted to the political party to include in the election Manifesto by the WaterAid and other Alliance including WSSCC |
| true | Local government | Social inclusion/Coordination and Budget | On 17th July 2019, Veduria Union Parishad installed one toilet block for men and one for women along with two Deep Tube Wells to at a local market place (Bankarhat Bazar). | FA/MD | BRAC: The small pilot was conducted in one union showing good success from a lot of input resulting in changes. But scale up may be different. The project does not know what problems they will face. Will they be able to scale up this model? What are the lessons learned from the pilot WSSCC: GWA conducted different sessions there with different stakeholders including CSO. And GWA also held meeting with BWDB, LGED and DPHE; and meeting the chairpersons of Veduria and Dhania union parishad under Bhola Sadar Upazila. Water.org - Program is doing well through networks and I am confident that their contribution is significant |
| sequential | National government | Coordination and Collaboration | On 13th November 2019, National Forum for Water Supply and Sanitation (NFWSS) recommended to approve the revision of National Strategy for Water Supply and Sanitation. | FA/MD | |

| | | | | | | |
|------------|------------------|--------------------------------|--|-------|--|---|
| sequential | Local government | Social inclusion | On 18th November 2019, Ramgati Upazila Executive Officer has verbally committed to provide a deep tube-well to Bede Pali (traveller community) at Char Poragascha Union Parishad of Ramgati during a formal meeting between the WMCCR, DORP, the Union Parishad and the IWRM Committee | FA/MD | | WSSCC: Government's WASH program does not provide hand washing facilities. Union Parishad is the organization that takes care of ensuring the supply and installations. This program (WaterShed) is a new and exceptional one. The project has promoted capacity of the people. |
| true | Local government | Coordination and collaboration | During April 2020, the DPHE installed hand-washing facilities (HWF) at 10 different locations in Bhola sadar Upazila and municipality in front of market, hospitals, etc. as a response to the Corona-virus pandemic. | FA/MD | | |
| true | CSO | Coordination and collaboration | On 12th of May 2020, WMCCR set up a hand washing device near the local market to fight against Corona-virus. | FA/MD | | |
| sequential | Local government | Social inclusion | On 18th May 2020, Razapur Union Parishad (outside of implementation target area) in Bhola Sadar Upazila for the first time has allocated a separate WASH budget for women, disable and marginalized people. | FA/MD | | |
| sequential | CSO | Social inclusion | From February to June 2020, the WMCCR in Ramgati Upazila replicated the social mapping practices that were completed in Bhola in two wards; Char Badam and Alexander union. | NKE | | WSSCC: CSO were oriented on the issues and PRA tools to identify problems, situation and status. The monitoring tool was used in similar fashion by the CSOs at Ramgati |

WP6 – India

| State | Type of outcome | Element(s) of the ToC | Outcome Description | Outcome Agreement | Watershed Contribution | Additional Comments |
|-------|-----------------|---|--|---------------------|------------------------|---|
| Bihar | Pivotal | Coordination/collaboration; budget transparency | Seeing the experience of Ward No.7 of Barbatta village of Barbatta Gram Panchayat in Samastipur District of Bihar, the Ward Implementation and Management Committee (WIMC) of Ward No. 10, 13 and 2 of the Barbatta village from 01 January 2019, and Ward number 1 from 01 April 2019 began collecting monthly tariffs for water supply @Rs.50/month. This amount would cover Operation & Maintenance costs for regular | PA/FA/D (contested) | PD | Replication is not possible just by hearing about an activity unless similar capacity-building or training has been conducted for members of the WIMC. If it would have been due to successful attempt at Ward 7, it would have been picked up by all other 6 wards as well subsequently. I think that other wards that went for tariff collection were not having any alternative sources of water supply and there was no alternative before them |
| Bihar | TRUE | Coordination/collaboration | In June 2019 the PRI head (Mukhiya Ramchandra Sah) acknowledged and catered to the demands of the marginalised communities of ward no 4 and ward no 6 by making a written request to the EE (PHED) for provision of safe drinking water | PA | MD | PRI members are local and are aware of the needs of the community. The survey gave them evidence to ask for specific needs. Also, the current schemes operate in a manner that the marginalised communities have to be served first. However, in the event that some of the HHs were left out of the original schemes/coverage they could be provided through the PHED department. This is a particularly significant outcome, as the Sarpanch still majorly seeks action for forward caste people or |

| | | | | | | |
|-------|------------|------------------|--|----|----|---|
| Bihar | Sequential | Accountability | In April'19, Keshar Bano, Ward Member of W.N., 4 Village Saidpur Jahid (Gram Panchayat Bhagwampur Kamla, Ujyarpur Block, Samastipur District, Bihar) sought the list of beneficiaries/recipients of the Rs.12,000 subsidy under the Swachha Bharat Mission in her ward from the Block Coordinator, District Water and Sanitation Committee to check for any duplication in subsidy payments. | FA | MD | <p>influential people. Covering left-out communities is always very challenging.</p> <p>Due to the capacity-building of the ward members they have become more knowledgeable and aware of their rights. This is very new for the ward members, and since they have only 2 terms of implementation under their belt, the ask in seeking relevant information from concerned departments/officials is also new to them. This is actually the first term, when the ward members have the right to implement the 3 WASH schemes (part of the 7 nishchay programme)</p> <p>It is the role of the WIMC member to seek clarifications on the entitlements they have in their area. However, many a times they are not capacitated to do so. The trainings conducted as a part of the Watershed programme has strengthened the capacities of these WIMC members to ask relevant questions to the proper government officials and departments.</p> |
| Bihar | Pivotal | Social Inclusion | Unlike earlier, where women didn't attend ward meetings, there is increased attendance and active participation of marginalised communities (women and Scheduled Castes) in 3 villages (Barbatta, Kamala, Lakhinipur) of Samastipur district in Bihar to influence decisions for scheme implementation for their respective wards since May 2018. | PA | MD | <p>Design of the WIMC has inbuilt provision for the women and marginalised communities presence. Motivating these stakeholders to attend is great contribution. However, attendance doesn't necessarily translate to active decision-making role. For ensuring quorum the numbers can be met. However, it would be good to see the evidence that supports this where people's aspiration, knowledge and demands were actually translated to the development plans or was it again done in contractor mode? The role of CSOs in ensuring increased participation and attendance of women and marginalised communities has definitely helped to contribute to this. 100% and major attribution may not be true, because of the presence of other development organisations or CSOs who might also be working for increased participation by women and marginalised communities. Is there evidence that greater number of women or marginalized community members in these meetings have actually resulted in breaking the existing power structures within the community, more active participation and say in decision making?</p> |

| | | | | | | |
|--------|------------|---|--|---------------------|----|--|
| Bihar | Sequential | Accountability | The Block Development Officer of Ujarpur block, Bihar, Vijay Kumar on 26 February 2020, during a meeting with Nidan at his residence, verbally agreed to provide training to PRIs and ward members to address capacity gaps for Ward Implementation Management Committee members, their roles and responsibilities to implement Har Ghar Nali Gali Yojana. | PA/FA/D (contested) | MD | The [validator] accepts that the BDO is a dynamic person and is open to the needs and also understands the gaps of his officials to undertake the task assigned to them. [They] contribute this agreement to the work of Nidan and the Watershed programme, where [they] say that the willingness of the BDO to verbally agree to the trainings for officials to successfully implement the Har Ghar Nali Gali Yojana is due to the development of VWSPs under the programme. However, there is no direct evidence provided that states that the training agreed upon in the said meeting became an official order. It is definitely significant that the BDO agreed upon the fact that capacity gaps exist amongst the officials to implement the said scheme, however, did this training happen? Verbal commitment/assurances basically have no value. Additionally, there is a regular government training programme for the members of the WIMC anyways. |
| Bihar | Sequential | WASH/IWRM | In January 2020, the ward members of Ward no. 12 of Panchayat Bhagwanpur Kamla, Samastipur district, Bihar used the maps on natural drainage pattern from Village Water Security Plans to inform the contractor dealing with work on "Har Ghar Nali Gali Yojana", (the street-drain scheme) and asked him to use it to design the drains layout. The Ward Implementation and Management Committee members of ward No. 3, 5, 9, 12 and 13 of Bhagwanpur Kamla Panchayat subsequently used the maps to inform the planning of the street drain scheme in their respective wards. | PA | PD | The ward members have a definite say in instructing the contractor to do work as per their needs, and since VWSP have been developed under the programme such instructions have been possible, if it reduced waterlogging and does not result in additional costs to the contractor. ACT is a technically sound organisation who does community and participatory development of the VWSPs. I have also worked with them and know of their work. The panchayat has the direct authority to sanction the work under the Har Ghar Nali Gali Yojana where the HHs who do not have pakka road and drain for waste water discharge are benefited. It would have been good, if project would have tried to train staff of PHED/ PRI Department on water security planning and drainage planning and then they would have prepared only one plan or DPR. |
| Odisha | TRUE | Accountability | Since December 2019 until completion, in Matikhalo village, Kanamana Panchayat, Chatrapur Block, Ganjam District, Odisha the Sarpanch Mr. Chakrapani Reddy and the newly formed Village Water Sanitation Committee have been actively following up on the implementation of Piped Water Supply and supervising the works. | FA | MD | This is not a regular practice - without the presence of GU and the programme, the work would not have occurred. Most of the VWSCs are not functional in Odisha. GU formed and capacitated the VWSC to supervise the PWS implementation |
| Odisha | Sequential | budget transparency; coordination, collaboration; WASH/IWRM integration; accountability | On 24th Jan '20, Sri C. Reddy, Sarpanch of Kanamana Gram Panchayat, Chatrapur Block, Ganjam District, Odisha, in a formal block level meeting with PRIs and CSOs of Chatrapur, demanded for transparency on the funds that the GP transfers to the Block and line department (RWSS). The Sarpanchs are unaware how and when the transferred are spent and are demanding for transparency. | FA | MD | In Odisha, generally the Sarpanchs are not aware of many schemes and their rights (they are not empowered enough). This project has led them to demand such information and transparency. Any project launched by the government, the information from them takes time to reach the community and Panchayat level. Since Gram Utthan is building the capacity of PRI members, as an outcome the Sarpanch must have raised the question of transparency in fund flow. This is not a regular practice, it is unique in occurrence. |

| | | | | | | |
|--------|------------|---|--|-----------------------|-----|--|
| Odisha | Sequential | coordination, collaboration; WASH/IWRM, data for evidence | In November 2019, the Village CSOs of Tikiria Berhampur and Sarpanch, Kanamana Panchayat, Chatrapur Block, Ganjam District, Odisha used a visit by Jal Jeevan Mission team to demand for water source for Tikiria Berhampur village which had water quality and quantity problems. | FA/PA/NKE (contested) | PD | The Jal Jeevan Mission was launched in August 2019 and as per the BASUDHA scheme, maximum funds in Odisha have been utilised in Behrampur village in 2019. Even if GU wasn't there, the PWS would have been sanctioned, maybe in a delayed manner. The presence of the programme enabled this sanction and implementation at a expedited pace. |
| Odisha | TRUE | social inclusion; coordination, collaboration | During 2018, the respective Gram Panchayats of Podapadar, Agastinuagaon, Ariyapalli, Panchayats, Chatrapur block, Ganjam district ensured that the Village Water Sanitation Committee of Humur, Podapadar, G N Palam, Ariyapalli villages reconstituted of 50 % women as mandated by the VWSC guidelines of the Odisha Government | FA | MD | Gram Utthan's intervention in forming VWSCs as per the government guideline which talks about 50% women participation and building their capacity definitely contributes directly to the outcome. Also VWSCs are mostly non-functional in Odisha. The programme helped in reviving these VWSCs and also thus led to increased women participation in the committee. |
| Odisha | TRUE | Budget transparency; WASH/IWRM; accountability | In Nov'19, Kanamana Sarpanch, Chatrapur Block, Ganjam District, Odisha leveraged Corporate Social Responsibility fund of Rs xxxxx Lakhs from India Rare Earths Limited for pond renovation (Narisangh Bandh pond). | NKE | NKE | This looks more like an output than an outcome. Secondly, [we] are not fully aware of the happenings on ground in relation to this point. However, this is not the first time CSR funds have been leveraged in Ganjam district. |
| Odisha | Sequential | Budget transparency; WASH/IWRM; accountability | On 5th June 2018 the Block Development Officer (Mr Sachidanada Nayak) of Chatrapur block of Ganjam district (Odisha) approved Gram Panchayat Development Plans of 3 GPs - Kanamana, Ariyapalli and Podapadar which included a sum of Rs 3,20,000 for major repairs of water points. This was the first time major repairs were included in the GPDP. | FA | MD | IRC did the life-cycle cost approach for budgeting, which was attended by GU, and maybe 1 or 2 Sarpanchs as well. This training was to be done with remaining GP officials. Given this training and the improved understanding of the officials in charge of the development of the GPDP, they now have the knowledge that allocating a major sum (INR 1 lakh or more) for major repairs is more beneficial rather than go for construction of a new infrastructure. Mostly in the GPDPs money is allocated for new development and/or minor repairs. This is the first time money has been allocated for major repairs. |

Annex 3.C: Methodology for HOV

Introduction to the Outcome Selection Process

This document presents the the reasoning and process of selecting harvested outcomes for external substantiation for each of the case study Work Packages; namely WP1 Uganda, WP2 Kenya, WP4 Ghana, WP5 Bangladesh and WP6 India.

The substantiation of harvested outcomes is one of the main components of the Watershed evaluation as detailed in the final inception report submitted on 24 June 2020. It informs mainly the effectiveness section of the evaluation.

The selection of outcomes follows from feedback gathered through internal consultation meetings with the Watershed core team and interviews with case study Work Package Leads.

The selection of harvested outcomes was based on the final version of updated harvested outcomes shared by the Watershed core team on the 6th of July 2020.

Overall Selection Approach

The harvested outcomes selection process observed a balance between standardised methodology and contextualisation of outcomes according to each Work Package case study.

The evaluation team adopted a collaborative process based on iteration and process learning. Each member took up in-depth analysis of one or two Work Packages and at the same time shared emerging findings from selection process at several intervals or rounds.

The process proved useful to optimise harmonisation and generalisability across different Work Packages to the extent possible, while accounting for the specificities of each Work Package's context, priorities, and dynamics between various actors and issues.

The sections below outline the methodology for selecting the harvested outcomes for substantiation, including the three rounds of harvested outcomes time sequencing exercise, cross-examination with planned outcomes in internal documents, criteria for outcome selection, in addition to the specific selection considerations for each case study Work Package.

Round 1: Outcome Time Sequencing Exercise

The selection of harvested outcomes for external substantiation was derived from the overall outcome time sequencing exercise that covers all eight packages. The outcome time sequencing exercise analysed harvested outcomes in each of the five Work Packages to identify potential cumulative sequences or 'threads' that trace pathways to change over the Programme's years of operation. This level of analysis primarily classified outcomes in relation to:

1. Their chronological occurrence

2. Their relation to the six ToC elements (use of reliable evidence, social inclusion, coordination/collaboration, WASH/IWRM integration, accountability, and budget transparency)

The analysis identified some threads/sequences of cumulative outcomes in addition to standalone or 'loose ends' outcomes. An initial set of outcomes was identified on a purposive basis according to 1) their incidence within each Work Package case, 2) the outcome's significance in the threads/sequences of pathways of change, or in the case of standalone outcomes, according to its significance to processes of change.

For standalone outcomes, particular attention was placed on the significance of outcomes in relation to the ToC element, the implementation process, the policy making context, or the relevant actors (CSOs, partners) or audience engagement.

The following criteria were adopted for the initial selection of outcomes in relation to each ToC element:

Table 1: Criteria for outcome selection per ToC element

| | |
|----------------------------|---|
| Social Inclusion | End target groups (i.e. who did the outcome/activity tried to include), in addition to the associated actor (i.e. a CSO or government official) and the geography (i.e. the location/district/town/city). Example: outcomes sequenced based on the mention of "people who participate in stone quarrying as a source of income". |
| Coordination/Collaboration | Participating actor and intended change within the collaboration. Example: The government official of X district and a campaign to support municipal waste operations. |
| WASH/IWRM | Intended change . Examples include: forest conservation, wetlands conservation, municipal waste management, save the river campaigns etc. |
| Accountability | Duty-bearer held to account . Examples include district-level government, district council, government official, King, etc. |
| Budget Transparency | Duty-bearer of the budget (i.e., government official) and the intended change of making the budget transparent. Examples include: allocation of funds, proposals, plans, public platforms, etc. |

In the event that the description of some outcomes was vague, the selection observed the 'significance of the outcome' column in the harvested outcomes sheet as a guide for selection.

The initial selection of outcomes sought to strike a balance between cumulative and standalone outcomes in as much as it responded to their relation to ToC elements and their relative significance to change pathways.

Round 2: Cross-examination with planned outcomes in Internal Documents

Following the initial selection drawn from time sequencing, outcomes were cross-examined in relation to:

1. The planned outcomes set by each case study Work Package across the duration of the programme. Planned outcomes for each Work Package were identified across the annual plans and reports shared with the evaluation team.
2. The most significant outcomes stated in the annual reports for each year

The cross-examination was mainly used for triangulation. It reflected intimate alignment between initially selected outcomes and those planned and prioritised in the internal documents that was satisfactory to move to the next phase.

Round 3: Final Selection Based on Type of Outcome Criteria

Following the initial round of selection and triangulation, outcomes were categorised according criteria relating to the type of outcome following good practices of outcome substantiation as follows: ¹

- **True outcomes:** that represent a clear behavioural, institutional or policy change.
- **Sequential outcomes:** Those that constitute key steps and milestones important to the change processes.
- **Pivotal outcomes** that affect follow-up decisions in major ways, such as resulting in scaling up, new networks, or replication, or in determining steps that followed. A deeper understanding of the context of these outcomes is recommended for its learning value.
- **Setback outcomes** that can be unintended, negative or reflect an expected outcome that did not occur. A deeper understanding of the context of these outcomes is recommended for its learning value.
- **Non-action outcomes:** that concern stopping an adverse proposed policy or an undesirable practice
- **Low evidence outcomes:** where the strength of the evidence is questioned. Examples include outcomes that rely solely on self-reporting, or relate to sources of low credibility such as unevicenced reporting on news or social media, or sources with vested interest (e.g. government, private sector etc.)
- **Contested-contribution outcomes:** where the program contribution may not be clearly linked to the outcome

The selection criteria by type of outcome yielded balanced results across case study Work Packages. An analysis of the database of harvested outcomes shared with the evaluation team revealed that outcomes fell mainly within the three categories of true, sequential and pivotal outcomes, in addition to two setback outcomes that were recorded by the Kenya Work Package.

¹World Bank. (2014). Outcome based learning field guide; Tools to monitor outcomes and systematically learn from complex projects. Retrieved from: <https://bit.ly/2OLmi8q>

The final selection also ensured that the outcomes selected for substantiation capture all parts of the Theory of Change as per the Directorate General for International Cooperation's (DGIS) request as applicable to each case study Work Package (see following section). In keeping with good practices, the final selection of outcomes included around 20% of the total number of harvested outcomes as indicated in Table 2.²

Table 2. Number of outcomes selected for substantiation in each case study Work Package

| WP | Total # of harvested outcomes ³ | # of outcomes selected for substantiation |
|------------|--|---|
| Uganda | 72 | 14 |
| Kenya | 137 | 27 |
| Ghana | 30 | 8 |
| Bangladesh | 90 | 21 |
| India | 62 | 12 |

Note: The total number of harvested outcomes by the India WP excludes 9 additional outcomes that were later shared by a WP member. The selected outcomes were not revised upon receiving the additional outcomes as they were not classified per relation to element of the ToC, type of actor that changed and contribution of Watershed.

Specific Selection Considerations for Each Case Study Work Package

In addition to the general methodological considerations outlined above, the team identified variations within each Work Package that were accounted for, and informed, the harvested outcomes selection. Below is an indication of these variations.

WP1 - Uganda:

The Uganda Work Package included a total of 72 harvested outcomes, out of which 14 were selected for substantiation. The selected outcomes were selected in relation to the key priorities stated in internal documents as follows:

- Active citizen and community engagement and participation on WASH/IWRM.
- Evidence-based lobbying and advocacy to hold duty-bearers to account.
- Engagement with a diverse set of stakeholders involved in water resource management and environment degradation.

For the Uganda Work Package, all selected outcomes were categorised as true, pivotal outcomes or sequential outcomes, with a larger proportion classified as pivotal or sequential.

WP2 - Kenya:

The Kenya Work package reflected an abundance of harvested outcomes with 137 in total, out of which 27 were selected. Distinctly, the bulk of harvested outcomes related to the ToC element of collaboration and coordination in addition to social inclusion. Furthermore,

² *ibid.*

³ These figures are based on the most updated list of harvested outcomes shared by the Watershed core team.

harvested outcomes mainly covered two distinct geographic areas, with a significant higher number covering Kajiado County than Laikipia. A number of harvested outcomes also included activities that combined both counties, with a smaller number at national level.

The selected outcomes responded to the following programmatic priorities detailed in internal documents:

- Lobby and Advocacy (L&A) targeted at county and national decision makers to be more aware of, appreciate and adapt integration of WASH services and WRM conservation efforts to enhance sustainability, covering policy issues, planning, increased resource allocation and the practices of key duty bearers.
- Capacity building for CSOs to access, gather and use evidence for informed decision-making and L&A processes, focusing mainly on WASH/WRM integration to strengthen sustainability, financing imbalances in WASH/WRM sectors, and social inclusion.
- Capacity strengthening for social accountability among users and duty bearers to ensure sustainable and inclusive WASH/WRM service delivery.

WP4 - Ghana:

The Ghana Work Package included a total of 31 outcomes that were harvested, with a notable surge in the latest outcomes by around one third. The final number of selected outcomes amounted to 8. The outcomes were selected in relation to following programmatic priorities stated in internal documents as follows:

- Increased citizen engagement on WASH and IWRM.
- Increased Financing for WASH and WRM.
- Joint Government and CSO planning and programming for WASH and IWRM.

Notably, no outcomes were harvested for the ToC element 'social inclusion' and therefore selected outcomes covered all other ToC elements.

WP5 - Bangladesh:

For the Bangladesh Work Package, out of a total of 90 harvested outcomes between 2017 and 2020, a little over 20% were selected amounting to 21 selected outcomes. Notably, a number of outcomes harvested in 2020 were in response to the Covid-19 pandemic. Some of these have been selected for substantiation due to the relative significance it has on the programme operations in the country.

The outcomes were selected in relation to the following programmatic priorities stated in internal documents:

- Insufficient and socially exclusive public finance for WASH at local and national levels.
- General lack of understanding of budgeting for WASH/IWRM and WASH/IWRM integration.

Furthermore, particular attention was placed on outcomes at both local and national levels as stated in the planned outcomes as follows:

Union Parishad (local level):

- WASH budget will be increased in Watershed areas including gender budgeting
- Sadar Upazilla WASH committees will be set up in 3 Unions of Bhola where Watershed is not operational

Notably, for the Bangladesh Work Package, over a third of the harvested outcomes between 2017-2020 related to the ToC element of social inclusion whereas only two outcomes were harvested under the ToC element of data for evidence.

WP6 - India:

The harvested outcomes for the India Work Package were separated into two sheets, one relating to Bihar (Debkhal Chaur) and another for Odisha (Tampara). The selection of the outcomes for the India Work Package observed this separation. In total, 6 outcomes out of 34 were selected for Bihar, and 6 out of 29 for Odisha.

The selected outcomes were considered in relation to the programmatic priorities stated in internal documents as follows:

- Social inclusion of women and/or marginalised communities.
- Evidence-based programming for WASH and IWRM.
- Increased coordination and collaboration between CSOs.
- Implementation of existing government WASH policies.

For the two India Work Packages, selected outcomes fell under the categorisation of true, pivotal, or sequential outcomes, with a larger proportion classified as true or sequential.

Annex 3.D: Substantiation Questionnaire

Information on Participation in the Watershed – Empowering Citizens End of Programme Evaluation

1. Invitation paragraph

We invite you to participate in the end of programme evaluation of Watershed, a five-year programme (2016-2020) that aims to act as a catalyst for improvements in Water, Sanitation and Hygiene (WASH) and water resources governance through strengthening the capacity of civil society organisations (CSOs) in evidence-based lobbying and advocacy. Watershed works in six countries (Kenya, Uganda, Mali, Ghana, Bangladesh & India) and at the Netherlands and international level in order to strengthen civil society voices, their skills and knowledge base. The evaluation is undertaken by PopDev, a UK-based research and evaluation consulting firm. Before you decide to participate, it is important for you to understand why this research is being conducted, and what participation is involved. Please take time to read the following information carefully and discuss it with others if you wish. Please do not hesitate to ask the researchers if there is anything that is not clear, or if you would like further information. The researchers' contact details are as follows:

Dr. Nahid Kamal – nahidkml@gmail.com

Dr. Nisrine Mansour – nis.mansour@gmail.com

Zinnie Cowing – zcowing@gmail.com

Thank you for reading this.

2. What is the evaluation's purpose?

The purpose of this evaluation is to assess the effectiveness of the Watershed programme and to attain a detailed understanding of the achievements of the programme.

3. Why have I been chosen?

You have been chosen to be a part of this evaluation because you have expertise in one or more of the following areas: advocacy, WASH & WRM integration, WASH policy making and/or community knowledge and you are knowledgeable of the Watershed programme but at a sufficient distance from the programme so as to be considered external to the programme.

4. Do I have to take part?

It is up to you to decide whether or not to take part. If you do decide to take part, you will be asked to sign a consent form. You can withdraw at any time without giving a reason. If you decide to withdraw, you will be asked what you wish to happen to the data you have provided up that point.

5. What will happen to me if I take part?

If you wish to take part in this study after reading the participant information sheet, we will ask you to read and sign the consent form. You will then be invited to:

- Complete an online questionnaire; and
- You may be asked to participate in an interview with researchers to discuss your answers to the online questionnaire

You are able to request access to the data generated throughout the study and used in the reports by getting in touch with PopDev Director Nahid Kamal at: nahidkml@gmail.com

6. What will happen with the information I give and will it be used?

The records from the online consultation and the interview will only be used for analysis, in addition to anonymising identities of participants. No other use will be made of the data without your written

permission, and no one outside the project will be allowed access to the original notes, before deleting them.

7. What are the possible disadvantages and risks of taking part?

There are no risks or disadvantages of taking part in this study. You do not have to answer any questions that make you feel uncomfortable or distressed.

8. What are the possible benefits of taking part?

This evaluation will inform the next phase of the Watershed programme and help to attain a detailed understanding of the achievements of the programme, as well as of the effectiveness of the strategies applied by all implementing and supporting teams.

9. What if something goes wrong?

If at any point during this study you wish to file a complaint, please get in touch with PopDev's Director Nahid Kamal at: nahidkml@gmail.com

10. Will my taking part in this project be kept confidential?

Yes, all of the information that we collect about you during the course of the research will be kept strictly confidential. It will not be possible to identify your identity in any ensuing reports or publications.

11. What will happen to the results of the research project?

Watershed will receive the final evaluation report. The purpose of the report will be to capture learnings from the project.

12. Data Protection Privacy Notice

Data protection is an important issue that has to be considered in relation to this type of fieldwork. PopDev has a strong commitment to data protection and research ethics. We work to the highest standards possible at all times. We guarantee the privacy and anonymity of all respondents involved in our research and apply a policy of informed consent and confidentiality for all of our work.

PopDev's Registration Number is 10919246. All data will be collected and held in line with the UK Data Protection Act.

Thank you for reading this information sheet and for considering to take part in this study.

Participant Consent Form

Please complete this form after you have read the Information sheet and/or listened to an explanation about the research.

Thank you for considering taking part in this research. The person organising the research must explain the project to you before you agree to take part. If you have any questions arising from the Information Sheet or explanation already given to you, please ask the researcher before you decide whether to join in.

I confirm that I understand that by ticking/initialling each box below I am consenting to this element of the study. I understand that it will be assumed that unticked/initialled boxes means that I DO NOT consent to that part of the study. I understand that by not giving consent for any one element that I may be deemed ineligible for the study.

| | | Tick Box |
|-----|---|----------|
| 1. | *I confirm that I have read and understood the Information Sheet for the above study. I have had an opportunity to consider the information and what will be expected of me. I have also had the opportunity to ask questions which have been answered to my satisfaction. I would like to take part in - the online questionnaire [] - an individual interview [] | |
| 2. | *I understand that I will be able to withdraw my data up to September 1 st 2020 | |
| 3. | *I consent to the processing of my personal information (detailed in the participant information sheet) for the purposes explained to me. I understand that such information will be handled in accordance with all applicable data protection legislation. | |
| 4. | Use of the information for this project only *I understand that all personal information will remain confidential and that all efforts will be made to ensure I cannot be identified (unless you state otherwise). | |
| 5. | *I understand that my participation is voluntary and that I am free to withdraw at any time without giving a reason. I understand that if I decide to withdraw, any personal data I have provided up to that point will be deleted unless I agree otherwise. | |
| 6. | I understand that the information I have submitted will be included in a report and I will receive a copy of it. | |
| 7. | I consent to keeping records of the information I give and that these records will be used for the sole purpose of the study. | |
| 8. | I confirm that I understand the inclusion criteria as detailed in the Information Sheet and explained to me by the researcher. | |
| 9. | I am aware of who I should contact if I wish to lodge a complaint. | |
| 10. | I voluntarily agree to take part in this study. | |

Name of participant

Date

Signature

Substantiation Questionnaire to Collect External Validator Feedback

1. Please find below a description of an outcome selected for your review, including information on the outcome statement, outcome significance and programme contribution. It is followed by questions for you to answer about this outcome.

| A. Outcome Statement | B. Outcome Significance | C. Programme Contribution |
|----------------------|-------------------------|---------------------------|
| | | |

1. On the description of the overall outcome information (all three boxes above): To what degree do you agree that the information is accurate? (Please choose *only one* answer)

- Fully agree Partially agree Disagree
 Not knowledgeable enough to answer prefer not to answer

2. On the extent of the program's contribution: The Programme's contribution to this outcome was:

- negligible indirect partially direct majorly direct
 Not knowledgeable enough to answer prefer not to answer

3. If applicable, please explain any disagreement you may have or present an alternative description with any of the following: (you may comment on *one or more* that apply, please tick accordingly)

- Outcome statement (A above)** - how accurate is the description of the outcome
 Outcome significance (B above) – how significant is the outcome
 Program's contribution (C above) - how the program contributed to the outcome

6. Any other comments or questions: (if applicable, please indicate any names and contact information for others you think could provide helpful comments)

Annex 4.A: Interview Guide for Contracted CSOs

Note to Consultants: The interview guide below is based on the following evaluation questions outlined in the Inception Report as follows:

- 1.1. Which organisations/groups have been involved in Watershed and which have not?
- 1.3 What observable changes can be identified in the capacity for lobby and advocacy of civil society organisations connected to the Watershed programme?
- 1.4 To what extent have changes in L&A capacity contributed to (positive) changes in lobby and advocacy actions by CSOs involved in the Watershed programme?
- 1.5 To what extent has capacity development support and/or collaboration with Watershed contributed to these changes?
- 1.6 To what extent was capacity development support provided by Watershed in line with the needs of the involved CSO partners?
- 4.2 How adaptable/flexible has Watershed been during implementation?
- 4.4 Have non-consortium implementing partners been able to participate in a meaningful way and at an equal level?
- 4.5. What is Watershed leaving behind? What evidence exists to suggest that the changes established will sustain after closure of the programme? Have CSOs outside of the partnership benefitted from the programme, in terms of capacities developed and lobby and advocacy strategies used?

1. Organisations/ CSO groups involved in Watershed

To start with, could you give me an idea about the non-contracted partners you have worked with? (*if there are many, it would be useful to ask for a list to be emailed after the interview)

- Can you describe the selection criteria for these organisations?
- Do you think your organisation targeted the right CSOs? Were there any that should have been involved but were not?
- To what extent did organisations/actors outside of the non-contracted CSOs you engaged with benefit from Watershed in terms of having their capacities developed and positive lobby & advocacy actions? Can you give any examples?

2. Capacity development support and contracted CSO's needs

With regards to the appropriateness of the capacity development support provided by Watershed:

- Please walk me through the process of the capacity development needs assessment of your organisation: how was it done, how often, who was involved? How were you involved?
- To what extent did the capacity development support provided by Watershed meet your organisation's needs?
- {if low match: probe to: If the training was a low match to you needs, to what extent were you able to express this to the WP lead and/or Consortium partners?}
- {if yes, probe: were any measures taken? Please provide examples.}

3. Observed changes in contracted CSO's capacity for and actions towards lobby & advocacy

- What are the most significant observed changes in your CSO's capacity for lobby & advocacy? Can you provide examples?
- To what extent do you think these changes in L&A capacity have led to positive changes in your organisation's lobby and advocacy actions? Can you provide examples?

4. Flexibility of Watershed during implementation

- During the implementation of the programme, how flexible was Watershed with:
 - Understanding the policy context in your area/country?
 - Understanding the advocacy dynamics among actors in your area/country?
 - setting your yearly plan and Theory of Change and revising it?
 - your selection of non-contracted CSOs?

5. Relationships

- In terms of your organisation's relationship with Consortium partners:
 - Did you interact with all of the Consortium partners or mainly the Work Package lead?
 - What were the main areas that you collaborated with the WP Lead and/or Consortium partners on (e.g. yearly planning, TOC revisions, budget etc.)?
 - How receptive were the Work Package lead and/or Consortium partners to your input and participation on these issues?

- To what extent were you able to participate meaningfully and at an equal level as the Consortium partners? As the other implementing partners in your Work Package?

6. Sustainability of outcomes

- Finally, as Watershed is ending:
 - In your opinion, what are the main changes to WASH/IRWM in your area that have come out (if partially) of your partnership with Watershed?
 - To what extent do you think these changes will be sustained once Watershed ends?

Annex 4.B: Interview Guide for Watershed Partners

Learning Trajectory Champions

Introduction [to all Respondents]

- To start with, could you please give a brief overview about your role in your organisation and Watershed as the [LT Champion/WP Lead] and what this entails?

Understanding of LT/WP focus

- What is the main focus of the [LT/WP] in relation to Watershed's ToC elements and various WPs?
- To what extent did this focus change over the four years of the programme?
- What are some of the most significant changes resulting from the work of the [LT/WP]?
- What have been some of the main challenges faced by the [LT/WP]?
- How do you assess the [LT/WP]' contribution to CSOs' effective evidence-based lobby and advocacy in terms of:
 - using reliable evidence for lobby and advocacy initiatives?
 - Being socially inclusive, leaving no one behind?
 - Coordinating and collaborating amongst each other (CSOs and other non-governmental actors?)
 - Integrating WASH and IWRM in their lobbying messages?
 - Being considered representative in their view of constituents
 - Being Transparent about their own activities and results?
 - Holding government and service providers to account (including WASH and WRM finance)?

Collaboration and Coordination between LT/WPs and Consortium

From your positioning as [LT Champion/WP Lead/other]:

- Could you please describe the main channels of interaction you have with various Work Packages and LT Champions?
- Could you please describe the functioning of Watershed Consortium partners over the duration of the programme in terms of:
 - Their efficiency in implementing the (sets of) activities within and across Work Packages
 - Their complementarity for achieving enhancing effective lobby and advocacy on WASH
 - Their adaptability/flexibility during implementation
 - How socially inclusive were the approaches and organisational structure, including gender, the poor and other marginalised groups
 - The ability of non-consortium implementing partners to participate in a meaningful way and at an equal level

Now that Watershed is coming to a close, what are your views on:

- Watershed's sustainability of changes after closure of the program
- The extent to which CSOs outside of the partnership benefitted from the programme, in terms of capacities developed and lobby and advocacy strategies used
- Any countries outside of the partnership been influenced by the programme
- The contribution of MoFA (DSO, IGG and embassies) to Watershed's intended goals
- The main learnings that can inform good practices for all involved actors in the future

Board/Programme Working Group

Introduction

- To start off with, could you provide a **brief overview about your role** as *[a member of the Board/Programme Working Group]* and what this entails?

Understanding of Watershed Programme

- **Initiation Phase:** How did the idea of Watershed come about and who drafted the proposal for funding?
- **Consortium formation:** What were the main considerations for including partners in the consortium in the Netherlands? And in country Work Packages (contracted implementing partners)?
- **ToC assumptions:** How was the ToC for the overall programme developed? Who participated in designing it and to what extent are its underlying assumptions still relevant today?
- **Rationale:** The rationale of Watershed is distinctive in its focus on two main components: 1) the integration of WASH and IWRM, and 2) full focus on L&A versus implementation. What is the reasoning behind this, and how relevant are they today?

Watershed Consortium Partners Functioning:

- **Efficiency and adaptability:** In terms of budget allocation, how were decisions made across the programme and for each Work Package?
- **Priorities and interests:** We understand that consortium partners are implementing other WASH programmes in country Work Packages. To what extent have the individual programmatic priorities of consortium partners aligned with Watershed's interests?
- **Inclusivity:** To what extent were consortium partners socially inclusive in terms of their approaches and organisational structure – in other words how much were they able to prioritise gender, the poor and other marginalised groups?
- **Participation:** To what extent did consortium partners enable meaningful and equal participation of non-consortium implementing partners in the programme?
- **Funding:** Watershed was funded by MoFA (incl. DSO, IGG and embassies). What role did it have and what was its contribution to Watershed's intended goals?
- **Staffing:** Over the course of the programme, high turnover was noted in roles relating to WP Leads and LT Champions. What are some of the reasons behind this?

Now that Watershed is coming to a close, what are your reflections on:

- The **most significant changes** resulting from the work of Watershed.
- The **main challenges** faced by Watershed.
- **Sustainability** of the main changes after closure of the programme.
- **Main learnings** that can inform good practices for all involved actors in the future.

Ministry of Foreign Affairs

Introduction

- To start with, could you please give us a brief overview of your role at the IGG department of the Ministry of Foreign Affairs and what this entails with regard to Watershed, including how long you have been a part of the programme?

Understanding of Watershed Programme

- Could you describe the rationale behind MoFA financing strategic partnerships on lobby and advocacy under the Dialogue & Dissent framework?

Collaboration and Coordination between MoFA/WPs

We understand that you had a two-pronged relationship with Watershed, in that the Watershed programme, primarily through the NLWP, was charged with holding you accountable for providing Sustainable Wash for All, and secondly you were also considered the programme's fifth consortium partner. From your positioning as [MoFA],

- Could you please describe your engagement with the NLWP and to what extent the WP has improved MoFA's accountability for providing Sustainable Wash for All?
- Could you please describe your role as a Consortium partner and your relationship with the other consortium partners?
- How could the consortium relationship have been improved?
- To what extent were your expectations of the programme met?

Now that Watershed is coming to a close:

- How does MoFA evaluate success for programmes such as Watershed?
- Do you have any reflections as to why Watershed 2.0 did not get approval?
- What are your perceptions of MoFA's overall experience with Watershed?

Annex 4.C: Summary of Interviews

| Category | Number | Interview Code |
|-------------------------------|--------|---|
| WP1 (Uganda) | 5 | WS1, WS9, WS33, WS34, WS35 |
| WP2 (Kenya) | 6 | WS2, WS10, WS29, WS30, WS31, WS32 |
| WP3 (Mali) | 2 | WS3, WS11 |
| WP4 (Ghana) | 6 | WS4, WS12, WS25, WS26, WS27, WS28 |
| WP5 (Bangladesh) | 5 | WS5, WS13, WS18, WS19, WS20 |
| WP6 (India) | 9 | WS6, WS14, WS15, WS16, WS17, WS21, WS22, WS23, WS24 |
| WP7 (International) | 6 | WS7, WS52, WS53, WS54, WS55, WS56 |
| WP8 (Netherlands) | 2 | WS8, WS38 |
| WP9 (PMEL) | 1 | WS40 |
| WP10 (Fundraising) | 1 | WS43 |
| Board | 4 | WS45, WS46, WS57, WS58 |
| Programme Working Group | 2 | WS42, WS49 |
| Learning Trajectory Champions | 7 | WS36, WS37, WS39, WS41, WS44, WS48, WS50 |
| Ministry of Foreign Affairs | 1 | WS59 |
| Embassy of Netherlands (KNL) | 2 | WS47, WS51 |
| Sensemaking Sessions | 8 | WS60, WS61, WS62, WS63, WS64, WS65, WS66, WS67 |
| Total | 67 | |

Annex 5: Summary of Evaluation Findings

| | Least satisfactory | Partially satisfactory | Satisfactory | Highly satisfactory |
|--|--------------------|------------------------|--------------|---------------------|
| Relevance and Coherence | | | | |
| Alignment of Watershed with SDG6, WASH governance priorities at global and national levels | | | | X |
| Alignment of Watershed ToC with WASH policy making | | | X | |
| Suitable composition of consortium partners | | | | X |
| Relevant selection of MEL mechanisms | | | X | |
| Consistency with other existing programmes | | | | X |
| Relevant selection of contracted partners | | | X | |
| Effectiveness – Capacity Development | | | | |
| Meeting partners’ capacity development needs and priorities | | | X | |
| Observable changes in partners’ L&A capacity | | | | X |
| Effectiveness – L&A actions | | | | |
| CSOs using reliable evidence for L&A initiatives | | | | X |
| CSOs being socially inclusive, leaving no one behind? | | X | | |
| CSOs coordinating and collaborating amongst each other | | | | X |
| CSOs coordinating amongst other non-governmental actors | | | X | |
| CSOs integrating WASH and IWRM in their lobbying messages | | | X | |
| CSOs holding government and service providers to account (including budget transparency) | | | | X |
| Effectiveness – Changes in Governments’ policies, practices & investments | | | | |
| Reach to decision makers - country WPs | | | | X |
| Reach to decision makers – Netherlands & International WPs | | | | X |
| Governments’ greater understanding of the importance of increasing citizen participation, social inclusion, accountability, transparency in planning, budgeting, monitoring and implementation | | | | X |

| | | | | |
|---|--|---|---|---|
| National and local governments' policy change in terms of greater citizen participation, social inclusion, accountability, transparency in planning, budgeting, monitoring and implementation | | | | X |
| Donors' increased understanding of the importance of budgeting and increased financing for sustainable WASH for all? | | | X | |
| Efficiency, Adaptability/Flexibility and Partner Relations | | | | |
| Watershed's overall budget design and allocation | | X | | |
| Efficient implementation of WP activities (budget expenditure and outputs) | | | X | |
| Watershed adaptability/flexibility during implementation | | | | X |
| Functioning of Watershed consortium members | | X | | |
| Functioning of Watershed consortium members in country WPs | | | | X |
| Partnership between MoFA (DSO, IGG, embassies) and the consortium partners | | X | | |
| Meaningful and Equal Participation of Southern Partners | | | | |
| Watershed's amplification of Southern partners' work at the international level | | X | | |
| Watershed enabling meaningful and equal participation of Southern partners (in country WPs) | | | | X |
| Watershed enabling meaningful and equal participation of Southern partners | | X | | |
| Country WPs collaborating bilaterally to share learnings | | | X | |
| Watershed fostering South-South collaboration | | X | | |
| WPs' social inclusivity in terms of implementing partners and end-target groups | | | | X |
| Sustainability | | | | |
| To what extent did Watershed conceptualise and disseminate an exit strategy? | | X | | |
| To what extent are the interventions (knowledge products/built capacity) sustainable? | | | | X |

| | | | | |
|--|--|---|---|--|
| To what extent are the programmes' procedures and mechanisms (L&A activities) sustainable? | | X | | |
| To what extent is the policy reach/influencing/changes sustainable? | | | X | |

Table 1 provides an overview of the evaluation ratings at a glance¹. Justification of these ratings are provided in the qualitative findings below. The ratings represent the evaluation team's informed judgement based on the qualitative and quantitative data collected during the evaluation. The categories are as follows:

- **Highly satisfactory:** in compliance with the project document (expected accomplishments) and with high standards of performance
- **Satisfactory:** generally in compliance with the project document
- **Partially satisfactory:** partly in compliance but with weaknesses in some areas
- **Least satisfactory:** not in compliance

¹ The rating system is based on the Organization for Economic Cooperation and Development (OECD) "Review of DAC principles for Evaluation of Development Assistance", 1998 [online] <http://www.oecd.org/development/evaluation/2065863.pdf>

Annex 6: Terms of Reference

Terms of Reference for Watershed end of programme evaluation 16th January 2019

Contents:

1. Background
2. Scope
 - 2.1 Users
 - 2.2 Use
3. Evaluation questions
4. Responsibilities and lines of communication
5. Evaluation methodology
6. Deliverables and timeline
7. Evaluation team, contracting, requirements and budget
8. Application and selection process

1. Background

The main purpose of the evaluation is to learn about what worked, what did not, and why. The evaluation findings will help the Watershed partners, including DGIS, to attain a detailed understanding of the achievements of the programme, as well as of the effectiveness of the strategies applied by all implementing and supporting teams.

Watershed - empowering citizens is a strategic partnership between the Dutch Ministry of Foreign Affairs (MoFA) and IRC, Simavi, Wetlands International and Akvo with IRC as lead agency. It is aiming to act as a catalyst for improvements in Water, Sanitation and Hygiene (WASH) and water resources governance through strengthening the capacity of civil society organisations (CSOs) in evidence-based lobbying and advocacy. Watershed works in six countries¹ and at the Netherlands and international level in order to strengthen civil society voices, their skills and knowledge base. In the six countries, Watershed focuses on areas where water resources are scarce or contested and where environmental management is at the core of the WASH sustainability challenge. The programme duration is 5 years with a budget of more than 16 million euro.

The long-term objective of Watershed is improving governance for WASH and Integrated Water Resources Management (IWRM), so that environmentally sustainable services, and its management, are accessed by all citizens including marginalized groups such as women, girls and the very poor. The more immediate goal is to strengthen the ability of civil society in programme countries to advocate for change and in particular their ability to access and use reliable evidence and relevant information, so that their lobbying and advocacy is well-founded on reliable and accurate data.

Our programme recognises three indisputable facts:

- Sustainable WASH services cannot be achieved without sustainable water resources, and vice versa

- Achieving universal access to sustainable WASH services is a governance challenge
- A strong civil society is essential to improving governance.

Watershed lobby and advocacy activities specifically focus on the identification and inclusion of the marginalised in WASH governance. Capacity development is focusing on strengthening civil society organisations to empower women and the marginalised to enable better representation of their interests. Watershed uses evidence to empower civil society to hold governments accountable and for private sector and others to engage meaningfully in service delivery. The partnership does assess, develop and implement a set of tools and approaches for developing civil society organisations' capacity for evidence-based lobbying and advocacy.

Leading for the programme is the Watershed theory of change . This programme theory of change is the guide and inspiration for the theories of changes of the eight lobby and advocacy work packages. These work packages have been reviewing and updating their theories of change as part of their annual planning cycle.

The Watershed theory of change has a number of cross-cutting themes on which the capacity development of both consortium and implementing partners is focusing. The partnership has created for these themes Learning Trajectories (LTs), which are supportive vehicles for the capacity development during the full duration of the programme. The LT themes are:

- Data for evidence
- Policy Influencing
- WASH and IWRM (Integrated Water Resource Management) integration
- Social inclusion
- Finance

The Data for Evidence LT is focusing on supporting L&A messages and determining and generating the data needed to make that possible. This LT works closely with the LT on Policy Influencing, which provides technical support within and across Work Packages (WPs) to assist in the formulation of the right advocacy messages and questions. The WASH and IWRM integration LT works on conceptual and operational understanding of how these two sub-sectors need to strengthen each other and how this will feed the L&A strategies and messages addressing water allocation and conservation issues. The Social Inclusion LT focusses on identifying the barriers to inclusion of marginalized groups to use WASH services, and how to help removing those barriers. This LT has a strong link with the Finance LT, by looking into gender sensitive public WASH budget monitoring. The main focus of this last LT is on supporting the teams with budget tracking and financing for sustainable and inclusive WASH and service delivery. It includes advocacy for the need for accountability and transparency of public funding allocations: equity, cost disaggregation per subsectors and the need to increase public finance for WASH and WRM.

It is the first time that IRC, Simavi, Wetlands International and Akvo are working together in a consortium, and in total, over 100 (mostly part-time) staff work on the Watershed programme. MoFA is represented at consortium level by the DSO (Department Social Development) and IGG (Inclusive Green Growth Department) and by the respective embassies at country level.

Terminology:

- Watershed consortium partners: IRC, Simavi, Akvo, Wetlands International
- Contracted implementing partners: Country and regional-level CSO partners with whom Watershed has entered into a contractual relationship for the purposes of programme implementation.
- Non-contracted social actors: other country or local-level actors contributing towards the achievement of the Watershed goals through the work they do - these actors are not contracted.

Several layers of Watershed Partners

- Work package (WP): Unit of implementation (9 WPs: six countries, lobby in the Netherlands, global-level lobby and support Planning, Monitoring, Evaluation and Learning (PMEL), management), each with a dedicated budget.
- Outcome: a change in the behaviour, relationships, actions, activities, policies or practices of an individual, group, community, organization or institution. This can be intended or unintended, positive or negative.
- Social inclusion: refers to improving access to services for those who are excluded as well as supporting marginalised people to engage in wider processes of decision making to ensure that their rights and needs are recognised, respected & fulfilled. Please refer to the Participation ladder (see Annex C) to indicate levels of social inclusion.
- Integrated Water Resource Management (IWRM): a key process to ensure the sustainable provision of water, sanitation and hygiene (WASH) services in the context of increasing water scarcity, environmental degradation or conflicting water uses.
- Representative CSOs: CSOs who are recognised by their constituencies as representing their interests.
- Constituencies: a group of people who share the same interests

See OECD DAC glossary for all evaluation terminology used.

2. Scope

The aim is to evaluate the programme, covering 4 and a half years of implementation (2016-mid 2020), implemented by all the WPs (countries, the Netherlands, international and supporting), including all consortium - and implementing partners. The evaluation questions will initially be answered through desk studies and online contact with the team leaders of the WPs. "Ground truthing" or a deeper analysis by country visits should take place, preferably in all countries but at least in three countries and through meetings in the Netherlands related to the Netherlands and International WPs. The decision on which countries to be visited will be taken in consultation with the PMEL team and will be included in the evaluation work plan.

The evaluation will also be used as an accountability mechanism to Dutch Parliament.

The Watershed programme concept (theory of change) and programme has been inspired by the Dialogue and Dissent Framework³, which has five main themes. These five themes are:

- Capacity development of local CSOs for lobby and advocacy
- Legitimacy of CSOs
- Advocacy approaches and initiatives responding to their context
- Civic Space: enabling environment for civil society to operate
- Social inclusion: identification and taking away barriers for participation These themes are included in the evaluation questions and must be reflected on in the evaluation report

2.1. Users

The main users of this evaluation are:

- Programme Working Group (PWG): the programme management
- PMEL team (Work Package 9)
- The Board
- WPs, represented by the WP lead, especially when they are included in the evaluation, and if they are included in the development of the next phase of Watershed, or similar programmes in country.
- DGIS (Directorate General for International Cooperation - the Dutch Department of Development Cooperation in the Ministry of Foreign Affairs): DSO, IGG and the respective embassies in the countries will use the evaluation to be accountable to Parliament and for learning.

2.2. Use

- Be accountable to programme stakeholders (from beneficiaries to DGIS) on the outcomes achieved through the Watershed programme, demonstrating the benefits of integrating WASH with water security as well as demonstrating increased capacity of civil society to influence their governments based on evidence.
- Improve future programming based on lessons learned of what worked and did not work and why, at the level of the consortium but also for programme stakeholders at global, country and district levels.
- Share findings on an international level to contribute to learning within the sector.

3. Evaluation questions

1. To what extent did the Watershed program contribute to a strengthened capacity for lobby and advocacy of civil society?

1.1. Which have been the organizations/groups that have been connected to Watershed and which not?

1.2. What observable changes can be identified in the capacity for lobby and advocacy of civil society organizations connected to the Watershed program?

1.3. To what extent has capacity development support and/or collaboration with the Watershed program contributed to these changes?

1.4. To what extent did these changes in L&A capacity contribute to (positive) changes in lobby and advocacy actions by CSOs Watershed program?

1.5 To what extent was capacity development support provided by Watershed in line with the needs of the involved CSO partners?

2. To what extent did Watershed achieve its strategic goals as set out in the beginning of the program by its theory of change? In other words, to what extent has Watershed contributed to CSOs involved in the programme, in the six implementation countries, in the Netherlands and world-wide, in engaging in effective evidence-based lobbying & advocacy to their governments as well as holding service providers accountable for sustainable WASH for all?

More specifically to what extent are CSOs (both the contracted implementing partners and the non-contracted social actors) involved in the programme:

- 2.1. using reliable evidence for lobby and advocacy initiatives?
- 2.2. socially inclusive, leaving no-one behind?
- 2.3. coordinating and collaborating amongst each other (CSOs and other nongovernmental actors)?
- 2.4. integrating WASH and IWRM in their lobbying messages?
- 2.5. considered representative in the view of constituents?
- 2.6. transparent about their own activities and results?
- 2.7. holding government and service providers to account (including on WASH and WRM finance)?

3. To what extent have local, national and international governments and donors⁴, changed their policies, practices and investments towards inclusive and environmentally sustainable IWRM/WASH, that Watershed contributed to, directly or indirectly?

4. What has been the (cost) effectiveness⁵ of the Watershed strategies (sets of activities) to achieve changes under the questions 1-3? (Did we do the right thing, did we do it well?) Are the resources invested in such a way that there is effectiveness?

5. Did Watershed implement the (sets of) activities efficiently?

7. How adaptable / flexible has Watershed been during implementation?

7. How has the consortium of Watershed functioned? Between the consortium partners, in terms of complementarity for enhancing effective lobby and advocacy? Have the contracted partners been the right partners to achieve Watershed's strategic results? Have the southern partners been able to participate in a meaningful way and at an equal level?

8. What is Watershed leaving behind? Sustainability of the programme results: What evidence exists to suggest that the changes established will sustain after closure of the program? Have CSOs outside the partnership benefitted from the programme, in terms of capacities developed and lobby and advocacy strategies used?

9. What roles has MoFA (DSO, IGG and embassies) played to contribute to the goals of Watershed? Has this provided added value? What can be learnt for the strategic partnership (both for MoFA and the Watershed consortium)?

4. Responsibilities and lines of communication

This evaluation is commissioned by the Programme Working Group (PWG). The process of the evaluation will be managed by the PMEL team (WP9), with a lead role from the IRC as

Evaluation Manager. The PMEL team will provide input and advice particularly during the development of the evaluation work plan and other important milestones.

Tasks of the PMEL team in managing the Watershed final evaluation:

- Organise interviews with Watershed staff at programme level
- Organise meetings with the Reference Group
- Coordinate and support the activities of the Evaluation team
- Manage all phases of the evaluation, according to the terms of reference and stipulations of the evaluation work plan;
- Consult with the Watershed Programme Working Group, the Board, the Reference Group and DGIS in key moments in the evaluation (the Inception Report and evaluation work plan; the draft evaluation report)
- Coordinate with Work Package leads, to support them in organising what is needed for the Evaluation team to undergo deeper analysis in the sampled countries
- Provide overall guidance to the Evaluation team on Watershed and on the Dutch Foreign Affairs Ministry requirements and standards for evaluative work.

The evaluation will be carried out by an Evaluation team consisting of external consultants. A lead evaluator will head the international Evaluation team. The Evaluation team will work in close coordination with implementing partners on the basis of meaningful, equal and mandatory participation, in order to enhance local ownership, accountability and organisational learning and contribute to improved performance and sustainability. In the countries where field work will be completed, WP leads will be the point of contact for the Evaluation team.

Reference group: There is an external Reference Group (RG) of two persons, who are experienced professionals in WASH, social inclusion, and PMEL. The RG will give feedback to the Inception Report and evaluation work plan, and the draft report of the evaluation.

5.Evaluation methodology

This Terms of Reference describes the boundaries, conditions and objectives of the evaluation only. After selection of the evaluators, the Inception Report with detailed methodology (data collection methods, participation of Watershed staff, analysis, interpretation, restitution of findings), including the evaluation work plan will be developed by the evaluators in consultation with the users and guided by the Evaluation Manager. In the Inception Report and evaluation work plan it will also be justified which of the countries will be visited for the field work.

At the centre of the evaluation methodology should be a validation of the Watershed theory of change with its assumptions. The Inception Report should provide an indication of:

- the type of data/information that will be used for answering the evaluation questions. This will include the outcomes harvested by the programme;
- how independent information sources and informants will be used;
- what ways of triangulation the evaluator intends to apply. The exact identification of people to meet as informants will be identified in consultation with the PMEL team when developing the detailed evaluation work plan.

The evaluation will make use of outcomes harvested by Watershed as an input (data) for the evaluation. Watershed has harvested outcomes on a (bi-)annual basis since 2017. A selection of the harvested outcomes will need to be validated by the evaluators, making use of stakeholders that are knowledgeable but at sufficient distance from the Watershed programme. Issues to consider for this validation by external actors of the harvested outcomes:

- selection of the outcomes (e.g. random number of outcomes vs specific outcomes; across the programme or a specific subset only. DGIS requests to validate outcomes that capture all parts of the Theory of Change or most significant outcomes);
- selection of the sources for validation (independent, external) and number of sources for validation per outcome;
- method of validation: how to approach these sources; analysis of responses; decision-making on the acceptance of validated outcomes; developing pathways (time sequences) of harvested outcomes.

The evaluation will support the users in using the findings. This can take various shapes and depending on the findings it may point to: further analysis and interpretation; presentation of the findings to different audiences; and, facilitating discussion of the findings with the users.

The questions are guided by IOB (Inspection Development Cooperation and Policy Evaluation of the Netherlands Ministry of Foreign Affairs) quality standards for external evaluations: usefulness, validity, reliability. See Annex A.

6. Deliverables and timeline

A summary of steps, deliverables and timeframes is provided in Table 2.

| # | Tasks | Product to be delivered | Deadlines |
|---|---|--|-----------------------------|
| 1 | Deadline submission short proposals | proposal | 6 th March 2020 |
| 2 | Select evaluation consultant | Selection communication | 20 th March 2020 |
| 3 | Signing of contract and start evaluation | contract | 27 th March 2020 |
| 4 | Detailed inception report with evaluation work plan, including proposed methodology, data collection instruments, detailed staffing, timeline and budget – developed in consultation with PMEL team | Draft inception report with evaluation work plan | 5 th June 2020 |

| | | | |
|-----|---|---|---|
| 5 | Approved inception report with evaluation report plan, incorporating comments from PMEL team and Reference Group | Final inception report with evaluation work plan | 26 th June 2020 |
| 6. | Field visits | | July-September 20 |
| 7. | Country WP studies Netherlands and International Study | Depending on scope, several draft sub-reports for sharing with WP team for their comments | July-September 20 |
| 8. | Participate in the annual partner learning meeting in Kenya | TBD | Tentative 10-14 th August 2020 |
| 9. | A relevant number of validation, sensemaking, learning and reflection meetings (with WPs, PWG, PMEL, Board) | Concise reports of reflection meetings with main highlights | TBD |
| 10. | Evaluation report writing including country regional and global level findings | Draft evaluation report | 2 nd October 2020 |
| 11. | One day workshop in the Netherlands discussing findings and facilitating action/follow-up by PMEL, PWG, Board members including selected WP leads | Slides with findings to be discussed workshop notes | October 2020 |
| 12 | Final synthesis report, incorporating comments from PMEL & Reference Group | Final evaluation synthesis report and slides | 13 th November 2020 |

Main report is expected to be 40 – 60 pages without annexes.

7. Evaluation team, contracting, requirements and budget

The Evaluation team will be hired through a transparent recruitment process, based on professional experience, competence and ethics and integrity that will ensure that the process complies with quality standards. The evaluation will be contracted to an institution (consulting firm, research institute, university) or independent consultants, who can form a team of qualified evaluation professionals. Based on their understanding of the task, the team

may choose to enlist additional expertise as they see fit, including subcontracting with national evaluation partners/individuals for in country activities. The inclusion of consultants from the Global South is encouraged.

The team should include consultants from the countries where the programme is implemented, and which are included in the field work.

In case of a team of independent consultants, the contracting, however, will only be done with the main evaluator or team leader. This contracted partner will sub-contract the other involved consultants.

The core Evaluation team must offer the following demonstrated experience, knowledge and competencies, of which the first 5 are the most important:

- Proven experience of having evaluated a programme of similar scale and complexity
- Low- and middle-income country-level development evaluation experience
- Knowledge of civil society development/capacity strengthening for lobby & advocacy
- Excellent communication skills, including; presentation, facilitation, and high-quality report writing in English is a must.
- French language skills (of one of the team members) are required as the programme is also implemented in a Francophone country.
- Knowledge of IWRM and WASH
- Gender and geographic/regional balanced team
- Social Inclusion expertise
- Knowledge of and preferably experience with using Outcome Harvesting
- Advanced technical knowledge, skills and expertise in evaluation concepts and capacity to execute a multi-country evaluation, including country-level case studies
- Strong qualitative data collection, analysis and synthesis skills

The Evaluation team leader will:

- Report to the Evaluation Manager
- Agree the plan for all aspects of the evaluation with the Evaluation Manager
- Ensure that the evaluation produces evidence and analysis to the highest possible standards, that all findings in the report are based on the data collected, and that any recommendations made are clearly based on evaluation findings, and linked to conclusions in the evaluation
- Flag any limitations/constraints to the Evaluation Manager at the earliest opportunity, so that, as far as possible, they can be addressed with any outstanding limitations noted in the evaluation report
- Propose and conduct the evaluation with appropriate methodologies
- Take responsibility for delivering the evaluation in accordance with the Terms of Reference and ensure the quality of all the evaluation products so they comply with the IOB quality standards for evaluations
- Be responsible for English editing of the report to ensure a high-quality, aligned and integrated document.

Current staff and consultants associated with Watershed may be involved as informants but are not eligible to be Evaluation team members. Evaluators must not be former staff or have a vested interest in IRC, Simavi, Akvo or Wetlands International, nor have been involved in any contracts with the Watershed programme.

Budget: The available budget for the entire evaluation including VAT and direct costs is EUR 85,000. The final budget will be agreed upon on the basis of the evaluation work plan.

8. Application and selection process

Organisations and teams of individual consultants are invited to apply for this assignment. The application needs to be received at IRC by Friday 6th March 2020 at 12.00 CET on the email address rozenberg@ircwash.org. Applications submitted after this deadline will not be considered.

Required applications sections and maximum scores:

| Section | Description | Max no. pages | Maximum score |
|----------------------------|---|---------------|---------------|
| A | Concept, approach and methodology | 4 | 30 |
| B | CVs key staff and daily fee in euros, including VAT is applicable | 3 | 30 |
| C | Complementarity of team | 3 | 10 |
| D. | Track record organisations or of joined implementation by individuals | 3 | 20 |
| E | 2 references with contact details | 3 | |
| Total maximum score | | | 100 |

Questions for clarifying the evaluation assignment can only be posted on the FAQ document until 19th February 2020. The responses by the evaluation manager will be available latest on 24th February 2020. The link to the document is:

<https://ircwash.sharepoint.com/:w:/s/Watershedevaluation/EfBKD4Ks1WhGkuP8DdLLy7cBtzf0eKD3NCRI0Rk5LJ3PQ?e=b06HIG>.

Contact address for the Watershed evaluation is: rozenberg@ircwash.org. All received documents will be treated with strict confidentiality.

Please note that your proposal will be a concise document, and that a final evaluation proposal (the "Inception Report and evaluation work plan") detailing the selected approach and methodology, will be developed together with the PMEL team, after contracting.

Watershed
empowering citizens