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Evaluation 2020/1

Independent Evaluation of SDC's Engagement in the Water Sector 2010-2017

Independent Evaluation of

SDC's Engagement in the Water Sector 2010-2017

Commissioned by the Evaluation and Corporate Controlling Division
of the Swiss Agency for Development and Cooperation (SDC)

Contents:

Donor	SDC – Swiss Agency for Development and Cooperation
Report title	Independent Evaluation of SDC's Engagement in the Water Sector 2010-2017
Geographic area	Global
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Bern, March 2020

I Evaluation Process

Evaluations commissioned by the SDC's Board of Directors were introduced in the SDC in 2002 with the aim of providing a more critical and independent assessment of the SDC activities. These Evaluations are conducted according to the OECD DAC Evaluation Standards and are part of the SDC's concept for implementing Article 170 of the Swiss Constitution, which requires Swiss Federal Offices to analyse the effectiveness of their activities. The SDC's **Senior Management** (consisting of the Director General and the heads of SDC's departments) approves the Evaluation Program. The **Evaluation and Corporate Controlling Division**, which reports directly to the Director General, commissions the evaluation, taking care to recruit independent evaluators and manages the evaluation process.

The Evaluation and Corporate Controlling Division identified the primary intended users of the evaluation, and invited them to participate in a **Core Learning Partnership (CLP)**. The Core Learning Partnership actively accompanied the evaluation process. It commented on the evaluation design (Approach Paper); it validated the evaluation methodology (Inception Report); and it provided feedback to the evaluation team on their preliminary findings. During a presentation on the Draft Evaluation Report, the Core Learning Partnership had the opportunity to comment on the evaluation findings, conclusions and recommendations.

The evaluation was carried out according to the evaluation standards specified in the Terms of Reference.

Based on the **Final Report of the Evaluators**, the **Senior Management Response (SMR)** was approved by the SDC's Board of Directors and signed by the SDC Director-General.

The SMR is published together with the **Final Report of the Evaluators**. Further details regarding the evaluation process are available in the evaluation report and its annexes.

Timetable

Step	**When**
Approach Paper finalized	March 2018
Implementation of the evaluation	July 2018 – June 2019
Senior Management Response in SDC	March 2020

II Senior Management Response

The Management Response states the position of the SDC Board of Directors on the recommendations of the Independent Evaluation of SDC's Engagement in the Water Sector 2010-2017.

Introduction

The Swiss Agency for Development and Cooperation (SDC) commissioned an independent evaluation of the SDC's engagement in the water sector from 2010 to 2017. The evaluation assessed the performance – relevance, effectiveness, efficiency, and to the extent possible the sustainability – of the SDC's strategies, programmes, projects and partnerships, as well as its operational instruments and institutional processes.

The evaluation team had access to the full range of SDC documentation. It interviewed a large number of key stakeholders, led focus group discussions, and conducted field visits to Bangladesh, Colombia, Ethiopia, Honduras, Jordan and Tajikistan.

The Management Response was submitted to the Board of Directors for approval and signed by the SDC Director-General. It sets forth concrete measures and actions to be taken, including the division of responsibilities and a time horizon for their implementation by the concerned units of the SDC.

Assessment of the evaluation

The evaluation was conducted by a team of independent experts in accordance with international standards. The evaluation process was well managed and included close involvement of the SDC's Core Learning Partnership (CLP) comprising staff from all SDC departments and SECO.

The evaluation report provides a timely and useful assessment of the activities the SDC undertakes in the water space. The main objectives – assessing the relevance, effectiveness and efficiency of the SDC engagement in the water sector - have been met by the evaluators. The SDC appreciates the comprehensiveness of the evaluation report and the sound analysis of key elements.

The report's analysis and resulting recommendations are considered to be relevant and useful for strengthening the strategic and operational orientation of SDC's future water work.
The SDC's Senior Management thanks the evaluation team and the SDC staff involved for their effort and the substantial and comprehensive report. It especially thanks the offices who contributed to the field missions and case studies. The SDC's Senior Management is committed to implementing the recommendations set out in the Management Response.

Main findings and conclusions

The overall finding of the evaluation is that SDC's development cooperation and humanitarian WASH interventions reached the poor and brought significant and sustained benefits in terms of health, quality of life and gender equality. Targeting of poor and marginalised groups, the use of participative approaches and appropriate management arrangements and technology were strong features of the SDC's water engagement. Wider impacts on governance, peace and the environment were evident and the Swiss approach to subsidiarity and decentralisation was found particularly relevant. The continuity, long-term approach and flexibility of SDC were important factors behind the relevance, effectiveness and impact of SDC's operations in water.

The evaluators also highlighted aspects of the Swiss engagement in the water sector which need to be improved. Whilst the project approach was generally effective, the impact on the sector as a whole has been mixed. The Global Programme Water was strategic at the global level, reflected Swiss comparative advantages and provided a centre of gravity for water in SDC, but the links to the bilateral level were not always strong. As most of SDC's country strategies in the South and East domains no longer have water as a priority domain or theme there has been a shift to mainstream water in other wider processes. However, an updated SDC Strategic Guidance on Water is missing.

Key elements of the Management Response

SDC's Senior Management agrees with all eight recommendations (see box below). This shows both a high level of plausibility between the findings and the recommendations as well as the readiness of SDC to further improve its performance in the water sector.

1. Strengthen the project approach in water by linking with wider processes to obtain transformative and systemic change	
2. Build on current practice to further enhance sustainability and inclusiveness through greater attention to cost recovery and economics of water development.	
3. Accelerate and scale-up the contribution to sanitation, hygiene and longer-term environmental protection.	
4. Enhance sustainability of humanitarian interventions and resilience based interventions where there are protracted crisis and the context allows.	
5. Reinforce the links between GPW, country and regional actions.	
6. Strengthen the SDC contribution to water knowledge, capacity development and monitoring and evaluation.	
7. Develop a unified water strategy with a focus on mainstreaming and resolving SDC resource constraints.	
8. Continue to enable and strengthen partners' capacities to implement actions and to make the case using water actions to bring about and trigger transformative gender equality.	

The Senior Management has prepared a response to all of these recommendations and decided a number of key measures which are summarised in the attached annex:

Bern, 16 March 2020

Signature: Manuel Sager, SDC Director General

Annex: Table Overview on recommendations, management response and related measures

Annex: Overview of recommendations, management response and related measures

Recommendation 1: Strengthen the project approach in water by linking with wider processes to obtain transformative and systemic change.		
Management Response		
Fully agree	Partially agree	Disagree
Achieving transformative and systemic change is clearly the long term goal of many of SDC's fields of intervention. In fragile contexts however, this goal may even be more difficult to achieve since other rationales and short term needs often prevail. SDC will undertake all possible efforts to better link the current project approach to wider processes aiming at transformative and systemic change including by involving key partners		

Measures	**Responsibility**	**Timing**
1.1 SDC will foster the collaboration among bilateral and global programs to better complement each other; this will be specified in the new SDC Strategic Guidance on Water.	Group set up for the new SDC Strategic Guidance on Water (process led by the Water Focal Point & the GPW).	Will be addressed immediately and finalized by end 2020.
1.2 The SDC will promote a transformative / systemic change in the water sector by requesting the concerned divisions and key partners to include a respective objective in their strategies	Group set up for the new SDC Strategic Guidance on Water	Will be addressed immediately.
1.3 Water will be used increasingly as an entry point for climate, environment, DRR and governance / decentralization endeavours; SDC will ensure that respective programs and projects include outcomes at population and institutional level, whenever possible and meaningful.	Green Cluster i.e. the 4 thematic networks Water, Agriculture & Food Security, DRR, and Climate Change & Environment.	Will be addressed immediately.

Recommendation 2: Build on current practice, to further enhance sustainability and inclusiveness through greater attention to cost recovery and economics of water development.		
Management Response		
Fully agree	Partially agree	Disagree
SDC recognizes that the foundation for a stable economic development is the access to natural resources where water plays a key role in promoting economic prosperity thus contributing to create employment and generate income along many value chains. The reinforcement of sustainability and inclusiveness are permanent concerns in development cooperation, including in humanitarian aid. These approaches and principles are fully supported by the SDC Senior Management. In future, efforts to improve the cost recovery systems and to foster market mechanisms will include		

aspects of the water foot print, targeted research, and integrate the Leave No One Behind (LNOB) approach. This shall help increase the impact and sustainability of the concerned projects, programs and policies.		
Measures	**Responsibility**	**Timing**
2.1 SDC is committed to further strengthen the aspects of sustainability, inclusiveness, full-cost recovery and cost-benefit analysis in the framework of the development of the new SDC Strategic Guidance on Water (see Recommendation 7).	Group set up for the new SDC Strategic Guidance on Water.	Implementation will start January 2021 in phase with the new Bill.
2.2 Specific support will be provided to increase the competence of SDC staff and partners to tackle cost-benefit analyses to better capture the economic value of water and sanitation services.	Group set up for the new SDC Strategic Guidance on Water.	Preparatory work will be addressed immediately.

Recommendation 3: Accelerate and scale up the contribution to sanitation, hygiene and longer-term environmental protection.		
Management Response		
Fully agree	Partially agree	Disagree
Sustainable water management is essential in addressing climate change which strongly impacts water availability everywhere; it is also critical to preserve ecosystem services and maintain biodiversity. SDC is aware that sanitation, hygiene and environment were not always sufficiently addressed in water-related activities, both in development and humanitarian aid. However, SDC now supports an integrated approach and takes a genuine holistic view on the water cycle. It has already taken steps to increase its engagement in sanitation and hygiene promotion activities and will continue to do so jointly with other likeminded strategic partners. In urban settings, sanitation is key to prevent health risks e.g. by improving water quality and to reduce water stress by fostering the recycling of water. Considering funding limitations and known operational issues related to waste water treatment, SDC will join forces with other international donors, financing institutions and private sector companies to find systemic ways to develop the building of local capacities to prepare, implement, finance and operate sanitation infrastructure, e.g. by supporting national training providers such as water/sanitation associations.		
Measures:	**Responsibility**	**Timing**
3.1 Based on the new SDC Strategic Guidance on Water future Credit Proposals targeting the WASH (Water, Sanitation and Hygiene) sector will pay due consideration to the whole water cycle.	GPW through the Green Cluster.	Implementation will gradually start January 2020 to be fully operational for the phase with the new Bill.
3.2 To better understand the challenges and potential related to WASH, the Humanitarian Aid domain has mandated the Institute of Sanitation for Developing Countries SANDEC from EAWAG as backstopper to explore how best to upscale	SDC Water Network Core Group.	Pilot review in 2020; full uptake from 2021 onward.

sanitation capacity. If successful, the proposed avenues will be expanded to other domains of SDC to enhance the implementation of integrated sanitation approaches across all SDC domains.		
3.3 SDC Management has already created the 'Green Cluster' (see Recommendation 1) to increase the efficiency of its interventions related to climate change and to ensure longer-term environmental and DRR protection.	Green Cluster.	Ongoing.

Recommendation 4: Enhance sustainability of humanitarian interventions and resilience based interventions where there are protracted crisis and the context allows.		
Management Response		
Fully agree	Partially agree	Disagree
Water is key for improved health, food security and disaster risk reduction while the lack of access to WASH services is one of the root causes for internal / rural-urban migration. Therefor to guarantee water and food security of the most vulnerable people, Swiss experience on climate (services), water resource management, resilient agriculture and sustainable natural resource management will be shared and applied globally. SDC will strive for a better integration of its existing instruments of global cooperation, development cooperation and humanitarian aid particularly in the water and sanitation sector thus making better use of the many potential synergies to enhance the desired impacts. Despite the bigger challenges, the search for sustainability and the promotion of resilience mechanisms will also be supported in fragile contexts.		
Measures	**Responsibility**	**Timing**
4.1 SDC will further foster the inclusion of resilience and sustainability components in humanitarian aid, particularly in cases of 'protracted crisis' – i.e. situations where a significant portion of the population is facing a heightened risk of death, disease, and breakdown of their livelihoods - where interventions are expected to last longer than the regular project period.	Humanitarian Aid Domain.	Implementation will start in January 2020.
4.2 SDC will ensure the early identification of development partners willing to contribute to the long-term sustainability of WASH projects – i.e. to take over the responsibility after the end of SDC's intervention – in order to secure the planned long term impact.	All operational units with support from GPW and its Water Network (RésEAU).	Implementation will start in January 2020.
4.3 In line with SDG 6, SDC will promote an approach going beyond the "tap and latrine" understanding and including 'key soft aspects' such as behavioural change, thus ensuring that its projects contribute to a better management of the whole water cycle. This aspect will be explicitly included in the new SDC Strategic Guidance on Water.	Group set up for the new SDC Strategic Guidance on Water.	Implementation will start January 2021 in phase with the new Bill.

Recommendation 5: Reinforce the links between GPW, country and regional actions.		
Management Response		
Fully agree	Partially agree	Disagree
SDC agrees that the links of water projects have not always been as good as they could have been. Herein, the flow of information is essential to help connecting the different levels of SDC's interventions and the involved organizational units. Therefore, the links between SDC staff working at the country level and at the global level will be reinforced and the communication intensified and made more efficient. At Headquarters relevant information about new GPW interventions will be shared more proactively with geographic divisions and cooperation offices and vice-versa. This will allow an updated mapping of the relevant water related interventions per region or country.		
Measures	**Responsibility**	**Timing**
5.1 In SDC's new Strategic Guidance on Water, the cooperation modalities between all relevant organizational units will be properly addressed. New modalities to improve effective collaboration among all staff responsible for water projects and programs both at HQ and in the field will be developed. Other domains - such as in particular South Cooperation - will actively contribute to strengthen the collaboration with the GPW, too. These efforts will also contribute to a better knowledge management related to water interventions (see Recommendation 6).	All domains of SDC – in particular South Cooperation - with the support of the GPW, the RésEAU and the Green Cluster.	Implementation will start January 2021 in phase with the new Bill

Recommendation 6: Strengthen the SDC contribution to water knowledge, capacity development and monitoring and evaluation.		
Management Response		
Fully agree	Partially agree	Disagree
SDC fully agrees with this recommendation. While the SDC Water Network (RésEAU) has already become more visible and active during the past few years, more targeted efforts are necessary and possible to improve in particular monitoring and evaluation. Besides making knowledge and experiences available to colleagues and key partners through various capitalization processes, tools and platforms, the thematic network offers capacity development, fosters exchange between peers and is innovative e.g. with its new Trend Observatory for Water and the respective 'Trend Sheets'. The Water Network has set up different regional sub networks (sub-RésEAUs) to respond to the specific needs and demands of colleagues and partners responsible for water activities in the field. In addition, targeted efforts will be undertaken to support thematic water specialists and keep them in this crucial sector.		
Measures	**Responsibility**	**Timing**
6.1 SDC is interested to further promote information, knowledge and learning related to water in particular through its thematic Water Network (RésEAU) which is well functioning. A process of further fostering and creating sub-networks at the regional level to increase the	Focal Point of the SDC Water Network jointly with the Core Group members.	Implementation will start in January 2020.

added value where most endeavours take place is already ongoing and will be further pursued.		
6.2 SDC will undertake the necessary efforts to further improve its monitoring and evaluation system in the water sector and aline them with the regular monitoring tools such as the 'Aggregated Reference Indicators' (ARIs) and the 'Thematic Reference Indicators' (TRIs) in the framework of the new SDC Water Policy 2020.	SDC Directorate for supervision Group set up for the new SDC Strategic Guidance on Water for operationalization.	Full implementation will start January 2021 in phase with the new Bill.
6.3 SDC will continue its support to the thematic 'green career' thus providing prospects for water specialists. It will further pursue its specific efforts to include and promote youth active in the water sector in particular through its thematic junior professional program.	SDC Directorate.	Implementation will start January 2021 in phase with the new Bill.

Recommendation 7: Develop a unified water strategy with a focus on mainstreaming and resolving SDC resource constraints.		
Management Response		
Fully agree	Partially agree	Disagree
SDC fully agrees with the necessity of such a guiding document for the water sector. It is ready to engage its staff and relevant units in a major effort to guide the future strategic orientation of SDC in the water sector and to live up to the international expectations in the light of the ambitious SDG 6 on water that was strongly promoted by SDC/Switzerland. The draft of an SDC Strategic Guidance on Water will be shared with external partners in Switzerland, too, since the Swiss water sector invests in combined approaches blending technical solutions (e.g. inclusive infrastructure, buildings, facilities, respecting nature, putting users at the center, being locally adapted), capacity building (trainings) and inclusive governance (e.g. legal frameworks) to ensure wise and forward looking decision-making and implementation mechanisms in water and sanitation issues. The new SDC Strategic Guidance on Water shall well anticipate future trends and needs and incorporate relevant strategic Swiss and foreign partners.		
Measures	**Responsibility**	**Timing**
7.1 SDC will elaborate in a participatory and inclusive process a new SDC Strategic Guidance on Water that will be based in particular on the present review and address all flagged issues and recommendations in the most appropriate manner. The document will become a benchmark for SDC's engagement in the water sector for the coming years e.g. the next two new Bills from Parliament on Swiss development cooperation and the time horizon of the Agenda 2030. A mid term review will be scheduled around2025. * The group will consists of at least one appointed and dedicated representative of each domain from headquarters as well as one selected field staff member from each geographical division.	Group* set up for the new SDC Strategic Guidance on Water (process led by the Focal Point Water Network & the GPW).	December 2020.

Recommendation 8: Continue to enable and strengthen partners' capacities to implement actions and to make the case using water actions to bring about and trigger transformative gender equality.		
Management Response		
Fully agree	Partially agree	Disagree
SDC recognizes that water, sanitation and hygiene play a key role in gender and intergenerational equality e.g. concerning menstrual hygiene management and the reduction of efforts required to fetch water by women and children. Improving basic water services and promoting in particular rural water supply and sanitation can help to reduce gender inequalities in a transformative manner. Such efforts are fully in line with the "Leave No One behind" guiding principle of the 2030 Agenda that guides SDC's overall strategic orientation. In order to bring about the transformative change with regard to gender equality, SDC is ready to further support the capacity building of its own staff as well as of key partners to both assure the successful implementation of water projects and to lobby for political support to the water sector at all possible levels. The respective efforts will be tackled both through the new SDC Strategic Guidance on Water as the normative tool and supported by the GPW and the RésEAU.		
Measures	**Responsibility**	**Timing**
8.1 SDC will elaborate in a participatory / inclusive process a new SDC Strategic Guidance on Water. The elaboration of the SDC Strategic Guidance on Water will pay particular attention to gender and intergenerational aspects by targeting a transformative change; it will involve the SDC Gender Focal Point.	Group* set up for the new SDC Strategic Guidance on Water including the Gender Focal Point.	December 2020.
8.2 The SDC Water Network will organise a number of webinars in different languages dedicated to gender mainstreaming in the water sector; they will be available for all SDC staff both at HQ and in the field as well as for concerned key partners.	Focal Point of the Water Network.	December 2020.
8.3 The GPW will analyse how gender mainstreaming can be further strengthened in its own portfolio.	GPW.	December 2020.

III Evaluators' Final Report

Commissioned by the Evaluation and Corporate Controlling Division
of the Swiss Agency for Development and Cooperation (SDC)

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Abbreviations and acronyms

CEE	East domain
CHF	Swiss Franc (1CHF= 0.88 Euro)
CLF	Community livelihood fund
CLP	Core Learning Platform
CLTS	Community Led Total Sanitation
DRR	Disaster risk reduction
EBRD	European Bank for Reconstruction and Development
EU	European Union
GDP	Gross Domestic Product
GEMI	Integrated Monitoring of Water and Sanitation Related SDG targets (formerly the Global Expanded Monitoring Initiative)
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GPW	Global Programme Water
GPWI	Global Programme Water Initiative
GWP	Global Water Partnership
HA/SHA	Humanitarian domain
HRWS	Human rights for water and sanitation
IADB	Inter-American Development Bank
IHHI	Integrated health and Habitat Initiative
IWRM	Integrated Water Resources Management
JMP	Joint Monitoring Programme
KAP	Knowledge, attitude and practice Surveys
MDG	Millennium Development Goal
M&E	Monitoring and Evaluation
MENA	Middle East North Africa
MSP	Multi Stakeholder Platforms
NGO	Non-Government Organisation
NRC	Norwegian Refugee Council
NWRM	National Water Resources Management
OCHA	Office for the Coordination of Humanitarian Affairs
ODA	Official Development Aid
O&M	Operation and Maintenance
OPZ	Protokoll Operationszirkel
ResEAU	The SDC water network
RBC	River Basin Councils
RWSN	Rural Water and Sanitation Network
SAP	A data integration and software application
SC	South Domain
SCO	Swiss Cooperation Office
SDC	Swiss Development Cooperation
SDG	Sustainable Development Goal
SECO	State Secretariat for Economic Affairs
SWSC	Swiss Water and Sanitation Consortium
TOR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Program
UNECE	United Nations Economic Commission for Europe
UNHCR	United Nations High Commission for Refugees
UNICEF	United Nations International Children's Emergency Fund.
WASH	Water, Sanitation, Hygiene
WLRC	Water and Land Resources Centres
WRG	Water Resources Group
WSSCC	Water Supply and Sanitation Collaborative Council
WUA	Water User Associations

Executive summary

Purpose and scope of the evaluation - The main purpose of this evaluation is "to provide evidence based inputs for the new Swiss Development Cooperation (SDC) Water Policy and strategic guidelines, and therefore support the thematic orientation of SDC's engagement in water activities". The time scope was 2010-2017 and the evaluation covered all four domains of South Cooperation; East cooperation; Global Programme of Water and Humanitarian. The expenditure covered was over CHF 812 million covering 490 projects and over 1240 contracts.

A combination of six different approaches and methods were used in this evaluation: analysis of the theory of change and verification of the evaluation questions; portfolio analysis with selection of desk and field samples; desk study of normative documents and meta evaluation/review documents; interviews with stakeholders; country and project visits. Over 50 stakeholder interviews were held at regional and headquarters level. A desk sample of 48 projects and country visit sample of 20 projects were selected. In addition, country visits were undertaken to Bangladesh, Columbia, Ethiopia, Honduras, Jordan and Tajikistan and a project case study made in each case as well as a detailed country note that was discussed and endorsed by the country cooperation office.

Following the inception period a set of evaluation questions were decided upon as follows:

- Relevance - To what extent did SDC's engagement in water across its six topics respond to the challenges and demands faced by their cooperation partners?
- Effectiveness - To what extent did SDC's engagement in water across different domains lead to the expected outputs and outcomes? Across the dimensions of Water, Sanitation, Hygiene (WASH) -humanitarian/ WASH – development/Water for agriculture/ Integrated Water Resources Management (IWRM)/ Country/ regional programmes/ Global Programme Water
- Efficiency - To what extent have SDC's engagement in water across different domains been efficient? Across the dimensions of: Design, approval and monitoring process/ coordination/ resources/ value for money
- Sustainability - To what extent were the benefits from SDC's engagement in WASH and water in agriculture and IWRM still being experienced?
- Impact - To what extent were the expected benefits from SDC's engagement in WASH and water in agriculture and IWRM achieved?

Each of these was accompanied by a set of indicators. Findings were made against each question and sub-question based on background normative and other documents, more than 25 earlier evaluations, the project sample and country visits and interviews.

Conclusions - Across the five evaluation questions and more than 70 findings the following conclusions are presented:

- Conclusion 1 – SDC, development Cooperation and humanitarian WASH interventions reached the poor and brought significant and sustained benefits in terms of health, quality of life and gender equality but more could have been done in some cases on sanitation and hygiene.
- Conclusion 2 - WASH humanitarian interventions have achieved their aims supported by a clear strategy, modus operandi and a strong resource base.
- Conclusion 3 - SDC water resources interventions have had an impact although not as immediate or well-documented as WASH.

- Conclusion 4 - Targeting of poor and marginalised groups, the use of participative approaches and appropriate management arrangements and technology were strong features of the SDC water engagement.
- Conclusion 5 - Whilst the project approach was generally effective, the impact on the sector as a whole has been mixed. The engagement at sub-national level and with the private sector, including through Global Programme Water (GPW) has had wider impacts on the sector. The barriers for national replication of the SDC approaches were often out of the control of SDC or even any other single set of actors and related to longer-term structural factors such as: absence of governmental structure, inactive private sector and insufficient access to capital.
- Conclusion 6 - The global programme was strategic at the global level, reflected Swiss comparative advantages and provided a centre of gravity for water in SDC, but links to the bilateral level were not always strong. The GPW was particularly successful at operating at a high level within water diplomacy and in the efforts to develop a water SDG.
- Conclusion 7 - SDC's mature track record gave it an ability to absorb and make good use of funds; there was little evidence of low quality projects being implemented in response to 2011 increase in budget.
- Conclusion 8 – The Swiss based networks have contributed to sector learning and networking between water professionals at different levels (global and project level) but the potential of the networks to support project design and implementation was not fully used. There was scope for improving communication.
- Conclusion 9 - Although the division of work between SDC and State Secretariat for Economic Affairs (SECO) is not easy for outsiders to understand, at the project and country level their activities were found to be coordinated and in some cases strongly complementary.
- Conclusion 10 - As most countries in the South and East domains no longer have water as a priority there has been a shift to mainstreaming water in other wider processes, however until recently a SDC water strategy for mainstreaming was missing.
- Conclusion 11 - Wider impacts on governance, peace and the environment were evident and the Swiss approach to subsidiarity and decentralisation was found particularly relevant. The contribution in these areas was increasingly built into the newer project designs but not well monitored in older projects.
- Conclusion 12 - The continuity, long-term approach and flexibility of SDC were important factors behind the relevance, effectiveness and impact of SDC operations in water.

Recommendations - The recommendations presented here are aimed at the overall SDC water engagement level. As concluded by this evaluation SDC water practice is advanced, has performed well and is already responding, in many countries, to the transition from supporting projects in a context where water is a priority sector to a mainstreaming approach. For these reasons the main thrust of the recommendations is to continue and further strengthen the approach at project level whilst aiming more ambitiously at creating transformative and systemic change beyond what can be achieved at project level. There is also a thrust, at least in emerging and stronger economies, to combine policy dialogue on reform with institutionalisation of capacity development and the promotion of innovative financial mechanisms. The combination of reforms, capacity and finance are key to enabling country level sustainability and to lifting the achievements at project level to the sub-national, national and regional level. Finally, there is emphasis at looking beyond water by strengthening recognition of the end use of water and seeking links to governance, decentralisation, health, gender, climate, disaster risk reduction and

the nexus of food, energy and environment. The strategic and selected summary of the supportive operational recommendations are presented below:

Strategic recommendation 1 – Strengthen the project approach in water by linking with wider processes to obtain transformative and systemic change. SDC projects at community and sub-national level have been highly effective in reaching poor and marginalised populations. However, the approaches introduced by SDC have had a demonstration value that has not been fully exploited or brought to the level of prioritisation where it has a critical mass that can influence and effect transformative change (linked to conclusions 1,4 and 5).

At an operational level, this recommendation can be implemented through:

- Systematically scoping, identifying and working more closely with other donor and credible government reform programs.
- Intensifying the cooperation with SECO, international finance institutions and others for cases where replication requires new and innovative financing mechanisms making use of public budget sources as well as consumer-based tariffs and private sector investment.
- Finding means of re-prioritising water and using water more strongly as an entry point for climate, environment and governance/decentralisation interventions.

Strategic recommendation 2 – Build on current practice to further enhance sustainability and inclusiveness through greater attention to cost recovery and economics of water development. SDC projects target the poor and marginalised and SDC has developed and adopted state of the art approaches to ensure inclusive and sustainable management of water services. Cost recovery that recognises the social and economic qualities of water, at least for operational expenses at project level, is a key feature of most project strategies. Nevertheless, because of the target group aimed at, there are instances of high vulnerability where more specific and realistic plans and expectations for cost recovery are needed. There are also missed opportunities to harness the economic benefits of water resources development by focussing on end use and engaging with market mechanisms as was done with the water footprint initiative (linked to conclusions 3,4 and 6).

At an operational level, this recommendation can be implemented through:

- Extending and developing the cost benefit analysis, feasibility and economic decision making tools.
- Encouraging multi-use water resource development projects within the energy, food and water nexus with a greater focus on the end use of water.

Strategic recommendation 3 – Accelerate and scale-up the contribution to sanitation, hygiene and longer-term environmental protection. Whilst the progress in water is impressive, the contribution to sanitation, hygiene and long-term environmental protection is less so. SDC has already recognised this and is increasing attention to these areas. But more is still needed especially for wastewater treatment and faecal sludge management and use of market -based approaches in waste management (linked to conclusions 1 and 6).

At an operational level, this recommendation can be implemented through:

- Increasing the share of funding for sanitation and hygiene in bilateral WASH projects and the share of environmental protection in IWRM projects.
- Further encouraging water stewardship approaches that aim to bring in the contribution of the private sector and enhance sustainable market based approaches.

Strategic recommendation 4 – Enhance sustainability of humanitarian interventions and resilience based interventions where there are protracted crisis and the context allows. Sustainability is not the main priority in the immediate aftermath of an acute emergency event, but increasingly, SDC has responded and funded partners in protracted emergencies and complex situations in which communities are still vulnerable, but in which sustainability of interventions is crucial if the interventions are to last long beyond the project period and have a longer-term impact (linked to conclusions 2 and 7).

At an operational level, this recommendation can be implemented through:

- Considering when complex and protracted humanitarian situations justify aiming at greater sustainability of the services provided given the context and likely future scenarios.
- Encourage use of secondees to support appropriate authorities and build their capacity in locations where there is a highly likelihood of needing to respond to future crisis or extension of crisis.

Strategic recommendation 5 – Reinforce the links between GPW, country and regional actions. The global programme was strategic at the global level, reflected Swiss comparative advantages and provided a centre of gravity for water in SDC but links to the bilateral level were not always strong for a variety of reasons noted in this evaluation. Many SDC staff at the country level were not aware and not able to take advantage of highly relevant GPW initiatives. Where GPW staff were operating at regional level the interaction and two-way “elevator” effect was more pronounced which led to benefits for both the bilateral and global domains and indicates the potential that stronger links would have (linked to conclusions 6,8 and 9).

At an operational level, this recommendation can be implemented through:

- Setting out an action plan for improving the elevator effect, country-by-country according to their capacities and project-by-project and in the revisions of country and regional strategies.
- Considering placing GPW staff at regional level where there are many GPW activities.

Strategic recommendation 6 – Strengthen the SDC contribution to water knowledge, capacity development and monitoring and evaluation. SDC has developed considerable capacity at project level but too often this capacity is at individual level and although not lost to the country is not capitalised on institutionally when the projects stop. The same is true for monitoring and evaluation which at least for monitoring is generally well performed at project level but the project capacity for monitoring as well as the data and systems are easily transferred to more permanent institutions; in many cases these could be at sub-national level (linked to conclusions 6 and 8).

At an operational level, this recommendation can be implemented through:

- Where feasible, building in the transfer of capacity and Monitoring and Evaluation (M&E) systems into institutions, civil society organisations, academia that have a longer-term presence in the sector or in the country.
- Considering, as has been the practice in some countries in East Domain, to introduce a contribution to knowledge networks into the performance appraisal of key staff.

Strategic recommendation 7 – Develop a unified water strategy with a focus on mainstreaming and resolving SDC resource constraints. The SDC strategy guiding water engagement is from 2005 and much has happened since then. The up-to-date strategies developed for the global and humanitarian domains in water have enabled SDC in those two domains to maintain a clear set of goals and respond systematically to the new challenges and opportunities that have emerged. With the adoption of the SDGs and especially given SDC's contribution, at high level to the water SDG, as well as the trend toward mainstreaming water, a new Swiss engagement-wide strategy for water is timely and has been called for from a number of sources, not least SECO. The recent guideline on integrating governance into the water sector is one of a number of products that could form a base for elements of the strategy. The new directions in water and governance are more demanding on internal SDC resources as policy is less easy to outsource than projects. However, policy dialogue, which will be an increasing part of the new agenda of mainstreaming water in local development and governance, demands a greater engagement of the SDC water knowledge and technical resources (linked to conclusions 5 and conclusions 10-12).

At an operational level, this recommendation can be implemented through:

- Developing, adjusting or updating Terms of reference (TOR) for a strategy development with a focus on the issues, inter-alia of: Mainstreaming (especially with decentralisation, health, nexus linked sectors of energy, food and environment and climate) and use of political economy analysis to identify opportunities and challenges for transformative/systemic change and use of policy dialogue to advance reforms in water.
- Review the resources requirements of the new strategy bearing in mind the experience of backstopping services that greater agency capacity might be needed as policy level actions cannot be as easily outsourced as part of project implementation packages.

Recommendation 8 – Continue to enable and strengthen partners' capacities to implement actions and to make the case using water actions to bring about and trigger transformative gender equality. Some partners have shown considerable capacity and have made efforts to address transformational change, but other partners continue to demonstrate tokenistic "gender mainstreaming" actions that may have limited, and unsustainable effects. Requirements for data analysis on the proposal formats are a positive step forward. SDC has an opportunity for more widespread influence through the networks it sponsors to build partners' capacities (and general capacities throughout the sector) in gender mainstreaming (linked to conclusions 1,4,10 and 11).

At an operational level, this recommendation can be implemented through:

- Undertaking a gender review of existing networks and learning platforms, to highlight opportunities.
- At partnership level, with key partners, selecting "flagship gender and water" projects/programmes and for communication through networks.

1 Introduction

Scope of the evaluation

The main purpose of this evaluation is “to provide evidence based inputs for the new SDC Water Policy and strategic guidelines, and therefore support the thematic orientation of SDC’s engagement in water activities”. The TOR further notes that the evaluation shall assess the relevance, effectiveness, efficiency, sustainability and impact of the SDC’s strategies, programs, projects and partner-ships. And, that the evaluation shall assess to what extent the SDC’s operational instruments and institutional processes ensure that: i) SDC’s development activities respond to relevant challenges in water management; ii) SDC’s programs/projects are consistent with partner countries’ development priorities, country assistance strategies and Dispatches on Switzerland's International Cooperation; iii) The expected results have been achieved and areas of success in need of improvement have been appropriately addressed; iv) The water portfolio have been efficiently managed in order to reach high scaling up effects. Finally it is noted that the evaluation will provide findings, conclusions and recommendations on whether and how the SDC’s approaches can be strengthened from a strategic and operational point of view.

The TOR make it clear that all four domains of South Cooperation; East cooperation; Global Programme of Water and Humanitarian are included. Multi-lateral partnerships within the water sector are also relevant and particularly prevalent in the Global domain. Geographically the focus is on priority countries/regions of which there are 21 in South Cooperation; 9 in East and 16 in the Humanitarian domain. The time scale under consideration is 2010 to 2017.

Methodology

The TOR presented 5 tentative evaluation questions with some 25 sub-questions. The questions from the TOR were considered in the light of the theory of change in the different domains and found to be appropriate and likely to be insightful. They were slightly adjusted and re-ordered and complemented by a set of indicators. A more detailed presentation of the sources of data, methodology and instruments is available in Annex B and the inception report (September 2018) where an evaluation matrix is presented. The questions were clustered, as in the TOR, under: relevance, effectiveness, efficiency, sustainability and impact. The questions and indicators are presented in this report in chapter 3 under findings. A combination of six different approaches and methods were used in this evaluation: Analysis of the theory of change and verification of the evaluation questions; Portfolio analysis with selection of desk and field samples; Desk study of normative documents and meta evaluation/review documents; Interviews with stakeholders; Country and project visit.

Sample selection - For the South, East and Humanitarian domains, the selection process identified a long list of countries that can then be shortened down to desk sample and finally a field visit sample. The criteria for country selection were: the presence of regional and also global domain activities; a significant level of water expenditure; projects that represent a range of topics. Within the selected countries (Table 1.1) a number of projects were selected based on criteria such as the size of project, the level of completion, the presence of earlier reviews and evaluations and ensuring that a range of topics and contract partners was obtained.

Table 1.1 Selection of countries for analysis

Domain	Desk	Field
East/Humanitarian	Tajikistan[1,2,3] Moldova, Macedonia	Tajikistan[1,2,3] ,Jordan[1,2,3] , Ethiopia [1,2,3,] Honduras[3,] Bangladesh[1,2,] (Columbia) [1,2,3]
South/ Humanitarian	Jordan[1,2,3,] Syria [1,] Columbia[1,2] ,Niger [1,] Bangladesh[1,2,] Pakistan [1,]Honduras[3,] Mozambique*, Ethiopia [1,3,] Bolivia	

Note: 1= humanitarian significance; 2= confirmed GPW significance, 3= regional support significance

The partnerships that are selected for the Global domain are shown in table 1.2 below.

Table 1.2 Selected partnerships for the Global Domain

Topic(s)	Partnerships for desk analysis	Activities in field visit countries
Policy	UN SDG6 process	All
WASH	Swiss consortium	All
IWRM	GWP	Bangladesh Tajikistan, Jordan, Columbia, Honduras
Economics	Water footprint	Columbia
Diplomacy	Blue Peace	Jordan, Tajikistan
Water for Agriculture	WRG 2030	Bangladesh

Each country visit led to a country case study report and for each country one project-based case study was prepared, selected from the sample of projects in the field visit country on the basis of the quality of evidence and insight into the evaluation questions.
A summary of the rationale for the country and global partnership selection is given in Annex B.

Limitations of the evaluation - The main limitations related to: i) the large number of interventions over an 8-year period, ii) the complexity of issues underlying the performance of water engagement were beyond water and pertained to the SDC as a whole, and iii) the availability of data and people for interviews. To mitigate these limitations, we: i) undertook a detailed portfolio analysis and expanded the range of projects we looked at to select the sample and the case studies; ii) we looked at these issues from the perspective of the evidence from the water engagement, ensured that the quality of evidence was clearly documented and triangulated, and the context of the engagement well understood; iii) ensured an early definition of the document requests and maintained a close cooperation with the evaluation unit and the SDC country offices in this regard.

2 SDC water engagement

2.1 Overview

SDC engagement evolved over the period. In the earlier strategy periods, water was more strongly identified as a priority sector than in the later strategies. Even where water was a priority sector, SDC did not often take a lead in water sector and policy reforms, perhaps reflecting the absence of specific country or regional water strategies (an exception being a water strategy for Central Asia) and a pattern of SDC engagement with NGOs and local and sub-national level partners rather than national governments as the main partner. This contrasts with the global domain cooperation where SDC contributes strongly to policy and the global governance architecture in water. It also points to an interesting pattern where in the later years water has been mainstreamed into wider sectors rather than defined as a sector by itself.

A set of theories of change were developed during the inception stage for the SDC water engagement for each of the four domains: Global; South; East, and Humanitarian based on normative documents, these were discussed and adjusted during interaction with the Core Learning Platform (CLP) and are outlined in Annex F. It should be noted that apart from the global domain, there are no updated strategies guiding the water sector apart from a document from 2005 on IWRM and some more recent strategies on water in humanitarian and security contexts. In the East and Southern domains the theories of change are thus mainly based on country strategies which are implemented at country level (although guided by central thematic strategies) and where water is usually an element within a wider framework of cooperation such as governance, environment or economic development. The global and geographic domains (East and South) have different contribution paths as well as supporting each other.

2.2 Portfolio analysis

The portfolio analysis was carried out across domains, themes and contract partner groups examining the expenditure patterns and distribution of project size as shown below:

Category for analysis	Comments / sub-analysis
Project expenditure analysis	For this analysis the cost data is consolidated per project number. As one project can have contracts from different topics and different domains, it is not possible to split this analysis on topic or domain.
Domains	▪ Overall expenditure by domain and over time ▪ Split between regions and countries in terms of expenditure ▪ Distribution of project size
Thematic	▪ Overall expenditure by theme and over time ▪ Split between regions and countries in terms of expenditure ▪ Distribution of projects size
Contract Partner Group	Looking at expenditure by different contract partner group and trends over time

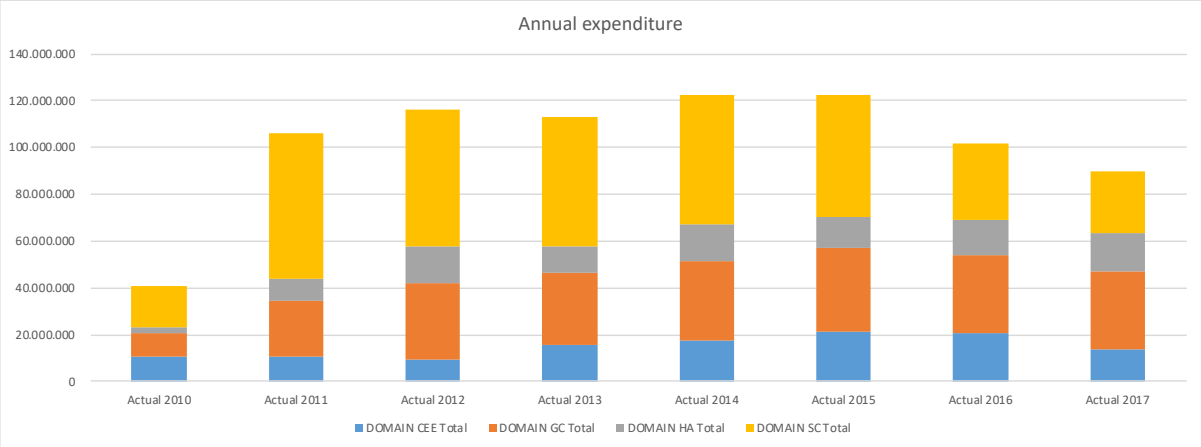
The data extract includes 1241 Activities and 490 Projects. A thorough regional, country and project/Activity level analysis has been done and is presented in Annex A. An overview of the analysis is presented here together with a few general characteristics that stand out in the analysis:

Cost per project - The analysis covers 474 projects. The analysis shows how relatively few very large projects spent a large portion of the total expenditure, and that a large group of small projects spent a small portion of the total expenditure. As an example, the largest 10% of all projects (47 projects) spent 60% of the total expenditure (489 mill CHF) the smallest half of the projects (237 projects) spent only about 3,5% (expenditure of 28.5 mill CHF).

- SDC has water related activities and projects in 78 countries and more than 22 regions[1], but with a concentration in 20 countries, which account for 79% of expenditure.
- The period from 2011 to 2017 saw a sustained increase in water expenditure, more than doubling in annual expenditure from CHF 40.5m in 2010 to CHF 106.1m in 2011. This was in response to the political instruction to reach a development cooperation spending of 0.5% of GDP and a decision to focus a significant part of the additional expenditure in water. The expenditure in all domains was increased but most in the Humanitarian (670% increase in average annual expenditure) and Global (365% increase) domains. A small decrease followed in 2016 and 2017.

1 Regions are where activities are taking place in multiple countries e.g. in the Mekong basin.

Figure 2.1: Annual expenditure. Shown for each domain



Portfolio analysis – Domains and topics. An overview comparing the four domains is shown in figure 2.2. Key points are:

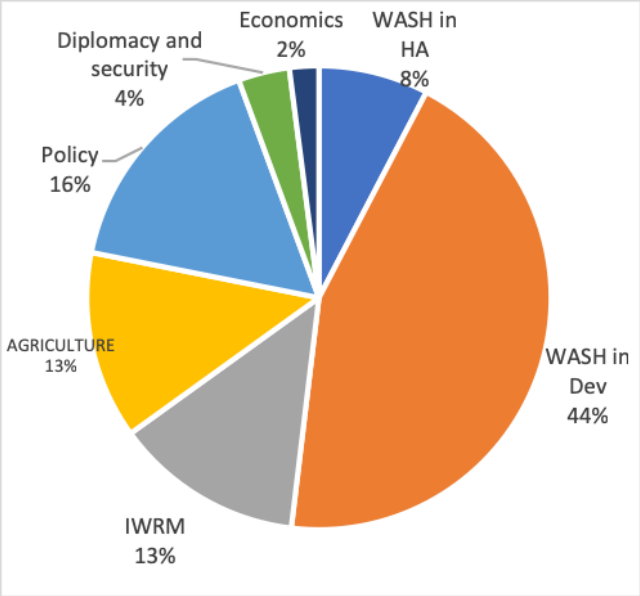
- The global domain at nearly 30% of the expenditure is significant. The SDC water engagement is thus strongly focussed on support to the global water architecture and on objectives such as developing innovations and improving governance in the water sector as a whole.
- SDC is active in 84 countries and 23 regions, but with a concentration in 20 countries which account for 90% of expenditure. The Global domain projects are different as most of the projects are grouped under Global (several countries).

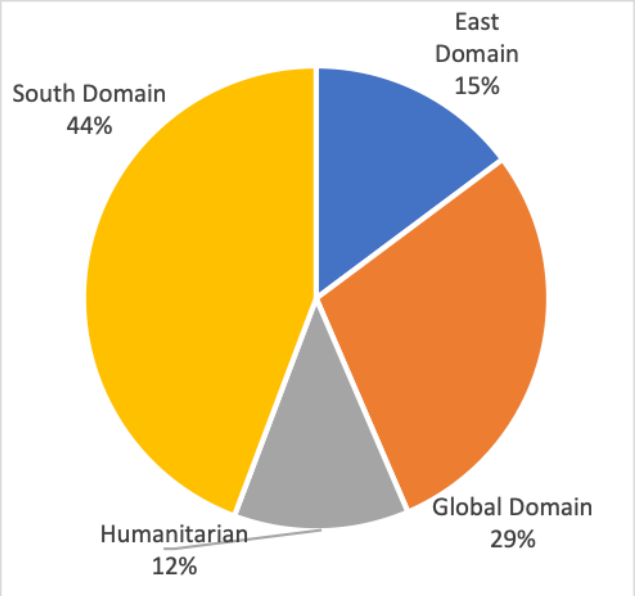
The analysis covers the 6+1 topics defined in the TOR: WASH – Water Supply, Sanitation and Hygiene (development and humanitarian); Water for agriculture; Water policy and advocacy; IWRM – Integrated Water Resources Management; Water diplomacy and security (Blue Peace); Water economics.

From figure 2.2 it is evident that:

- WASH is the single largest sector in SDC portfolio. The expenditure in WASH in development and in the humanitarian domain was 422 mill CHF in 2010-2017, which is just over half the total.
- The support to South Domain and Humanitarian Assistance is dominated by WASH, IWRM and Water for Agriculture. In developing countries or otherwise weak countries these areas of support most directly contributed to peoples livelihood.
- Diplomacy and Security and Economics are relatively minor topics of support only significant in the more developed countries in East domain and the Global domain.
- Policy is a very small area of support in terms of expenditure, but may well have significance on the global scene to secure long-term sustainability.

Figure 2.2 Distribution by topic/theme and by domain 2010-2017





Portfolio Analysis - Contract Partner

The contract partner groups analysis is based on the SAP extract of July 2018. The main contract partner group are the NGOs with an expenditure of around 40% of the total expenditure, followed by the UN system and International Financial Institutions, together spending 25% of the total expenditure. The private sector and "No Partner" group accounts for 20% of the total and the remaining 15% is spent through various state and academic partner groups. The data for all contract partner groups seems to indicate a general move towards more projects and smaller projects. For all the contract partner groups there was a significant increase in spending from 2010 to 2011, as explained above, but after 2011 the picture is more diverse. Three groups have been identified regarding deviation from the general trend:

Partner	Expenditure pattern
Private Sector / Other International Organisation/ United Nations Organizations	Maintained a significant increase in spending over the period, over and above the general trend
Swiss Academic & Research Inst / State Institutions Swiss/ Non-Gov.Org.Int./Foreign Swiss Non-profit Organisation/ No Contract Partner	After the boost in 2010-2011 maintained a stable annual spending
Academic.& Research Organisation Int. /International Financial Institution/ State Institutions Foreign	After the boost in 2010-2011 the spending dropped significantly over the period

The trends mentioned above could indicate a shift away from implementation from academic and recipient government, already a smaller part, towards implementation by the private sector, the UN system and other International Financial Institutions /organizations. Similarly projects seem to be getting smaller overall.
Significantly, the Private Sector seems to be increasing with more spending and bigger projects and the State Institutions Foreign is spending less on smaller projects.

3 Findings

The findings under each question grouped by relevance, effectiveness, efficiency, sustainability and impact are summarised below. The indicators that linked to individual findings are given brackets at the end of each finding and where quotes are made an anonymous code is used.

3.1 Relevance

Q1 Relevance - To what extent did SDC's engagement in water across its six topics respond to the challenges and demands faced by their cooperation partners?	1.1 The global, country and regional strategies provided a contextual analysis for directing water interventions. 1.2 The sample of selected projects demonstrate that the design of interventions and choice of partner and level of intervention (local/sub-national/ national/ regional/ global): i) responded to challenges; ii) were aligned to or complemented national and/or partner strategies and; iii) reflected areas where external support was needed and where there was a Swiss comparative advantage. 1.3 The six topics are strategic with each having: i) attained a critical mass in their intervention area and; ii) made use of Swiss comparative advantage.
Summary of findings • Continuity of support in water, often for more than 10 years, has meant that SDC has been able to build up credibility with partners and a strong contextual understanding of the country and sector. • The SDC country and regional strategies were sound and well researched but at times tended to underestimate the complexity and were overly optimistic. • SDC support at the local authority and community level responded to challenges but needed higher levels of policy dialogue to ensure replication and sustainability. • Multi-sector interventions in water, governance environment, climate, health, agriculture and education although complex appear to have worked well. • SDC water engagement aligned with national policies and goals but tended to use external implementing agents rather than working within national government structures and systems. • No cases were found where SDC supported projects or initiatives that did not require external assistance even where cooperation partners were relatively advanced. • Interventions reflected areas where there was a Swiss comparative advantage gained from long country and regional experience, with experience from Switzerland being more visible in the Global Programme Water initiatives.	

Continuity of support in water, often for more than 10 years, has meant that SDC has been able to build up credibility with partners and a strong contextual understanding of the country and sector. A key characteristic of the SDC engagement in water has been the continuity of support. A programmatic approach was adopted with projects being supported in phases of typically three to four years each and often going into three or even four phases. By doing so, SDC built up a strong credibility in the sector among national and local partners and allowed SDC, despite staff turnover in the cooperation office, to deepen their understanding of the challenges and opportunities in the sector and adjust the projects to enhance their relevance. This provided a solid foundation for developing new initiatives as well as consolidating and expanding ongoing initiatives - examples are evident throughout the SDC water engagement. The long trajectory of support enabled the context, both opportunities and challenges for scaling up and wider impact to be better understood. A specific example of how this translated into more relevant engagement is that it was recognised that the Rasht valley interventions in Tajikistan needed to be more strongly embedded in national government systems, simplified and coordinated with other donors in order to reduce risk of conflict over water and achieve longer-term goals. In Honduras, as another example, SDC has been involved in WASH since 1976 and the results and experience gained over decades allowed SDC to

develop comprehensive strategies at national and regional level that addressed WASH through environmental vulnerability and climate change interventions. The benefits of this continuity still seem to be present in countries where water is no longer a priority sector and instead is under governance, climate change and natural resources or local development or another sector. (1.1)[2]

The SDC country and regional strategies were sound and well researched but at times tended to underestimate the complexity and were overly optimistic. SDC commissioned national and region-wide studies that helped deepen an understanding of complex and dynamic contexts that the SDC interventions operated in- beyond familiarity arising simply from continuity of support. The strategies were sound and well researched and in many cases backed up by specialist and thematic studies - for example on water and disaster risk reduction in Central Asia. However, the underlying vested interests and the implications on the reforms in the sector that the SDC projects were dependent on in the longer-term, were often not explored in depth. A key issue for the water sector for example is the setting of tariffs and the decentralisation of funding, capacity building and responsibility. It was largely left to the projects to find means of addressing these challenges with an underlying and optimistic assumption that with time the political economy situation would improve. In general, there appeared to be a stronger "downward" focus, addressing community needs rather than looking at wider constraints at national and sector level. By contrast, the Global Programme Water strategies tended to focus more explicitly on the underlying assumptions and political economy. For instance, in the Swiss Water Consortium, project proposals included a strong context analysis and sighting of projects within national policies and regional workshops provided training on "integrity lens", exploring root causes of persistent challenges. The same is true of the Blue Peace initiative and many of the other Global Programme Water interventions (1.1)

SDC support at the local authority and community level responded to challenges but needed higher levels of policy dialogue to ensure replication and sustainability. SDC engagement took place mainly at the sub-national and community level. In this respect it addressed key challenges and filled a gap left by most donors and national governments. By supporting at the local level, SDC directly reached the beneficiaries and engaged with those with the greatest needs and self-interest in improving water resources and water and sanitation services. Whilst it was usually a programme intention to create demonstration effect and bring it to national attention, the strategy for doing this was not clear and was often left to last. Thus there was a tendency for innovative local level models to work but only when there was donor support. Whilst there was success at the policy level in terms of recognising the benefits of the new approaches tested by SDC projects, this success was not translated to wider national implementation. This left the SDC programmes with the danger of simply repeatedly funding relatively small projects rather than triggering country-wide replication and scaling. In later years there was more attention in ensuring that a dual approach of providing models at the lower level together with policy intervention at higher levels lead to a better enabling environment to replicate the approaches without continuous donor support. In many cases, such as in Moldova with the issue of improved technical standards, efforts to work at higher levels to influence legislation to adopt new standards came at a late stage of the intervention and were not envisaged early on, leaving insufficient time for national consolidation of the new approaches before SDC withdrew from the sector. An example of where an explicit strategy for scaling was adopted early on and is being consolidated is in Honduras, where the SDC's support at project and sub-national level led to improved local governance with a participative approach that was able to mobilise funds and replicate the approach with less and less external support. In general the potential of the SDC's cooperation offices to effect policy dialogue was not fully exploited. (1.2)

[2] The figure in brackets (1.1) refers to the indicator.

Multi-sector interventions in water, governance environment, climate, health, agriculture and education although complex appear to have worked well. Multi-sector interventions in water were relatively rare in the earlier water engagements where water was itself a priority sector. However, over time, integrated projects became more common and especially in most of the south cooperation domain at national and regional level where water increasingly became a sub-set of governance and local development sectors. In Tajikistan for instance the first multi-sector water intervention project TJ Integr. Health & Habitat Rasht Valley (7F-08361) started in 2013 and explicitly combined water and health and disaster relief reduction. Other projects such as the TJ RWSS Fergana Valley (7F-08359), which started in 2014, also followed this trend and integrated water and especially sanitation interventions in the health and education sectors. The case study of the TJ Integr. Health & Habitat Rasht Valley (7F-08361) project indicates that although the approach was complex, so far the results have been impressive and the multiple interventions have resulted in measurable changes in the health of the population. In Bolivia, SDC's strategy engaged in multi-sector interventions that aimed at improving climate change adaptation through integral watershed management, supporting local and regional authorities in the elaboration and implementation of Integral water management plans. Where multi-sector interventions took place they were often associated with collaboration with the Global Programme Water and other SDC global programmes. The interventions in Bolivia for instance are linked with a greater coordination and collaboration between regional cooperation and global cooperation of the Swiss Cooperation in the areas of Climate Change, Food Security and Integral Water Management. In Ethiopia, the Water and Land Resources Centres (7F-07810) Global Water Programme project was able to create multi-sector synergies through collaboration with initiatives such as: iMoMo approach, Forest Trends and IUCN/UNESCO Transboundary Water. (1.2)

SDC water engagement aligned with national policies and goals but tended to use external implementing agents rather than working within national government structures and systems (incl. research institutions). There were no cases found where the SDC water engagement was not aligned with national policies and goals. For example, in Colombia, interventions were closely aligned not just to national but also local development plans; in Honduras, the focus on community management corresponded to the political and institutional conditions where the national support was weak. In Bangladesh, Mozambique, Niger and all other countries examined, the support of Swiss cooperation was relevant and consistent with the national and sectoral policies and strategies. However, SDC water engagement faced complex challenges but also opportunities for contribution when it aimed at supporting policy reforms which were flawed or incomplete or well described on paper but not being implemented in practice. SDC projects responded to the situation where the policy environment was flawed or incomplete through projects that explored policy options that were experimental and intended to pilot new approaches. As noted earlier, the main challenge in such cases was to bring these often very worthwhile approaches to the level of national implementation. In the even more complex situation where the national policy was relevant and technically sound but not credible in practice, SDC responded in a low-key way by implementing and piloting the reforms at the local level and using the results to strengthen the case and commitment to the reforms. In these ways, SDC aligned but not blindly and responded to and adjusted its approach for both the case of inadequate policies and/or low credibility to implement and resource policy in practice.

However, whilst the alignment at the policy level was strong and context sensitive, SDC's alignment with national systems in the sense of working within them was rare. There was a strong trend, in contrast to most other donors, to use external implementing agents rather than working within national systems to strengthen from within – although in Latin America many of the projects worked closer with national systems. Whilst this approach

can be justified from an absorption capacity and efficiency point of view, the final integration of capacity and new approaches into national systems has proven more difficult than expected. The strategy for how to catalyse change from outside and how to eventually change national systems was considered more explicitly in some projects than others but often only in later or exit phases. As noted above, there was a tendency that projects went beyond the current plans of the government in terms of pace and degree of reforms; that was of course part of the change that justified SDC involvement but it also risked an overshoot and led to a situation where the ownership in some cases was with the project and not the government or national stakeholders. The balance is not an easy one to strike. The strategy and risk analysis of the projects generally speaking identified and recognised these risks but only planned for an optimistic scenario where national adoption of improvements and capacity created outside national systems would be relatively smooth. A notable exception to this trend is found in the SDC support to water in Central America, where a combination of very long-term support, a strategy of working bottom-up at local level and an environment where government and national resources and capacity has significantly increased over the years, has led to a situation where a hand over to national implementation of SDC approaches has been found feasible.

In some cases the nature of the intervention, particularly where it was humanitarian, global or multi-country, demanded the use of external agents. In such cases SDC often worked with others in ways that complemented the expertise of other agencies' e.g. through co-financing or secondments. This led to better response to challenges, as SDC's inputs leveraged and were harmonised with other donors or multilaterals action. Examples include the AIRWASH - Amhara Integrated WASH (7F-07770.02) project which was co-financed with the Million Water Alliance/ Hilton Foundation project as well as many UNICEF secondments which allowed SDC technical seconded experts to complement UNICEF and government plans to strengthen climate resilient WASH. (1.2)

No cases were found where SDC supported projects or initiatives did not require external assistance even where cooperation partners were relatively advanced. Even in the more advanced emerging economies such as Colombia and Macedonia the SDC interventions were found to be targeted at areas that could not have been done as fast or as well without SDC**.** Local actors in Colombia, for example, confirmed that achievements in the scope of the national water study would not have been possible without the external aid from SDC. Without SDC financial and technical support it would have been impossible, to improve: i) the corporate water management using the water footprint methodology; ii) the national water national study using the water footprint methodology, iii) the national water monitoring programme in main national rivers (Magdalena and Cauca) under a water quality perspective, and iv) a regional water study. This support was considered an important added value for the generation of strong evidence on water use efficiency and water associated risks (availability and pollution) that were not visible before. Moreover, SDC support opened space at the diplomatic, political, academic level that contributed to articulation, knowledge management (lessons learned, best practices and feedback). SDC support to private sector in particular was considered an accelerator because it acted as a neutral and facilitator actor in a commercially-sensitive environment.

Interventions reflected areas where there was a Swiss comparative advantage gained from long country and regional experience, with experience from Switzerland being more visible in the Global Programme Water initiatives. SDC was often the preferred partner by the government, in general because of the trusted relationships based on long continuity of stable and flexible support. In Honduras, a key ingredient of success was that the experience of SDC in the sector was recognized by national, regional and bi / multi-lateral actors. Small towns and schools had received too little attention and suffered from incoherent approaches of different actors and through its

continuity SDC was able to contribute to narrow these gaps. SDC established key niche areas of expertise and comparative advantage particularly within: sub-national governance and bottom-up project operations/ sustainability and ownership of water facilities/community management/ rural sanitation/appropriate technology/humanitarian response. These and other related areas reflected a Swiss comparative advantage built from long experience in development cooperation and access to global knowledge rather than direct transfer of experience from Switzerland. In these areas there was a widely acknowledged appreciation of the comparative advantage of the skills and capacities that SDC was able to mobilise from its cooperation offices, its implementing partners and the SDC head office.

Whilst this may be true of the bilateral programmes, the Global Programme Water initiatives however often built on Swiss comparative advantages that were more closely linked to experience in Switzerland. For example, in Colombia, SDC provided an important added value through its recognized trajectory in the design and implementation of innovative models for the measurement of the water footprint through the Water Footprint Programme, supporting technically and methodologically Swiss and Colombian companies, and national and subnational institutions through public-private partnerships to improve water management (quantity and quality), water use and water efficiency. The Blue Peace initiative is also an example where the Swiss experience and the special circumstances of Switzerland were paramount. (1.3)

Conclusion: SDC's engagement in water responded well to the challenges and demands faced by cooperation partners. A key factor was the flexibility, continuity and stability of SDC support and the strategic selection and focus on areas of niche expertise. These niche areas included community based and comprehensive approaches, water economics, low cost technology, sub-national governance and response to humanitarian crisis, which by their nature were closely linked to the needs and demands of the poor and marginalised. Whilst SDC strategies were sound and well researched they tended to underestimate the complexity and were weak on how to ensure replication and/or scaling up without further donor support. Here it needs to be acknowledged that the barriers for replication were often out of the control of SDC or even any other single set of actors and related to longer-term structural factors such as: absence of governmental structure, inactive private sector and insufficient access to capital. In most cases a critical mass within the six different topics from WASH to water resources has not yet been achieved although the experience in Latin and Central America is an exception and very encouraging in this regard, but even in those countries research capacities still need to be reinforced. Whereas SDC water engagement aligned with national policies and goals it worked mainly with external implementing agents rather than working within national systems which was efficient but still left challenges for the transfer from project to system. Interventions reflected areas where there was a need and also a Swiss comparative advantage, with experience from Switzerland being more visible in the Global Programme Water initiatives.

3.2 Effectiveness

Question 2.1: Humanitarian WASH

Question 2.1 To what extent did SDC's engagement in water across different domains lead to the expected outputs and outcomes?	Indicators 2.1.1 SHA actions have been responsive, timely and well-coordinated. 2.1.2 SHA actions have led to improved access to water and sanitation in humanitarian situations, vulnerable groups' protection, longer-term reduction in disaster risk through linking relief, rehabilitation and development. 2.1.3. Humanitarian WASH actions have led to increased resilience of war affected populations thanks to access to water and sanitation services.
Summary of findings: • SDC HA WASH programmes worked within international parameters and priorities of the sector which enhanced their responsiveness to WASH related challenges. • SDC HA WASH improved access to water and sanitation in humanitarian situations but the sustainability of this access was threatened in some cases. • Most HA WASH interventions were implemented through international NGOs, whose expertise contributed significantly to the responsiveness of interventions. • HA WASH and IWRM programme contributed, in some but not all cases, to disaster risk reduction (DRR) and integration of vulnerable groups protection. • The choice of intervention and modality was often limited by a difficult context and low availability of partners which affected SDC's influence. • SHA secondments were responsive and well-coordinated. The secondees were professional, flexible and filled key technical gaps which contributed to WASH access and resilience. • SDC's direct implementation modality was highly responsive, timely and well-coordinated under the right conditions. • SHA actions varied in their contribution to resilience with the absence of clear defining parameters for resilience allowing partners to over-state their contribution. • SDC is considered as a flexible donor, which is known to be a key criterion in adaptive management and resilience.	

SDC HA WASH programmes worked within international parameters and priorities of the sector which enhanced their responsiveness to WASH related challenges. HA WASH related strategies (e.g. the Concept SHA Expert Group 2017-2020 and the SDC/HA Operational Concept 2017-2020 note) highlight HA WASH's commitment to recent initiatives in humanitarian reform including the global commitment to The Grand Bargain and localisation agenda. An example of this is from the Concept SHA Expert Group, which states the comment of Swiss Humanitarian Aid to provide effective and locally adapted assistance. The strategies which have guided WASH HA are forward thinking in terms of the risks they address, as demonstrated for instance in the "Water and Security: Lines of Action of the FDFA" (2015) policy document which outlined Switzerland's contribution to water related security challenges. Interviews and a review of HA WASH strategies confirm that HA WASH activities were closely linked but also contributed to the WASH Cluster at all levels of mobilization. For example SDC has funded the Global Deputy WASH Cluster Coordination position at the UNICEF-hosted Global WASH Cluster, which has contributed towards global efforts that aim to promote more responsive approaches to the challenges within the WASH humanitarian sector on a strategic level, as well as funding a number of national and sub-national WASH Cluster positions. (2.1.1)

SDC HA WASH improved access to water and sanitation in humanitarian situations but the sustainability of this access was threatened in some cases. In general, evaluations and end of project reports provide evidence that SHA actions led to improved access to water and sanitation in specific humanitarian situations. Interventions were targeted and concentrated in the most critical humanitarian crises – with the top 5

countries out of a total of over 20 having accounted for close to half of the expenditure (48%). SDC funded programming targeted actions that minimize avoidable mortality and morbidity among affected populations (e.g. Niger, support to UNHCR's response through secondments, 7F-08719). SDC interventions led to improved access to WASH in the initial phases or on project completion for all cases examined, however there were some lessons that suggested that sustained access in the phases that followed implementation faced challenges. For instance, in the complex and protracted situation which a project in Syria (7F-08689) addressed, there was insufficient follow up action for hygiene kit distributions (SREO final independent evaluation, 2014) - although it should be noted that the project was implemented during a period where there was lack of humanitarian access and where SDC's ability to influence project follow-up was weak. In Pakistan a lessons learned document on the SDC HA WASH programme (2010-2014) highlighted that sanitation related activities were found to be more output focused with minimal consideration, both in terms of time and other resources, to behaviour change, which would have played a vital role for sustainability of the health benefits of the initiative. (Himatullah, 2015). (2.1.1/2)

Most HA WASH interventions were implemented through international NGOs, whose expertise contributed significantly to the responsiveness of interventions. Programmes faced characteristic challenges in humanitarian situations but in most cases basic WASH needs were addressed and met through SDC funded programming. Examples of common challenges reported by implementing partners included: low capacity of government staff, frequent turnover of staff, access to affected populations, and legal/administrative difficulties. SDC has funded a range of partners, most notably international NGOs or international organizations such as Oxfam, UNHCR and UNICEF – organizations that have ensured that their interventions are coordinated at various levels with the WASH Cluster and within the international humanitarian response. SDC engaged the private sector directly to drill the borehole in Azraq camp (7F-09497), and engaged technical staff to oversee the drilling operation to ensure successful implementation of the technical aspects. The partners that SDC has funded can in general be viewed as experienced humanitarian organizations that were experienced in addressing humanitarian challenges in a variety of contexts. (2.1.1)

HA WASH and IWRM programmes contributed, in some but not all cases, to disaster risk reduction (DRR) and integration of vulnerable groups protection. In East Cooperation, some of the IWRM projects had an integrated DRR component, that were co-financed by HA and other domains. The direct action intervention by SDC in Azraq camp in Jordan (7F-09497) contributed to longer-term DRR objectives as the borehole was connected to the national water network so that it could be used as a contingency water source, once the camp closes down. The project explicitly considered, through the design of the network, how to best ensure the eventual hand over to government. Through the drilling of the borehole, SDC support provided sufficient water quantity for the camp population, and a future contingency should the camp population grow up to 50%, addressing future DRR related to a worsening of the conflict scenario. While limited, there are some primary examples of SDC providing support to integrating vulnerable groups protection into WASH in humanitarian situations. For example, SDC's support to NRC in Pakistan led to the development of a "Manual for Mainstreaming Protection in WASH Programmes" (2014). The manual was based on a long experience of collaboration between SDC and NRC in responding to vulnerable groups in a range of situations, including the Afghan refugees in 2010. (2.1.2)

The choice of intervention and modality was often limited by difficult contexts and limited availability of partners which affected SDC's influence. In protracted conflict situations, humanitarian access was sometimes constrained which proved to be a limiting factor on how responsive, timely and well-coordinated SDCs action could be. As aid

provided to fragile states can be volatile and unpredictable, SDC action focussed on implementing the best possible feasible options, taking into consideration the problems with access and available partners. For instance, projects in Syria (7F-08689.01.07 and 7F-08689.01.05) demonstrated interventions that were possible according to the complex and very difficult implementation possibilities at the time (between August 2013 and March 2014). A large-scale humanitarian assistance to Syria was still in its set-up and inception phase during the project implementation. However overall, SDC's support did respond to the needs that were identified in a Joint Rapid Needs Assessment II (2013), which indicated that 10.5 million people were living in an area of Northern Syria which lacked basic needs (SREO, 2014). Over time a close and continuous technical dialogue was established between SDC's Water Team in Amman and the partners – following the period where humanitarian access was constrained, and as a result SDC's choice and influence increased (IM 33). (2.2.1)

SHA secondments were responsive and well-coordinated. The secondees were professional, flexible and filled key technical gaps, which contributed to WASH access and resilience. The receiving organisations (mainly UNICEF and UNHCR) report that the secondees were timely and highly valued for their ability to provide high quality technical inputs to address critical needs, with many secondees having a private sector/consultancy background which was often lacking in the larger skill set of humanitarian response (JD5, 6, and 7, ET17). For instance, the secondees were catalytic in furthering a more sustainable long-term option for water supply in Azraq camp in Jordan (7F-09497); and in supporting UNICEF's inputs to the WASH component of the EU funded RESET project in Ethiopia (covering 8 geographic regions) (7F-08361). The secondments were critical in providing highly technically complex solutions for adequate water supply, through conducting high quality hydrogeological studies and feasibility studies, providing a basis for timely implementation. In the cases of both Jordan and Ethiopia the partner asserts that SHAs have led to drastically improved/ effective drilling options being provided in hydrogeologically very difficult situations – in drought prone and water scarce scenarios (JD 5, 6, and 7, ET 17). It was also reported by the receiving organisations that the SHA experts built technical capacity through demonstrating good practice – for instance, working within the Ministry of Water in Ethiopia and commenting on draft national guidelines/policies. Even though the support was often only short-term (secondees tended to have in country contracts of 1 year or less), their inputs were valued through providing additional WASH staff capacity in emergencies. (2.2.1/2)

SDC's direct implementation modality was highly responsive, timely and well-coordinated under the right conditions. A specific set of factors contributed to the effectiveness of the modality however these success factors for direct intervention may not be applicable in projects across the board. The project (the Azraq borehole, 7F-09497), addressed a critical WASH sector need in a refugee camp setting. The contributing factors to this particular case were found to be in relation to: SDC's support through the SHA experts (specifically hydrogeologist, project management and contracts management expertise); SDC's collaborative approach to working with critical partners (particularly UNICEF and UNHCR), who brought their own complementary skills to the project; and the appointment of a national engineer who was present through the entire planning and implementation process (factors determined through discussion with JD 3, 6, 7, 8, 16). SDC's technical expertise has been widely acknowledged to be critical in the direct intervention's success, from the high quality input at the feasibility stage through to contract supervision. It is thought that support provided by SHAs was a critical factor in allowing the standard of technical intervention that was implemented – and that in the absence of SDC's support, a series of more unsustainable "mini systems" would likely have been built due to hydrogeologically complex groundwater resources – and that SDC's processes were more efficient, and quick to meet beneficiaries needs, in comparison to other typical partners implementing similar projects (JD 5). Interviewees

also believed that skills brought to the project by UNICEF and UNHCR (such as working with local authorities and camp management) were highly critical and complementary to SDC's contribution. While the Azraq intervention is a "flagship example" of direct implementation, this collaborative approach to direct implementation may not be always be facilitated in other locations where highly experienced partners are not active. (2.1.1)

SHA actions varied in their contribution to resilience with the absence of clear defining parameters for resilience allowing partners to over-state their contribution. Addressing both war affected, and drought affected beneficiaries, SDC has demonstrated interventions that have had a clear direct link to resilience, and others projects where the contribution was much less clear. It is noted that resilience is not a primary aim within of the current "SDC HA Operational Concept 2017-2020" for WASH. Demonstrating positive contributions to resilience, the SHA secondments in Ethiopia (7F-08361) have collaboratively enhanced national level efforts through their support to UNICEF, implementing the WASH component of the national OneWASH programme and the EU funded RESET programme, which aims to support climate resilient WASH[3] in 8 geographical regions of Ethiopia. The RESET programme targets highly vulnerable populations, through providing technical inputs at the national and sub-national level, including Ministry of Water (ET16, 17).). The example where SDC supported well cleaning in over 4,500 shallow wells in the aftermath of flooding in Khyber Pakhtunkhwa, Pakistan is another example of contributing to the resilience of affected populations, rather than launching short-term actions (Ali, Bunzli et al, 2018).

At the project level in some limited cases, it has been noted that projects (e.g. Syria NRC project 7F-08689.01.05, Colombia projects 7F-06144 and 7F06138) may claim to enhance resilience of targeted populations, without a clear strategy framework on how the project level activities would lead to increased resilience – and in some cases, implementing partners appear to assume enhanced resilience occurs as a direct result of implementing WASH activities. Other projects (e.g. PIN Syria project 7F-08689.01.07) more strongly contributed to the resilience of populations, without stating resilience as an aim in their reporting, as the project aimed to repair damages to water infrastructure and phase out costly water trucking (i.e. reducing monthly cost of paying for water from trucking by beneficiaries). The project activities potentially could have had a significant impact on improving beneficiaries economic status, as addressing the high cost of water tariffs would have reduced the amount of money spent on trucking. (2.1.3)

SDC is considered as a flexible donor, which is known to be a key criterion in adaptive management and resilience. There was a general widespread consensus by directly funded SDC project partners that SDC, in comparison to other donors, has understood the importance of an adaptive approach in complex and protracted situations (JD5, 6, 7, ET6). SDC staff, in turn have stated the importance of being flexible on projects approaches, due to changing contexts and complexity of implementation environments (JD1, 3). Examples given include the ability of SDC to quickly change project plans and design of the water supply intervention in Azraq camp (7F-09497) according to emerging contextual changes relating to demographics. SDC was thought to be open in extending the contract with the contractor in the direct funding example. There were also examples found in Tajikistan where targets and approaches were adjusted to ensure a rapid and sensitive response to DRR challenges. From the side of SDC, the focus is on agreed results with partners, and staff appear very committed to collaborate around the most appropriate process according to the changing context. Project changes made to projects were not seen to be problematic within the budget envelope, as they are with other donors (even when well-argued). (2.13)

[3] WASH is not the only focus of RESET, however the secondees support this sectoral contribution.

Conclusion: SDC's HA engagement have been highly responsive to humanitarian needs and, responses in nearly all cases have been highly regarded as efficient and flexible. SDC's support to HA action is supported both by the knowledge and networks of its staff at HQ level on all aspects of global humanitarian response frameworks and agreements, and by its cadre of SHA Experts, who are continuously trained in aspects of humanitarian WASH response. Overall, SDC's response to humanitarian action is strong and highly responsive, and is supported by its diversity of response mechanisms, which go beyond traditional methods of donor support to experienced and typically NGO and UN partners, but also through its direct implementation modality and SHA Expert support.

Question 2.2 Development WASH

Question 2.2 To what extent did SDC's engagement in water across different domains lead to the expected outputs and outcomes?	Indicators 2.2.1 SDC interventions have led to improved (effective, equitable and sustainable) access to WASH for the target groups. 2.2.2 SDC WASH support has integrated and contributed to gender equality and human rights.
Summary of findings: • SDC supported projects improved access to WASH through a range of modalities and approaches, with the potential for scale up being highly variable. • The focus on sanitation and hygiene varies from project to project and overall appears to be poor. • Projects were observed where access to WASH has been achieved through integrated programming with education and health – thereby achieving results in other sectors and encompassing universal access as set out in the SDGs. • SDC appears to influence most and indirectly addresses well-known sector challenges in their global level strategies and more directly in Credit Proposal formats. • WASH projects funded by SDC have demonstrated both traditional and transformational forms of gender integration, with reporting appearing to be subjective in terms of effectiveness of results in relation to WASH, and with sustainability of results being highlighted directly related to duration of engagement. • The quality of gender mainstreaming in projects is related to both the expertise of the partner undertaking the programming, as well as the more strategic measures taken by SDC (e.g. requirements set out in the credit proposal). • By bringing improved water and sanitation, SDC water interventions have contributed to attainment of human rights to water and sanitation.	

SDC supported projects improved access to WASH through a range of modalities and approaches, with the potential for scale up being highly variable. SDC's portfolio demonstrates a highly varied range of approaches with regards to level of service[4] (with both basic and improved levels of service being demonstrated), and implementation modality, suggesting there is more than one best practice when it comes to WASH implementation. It is difficult to define the total number of people reached with Swiss assistance, with neither the Swiss Dispatch (2017-2020), the GPW oriented Strategic Framework (2013-2017) and Portfolio (2018) having a clear indication of coverage achieved with SDC resources. However, WASH is the single largest sector in SDC portfolio with expenditure in WASH in development and in the humanitarian domain 422 mill CHF in 2010-2017, which is just over half the total. The very large project contracts are not quite so pronounced, whereas the smaller project contracts below 100,000 CHF consume 36% of the expenditure suggesting that smaller, community based projects are the most common method of implementing WASH development projects.

Projects have been effective in providing improved access to WASH with end of project reports describing a range of results at output and outcome level. For instance, at project

[4] Level of service as outlined in the SDGs and defined through the Joint Monitoring Programme (JMP).

level, the sample of projects in Colombia reported that all targets have been delivered with beneficiaries valuing the usefulness and effectiveness of water supply for community level projects and all of the target communities being reached with school and community infrastructure (7F-06144, 7F-07015) and 8 infrastructure works delivered as a result of 12 feasibility studies (7F-09231). In Honduras, the coverage in WASH increased beyond the expected goal (7F-02239); in Niger, the level of latrine implementation is close to 60% for family latrines and 55% for public latrines (7F-07792). In Bangladesh several WASH projects or project with WASH activities delivered good results and reached the targets (7F-08103, 7F-08444, 7F-08688) even without much inter project coordination. During country visits, a number of WASH projects were physically visited by the evaluation team, including the AIRWASH project in Ethiopia (7F-07770.02), the TajWSS project in Tajikistan (7F-06431) and in Honduras the Aguasan project (7F-02239). The potential for scale up is highly variable, with projects in Ethiopia being community based with limited scale up potential at *woreda* (village) level, and projects in Tajikistan working with national level counterparts, influencing policies with the overall aim of improving sustainability in the sector.

For the Swiss Water and Sanitation Consortium projects implemented in 10 countries, the 2016 annual report states results by intervention type, with small piped systems, solar pumped mini systems, and rainwater harvesting systems showing “promising results” in terms of improved access to WASH systems. The portfolio included both community based approaches where very basic level of services were achieved through community handpumps and Community Led Total Sanitation approaches (CLTS) – as well as projects that address the more ambitious goal of “safely managed services” as set out under Sustainable Development Goal (SDG) 6, for instance in Moldova and Tajikistan. (2.2.1)

The focus on sanitation and hygiene varies from project to project and overall appears to be poor – at least when considering the bilateral level. Some partners have a strong focus on sanitation and hygiene (including for instance, sanitation marketing, hygiene in schools projects observed in Tajikistan 7F-04169 and 7F-02079), whereas many projects solely focus on water supply. Examples are TajWSS 7F06431 and the earlier phases of the rural water supply and sanitation project in Fergana valley (7F 08359) where sanitation and hygiene is not a core part of the intervention, and others where it is such as the regional RWSS project (04169) and the integrated health and water project (08361).

The extent to which SDC promotes knowledge, attitude and practice (KAP) surveys, as a means to understand the necessity for behaviour change as a baseline, in project design appears to vary from partner to partner. As a result the extent to which partners are able to suggest “demand focussed” intervention strategies that reflects specific local circumstances and the cultural factors that influence them can be limited. In credit proposals, KAP surveys have been used by partners as a monitoring tool, and as a means of verification for targets and indicators – as demonstrated in the Ethiopia AIRWASH project (7F-07770.02). However, it would appear that in some cases, projects appear to selectively choose not to analyze health data, norms and cultural practices to inform project design – and in some cases water supply projects that are typically large infrastructure based projects do not include hygiene and sanitation at all. (2.2.1)

Projects were observed where access to WASH has been achieved through integrated programming with education and health – thereby achieving results in other sectors and encompassing universal access as set out in the SDGs. The projects in Tajikistan are the most significant examples of integrated programming where results may include improved access to education as a result of WASH in schools, for instance. The establishment of a special set of outcomes and activities within health have

perhaps been a factor behind the strong focus on sanitation and hygiene in certain projects - the preventative health aspect of water, sanitation and hygiene being well integrated in certain examples particularly in Tajikistan. As noted by the project document (7F-08361) "*The proposed project will become a model that links health services with improved water and sanitation infrastructure".* The Fergana valley project (7F-08359) has piloted at scale the introduction of hygiene and sanitation in schools and in the health system although this has not yet been replicated in other areas. The project has also provided training and developed materials for a module on hygiene that is given each year to all schools in the region. Other projects (7F-04169) include aims to improve hygiene promotion due to the critical role it plays to mitigate crisis and prevent spreading of water borne diseases in schools and local health centres – the project reported that due to the training to teachers the project resulted in a 30% decrease of water borne diseases. The approach is properly documented in the Manual "On Creation and Operation of Water Organization" in Uzbekistan" (7F-08523) which was prepared by the SDC partner - this indicates a strong focus on hygiene (2.2.1)

SDC appears to influence most and indirectly addresses well-known sector challenges in their global level strategies and more directly in Credit Proposal formats. Examples of global level strategic documents, which outline important approaches for WASH include: Global Programme Water Strategic Framework (2017-2020) and the Global Programme Water Strategic Framework (2013 – 2017). WASH projects have faced a number of challenges, which appear to be typical of WASH programming in different contexts. End of project reports and project visits have highlighted challenges including: institutional, technical and administrative weakness of local governments and water committees, operation and maintenance of the infrastructure and facilities provided under projects (for instance, of handpumps, water filters), and the capacity of implementing organizations to be able to deliver sustainable results. For example, a project implemented by PRONASAR in Mozambique (7F-06374) had the goal of raising coverage from around 40% in 2009 to 45% in 2012, but this goal was not met because of the proliferation of latrines that did not meet standards.

There is evidence that SDC strategically addresses some of these widely experienced challenges in project design of their WASH programming across the portfolio. For instance, collectively through the Swiss Water and Sanitation Consortium (SWSC) – launched by the GPW in 2011 - Swiss NGOs have shared knowledge on different ways of sharing Operation & Maintenance (O&M) costs, collecting tariffs, and integrating full life cycle cost recovery. More centralized approaches are taken in Tajikistan where SDC in the Ferghana Valley project (7F-08359) has supported the development of a cost reflective tariff, which has been in operation for 6 years with an 85% recovery rate, approved by relevant authorities. However, there is some limited evidence that SDC could influence better vulnerability analysis into their O&M and tariff work, with an interviewee (JD23) highlighting in one case that a lack of understanding of local conditions and of vulnerability led to an SDC project to require beneficiaries to pay an expensive connection fee in one case, where it was not possible. (2.2.1)

WASH projects funded by SDC have demonstrated both traditional and transformational/more innovative forms of gender integration, with reporting appearing to be subjective in terms of effectiveness of results in relation to WASH, and with sustainability of results being highlighted directly related to duration of engagement. The more traditional forms of integrating gender into WASH observed in projects include maintaining a proportion of gender equality in water user groups, gender balanced project teams and targeted technical capacity building programmes for women, sensitization activities and collection of gender disaggregated data. For instance, reporting for Niassa Mozambique (7F-08494) states "*Presently more the 30% of the 178 fully trained water committees are ruled by women*" and the Tajikistan National Water

Resources project states that gender impact has been achieved (at a limited scale) through gender sensitivity training in 20 Water User Associations (WUAs) (7F-08523).

There is some limited evidence of implementing approaches which target more transformational change in gender, for instance the Helvetas AIRWASH project in Ethiopia (7F-07770.02), which targeted a wider issue relating to economic marginalization and disempowerment faced by women when they are confined to the drudgery of collecting unsafe water at far distances. The "Couples training approach" and exchange visits to Awra Amba (a village which has been founded on the principles of gender equality in Amhara region) were methods, and results observed in the 2 villages visited were promising, as men talk about helping women with water collection activities, however discuss more wider gender empowerment outcomes such as a growing awareness and respect for the work that women do in the household (ET6, 8).

Other elements of addressing transformational changes in gender with water as an entry point include the SWSC data collection formats, the SABA project in Colombia (7F-09231) and the TajWSS project (7F-06431). In the SWSC global reports, partners track the time spent fetching water, with a demonstrated reduction from 93 to 23 minutes (baseline and endline data) shown across projects. The women beneficiaries in the AIRWASH SWSC project (7F-07770.02) for instance reported having increased time to devote to economic development activities i.e. growing vegetables as well as being able to socialize in the community (ET8). The TajWSS project in Tajikistan (7F-06431) employed approaches that aimed to address a transformation of gender relations and disempowerment of women in water collection. Approaches included a national gender working group and prioritizing gender sensitive applications submitted for funding water and sanitation infrastructure and management of projects. The Oxfam project (7F-06144) and the SABA project (7F-09231) in Colombia also looked at the greater participation of women in decision-making spaces and then sexual division of labour, and control of benefits with reported positive results. The project reported that although such activities can address entrenched and traditional structures, they may not be sustained over time, when the projects inputs cease. (Indicator: 2.2.2)

The quality of gender mainstreaming in projects is related to both the expertise of the partner undertaking the programming, as well as the more strategic measures taken by SDC (e.g. requirements set out in the credit proposal). Credit proposals require partners to display a range of gender analysis in project design. Partners are required to outline institutional mechanisms, are incorporated to facilitate and monitor quality execution, to describe how gender equality mainstreaming is to take place, and to ensure that budgets are assigned to ensure the implementation of gender-specific components/actions and that TOR and budget are allocated for gender mainstreaming responsibilities. Gender is also specifically mentioned in country level SDC strategies, further for instance in Mozambique country strategy: "*Gender inequality is an obstacle to development in Mozambique. Switzerland will continue to promote gender equality transversally in its domains of intervention and provide opportunities for women and men to constructively engage in changing existing gender roles and exercise their rights equally*." Despite the attention to gender in Credit Proposals and in some cases, country strategies, it is also noted that partner capacity in gender programming is a key factor in achieving the transformational project related outcomes. The partners having a long standing commitment to gender based programming, such as Helvetas and Oxfam, have been able to articulate and demonstrate effectiveness through better tailored approaches which combine concepts such as women's economic empowerment into WASH approaches. (Indicator: 2.2.2)

By bringing improved water and sanitation, SDC water interventions have contributed to attainment of human rights to water and sanitation. Human rights for water and sanitation (HRWS) form the determining framework of the interventions by focusing on locations with high poverty levels, formal integration of non-exclusion mechanisms through an equitable approach and the application of new tools for the implementation of the human right to water and sanitation. Although only recently drafted, SDC has formulated a strategy document "Integrating Governance into the Water Sector: A Practical Guide" which details human rights based approaches to WASH in a very practical way and will be highly valuable for SDC's WASH programming to understand the practical realization of this developing area of importance. (2.2.2)

Conclusion: SDC's interventions in WASH in development contexts are largely driven by a local, community-based approach where strong links to local authorities are forged and relationships built at the local level. While the scaling up approaches are not always evident, there appears to be a preference for a incremental and context specific programme, which is locally appropriate and yields clear benefits to direct household and community level beneficiaries. A wide range of gender mainstreaming approaches to WASH have been observed, particularly approaches which go beyond traditional "equal roles" for women and men in management of WASH infrastructure, with SDC addressing more ambitious outcomes such as women's economic transformation. Such approaches which tackle difficult, and long-standing social norms, means that it will be difficult to demonstrate evidence on the sustainability of such approaches. However these experimental approaches to gender mainstreaming which appear to be successful in this limited case, demonstrates an important shift towards transformational gender based programming.

Question 2.3 Water for agriculture

Q2.3 Water for agriculture To what extent do SDC projects contribute to increase smallholders' food production and/or income through sustainably improved water productivity or efficiency?	2.3.1 Projects have contributed to increase in food production and/or income. 2.3.2 Projects have contributed to increase in water productivity /efficiency.
Summary of findings • Several projects have contributed to an increase in food production and income. (2.3.1) • Some SDC projects did not have a strong enough link to farm extension and agricultural advice to bring about the full income and food production potential of the SDC water related interventions. (2.3.1) • Water efficiency was improved through improved technology and management. (2.3.2) • Water efficiency and productivity required massive investment that could not be provided by SDC. (2.3.2) • In some projects both domestic and productive uses were addressed systematically. (2.3.2) • The issues of agricultural water tariffs, absence of state investment and cooperative action were noted as major risk factors for improving agricultural water efficiency but the SDC projects were not well equipped to respond to the challenges. (2.3.2)	

Several projects in the sample evaluated have made impressive contributions to food production and income. For example in Bangladesh, Pakistan and Tajikistan, evaluations showed that new and rehabilitated irrigation schemes increased production and income to farmers; but the results frameworks, reporting and evidence was not always systematic. In Pakistan (Water for Livelihoods, 7F-07815) food production increased by as much as 100% through introducing irrigation[5] and allowing two crops per year. The farmers have claimed increased crop production as a result of an increased

[5] External Review of Phase I, Water for Livelihoods Projects

supply of irrigation water. It was also recorded that women reported a decrease in incidence of disease due to provision of clean drinking water. In Bangladesh (Integrated Water Resources Management Mmgt (IWRM) 7F-08688) food production increased by as much as 30% through improved irrigation systems plus the cost of irrigation had dropped from Taka 2200 to 559 by moving from groundwater to surface water irrigation. This was confirmed by farmers during site visits. In Tajikistan (TJ integrated Health & Habitat Rasht Valley, 7F-08361) the IHHI project integrated a number of income generating activities linked in part to making good use of the time saving in carrying water. Projects on milk processing, honey collection, fruit processing, seed production and others were carried out. In Columbia the project on improving quality of life health through safe water, sanitation and food security (COL: ACF-E, Gesundh. Konfliktopfer, 7F-06138) managed to improve the productivity of over 130 farms. Access to water was improved and food production increased. A guarantee of good quality water allowed farmers to increase yields through irrigation of farms and home gardens. During semi-structured field visits and interviews, the beneficiary families reported improved nutrition and access to a wider range of affordable fruits and vegetables. In Ethiopia the WLRC project (Water and Land Resources Centres, 7F-07810) increased food production, homesteads were provided with shallow wells for irrigation through the project and increased access to biomass has been used for livestock feed. (Indicator 2.3.1) By making communities more food secure their general resilience towards climate change is similarly improved.

Some SDC projects did not have a strong enough link to farm extension and agricultural advice to bring about the full income and food production potential of the water related interventions. For example, the country visit in Tajikistan Noordhoek noted the lack of a sufficiently systematic approach to help farmers practically understand the benefits of enhanced land and water use management. Improving water management was not enough by itself to ensure enhanced production and income and the projects in general were not well linked or coordinated with wider agricultural extension, credit and other support beyond water. The absence of these links limited the achievements and failed to bring about the full potential of the projects. Interviews in Tajikistan confirmed with the project management of a leading project (TJ National Water Resources Management, 7F-08701 & 7F-08523) indicated that the aim of increased productivity in food production, income and agricultural water use was more complex than the project was designed for. In general, water in agriculture projects were not broad enough to tackle all the necessary areas, they were not sufficiently linked up with other credible reform interventions to bring about the full potential effect. In many cases water management was a problem but not the only constraint e.g. there are cases where without land tenure reform and improved extension services, the benefits of improved water use will be sub-optimal. (Indicator 2.3.1)

Water efficiency was improved through improved technology and management. Projects (Bangladesh Integrated Water Resources Management Mmgt (IWRM), Site visit discussions, 7F-08688) worked on establishing surface water-based irrigation and reducing dependence on groundwater which was overexploited and leading to poor quality (saline intrusion) also for domestic use, thus improving the water use efficiency. At the same time domestic water was abstracted from different sources depending on the required water quality. Water for drinking and cooking was taken from groundwater whereas water for washing was taken from a pond. In Colombia a flagship project (SuizAgua project, 7F-07015) contributed significantly to water use efficiency. The project contributed to a better understanding of the impacts of water use, as well as the efficient use and prevention of pollution. In addition, each of the participating companies, together with the SDC, developed a shared value and social and environmental responsibility strategy related to better water management in their area of influence. In Tajikistan, water efficiencies have been achieved in the National Water Resources Managementproject (TJ National Water Resources Management, 7F-08701 & 7F-08523) but more importantly the

topic of water efficiency instead of just supply augmentation is now recognised- opening up the way for self-identified improvements, some of which are already evident in terms of Water User Associations actions on water efficiency. In Colombia the project (Colombia, SuizAgua Colombia, 7F-07015) contributed to policy instruments e.g. improved planning in the agricultural sector with the establishment of water requirements for prioritized crops, with the Ministry of Agriculture and its Agricultural and Rural Planning Unit. A contribution was also made to the design and implementation of the road map and regional pilot of the National Program of Monitoring of quality and water quality.

In Pakistan one of the leading projects (Pakistan, Water for Livelihoods Phase I, 7F-07815) was positively evaluated by an external evaluation5 who found that the model of community implemented rural infrastructure mobilized by the civil society and technically assisted by the government line agencies was observed to be very effective. All stakeholders appreciated the collaboration and saw the project's potential impact even beyond the project area and duration. The communities had taken responsibility and ownership over the small infrastructure projects. A majority of the beneficiary population in project villages were reaping the project benefits directly through increased access to drinking or irrigation water and protection from hydro-meteorological hazards. The schemes developed by the communities themselves with support from the project and technical assistance of line agencies were qualitatively of high standard and considered to be of better quality than comparable projects without community participation. Furthermore, these schemes were accepted to be more cost effective than government implemented projects. In general, the SDC engagement promoted local participation and developed tools and demonstration projects that encouraged the role of women and provided examples of how water user communities could work with local government. (2.3.2)

Water efficiency and productivity required massive investment that could not be provided by SDC. Water efficiency and productivity require investment particularly in irrigation systems and also as noted above improvement in on-farm agricultural practices and cannot rely solely on improving management WRM or setting up IWRM structures. A number of reviews and evaluations from Pakistan and Tajikistan in particular revealed that investments in water infrastructure were typically not a strong feature or priority of the project design, partly due to the large investment required (External review of SCO funded project on National Water Resources Management project in Tajikistan - phase 1, 2018). The tariffs applied to agricultural (irrigation) water is very often heavily subsidised. This and the scale of investment needed – with huge investment costs - makes it difficult to mobilise commercial financing. For example, in Tajikistan and in ex-soviet countries the 20-year lapse in infrastructure investment has left too large a gap for the projects to take over – attempts to mobilise larger sources of finance have been made but have not yet succeeded. Projects were too optimistic to assume that other sources of funds would be found. In Bangladesh (Integrated Water Resource Mmgt, 7F-08688) the move from groundwater-based irrigation to surface water-based irrigation required substantial investment beyond the capability of the farmers and only possible with outside support. (Indicator 2.3.2)

In some projects both domestic and productive uses were addressed. The project in Bangladesh (Integrated Water Resource Mmgt, 7F-08688) applied Multiple Use Systems principles that combined attention to water for domestic needs as well as productive use. Drinking and cooking water was sourced from groundwater whilst water for productive use such as fish farming and livestock watering was obtained from rainwater harvesting ponds. The use of different source for different quality needs, was an innovative approach that is not very commonly used. The IHHI project in Tajikistan contributed, in addition to the main focus on WASH, to productive uses, but in an informal manner and more as an after-thought in response to strong community demand. Most successful WASH projects

did not consider water for productive use. One AIRWASH (Ethiopia, Amhara Integrated Rural WASH (AIRWASH, 7F-07770) project combined attention to water for domestic as well as livelihoods needs through multiple use water systems; the project reported improved bio-diversity and claimed "interventions helped communities to improve income and livelihoods" but there was no evidence presented for this. (Indicator 2.3.2).

The issues of agricultural water tariffs, absence of state investment and cooperative action were noted as major risk factors for improving agricultural water efficiency but the SDC projects were not well equipped to respond to the challenges. Projects relied on setting up water resource management structures and undertaking policy dialogue to improve the enabling environment but without a clear path on how to achieve progress in tariff, investment and agricultural productivity. As an example the IWRM project in Tajikistan (TJ National Water Resources Management, 7F-08701 & 7F-08523) identified the crucial policy reform issues but was too optimistic and did not have enough mitigating action planned in case of failure or slow advance in achieving policy objectives. Other projects (Pakistan, Water for Livelihood, 7F07815) looked at piloting payment for water services, and also a community livelihood fund as analysed, as it could potentially have been used for providing much needed small loans to farmers on easy terms. However, even though these policy interventions were identified the project did not have the entry points, skill set and resources to contribute strongly to advocating for and supporting national partners to achieve the policy aims. (Indicator 2.3.2)

Conclusion: The SDC engagement in Water for Agriculture has in many cases contributed to increased food production, and improved water productivity efficiency. There seems to be benefits from taking a more innovative and holistic approach and not to just look at food production and water efficiency. Multiple Use Systems, where all water uses are prioritised following IWMR principles, were in general successful. However, there was insufficient attention to the policy reforms that were identified as necessary for improving the enabling environment. There was also insufficient links between the water management improvements supported by SDC and other wider initiatives aimed at improving agricultural extension, credit enhancement and mobilisation of large infrastructure investments. Although water for irrigation is a fundamental pre-requisite for agriculture in most sample countries and the management on water an important element, by itself it was not enough. The community and local participation principles adopted by the projects contributed to improving local governance and promoting gender equality. More efficient water use and increased food security contributes significantly to climate change adaptation and climate resilience

Question 2.4 IWRM

Q2.4 IWRM: To what extent has SDC contributed to the effective implementation of IWRM concepts and practices?	2.4.1 SDC support has contributed to making IWRM concepts operational. 2.4.2 SDC support has led to effective implementation of IWRM leading to more effective use of water resources, environmental and wider governance improvements. 2.4.3 SDC support has led to contributions to water security at national, regional and global level.
Summary of Findings: • IWRM was applied extensively in SDC water resources projects and the projects contributed to IWRM becoming operational at the local level. • At national level IWRM gained recognition and the legal framework was developed through SDC support but IWRM implementation tended to lag. • Although hard evidence of IWRM influence on water management was not easy to see there is evidence of better data leading to improved governance and better decision making.	

- In some countries, longer-term environmental education contributed to strengthening local government and future generations understanding of and commitment to ensuring water security - especially in terms of water quality management.
- SDC support led to contributions to water security at regional level, often through transboundary and Blue Peace related approaches.

IWRM was applied extensively in SDC water resources projects and the projects contributed to IWRM becoming operational at the local level. Findings from several water resources activities across several countries indicated clearly that projects were able to make IWRM operational at local level. In Bangladesh (project Integrated Water Resource Mmgt (IWRM), 7F-08688) the project was able to establish guidelines for water governance at local level and implement these. Water Management Committees were active and promoted an equal role in decision making by women. The project also supported local authorities (Unions) to introduce more transparent planning processes with open budget. Another example of how IWRM was made operational at the local level is the Water for Livelihood project in Pakistan, (7F-08091) though not an IWRM project as such, it initiated water governance activities and engaged in a comprehensive area water approach, where water user groups were represented from three levels; -Village: individual land owners with water rights (water user groups); - Gandi: several villages (water user association); - Zam: seasonal river level (apex body of water user association). In Ethiopia SDC supported project initiatives contributed to better informed WUAs and also government decision makers which led to concrete measures being undertaken on water storage and shallow well pumping as well as demonstration of the water saving effect of improved agricultural techniques. (Indicator 2.4.1)

At national level IWRM gained recognition and the legal framework was developed through SDC support but IWRM implementation tended to lag. In Bangladesh (Bangladesh, Integrated Water Resource Mmgt (IWRM), 7F-08688) rules and procedures for operationalising the Water Act of 2013 were prepared with SDC support. Implementation at national level was slower than at local level despite indications of support from the highest. This was often perceived in the sector as a resistance towards moving decision making from central/national level to decentral/local Level. This was felt not only in the water sector but other sectors as well. In Macedonia the focus was on strengthening local government role in IWRM and supporting school educational programs to create long-term change. In Niger the inter communality developed within the framework of the program stimulated a collective approach and pooling of financial and technical resources. In one project capacity building successfully involved all key actors at the local level and has improved the capacity of each to participate in the program implementation process in the field (Niger, N 71 - Programme d'hydraulique rurale, 7F-07792). In Columbia/ Honduras there was evidence of strong linkage of IWRM to improving decentralisation of decision making and ensuring that local plans included local economic interventions. In Central Asia and particularly in Tajikistan (Farangna Valley, 7F-08359) the SDC took a lead in promoting and piloting IWRM which led to change at the local level but also led to strengthened understanding and resolve at the national level to pursue this approach – although the approach was not yet implemented at national level due to a number of wider policy constraints. However, a significant result at the national level is that an awareness was created that one should not just look at quantity of water but also quality of water. The National Water Resources Management project (Tajikistan, TJK: National Water Resources Management, 7F-08523) built on the outcome of EU national policy dialogues and high level policy direction to make IWRM easier to understand and appreciate – it did this by: i) demonstrating a bottom-up response to top-down reforms; ii) inspiring Oblast (sub-national) commitment to IWRM and reforms that indicated to national authorities that the approach was accepted and politically feasible at the sub-national level; iii) proposing and testing practical measures that gave confidence that the concept was operational. It specific terms it focussed not just on high level

planning and institutional re-arrangements but crucially on how water was used and more specifically on irrigation effectiveness and efficiency. (Indicator 2.4.1)

Although hard evidence of IWRM influence on water management was not easy to see there is evidence of better data leading to improved governance and better decision making. Hard data and examples of more effective use of water resource, environmental and governance improvements was not well documented in part because IWRM is a soft process-orientated methodology. Nevertheless it would be plausible to conclude from the evidence available that most IWRM projects have made a contribution and evaluations point generally to positive results. IWRM in particular has led to an improved information and data environment that in turn has led to improved decision making and governance. In Honduras (Honduras, HN 21 Programa Aguasan Honduras , 7F-02239) good governance, which was at the centre of the intervention logic, has been fostered to strengthen the active participation of the country in the benefits of the program; -in Niger (N 71 - Programme d'hydraulique rurale ,7F-07792) the governance and performance of the sector have been improved. The program (Honduras, HN34 Gobernanza Hidrica Territorial, 7F-07793) contributes to the development of decentralization and local governance through the emergence of economic activities included in the development policies of the regions. **(**Indicator 2.4.2)

In some countries, longer-term environmental education contributed to strengthening local government and future generations understanding of and commitment to ensuring water security - especially in terms of water quality management. In the Western Balkans the focus was on creating a longer-term demand and understanding for improving the environment. For example, in Macedonia, environmental education contributed to longer-term water security (Macedonia, Environmental Education Project, 7F-02079) by engaging with schools and inserting environmental education into the official curriculum and teaching materials. In total some 250,000 pupils were reached (Eternal evaluation, June 2018) (2.4.2).

SDC support led to contributions to water security at national and regional level often through transboundary and Blue Peace related approaches. In Colombia, Niger and Honduras water security was a priority (Honduras, HN34 Gobernanza Hidrica Territorial ,7F-09393). Water security was linked to water quantity and water quality monitoring, however there was a need of improving methodologies and systems to ensure these tasks. Water footprint programmes contributed to water security with high prospects of replicability because of the private sector and profit driven incentives to increase water use efficiency and ensure future supplies. SDC projects tended to support local efforts in monitoring water balances: water quality and quantity according to tested methodologies which were also found to be the most effective in creating results at a small scale that could then be demonstrated to national decision makers.

In Ethiopia the WLRC project (Ethiopia, Water and Land Resources Centres, 7F-07810) has led to strong national buy-in to project outcomes, including Ministerial representation on the steering committee, clear commitment to national water security, and regional water security due to the political importance of transboundary issues. Primarily through the long-term primary data collection on hydro sedimentology and climatology, the project gained traction and influence by addressing the key needs of policy makers, land users, scientific groups etc. In Central Asia a new approach was adopted to regional water security using the Blue Peace mechanisms. The regional Blue Peace project was carefully designed to balance the national and regional needs for water security so that both regional and national level needs were met. This learnt from earlier regional projects where it was found difficult to cater in the same project to regional needs when national needs were not yet met. (Indicator 2.4.3)

Conclusion: SDC's has in most of the sampled countries engaged successfully in IWRM, either directly or indirectly to secure sustainability in water and agriculture projects. In many countries IWRM was used as a vehicle for better local water governance. SDC strongly supported the IWRM principle of "management at the lowest appropriate level" and engaged at the local or district level, which led to improved local governance by improving transparency and participation of beneficiaries including a strong representation of women. SDC has also in some countries successfully introduced IWRM at national level with development of national rules and procedures. SDC recognised that it was necessary to work at both local and national level, and that in the longer perspective the successes at local level would not be sustainable without a national enabling environment. However, SDC support to implementation of IWRM worked best at local level where the water problems directly affected people's livelihood. At national level institutional resistance to change was more evident. Progress was less rapid or successful at national level where institutional issues (resistance to change, competition between institutions, financing etc.) that were beyond the project reach, often affected progress.

Question 2.5 – Effectiveness of country and regional programmes

Q2 To what extent did SDC's engagement in water across different domains lead to the expected outputs and outcomes?	2.5.1 SDC interventions at local/sub-national/country/regional level have contributed to water policy and sector reforms. 2.5.2 SDC WASH (development and humanitarian) interventions have benefited from wider governance initiatives at local level. local/sub-national/country/regional level. 2.5.3 SDC interventions have contributed to water sector capacity. 2.5.4 SDC interventions at local/sub-national/country/regional level are furthering peaceful approaches to water related conflicts and facilitates the use of water in building peace. 2.5.5 SDC interventions at local/sub-national/country/regional level have led to use of new tools in water valuation and allocation. 2.5.6 SDC interventions have mobilised additional finance and scaled up good practice based on knowledge management to strengthen the new SDC Water Policy.
Summary of findings • SDC WASH and IWRM interventions supported WASH policy and sector reforms, combining top-down and bottom-up models. Process complexity and the time for changes to take root were sometimes underestimated. (2.5.1) • SDC WASH and IWRM interventions contributed to governance and decentralisation initiatives through its flexibility in working with changing policy environments, however not all constraints in the institutional environment could be overcome. (2.5.2) • SDC projects developed considerable capacity at individual and institutional level, but was not as successful in changing the wider enabling environment, which was still dependent on weak national institutions. (2.5.3) • SDC interventions especially in later years, undertook conflict analysis and promoted peace and conflict reduction. (2.5.4) • SDC interventions developed new tools in water valuation and allocation with a scaling up potential in some countries where cases have been documented. (2.5.5) • Finance leverage was achieved at small scale within projects through co-funding but rarely beyond the projects. Best practice approaches were scaled up as a result of continuous, long-term and concerted interventions in niche areas. (2.5.6)	

SDC WASH and IWRM interventions supported WASH policy and sector reforms, combining top-down and bottom-up models. Process complexity and the time for changes to take root were sometimes underestimated. SDC interventions supported national and sectoral institutions, on topics such as WASH and IWRM policy reforms, standards, regulations, risk and knowledge management. SDC interventions supported

sub-national authorities to implement innovations that often served to demonstrate a bottom-up approach that enhanced the credibility of policy reforms aimed at decentralising management and implementation functions. In particular, this bottom-up approach, when combined with national level support and active policy dialogue, led to early implementation of reforms (including decentralisation), helped strengthen commitment and establish the feasibility of national reform and, fostered the scaling up and adoption of SDC supported innovations. In Bolivia, for example, the capacity of Cochabamba's watershed departmental service was developed through an SDC intervention, and the departmental service is now a reference in the country for other areas. The importance of combining local and national level inputs was stressed by a number of evaluations and observers including sector experts in Tajikistan who noted "We *cannot rely on local measures alone. The local levels focus on the short-term and the immediate needs. The government nationally focuses on the longer-term. We need both. We are happy that SDC is working at the lower level, we say go down and work there but you need to talk and agree at the national level as well to ensure coordination – so what is needed is a combination of local and national levels, SDC is working in that framework*." TJ6. The SDC Global Programme Water served to bridge the local efforts at project level with country and global level policies and reforms through the development and testing of standardised methodologies, that allow an evidence-based decision making at institutional public and private level. (Colombia, SuizAgua Colombia, 7F-07015)

Nevertheless, the engagement in the water sector in some countries, and despite useful demonstration and support at the national policy level, has not yet led to the prospects of sustainability and supporting transformative change, that could serve as a more strategic alternative to simply repeat funding investments. Reform processes were sometimes delayed and more complex than originally estimated. The complexity of the necessary reforms, that could underpin long-term sustainability and the time needed for them to take root, was underestimated. Knowledge management and capacity building institutions did not exist to fully make use of, scale up, and capitalise on the experience gained (Honduras). Additionally, in some cases, SDC invested in supporting the local implementation of reforms very early on, with the risk that the innovations were too much ahead of national processes and the ownership was with the project rather than with the sector. (2.5.1)

SDC WASH and IWRM interventions contributed to governance and decentralisation initiatives, through its flexibility in working with changing policy environments. However, not all constraints in the institutional environment could be overcome. Changes in the political, social and economic context were often used by SDC as an opportunity to design or adapt programmes showing flexibility in its cooperation to quickly face challenges, and with the willingness to innovate and learn. SDC interventions contributed to governance and accountability improvements by adopting comprehensive and participative approaches, that supported wider decentralised governance processes. Through SDC support, local authorities have become convinced that communities can plan and manage their sanitation and water needs through decentralised governance. In the case of Tajikistan, one of the projects (Tajikistan, TJ RWSS Fergana Valley, 7F-08359) took advantage of water as an entry point for strengthening local level governance, which led to wider longer-term social and economic benefits. In Bangladesh, Bolivia and Honduras alliances were formed between SDC programmes (for instance water and governance), and various actors, to foster greater territorial results by seeking an up scaled effect, that transcended the framework of the individual programmes. The political dialogue was not limited in those cases to the central government but carried out and promoted, at the decentralised level, with public and private sector, and with different development actors. Nevertheless, significant institutional barriers were often encountered and the SDC programmes were not always able to overcome them. For example, in both Tajikistan and Moldova, the policy of

decentralisation, which was supported by the projects could not be implemented at the desired scale because of delays in the wider decentralisation reforms and the absence of funding streams that could substitute external project funding. (2.5.2)

SDC projects developed considerable capacity at individual and institutional level but were not as successful in changing the wider enabling environment, which was still dependent on weak national institutions. SDC interventions developed considerable capacity at project level through training, learning on the job, providing manuals and materials of high quality, in WASH, IWRM and wider governance (e.g. IWRM, DRR, data collection, monitoring, participatory and regulation methodologies, analysis, GIS mapping, reporting). Nevertheless, in most countries there was an absence of ongoing research, knowledge and academic institutions for WASH and IWRM that could sustain the capacity developed in the long-term. In Honduras, it became necessary to train staff abroad, meaning that the capacity advances created by the SDC projects were vulnerable. Many countries had insufficient critical mass to guarantee an active participation in national reforms, international networks or global programmes.

Monitoring was carried out at project level and many national staff were trained by project implementing bodies to be effective at data collection, processing, reporting and interpreting the results. However, it was difficult to translate the project capacity into a wider capacity sector for effective water monitoring. Such monitoring at sub-national or national level, in order to be continuous, needs to be embedded in permanent local structures, rather than in temporary project structures. Moreover, it requires an integrated approach, modern systems and tools, using internationally adopted methodologies in support of national policies and for tracking and reporting on water-related SDGs. Water economics, national statistics and documentation of evidence based research were not sufficiently considered within SDC interventions in order to foster adequate information access to decision makers on needs and impacts of the sector and sharing and use of information for public policy. Outside of the water footprint approach, the approach to water sector economics, especially in the earlier projects, was not sufficiently developed even though it was a specialization topic of SDC. In later projects, there was a systematic consideration of the cost benefit analysis, which could form the basis for developing greater local capacity in prioritising investment and interventions. (2.5.3).

SDC interventions, especially in later years, undertook conflict analysis and promoted peace and conflict reduction. The SDC interventions aimed to increase access to safe water, sanitation and the efficient use of water for food production, to improve the basis for integrated water resources management, as well as mitigating water-related disaster risks. In so doing, they contributed to reducing conflicts over scarce resources. To a large extent the reviewed SDC interventions sought and contributed to strengthen relations and trust between the State and its Citizens and to reduce underlying causes of unrest, such as inadequate access to basic services. In fragile or conflict affected contexts, SDC applied a Conflict Sensitive Programme Management approach. Conflict reduction was an explicit part of the good governance pillar in the theories of change of each domain in the country strategies. Governance and its role in conflict prevention and reduction, was an overarching cross-cutting theme of the SDC strategies in the analysed countries with direct implications for the implementation of the programmes. Under the water domain, SDC sought to enhance resilient, sustainable and conflict-sensitive water management.
The comprehensive approach that targeted sub-national levels contributed to strengthen local governance structures, along with other interventions in health-care, education, human rights, among others. Effects on conflict reduction were found in Bangladesh, Ethiopia, Honduras, Jordan and Tajikistan.
The following examples indicate the widespread nature of the SDC contribution to peace at national and sub-national level:

- In Ethiopia, peace was targeted directly in hotly contested transboundary issues by working with communities to provide a sustainable water source, inter-community tension had been lessened: *"Before we got water from the stream – the stream would dry around March/April. Then we would excavate water from the stream sides (alluvial deposits) there was not enough water and women collecting water for long times… there were long queues and sometimes conflict between women."* (Ethiopia, Water and Land Resources Centres, F-07810.01.01).
- In Honduras, half of the basin organizations, within a community based SDC action, incorporated into their action plans the prevention and management of conflicts through training, understanding and identifying the appropriate mechanisms to manage these conflicts (Honduras, HN32 Gestión Comunitaria Cuencas HN, 7F-08941).
- In Tajikistan, trust relations between the State and its Citizens were strengthened and the project responded to a history of conflict in a territory where there were limited livelihoods development options that forced many males to seek employment abroad. *"The Rasht Valley however remains today one of the poorest regions of Tajikistan where traditionalism is widespread. If no development perspectives for the region are built up, it will remain vulnerable to militant opposition forces and to the potentially growing islamistic influence from Afghanistan after the withdrawal of NATO forces in 2014."* And *"The causes for the previous unrests are rooted in the widespread poverty in this region and in the previously mentioned lack of development efforts. By improving access to basic services such as health or safe drinking water, living conditions can be considerably improved, thus contributing to stability"* (Entry proposal for RWSS in Rasht Valley September 2012 - TJ Integr. Health & Habitat Rasht Valley, 7F-08361).
- In Pakistan, the project Water for Livelihood reports achievements in conflict resolution through community institutions. The project established community institutions and had training programmes in conflict resolution (Mid-term review, Water for Livelihood 7F-07815).

At a global and regional level, the Blue Peace initiative, particularly in the Middle East and Central Asia, has made significant interventions that aim to improve the underlying and deep-rooted political causes of water related conflicts, as well as to mobilise water as an entry point to resolving wider regional conflicts. These are long-term initiatives, where SDC has taken a lead through the GPW. It is recognised that they will take time to mature and show results. So, whilst it is too early to pronounce success, the intermediate outcomes such as bringing high-level political stakeholders together and forging common agendas is promising. (2.5.4)

SDC interventions developed new tools in water valuation and allocation with a scaling up potential in some countries where cases have been documented. SDC interventions led to improved water valuation and allocation through modest infrastructure investments, use of management tools and capacity building at watershed level. In the Water Footprint Programme, the water footprint methodology (blue and green) was applied at the watershed level under a multi-sectorial approach and became part of the Water National Study. Through this methodology water quality and quantity monitoring was strengthened and water footprint measurement for relevant and strategic agri-products and to characterize irrigation districts were possible at watershed's level (Colombia, SuizAgua Colombia, 7F-07015). Other SDC interventions in Colombia contributed in this area: An institutional strengthening strategy for community water provision systems was developed and was replicated in other parts of the country (Colombia, COL: SABA Int. water + sanit. Management, 7F-09231). In Colombia, there was also strong collaboration between the Global Water Programme, HA and SECO which resulted in a high complementarity within the sector: HA focused on rural WASH

and strengthening of its local governance, SECO on urban WASH and the Global Water Partnership (GWP) on water economics at national and sub-national level with an important effect at regional level. In Tajikistan, a water economics approach was built into some SDC interventions' designs, but not taken up later during the implementation. SDC global work on water economics has not informed national efforts as well as it could have done and did not have a strong cross over effect except in Columbia, where there were GPW actions on the ground. (2.5.5)

Finance leverage was achieved at small scale within projects through co-funding but rarely beyond the projects. Best practice approaches were scaled up as a result of continuous, long-term and concerted interventions in niche areas. In Ethiopia, Bangladesh, Colombia, Honduras and Bolivia investment, community and government contribution to project outcomes such as labour days took place within SDC interventions in cooperation with national or local authorities. In Colombia, there was also a contribution mobilised from other cooperation partners, such as the IADB[6] and GIZ[7] and most impressively with the private sector. For instance, the investment leverage from partner companies for the reduction and monitoring of the water footprint and actions in the basin reached more than 16.4 Mio USD (mostly for water treatment and reuse technologies) (Colombia, SuizAgua Colombia, 7F-07015). This up scaling effect resulted from the applied approach (community and policy dialogue based and participative approaches), the support of GPW and the political, institutional and economic context within the SDC interventions were implemented.

In most East and other South domain countries, it was difficult to scale up finance beyond co-funding of projects, despite the efforts. In Tajikistan for instance, an innovative water trust fund aimed at establishing a mechanism of cost recovery, was piloted and although not yet institutionally anchored, showed some signs of being replicated and used by the government and others. Nevertheless, scaling effects were limited by the fact that the government did not allocate funds for water, which would be needed to scale up the effect (Tajikistan, Water supply and sanitation, 7F-06431).

In Honduras, Colombia and Bangladesh good examples of up scaled best practices had taken root due to in-depth support over several years and often through multiple project phases. In Honduras, national sector institutions that provide and control water and sanitation services were strengthened in their role to guide and support local institutions. Methodologies were up scaled to ensure regulation and local control, to develop local policies and norms and planning (Honduras, HN 21 Programa Aguasan, 7F-02239). Cooperation with national level institutions, international exchange of experiences at regional level and specialised training, provided in cooperation with universities, to journalists and decision makers facilitated the scaling up of results, but were not sustained in the long-term.[8] A very good example of the up scaling effect achieved by Aguasan can be found in its case study: "Aguasan supported the WASH Regulatory Entity in the design and application of the Methodology of Regulation and Local Control, in 10 municipalities. Nowadays it has been up scaled to 150 municipalities (50% of the country, an up scaling effect of 1500%). This contributed to guarantee a high quality in water and sanitations services." Another example is to be found in the case study of the Water Footprint Programme in Colombia that describes the up scaling effect of the corporate water stewardship in Colombia and in Latin America linked to the Pacific Alliance through SDC's

[6] Colombia, COL: SABA Int. water + sanit. Management, 7F-09231: this SDC intervention was cofinanced by the IADB, Ministry of Housing, Regional and Local Government.

[7] Colombia, SuizAgua Colombia, 7F-07015: this SDC intervention was cofinanced by GIZ and the private sector for the implementation of a payment scheme for ecosystem services through a water fund for 35 families (2016) and 70 families (2018).

[8] This good practice was found in two actions in Honduras: Honduras, HN 21 PROGRAMA AGUASAN HONDURAS, 7F-02239 & Honduras, and HN34 Gobernanza Hidrica Territorial, 7F-09393.

contribution to the implementation of the ISO 14046, in 30 companies in Colombia and 3 in Mexico and to the facilitation of a community of practice on water footprint and corporate water management in Latin America. (2.5.6)

Conclusion: SDC WASH and IWRM interventions supported policy and sector reforms, combining top-down and bottom-up models, and provided an effective entrance point to strengthen and promote wider governance and decentralisation. A broad and participative policy dialogue and flexibility within interventions, both adapted to and benefitted from changing policy environments at local, national and regional level. SDC WASH and IWRM interventions contributed to governance and decentralisation initiatives through its flexibility in working with changing policy environments, however not all constraints in the institutional environment could be overcome and this exposed the limits of the project approach. The lack of evidence of policy influence has many causes: there are many actors involved and it is difficult (and even counter-productive) to attribute to a single actor especially a donor; SDC operates more at a project than sector level with an expectation that successful approaches will be replicated and adopted, which is a transition of a complexity that is under-estimated and where the need for support is over-estimated; water is not a priority sector; a skill set is required. SDC projects developed considerable capacity at individual and institutional level, but was not as successful in changing the wider enabling environment which was still dependent on weak national institutions. The prospects to sustain sector capacities in the countries still depend on generally weak or inexistent national institutions, that are not prepared to offer sector and country tailored knowledge and research spaces. Although finance leverage was achieved at a small scale within projects, leverage rarely went beyond co-funding of projects. However, scaling effects in best practice were evident where the support was continuous, long-term and intervened in niche areas such as the water footprint in Colombia**.** SDC interventions, especially in later years, undertook conflict analysis and promoted peace and conflict reduction both at national and regional level where the Blue Peace was especially instrumental.

Question 2.6 Global Programme Water

Q2 Effectiveness- To what extent did SDC's engagement in water across different domains lead to the expected outputs and outcomes?	Indicators 2.6.1 The Global Programme Water has contributed to the scaling up of innovations in IWRM, WASH and water in agriculture at bilateral level. 2.6.2 The Global Programme Water has contributed to improved global water governance, improved policies and strengthened global institutions within water. 2.6.3 The Global Programme Water has contributed to innovations and consolidation of good practice within water diplomacy, water economics and brought them to regional and country level. 2.6.4 The Global Programme Water has enabled Swiss resources and expertise to influence and contribute to the global water agenda. 2.6.5 The Global Programme Water has established synergies with other global programmes such as climate and food security.
Summary of findings: • GPW has made a significant contribution to improved global water governance and policies through their support to the political process leading towards SDG Goal 6. • On a bilateral level, the SWSC is directly responsible for increasing access to WASH amongst targeted populations. Their joint innovation has led to scaling up of innovations, with clear demonstrations within the SWSC own members programmes, particularly in Phase II of its operations. • The GPW demonstrated that it was capable of bringing global knowledge to the local level (e.g. the "elevator effect") but in general opportunities for local transfer were not fully capitalized on.	

- Blue Peace in the Middle East aimed at and has led to longer-term prospects of improved global water governance.
- GPW has been highly strategic in its support to significant global institutions that foster international thinking in the water sector, including the 2030 Water Resources Group and the Global Water Partnership.
- The support of GPW to the Blue Peace Initiative has been crucial to the initiative itself and also wider processes such as the high level forums and the High-level Panel on water and peace and Geneva Water Hub.
- The GPW has influenced and contributed to the global water agenda using Swiss resources/expertise through its frameworks, strategies and networks, guiding global level outcomes. This was most specifically noted in the areas of Blue Peace, and the agreement around SDG Goal 6.
- There are some established synergies between GPW and Global Programmes Food Security and Climate Change on a direct level in some limited cases, with good examples of joint learning and exchange. The Blue Peace in Central Asia collaborates closely with Global Programme Climate Change and with the bi-lateral and humanitarian domains.

GPW has made a significant contribution to improved global water governance and policies through their support to the political process leading towards SDG Goal 6. There is clear evidence, both internal to SDC and external, of Switzerland's leadership in the political process in the SDG goal development from the outset in 2012. Switzerland's contribution to SDG Goal 6 was achieved through political leadership, in coalition with other international actors, and is a factor in the international community's shared blueprint for scaling up in access to WASH and IWRM at the bilateral levels by 2030. Switzerland's role in the political process has been critical in the development of a dedicated goal on water, and has been an indirect factor in the development of targets that aim to achieve equitable and safe access to water and sanitation for all by 2030.

Interviewees suggest that Switzerland was a very clear leader from the beginning of the process (IM15, IM32), for instance, co-leading the "Group of Friends" who advocated to the open working group, with a clear and early position on a dedicated goal and also hosting a high-level meeting in Geneva on the post-2015 development agenda on water ("Consultation on water resources, water quality and wastewater management") in 2012. Preceding these activities, Switzerland has shown its dedication to water at a very high level in 2011 in the "0.5% bill", when the Swiss Parliament raised the aid budget to 0.5% of GDP with the additional funding dedicated to water and climate change. The Swiss position for a dedicated water goal was approved by the Federal Council on 25 June 2014 within the framework of the decision on Swiss priorities for the 69th session of the UN General Assembly – it is strongly believed that alliances forged and negotiations achieved through the open working group led to the position being accepted in international negotiations.

In stating this, two important points need to be made: firstly, there is no current accepted knowledge on the influence of the sectoral process (i.e. the water sector lobby) on the political process, for instance through NGO/civil society networks and coalitions, and international agencies (e.g. the UN agencies). Discussions with external actors point to the wide-ranging belief that many sector agencies believe their role to be influential on the dedicated goal on water as well (IM36). Secondly, the position on a dedicated goal on water overall was achieved in the absence of a strong counter position as outlined by the evaluation commissioned by WaterAid on their advocacy in the post 2015 process (Trace, 2016) – however the political process itself did find a range of opposition in the final stage, detailed in the point on "Swiss expertise" below. Although there is evidence that a range of sector actors had also been strongly advocating in favour of a dedicated goal, "this does not mean that said decision maker is strongly in favour either, or that they are willing to use significant political capital to push for changes" (Trace, 2016) – with the Swiss clearly

willing to mobilize their political capital in order to achieve the dedicated goal. (2.6.1 and 2.6.2)

On a bilateral level, the SWSC is directly responsible for increasing access to WASH amongst targeted populations. Their joint innovation has led to scaling up of innovations, with clear demonstrations within the SWSC own members programmes, particularly in Phase II of its operations. In Phase I and II, the Consortium capitalized on country level opportunities to scale up innovations in WASH. The two strongest examples are the Blue Schools approach (with the recently developed Blue Schools Kit[9]) and the joint advocacy around menstrual hygiene approaches in Nepal. The Blue Schools approach is an example of mainstreaming and scaling up an approach in different regions through the Consortium. The approach was developed in Benin by Helvetas, and was then jointly built upon, disseminated and strengthened by Consortium members (i.e. through jointly working on guidelines and a catalogue of technologies/experiences, and strengthening learning through regional workshops) to then spread beyond the region, to Eastern Africa and then to Asian countries through SWSC learning workshops. The approach was publicized and promoted by the Consortium at international events such as the Stockholm Water Week 2018 and the 7th Rural Water and Sanitation Network (RWSN) Forum in Abidjan in 2016.

For the example of menstrual hygiene management, the SWSC members in Nepal, used their project level activities as basis to bring stakeholders together at the regional level. This process resulted in the Declaration on Menstrual Hygiene Management, which was presented at a national level workshop co-organised by the Government of Nepal and WSSCC as a basis for the development of a national policy. This is a clear example how a multilateral actor (the WSSCC), which was more active at the national government level, was wisely leveraged to bring local action of a Swiss programme up to a more systemic national level.

The Phase I external evaluation found that the SWSC delivered its objectives and was successful (Skat, 2013) and the Phase II external evaluation found the consortium was meeting and exceeding expectations in certain areas in program delivery and consortium management, although the consortium is generally not known outside members, and more could be done into extracting and managing knowledge across the consortium activities (Heeb and Caplan, 2008). The starting point for the consortium began out of the additional credit approved for water and sanitation in Swiss Parliament in 2011, as a way of getting Swiss NGOs to cooperate at project/country/regional and global level and jointly learn around WASH. As such, the Consortium is seen to be successful from the perspectives of the NGOs who continue to dedicate their own funds from early 2018 when SDC funds ceased, so that consortium members could continue their joint learning and innovation activities. While scale up (in terms of numbers of people with improved access to water) appears to be limited, the joint learning and innovation has the potential for wider influence, and many of the projects are also co-financed which in some cases makes the attribution of coverage achieved due to SDC financing unclear. (2.6.1)

The GPW demonstrated through a number of initiatives that it was capable of bringing global knowledge to the local level (e.g. the "elevator effect") but in general opportunities for local transfer were not fully capitalized on. The projects viewed with the largest influence on bilateral level relevance are the WLRC project in Ethiopia, the SWSC (detailed in the point above), Water footprinting and to a limited extent, Water Resources Group (WRG) 2030 – with Blue Peace showing a promising

[9] The kit developed was finalized in 2018, and therefore was not supported strictly through SDC but also through consortium members own funds although the SWSC was supported in the lead up to the kit development.

potential of scaling up innovations in water resources collaboration especially in the transboundary context although not without challenges. GPW initiatives were found to be strategic, bringing partners together to find unified approaches in achieving scale up at the bilateral level. Despite this, quantitative-based demonstrations (e.g. number of people with improved sustainable access to water) achieved as a direct result of the initiative through scale up was either limited or, at times, not fully reported.

The WLRC project in Phase II and III in Ethiopia has demonstrated potential for national scale up, through linking scientific specialisation from the regional transboundary level, to the application and knowledge emerging from local contexts, as well as to more universal and global level knowledge. This was achieved through their open access development of policy briefs and spatial mapping of watershed data – for instance, WLRC has linked its local development evidence to global debates through the WALRIS (Water and Land Resources Information System) platform, which provides open-access spatial and hydrological data with the Geo Network, having an average monthly visitors of 20,000 hits (national and global visitors). The learning watersheds also hold potential for regional scale up of practical approaches in IWRM.

The Blue Peace initiative in the Middle East is the most advanced and has been supported by SDC since 2009. In the Middle East, a recent evaluation (Sida, 2017)[1] indicates that there has been some scaling up of collaboration in water resources management through capacity development and training of trainers across the region with a specific example being provided for how water security planning in Tunisia has been enhanced through knowledge and skills transfer. The initiatives in Central Asia and elsewhere are more recent and there has not been sufficient time for results to emerge although in many instances there is a promising potential, particularly for the Central Asia project, which is particularly well conceived and well designed. In Ethiopia, the Blue Peace initiative was not successful in persuading the Ethiopian government of the advantages of engaging (ET18). In part this may have been because the NGO Strategic Foresight Group that was behind the successes in the Middle East did not have the same high-level contacts in Africa as they had in Jordan and other countries.

In terms of the 2030 Water Resources Group (WRG), the SDC contributes to WRG with core-funding. The WRG main activity at national level is formal establishment (through regulation) of a Multi Stakeholder Platform (MSP) often headed at Prime minister level. The MSP operates at the highest national level and is instrumental in bringing the private sector on board. The MSP has a focus on strengthening institutions, regulations and policies, and has worked towards reducing water abstraction and polluted water discharge, and thereby overall water governance reforms. The MSP have supported national / local initiatives in for example IWMR.

Through the MSP the WRG has implemented or supported several projects:

- Bangladesh: The SDC funded development of Rules and Regulations under the Bangladesh Water Act (WARPO project), and the WRG facilitated a peer review of the rules and regulations, incorporating private sector inputs through 21 consultative meetings.
- Peru: At the national level in Peru, the National Water Authority (ANA), the Swiss Development Agency (SDC) and 2030 WRG are actively promoting the Blue Certificate – a public recognition – for private sector companies linked to the reduction of their corporate footprint and a shared value project aimed at surrounding communities that is assessed by third parties/independent evaluators.
- Mongolia: Support to River Basin Organisations (not transboundary) through the MSP. This project type is being sought after from other countries. 2030 WRG is working on improving the legal and operational framework for river basin councils (RBCs), in

conjunction with capacity building of RBCs for identified basins, an initiative supported by SDC.

The Bangladesh project is an example where the WRG activity was able to get high level support from the MSP to new improved Governance based on IWRM principles. The projects in Mongolia and Peru will be scaled up as other countries in the WRG network are showing interest.

SDC, through the GPW, contributed to the "water footprint" ISO 14046 development methodology and with the SuizAgua it implemented a scaling up model to a more comprehensive approach (going from a water footprint assessment to a corporate water stewardship model). The ISO 14046 development methodology developed with SuizAgua (7F-07015) has developed from a model to a more comprehensive approach. Latin America is the region with more application experience under ISO14046 at global level due to the SDC support. SDC support ensured an excellent methodological design with technical rigour, that allowed comparison between territories (watershed footprint), and companies (corporate water footprint) replicability and up scaling at regional level and international level (Peru, Chile, Mexico, Brazil and Haiti). These actions have allowed an important technical, political, private and institutional leverage, with companies now providing necessary financial and social investment (Indicator 2.6.1)

Blue Peace in the Middle East aimed at and has led to longer-term prospects of improved global water governance. As noted by an external evaluation (Sida, 2017) the project supported by SDC and others "*aimed to strengthen networks and to increase learning exchanges for transboundary water collaboration among opinion makers in the region in order to further strengthen and expand the Blue Peace community of media leaders, parliamentarians, former ministers, government officials, water experts and others…. it also aimed to create vertical integration in the water discourse in the Middle East from high-end policy concerns to grassroots-level concerns in order to include marginalised groups"*. There is evidence that these aims were achieved or partly achieved and the evaluation cited above concludes that the project "*has successfully continued to nurture both existing and new 'champions of water cooperation' by supporting them to keep learning from best practices and exchange experiences in water management with other key stakeholders. This falls squarely within the objective of creating 'soft infrastructure' for dialogue on water cooperation in the MENA region"*. The role of high level champions even at presidential and head of state level has been crucial in creating a supportive environment for longer-term institutional governance improvements. At a global level it was noted by the evaluation that second High-Level Forum emphasised that the Blue Peace Community is the only platform engaging multiple stakeholders in the Middle East, which was filling in a vacancy as there was no other official regional institution for water cooperation. Blue Peace has contributed to global level initiatives through providing insights and lessons learnt to the High Level Forums for Blue Peace and for the High Level Panel for Water and Peace based in Geneva. (2.6.2)

GPW has been highly strategic in its support to significant global institutions, which foster international thinking in the water sector, including the 2030 Water Resources Group and the Global Water Partnership. Although difficult to precisely define the influence SDC's support to all these global institutions, it is clear that SDC has been a factor furthering progress towards international goals and agreements on water. In some cases such as the Water Resources Group 2030 (WRG 2030) and the collaboration with the World Economic Forum, the Swiss influence has been considerable and SDC has had a founding role.

The SDC/GPW supports Global Water Partnership with core-funding to the Secretariat in Stockholm. SDC supports the Global Water Partnership strategic goals[10]. The GWP is a global network comprised 13 Regional Water Partnerships and 84 Country Water Partnerships, involving more than 2,800 Partner organisations in 167 countries. The SDC participate in consultative Donor Round Table meetings with GWP and can indicate directions that SDC suggest the GWP to pursue.

The SDC funds are not ear marked and activities taking place in a country are often coordinated with SDC country office depending if water is listed as a strategic priority for SDC. For Example, this happens in Bangladesh and in Mozambique where the Water, Climate and Development Programme(WACDEP) in capacity building for the water sector is implemented by the Regional Water Partnership (for Mozambique) and the National Water Partnership (for Bangladesh). The strength of the GWP is its global coverage and its recognition as a technical highly qualified staff and partners.

SDC was a co-founder of 2030 WRG and represented on the board as well as seconding senior staff to the 2030 WRG management team. The SDC/GPW support to the WRG is also not ear-marked core-funding (except the Mongolia case mentioned before). The WRG is a partnership, presently represented in 14 countries and 3 states in India. The national foundation for the WRG is a formally established Multi Stakeholder Platforms (MSP) often headed by the Prime Minister. A key element of the WRG is to bring the Private Sector on board as part of the MSP. Other national activities are often carried out in collaboration with SDC of projects funded by SDC. The strength of the WRG is it formal anchoring and its ability to bring on board the private sector.

An evaluation on the WRG in 2014[11] reported that “Overall, the potential of 2030 WRG is acknowledged by the diverse group of stakeholders interviewed who believe that it has a unique ability to bring new, non-traditional and important stakeholders to the table and help identify actionable solutions”. The same evaluation reports issues in several countries; - WRG follow up after formal establishment of the Multi Stakeholder Platform; - engaging the private sector; - identifying a complementary role in an already crowded space; and issues with changing administration. (Indicator 2.6.2)

The support of GPW to the Blue Peace Initiative has been crucial to the initiative itself and also wider processes such as the high level forums and the High Level Panel on Water and Peace and Geneva Water Hub. SDC was the first and most durable supporter of the Blue Peace Initiative. It would be fair to conclude that without SDC, the Blue Peace movement may not have started and would certainly not be as strong and influential as it is today. It is also unlikely that without Blue Peace and the evidence that it brought to the notice of the global community of the important contribution of water to peace, the High Level Panel on Water and Peace may not have been established or be as strong as it is today. Through the support of the GPW to Blue Peace and allied initiatives the discussion on water diplomacy has increased significantly since Switzerland took it up in earnest in 2010/12. As evidence it can be noted that: i) the topic of water diplomacy in the Stockholm world water week has become much more common than before, the number of articles on water diplomacy has increased a lot; ii) in 2015 the security council spent one day on the subject (even though large countries Russia/ Brazil/ USA and upstream countries did not want it); iii) in the 2017 world water day the Dutch government took up the case of Lake Chad and peace at the UN general assembly; iv) Russia has now shown interest in the High Level Panel on Water and Peace and the panel was invited to address the Duma in Moscow[12]. (Indicator 2.6.3)

[10] Strategic Goal 1 Catalyse change in policies and practice; Goal2: generate and communicate knowledge; Goal 3: Strengthen partnerships: GWP Strategy 2014-2019, Towards 2020 A water Secure World.
[11] 2030 WRG: 2014 Evaluation, Dalberg
[12] https:// twitter.com/ DusikJan/status/ 1041614402510905344).

The GPW has influenced and contributed to the global water agenda using Swiss resources/expertise through its frameworks, strategies and networks, guiding global level outcomes. This was most specifically noted in the areas of Blue Peace, and the agreement around SDG Goal 6. The GPW Strategic framework (2013) highlights the intent to position SDC and Switzerland as an influential player in the international dialogue on water. The framework also highlights areas where "Swiss expertise" contributes to political/policy influencing such as in the area of hydrodiplomacy, fostering evidence based dialogue, build trust and promote sound decision making. This was done by combining the creation of an enabling framework for policy dialogue at the government level with projects on data and knowledge management. The framework also highlights how GPW enables Switzerland and SDC to position as influential players in the international dialogue, including through the Swiss Water Partnership and through the AguaSan Community of Practice. Blue Peace, funded and initiated by GPW was instrumental in bringing about the High Level Panel on Water and Peace and Geneva Water Hub where Swiss expertise is at the forefront of a global initiative. The interviewees throughout the evaluation process describe their perceptions of Switzerland as an honest and neutral broker, and no hidden agenda. The Blue Peace initiative of the GPW has a clear connection between Swiss resources (water envoy and others) and the contribution to better management of water resources globally through the High Level Panel for Water and Peace and at the regional level the Middle East and Central Asia.

Swiss expertise was highly influential to the political process around the agreement of SDG Goal 6. This was demonstrated through Switzerland's role in the group of friends and in the larger political process, where representatives were highly responsive political negotiators, working with different countries' representatives to push for an agreement. It is thought that process has materialized due to 3 factors: i) Switzerland's reputation as a neutral and credible broker, ii) the skills of the experts representing Switzerland, and iii) the overall support to the process by high-level Swiss civil servants. The speech of Dahinden (2013) at the post-2015 development agenda on water hosted by Switzerland set out Switzerland's position in this area, underlying the relevance of Switzerland's engagement and "responsibility to contribute to resolving global water issues": *"Switzerland enjoys a well-recognized record of international solidarity on the one hand and responsible water management practices based on a regional vision on the other. As the water tower of Europe with abundant water resources we would like to believe that Switzerland is immune from global freshwater challenges. This is not the case!"* Interviewees suggest that Switzerland has a recognized expertise and legitimacy, and having a reputation as a "bridge builder" which helps to build discourse and work with G77 countries around the water goal.

The transboundary element of the proposed dedicated goal on water was the most difficult to achieve an agreement, and was the "last pending issue" during the political process (IM32). Switzerland held a leading role in bilateral negotiations between countries, and organized events in order to achieve a consensus on a position. Swiss expertise in the form of the technical and strategic negotiation skills in the staff representing Switzerland in the open working group, and the process established by the Swiss (e.g. organizing events, negotiations between countries on the position) allowed a recognition of the topic and political acceptance. SDC's collaboration with important UN agencies such as United Nations Economic Commission for Europe (UNECE) in the area of transboundary cooperation has contributed to negotiations. (Indicator: 2.6.4)

There are some established synergies between GPW and Global Programmes Food Security and Climate Change on a direct level in some limited cases, with good examples of joint learning and exchange. The Blue Peace in Central Asia collaborates closely with Global Programme Climate Change and with the bi-lateral and humanitarian domains. Clear benefits have been shown where there has been stronger synergies. There are examples on joint network meetings, for instance in Tajikistan with Global Programmes Climate and Food Security in 2017, as well as in Nicaragua in 2015 where there are several common activities between GPW and Global Programme Climate Change. At the global level, an Aguasan workshop was held on the nexus approach with different global programmes. There are examples of joint learning and exchange, however there are fewer examples of working together on programming (IM42). The evaluation on SDC's Global Programmes noted that there is not a unified view on strengthening joint working, but suggested several ways to improve joint global approaches, for instance, development of joint policy strategies, joint monitoring and creation of an earmarked fund for joint Global Programmes projects as an incentive to collaborate (Lotus M&E Group, 2015).

The synergies between GPW and other global programmes specifically on a concrete action are most directly shown in Global Programme Climate Change and East Cooperation around Blue Peace, where common events and exchanges on approaches were held. Different parts of the project were also co-financed by GPW and Global Programme Climate Change, as well as bilateral/regional assistance. The involvement of the climate programme is especially valuable for ensuing a high level of expertise on the crucial topics of glacial monitoring and prediction, which have major influence on the present and future water supplies and the risk potential for disaster as glacial lakes melt.

Country visits noted some missed opportunities for joint ways of working, for instance in Ethiopia, there appeared to be a limited coordination between GPW and Global Programme Food Security (as well as the Regional Horn of Africa Programme)/ at country level (ET1, 18). Since the withdrawal of the regional GPW position from Ethiopia in June 2017, follow-up for GPW projects in Ethiopia are handled from SDC HQ, which has made coordination with the field office challenging. It would appear that this has been linked to challenges in human resources at the country level where staff were constrained by workloads, and cross-sectoral monitoring and inputs to GPW managed programmes were hardly possible.

It is also acknowledged that while there are clear linkages between water and climate change, and to food security – water should also factor in other global programmes where links may be less clear for instance education, and human rights networks. By bringing in expertise of complementing domains, the water domain would benefit more strongly by the expertise in other parts of SDC as shown in the Blue Peace and climate example. The recent peer review tool, where different partners come together and exchange so that learning is transferred from one partner to another, is a promising initiative that may address some of these issues. (Indicator: 2.6.5)

Conclusion: The GPW has been highly strategic in the selection of initiatives supported, which has led to SDC's strong influence in contributing to improved global water governance and strengthened global water institutions. A key factor in this was the judicious mobilization of "Swiss expertise" (e.g. resources as well as specific skills) at key moments of global water policy advancement, for instance its political negotiation during the lead up to the post-2015 development agenda on water, as well as making use of "Swiss neutrality" in the Blue Peace programme. In other initiatives, where specific Swiss expertise/skills were not clearly contributing, but where resources were provided to collaboratively develop institutions, such as Water Resources Group 2030 and the Global Water Partnership, the initiatives supported were judged to be highly strategic and well

aligned with Swiss positioning on water. While GPW has been highly strategic in terms of its global level action, and have been able to bring partners together to determine unified approaches in achieving scale up at the bilateral level, there have not been strong demonstrations on how global knowledge is effectively implemented at the local level, as demonstrated by the lack of quantitative-based data (e.g. number of people with improved sustainable access to water) achieved as a direct result of initiatives. While there are some good emerging examples of GPW having established synergies with other Global Programmes (e.g. Climate Change) and with bi-lateral and humanitarian domains, this is an area that could be further strengthened to reflect the complex, multi-sector pressures which the water sector is subject to, as identified in its Global Frameworks.

3.3 Efficiency

Question 3 - Efficiency

Q3 Efficiency- To what extent have SDC's engagement in water across different domains been efficient?	
Q3.1 Design, approval and monitoring process	3.1.1 SDC design and approval process ensure a high quality of entry by ensuring that structural deficiencies and assumptions are identified and either addressed or mitigated. 3.1.2 SDC monitoring and back-up support achievement of objective. 3.1.3 SDC monitoring systems and networks provide evidence based inputs and learning. 3.1.4 The design, approval and monitoring of projects implemented in response to the increased budget available after 2011 was not inferior to earlier periods.
Q3.2 Coordination[13]	3.2.1 Programme officers and partners find the SDC/SECO division is clear and creates synergy. 3.2.2 Programme officers, partners and GPW staff find that the global programme and country level initiatives are well coordinated. 3.2.3 SDC interventions are aligned to national policies and programmes and aligned with the actions of other development partners. 3.2.4 SDC interventions contribute to coordination of private, public and civil society at global, regional, national and sub-national level.
Q3.3 Resources	3.3.1 The water networks add value through supporting evidence based design and implementation. 3.3.2 SDC has appropriate human resources and expertise to fulfil its mission and reach water sector objectives. 3.3.3 SDC offers a suitable environment and/or is able to recruit/contract suitable resources from the market. 3.3.4 The different topics of intervention consumed resources in proportion to their impact.
Q3.4 Value for money	3.4.1 SDC systems of procurement, accountability and control have led to cost-effective interventions. 3.4.2 SDC has contributed to improving sector efficiency through improving governance, accountability, anti-corruption and transparency. 3.4.3 SDC/HA has contributed to improving the quality of multilateral WASH response through the secondments of SHA experts.
Summary of findings • Design and approval processes improved significantly over the period 2010 to 2017 with an increasingly systematic assessment made of risks, stakeholder interests and institutional capacity.	

[13] The indicators 3.2.3 and 3.2.3 are mainly reported on under evaluation questions 1 and 2.6 to avoid overlap.

- Although examination of structural deficiencies and means of mitigation were identified, most projects were overly optimistic and did not have fall-back options if assumptions on the response by government and others did not materialise.
- Monitoring was strong at project and process, output and outcome level but not in evaluation and at impact level due in part to the outsourcing to competent project implementors who were not engaged in post project follow-up.
- Whilst learning is highly evident within the multi-phase projects, the learning and interaction between and across projects and within the sector is less evident.
- SDC's mature track record gave it an ability to absorb and make good use of funds and there was little evidence of low quality projects being implemented in response to 2011 increase in budget.
- Although the division of work between SDC and SECO it is not easy for outsiders to understand, at the project level their activities were found to be coordinated and in some cases strongly complementary.
- SDC water projects engaged with and involved civil society, private sector at national, global and particularly sub-national level.
- The Swiss based networks have contributed to sector learning at different levels (global and project level) but the potential of the networks to support project design and implementation was not fully used.
- The new directions in water and governance were more demanding on internal SDC resources as policy was less easy to outsource than projects – backstopping has been useful.
- At bilateral and global level, although the relatively small projects led to administrative costs, this was balanced by the local impact and catalytic effect, however a smart mechanism to manage especially the smaller global projects was absent.
- The resources allocated to different topics of intervention were in proportion to their results and reflected Swiss comparative advantage.
- Projects were well managed and were characterised by low cost technology and for the most part offered value for money.
- SDC projects provided strong demonstration of the practice and benefits of good governance, accountability, anti-corruption and transparency but the potential transition to and influence on sector practice was not fully capitalised.
- SHA secondments improved the quality of the international response.

Design and approval processes improved significantly over the period 2010 to 2017 with an increasingly systematic assessment made of risks, stakeholder interests and institutional capacity. The later credit proposals, particularly from 2013 onwards advanced on earlier practice and included a structured risk analysis that identified and scrutinised the assumptions behind the project including: political economy of reform; coordination and government leadership; institutional capacity; gender; financial capacity of relevant stakeholders and in some cases also an in-depth cost/benefit analysis. In each case mitigating actions and means of increasing ownership and engagement of project beneficiaries were identified. The TajWSS (7F-06431) project in Tajikistan is a clear example where the project design and risk assessment between the first phase (2009) and the second phase (2013) significantly improved. The review procedures of the "Protokoll Operationszirkel OPZ" were also found to be thorough and searching and served to improve quality at entry. For example, the quality of 2017 OPZA review technical scrutiny of the sustainability of TJ Integr. Health & Habitat Rasht Valley project (7F-08361) was evident where a comment given was: "*Clarify position of KMK, which has the role of regulator and operator. This represents a serious risk in terms of sustainability."* This issue was clearly raised during the fieldwork in Tajikistan and illustrates that the OZA process, and in general the presence of head office resources that the OZA draws on, added value. (3.1.1)

Although examination of structural deficiencies and means of mitigation were identified, most projects were overly optimistic and did not have fall-back options if

assumptions on the response by government and others did not materialise. Overall and particularly in later years, SDC design and approval processes ensured that sector-wide structural deficiencies and assumptions were identified. For example, it was identified that structural reforms promoted by the government in Honduras could affect coordination and progress of the project; strategies on how to tackle it must still be developed jointly with partners (HN 21 Programa Aguasan Honduras 7F-02239). It was also noted in a project in Niger (N 71 - Programme d'hydraulique rurale 7F-07792) the absence of support structure for the public water service and an absence of private sector services specialized in the WASH sector. In these cases action was identified that could serve to mitigate these issues. But as noted earlier in this evaluation, there was tendency for assumptions to be optimistic. Structural deficiencies, although increasingly identified at credit proposal stage over the evaluation period, still tended to be raised at exit rather than at entry phases. The complexity of institutional reforms and the presence and power of vested interests were underestimated. In particular the time span for achievement of outcomes that depended on radical change in sector practices was underestimated – as noted in an evaluation of water and health projects in Moldova " *The broad set of outputs combined with a limited Project budget over the period of 3.5 years resulted in limited Project achievements vis-à-vis the Project outcome which can only be achieved in a mid- to long-term timeframe.* " (External evaluation "Implementation of Targets under the Protocol on Water and Health in the Republic of Moldova", Nov 2015).

Although mitigating actions were identified particularly in the later period they tended to be based on relatively optimistic scenarios and only rarely was a fall-back position identified. An example of where a fall-back position was contemplated is evident through a comment by the OPZ on one project (TJK: National Water Resources Management in Tajikistan (7F-08523) that "*The inception period must be used by the SCO to monitor the political will of the Tadjik authorities at all levels, and according to the development of this will, the SCO must be prepared to stop the project, if it does not comply with the expectations and project needs".*

There was a tendency to assume that the SDC programme and project objectives were fully shared by government and other stakeholders. In Bangladesh, it was found for example that there was a general consensus that government willingness and capacity to implement decentralisation policies had been assessed too positively in project documents, challenging the sustainability of the intended outcomes. In the Western Balkans a major learning point was that the demand for long-term environmental improvements among the government, beneficiaries and other stakeholders was weaker than the projects at first assumed. It was noted by one SDC staff member that "The *long-term aims of the project and short term aims of the partners do not mix. An intervention strategy that links the incentives to the aims is not fully in place."* (IM#5) (3.1.1)

Monitoring was strong at project and process, output and outcome level but not in evaluation and at impact level due in part due to the outsourcing to competent project implementors who were not engaged in post project follow-up. Monitoring and evaluation frameworks and reporting followed best practice with logical frameworks and indicators with clearly set baselines and targets for most projects at process, output and outcome level. In some of the advanced cases these were informed and enhanced through the construction of a theory of change. (The major weakness, as described above was the making of generally over-optimistic assumptions and at the impact level). The careful selection of project implementing partners that had proven capacities in monitoring and evaluation meant that the monitoring was carried out timely and well, not only to fulfil contractual reporting obligations but also to inform ongoing management decisions. It was noted in Honduras that there were active monitoring feedback loops where the monitoring results were presented and discussed with basin committees and municipal councils (Honduras country report, December 2018). As implementation was entrusted to these

competent and responsible partners, the monitoring at project level, although not perfect, was good. A weak point across the water engagement was that monitoring was not continued after project activities stopped and the implementing partners contractual obligations ended. This is in part reason for why, in common with most projects around the world, impact monitoring and evaluation of SDC water project was absent even if it featured in the results framework at project design stage. It points to a weakness of the project approach as opposed to a wider sector approach where monitoring would not be limited to a project timescale. Global projects supported by the Global Programme Water are difficult to quantify and similarly difficult to monitor at least in terms of attribution to SDC support, and this sometimes reduces the motivation for monitoring. Monitoring approaches, such as advocacy progressive index or others were not generally used to monitor the complex interventions of the GPW. (3.1.2/3)

Whilst learning is highly evident within the multi-phase projects, the learning and interaction between and across projects and within the sector is less evident. All projects especially when moving from one phase to the next made an explicit review of lessons learned, a practice that was built into the standard credit proposal templates. Most projects had been subject to reviews and in some cases also peer reviews where the learning was particularly evident. Whilst there was abundant evidence that learning from phase to phase and through reviews at project level has been strong, learning across projects was weaker. In Bolivia and also other countries there were examples where the learning within projects was strong but not across them. The monitoring and learning is partner dependent and when different partners are involved in different projects, even if they are in the same sector, there did not seem to be a ready exchange of information. The most extreme example was found in Tajikistan where different projects adopted very different tariff policies and advice for the government and where innovations on engaging with the health sector have not been effectively shared. One SDC observer noted " *have been a little surprised that we have 3 projects on water, I have the feeling that each project is working in isolation and the interesting experience of the projects are not being used "* (TJ18). However, there were also steps taken to improve this situation. As noted earlier in the evaluation, the actions of the Swiss Water and Sanitation consortium led to better coordination among eight leading NGOs in Switzerland. This led to improvements in exchange of information and learning particularly at the regional level with several approaches being furthered jointly.

In most countries, the sector capacity to absorb learning and generate knowledge was weak. Even in relatively advanced countries such as Honduras, it was found that there was not enough academic critical mass in the country to foster research, international network participation and to absorb and make good use of the learning provided through SDC projects. The youth pillar of GPW is a recognition of the importance of fostering long-term capacity development. One project in Tajikistan set up a national network and website but without constant project support and involvement and in the absence of long-term institutional anchorage it tended to die out. The same was found in Ethiopia where budget constraints meant that institutions meant to function as knowledge hubs were not effective. One of the implications was that sector learning was not cumulative and projects tended to need to repeat learning once and again. (3.1.2/3)

SDC's mature track record gave it an ability to absorb and make good use of funds and there was little evidence of low quality projects being implemented in response to 2011 increase in budget. There was a large increase in the Swiss development cooperation up to 0.5% of GDP over the years 2011 to 2014 with spill over into later years in terms of expenditure. The decision to increase the budget arose from the Conference of Parties (2015) on Climate change where the focus for the additional funds was for climate and water. The issue of whether the money was disbursed too fast and wasted has been raised. Whilst some observers have noted that examples can be found of rushed or poorly

prepared projects, the evaluation did not come across any in the sample of nearly 50 projects. In fact, numerous examples were found where the design, approval and monitoring of the projects financed after 2011 have been as good or better than the ones before because they learnt from earlier phases. (3.1.4)

Although the division of work between SDC and SECO is not easy for outsiders to understand, at the project level their activities were found to be coordinated and in some cases strongly complementary. The need for two agencies and their division of work is not easy to understand for most outsiders – by outsiders, it is just accepted as the Swiss way. Even within SDC and SECO there were differences in interpretation and some degree of frustration, particularly at headquarters level, over competition and inadequate cooperation. Looking at the cooperation from a global perspective the cooperation between SDC and SECO has been constructive and opened new perspectives for sector efficiency. It is noteworthy that in earlier phases the cooperation between SECO and European Bank for Reconstruction and Development (EBRD) in Tajikistan led to a wider European and North African regional effect in that EBRD was convinced that making small loans available to small towns was feasible and this has now translated into a large new area of activity for EBRD. In Faizobod in Tajikistan, EBRD, SECO and SDC cooperate and have been implementing a regional concept and in the longer-term multi village schemes are envisaged to be connected to the main town supply. This has proven to be a potentially very fruitful cooperation that ensures an economy of scale and enables the concept of regional water and sanitation hubs that offer an economy of scale and a greater range of technical back-up support, thus enhancing future sustainability of investment**.**

As SCO staff are often in charge of both SDC and SECO projects the coordination at the country and project level was usually good, although as noted earlier learning between projects is a weak point. It was noted by a few interviewees that the cooperation between SECO and SDC was not as clear in the water sector as it was in other sectors "*There is not much effort made to get synergies between SDC/SECO within water, more effort is made in economic development arena; SDC experience is not made use where it could be useful".* Nevertheless in summary the coordination, whilst open to improvement, was good and as noted by one interviewee " *the coordination between SECO/SDC works well, there can be occasional overlap or friction but it is usually sorted out through good communication. There is however room for improvement although no obvious structural changes come to mind – perhaps if SECO/SDC staff rotated positions more it would increase the mutual understanding and synergies" (IM#18). (3.2.1)*

SDC water projects engaged with and involved civil society, private sector at national, global and particularly sub-national level. SDC water projects were particularly strong in engaging with civil society especially those that operated at community level. In most cases they also contracted and strengthened the local private sector through construction and training related sub-contracts with the implementing agents. In all cases extensive support was given to strengthening community and/or private sector agents to ensure operation and maintenance of facilities. The Global domain/ Global Programme Food Security extensively involved the private sector, in Pakistan and Tajikistan, with water and agriculture projects.

A tension was apparent between national and regional projects especially within IWRM. The regional and global projects wanted national projects to contribute to the regional aims, whereas the national government authorities preferred the national projects to focus on national aspects and leave transboundary and particularly political issues to the national authorities rather than to the projects to deal with. A gap between Global Programme Water initiatives and the country level actions was also detected, linked to their different aims; as noted by one interviewee "*Global Programme Water talks about*

achieving the SDGs and the country office talks about handpumps in villages." (IM#42). South Cooperation has a focal water point in Jordan but not Africa unlike East Cooperation, which has a focal point based in Kazakhstan. GPW does not have a presence in Africa whereas in Latin America and the Middle East the Global Programme Water has a presence. Where water was a priority sector or seen as a priority the coordination with GWP was stronger. There are better results in Latin America – Lima, Bogota, - and Middle East – Amman – where Global Programme Water is present with staff. For example, in Colombia and the Middle East there were common Global Programme Water and South Cooperation strategies. It was pointed out by a number of people that it was a challenge for coordination that water, in most countries, was not a thematic bilateral strategic priority, but rather included in priorities around governance. (3.2.2/ 3.2.3)

The Swiss based networks /community of practices have contributed to sector learning at different levels (global and project level) but the potential of the networks to support project design and implementation was not fully used. The Swiss based networks/ community of practices (AguaSan, ResEAU) tended to function well and add value at workshop and event level but did not translate into an active peer-to-peer exchange. By contrast, the Rural Water and Sanitation Network (RWSN) network had active peer-to-peer exchange through the online platforms. Apart from a few exceptions, the Swiss based networks did not often influence directly project design and implementation. Indirectly, the evidence of the contribution of networks was stronger. The ResEAU network contributed to the guide on integrating governance in the water sector for example and many of the comments on project credit proposals by the OPZ were from people that engaged actively or were inspired by in the networks. In Colombia, it was noted that there was an internal process to remind credit proposal writers to consult with the networks at design stage but this was not common in practice due mainly to lack of time and the difficulty of obtaining country and project specific advice from the networks. Discussions with project officers led repeatedly back to the finding that officers tended to consult their own professional network rather than engage with the SDC networks. In some cases, this professional network was extended by people met during network workshops, especially regional ones. An extensive survey and analysis of the networks/community of practices (AguaSan, ResEAU, Water team days and the Swiss Water Partnership was carried in 2016 (Nager,C. et al, 2016[14]) and this evaluation broadly confirms those findings. In summary:

- Network events, newsletters and especially regional workshops were found valuable whereas the peer to peer network did not function as well;
- The networks and network events were performing better when focussed and narrow in their agenda and avoided the involvement of people that did not have a direct and immediate interest in the topic;
- Networks such as the RWSN that had in kind contribution from those that also expected to benefit were more vibrant;
- Networks were challenged to bring new thinking and provoke exchange;
- There were missed opportunities in making better use of information technology and knowledge sharing techniques;
- There was an overlap in the networks which could be addressed either by combining them or narrowing the focus of each;
- The value of the network was quite individual. The more an individual put into it the more they got out of it; many people did not have time to engage;

[14] Nager.C, KLC/SDC, Voices about AGUASAN, October 2016, pp23

- Water networks were not as well funded as the governance and other networks e.g. Water focal point has only 40% time allocated whereas other focal points (food security, climate) have 100%;
- The contribution of the networks went beyond what could be directly measured and they have served to partially fill a gap left by the reduction in technical staff in SDC. (3.3.1/ 3.3.3)

The new directions in water and governance were more demanding on internal SDC resources as policy was less easy to outsource than projects – backstopping has been useful. It has been found difficult to fully outsource policy dialogue to competent project implementing partners in the same way that project implementation was outsourced. As noted earlier in this evaluation, SDC contracted strong and reliable partners often led by international NGOs who contributed their experience to project outcomes and greatly enhanced the volume of quality resources that could be deployed by SDC. However, policy dialogue, which was an increasing part of the new agenda of mainstreaming water in local development and governance, demanded a greater engagement of the SCO resources. In part this could have been because the SCO was considered a more credible agent than implementing partners who, although they may have strong advocacy skills, were without the financial and diplomatic leverage of the SCO, and could have been perceived to have had a commercial or at least a project-protecting agenda in the sector. In some cases, such as the TaJWSS (7F 06431) project international organisations (in this case UNDP) were contracted under agreement to effectively undertake policy dialogue at least in the initial phases. This offers a potential solution provided the circumstances are conducive. More recently, the practice of contracting backstopping services, that are independent of the project implementing partners and that essentially serve to support the SCO in their supervisory and policy dialogue tasks, has shown to be effective. The advantage of this approach was that it "de-projectised" the issues and created a space whereby a more common and higher-level policy dialogue agenda could be pursued.

It was noteworthy that SCO staff resources were rarely mentioned as a constraint at country level. The combination of the use of high capacitated implementing agents and on occasion backstopping services allowed a delegation of day-to-day operational control that ensured that the SCO had the capacity to play its donor coordination and communication role.

The move from SDC having technical experts towards being staffed by generalists in line with increasing capacity, ownership and responsibility of partner countries has probably gone faster than was realistic. Networks have, as noted above, partially filled this gap but did not and cannot completely fill it. The use of backstopping expertise has also helped. The regional water advisors and out-stationed Global Programme Water staff in the regions have contributed significantly and where they have withdrawn, for example in Africa, they have been sorely missed. Although water has a Global Programme Water, unlike governance and food security, it only has a part time sector focal point at the head office in Bern. The absence of this focal person has probably led to less progress in the mutual "elevator" effect desired from the combination of the global programme and bi-lateral programme. It was often noted that a single water entry point was absent: "*we would like to have a single entrance point for water, but this is not the case. I ask them what is the strategy of SDC on water and sanitation – but I cannot get a strategy because it is fully decentralised"* (IM#37) (3.3.1/3.3.2)

At bilateral and global level, although the relatively small projects led to administrative costs, this was balanced by the local impact and catalytic effect, however a smart mechanism to manage especially the smaller global projects was

absent. At the bilateral level, although there were many individual contracts, the projects themselves were coherent and benefitted from a continuity of moving from phase to phase that allowed cumulative results to be obtained. The hands-on management by SDC led to many contracts, which undoubtedly had an administrative burden, however it also ensured a high degree of transparency, traceability and control on costs. The local scale of the SDC interventions at community and sub-national level also gave rise to the need to keep project sizes within absorption capacity limits. Given the project modalities and type of intervention, the project size and administrative burden was not disproportionate, although there was scope for optimisation.

Within the Global Programme Water, there are many small projects amounting to around some 40-50 initiatives with 30 agreements and more than 150 sub-contractors. The rationale for this was that small projects gave a highly catalytic impact for small money and helped the “eco-system” approach. It was also argued that they gave SDC a radar so they were involved in the water world and knew what was happening and had influence on the world stage as proved important in the SDG 6 for water debate. However, SDC has not developed a smart mechanism to manage all these many interventions. The many contracts and interventions took much energy and the transaction costs were high. With the human resources constraints in SDC, limits in what could be outsourced and the absence of a proven smart management mechanism, efficiency was probably sub-optimal. (3.3.2/3)

The resources allocated to different topics of intervention were in proportion to their results and reflected Swiss comparative advantage. Resources allocated for the six topic areas (WASH, water for agriculture, water policy and advocacy, IWRM, water diplomacy and security and water economics) at bilateral level was mobilised, controlled and adjusted through the individual project design. In general, the allocation of resources at project level was found to be balanced and well justified and flexible enough to be adjusted as required. At global level, the balance between the six topics was influenced by the choice of initiatives to be supported. The six topics are highly relevant also for creating an enabling environment and at global level. The resources provided by SDC were only a small (but important) fraction of the globally mobilised resources meaning that any change in the weighting of SDC resources between the different topics would not have a substantial or distortive effect. A special Swiss focus on water diplomacy and the water foot print aspects of water economy were evident and justified, as argued elsewhere in this evaluation, by the Swiss comparative advantage. (3.3.4)

Projects were well managed and were characterised by low cost technology and for the most part offered value for money. The cooperation modality and choice of partners was appropriate and efficient given the circumstances. The SDC engagement in water was characterised by a channelling of support via external implementing partners normally led by international NGOs contracted through competitive procedures. The arguments put forward for the cases of single source negotiation were sound in all cases examined and in general centred on continuation into later phases of implementing agencies that were doing a good job and where the rates and cost norms were already established via earlier tendering.

Later projects presented cost benefit analysis, which provided evidence and gave an opportunity to challenge the costs. Overall, the unit costs figures examined indicated a good value for money. The practice of output based budgeting enabled the project reviewers to get a sense of proportion between cost and output. The SDC approach of re-assessing multiple credit applications and phases and building-in frequent reviews meant that opportunities were used to reflect over progress and adapt the approach to make it more cost effective (doing the right things) as well as cost efficient (doing the things well). Generally, the most complicated interventions were subject to professional feasibility

studies that identified least cost alternatives. The community and government contributions varied considerably among the projects (from 30% for the community to 5% and from 7% to zero for government contribution). As well as increasing ownership and reducing the costs for SDC, community contributions especially where they were a high percentage, gave additional pressure to keep the costs low. The greatest inefficiency in SDC projects came when they were affected by delays in government processes, which resulted in high administrative costs. (3.4.1)

SDC projects provided strong demonstration of the practice and benefits of good governance, accountability, anti-corruption and transparency but the potential transition to and influence on sector practice was not fully capitalised. SDC projects were well managed, accountable and transparent. They also strengthened local governance by training water user associations and community management structures and by strengthening local government administrations. A major contribution was the involvement and empowerment of consumers, especially women and, marginalised populations. Many different, locally-tailored approaches and innovations were practiced including: developing partner codes of practice; displaying contracts and project information in public places and; working with councils and citizen transparency commissions. Particularly in later years, there was an increased focus on governance and transparency and contribution to decentralisation where water was recognised as a pathway to better governance. However, in most cases the practices were anchored at project and community level and only in later years lifted to local government level, especially in Latin America (where practices were also carried to the regional level). Overall, the impact on the transformation of sector as a whole was patchy and subject to considerable barriers related to the scale of change, vested interests and the time needed to bring about change. (3.4.2)

SHA secondments improved the quality of the international response. As noted elsewhere (evaluation question 2.1) the SDC secondments were well briefed, highly competent and provided in a timely manner. This led to interventions that were technically better conceived and designed and more cost efficient and cost effective. (3.4.3)

Conclusion: The design, approval and monitoring of SDC's water engagement was systematic and became increasingly sophisticated over the period 2010 to 2017. However, the complexity of change was underestimated by most projects and assumptions were optimistic. Whilst learning is highly evident within the multi-phase projects, the learning and interaction between and across projects and within the sector was less evident. The SDC water engagement was generally well aligned with national approaches and well-coordinated with other donors- in many cases SDC was looked to take a lead role where water was a priority sector because of the long and continuous cooperation within water. SDC and SECO activities, although not easy for outsiders to appreciate were complementary at project level. SDC's networks filled a gap left by the reduction of technical staff but their potential to support project design and implementation was not fully used. SDC was able to mobilise high quality resources through use of proven implementing agencies but was less able to respond to the challenges of policy dialogue. Overall, projects were well managed and were characterised by low cost technology and for the most part offered value for money. SDC projects provided strong demonstration of the practice and benefits of good governance, accountability, anti-corruption and transparency but the potential transition to and influence on sector practice was not fully capitalised. SHA secondments were highly appreciated and served to improve the quality of the international response in humanitarian situations.

3.4 Sustainability

Question 4 - Sustainability

Q4 Sustainability - To what extent were the benefits from SDC's engagement in WASH and water in agriculture and IWRM still being experienced?	Indicators 4.1 SDC interventions addressed sustainability in their design including design for demographic growth, operation and maintenance, cost recovery and ownership. 4.2 The behaviour change, institutions and physical infrastructure financed by SDC interventions are being maintained and functioning as expected. 4.3 SDC contributed to improving governance and the enabling environment for sustainability beyond the individual project level including addressing transparency and accountability.
Summary of findings: • GPW has put a high degree of focus on sustainability, with sustainability being at the heart of GPW's vision and mission and supports global efforts in furthering project level sustainability through its support to knowledge and networks. • At project level, WASH projects broadly followed global best practice especially in terms of handover and engagement of local government. • SDC projects promoted appropriate low cost technologies and decentralised management, which tended to enhance sustainability. • In HA WASH, sustainability is not a strategic objective, but given the trend towards protracted crises, transitional contexts and the global push towards localization in the humanitarian sector point to the need for increased attention to sustainability. • The sustainability of interventions aimed at improving knowledge and research capacity were threatened by low level of national funding to continue the research. • Local institutions financed by SDC were functioning as expected in both IWRM and WASH – with positive examples shown in multi-phase projects. However, within IWRM projects the Water Users Associations are a weak element especially once project support is withdrawn.	

GPW has put a high degree of focus on sustainability, with sustainability being at the heart of GPW's vision and mission and supports global efforts in furthering project level sustainability through its support to knowledge and networks. GPW has put sustainability at the forefront of its global frameworks and strategies, moreover SDC has funded networks where learning around sustainability were furthered as a critical sector challenge. The SDC global strategies (Strategic Framework 2013 – 2017 and Strategic Framework 2017 – 2020) demonstrate that GPW puts sustainability at the heart of their vision and mission. Sustainability is represented at three levels: sustainability in terms of national level water resource availability; sustainable access to water supply, sanitation and hygiene as a critical sector challenge in WASH and, in the sense of wider environmental sustainability. The GPW Strategic Framework, 2017-2020 defines a water secure-world which involves sustainable access to water and sustainable management of water and sanitation for all. The GPW Framework (2013-2017) sees its core mission in "*how to balance supply and the sharing of the benefits…while securing social equity, economic efficiency and environmental sustainability*". Globally, SDC tracks water and sanitation service delivery models at outcome level and promotes sustainability in their support of projects that enhance sector wide sustainability and in their proposal formats where partners must write up the project's contribution towards sustainability, as in the GPW Strategic Framework (2017-2020). SDC's widespread support to knowledge, learning and exchange in the various networks helps to further harmonize and strengthen approaches to sustainability globally – for instance through its support to RWSN which has sustainability as one of its core themes (4.1)

At project level, WASH projects broadly followed global best practice especially in terms of handover and engagement of local government. In practice, although

sustainability outcomes have been generally positive, partners have demonstrated a varying range of capabilities and challenges towards achieving promising outcomes. At the project level, SDC is known as a donor that funds long-term initiatives, allowing partners to forge good relationships with local government and develop workable solutions for complicated sustainability problems. All projects examined demonstrated a dedication to furthering sustainability in their design for O&M, cost recovery and ownership. SDC approach to cost recovery was sound – linked to increasing transparency (often via published data through community led structures) and also to linked to cost reduction and performance. Based on the field visit to six countries it can be broadly judged that SDC's implementation partners have followed international best practice in their projects, despite experiencing challenges in sustainability. SDC projects examined were closely connected to local government. Some best practices demonstrated included effective hand over of projects, such as in the direct implementation example in the Azraq borehole in Jordan (7F-09497). In the AIRWASH project (Ethiopia - 7F-07770) a woreda level spare parts network was set up and back up mechanism through the government – with possible woreda level scale up. In terms of cost recovery, partners in the SWSC jointly report on the percentage of projects where water supply O&M is covered by tariffs. In Tajikistan, cost recovery is reported at typically high levels in the region of 85% (e.g. in the Fergana Valley project 7F-08359 but also elsewhere). The IHHI project in Tajikistan (7F-08361) introduced a new level of transparency by ensuring budget, contracts and key project data was on public display, which anchored responsibility and knowledge locally and provided the beneficiaries and local institutions the information required to take action on sustainability issues that might arise in the future. For example calculations and assumptions on cost recovery and tariffs were presented to allow easy adjustment if needed.

Although the sample projects broadly show a positive contribution towards sustainability, improvements could have been made. There is very limited evidence that overall vulnerability of customers and general ability to pay is taken into account in cost recovery particularly in areas where there are very high levels of vulnerability (JD23). Attention around national level integration and championing of public budget allocation were not always well demonstrated. For instance, in Tajikistan there were some issues regarding the sustainability of physical infrastructure financed by SDC interventions: the design, materials, use and maintenance of the infrastructure will not always be adapted to local conditions and capacities; not all the communities agreed with the materials used in the different intervention components, and know how to maintain the infrastructures was not demonstrated (7F-06144). Projects in general did not show evidence of demographic growth with the exception of the Azraq intervention in Jordan (7F-09497) - however it is noted that urban migration is a trend globally which explains to some extent why population growth in the more remote rural locations was not a key sustainability either in design or practical operation.

In general, a general systematic absence of follow up on past investments was observed. This includes observation with regards to hygiene behaviour - the extent to which soft interventions such as hygiene behaviour change were sustained, specifically in the Tajikistan projects were not followed up. But there were also promising exceptions such as project 7F-07792 in Niger ("Programme d'hydraulique rurale") where it was reported that latrines in schools have largely contributed to girls' access to regular schooling, and women were the first beneficiaries of family latrines, which allowed them to end their old practices. (4.1, 4.2 and 4.3)

SDC projects promoted appropriate low cost technologies and decentralised management, which tended to enhance sustainability. In development WASH, evidence for sustainable access for target groups is generally positive in that unit rates have been reasonable and sufficiently affordable to allow maintenance. It also seems that

a significant effort has been made to promote use of appropriate and cost effective technology together with decentralised management approaches which appears as a strong point of the SDC project interventions. In general, it is noted that partners determine technology choice, based on their own analysis of pre-determined criteria, which might include national standards, based on the partners' own previous experience in similar projects or other. Partners determine the option to be implemented and provide the rationale, and project documents note but do not necessarily offer the direct source of evidence on why the best option has been selected. As such, some evaluations have noted that unit costs are high and not appropriate. In Moldova and elsewhere there were specific interventions to upgrade and improve national standards and a willingness to work outside of inefficient national standards with the expectation that these standards would be influenced later by the success of the SDC projects. There seems to be evidence of partial/ gradual success in this regard. In the Swiss Water and Sanitation Consortium projects, there is a joint reporting on costs, and sharing of good practices for life cycle costing approaches. (4.1)

In HA WASH, sustainability is not a strategic objective, but given the trend towards protracted crises, transitional contexts and the global push towards localization in the humanitarian sector point to the need for increased attention to sustainability. Some of the projects viewed would have provided more effective results if sustainability was a stronger focus of action. The Azraq intervention in Jordan (7F-09497), despite being in a camp setting, was an example of a sustainable emergency operation – targeting to phase out unsustainable water trucking, and with clear intent of handover firstly to the camp management authority as well as the local government authority. In Syria, there were examples of interventions implemented through third parties in an area of constrained humanitarian access. An analysis of the independent evaluation of the Norwegian Refugee Council (NRC) intervention (7F-08689.01.05) in providing hygiene kits highlighted the lack of planning around follow up distribution of replenishment items to vulnerable populations. However, it is noted that in the period, SDC had little influence over projects due to lack of access. While HA secondees were generally posted within UNICEF and UNHCR in order to respond to a specific requirement, more sustainable benefits were demonstrated where the expert support were given longer presences in country (i.e. longer than 1 year). For instance, the SHA secondees in Ethiopia have provided comments on national level guidelines, and work regularly and closely with Ministry counterparts, building their technical skills in water resources management. (4.1/2)

The sustainability of interventions aimed at improving knowledge and research capacity were threatened by low level of national funding to continue the research. This is due to the fact that research and evidence generation activities are generally difficult to sustain in developing country contexts where long-term supportive activities have to compete for budget with much more immediate needs, or where research institutions for IWRM or WASH do not exist such as in Honduras. The most notable example was provided by WLRC project in Ethiopia (7F-07810) where WLRC was responsible for knowledge development in hydro-sedimentology, climatology and policy brief/knowledge generation and dissemination. The possibility of funding from national public funds was found to be highly unlikely, despite the strong need for national level spatial data. There is some evidence of sustainability demonstrated through the Steering Committee being under the University of Addis Ababa, with the representation from the five water and land related Ministries. A challenge in engraining the programme in government structures is demonstrated through the constant turnover of government representatives – the five original Ministers on the Steering Committee have now left, although WLRC continues to have good links at national and sub-national level and spends time cultivating relationships (ET3, 4, 5). (4.1/ 4.3)

Local institutions financed by SDC were functioning as expected in both IWRM and WASH – with positive examples shown in multi-phase projects. However, within IWRM projects the Water Users Associations are a weak element especially once project support is withdrawn. Mobilising communities and establishing Water User Associations (WUA) have generally worked well as shown in several examples. In countries where the government was able to continue monitoring the WUA and supporting financially, as in Bangladesh, there is hope that these will continue, whereas in countries such as Mozambique where the government cannot continue supporting, the WUA will be challenged. The support to national level institutions seem more sustainable though slow moving, as seen in WARPO in Bangladesh (BA, Integrated Water Resources Management, 7F-08688). A positive example of improving institutional capacity includes the direct capacity building activities and direct involvement of local government staff and basin authorities (under the Ministry of Water) in the WLRC project (Ethiopia - 7F-07770). The learning watershed technicians involved in the project were staff of the local government under national Research Institutes and were directly involved in implementing the improved watershed governance activities and techniques. The learning watersheds have been used to demonstrate improved IWRM techniques on an intensive training to basin authorities[15]. The partner reports that the learning watersheds have received many visits by stakeholder groups to understand how improved IWRM works in practice, including farmers (from remote parts of Ethiopia), students/universities and GIS staff.

In other projects, while technical capacity has been built, and good choices made on technology, institutional set up was found to be weak, especially in areas where the performance and collective action of the WUAs were not sufficient to make sustainability likely. Exit strategies were considered late phases of the interventions, and were rarely built into the original design. For example the NWRM project in Tajikistan (7F- 08523) was planning an exit strategy but only after the first 4 years of project implementation. In Honduras, some of the micro-watershed councils showed commitment to continuity, while others expected to continue to receive support. Multi-phased projects were found necessary so that the watershed and micro-watershed councils, with the governments and local organizations, were able to achieve their own management of the watershed. In project 7F-09393 it was uncertain whether the watershed institutions would be able to play a role in water governance once additional investment funds and SDC's convening role will be reduced, which raised questions around the sustainability of the programs' approach in the long run, particularly in a conflict-prone future. (4.3) review)

Conclusion: SDC places a high degree of importance on sustainability, both through its frameworks, support to global networks, which devise solutions to sustainability, and in its management of partners on a project-by-project level. At the project level, SDC's commitment to strong community based approaches to WASH, IWRM and multi-phased approaches, contribute to more positive sustainability outcomes. There are many examples of sustainable projects in several countries, but often the sustainability is weak and challenged. Some key issues affecting the sustainability relates to -lack of an Exit Strategy from the beginning and - national level activities regarding policy and legislation moves at a much slower than local level and are unable to keep pace.

[15] The training itself was not part of the SDC project.

3.5 Impact

Question 5 – Impact

Q5 Impact - To what extent were the expected benefits from SDC's engagement in WASH and water in agriculture and IWRM achieved?	5.1 SDC and its partners have adequate impact design and monitoring tools. 5.2 SDC and its partners have documented the impact of interventions. 5.3 SDC interventions have led to the expected or unexpected benefits and longer-term impacts and to high scaling up effects. 5.4 SDC interventions contributed to the MDGs, SDG 6, its sub-goals, and related SDGs and water challenges. 5.5 SDC interventions have contributed to gender equality (SDG 4) and poverty reduction (SDG 1)
Summary of findings: • Impact monitoring and evaluation tools were a relatively weak point in many SDC interventions although impact evidence became stronger where the approach was comprehensive and combined water with health and governance**.** (5.1) • SDC did not have an impact monitoring strategy with common macro indicators that allowed impacts to be aggregated, beyond the project level, at the local, national and global level. (5.2) • Despite the difficulties in documenting impacts, there is evidence that SDC WASH and IWRM interventions contributed to SDGs achievements (SDGs 1, 4 and 6), led to significant improvements in the lives of poor and marginalised people. (5.3 and 5.4) • SDC WASH and IWRM interventions applying community based and comprehensive territorial approaches at rural level contributed more effectively to SDGs achievements (SDGs 1, 4 and 6). Social and cultural limiting factors were insufficiently considered in project approaches. (5.5)	

Impact monitoring and evaluation tools were a relatively weak point in many SDC interventions although impact evidence became stronger where the approach was comprehensive and combined water with health and governance. In general, SDC interventions had appropriate design and monitoring tools for outputs and outcomes (as noted in evaluation question 3) but not impacts. Some SDC offices provided training to projects in order to foster a results oriented management. Countries[16] and implementing partners[17], that had stronger external evaluation track records tended to have better impact design and monitoring tools and practices (i.e. results framework with well-designed indicators and targets, baseline and reporting). End of phase reports, peer reviews and ex-post evaluations were effective tools for documenting impact and providing a forum for learning. SDC interventions that applied a comprehensive territorial approach (concentrated all actions in selected geographical areas), combining water with health and governance had better behaviour change statistics and tools than the stand-alone WASH and IWRM projects. (SDC office in Honduras combined AguaSan with other SDC interventions in governance for instance Honduras (HN 21 PROGRAMA AGUASAN HONDURAS, 7F-02239)

SDC intervention designs did not develop clear and measurable impact pathways that could allow later monitoring of the impact on lives of people and the longer-term benefits of the projects. Because of this, evidence on impact had to rely on field visits after the end of the project, which did not often take place and were not often budgeted for. In Pakistan, impact assessment was not part of the Project Cycle Management, but was carried out on an *ad hoc* basis. (IM#41) Monitoring and evaluation strategies were not sufficiently embedded during design and implementation to enable an assessment of impact at

[16] In Moldova and Tajikistan relevant sector and intersectorial (linked to health, nutrition - social services) evaluations were implemented.

[17] Oxfam (Colombia, Colombia: Enlargement of coverage WASH, 7F-06144 and Tajikistan, TJ Integr. Health & Habitat Rasht Valley, 7F-08361) and the Conrad Hilton Foundation (Ethiopia, AIRWASH – Amhara Integrated WASH, 7F-07770.02)

national and local level – especially once projects had ended. Common weaknesses included i) Governments, as decision makers, and research institutions that collect and provide evidence, are key actors but were often not part or not sufficiently involved with the impact monitoring tools' design and follow up; ii) The comprehensive territorial approach (concentration of all SDC actions in selected geographical areas) within SDC country strategies was not always backed up by an appropriate watershed or local development based results framework; iii) Baselines did not have control groups to be able to attribute observed changes to a programme; iv) the long-term institutions involved in the sector (beyond the partners that implemented the projects) lacked the necessary information technology and trained human resources to undertake impact monitoring and support to this function was not considered in SDC interventions in general. Reflecting a lack of information on results at the impact level the following remarks reflect a common perception that more was needed: *"Results and impacts need to be measured and documented in order to know; i) how much progress we have achieved, ii) how much we still need to do, iii) and how we impacted peoples' lives." HN17* and *"We need evidences to demonstrate how WASH investments contribute to health conditions in the communities. Return on investment by municipalities needs to be established." HN20* (5.1)

SDC did not have an impact monitoring strategy with common macro indicators that allowed impacts to be aggregated, beyond the project level, at the local, national and global level. Impact indicators and documentation of SDC interventions was project-by-project based, when available. When information on results and impacts were present, the information was disbursed and fragmented and difficult to assemble at national or even sub-national level. The impact indicators did not align with national or global performance assessment frameworks. For instance, the strategic framework for global 2013-2017 Global Programme Water Initiatives describes in its Annex 3 some of the key global challenges in the water sector and defines entry points at which the SDC's Global Programme Water Initiatives (GPWIs) can make an active contribution: a. a water secure world: Sustainable water resources management; b. equitable access to water; c. global issues linked to water: i) water climate change adaptation, ii) water and energy are intricately linked, iii) water and health benefits; d. gender and governance.

This strategic framework was not used in the portfolio monitoring strategy of how the SDC interventions should influence and contribute to solving these global challenges. The absence of a strategic framework may have arisen as a result of a tension between tailoring to the local level and relating to a national and even global framework. The absence of strong and well-aligned evidence based reporting on impact made SDC unable to demonstrate contribution and achievements, as well as it could have done. This also weakened the coordination with and contribution of SDC project interventions to other national and global projects, and lost an opportunity to make use of the impact data to accelerate awareness among all partners of shared water benefits. (5.2)

Despite the difficulties in documenting impacts, there is evidence that SDC WASH and IWRM interventions contributed to SDGs achievements (SDGs 1, 4 and 6), led to significant improvements in the lives of poor and marginalised people. In the countries analysed (Colombia, Honduras, Bolivia, Niger, Bangladesh, Tajikistan, and Ethiopia) evidence was found of longer-term expected and sometimes unexpected benefits. This typically consisted of improvements in:

- Water access, health conditions, water quality and water availability, income generation (e.g. interventions under a project in Tajikistan led to a decrease in water related illness, as well as improved access to primary health care and over 60,000 people have access to safe drinking water that is being maintained with an adequate cost recovery system); (TJ Integr. Health & Habitat Rasht Valley, 7F-08361)

- Humanitarian response to crisis and conflict where suffering was alleviated, basic services provided and conflict risk reduced (e.g. a project in Jordan led to improved, efficient and safe water supply for a vulnerable population. The beneficiaries of Azraq who were spoken to are highly appreciate of the intervention and discussed a noticeable change from the previous situation in terms of improved efficiency. “Before (with the water trucking) it was very difficult to carry the water back to our shelters, it was very heavy, now it is much easier. The tapstand is now close to our shelter, we are happy”; JD19
- Living conditions, especially for women and girls involved in water fetching (water fetching time was reduced, girls’ and boys’ school attendance was increased) (e.g. in a project in Honduras the improved access to WASH services influenced positively school attendance of children, specially of girls during the days of their menstrual period, and increased their safety not having to carry water from a source far away from home. Often before the SDC intervention, they were exposed to rapes and harassments); (Case study Honduras, HN 21 PROGRAMA AGUASAN HONDURAS, 7F-02239)
- Agriculture production (introduction of new technologies, techniques, and products were introduced, productivity increased and employment was generated (e.g. a project in Bangladesh contributed to a dramatic reduction in the operational irrigation costs (2200 to 450 TK per bigha -1 bigha eq 0.33 acre), and to farmers’ income generation (20,000 TK per year per household), shifting from a groundwater based irrigation to surface-water irrigation, and establishing dug ponds for domestic and livestock purposes, that the beneficiaries used for fish farming); (Case study Bangladesh Institutionalise Integrated Water Resources Management 7F-08688)
- Collective and sustainable management of water resources (e.g. projects in Honduras and Bangladesh led to improved IWRM fostering inclusive and gender sensitive tools for transparent planning, and budgeting systems). (Case study Bangladesh Institutionalise Integrated Water Resources Management 7F-08688; and Honduras, HN32 Gestión Comunitaria Cuencas HN 7F-08941).

Due to the lack of an impact monitoring strategy with common macro indicators it was not possible to aggregate impacts of the SDC interventions at the local, national and global level. In the case of the HA, the Swiss Humanitarian Aid, WASH Report, September 30th, 2018 reports a total of 25.9 million direct beneficiaries of SDC/HA WASH programmes and over 17.6 million indirect beneficiaries during the period 2015-2018. [18]

There were also improvements in sector governance that took place. These improvements both helped to sustain the benefits of the water projects themselves but also went beyond the sector and improved local level governance at the sub-national level. Concrete examples were found and are documented in the country reports and 6 case studies of conditions being created to address governance challenges and make government improvements such as:

- Strengthening national policy frameworks (e.g. a project in Bangladesh contributed to improved national rules and regulations for Water Resources Management following IWRM principles); (Case study Bangladesh Institutionalise Integrated Water Resources Management 7F-08688);
- Co-financing sector investments and at the same time supporting instruments and methodologies to clarify roles and responsibilities (e.g. project Aguasan in Honduras co-financed sector investments, which led to increased access of the poor population to sustainable WASH services, drinking water for 61,422 people; in sanitation for 59,066 people), and at the same time AguaSan supported the sector Regulatory Entity

[18] This report states that in principle, there should be gender-disaggregated data, but this information is usually missing in the project documents consulted so far (19% only). However, the data available on these projects show that 54% of the beneficiaries are women.

in the design and application of the Methodology of Regulation and Local Control to guarantee a high quality in water and sanitations services, in 10 municipalities and has expanded to 84 municipalities. Nowadays this methodology has been up scaled to 150 municipalities (50% of the country, an upscaling effect of 1500%)); (Case study Honduras, HN 21 PROGRAMA AGUASAN HONDURAS, 7F-02239)

- Enhancing collaboration, accountability and local actor empowerment in planning and implementation of policies (e.g. projects in Honduras and Bangladesh led to improved water resource management through the introduction of open budget systems in Bangladesh and reinforcement of open town meetings in Honduras). (Case study Bangladesh Institutionalise Integrated Water Resources Management 7F-08688 and Case study Honduras, HN 21 PROGRAMA AGUASAN HONDURAS, 7F-02239).

Evidences of high scaling up effects were found especially in Latin America and Bangladesh. An example is given above with the scaling up effect of the Methodology of Regulation and Local Control in Honduras. Another example is to be found in the case study of the Water Footprint Programme in Colombia that describes the up scaling effect of the corporate water stewardship in Colombia and in Latin America linked to the Pacific Alliance. SDC contributed to the implementation of the ISO 14046, in 4 companies in 2012 with an up scaling to 30 companies in Colombia and 3 in Mexico in 2018, and to the facilitation of a community of practice on water footprint and corporate water management in Latin America, that also contributes to up scaling in the region. (5.3 and 5.4)

SDC WASH and IWRM interventions applying community based and comprehensive territorial approaches at rural level contributed effectively to SDGs achievements (SDGs 1, 4 and 6). Deep rooted social and cultural limiting factors were insufficiently considered in project approaches. Strong evidence for effective contribution to gender equality (SDG 4) and poverty reduction (SDG 1) were found in SDC interventions at rural level in Honduras, Bolivia, Bangladesh, Ethiopia and Tajikistan. These interventions achieved gender and poverty impacts through people centred, and multi-sector approaches that combined water with other governance, agriculture, health and DRR actions. For instance, in Tajikistan visited actions in Garm provided evidence that many householders adopted modern water and sanitation arrangements and even fitted washing machines that made their lives comparable to the cities. Improved access to WASH services reduced the burden on women, and potentially also reduced urban migration. *"Before the systems kept breaking down, we had to leave the fields and repair the pipes but now we can construct bathrooms, we no longer need to carry water and it was never enough, we try now to modernize out houses"* project beneficiary (female). "W*e are almost now living like in the cities; before it was a nightmare but now we have solved it".* Country note Tajikistan, project beneficiary (female) (Tajikistan, Water supply and sanitation, 7F-06431).

Most SDC interventions included gender in their design as a crosscutting issue and achieved a gradual increase in the participation of women, an increased representativeness of women in organizations' management positions. For example, in Honduras women participation of 33% of total positions, percentage is now higher than expected at the end of the phase (30%) (Honduras, HN32 Gestion Comunitaria Cuencas HN, 7F-08941). This achievement was possible by promoting public participation and inclusion of women at decision making levels and sensitizing men within open spaces in this regard. However, there was a lack of specific data, baselines and reporting disaggregated by gender within the SDC interventions and of a strategy aimed at guiding gender sensitive actions and responding to the specific interests and needs of women in relation to water in the SDC interventions (Honduras, HN34 Gobernanza Hídrica Territorial 7F-09393). In some cases, the low level of involvement of specific population groups such as women and young people in the implementation of the activities was due

to limiting factors (tradition, religion, land pressure, etc.), that required a gradual gender mainstreaming to avoid counter-productive cultural shocks (Niger, N74 Appui promo/produc cultures irriguée, 7F-07793). (5.5)

Conclusion: SDC WASH and IWRM interventions contributed to improved access to water (SDG 6). Projects that applied community based and comprehensive territorial approaches at rural level contributed more effectively to gender equality (SDG 4) and poverty reduction (SDG 1), through empowering women and bringing improved WASH services to mainly poorer communities. SDC water support lacked a global impact monitoring strategy with common macro indicators allowing impacts' aggregation at the local, national and global level. Impact monitoring and evaluation tools were also in most SDC interventions weak and varied according to the evaluation track record in country and of the implementing partner, leading to weak impact monitoring and documentation. Gender sensitive considerations were insufficiently considered in project approaches, baselines and monitoring tools, limiting the SDC contribution to gender equality.

4 Conclusions and recommendations

Conclusions

Conclusions that respond to the entire SDC water engagement are drawn from across more than 70 findings at the level of the evaluation questions.

Conclusion 1 - SDC, development cooperation and humanitarian WASH interventions reached the poor and brought significant and sustained benefits in terms of health, quality of life and gender equality but more could have been done in some cases on sanitation and hygiene. SDC projects targeted poor and marginalised populations and adopted participative and community based approaches, which were sensitive to local needs. Although there is no global data on the overall number of people served it was noted in most project evaluations that the targets set were reached. Sanitation and hygiene, in common with global experience, lagged behind and in hindsight more effort could have been made to close gaps in progress – the plans in Jordan for looking into wastewater treatment options in camps and host communities, the dedicated partnership with WSSCC focussing on sanitation and the innovative "RRR" programme focussing on innovative solutions for peri-urban areas in growing African and Latin American cities are all examples where sanitation contributions are potentially strong.. Although some projects were comprehensive in addressing WASH and health in a holistic way in general, sanitation and hygiene interventions were far behind water, although no particular geographic or project trends on where sanitation was lacking were observed. The historical skew towards water is well-recognised by SDC and more recent projects are addressing the issue and responding to the lower demand and to the often difficult institutional and legislative environment for sanitation and hygiene. SDC has shown positive actions with gender mainstreaming across its water domain. Inclusion of gender at strategy level, including country strategies has shown to be a positive step forward in promoting mainstreaming. SDC requires partners to look at all elements of gender considerations and promotes the use of disaggregated data in proposals including collecting and analysing data for pre-implementation analysis. SDC requires partners to ensure that budgets are assigned for implementation of gender-specific components/actions and that terms of reference and budget are allocated for gender mainstreaming responsibilities. It has also been found that partners with stronger organizational mandate for gender empowerment have demonstrated stronger mainstreaming programming than other partners who in some cases, did not demonstrate any gender outcomes in programming at all.

Conclusion 2 - WASH humanitarian interventions have achieved their aims supported by a clear strategy, modus operandi and a strong resource base. WASH humanitarian engagement was guided by a clear set of up-to-date strategies in contrast to the development WASH arena. A comprehensive and time-proven array of modalities were deployed including: strategic secondments of personnel to multi-lateral and other humanitarian interventions; bilateral funding of NGOs; direct action involving implementation by SDC on the ground; in-kind donations of equipment such as water testing kits and, a contribution to number of global WASH-related humanitarian projects. Moreover, the humanitarian domain made periodic overviews of WASH humanitarian activities and results that reflected critically over progress and achievements. From these overviews it can be reported that WASH HA implemented 77 projects as of September 2017 in 44 countries, which has doubled to 144 in the period to September 2018. The current portfolio indicates that there are over 25 million direct and 17 million indirect beneficiaries.

Conclusion 3 - SDC water resources interventions have had an impact although not as immediate or well-documented as WASH. SDC engagement led to a strengthening of Integrated Water Resource Management (IWRM) at the local level through developing community-based and local government institutions and by demonstrating the benefits of better water management. Although attempts were made to influence and strengthen IWRM at the national and policy level, the degree of success varied; in Bangladesh the project reached its targets, but the rollout by government was slow. In Tajikistan and to some extent in Latin America there were promising signs that demonstration at the local level was starting to influence national approaches. The SDC contribution was mainly in terms of improving governance at water user and sub-national level whereas the sector-wide institutional and financial constraints, which were beyond the reach of individual projects, were not as well addressed. In most cases the SDC projects focussed on improved water management as an important factor in service delivery at community level. Although there were advances made, the potential was not reached as the projects generally did not make strong enough links to wider agricultural and rural credit and infrastructure initiatives – probably because it was not designed as part of the project or measured as a factor of success. Evidence of the impacts in terms of water efficiency, food production and income was scattered between projects and not as well documented as the WASH interventions. However, the potential for significant impact was clear from individual projects in Pakistan and Bangladesh where relatively low cost interventions have more than doubled incomes.

Conclusion 4 - Targeting of poor and marginalised groups, the use of participative approaches and appropriate management arrangements and technology were strong features of the SDC water engagement. SDC projects for the most part deliberately set out to target poor and marginalised population groups often in difficult and remote areas. The use of implementing partners with long experience of working with community-based approaches served to ensure that the needs of these population groups were understood and put first. A demand-response approach where beneficiaries participated and contributed was also an important feature. Through promoting community and local government management arrangements, resources and responsibility were placed close to where the incentives were greatest to sustain the systems. SDC projects promoted low cost and easy to use technology.

Conclusion 5 - Whilst the project approach was generally effective, the impact on the sector as a whole has been mixed; engaging at sub-national level and with the private sector, including through GPW, has shown promising results. The projects have generally been successful especially when combined with a clear demonstration strategy. Where resources were set aside for national level interventions there have been signs of transformative change. However, in general there was a tendency that the

models and approaches introduced by SDC worked well but could only be replicated with continued donor support. Thus there was a danger that whilst projects could be repeated there was less evidence of autonomous replication and scaling. In a number of cases project level demonstration, combined with advocacy and policy dialogue, led to acceptance of new approaches, technology and models at the policy level, but did not lead to national implementation due to wider financial and institutional constraints. Efforts beyond the project scale were made to improve national technology standards and regulations and although promising, the wider adoption at national scale, as illustrated by the projects in Moldova, Bangladesh and other countries, was a process that was more uncertain and took much longer than expected. The time span and difficulty of achieving transformative change at the sector level was underestimated. The most promising examples were in Latin America in medium income countries where comprehensive support at sub-national level and/or support to private sector actors led to lasting change that also benefitted poor and marginalised groups. In these cases, SDC projects in combination of a favourable policy and institutional environment led to interventions that could be scaled and replicated without continuous donor support. The barriers for national replication of the SDC approaches were often out of the control of SDC or even any other single set of actors and related to longer-term structural factors such as: absence of governmental structure, inactive private sector and insufficient access to capital.

Conclusion 6 - The global programme was strategic at the global level, reflected Swiss comparative advantages and provided a centre of gravity for water in SDC but links to the bilateral level were not always strong. The global programme was strategic at the global level, for example on promoting a water SDG, furthering water diplomacy and the water footprint. The initiatives supported have in general led to the expected results and have had a catalytic effect. A number of the initiatives such as the Blue Peace and water footprint reflected areas of strong Swiss comparative advantage. Where these initiatives linked to bilateral and regional interventions there were good results as shown both in the case of Blue Peace in the Middle East and Central Asia and the water footprint in Latin America. But in general a gap between Global Programme Water initiatives and the country level actions was detected, linked to their different aims; as noted by one interviewee " *Global Programme Water talks about achieving the SDGs and the country office talks about handpumps in villages."* SDC operated at a very high strategic level through the Global Programme Water and at a very low level through community-based projects but was weaker when it came to supporting the middle ground that connected the two - or linking with other programmes that did. The Global Programme Water has chosen to support many small but catalytic initiatives rather than taking a less ambitious approach and supporting only a few initiatives. Whilst many small initiatives potentially create results for small expenditure they are demanding on staff resources. Although the Global Programme Water fulfilled an important role when SDC reduced its technical water staffing it was not in a position to substitute these staff as well as carry-on its own programme. Limited staff resources were a factor in the difficulty of bridging the global and country level. Although water has a Global Programme Water, its focal point at head office in Bern only has 40% time allocated for focal point activities (including the water network Res'eau). This has probably led to less progress in the two-way (mutual) "elevator" effect desired from the combination of the global programme and bilateral programme. It was often noted that a single water entry point was absent: "*we would like to have a single entrance point for water, but this is not the case. I ask them what is the strategy of SDC on water and sanitation – but I cannot get a strategy because it is fully decentralised"*.

Many SDC staff at the country level were not aware and not able to take advantage of highly relevant GPW initiatives. Where GPW staff were operating at regional level the interaction and two-way "elevator" effect was more pronounced which led to benefits for both the bilateral and global domains and indicates the potential that stronger links would

have. It is recognised that whilst there have always been good intentions to create stronger links between the GPW and country and regional actions, there are also time and resource constraints on both sides, which have tended to dilute these links in practice. Moreover, there was not a clear management prioritisation of cooperation between the domains which led to a weak incentive for staff to divert time and resources towards coordination of programs. The shift away from water as a priority sector also led to unintended and inadvertent lowering of commitment to link with the GPW.

Conclusion 7 - SDC's mature track record gave it an ability to absorb and make good use of funds; there was little evidence of low quality projects being implemented in response to 2011 increase in budget. There was a large increase in the Swiss development cooperation up to 0.5% of GDP over the years 2011 to 2014 with spill over into later years in terms of expenditure. The decision to increase the budget arose from the Conference of Parties (2015) on climate change where the focus for the additional funds was for climate and water. The issue of whether the money was disbursed too fast and wasted has been raised. Whilst some observers have noted that examples can be found of rushed or poorly prepared projects, the evaluation did not come across any in the sample of nearly 50 projects. In fact, numerous examples were found where the design, approval and monitoring of the projects financed after 2011 have been as good or better than the ones before because they learnt from earlier phases.

Conclusion 8 - The Swiss based networks have contributed to sector learning and networking between water professionals at different levels (global and project level) but the potential of the networks to support project design and implementation was not fully used. The Swiss based networks (AguaSan, ResEAU) tended to function well and add value at workshop and event level but did not translate into an active peer-to-peer exchange. By contrast the RWSN network had active peer-to-peer exchange through the online platforms. Apart from a few exceptions, the Swiss based networks did not often influence directly project design and implementation. Indirectly, the evidence of the contribution of networks was stronger. The ResEAU network contributed to the guide on integrating governance in the water sector for example and many of the comments on project credit proposals by the OPZ were from people that engaged actively or were inspired by the networks. In Colombia it was noted that there was an internal process to remind credit proposal writers to consult with the networks at design stage but this was not common in practice due mainly to lack of time and the difficulty of obtaining country and project specific advice from the networks. Discussions with project officers led repeatedly back to the finding that officers tended to consult their own professional network rather than engage with the SDC networks. In some cases, this professional network was extended by people met during network workshops, especially regional ones. An extensive survey and analysis of the networks (AguaSan, ReSEAU, Water team days and the Swiss Water Partnership was carried out in 2016 (Nager,C. et al, 2016) and this evaluation broadly confirms those findings. The content of the networks and the lessons learnt was probably stronger than their communication. In summary: the networks and network events were performing better when focussed and narrow in their agenda; there was an overlap in the networks which tended to dilute their critical mass; many people did not have time to engage and, the contribution of the networks went beyond what could be directly measured and they have served to partially fill a gap left by the reduction in technical staff in SDC.

Conclusion 9 - Although the division of work between SDC and SECO is not easy for outsiders to understand, at the project and country level their activities were found to be coordinated and in some cases strongly complementary. The need for two agencies and their division of work is not easy to understand for most outsiders – by outsiders, it is just accepted as the Swiss way. Even within SDC and SECO there were differences in interpretation and some degree of frustration, particularly at headquarters

level, over competition and inadequate cooperation. However at the project and country level a pragmatic cooperation between the two agencies was found in part because SCO staff often supervise both SDC and SECO projects. For example, in Faizobod in Tajikistan, EBRD, SECO and SDC cooperate and have been implementing a regional concept and in the longer-term multi village schemes are envisaged to be connected to the main town supply. This has proven to be a potentially very fruitful cooperation that ensures an economy of scale and enables the concept of regional water and sanitation hubs that offer a greater range of technical back-up support, thus enhancing future sustainability of investment**.** Nevertheless, missed opportunities for cooperation were also found, particularly when it came to mobilising finance for large-scale water resource investments.

Conclusion 10 - As most countries in the South and East domains no longer have water as a priority there has been a shift to mainstreaming water in other wider processes, however until recently a SDC water strategy for mainstreaming was missing. There has been a shift in recent years from supporting water projects as priority sector to supporting water as part of local government, governance and environmental sectors. As SDC experience has already shown, mainstreaming water in other sectors was effective in bringing about change and it built upon SDC's long-standing approach of working at sub-national level. However, mainstreaming was found to be complex, requiring a close interaction with government and other partners. It was not as easy to outsource projects under a mainstreaming strategy as it was to outsource traditional water projects. Mainstreaming water in governance and other sectors was found to be demanding on resources and on the available skill set. At the time, a clear strategy and guidance was not evident, although this has now changed with the development of a practical guide (October 2018) developed by ResEAU and the thematic network on democratisation, decentralisation and local governance. Although the guide approaches the subject from the viewpoint of integrating governance into the water sector rather than the other way around[19], it provides pragmatic and useful guidance and tools for mainstreaming. The water engagement, particularly in Latin America benefitted from governance and decentralisation programs and built synergies with these programs by making use of the open town meetings and gender and social inclusion approaches. The political economy analysis that SDC have started to use more regularly in the water sector would also be a useful tool for mainstreaming because many of the constraints in the water sector are of a governance and political economy nature and mainstreaming offers one strategy for tackling these constraints at root. It will be important not to confuse mainstreaming of water with "abdicating" from the sector and dropping water from the SDC portfolio of cooperation given the success and direct impact on poverty and gender.

Conclusion 11 - Wider impacts on governance, peace and the environment were evident and the Swiss approach to subsidiarity and decentralisation was found particularly relevant. The contribution in these areas was increasingly built into the newer project designs but not well monitored in older projects. Water has proven to be an excellent entry point for wider governance, peace and environmental initiatives. SDC water projects at sub-national level increased the access of the population to basic services and in so doing increased the capacity, authority and legitimacy of local government. Development and humanitarian efforts in water and disaster risk reduction also contributed to conflict reduction. As sanitation and hygiene became more prominent there were also environmental benefits especially in terms of reducing pollution of water bodies. In Macedonia for example, water was also found to be a good entry point for wider environmental capacity development. In earlier project designs, the potential governance, conflict and environmental contribution of water projects were not monitored or explicitly built into project result frameworks. In later project designs these contributions were

[19] https://www.cedrig.org/ is potentially a relevant model.

analysed as part of the project preparation and integrated into the project result frameworks and monitoring systems.

Conclusion 12 - The continuity, long-term approach and flexibility of SDC were important factors behind the relevance, effectiveness and impact of SDC operations in water. Continuity of SDC's support in water programming, often for more than 10 years, has meant that SDC has been able to build up credibility with partners and develop a strong contextual understanding of the country and sector. A programmatic and comprehensive approach was adopted with projects being supported in phases of typically three to four years each and often going into three or even four phases. By doing so, SDC have built up a strong credibility in the sector among partners and allowed SDC, despite staff turnover in the cooperation office, to deepen their understanding of the challenges and opportunities in the sector and adjust the projects to enhance their relevance. This provided a solid foundation for developing new initiatives as well as consolidating and expanding ongoing initiatives - examples are evident throughout the SDC water engagement. Beneficiaries, government and implementing partners alike observed that the flexibility of SDC support and its capacity to make changes in log-frames and approaches in response to changed circumstances or lessons learnt were important factors that characterised SDC projects and made them more likely to succeed.

Recommendations

The recommendations presented here are aimed at the overall SDC water engagement level. As concluded by this evaluation SDC water practice is advanced, has performed well and is already responding, in many countries, to the transition from supporting projects in a context where water is a priority sector to a mainstreaming approach. For these reasons, the main thrust of the recommendations is to continue and further strengthen the approach at project level whilst aiming more ambitiously at creating transformative and systemic change beyond what can be achieved at project level. There is also a thrust, at least in emerging and stronger economies, to combine policy dialogue on reform with institutionalisation of capacity development and the promotion of innovative financial mechanisms. The combination of reforms, capacity and finance are key to enabling country level sustainability and to lifting the achievements at project level to the sub-national, national and regional level. Finally, there is emphasis at looking beyond water by strengthening recognition of the end use of water and seeking links to governance, decentralisation, health, gender, climate, disaster risk reduction and the nexus of food, energy and environment.

Recommendation 1 - Strengthen the project approach in water by linking with wider processes to obtain transformative and systemic change.

Rationale: SDC projects at community and sub-national level have been highly effective in reaching poor and marginalised populations. However, the approaches introduced by SDC have had a demonstration value that has not been fully exploited or brought to the level of prioritisation where it has a critical mass that can influence and effect transformative change. Scaling up and replication are too often dependent on new and externally funded projects. At the same time there are, in most countries, wider processes aimed at sector and institutional reforms which SDC could better link to that would increase the prospects of systemic change. SDC is already doing this, with good results, in some countries by working closely with decentralisation processes for example in Moldova, Colombia and elsewhere. This could be extended to also include links national reform efforts, as has been the intention in Tajikistan within water resources (although stalled due to various constraints linked to delays in the programmes of other donors). Within water resources, there is also the opportunity to link to agricultural and rural credit initiatives to extend and consolidate the benefits of improved water management and for

both water resources and WASH to link to efforts to mobilise finance to allow replication of projects with gradually declining levels of external support.

At an operational level, this recommendation can be implemented through:

- Extending project analysis on the political economy (at national and regional level when necessary) to set out more explicitly the realistic opportunities, and where necessary the conditions, that need to be in place for contributing to longer-term system change.
- Finding means of re-prioritising water and using water more strongly as an entry point for climate, environment and governance/decentralisation interventions.
- Systematically scoping, identifying and working more closely with other donor and credible government reform programs.
- Intensifying the cooperation with SECO, international finance institutions and others for cases where replication requires new and innovative financing mechanisms making use of public budget sources as well as consumer-based tariffs and private sector investment.
- Developing supportive guidelines or knowledge products based on SDC and other best practice that could serve to inspire and support project designers; this could also be done through regional workshops.

This recommendation should be implemented by (time scale): SDC (using water networks or others) to provide guidelines (short term); SDC/SCO at project design level (medium term).

Recommendation 2 - Build on current practice to further enhance sustainability and inclusiveness through greater attention to cost recovery and economics of water development.

Rationale: SDC projects target the poor and marginalised and SDC has developed and adopted state of the art approaches to ensure inclusive and sustainable management of water services. Cost recovery that recognises the social and economic qualities of water, at least for operational expenses at project level, is a key feature of most project strategies. Nevertheless, because of the target group aimed at, there are instances of high vulnerability where more specific and realistic plans and expectations for cost recovery are needed. Within water resource management and productive use of water, especially for agriculture and where there are public goods such as environmental sanitation and protection, flood control and disaster risk reduction, there is a need to build on the emerging practice of undertaking cost benefit and economic analysis to guide decision making. Opportunities should be harnessed to enhance the economic benefits of water development by focussing on the end use and engaging with market mechanisms and actors, as was done through the water footprint initiative.

At an operational level, this recommendation can be implemented through:

- Undertaking vulnerability assessments to deepen understanding of options for ensuring the most marginalised are not excluded.
- Linking to community, sub-national and national government and private sector sources for shorter and longer-term cross-subsidy support that addresses heightened vulnerability.
- Extending and developing the cost benefit analysis, feasibility and other economic decision making tools; systematically applying these approaches as part of project and policy design and operation and bringing them to the attention of the sector as a whole and all its actors (public, private, civil society and academic sector).

- Encouraging multi-use water resource development projects within the energy, food and water nexus with a greater focus on the end use of water.
- Developing supportive practitioners' communities, standards, guidelines, methodologies and knowledge products based on SDC and other best practice that could serve to inspire and support policy and project designers; this could also be done through regional workshops.

This recommendation should be implemented by (time scale): SDC (using GPW water economics expertise water networks or others) to provide guidelines (short term); SDC/SCO at project design level (medium term).

Recommendation 3 - Accelerate and scale up the contribution to sanitation, hygiene and longer-term environmental protection.

Rationale: Whilst the progress in water is impressive, the contribution to sanitation, hygiene and long-term environmental protection is less so. SDC has already recognised this and is increasing attention to these areas. But more is still needed especially for wastewater treatment and faecal sludge management and use of market-based approaches in waste management and circular economy measures. The SDC focus at the sub-national and catchment level is well suited to making tangible improvements in these areas. This topic also represents an area of Swiss comparative advantage with world-class knowledge management within the Swiss based networks and organisations such as Swiss Federal Institute of Aquatic Science and Technology (Eawag).

At an operational level, this recommendation can be implemented through:

- Demonstrating evidence on health conditions through investments in WASH, and encouraging the use of tools to understand behaviour such as knowledge, attitude and practice (KAP) studies in the design of programmes.
- Increasing the share of funding for sanitation and hygiene in WASH projects and the share of environmental protection in IWRM projects.
- Adopting more explicitly the sanitation ladder approach in reaching higher levels of service and safety.
- Encouraging the deployment of HA and other secondees who are strong in hygiene, sanitation and environment.
- Further encouraging water stewardship approaches that aim to bring in the contribution of the private sector and enhance sustainable market based approaches.

This recommendation should be implemented by (time scale): SDC;/SCO at project design level (medium term); SDC/HA (short term)

Recommendation 4 - Enhance sustainability of humanitarian interventions and resilience based interventions where there are protracted crisis and the context allows.

Rationale: Sustainability is not the main priority in the immediate aftermath of an acute emergency event, but increasingly, SDC has responded and funded partners in protracted emergencies and complex situations in which communities are still vulnerable, but in which sustainability of interventions is crucial if the interventions are to last long beyond the project period and have a longer-term impact. In terms of HA WASH, sustainability should be aimed at where it is reasonable and in response to the trend towards protracted crises, transitional contexts and the global push towards localization in the humanitarian sector. Secondees could be targeted at building national or local government capacity for

sustaining services. SDC has been identified as a flexible and adaptive donor that focuses on results.

At an operational level, this recommendation can be implemented through:

- Considering when complex and protracted humanitarian situations justify aiming at greater sustainability of the services provided, given the context and likely future scenarios.
- Developing a clearer framework for resilience to understand how programme level actions contribute to longer-term, sustainable outcomes for beneficiaries.
- Encouraging use of secondees to support of appropriate authorities and build their capacity in locations where there is a high likelihood of needing to respond to future crisis or extension of crisis.

This recommendation should be implemented by (time scale): SDC/HA (short term)

Recommendation 5 - Reinforce the links between GPW, country and regional actions.

Rationale: As outlined in the conclusions, the global programme was strategic at the global level, reflected Swiss comparative advantages and provided a centre of gravity for water in SDC but links to the bilateral level were not always strong for a variety of reasons. Many SDC staff at the country level were not aware and not able to take advantage of highly relevant GPW initiatives. Where GPW staff were operating at regional level the interaction and two-way "elevator" effect was more pronounced which led to benefits for both the bilateral and global domains and indicates the potential that stronger links would have. It is recognised that whilst there have always been good intentions to create stronger links between the GPW and country and regional actions, there are also time and resource constraints on both sides, which have tended to dilute these links in practice. Moreover, there was not a clear management prioritisation of cooperation between the domains, which led to a weak incentive for staff to divert time and resources towards coordination of programs. The shift away from water as a priority sector also led to unintended and inadvertent lowering of commitment to link with the GPW.

At an operational level, this recommendation can be implemented through:

- Considering to introduce a contribution to improving the links between GPW and country/regional actions into the performance appraisal of key staff.
- Reviewing all GPW and selected country/regional projects to identify the scope for linkage and mutual benefit.
- Setting out an action plan for improving the elevator effect, country-by-country according to their capacities and project-by-project and in the revisions of country and regional strategies.
- Setting out an action plan for improving the "horizontal" elevator effect so that countries can learn from the GPW actions implemented elsewhere e.g. engaging with the private sector through the water footprint.
- Considering placing GPW staff at regional level where there are many GPW activities.

This recommendation should be implemented by (time scale): SDC/GPW (short term); SDC/SCO (medium term).

Recommendation 6 - Strengthen the SDC contribution to water knowledge, capacity development and monitoring and evaluation.

Rationale: SDC has developed considerable capacity at project level but too often this capacity is at individual level and although not lost to the country is not capitalised on institutionally when the projects stop. The same is true for monitoring and evaluation which at least for monitoring is generally well performed at project level but the project capacity for monitoring as well as the data and systems are easily transferred to more permanent institutions; in many cases these could be at sub-national level. For some of the poorer countries there are serious issues of affordability and resources, which make the transfer of capacity and the wider capacity for research and training unlikely to be feasible in the short to medium term. In these cases, the current strategy of hosting and retaining capacities among the implementing partners such as NGOs and consultants may be the best and only feasible option.

At an operational level, this recommendation can be implemented through:

- Scoping and identifying where it would be feasible to transfer and host the capacities developed by the projects into institutions that are permanent.
- Designing a global SDC results assessment framework according to the SDC global strategic framework for water initiatives allowing aggregation of impacts and results.
- Improving baselines disaggregating by gender sensitive issues.
- Contributing to monitoring the impact according to the SDC results assessment framework at national and regional level results, including SDC prioritised geographic areas in each country.
- Where feasible, building in explicit institutional capacity development for WASH and IWRM at an institutional level into the project results matrix (and budget).
- Where feasible, building in transfer of capacity and M&E systems into institutions, civil society organisations, academia that have a longer-term presence in the sector or in the country.
- Where feasible, building in transfer of research capacity into national academic institutions, think tanks, in collaboration with influencers and journalists that have a longer-term presence in the sector.
- Considering, as has been the practice in some countries in East Domain, to introduce a contribution to knowledge networks into the performance appraisal of key staff.

This recommendation should be implemented by (time scale): SDC;/SCO at project design level (medium term); SDC/networks (short term).

Recommendation 7 - Develop a unified water strategy with a focus on mainstreaming and resolving SDC resource constraints.

Rationale: The SDC strategy guiding water engagement is from 2005 and much has happened since then. The up-to-date strategies developed for the global and humanitarian domains in water have enabled SDC in those two domains to maintain a clear set of goals and respond systematically to the new challenges and opportunities that have emerged. With the adoption of the SDGs and especially given SDC's contribution, at high level, to the water SDG, as well as the trend toward mainstreaming water, a new Swiss, engagement-wide strategy for water is timely and has been called for from a number of sources, not least SECO. The recent guideline on integrating governance into the water sector is one of a number of products that could form a base for elements of the strategy. The new directions in water and governance are more demanding on internal SDC resources as policy is less easy to outsource than projects. However, policy dialogue, which will be an increasing part of the new agenda of mainstreaming water in

local development and governance, demands a greater engagement of the SDC water knowledge and technical resources

At an operational level, this recommendation can be implemented through:

- Developing, adjusting or updating TOR for a strategy development with a focus on the issues, inter-alia of:
  - Mainstreaming (especially with decentralisation, health, nexus linked sectors of energy, food and environment and climate).
  - Gender and maximising the contribution that water can make to gender equality.
  - Disaster risk reduction and resilience.
  - Climate change and resilience.
  - Water economics and the end-use and multi-use of water.
  - Use of political economy analysis to identify opportunities and challenges for transformative/systemic change.
  - Use of policy dialogue to advance reforms in water.
- Review the resources requirements of the new strategy bearing in mind the experience of backstopping services that greater agency capacity might be needed as policy level actions cannot be as easily outsourced as part of project implementation packages.

This recommendation should be implemented by (time scale): SDC (short term).

Recommendation 8 - Continue to enable and strengthen partners' capacities to implement actions and to make the case using water actions to bring about and trigger transformative gender equality.

Rationale: Some partners have shown considerable capacity and have made efforts to address transformational change, but other partners continue to demonstrate tokenistic "gender mainstreaming" actions (e.g. equal representation of men and women on Water User Associations) that may have limited, and unsustainable effects. Requirements for data analysis on the proposal formats are a positive step forward. SDC could continue to directly or support partners to provide the data, language and arguments, through guidelines and policy documents which would enable partners to make the business and economic case for equitable water management in their own country contexts. SDC has an opportunity for more widespread influence through the networks it sponsors to build partners' capacities (and general capacities throughout the sector) in gender mainstreaming. Networks could highlight positive case studies, develop position papers and show how equal access to and control of water resources has led to more sustainable results. An existing positive example is RWSN, which has a "Gender and inclusion" sub-theme. SDC should also continue to fund organizations with a strong mandate in gender, as it is clear that their programming could be shown (at country level) as an example to other SDC partners who need to raise the bar.

Although gender approaches are most effectively approached at "systemic change" level and SDC's efforts would most effectively take place within SDC as a whole (i.e. taking a gender equality portfolio approach at SDC), this recommendation, specifically for the water domain, can be implemented through:

- Undertaking a gender review of existing networks and learning platforms, to highlight opportunities where learning and communication and where partners' capacities could be enhanced through investing in and sharing data and evidence on what works.
- At partnership level, with key partners, selecting "flagship gender and water" projects/programmes and experiences for communication through networks, journal

articles or other methods targeted at water sector professionals. By showing a “learning by example” approach, partners will be better equipped with the knowledge to understand how to go beyond traditional means of gender mainstreaming approaches.

- Looking at key gender and water indicators (e.g. reduction in time taken to collect water indicator currently being tracked by the Swiss Water and Sanitation Consortium; meaningful participation and leadership by women in Water User Committees and other decentralized structures), so that delivery could be monitored globally by a clearer tracking of gender related results. This would help SDC to more intuitively understand where action is taking place (geographically and by partner type for instance), and where more efforts are needed.
- Investing in studies or research, either through partners or consultancies, to help make the business and economic case for gender inclusion in WASH programming.

This recommendation should be implemented by (time scale): SDC (medium term).

Annex A Portfolio analysis

Data from SAP

The data extract from the SAP database includes SDC projects with water related activities as defined by code 13 Sector.
The basic element (a line in the EXCEL data) in the data extract represent an Activities (Part of Activity). A project is a combination of Activities and Phases. The individual lines show expenditure for an activity, and by adding all activities for one Project Number gives the project costs for water activities. The data extract includes 1241 Activities and 490 Projects.
The projects may include activities from other sectors than Water but those sectors are not included in the data extract. This implies that even if the data extract shows no expenditure for some years the project may have had expenditure on non-water activities. This mean that a project may have started before 2010 and ended after 2017 even if there is no 'water' expenditure in 2010 and 2017.
Some Activities shows negative expenditure. This is repayment of unspent advances, and sometimes happens several years after activities have stopped. 16 projects have a negative expenditure for the whole period 2010-2017. In the analysis these have been excluded from the analysis.
The data extract includes 5 activities from SDV Services with a total expenditure 8,1 mill CHF. These activities are support to Swiss NGOs core activities and not attributable to a domain or sector.

The portfolio analysis has been done across domains, themes and contract partner group as shown below:

Categories	Sub-analysis
Domains	Overall expenditure by domain and over time Split between regions and countries in terms of expenditure Distribution of project size
Thematic	Overall expenditure by theme and over time Split between regions and countries in terms of expenditure Distribution of projects size
Contract Partner Group	Looking at expenditure by different contract partner group and trends over time

All of the portfolio analysis is done based on the SAP extract of July 2018

A1 Portfolio analysis – Project Expenditure

For this analysis the cost data is consolidated per project number. As one project can have contracts from different topics and different domains, it is not possible to split this analysis on topic or domain.
All the 474 projects with positive expenditure is included, even if some of the projects have started before 2010 and continue beyond 2017.

With those remarks, the following analysis has been prepared.

Cost per project

The analysis covers 474 projects. The graph below shows how relatively few very large projects spent a very large portion of the total expenditure, and that a very large group of small projects spent a very small portion of the total expenditure. As examples the largest 47 projects (10 % off all projects) spent 489 mill CHF (equal to 60% of the total expenditure) the smallest half of the projects (237 projects) spent only a total of 28.5 mill CHF or about 3.5% of the total expenditure. These smaller projects spent an average of 120,281 CHF. The number of small projects is somewhat exaggerated as projects with expenditure outside the interval 2010-2017 are actually larger that the data extract shows.

Active contracts / projects each year

The table below analyses how many years a project has expenditure in the period 2010-2017, and how much it was. It appears that there are relatively few projects spending larger amounts and many projects that spend relatively small amounts. As an example, contracts with less than 5 active years (74% of all projects) spent 25% of the total costs.

Years with expenditure	number of projects	% of projects	total expenditure	expenditure per project	expenditure per project per year
8	18	4%	117.224.534	6.512.474	814.059
7	26	5%	212.503.616	8.173.216	1.167.602
6	40	8%	199.003.604	4.975.090	829.182
5	41	9%	83.113.636	2.027.162	405.432
4	53	11%	95.793.926	1.807.433	451.858
3	77	16%	50.162.586	651.462	217.154
2	96	20%	40.963.876	426.707	213.354
1	123	26%	21.889.684	177.965	177.965

				% of total expenditure
less than 5	349	74%	208.810.072	25%

Summary of finding:

Even if the statistics of cost per project only includes 178 projects, the two statistics seem to indicate that 1: relatively few projects accounts for the bulk of the expenditure and 2: a relatively large number of projects with a short duration accounts for a very small amount of the expenditure.

A2 Portfolio analysis – Domains

This analysis covers the four domains, South, East, Global and Humanitarian, and in each domain for all Sectors together. An overview comparing the four Domains is shown in figure A2-1.

A systematic analysis has been adopted to the characteristics of the four domains[20]. Generally the analysis contains:

- **Summary sheet** for each domain defining which sub-sector codes and countries/regions were included.

[20] Some adjustments were made for some domains e.g. when a domain only includes one regional group (East), or many projects are very small (HA). This is specified in the text for the domain.

- **Regional analysis** for projects grouped under a non-country specific code. This in normally a bar-chart.
- **Country analysis** for projects grouped under a country specific code. This includes 2 pie charts showing main country groups, in terms of expenditure, and in terms of number of countries in that group. A line chart is included for all projects, with the projects sorted according to size of expenditure.
- **Project Analysis** for all projects. This includes two pie charts and a line chart as described under Country analysis.

In the final report only overview and some specific characteristics are presented

Main findings and implications:

- The global domain at nearly 30% of the expenditure is significant. The SDC water engagement is thus strongly focussed on support to the global water architecture and on objectives such as developing innovations and improving governance in the water sector as whole.
- The period from 2011 to 2017 saw a sustained increase in water expenditure, more than doubling from CHF 40.5m in 2010 to CHF 106.1m in 2011. This was in response to the political instruction to reach a development cooperation spending of 0.5% of GDP and a decision to focus a significant part of the additional expenditure in water. The expenditure in all domains was increased but most in the Humanitarian (670%) and Global (365%) domains. Figure A2-2
- SDC is active in 84 countries and 23 regions, but with a concentration in 20 countries which account for 90% of expenditure. The Global domains are different as most of the projects are grouped under Global (several countries).

Figure A 2-1: Overview of the four Domains

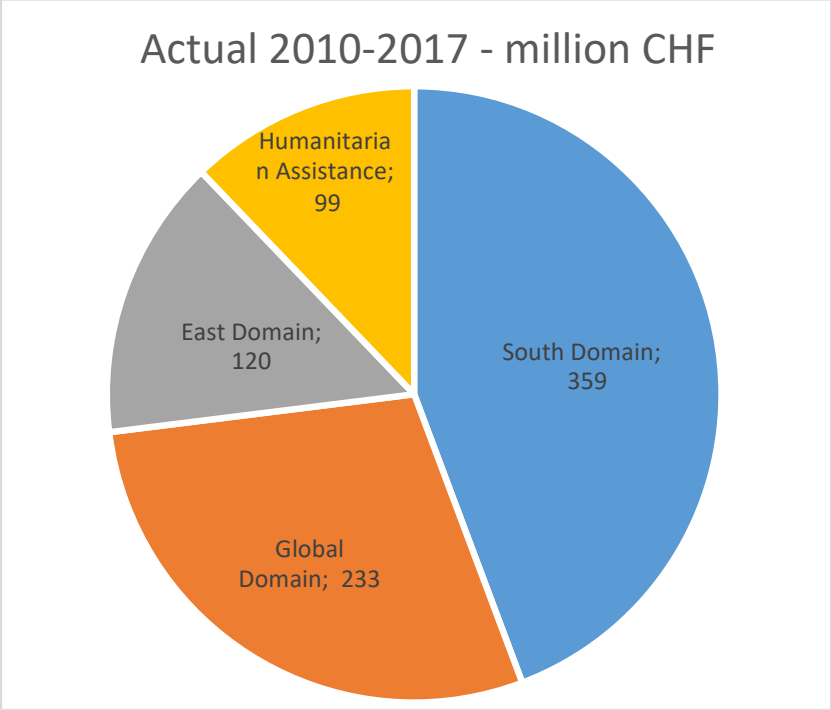
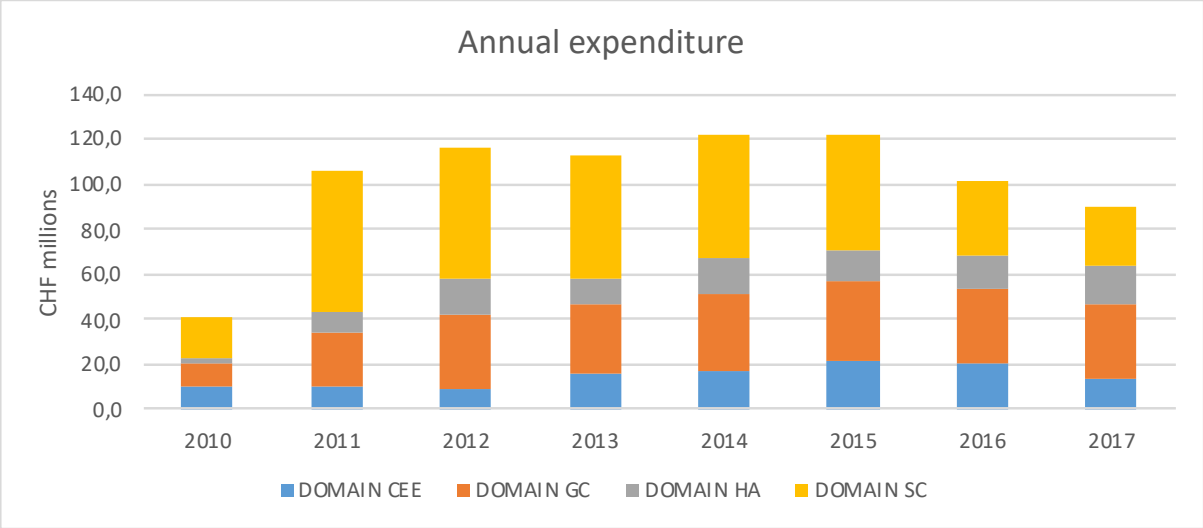
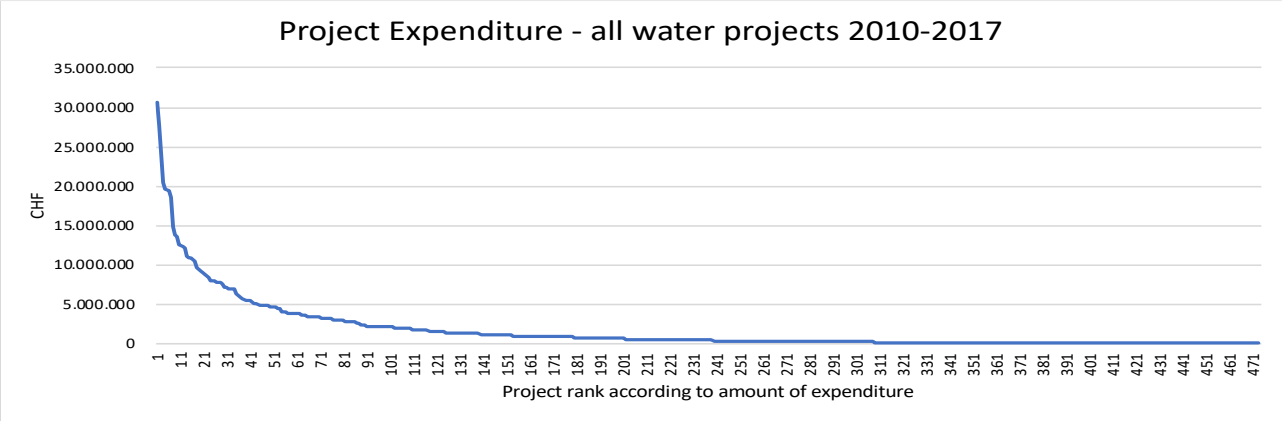
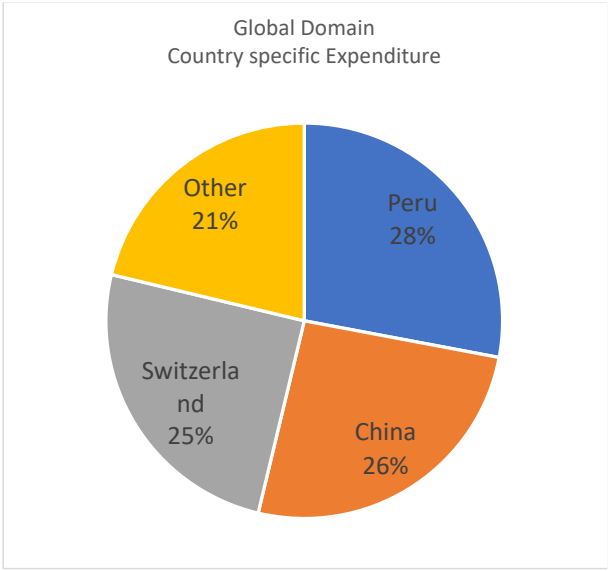
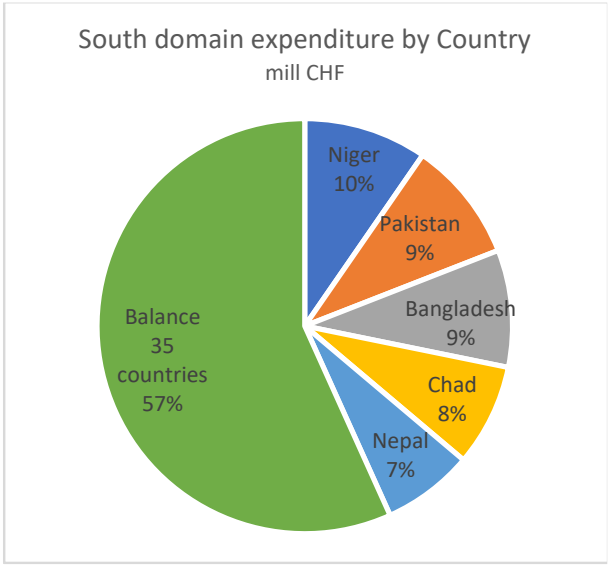
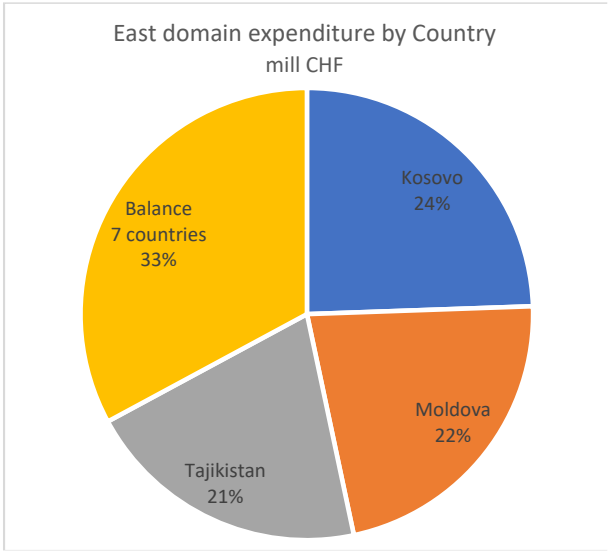


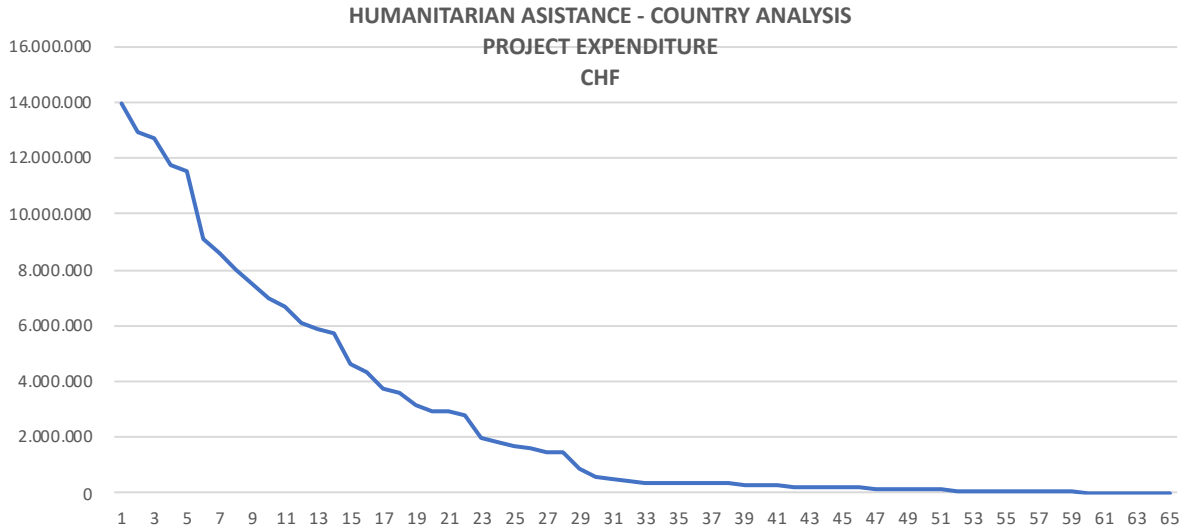
Figure A2-2 Annual expenditure per domain





Global Domain Expenditure is mainly global or regional with only 13 countries recorded against projects in the database Almost 90% of all Global Domain expenditure is done on projects categorised under Global (several continents). Country sopecific activities: Global Domain had activities in 12 countries, of which only 3 spent almost 80% of the country specific expenditure	
South Domain South domain had water activities in 40 countries in 2010-2017 44% of the expenditure was in only 5 countries There are many countries that only have a small water expenditure. Twenty countries of the forty countries account for only 3% of the expenditure. In these countries the water engagement is not a sector level which calls into question how well such minor support is catalytic in the sense that it is linked to wider efforts either within the water sector or in other sectors that rely on the water sector.	
East Domain East domain had water activities in countries 10 in 2010-2017 Three countries (Kosovo, Moldovia and Tajikstan) spent over 67% with 47% of the total expenditure on just the largest two countries, whereas the “smallest” 4 countries spend 3%. There are many small project contracts with 24% of the project contracts have expenditure under CHF 100,000, and the total expenditure for these is less than 2 % of the total expenditure.	

Humanitarian Assistance
HA is active in over 60 countries with small engagements. Those 70% of the countries that are outside the top 20 accounts for only 14 % of the expenditure. Most project contracts are small – 50% is less than 100,000 CHF, and only a few are large with only 3 projects over 3 mill CHF

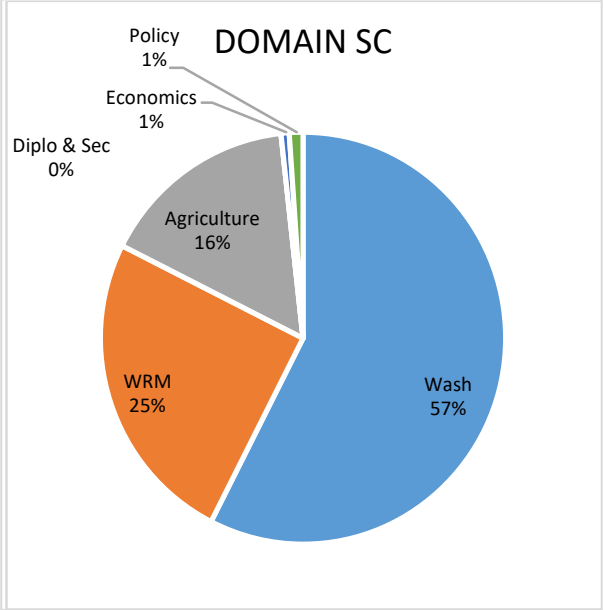


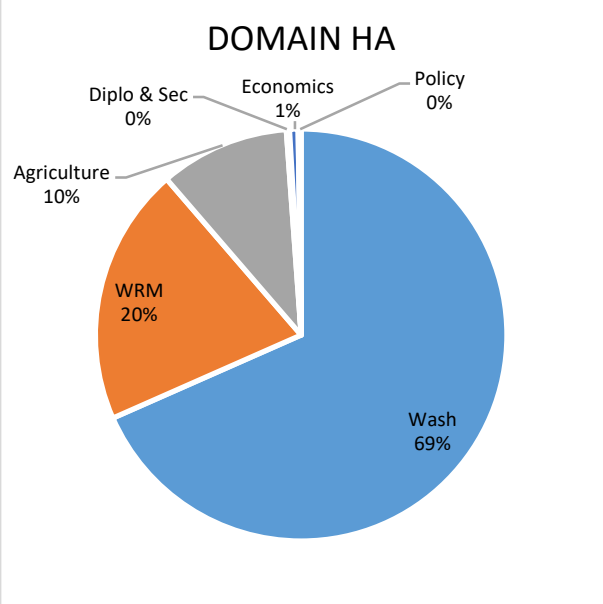
A3 Portfolio analysis – Topics

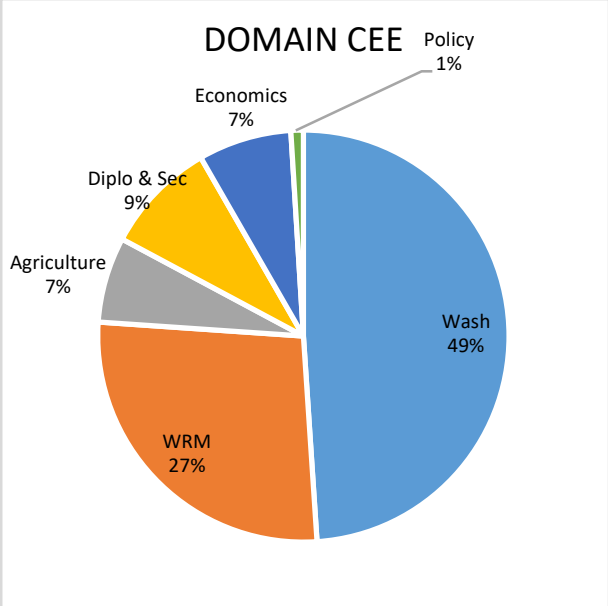
In the analysis we defined 6 topics based on SAP Code 13 - Sector:

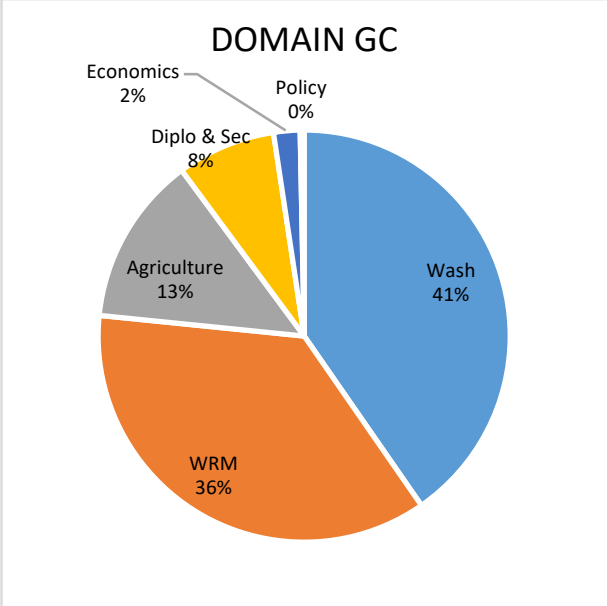
Code 13	Topic
Agricultural water resources	Agriculture
IWRM (watershed)	WRM
Reconstruction (comp. Water)	WASH
WASH	WASH
Water diplomacy and security	Diplo & Sec
Water economics	Economics
Water for agric&food	Agriculture
Water resources	WRM
Water resources conservation	WRM
Water sector policy	Policy

Combined analysis for all topics









From the pie-chats and table it is clear that WASH is by far the largest topic for all domains, followed by WRM and Agriculture. [21]

	WASH	WRM	Agriculture	Diplo & Sec	Economics	Policy	Total	Total
			mill CHF				mill CHF	%
DOMAIN SC	206,7	89,5	56,9	0,0	2,3	3,9	359,4	44%
DOMAIN HA	67,6	20,0	10,1	0,2	0,7	0,2	98,9	12%
DOMAIN GC	94,2	84,7	31,0	18,1	4,9	0,7	233,5	29%
DOMAIN CEE	58,8	32,6	8,1	10,7	8,8	1,2	120,1	15%
Total in mill CHF	427,3	226,8	106,0	29,0	16,6	6,0	811,8	100%
Total in %	53%	28%	13%	4%	2%	1%		

Activities in South Domain and Humanitarian Assistance has similar distribution of topics dominated by WASH, WRM and WfA, these three topics consumes 98% of the total expenditure and Diplomacy, Economics and Policy is almost absent. This is not surprising as SD and HA are mostly operating in poor and weak countries, where basic needs in water food etc are overwhelming.
Activities in Global and East Domain is also dominated by WASH,WRM and WfA, but these only consumes 88% of the total expenditure. Diplomacy, Economics and Policy consumes 12% of the total expenditure. For the Global Domain this is a natural consequence of its focus on global governance and policy. The Eastern Domain operates in countries which are somewhat better capacitated and can allocate resources on these other issues.

[21] Projects under SDC Services are not included in this analysis as they concern core funding to Swiss NGOs.

A3 Portfolio Analysis- contract partner

The contract partner groups analysis is based on the SAP extract of July 2018. It is done for all the domains and sectors together and looks at trends in use of contract partner groups over the period 2010 to 2017. It analyses for each contract partner group the annual expenditure, the number of active projects and the expenditure per project.

Overall trend in use of Contract Partner Groups
The main contract partner group are the NGOs with an expenditure of around 40% of the total expenditure. Then the UN system and International Financial Institutions together spending 25% of the total expenditure. The Private sector and No Partner accounts for 20% of the total and the remaining 15% is spent through various state and academic partner groups. (see Figure A3.1)

An important background, to analyzing this, is the increase in funding for general ODA between 2010 and 2011 linked to the Government of Switzerland increasing overall spending on ODA to 0,5% of GDP. This translated for the water sector to a de facto increase from around CHF 40 mill per year to an average of CHF 110 mill per year, followed by a slight decrease in 2016 and 2017. All main contract partner groups had a dramatic increase in expenditure from 2010 to 2011 except Other International Organizations, which is anyway a small partner group. The general trend is illustrated by the diagram showing the annual expenditure across all contract partners (Figure A3.2). This general trend is taken as the baseline for assessing if there is significant deviation in trends in using any one main contract partner group.

The data for all contract partner groups seems to indicate a general move towards more projects and smaller projects. This is even clearer when excluding the 2010-2011 changes as a special case.

Trend in use of different contract partner groups

For all the contract partner groups there was a significant increase in spending from 2010 to 2011, as explained above but after 2011 the picture is more diverse, see Figure A.3. Three groups have been identified regarding deviation from the general trend:

Private Sector Other International Organisation United Nations Organizations	Maintained a significant increase in spending over the period, over and above the general trend
Swiss Academic&Research Inst State Institutions Swiss Non-Gov.Org.Internat./Foreign Swiss Non-profit Organisation No Contract Partner	After the boost in 2010-2011 maintained a stable annual spending
Academ.&Research Org.Internat , International Financial Instit State Institutions FOREIGN,	After the boost in 2010-2011 the spending dropped significantly over the period

Regarding number of projects per contract partner group (figure A3-2)

The total number of active projects increased in 2010-2011 from 250 to 450 and has remained at that level with a small increasing trend. As the total spending is stable now or going down this is reflected in average spending per projects going down. The same general trend for all Contract Partners is maintained as with annual spending.

Regarding size of projects (Figure A3-3)

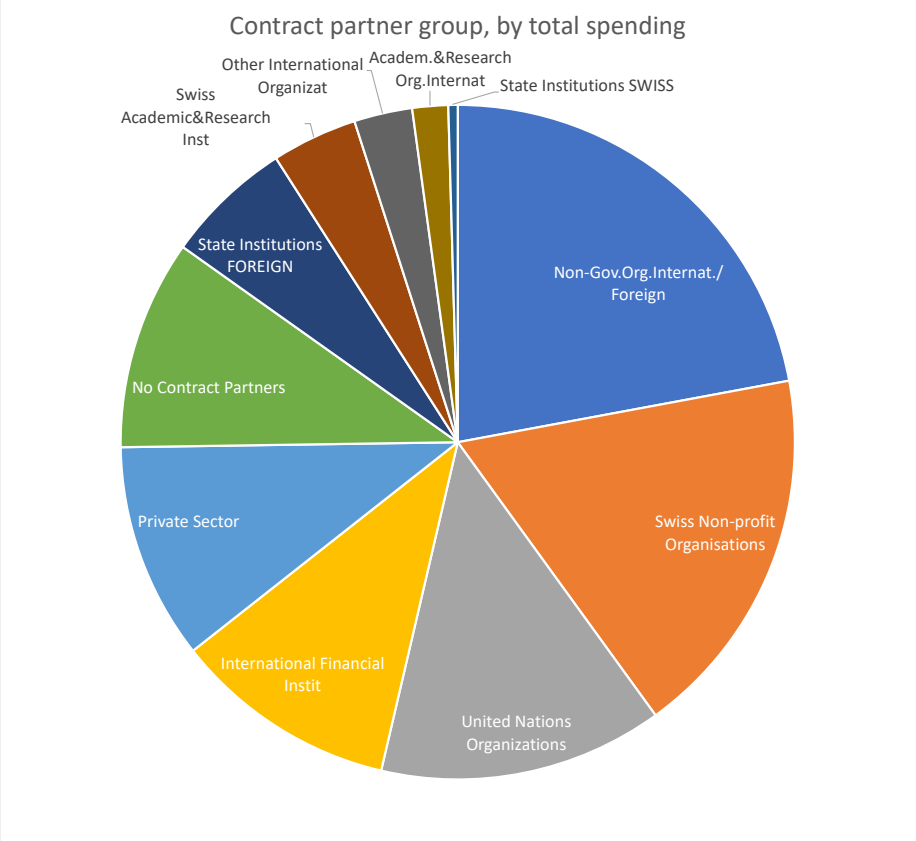
The average project size has reduced from CHF 300,000 per project to CHF 200,000 per project.

Looking at the Contract Partners the trend varies: The Private Sector and State Institutions Swiss are tending to spend more per project with the other categories having a constant or reducing level of expenditure. State Institutions FOREIGN has a significant trend towards smaller projects.

Summary Findings

The trends mentioned above, could indicate a shift from implementation from academic and recipient government, already a smaller part, towards implementation by the private sector, the UN system and other International Financial Institutions /organizations. Similarly projects seem to be getting smaller overall.
Significantly, the Private Sector seems to be increasing with more spending and bigger projects and the State Institutions FOREIGN is spending less on smaller projects.

Figure A3.1 Overall Spending by Contract Partner Group



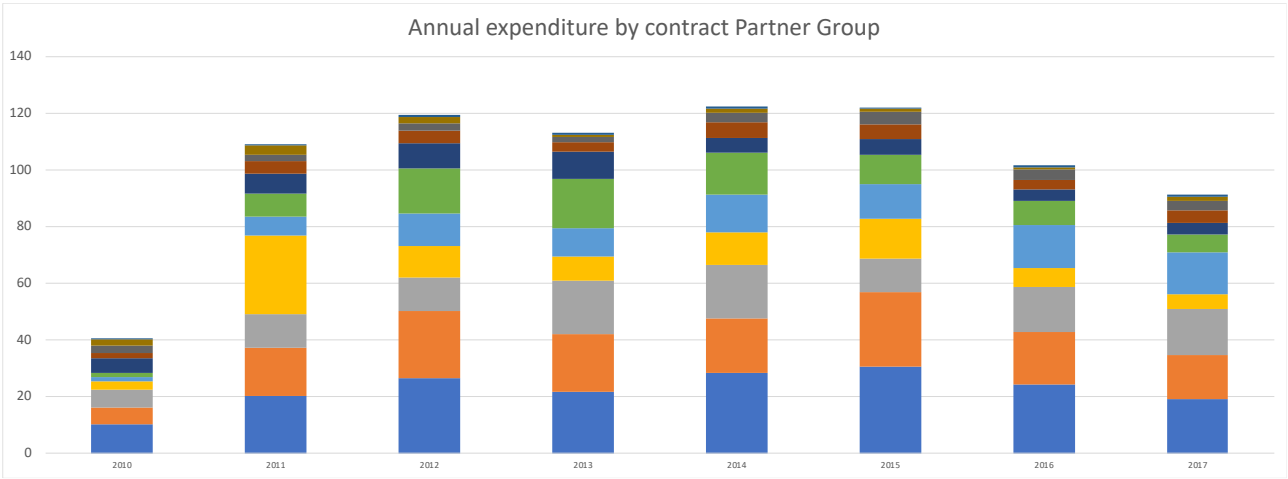
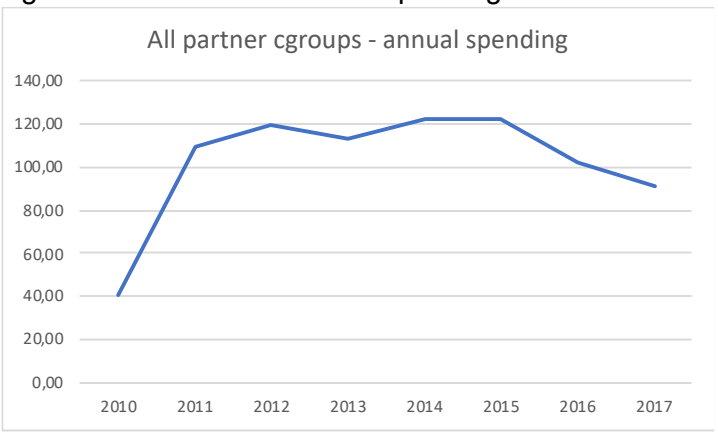
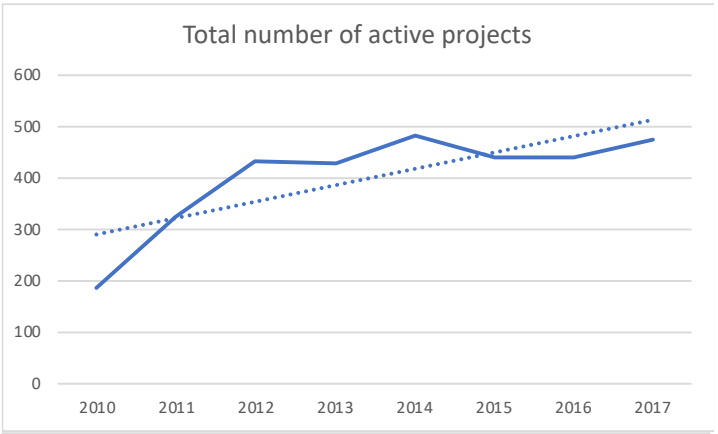


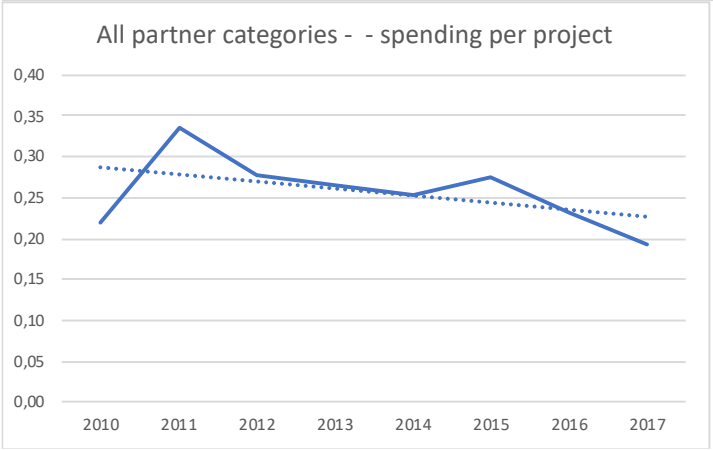
Table A3.2

CONTR PARTNER GROUP	2010	2011	2012	2013	2014	2015	2016	2017	2010-2017
Non-Gov.Org.Internat./ Foreign	10,32	20,39	26,42	21,57	28,34	30,53	24,43	19,02	181
Swiss Non-profit Organisations	5,96	16,92	23,74	20,73	19,46	26,23	18,43	15,65	147
United Nations Organizations	6,11	11,96	11,89	18,78	18,82	11,92	15,98	16,34	112
International Financial Instit	3,16	27,66	11,27	8,57	11,48	14,21	6,62	5,04	88
Private Sector	1,33	6,69	11,40	9,98	13,35	12,21	15,09	15,07	85
No Contract Partners	1,40	8,09	15,90	17,15	14,90	10,38	8,50	6,18	82
State Institutions FOREIGN	5,20	7,17	9,07	9,85	5,10	5,54	4,14	4,04	50
Swiss Academic&Research Inst	2,13	4,53	4,42	3,47	5,68	5,25	3,52	4,67	34
Other International Organizat	2,26	1,95	2,46	1,81	3,20	4,58	3,61	3,02	23
Academ.&Research Org.Internat	2,31	3,41	2,33	0,79	1,58	1,02	0,91	1,73	14
State Institutions SWISS	0,35	0,42	0,49	0,44	0,43	0,45	0,46	0,65	4
All partner cgroups	41	109	119	113	122	122	102	91	820

Figure A3.3: General trend in spending

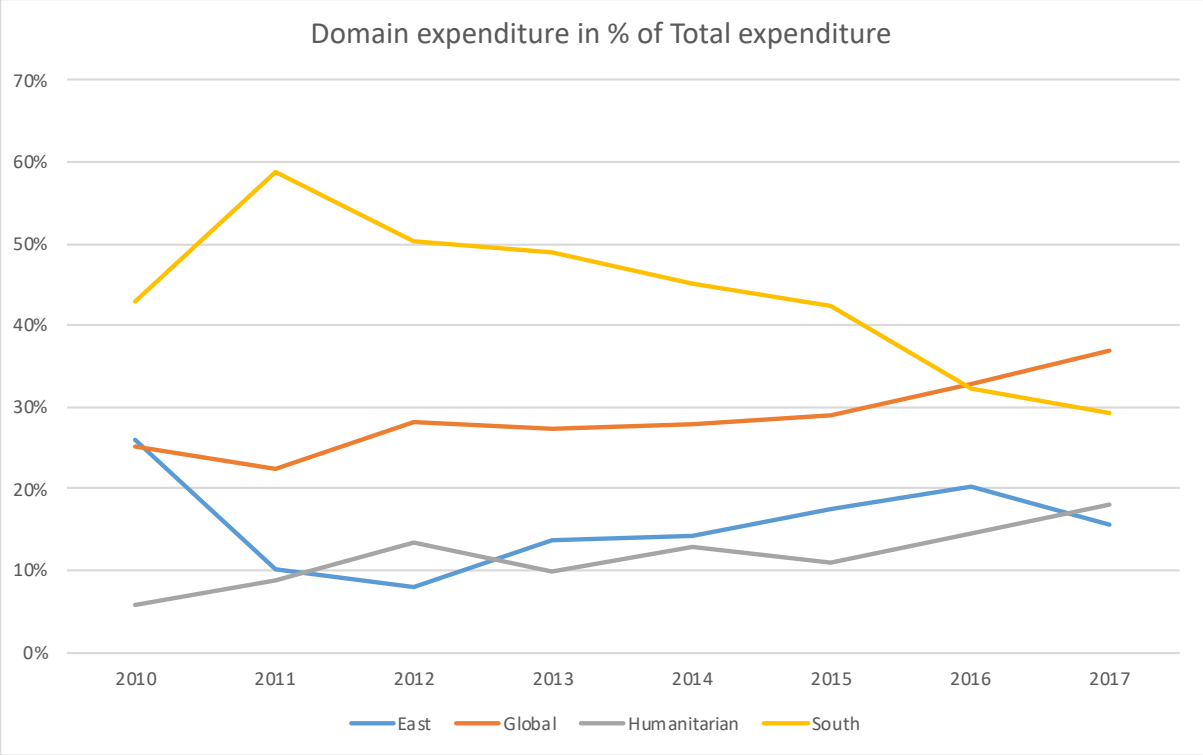






Expenditure by Domain

From 2010 to 2011 there was a sharp increase in total expenditure. Then a relatively stable period until 2016 and 2017 where there was a decrease in expenditure.
When looking at the different domains and their share of the total expenditure



HA and Global has gradually increased their share of the total. South has been reduced and East is a bit up and down, apart from 2010 to 2011 East has also increased

Overall summary. Is that the total expenditure has reduced largely be reducing South. Even Souths share of the total reduced from app 50% to app 30%

Annex B Methodology and sample

Summary of the methodology

The TOR presented 5 tentative evaluation questions with some 25 sub-questions. The questions from the TOR were considered in the light of the theory of change in the different domains and found to be appropriate and likely to be insightful. They were slightly adjusted and re-ordered and complemented by a set of indicators. A more detailed presentation of the sources of data, methodology and instruments is available in the inception report (September 2018) where an evaluation matrix is presented. This matrix also considered the reliability and validity[22] of the methods and data. The questions were clustered, as in the TOR, under: relevance, effectiveness, efficiency, sustainability and impact. The questions and indicators are presented in this report in chapter 3 under findings.

It was agreed at inception stage that the topic of WASH in the humanitarian domain should be included and that the topics of policy and advocacy, diplomacy and security and water economics were topics that were central to the Global Programme Water but not necessarily the best way to consider water engagement in the other domains. Apart from the global domain, policy and advocacy are considered as part of project intervention rather than being stand-alone topics in the sense that support programmes to major policy reforms were not a common element of SDC cooperation. Outside the global domain, water diplomacy is a strong element of regional strategies in Central Asia and Middle East North Africa (MENA). Water economics is a broad topic and again outside the global domain (with its support to the water footprint), the topic of water economics was mainly treated as a part of projects. So whilst the six topics were still considered especially for the portfolio analysis and analysis in the global domain, the other units of analysis were adjusted to focus on WASH, water for agriculture and IWRM with attention as shown below:

Table B.1.1 Domains and unit of analysis

Domains	Area (unit) of analysis
Humanitarian	WASH – humanitarian
South Cooperation East Cooperation	WASH – development
	Water for agriculture
	IWRM
	Country /regional - diplomacy & security (especially Central Asia/ MENA), water economics, policy and advocacy
Global	Global - mainly on policy and advocacy with diplomacy & security, water economics, WASH, IWRM, water for agriculture

The topics of: i) transformational/systematic change; ii) gender; iii) cooperation modalities/partners; iv) cut across the evaluations questions. It was found that it would be relevant to include these topics in the higher level synthesis of conclusions that span across the evaluation questions.

A combination of six different approaches and methods were used in this evaluation:

- Analysis of the theory of change and verification of the evaluation questions
- Portfolio analysis with selection of desk and field samples
- Desk study of normative documents and meta evaluation/review documents
- Interviews with stakeholders
- Country and project visit

[22] Reliability meaning how objective the analysis is and the extent to which different people would come to the same conclusion. Validity meaning the extent to which the indicator shows what it is meant to show and sheds light and insight on the question.

The approach although broadly sequential still implied an element of iteration in that for example the initial selection of samples was influenced by later interviews and the success of data collection.

Analysis of theory of change - a generic theory of change that summarises the SDC contribution across the South, East, Global and Humanitarian domains was undertaken (see chapter 2 and more detailed analysis in Annex F).

Portfolio analysis and sample selection - The portfolio analysis served to provide insight across the broad spectrum of all SDC engagement in water based sector codes as described in Annex A. The main findings and implications for the evaluation are summarised in chapter 2. A second purpose of the portfolio analysis was to provide a basis for selection of a sample of countries and projects.

Sample selection - For the South, East and Humanitarian domains, the selection process identified a long list of countries that can then be shortened down to desk sample and finally a field visit sample. The criteria for country selection were: the presence of regional and also global domain activities; a significant level of water expenditure; projects that represent a range of topics. Within the selected countries a number of projects were selected based on criteria such as the size of project, the level of completion, the presence of earlier reviews and evaluations and ensuring that a range of topics and contract partners was obtained.

The sample size at desk and field visit stage is summarised below in table B1.2, the selection of countries for analysis is given in table B1.3.

Table B1.2 Size of sample

Unit of analysis	Desk study (number)	Field visit (number)
Regional	2	2
Countries	8-10	5
Projects	20-30	15-20
Global Partnerships	6	4

Table B1.3 Selection of countries for analysis

Domain	Desk	Field
East/ Humanitarian	Tajikistan[1,2,3] Moldova, Macedonia	Tajikistan[1,2,3] ,Jordan[1,2,3] , Ethiopia [1,2,3,] Honduras[3,] Bangladesh[1,2,] (Columbia) [1,2,3]
South /Humanitarian	Jordan[1,2,3,] Syria [1,] Columbia[1,2] ,Niger [1,] Bangladesh[1,2,] Pakistan [1,]Honduras[3,] Mozambique*, Ethiopia [1,3,] Bolivia	

Note: 1= humanitarian significance; 2= confirmed GPW significance, 3= regional support significance

The partnerships that are selected for the Global domain are shown in table B1.4 below.

Table B1.4 Selected partnership for the Global Domain

Topic(s)	**Partnerships for desk analysis**	**Activities in field visit countries**
Policy	UN SDG6 process	All
WASH	Swiss consortium	All
IWRM	GWP	Bangladesh Tajikistan, Jordan, Columbia, Honduras
Economics	Water footprint	Columbia
Diplomacy	Blue Peace	Jordan, Tajikistan
Water for Agriculture	WRG 2030	Bangladesh, Tajikistan

Each country visit led to a country case study report and for each country one project-based case study was prepared, selected from the sample of projects in the field visit country on the basis of the quality of evidence and insight into the evaluation questions. A summary of the rationale for the country and global partnership selection is given in Annex B1

Desk study – Three main types of documents were assembled and reviewed:

- Normative documents – these comprised country and regional and domain-related strategies but also the SDC website. The normative documents were used extensively in the development of the theory of change and in the confirmation and adjustment of the evaluation questions and refinement of indicators.
- Earlier evaluations and reviews - SDC shared documents relating to earlier project level evaluations and review of water-related projects. These have been thoroughly digested and an annotated bibliography is provided in Annex D. They served the purpose of bringing a close up insight into the type of projects supported by SDC as well as informing the selection of projects as they at least indicate projects and countries where meta-evaluation information is available. There were also other useful and relevant evaluations as the evaluation of SDC's global programmes (2016).
- Sample documents –a systematic collection of the available documents at the project level was done. This included: the full set of countries strategies from 2010, project formulation documents, end of phase's reports, and evaluations and reviews that were not necessarily archived in the SDC evaluation unit. They served the purpose of doing completing the evaluation matrix project-by-project and preparing the country note.

Interviews - A number of interviews took place as part of the kick-off meeting, the preparation of the inception report, country visits and after those – the list of those interviewed are given in Annex E. In general, the interviews were held to ask questions that could not be answered by reading documents, where confirmation or wider discussion was required. Interviews also followed the evaluation matrix with a focus on evidence that could inform the selected indicators depending on the interview target themselves and the nature of the findings that needed to be tested. In all cases a short 1 to 3-page note was made of the interviews and stored on a dropbox folder so that all team members could avail of the information. Interviews were made to following groups: SDC- headquarters, SECO, SDC country office personnel, implementing partners, and development partners.

Assembly and documentation of evidence - Each evaluation question or sub-question had a lead author who aggregated findings across a variety of sources and obtained from across the team based on interview notes. Similarly, the sample projects were divided between the team members with a degree of overlap. The key findings were synthesised across a variety of sources and triangulated by corroborating them with alternative sources or data types. A ranking of the evidence base was made at sub-question and question level (strong, more than satisfactory, indicative but not conclusive, and weak).

Country and project visits - The purpose of the field phase was to complete the data collection and contribute to answer the evaluation questions through the lens of selected interventions. It also served to validate or revise the preliminary hypothesis formulated around the evaluation questions and sub-questions during the desk phase. The field missions consisted of: i) Semi-structured interviews, focus groups, with in-country stakeholders such as SDC staff and other donor staff; government and non-state actors, and end beneficiaries; ii) collecting additional documentation; iii) site visits to observe on-site activities and achievements reached, and to meet targeted end beneficiaries, where relevant and feasible.

At the conclusion of the field mission, the evaluators provided feedback on preliminary findings to the SDC office of the visited countries. The country note was sent to SDC

offices for review, including a 2-page project based case study. The project-based case study under each country was from among the sample selected for that country and was chosen for quality of evidence and insight on the key evaluation questions, particularly from a forward looking perspective.

Synthesis phase - The synthesis phase followed the country visits. During this phase, findings from the desk phase and country phase were aggregated to produce a power point presentation that was presented at a capitalisation workshop, and included: results from the country visits, interim findings for each evaluation question, and case studies. After this presentation the team produced the final report taking into account all comments done by participants at the capitalisation workshop and others that received the presentation for comments.

Limitations of the evaluation - The main limitations related to: i) the large number of interventions over an 8-year period, ii) the complexity of issues underlying the performance of water engagement, were beyond water and pertained to the SDC as a whole, and iii) the availability of data and people for interviews. To mitigate these limitations, we: i) undertook a detailed portfolio analysis and expanded the range of projects we looked at to select the sample and the case studies; ii) we looked at these issues from the perspective of the evidence from the water engagement, ensured that the quality of evidence was clearly documented and triangulated, and the context of the engagement well understood; iii) ensured an early definition of the document requests and maintained a close cooperation with the evaluation unit and the SDC country offices in this regard.

B1 Detailed Methodology

Summary of rationale for country/global partnership selection

East domain – The East domain consists of three distinct areas: Western Balkans, Eastern Europe and Central Asia. At desk level it made sense to consider at least one country from each of these three areas as the context and type of projects is different.

- In Western Balkans, Macedonia and Kosovo are the two countries with the largest and most diverse portfolio of water activities. Macedonia was selected for the desk study mainly because it represented a strong case of how SDC intended to support integration within Europe and transition to a market economy. Many of the projects are environmental and policy related in nature, which represents a special focus and one that is forward looking in the sense that as countries become more developed this could be the direction of support for future water engagement. Kosovo is also a possibility but not considered as the projects were mostly rural water supply and well covered by other potential desk countries.
- In Eastern Europe, Moldova was selected, as it is the main country in this area that has a water portfolio, also one that has a number of interesting and potentially insightful evaluations e.g. the ApaSan project. Ukraine is also relevant as like Moldova it illustrates the shift from water as a sector towards water within governance and decentralisation. Ukraine also has humanitarian actions but Moldova was selected mainly due to the strength of evidence from earlier evaluations.
- In Central Asia, Tajikistan was selected at desk and also at field level as it has a significant volume of both older and current water engagements that cover rural water supply, cooperation with SECO on supporting the software part of urban supplies, water resources and IWRM (including irrigation and transboundary effects). It also is central for the regional cooperation and Blue Peace initiatives on water diplomacy and will via that effort provide insight into the Global Programme for Water. There are also some longer-term humanitarian related disaster risk reduction actions that are being taken. Uzbekistan was also closely considered but not favoured as the water programme is closing down and doesn't offer the same breadth of portfolio as

Tajikistan, where there have also been significant earlier reviews and evaluations of the water sector (mainly from 2012) and also gender.

South domain - The South domain is organised under 5 regional clusters: West Africa; Southern Africa East and North Africa and Occupied Palestinian Territory; East Asia; South Asia and; Latin America and the Caribbean. At desk level it makes sense to consider at least one country from each of these three areas as the context and type of projects is different.

- In West Africa, Niger was selected as it has a significant volume of both older and current water engagements that cover rural water supply, humanitarian action WASH, and water for agriculture, cooperation with Swiss and international NGO.
- In Southern Africa East and North Africa and Occupied Palestinian Territory, Mozambique, Ethiopia were selected. The projects selected contain a range of action including WASH, Humanitarian WASH, IWRM, water for agriculture and policy. Ethiopia was selected also as field country as it will provide insight into the regional work in the Horn of Africa. It also represents a country where the water support is representative of smaller more numerous projects.
- In East Asia and South Asia, Pakistan and Bangladesh were selected as countries with a wide range of WASH, humanitarian action WASH, water for agriculture, and IWRM projects. The projects selected have a range of closed projects, ongoing programmes (including a current emergency response project) and large, multi-themed programmes. Bangladesh was selected as a visit country because although it only has a relatively recent water portfolio it is a priority country and combines humanitarian and global water activities.
- In Latin America and the Caribbean; Honduras and Bolivia were closely considered. Honduras is representative for the Central American region and its interventions have components in all areas to be assessed: WASH, Water for Agriculture, IWRM, Policy, Diplomacy, Economics. Furthermore, two actions have evaluations and the third one a case study. The following implementing partners' types are represented: NGO, private sector.

Humanitarian domain - Jordan was selected at both desk and country level because there is a wide range of programmes to be assessed: WASH, Humanitarian WASH (including examples of secondments, direct implementation and diverse partner programming), IWRM and water for agriculture. A Global Water programme, the Blue Peace Middle East programme, was evaluated (water diplomacy) as part of a field visit to Jordan as Jordan is part of the global high level panel on water and peace. Colombia was also selected at both desk and country level because its interventions have programmes in the following areas to be assessed: WASH, IWRM, Policy, Diplomacy, Economics. Furthermore, two actions have been assessed and relevant knowledge capitalisation documents and country level reviews are available. The implementing organisations are well represented by their type: NGO, private sector, academia, state institutions. In Colombia the regional water footprint programme is being managed and coordinated with Peru, Chile, Mexico and Brazil. Columbia is also relevant as it offers a strong insight into how the Global Programme and Water and Humanitarian Domain work and because it involves regional cooperation as well as cooperation with international finance institutions and between SDC and SECO.

Global Programme Water – The six main partnerships that were considered are:

- GWP – this represents a long-term support from SDC with a focus on IWRM and water resources, there are a number of evaluations including a current one from SDC (mainly finance).
- Water & Sanitation Programme – now the Global Water Security and Sanitation Partnership (GWPS), which is a merger of the old Water & Sanitation Programme WSP and the Water Partnership Programme WPP. The GWSP has been established

in 2017 and is committed to the ambition of the larger water agenda according to the new global water goal SDG 6. This is also a very long-term support area, over 20 years and has the prospects of influencing large World Bank investment projects and for that reason is strategic in the GPW mindset. Some evaluations have taken place although most will be before the 2010 evaluation start up period.

- GEMI/JMP – a recent evaluation has been undertaken. The partnership supports and underpins the SDC support to the global water governance architecture, which is a crucial element in the GPW strategic framework. It links closely to the efforts of SDC in developing the water goals for the SDGs and also the follow up to the human right for water.
- RWSN – the network has recently been evaluated and represents a long-term investment into support global WASH. It focuses especially on the issue of sustainability thus addressing a major area of investment and a major issue in rural water and sanitation where the GPW has had the opportunity to add value in terms of building up a knowledge base.
- Water foot print – this is an example of the developing cooperation with the private sector with a number of significant interventions including the first one in Columbia with 11 private companies where substantial success in reducing water use is claimed. The water footprint contributes as an indicator to evaluate, monitor and prioritize investments to reduce the direct and indirect impacts of water uses, in the production of goods and services.
- Blue Peace – This initiative aims at furthering water diplomacy at the transboundary level. It is an initiative of the GPW that has strong links to regional actions particularly in the Middle East and Central Asia.

Desk Study phase

Documents

There are two main types of documents that were initially reviewed: normative documents such as country and regional and domain-related strategies and; earlier evaluations and reviews. A share-web was set up for each domain with a folder for each of these two categories. Once a project sample was agreed, action was taken to assemble and review project documents including: project identification and formulation; progress and technical reports; project completion reports and; reviews and evaluations.

- Normative documents – these comprise country and regional and domain-related strategies but also the SDC website which has a wealth of updated information on objectives, strategies and approaches within themes and within domains. The normative documents have been used extensively in the development of the theory of change and in the confirmation and adjustment of the evaluation questions and refinement of indicators. As noted in the evaluation matrix (inception report) a number of the indicators use data from the normative documents.
- Earlier evaluations and reviews - SDC shared some 37 documents relating to earlier project level evaluations and review of water-related projects. These have been thoroughly digested and an annotated bibliography is provided in Annex D. They served the purpose of bringing a close up insight into the type of projects supported by SDC as well as informing the selection of projects as they at least indicate projects and countries where meta-evaluation information is available. As it is impossible for this evaluation to carry out evaluations of individual projects, a major source of data will be of meta-evaluation nature where the findings of previous evaluations and reviews are identified, tested and confirmed. There are also a number of useful evaluations that have been done such as the evaluation of SDC's global programmes (2016) that have a more general relevance.

- Sample documents – as noted above, a systematic collection of the available documents at the project level will be needed once the sample is confirmed. A brief search on one or two likely projects (e.g. the Lake Prespa project in Macedonia) confirmed that in reality there are a number of evaluations and reviews that are available but not necessarily archived in the SDC evaluation unit.

For a few key evaluation and other studies an annotated bibliography was made.

Interviews

A number of interviews took place as part of the kick-off meeting and the preparation of the inception report. In general the interviews were held once the desk study of available documents was undertaken so that only residual questions are asked (and not ones that can be answered by reading documents) and those where confirmation or wider discussion is required. In general, interviews followed a short checklist guide line drawn up in advance depending on the interview target themselves and the nature of the findings at desk level that need to be tested. The structure of the interview in general followed the evaluation matrix with a focus on evidence that informs the selected indicators. In all cases a short 2 to 3 page note were made of the interviews and stored on a dropbox folder so that all team members could avail of the information. The structure of the note followed the evaluation matrix to make it easy to pick up and register findings for the final reporting phase. The interviews needed fell into the groups as shown in Table B1.5. To keep anonymity a coding system was used for all interviews including those at country visit level.

Table B1.5 Interview groups

Organisation	Unit / division	Purpose
SDC-headquarters	Core Learning Platform Global Programme Water South/ East/ Humanitarian Domain	To deepen understanding of the thematic and domain activities and to follow up where needed on interviews already held during inception phase
	Networks (ResEAU/ AguaSan)	In relation to EQ 3.3 on efficiency and value added of the network
SECO	Core Learning Platform	In relation to those sample countries where SECO and SDC are both involved in the water sector and EQ3.2
SDC country office personnel	All the desk countries x10	To understand the country context and SDC water programme and in particular to obtain information on the sample projects. For visit countries to arrange a programme. To interview across all the evaluation questions depending on the themes involved
Implementing Partners	Selected Global Programme Water implementing partners	To obtain information on the sample projects and to discuss evidence that can inform relevant indicators under the evaluation questions – this will be done in recognition of the particular sample projects that the implementing partners are involved with and their role.
	Selected Multi-B implementing partners	
	Selected international implementing NGOs/ research bodies/ consultants (e.g. SKAT)	
Development partners	Selected donors co-funding Global Programme initiatives or Multi-B projects UNHCR and UNICEF especially in relation to HA	To obtain information on the sample projects where the donors are co-funding and in particular to provide an alternative view on the findings of earlier reviews and evaluations and also on-going findings from this evaluations.

Assembly and documentation of evidence

Each evaluation question or sub-question had a lead author aggregated findings across a variety of sources and obtained from across the team based on interview notes. Similarly the sample projects were divided between the team members with a degree of overlap. The key findings were synthesised across a variety of sources and triangulated by corroborating them with alternative sources or data types.

Country and project visit phase

The purpose of the field phase was to complete the data collection and contribute to answer the evaluation questions. It also served to validate or revise the preliminary hypothesis formulated around the evaluation questions and sub-questions during the desk phase. The field phase was not intended to conduct an in-depth assessment of the implementation of individual SDC supported interventions but to examine the evaluation questions through the lens of selected interventions.

The field missions mainly consisted of:

- Semi-structured interviews and possibly focus groups, with in-country stakeholders such as SDC staff and other donor staff; government and non-state actors; and end beneficiaries. The team used interview guides on the basis of the preliminary desk findings and information gaps.
- Additional documentation/data collection, which weren't received before and would be available in the countries notably at the SDC and partner offices.
- Site visits organised to observe on-site activities deployed and/or achievements reached, and to meet targeted end beneficiaries, where relevant and feasible.

At the conclusion of the field mission, the evaluators provided feedback on preliminary findings to the SDC office of the visited countries. The outline of country case studies is given below:

1 Introduction and context

1.1 Development cooperation

What did SDC support within water – history and strategy of support (very brief- max 1 page, better ½) …anything important about the context (e.g. recent election)

1.2 Methodology and projects selected

Why the country was selected, what will be the focus in terms of topic and projects and what were the main organisations met, what was the sample of projects looked at

2 Findings across the evaluation question

For each question/ sub-question the findings with source of information and evidence will be summarised in table form.

A system of codes for interviewees was made and where relevant quotes put in italics, with the code name of person or institution. Annexes included: Project based case study; Persons Met and programme; Documents consulted; Pictures. In addition for each country case study there was a 2 page project-based case study which summarised: Context, challenges to be addressed and project objective; Significant change(s); Explanatory factors for the change; Influence of SDC support; Alternative explanations; Lessons learnt and wider implications.

The project-based case study under each country was from among the sample selected for that country and chosen for quality of evidence and insight on the key evaluation questions, particularly from a forward looking perspective.

Synthesis phase

The synthesis phase followed the country visits. During this phase, findings from the desk phase and country phase were aggregated.

B2 Sample

Identification of countries and projects for more detailed analysis

The identification of which projects to use for more detailed evaluation was done in 2 overall phases. First a number of countries were identified and then a number of projects were identified in these countries. The guiding criteria are: All domains: Global/Humanitarian/South/ East Europe; Geographic spread; Level of expenditure at

country and project level; Topic spread; Contract partner group (type of implementing partner); Both country and regional projects; Older & newer programs/ projects; Earlier reviews and evaluations and data availability; Successful and unsuccessful projects; Likely insight that reflects wider SDC engagement..

These criteria informed a set of operational criteria at country and project level for selection: The country (or most of the countries) should be among the top 20 countries in terms of expenditure but also at least some that represent a lower level of expenditure. Countries, particularly if a field visit was envisaged should have at least 2 of the 6 sectors presented and the set of countries should have both global and regional projects.

Selection process

Step 1: Identification of Thematic sectors and Domains
Based on the projects contained in the SAP extract, prepared by SDC, a number of thematic sector groups were identified. The thematic sectors are identified based on Code 13. A list of Code 13 and a list of the codes used to define the different thematic sector are shown in Annex B1. In addition to the truly thematic sectors like WASH, WR, Agriculture etc. the four domains were analysed separately: South, Global, Eastern and Humanitarian Assistance.

Step 2: Analysis of Thematic sectors and Domains
For each defined Thematic sector and the Domains (see Annex B3) an EXCEL file was generated based on the SAP extract. A summary of the analysis for is included in Annex A: Portfolio Analysis.

Step 3: Comparison of sectors
Based on the portfolio analysis the overall distribution of activities on Thematic Sectors and Domains includes many countries but the bulk of the resources (over 90%) are spent in less than 20 countries. From the perspective of this evaluation is seems reasonable to focus on the countries where the bulk of money is spent.

Step 4: Selection of Long List of Countries
For South Domain, East Domain and Humanitarian Domain a systematic analysis was done. The Top 20 countries were analysed looking at how many projects in different Thematic Sectors and through which Contracting Partners.

This resulted in the long list of countries shown in table below which has been adjusted over several iterations.

Table B1 Long list of countries

South/ Humanitarian	East
Jordan	Tajikistan
Columbia	Moldova
Bangladesh	Macedonia
Pakistan	Kosovo
Nicaragua	
Pakistan	
Mozambique	
Ethiopia	
Honduras	
Niger	
Bolivia	

Details of which sectors are represented in these countries and the expenditure is shown in Annex B2. In all the countries other sectors will be represented with smaller expenditure.

Step 5: Selection of desk list of projects in desk (and field countries)

Table B2 Comparison of entire engagement in water, desk country and field country sample (at country level expenditure)

	All Domains expenditure - CHF		Desk sample expenditure - CHF		Field sample expenditure - CHF	
Sector						
Agricultural water resources	2,024,652	0%	510,298	0%		
IWRM (watershed)	93,989,663	11%	25,382,204	15%	4,814,194	9%
Reconstruction (comp. Water)	4,440,293	1%	3,719,542	2%	2,739,542	5%
Reconstruction (till 2016)	72,967,391	9%				
WASH	372,970,283	45%	88,195,831	54%	34,603,971	64%
Water diplomacy and security	29,167,187	4%	30,525	0%	30,525	0%
Water economics	19,325,571	2%	6,982,248	4%	2,605,454	5%
Water for agric&food	98,042,835	12%	13,441,017	8%	520,798	1%
Water resources	113,174,045	14%	23,725,791	14%	7,818,303	14%
Water resources conservation	7,458,734	1%	1,021,019	1%	350,000	1%
Water sector policy	9,227,846	1%	890,323	1%	496,461	1%
Totals	822,788,500		163,898,798		53,979,247	

Contract Partner						
Academ.&Research Org.Internat.	13,936,194	2%	1,834,010	1%	405,677	1%
International Financial Instit	63,388,811	8%	7,219,890	4%	2,831,170	5%
No Contract Partners	83,511,542	10%	14,232,578	9%	9,396,846	17%
Non-Gov.Org.Internat./Foreign	184,198,714	22%	47,955,899	29%	25,197,063	47%
Other International Organizat.	21,955,753	3%	29,984	0%	-	
Private Sector	84,719,248	10%	16,401,976	10%	7,928,742	15%
State Institutions FOREIGN	57,307,455	7%	21,942,613	13%	2,691,023	5%
State Institutions SWISS	3,713,688	0%	62,430	0%	62,430	0%
Swiss Academic&Research Inst.	31,330,675	4%	290,462	0%	-	
Swiss Non-profit Organisations	135,741,564	16%	36,008,055	22%	3,583,962	7%
United Nations Organizations	142,984,855	17%	17,920,902	11%	1,882,334	3%
Totals	822,788,500		163,898,798		53,979,247	

Table B2 shows that at the desk level approximately 20% of the engagement took place in the selected desk countries and about 7% in the field visit countries. A reasonable representation of topics and contract partners is also shown noting that this analysis does not take into account the global domain, which explains why diplomacy and security appears low although in practice it will be included through the global programmes in especially Tajikistan and Jordan. Water in agriculture is also included through the inclusion of Pakistan as a visit country.

Table B3 Comparison of overall expenditure and desk sample

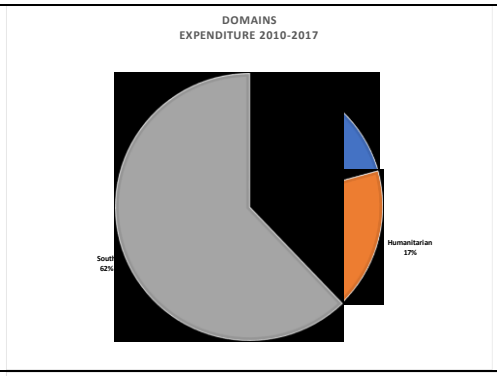
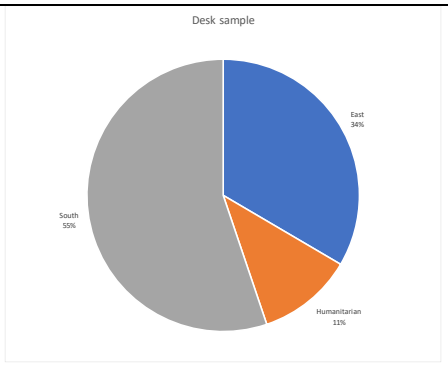
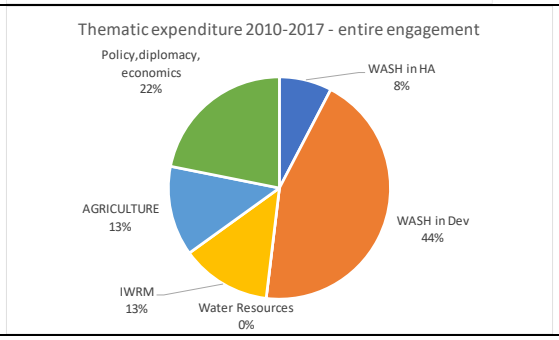
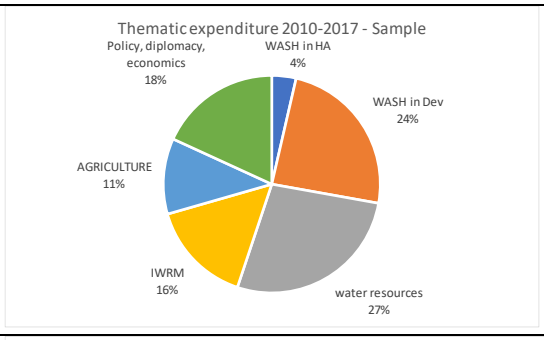
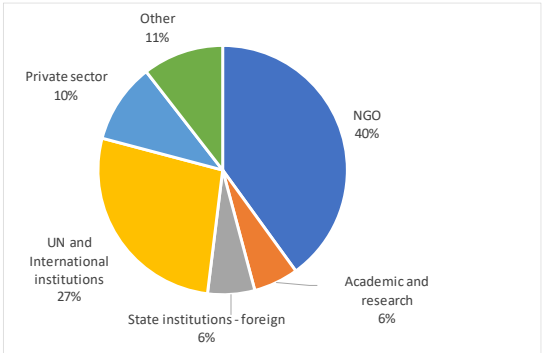
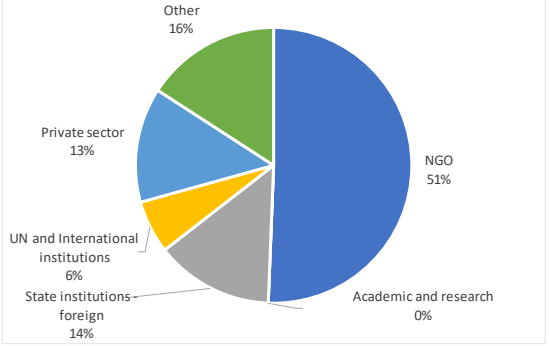
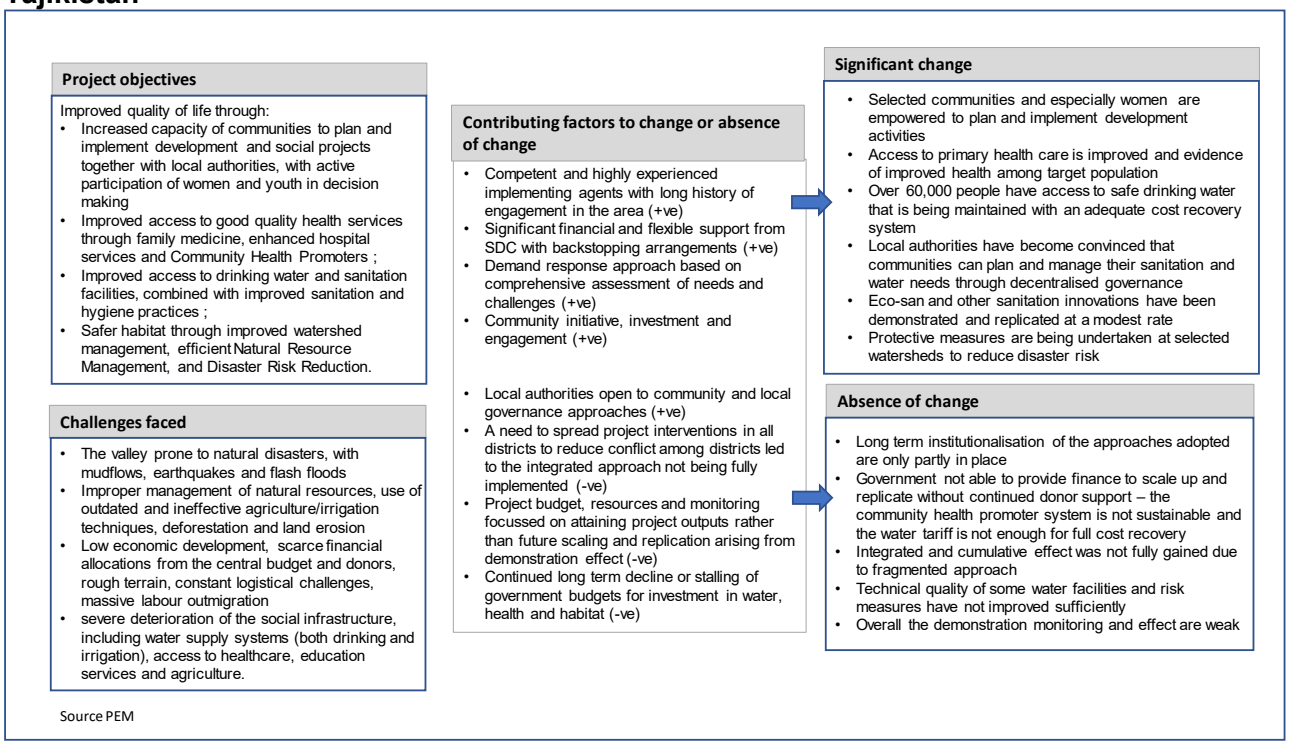
Domain		
Themes		
Contract partner		

Table B4 shows a reasonable representativeness of the desk sample across domains, themes and contract partners. It is judged to provide a good base for the final selection that will depend on the evidence base and advice of the SDC programme officers at country level. At the thematic level the sample shows a stronger focus on water resources which will merit further consideration at desk level (in part it is due to the coding system).

Annex C Case studies

- Integrated Health and Habitat Improvement in Rasht Valley (2013-2017); Tajikistan
- Safe water supply: Azraq camp; Jordan
- Amhara Integrated Rural WASH Project AIRWASH; Ethiopia
- El Agua nos Une; Colombia
- Aguasan Programme; Honduras
- Institutionalise Integrated Water Resources Management; Bangladesh

Case Study: Integrated Health and Habitat Improvement in Rasht Valley (2013-2017) Tajikistan



Source PEM

Project objectives –The overall project objective was to improve the quality of life through four main means: improving access to health, to water and sanitation, to an improved habitat and to underpin and sustain this by improving the capacity of the communities to plan and implement in a participatory and inclusive way and by engaging local authorities.

Challenges faced – The challenges faced included a difficult geology prone to natural disasters, poor management of natural resource and long-term deterioration of water and health infrastructure in a context of low economic development.

Significant changes or absence of change – there have been significant changes taking place since the start of the project; the selected communities and especially women are empowered to plan and implement development activities; access to primary health care is improved and evidence of improved health among target population; over 60,000 people have access to safe drinking water that is being maintained with an adequate cost recovery system; local authorities have become convinced that communities can plan and manage their sanitation and water needs through decentralised governance; eco-san and other sanitation innovations have been demonstrated and replicated at a modest rate; protective measures are being undertaken at selected watersheds to reduce disaster risk.

At the same time there have also been areas where change that was expected has not yet occurred such as: the long-term institutionalisation of the approaches adopted are only partly in place; government not able to provide finance to scale up and replicate without continued donor support – the community health promoter system is not sustainable and the water tariff is not enough for full cost recovery; integrated and cumulative effect was not fully gained due to fragmented approach; the technical quality of some water facilities and risk measures have not improved sufficiently and; overall the demonstration monitoring and effect are weak.

Contributing factors – The factors that have contributed positively towards change include: the presence of competent and highly experienced implementing agents with long history of engagement in the area; significant financial and flexible support from SDC with backstopping arrangements; the use of a demand response approach based on comprehensive assessment of needs and challenges; prioritisation on ensuring community initiative, investment and engagement and; the presence of local authorities open to community and local governance approaches.

Factors which contributed to slower or even the absence of expected change include: the need to spread project interventions in all districts to reduce conflict among districts which led to the integrated approach not being fully implemented; a focussing of project budget, resources and monitoring on attaining project outputs rather than future scaling and replication arising from demonstration effect and; continued long-term decline or stalling of government budgets for investment in water, health and habitat.

Influence of SDC support – SDC support has been instrumental in that without the significant financial resources (so far close to CHF 5million have been disbursed since 2012) the interventions would not have gone ahead. Beyond the channelling of financial resources, SDC has also added value by ensuring the selection of competent implementing partners, managing the contract and supervising the attainment of outputs and outcomes. At the same time SDC undertook a policy dialogue within the sector both at national and sub-national level using its convening power to emphasise key messages on developing a decentralised and people-centred approach. SDC has also provided technical backstopping. Potential weaknesses that SDC could have reacted to earlier include the late attention given to sanitation and the low priority given to school's hygiene. There is also limited interchange between the 3 water sector projects being supported meaning that advances, for example on tariffs and embedding hygiene in the health and education sectors, were not transferred across projects. It could also be argued that SDC has not fully exploited its political capital in persuading the government to advance key institutional reforms that would provide a more sustainable future for the projects implemented and create an environment where they would be more likely to be replicated.

Lessons learnt

- An integrated approach between health, habitat and water brings advantages. Provided the approach is implemented at the local level through communities and local authorities the complexity of operating across different sectors can be managed.
- Community based approaches are viable although without institutional reforms and sufficient sector financing through government transfers and tariffs, the approach is unlikely to be replicated
- There is much to be gained from learning from other projects and exchanging experience however without a special initiative it does not seem that there are strong incentives to do so and the barriers are greater than could be expected.

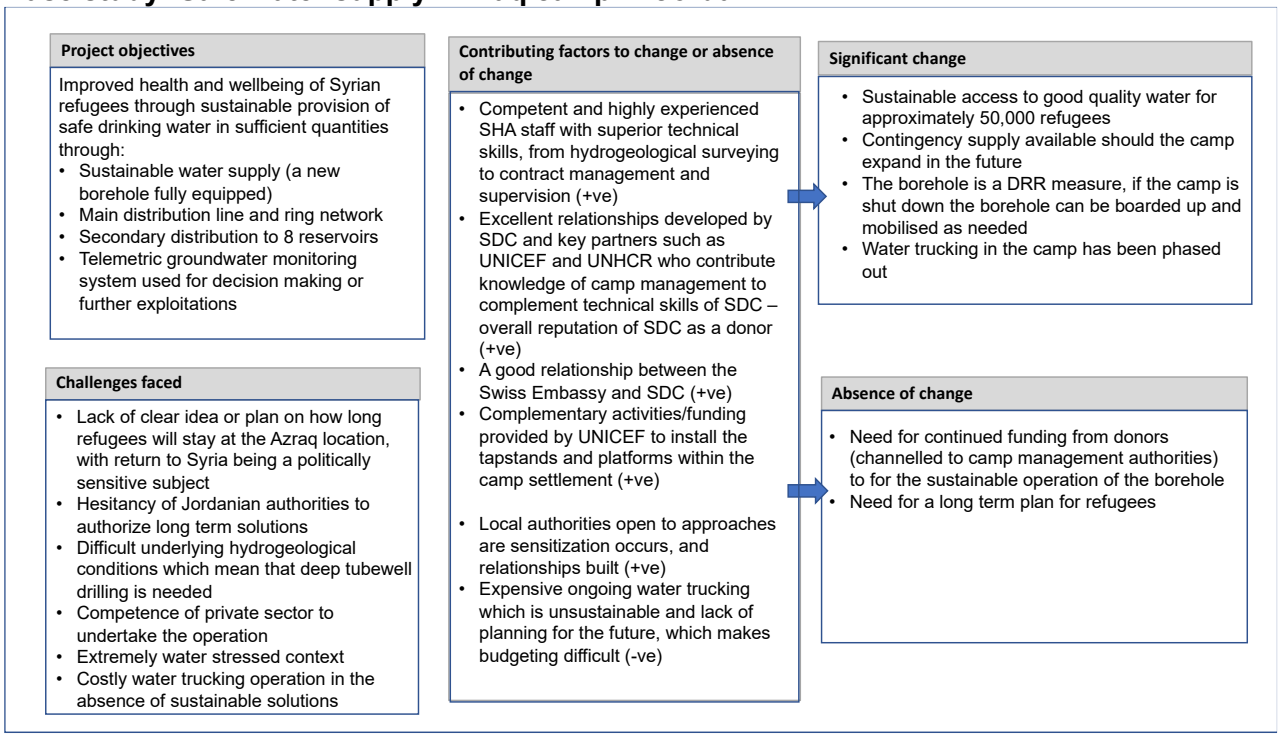
Publicly assessible project information held at community level

Small scale disaster risk reduction works

Water standpost

Hand washing facilities at ecosan installation

Case study: Safe water supply: Azraq camp in Jordan



Context: Azraq refugee camp was opened in April 2014. The camp management is co-coordinated by Syrian Refugee Affairs Directorate (SRAD) and UNHCR. Azraq camp currently hosts 36,699 refugees in four villages out of 40,092 registered refugees. The camp has the potential to be expanded to accommodate 120,000 - 130,000 refugees at maximum capacity. The village-based approach aims to foster a greater sense of ownership and community among residents. The camp has a coordination mechanism composed of different agencies, which include camp coordination, inter-agency community representatives meetings, sectors and Task Force meetings including information sessions. The Inter-agency Camp Coordination Meetings are chaired by UNHCR.[23]

Challenges to be addressed: The Azraq camp although well designed had sub-standard and lacked water infrastructure. The first borehole drilled failed, and the camp was 100% dependent on the 2nd borehole drilled by UNICEF, which was risky due to a growing camp population, and no contingency water options aside from water trucking which is costly. In addition the 2nd borehole was not connected to a network therefore water supplied was provided in the camps via trucking to water points. There were risks of contamination and risks related to external pressures (availability of trucks and diesel etc.) as well, it was a very high cost operation.

SDC was approached by UNICEF (the WASH lead in the camp) to drill a 2nd functioning borehole to provide water to inhabitants of Azraq camp. SDC decided that this project would be completed through a direct action (credit note and additional credit), with technical support from SHA experts.

Significant change: The key significant change that occurred as a result of the project was the transition from water trucking to a more long-term, sustainable water supply option through the borehole and pipeline water system implemented in the project. Phasing out water trucking in WASH humanitarian operations is a top sector challenge globally as it is known to be unsustainable, costly and there are risks to water quality through water trucking. The water supplied to camp beneficiaries through a network has been more sustainable, reliable, and convenient. Overall there has been a significant reduction in cost (someone has estimated that the cost of the borehole has been recovered within 4 years, in comparison to water trucking estimates), allowing for savings to be spent on other camp operations. After the project was finalized in May 2014 there was a cessation of water trucking in Azraq camp. Speaking to beneficiaries, there was a significant change in accessibility to water supply and improvement in ease of access.

[23] Source: https://reliefweb.int/report/jordan/unhcr-jordan-factsheet-azraq-refugee-camp-june-2018

Explanatory factors for the change/Influence of SDC support: The provision of the 2nd functioning borehole (440 m deep) and 13.4 km ring network through SDC direct implementation has been thought to be of high technical standard, timely, highly collaborative (i.e. all stages completed in collaboration with relevant stakeholders including national authorities and camp management, and MOUs signed with UNICEF, witnessed by UNHCR), and completed according to plan. The borehole drilling was thought to be accountable and updates. The project was provided through credit proposal and additional credit, with a total budget of 2,210,000 CHF. The project was finalised in May 2017.

Alternative explanations: The alternative to the project intervention would have been the continuation of water trucking and implementation of "mini water systems". All interviewed believe the intervention implemented was the best possible solution to meet the water needs of the Syrian refugees in the camp. The other alternative approach would have been for SDC to provide funds to a partner to undertake the intervention through partners, likely NGOs. Interviewees stated that the intervention implemented was more efficient than this alternative approach, as the feasibility study, the BOQ and other hydrogeological studies were carried out by SHA staff efficiently and to a higher quality standard than the alternative methods. The SDC approach eliminated a "middle layer" in traditional forms of implementation by supervising the contractors directly. The financial sustainability was seen to be an asset as this form of implementation was less expensive mode of implementation, and has likely resulted in lots of money saved through the elimination of water trucking. It is important to note that SDC support was complemented with UNICEF support through their implementation of the clustered level tapstands.

Lessons learnt and wider implications:

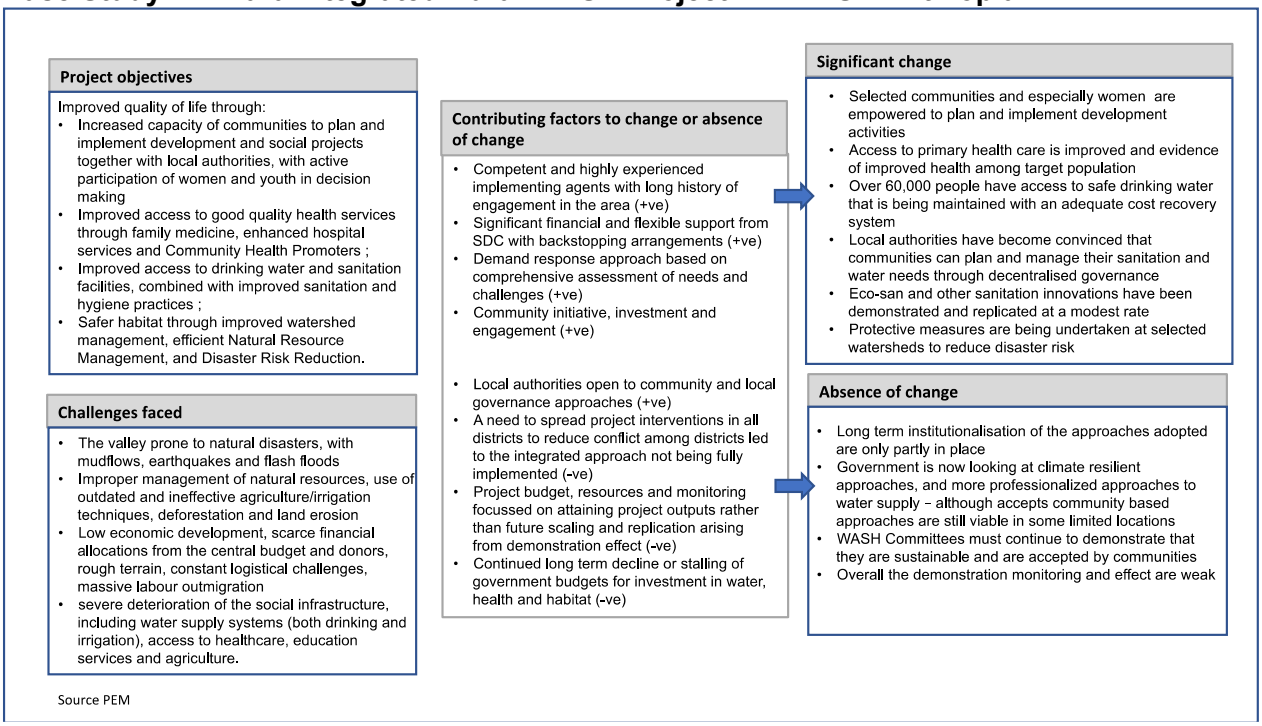
- Direct action has been a success due to collaboration with relevant stakeholders in an accountable way (e.g. MOUs signed and particularly excellent collaboration with UNICEF who provided expertise on negotiating camp dynamics and working with local authorities); good contract management with contract checked and by a contracts expert and selection of an good local contractor; good planning and supervision by technical experts from the SHA pool as well as the engagement with a national engineer who was based on site throughout the process.
- The project was made possible as SDC had excellent collaboration at all levels, and was seen to be a highly collaborative donor humanitarian water supply in Jordan at the time. While the technical staff of SDC were known to the main WASH actors e.g. UNICEF, UNHCR.

Azraq camp:

Manhole cover for borehole

Raised water storage tanks, treatment units and aerator (aerator supplied by UNICEF):

Case Study: Amhara Integrated Rural WASH Project AIRWASH - Ethiopia



Context: The AIRWASH project represents one of the projects which comprise the Swiss Water and Sanitation Consortium (SWSC) projects in Ethiopia implemented by Helvetas. There are 3 SWSC partners in Ethiopia – Helvetas, Caritas and HEKS. The AIRWASH project is implemented in 3 Woredas (Mecha, Dera and Fogera) of Amhara region. The projects focuses on improving the economically poor and socially disadvantaged in the 3 Woredas through increased access to safe drinking water, adequate sanitation, improved hygiene and water for family farming/IWRM practices.

The project was cofinanced by the Millennium Water Alliance (MWA), and implemented by Helvetas - SDC's support was co-financing to this larger project. The MWA has a strategic plan to achieve 100% water coverage in 3 districts of Amhara Region, and therefore the SDC's project completed these plans. The project was implemented in 3 phases, and was initiated in 2011 with SDC's funding ceasing in mid 2017 (the project is currently being closed out by Helvetas, and is currently running on Helvetas funds).

Challenges to be addressed:
Amhara Region is a more populous region of Ethiopia and contains both highlands and lowlands, and some areas defined as being semi-arid. The region is known for its agricultural output. Rural water supply coverage in the state is reported to be at 43% coverage. The programme targets very typical WASH sector challenges at the community level particularly the high levels of diarrhoeal and other waterborne diseases experienced in the remote rural areas.

Significant change:
The significant change demonstrated at the project at the project level is the improved access to WASH in the 3 targeted woredas.

Explanatory factors for the change/Influence of SDC support:
It is noted that SDC and MWA support to AIRWASH were cofinanced, and in these situations it can be difficult to understand attribution of the two different donors to the different elements of the programme. For instance in the villages visited in Dera Woreda, the SDC support was responsible for the water supply (boreholes, handpumps) and WASH committees – while the MWA provided the community level chlorine stations and the innovative sustainability monitoring through AKVO[24] and mwater apps. However this arrangement was not the same in all of the Woredas.

[24] Both AKVO and mwater are well known organizations that work with WASH data generation and monitoring

The scope of the project would certainly not have been possible without the SDC funds and in all likelihood contributed to a greater number of households being reached. The WASH and gender learning elements which in all likelihood strengthened the approaches implemented provided through the Swiss Water Consortium e.g. through national learning events and staff attending AGUASAN for instance have led to a greater competence of the WASH staff, and improved the outcomes to a certain degree.

The influence of SDC support is limited to the communities (as described in the main body of the report) however there is some influence of SDC support at the Woreda level government, which has the potential for scale up at Woreda level specifically in the area of sustainability. There is evidence of sensitization government staff on approaches of AIRWAH in the use of WASH committees, and their role to ensure local sustainability and to have a link with relevant Woreda staff on O&M arrangements.

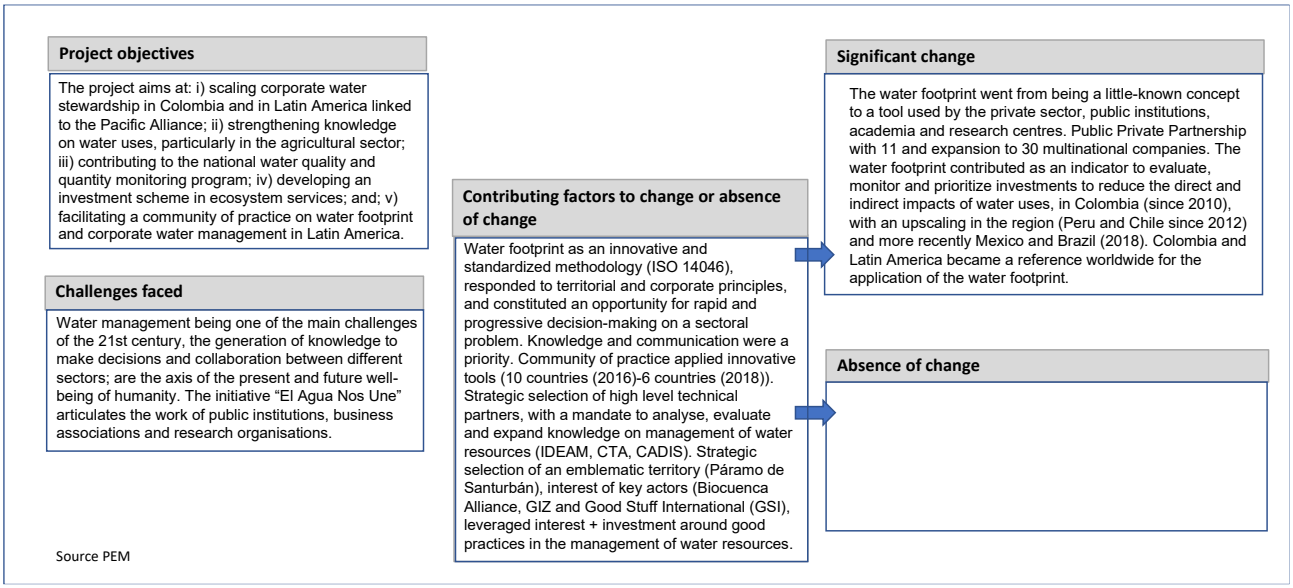
Alternative explanations:
It is difficult to understand the influence of the SDC vs. the MWA funds in the earlier stages of the project. However there is a clear influence of the MWA strategy to increase WASH coverage in the Woredas

Project photos:

Village level WASH Committee, Dera Woreda

Community AfriDev Handpump, Dera Woreda

Case study: El Agua nos Une
Colombia / Latin America



Project objectives –The project objective aims at: i) scaling corporate water stewardship in Colombia and in Latin America linked to the Pacific Alliance; ii) strengthening knowledge on water uses, particularly in the agricultural sector; iii) contributing to the national water quality and quantity monitoring program; iv) developing an investment scheme in ecosystem services; and; v) facilitating a community of practice on water footprint and corporate water management in Latin America.

Challenges faced The OECD estimates that by 2030, nearly 4 billion people in the world - almost half of the population - will live under conditions of severe water stress. The Water Objective (SDG 6) of the 2030 Agenda for Sustainable Development calls for action and mobilization of the different sectors to face the global water crisis. In addition, the private sector is increasingly aware that weaknesses in integrated water resource management are a substantial risk to business.

Significant changes or absence of change The water footprint went from being a little-known concept to a tool used by the private sector, public institutions, academia and research centres. Public Private Partnership with 11 and expansion to 30 multinational companies. The water footprint contributed as an indicator to evaluate, monitor and prioritize investments to reduce the direct and indirect impacts of water uses, in Colombia (since 2010), with an upscaling in the region (Peru and Chile since 2012) and more recently Mexico and Brazil (2018). Colombia and Latin America became a reference worldwide for the application of the water footprint. Upscaling within Colombia, increasing the recognition of the Swiss cooperation in the development of private public associations to face the water challenges. Contribution for the methodological standardization of the water footprint, through –ISO 14046. Investment leverage from partner companies in reduction and monitoring of the water footprint and actions in the basin reached more than16.4 Mio USD (water treatment and reuse technologies). Water footprint became an instrument of public policy in Colombia (ENA 2014 + 2018, agricultural sector planning instruments, National Program of Monitoring of quality and water quality. Contribution in the implementation of a payment scheme for ecosystem services (35 families (2016) and 70 families (2018)), strengthening local structures: Water fund - co-financed by the private sector, GIZ, in coordination with MADS.

Contributing factors. Interest and political support of the Government of Switzerland as an observer of the Pacific Alliance. Convergence of interests: SDC in promoting public-private partnerships with the great interest of the business sector in working with a diplomatic partner to improve sustainability in water management. SDC facilitated as a neutral agent, articulated and accelerated changes in a subject of high sensitivity. Water footprint as an innovative and standardized methodology (ISO 14046), responded to territorial and corporate principles, and constituted an opportunity for rapid and progressive decision-making on a sectoral problem.

Knowledge and communication were a priority. Community of practice applied innovative tools (10 countries (2016)-6 countries (2018)). Strategic selection of high level technical partners, with a mandate to analyse, evaluate and expand knowledge on management of water resources (IDEAM, CTA, CADIS). Strategic selection of an emblematic territory (Páramo de Santurbán), interest of key actors (Biocuenca Alliance, GIZ and Good Stuff International (GSI), leveraged interest + investment around good practices in the management of water resources.

Influence of SDC support SDC accompanied the process at the technical and methodological level in a rigorous manner, from the global level with the ISO (2010-2014), as well as at the national (Colombia, 2010-2012) and regional level (Latin America, 2012- 2018); facilitated the inter-company space at a technical and managerial level, and promoted knowledge management, articulated with other international platforms such as the Water Action Hub of the Global Compact of the United Nations System. SDC contributed to the development of capacities and leveraged highest level technical support in Colombia (CTA, National Center for Cleaner Production CNPML, Corporación Insitu) and internationally in Latin America (CADIS) and Quantis (of Swiss origin). SDC promoted the application of the water footprint and the water uses' analysis in Colombia, both at the national, territorial (basin) and intersectoral (business, environmental and agricultural) levels, through: i) strategic technical assistance under international validation, meetings, institutional leveraging (IDEAM, MADS, UPRA, Cormagdalena and Alianza Biocuenca); and ii) monetary leverage by academic and private sector actors. All this is considered a very important added value, without which it had been possible to carry out the process to make visible and generate reliable evidence about the use of water and associated risks, which allows for the monitoring of water quantity and quality.

Lessons learnt

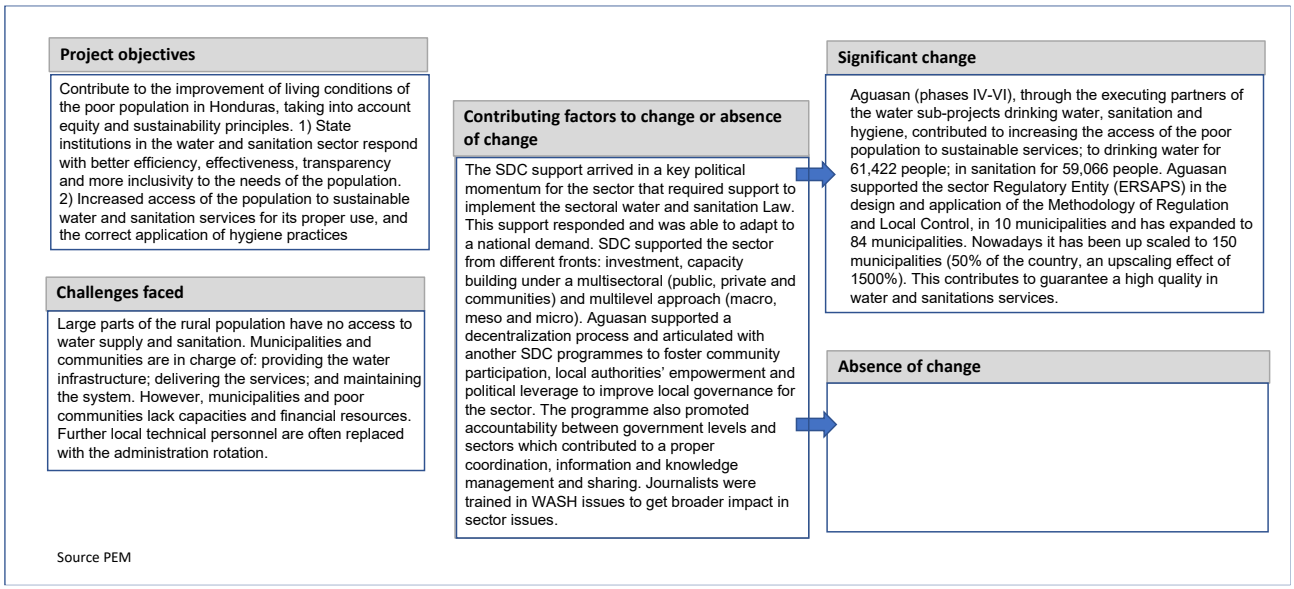
- Having different levels of coordination, both at the technical and managerial level, between the SDC and the companies, allowed a differentiated and strategic dialogue. A formal agreement in which companies committed to report, share results and good practices, allowed the model's upscaling. The diplomatic endorsement is considered high value by private sector within its corporate water management strategies.
- SDC resources' effectiveness and impact is greater when alliances are created to multiply the impact in terms of financial, institutional and public policy leverage.
- Selection of partners at the institutional, business and technical levels in the global, regional, national and local, is crucial to achieve high credibility and shared value; and to leverage interest and support from additional actors with an upscaling effect.
- SDC flexibility allowed to design demand-driven methodologies with high prospects of appropriation.
- Value chain (anchor company, suppliers and customers) and territorial approaches were fundamental, contributed to upscaling, SDG agenda, strengthening of public, private and community actors, promotion of productive opportunities, access to basic public services, protection of ecosystems.
- Promotion of female leaders, as well as of youth contributed to dynamism, innovation and empowerment.
- Contributions in water economics allowed an evidence based decision making; however, methodological, human resources and investment gaps persist, especially at the local level, to respond to the challenges in water resources' productivity and efficiency.

Colombian Company Fabricato, Medellín (source: SDC Bogota)

Practitioners' community CADIS (source: SDC Bogota

Cucutilla, Corponor (source SDC Bogota)

Case Study: Aguasan Programme, Honduras



Project objectives – Contribute to the improvement of living conditions of the poor population in Honduras, taking into account equity and sustainability principles. 1) State institutions in the water and sanitation sector respond with better efficiency, effectiveness, transparency and more inclusivity to the needs of the population. 2) Increased access of the population to sustainable water and sanitation services for its proper use, and the correct application of hygiene practices.

Challenges faced – Large parts of the rural population have no access to water supply and sanitation. Municipalities and communities are in charge of: providing the water infrastructure; delivering the services; and maintaining the system. However, municipalities and poor communities lack capacities and financial resources. Further local technical personnel are often replaced with the administration rotation.

Significant changes– Aguasan (phases IV-VI), through the executing partners of the water sub-projects drinking water, sanitation and hygiene, contributed to increasing the access of the poor population to sustainable services; to drinking water for 61,422 people; in sanitation for 59,066 people. The application of good hygiene practices was achieved in 84% of the trained families. 50% of the constructed systems applied tariffs covering administrative, operative and maintenance costs. 35% of supported water boards included women in leading positions. Access to WASH services influenced positively school attendance of children (specially girls do not miss classes during the days of their menstrual period and report an increase in safety when not having to carry water from a source far away from home. Often they were exposed to rapes and harassments). Aguasan supported the sector Regulatory Entity (ERSAPS) in the design and application of the Methodology of Regulation and Local Control, in 10 municipalities and has expanded to 84 municipalities. Nowadays it has been up scaled to 150 municipalities (50% of the country, an upscaling effect of 1500%). This contributes to guarantee a high quality in water and sanitations services. In this context the programme also supported the design and application of the methodology of supervision and regional advisory, which allows a better performance of the Supervision and Local Control Units (USCL) in the monitoring of the provision of the services. Aguasan supported the Governing Body, National Water and Sanitation Council (CONASA), in the sector policy development and its Strategic Plan, policy planning and capacities were generated within the Municipal Water and Sanitation Commissions (COMAS), further 20 municipalities developed their drinking water and sanitation policies, as well as a strategy to implement them, with the advice and assistance of CONASA. Aguasan supported the Water and Sanitation Network of Honduras, in i) strengthening the dialogue spaces, to promote knowledge management, and advocacy but also in ii) the development of standards for the design of drinking water and sewerage and rainwater systems, and iii) the drafting of the National Sanitation Plan. Gender and disaster risk reduction were considered as crosscutting issues within the supported policies.

Contributing factors - The SDC support arrived in a key political momentum for the sector that required support to implement the sectoral water and sanitation Law. This support responded and was able to adapt to a national demand. SDC supported the sector from different fronts: investment, capacity building under a multisectoral (public, private and communities) and multilevel approach (macro, meso and micro). Aguasan supported a decentralization process and articulated with another SDC programmes to foster community participation, local authorities' empowerment and political leverage to improve local governance for the sector. The programme also promoted accountability between government levels and sectors which contributed to a proper coordination, information and knowledge management and sharing. Journalists were trained in WASH issues to get broader impact in sector issues.

Influence of SDC support - SDC played a leading role within the international cooperation for the sector in Honduras, promoting a mapping of interventions that contributed to complementarity and coordination. Other donors confirmed that Aguasan methodologies were a reference for the design and implementation of other cooperation actions within the sector and in gender and disaster risk reduction.
The programme identified key dialogue spaces and actors in the search of better solutions for the sector promoting a comprehensive and territorial approach and differentiated discussions' spaces (directive and operative level) that facilitated the decision making process and added value to the Swiss cooperation in the country. This dialogue continued beyond the programme.
At the territorial level a comprehensive approach was also considered. Aguasan supported with investment for infrastructure, capacity development (hard and soft), empowerment of local actors (municipality, private sector, NGO's, community, water boards, COMAS, USCL) for planning, implementing, and accountability of actions under a methodology of open town meetings. Gender issues were always in the centre of the intervention logic.

Lessons learnt
Articulation at the horizontal and vertical level and comprehensiveness (investment and institutional strengthening) promote significant changes that remain over time and become reference for new actions.
The political moment in which support is granted is a key element for aid effectiveness, as well as its adaptation capacity to the local needs in the partner country.
The applications of cross-cutting approaches require the allocation of specific financial resources, otherwise the training and advocacy that is done to incorporate them into the project cycle remains only in good intentions.
When making decisions on what actions to carry out in a specific territory, it is important to analyse the local context beyond the mere fulfilment of indicators at a national or international level (MDG/SDG) or the introduction of a technology that may be suitable in other parts, but not everywhere.
Support to the sector governance in means of capacity development, national, subnational policies' design and implementation, standards and regulations' implementation, and knowledge management, are legacies that remain over time and go beyond borders, beyond the investment that constitutes that if a gateway in the sector.


Former situation in Curarén,


Sanitary schools' modules, El Planón


Girls using sanitary module in Jesus de toro

Photos by SDC Bogota

Case study: Institutionalise Integrated Water Resources Management in Bangladesh

Project objectives

The objective of this project is to explore the extent to which positive changes in the alignment within the drinking water sub-sector can be leveraged through engagement with the integrated water resources management sector at large.

Challenges faced

- Farmers in the Raishahi area has been using groundwater to irrigate crops – mainly rice. This has meant that the Groundwater is over exploited, and the groundwater table is dropping dramatically – over 30 m l cases.
- The communities were often not significantly involved in planning and design of water supply and sanitation installation as well as irrigation systems. The level of coordination with Government institutions at national and regional level
- IWRM as a concept is new and not well understood by communities or by government fficials in Raishahi area

Contributing factors to change or absence of change

- Through working with the communities, involving beneficiaries directly in the planning processes and demanding community contribution the project was successful in getting new infrastructure managed by community-based water committees.
- The communities were responsible for implementation of the identified infrastructure
- Flexibility of the projects to accommodate specific conditions in the individual community.

Significant change

- Establishment of functioning water committees including participation of women. It was evident during the fieldtrip to Raishahi, where three water committees were visited, that the committees are functioning.
- The projects managed to work with the Union Councils (lowest administrative level) and develop guidelines following IWRM principles. This have brought more transparent planning and budgeting systems.
- Development of rules and regulations for Water Resources Management following IWRM principles. These have been gazetted and rollout will be part of the next phase of the project, and in addition the
- More efficient water use by shifting form groundwater based irrigation to surface-water irrigation
- Improved income for farmers, smaller irrigation costs and income from fish farming

Absence of change

- Government not implementing new rules and regulations, or at least it is moving very slowly
- Coordination at national level not functioning optimal level. The WIRM project reported that coordination at community level works well ,but at national level not

Source PEM

Overall objective

The objective of this project is to explore the extent to which positive changes in the alignment within the drinking water sub-sector can be leveraged through engagement with the integrated water resources management sector at large. This is sought through the strengthening of regulatory processes through the reform of the institutional relationships that set and evaluate standards, license and approve service provision, own and manage assets as well as arbitrate on water services.

The IWRM Project has two complementary project components - (i) the National IWRM Project developing the national regulatory framework and operationalizing the institutional mechanisms and (ii) the Sub-National IWRM Project complementing the National Component at the local government level.

Institutional Setup of the IWRM project

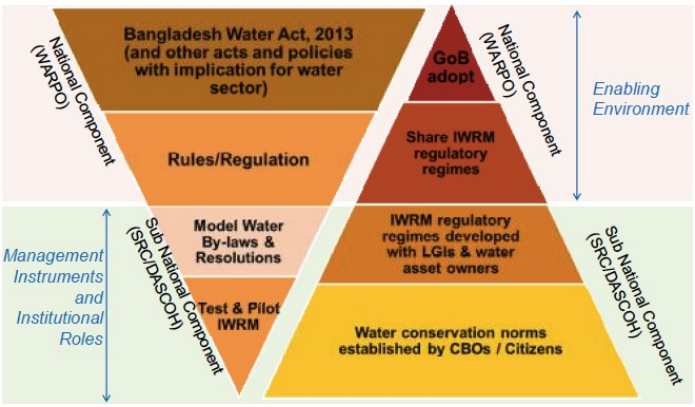


Figure 2 Institutional setup

Planned Outcomes

Outcome 1: Citizens, particularly the disadvantaged in the project area have actively participated and pursued their interests in the IWRM process and piloted IWRM models

Outcome 2: LGIs in the project area have adopted and institutionalised the IWRM process for improved water related services

Outcome 3: Government of Bangladesh has adopted necessary rules and regulations to implement IWRM aspects of the National Water Act

Challenges faced
Farmers in the Raishahi area has been using groundwater to irrigate crops – mainly rice. This has meant that the Groundwater is over exploited, and the groundwater table is dropping dramatically – over 30 m I cases. The communities were often not significantly involved in planning and design of water supply and sanitation installation as well as irrigation systems. The level of coordination with Government institutions at national and regional level. IWRM as a concept is new and not well understood by communities or by government officials in Raishahi area. The project operates at the two levels, National and Sub-national and it was a challenge to coordinate the two components.

Significant changes
The most significant change brought about through the project is the establishment of functioning water committees including participation of women. The projects managed to work with the Union Councils (lowest administrative level) and develop guidelines, on local governance and local management, following IWRM principles. The Union Parishad have now adopted the guidelines and are practicing open budget and working with the Water User Associations.
At the national level the project supported Water Resources Planning Organisation (WARPO) at Ministry of Water Resources in development of rules and regulations for Water Resources Management following IWRM principles. These have been gazetted and have the political backing from highest level – Prime Minister - and the government has allocated funds for the rollout in 3 Districts. The rollout of the new procedures and regulations countrywide is moving very slowly. The organisation responsible for the rollout, WARPO, is understaffed, and this is slowing down the rollout, even if the Government has decided to increase the staff both at Head Quarter and in 63 District offices.

Shift form groundwater based irrigation to surface-water irrigation has reduced the operational irrigation costs dramatically for the farmers. 2200 to 450 TK per bigha (1 bigha eq 0.33 acre). Establishment of dug ponds used all domestic and livestock purposes other than drinking and cooking meant the beneficiaries could use the pond for fish farming and generate an income of 20,000 TK per year per household

Explanatory factors for the change

Through working with the communities, involving beneficiaries directly in the planning processes and demanding community contribution the project was successful in getting new infrastructure managed by community-based water committees. The communities were responsible for implementation of the identified infrastructure. The project was flexible and able to accommodate specific conditions in communities.

Lesson learned
At the community level and local government level the introduction of IWRM needs to be coupled with service delivery. Seeing the direct benefit, and that the communities were directly involved in the planning and construction greatly helped to promote IWRM. At national level the most critical factor is the political buy in to the IWRM principles. Existing organisation and structures will always be resistant to introducing new principles particular when moving responsibilities to other organisations. Introducing IWRM requires to establish the enabling environment at national level in the form of rules and regulations. In parallel to this work at local / community level is needed to gain experience and to demonstrate that IWRM can make a difference to people's livelihood. The development of national rules and procedures shall be built on the local experience.


Figure 3 solar driven tube well


Figure 4 Underground irrigation pipes


Figure 5 Water Committee at work

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Project 2

Skat Consulting, Monitoring and Evaluation of the Swiss Water & Sanitation NGO Consortium (SDC-GPWI): Report 4 - South Asia Mission Report, 2013.

Country Global

Rapid evaluation of the 8 Swiss NGO Consortium to judge effectiveness/efficiency of the consortium as mechanism for dispersing SDC funds to meet Swiss policy objectives and as an "added value" to strengthen voice of organizational capacity of the Swiss NGO partners. Programme aims at improving living conditions of populations in rural areas in countries lagging far behind the MDG target for water and sanitation.

Impact: The criteria was not explored.

Relevance: The criteria was not explored.

Effectiveness: The SDC contribution has brought about WASH coverage, fostered exchange between partners and increased cooperation within borders. It allowed scale up of new technologies and approaches including ODF in Nepal and solar lifting in Bangladesh.

Efficiency: The consortium approach has increased efficiency in the sector. It is fostering exchange and lessons learned for better uptake.

Sustainability: Capacity building was realized and will have a lasting effect. Integration of processes in the national/ local institutional structure. There has been a difficulty influencing the national policy dialogue. Mixed feelings about ownership of the consortium after funding is withdrawn.

Funding: CHF 19.1 million in 16 countries (overall, in South Asia unclear)

Project 3 **Study on the potential of the Horizontal Learning Program (HLP) in Bangladesh**

Country Bangladesh

Objective It is expected to improve local service delivery, build capacities at local level, and impact on national authorities with a view to scale up good local practice, particularly in water and sanitation.

Evaluation To provide SDC and its partners with an analysis of drivers, incentives and priorities of the HLP in Bangladesh. Instead of a formal evaluation of results the study should provide a qualitative assessment of what HLP currently is and how it is working.

Impact: Learning outcomes are invisible, and so is the learning impact and it is impossible to link perceived impact to a specific contribution of HLP.

Effectiveness: The outputs showed are limited. It does neither foresee indicators to measure learning results nor establish a monitoring of the learning process. The Project covered a set of outputs related to capacities to improve service delivery,

policy development, working approaches and learning processes. HLP setup does not really focus on successful service delivery by local institutions, but on influencing attitudes of individuals perceived as UP leaders towards a specific “good practice”. According to the review there is a risk of promoting isolated, even incoherent replication efforts, inaccurately responding to the local context, the needs and interests of citizens, conflicting with current standards of governments and/or donors, policies and norms. Positive effects are shown regarding the appreciative approach but the connection principle is not elaborated enough , neither the adaptation of good practices.

Efficiency: There is no reflection in the HLP management system on how to monitor the impact of HLP activities, and no measures foreseen to avoid harm to important values and goals such as social inclusion, non-discrimination, democratic participation, gender equality. HLC’s institutional structures are weak and seems to be stretched to the limits of their project management capacity. A specific challenge is the knowledge management. There is no systematic approach to use relevant information and analysis, to exchange knowledge systematically. Exchange happens based on individual initiatives and occasions.

Relevance: The project’s principles "appreciate, connect, and adapt" (meaning that HLP emphasizes everyone's potential to improve, starts with what works locally and enables replication of good practice through exposure in the local context) are relevant to achieve the overall goal (“to improve local service delivery, build capacities at local level, and impact on national authorities”). According to the review the project lacks common orientation to keep the process together and make it governable and manageable, particularly in a process of scaling-up.

Sustainability: The links to the government of Bangladesh seem to be based more on individual relations than on institutional co-operation – involving a big risk for sustainability.:

Funding Volume: not available.

Categories: WS, policy, capacity building

Project 4

Skat Consulting, Monitoring and Evaluation of the Swiss Water & Sanitation NGO Consortium (SDC-GPWI): Report 1 – Overall findings and recommendations – Draft Final, 2013.

Country Global

The Swiss Water & Sanitation NGO Consortium is a programme jointly developed by 8 Swiss NGOs. The findings of this evaluation are that the Consortium has largely delivered its objectives and has been successful and SDC can feel assured that a second phase would most likely deliver equal or better results and capitalise on much of the progress made in the first phase in establishing joint structures, reporting and knowledge sharing. This evaluation focused on the ‘added value’ of the Consortium rather than the performance of individual projects or organisations.

Impact: The criteria was not explored.

Relevance: The criteria was not explored.

Effectiveness: The Swiss NGO Consortium has been a success. While there were initial problems and not all of the management and communication issues have been completely resolved, what is clear is that all 8 NGO partners have worked hard together to make their projects and the Consortium as a whole work to deliver greater benefits to the end users of the WASH services.

Efficiency: SDC funds did accelerate or extend WASH activities in most, if not all projects. Some acceleration meant that activities were done earlier than would have been done otherwise, but they probably would have been done at some point using funding from one source.

Sustainability: The long-term role of Consortium as a potential stand-alone alliance is doubtful because other sharing platforms and alliances exist in WASH sector; however, as a vehicle for SDC to channel funds to deliver results the overall approach, in our opinion, has proven good enough to justify continuation for a second phase.

Funding: CHF 19.1 million in 16 countries (27 projects)

Project 5

Schlappi, E, Meleva, L, Koenig, P, ApaSan Phase II Evaluation Mission: Final Report, 2014.

Country Moldova

From 2001 until 2008 SDC's interventions in the water sector in Moldova has been with Humanitarian Aid (HA). In 2008 the HA program was converted into a structured water and sanitation development project. Implementation was outsourced to SKAT in December 2008. ApaSan Project Phase I was implemented from May 2009 to May 2011. The current Phase is expected to be completed by end May 2015.

Impact: The 10 years of SDC in the sector is an asset for horizontal and vertical expansion. ApaSan is projected to synergize with GIZ funding and the combined capacity within the MDRC and NRD is expected to accelerate service and facilitate legal and regulatory adaptations necessary for EU as well as harmonize sector institutions.

Relevance: ApaSan II could have applied more creativity –beyond the mandates of the Protocol and the logframe, particularly by investigating and developing new adapted sanitation technologies and by integrating them into water supply projects (WASH concept);

Effectiveness: ApaSan II performed well within its TORs (ProDoc) and following the logframe, meeting targets on average by 80%(Annex 4 –updated Logframe). ApaSan II has successfully developed its decentralized Water Consumer Associations (WCA) managed water supply models, as well as promoted the highly successful Ecosan school toilets. ApaSan II has also started promoting the Ecosan Household (HH) toilet. According to the SDC-sponsored Aguasan group in Switzerland, ApaSan has created a young and enthusiastic Community of Practice (CoP) for exchanging experiences and expertise. Supporting SCO, one of the main shortcomings of ApaSan I and II is the inconsistent application of the WASH concept.

Efficiency: ApaSan is confronted with out-dated and inflexible technical standards stemming from the centralized soviet model of service delivery, prioritizing large and heavy structures instead of light and decentralized approaches.

Sustainability: The capacity of the communities to manage their own systems is for now adequate –see also above. The legal, regulatory and institutional framework is at present too complex to favour an enabling environment.

Funding: The 4-year overall budget phase II is CHF 10'244'983 of which CHF 2'255'000 contribution from the Austrian Development Agency (ADA).

Project 6	**The Safe Water Market System in Bangladesh** **Connecting Public Goods to Private Delivery**
Country	Bangladesh
Objective	Researching and developing markets-based solutions by understanding and addressing the gap that exists in the market system between public/development sector investments and private sector investments to sustainably reach low-income market segments at scale.
Evaluation	To understand the various approaches that already exist in practice to inform the refinement and development of improved models and more effective implementation. Many existing initiatives could be improved or scaled up through a market based approach. The consumption of unsafe water is a major concern in Bangladesh. Furthermore, there are a number of key problems that inhibit the delivery of safe water sustainably to BoP market segments in Bangladesh, including: • Consumer-oriented understanding on desirability, feasibility and viability of safe water products and services is low. • Strategic and business planning in long-run, large scale service delivery is generally low. • High-cost, low-scale solutions predominate service delivery models rather than more cost- and context-appropriate technologies and products. • There are no incentive-driven collaboration spaces for safe water. Including broader, more inclusive solutions to access to safe water requires an innovation approach balancing: 1) user-centred design ("investing in experimentation that puts the customer at the centre" , 2) existing market actors and resources, and 3) aspirational marketing and branding. This approach addresses the key service weaknesses in the SWaM System in Bangladesh: • Strategic & Business Planning Services

• “Human-Centred” RD&D Consulting Services
• Aspirational Marketing Services
• Local Service Provider Skills & Capacity Development Services • Incentive-Driven Facilitation & Collaboration Services

Volume n.a.

Categories WS, policy, capacity building

Project 7
Hydrosolutions) Water Sector Assessment of Moldova, 2012.
Country: Moldova
SDC plays a key role in the policy dialogue in the water domain as lead donor in the sector and co-chair with the Ministry of Environment the sector coordination council of Water, Environment and Sanitation. The 'goal' of SDC in Moldova is to strengthen their position within the water sector to efficiently assist the administration and people of Moldova in their efforts towards a more developed country and their goal to have a closer link to the EU. SDC follows 2 lines of strategy: through the construction of water infrastructure with inclusion of marginalized population and promoting equitable access; and development of new models and transfer of knowledge/experience to make it available to others. Through the ApaSan Project and a contribution to the rehabilitation of Water Supply in Nispoeini and strategic support to the government to stimulate policy dialogue and harmonize with EU standards.
Note: The report is a discussion report/ review of the sector, to support plans for further diversification of the portfolio including aspects of health, human rights and gender (not vis a vis Swiss funding), more than an evaluation of a specific project – criteria were not explored.

Project 8 **Monitoring & Evaluation of the Swiss Water & Sanitation NGO Consortium (SDC-GPWI)**

Country Global – NGO support

Objective To share resources and know-how between the NGOs as well as the synergies created increasing the success of the scaling up of innovative approaches and best practices and increasing their visibility at international level and influence the sector dialogue.

Evaluation To judge its effectiveness as (1) an efficient mechanism for disbursing SDC funds to meet Swiss policy objectives; (2) a means to create “added value” that strengthens the voice and organisational capacity of the Swiss NGO partners and increases the effectiveness and sustainability of their water interventions. Further areas for improvement are to be identified to inclusion in any continuation of the Consortium beyond 2013. The evaluation was undertaken primarily through semi-structured interviews in Switzerland and in the three regions: West Africa, East Africa and South Asia.

Added value: SDC/GPWI contribution to the Consortium has effectively led to an acceleration of / or expansion into WASH and Water for Food activities without substitution of funds.
SDC Consortium funding effectively allowed to:
Add successfully a WASH component in major existing health projects and water for production projects
Scale-up significantly major existing WASH interventions
Added value in the sense of information sharing, synergies, complementarities and joint learning/advancement could be achieved at different levels.

Effectiveness: Most of the projects managed to exceed the expected results in terms of beneficiaries, partly for reasons of efficiency and partly due to the favourable evolution of the exchange rate experienced. According to the project managers/promoters they would indeed select and propose the same projects to the Consortium if they would have to start from scratch.
Efficiency:
From the regional point of view, the Consortium structure can be rated as appropriate and well-functioning. All the projects had a very good potential to absorb the additional funds made available and to increase access to WASH and small scale irrigation of rural populations. The Consortium called for existing projects and

	proposing a financial volume that effectively allowed for scaling-up endeavours. Interested projects have submitted their proposals accordingly. Budgets were completely absorbed. In order to become an even more productive pool for synergies, complementarities and joint advancement, it is desirable to have a West Africa regional portfolio with a higher number of projects across the different subtopics or a limited thematic focus of 1-2 target groups and/or range of subtopics in a next stage of the Consortium. Sustainability: Exchange and shared activities are planned to be continued beyond and outside the Consortium I. More generally, the projects in the West Africa portfolio will continue beyond 2013 also outside a Consortium programme. Due to the geographical spread and the local level focus of the projects, the portfolio of West Africa projects/NGOs has not lead to effective policy influencing by approaching governments and other national stakeholders as a Consortium.
Volume	CHF 18 million – CHF 13.8 million (or 77%) are financed by SDC (GPWI)
Categories	Wat. = Water Supply San. = Sanitation Awa. = Awareness raising on hygiene Dis. = Water Disinfection Irr. = Irrigation Blue = Blue Schools HF = Health Facility WASH = Water, Sanitation and Hygiene WfF = Water for Food

Project 9 – already part of another evaluation

Project 10

SDC, Fact Sheet: External Evaluation of SDC's Performance in Governance Programming and Mainstreaming, 2015, p 1.

Country Global

Appears to be a desk based synthesis. The purpose of the evaluation was to capture results, learn from practice and challenges, and contribute to future strategic directions in SDC's governance work. The evaluation assessed the effectiveness of governance programming, examined SDC's mainstreaming approach and situated SDC's work within a global context. Consisted of case studies (Bolivia, Bosnia and Herzegovina, and Mozambique), geographic desk studies, thematic desk studies, and an analysis of SDC-wide spending on governance.

Effectiveness: SDC is producing solid governance results, and is generally doing right things, for the right reasons, in the right ways; and demonstrates particularly strong results are evident in local governance and democracy, municipal water and waste systems, disaster risk reduction, and global water policy. SDC's governance mainstreaming was judged to be solid but not optimal; often innovative, but too often uneven.

Relevance: SDC could play a more explicit, public, systematic and catalytic role in the post-2015 agenda within and across countries as well as globally. It needs to deepen and widen its capacities at the global level and then effectively link these to its work at the local and national levels.

Project 10 & 16 (same one)	**Evaluation of SDC's Performance in Governance Programming and Mainstreaming**
Country	Global
Objective	For SDC, governance is "the way in which power is exercised and applied at different levels." There is also a recognition that governance goes beyond state actors since it involves the interaction between the state, civil society, the private sector and citizens. In the case of global governance initiatives, a wide range of international institutions, mechanisms and actors also play key roles. For its part, SDC has established five principles that should be applied to mainstreaming governance as a transversal theme in development interventions: accountability, transparency, non-discrimination, participation and efficiency.
Evaluation	To provide a more critical and independent assessment of SDC activities. The purpose of the evaluation was to capture results, learn from practice and challenges, and contribute to future strategic directions in SDC's governance work. The evaluation assessed the effectiveness of governance programming, examined SDC's mainstreaming approach, located SDC's work within a global context, and was informed by a process of reflective inquiry with stakeholders in SDC's departments and case study cooperation offices.

Impact: While there is evidence that Swiss engagement at the micro-meso levels has a bearing on the policy agenda within a country, there is little evidence of national issues being turned into effective global policy dialogue. In the governance sphere, this requires greater joint action by global cooperation programmes and regional cooperation.

Effectiveness: Governance Mainstreaming This evaluation found a need for SDC to lever higher-level policy and systems change in the field of governance, which other studies (Meta-Analysis, Fragile States) also found.

Gender Mainstreaming the results of GE mainstreaming in governance programming are, at best, uneven. To be sure, in some governance interventions, gender equality is mainstreamed in a thorough manner. But in other interventions, the gender dimension is almost invisible.

Knowledge and Communications The case and desk studies show that there is rich, field-based knowledge of innovations and success stories in both governance programming and governance mainstreaming that could be systematized, disseminated and applied more broadly within and across countries, programmes and networks. Despite some experiences with creative social marketing (Bolivia and Mozambique) and participatory video (BiH), local Cooperation Offices have not sufficiently developed their communications strategies, products, messages and audience targets in areas of governance programming and mainstreaming.

Efficiency: While this evaluation documented real gains in coordination between SDC and other Swiss actors, as the Fragile States evaluation observed, most Swiss country strategies are still more a combination of multiple organizational mandates than a single expression of Swiss intent. One of the most coordinated country strategies this evaluation found was that of Bosnia and Herzegovina, though even there the SDC-SECO relationship could be better coordinated, though other evaluations pointed to the difficulty of doing this. Further, there must be additional effort made within SDC to better coordinate between the Agency's regional and global programming.

Relevance: Indeed, the over-arching cross-programme finding is that SDC's governance work is, on the whole, "good". In general, we can say that SDC is doing the right things in governance, for the right reasons, and is doing them in the right ways. SDC has excelled, in particular, in adapting its programming to changing national (and international) governance contexts and priorities; in systematically piloting innovations before scaling them up or sideways; in leveraging additional resources and convening various actors; and, in some cases, in using creative social marketing campaigns to bring about broader policy and attitudinal changes.

Volume not available.

Categories Governance

Project 11

Skat Consulting, Monitoring and Evaluation of the Swiss Water & Sanitation NGO Consortium (SDC-GPWI): Report 3 – East Africa Mission Report, 2013. *Rapid evaluation of the 8 Swiss NGO Consortium to judge effectiveness/efficiency of the consortium as mechanism for dispersing SDC funds to meet Swiss policy objectives and as an "added value" to strengthen voice of organizational capacity of the Swiss NGO partners. Programme aims at improving living conditions of populations in rural areas in countries lagging far behind the MDG target for water and sanitation.*

Impact: The criteria was not explored.

Relevance: The criteria was not explored.

Effectiveness: The Consortium project as such gathered a "basket of projects" with water-related approaches, mainly in the fields of WASH and irrigation. The additional funds for project activities, provided through the NGO Consortium, allowed increasing the overall number of beneficiariesof water related infrastructure and of various awareness raising campaigns and trainings. As far as the knowledge exchange between the projects is concerned, the relatively short project period and thus the limited number of activities has to be taken into account. The main activities benefitting ALL projects in the East African cluster have been two regional workshops

Efficiency: There is an importanceof exchanging with similar projects in other countries but there is also a difficulty in intensifying this exchange over long distance – in country exchange more worthwhile

Sustainability: If considered important by SDC that "regular funds" from the NGOs are not reduced as soon as the fund from the NGO Consortium is allocated, a stronger control mechanism would be required.
Funding: CHF 19.1 million in 16 countries (overall, in East Africa unclear)

Project 12 **"GESTIÓN TERRITORIAL CONCERTADA DE LOS RECURSOS NATURALES" (Convenio Gestor-SNV/PFI) Midterm evaluation**

Country Bolivia

Objective The purpose of the Program is to contribute to the Strengthening of the Autonomous Management of Public Policies in the Departmental Autonomous Governments.

Evaluation Analyse the relevance of programme to deploy concurrent actions between regional governments and the Municipal Mancomunidades, to promote the swift sustainable management of natural resources in order to influence positively the living conditions of the beneficiaries. The Report details the relevance of the alliance with SNV / PFI, at the same time, analyses the limitations of the agreement. Finally, it makes recommendations for a future agreement, in the formulation of policy plans related to the sustainable and integral management of natural resources.

Impact: difficult to assess but beyond the elaboration of the plans, the implementation of concurrent actions between the regional governments and mancomunidades had a leverage effect for the projects.
Effectiveness: The outputs refer mainly to elaboration of departmental development plans under mainstreaming of environmental sustainability principles and risk management, strategies for the management of natural resources at regional level, women empowerment, natural resource management policy advocacy, and technical and financial instruments for rural development actions.
Efficiency: Budget execution level is 68%. The technical design of the plans was efficient, but its approval requires an extensive process of socialization that has no time limits. Only after consultation with social actors can the plans be fine-tuned and then sent to the Ministry of Planning for approval.
Relevance:
The programme proposes a work consistent with the SDC Strategy in Bolivia 2008-08, as well as with the new Strategy of Swiss Cooperation, 2013-2016. It operates in areas of governance, decentralisation and conflict management. The agreement aims to strengthen the decentralisation process making visible at the regional level the need for the integral management of natural resources.
The choice of the Dutch Development Service (SNV) to operate in the field of Governance is due to the fact that this institution worked for several years with the regional governments "prefecturas", and now it does so with the nine Governour's offices of the country. The Agreement clearly identifies one of the weaknesses of the new Bolivian State, the fragile institutional structure and the limited technical capacity of the recently created autonomous governments at regional level. It aims at the development of capacities to design strategic perspectives in the preparation of its departmental development plans (PDD), emphasizing the development of the autonomic process.
Sustainability: governance and gender mainstreaming can contribute to sustainability within policies of the departmental plans.

Volume The first agreement for the three GADs had a budget of 1,450,000 dollars, of which 500,000 correspond to the Swiss contribution.

Categories IWRM, policy, capacity building

Project 13 **"GESTIÓN TERRITORIAL CONCERTADA DE LOS RECURSOS NATURALES" Governance Midterm evaluation**

Country Bolivia

Objective To improve the sustainable use of the natural resoruces (mainly water) in the framework of supramunicipal territorial management.

Evaluation To identify:
• Limitations, progress, results and effects to date,
• Pending issues and possible adjustments,

• Contributions and suggestions from the other programs interrelated with the programme.
• Strategic vision for the remaining time and a possible next phase and for a reorientation process of the Sustainable Natural Resources Management area.

Impact: In terms of impacts, the programme has a monitoring system and it is foreseen to measure: increase in family income, improved availability and access to water resources, institutionalisation and population coverage of supra-municipal spaces, instruments and practices.
Effectiveness: It can be estimated that most of foreseen outputs will be achieved until the end. The main achievement of SDC component, besides the reflection on watershed management, is its institutionalisation and conversion into the Departmental Basin Service (SDC) of the Governorate of Cochabamba. This is a best practice of how the support of an international cooperation, the Swiss, can lead to the institutionalization of the topic managed by the project.
Relevance: the programme is relevant with the alleviation of poverty in rural regions of the country and is very well aligned with Bolivian policies and the strategies of the Swiss Cooperation in this area. The design places the rural poor as beneficiaries-clients, understanding that rural poverty is Bolivia's central problem. It also points to crucial problems such as the lack of integrated management of natural resources, especially due to the strong lack of water in rural areas and the effects of climate change in these territorial contexts.
Sustainability: The programme approach is based on the need to unfold the dialogue between diverse cultures, social actors as peasants, indigenous, urban middle classes, professionals, but also articulation of diverse organizational cultures, and business.

Volume CHF 14.5 millones
Categories IWRM, policy, capacity building

Project 14 "GESTIÓN TERRITORIAL CONCERTADA DE LOS RECURSOS NATURALES" Midterm evaluation
Country Bolivia
Objective To improve the sustainable use of the natural resoruces (mainly water) in the framework of supramunicipal territorial management.
Evaluation To identify:
• Limitations, progress, results and effects to date,
• Pending issues and possible adjustments,
• Contributions and suggestions from the other programs interrelated with the programme.
• Strategic vision for the remaining time and a possible next phase and for a reorientation process of the Sustainable Natural Resources Management area.

Impact: In terms of impacts, the programme has a monitoring system based on a baseline made in 2011 and annually revised in the framework of monitoring reports. It is very likely that the programme will achieve tangible impacts in the income domains of participating households, in the human and social capital building and in empowerment, in agricultural productivity, in the management of natural resources and, finally, in institutions and policies.
Effectiveness: It can be estimated that most of foreseen outputs will be achieved until the end of the first phase. The programme is based on the combination of the strengthening of "processes" and the achievement of "progress" in the sustainable management of natural resources.
Efficiency: The mission confirms that the progress made in terms of natural resource management justifies investments in "processes". Due to the flexibility of the use of its resources, the programme can be considered as efficient.
Relevance: the programme is relevant with the alleviation of poverty in rural regions of the country and is very well aligned with Bolivian policies and the strategies of the Swiss Cooperation in this area.
Sustainability: Investments in human and social capital and in empowerment and in

sustainable basin systems are drivers of sustainability. Crosscutting issues have been mainstreamed. On the other hand, the concept of mainstreaming gender equality, as a principle and approach adopted by most development programs, has shown little effectiveness in the facts.

Volume CHF 14.5 millones

Categories IWRM, policy, capacity building

Project 15 "GESTIÓN TERRITORIAL CONCERTADA DE LOS RECURSOS NATURALES"
Midterm evaluation
Equidad Social, Género e interculturalidad

Country Bolivia

Objective The programme aims at improving the quality of life of people from rural areas, who live in poverty.

Evaluation To identify limitations, progress, results and effects concerning Social Equity, Gender and Interculturality.

Impact: Poverty reduction focus has been effective and shows results in issues related to human development, such as water access and management, diversification of production, income improvement, improvement of people's skills and competencies. Deeper changes require the development of the medium and long-term process and sustained actions, so that these first identified products can be consolidated.

Effectiveness: In summary, the programme is effective in terms of its strategies on social equity and interculturality, pending further internal reflection on the value of equity and gender, the systematization and knowledge management of the work process with communities to incorporate lessons learned and good practices should be disseminated and in the future maybe replicated.

Relevance: the programme is relevant with the alleviation of poverty in rural regions of the country and is very well aligned with Bolivian policies and the strategies of the Swiss Cooperation in this area. The gender planning matrix proposes specific objectives to achieve gender equity at the programmatic and operational levels. The monitoring system incorporates gender indicators and the information is disaggregated by sex. A deeper analysis of social and economic inequality from a gender perspective is still missing..

Volume CHF 14.5 millones

Categories IWRM, policy, capacity building

Project 16
SDC (2015) Evaluation of SDC's Performance in Governance Programming and Mainstreaming (pp103)

Project 17
SDC (2013) Evaluation of SDC's support to the International Rainwater Harvesting Alliance (IHRA) (pp24)

Project 18:
Lahiri, S, Haque, M, Hossein Khan, M and Dasgupta, Dr. S, Sustainable Solutions for The Safe Delivery of Drinking Water Project, 2012.

Country Bangladesh

Evaluation of a project implemented through Swiss Red Cross and by national NGO: Development Association for Self-reliance, Communication and Health (DASCOH). Local partners: CBOs, LGIs (UPs), NILG and LGD (Horizontal Learning Program). The project duration was three years (from 1 April 2004 to 31 March 2007) covering 425 villages in 17 Unions in Rajshahi and Chapai Nawabganj Districts. The project began in January 2005 after a review of the logical framework and was extended until December 2008. However the final phase (implementation was from Jan 2009 to Dec 2012). 95% of the planned activities for the SDSD Project have been achieved. It is anticipated that the remaining 5% of the project work will be fully accomplished within the remaining six months of the project span

Impact: Not evaluated with confidence

Effectiveness: Access to safe drinking water supply in project sites increased from 20% (in 2005) to 96% (in 2011). The SDSD Project has tried to address all challenges and delivered a "low cost" or "zero cost" community-based arsenic mitigation programme. The Project led to the concept of handpump switching in Ranihati UP, a solution which has "zero cost investment" for hardware
Efficiency: Not evaluated
Relevance: Each sectoral project focuses only on its specific areas relate to water. UPs because they are closest to the citizens, can play a wider role in coordinating efforts through the UDCC and can ensure good water governance.
Sustainability: not explored
Funding: Budget of BDT 106.8 million (over total period)

Project 19
Ernst Basler + Partner Ltd, Implementation of Targets under the Protocol on Water and Health in Moldova, 2015.
Country: Moldova
The external review covers the Project "Implementation of Targets under the Protocol on Water and Health in the Republic of Moldova". The Project's objective was to contribute to the frame conditions and promote capacity of national and local authorities, as well as water operators and water users associations in Moldova in implementing measures towards the water and health targets under the Protocol on Water and Health (PWH). The objectives of the External Review were to critically assess the relevance of the given Project, review its achievements and to propose potential areas of intervention and modalities of a possible follow-up project.
Impact: Not explored
Effectiveness: The outputs showed positive but also mixed results. The Project covered a large set of outputs related to capacities (trainings, awareness raising, policy dialogue), planning instruments and regulations. The broad set of outputs combined with a limited Project budget over the period of 3.5 years resulted in limited project achievements vis-à-vis the Project outcome which can only be achieved in a mid-to long-term timeframe.
Efficiency: The improved collaboration between the Ministries of Health and of Environment as well as between district-level public health and water sector authorities and utilities at district level due to trainings, but also the participatory approach and local ownership are laudable. The absence of an effective Project-level steering mechanism was a missed opportunity for discussing and aligning different expectations of SDC and UNECE
Relevance: The project's outcome ("frame conditions and adequate capacity in place for national and local authorities as well as water operators and water users associations") is very relevant to achieve the overall goal ("improved access to safe water and sanitation, reduced water-related diseases and a protected environment") as institutional capacities in terms of planning and coordination, enforcement capacities as well as technical capacities have been identified as main shortcoming of the WSS sector
Sustainability: Not explored
Funding: budget of CHF 920'510(second phase) was funded mainly by SDC (83%)as a contribution to UNECE for implementing the project. UNECE and the Government of Moldova financed the remaining amount through financial or in-kind contributions.

Project 20 does not exist

Project 21	**HELVETAS: External Review of the RESP II Project, 2015, 34p**
Country	Uzbekistan
Objective	Increase the productivity and financial and environmental sustainability of agriculture and the profitability of agribusiness in the project area.
Evaluation	In general, it can be stated that the SDC components have achieved their Outcomes Efficiency: The teaming up with the WB and the combination of institutional and organisational support to the WCAs with large scale infrastructure rehabilitation creates additional benefits that the individual components could not reach alone. The main issue regarding the implementation mode is considered the clear definition of roles and responsibilities between SDC and the PCU. Nevertheless, for projects of that size and in coordination with the MAWR and the Worldbank it is recommended to outsource project implementation to an external consultant, but it should be done right from the

beginning.
Volume 8,5 mill CHF
Categories WRM / FOOD

Project 22 SDC, Review of Phase 1 Sustainable Mountain Development for Global Change (SMD4GC), 2017, 72p
Country Global
Objective Support four mountain regions in their efforts towards sustainable mountain development.
Evaluation Relevance: The Swiss development assistance made major advances in implementing the SMD4GC. The interventions at the level of mountain hubs contribute to development out of fragility – the political dimension - and to development out of poverty - the social dimension – and provide entry points for future inclusive interventions.
Effectiveness: All four mountain hubs are operating well. The communication and consulting processes are not optimal and has led to untapped opportunities
Efficiency: The limited allocation of SDC staff resources resulted in a lack of coordination
Outcomes: The results and activities are commendable
Sustainability: The sustainability are still largely depending on donor support
Volume Not available
Categories WRM

Project 23 HELVETAS, EXTERNAL REVIEW OF THE WRMSP PROJECT, 2015, 31p
Country Uzbejistan
Objective
Evaluation The success of the WRMST is mainly due to the long-term engagement and the continuation of the SDC support in the irrigation sector and IWRM and the successful transfer of experiences, tools and methodologies as well as key personnel from the earlier projects.
Efficiency: The teaming up with the ADB and the combination of large scale infrastructure rehabilitation with institutional and organisational support to the WCAs creates additional benefits that the individual components could not reach alone
Volume Not available
Categories WRM / FOOD

Project 24 Vladimir Stavrić, EXTERNAL REVIEW ON "RESTORATION OF GOLEMA RIVER PROJECT, PHASE 1 AND PHASE 2", 2012, 42p
Country Macedonia
Country
Objective To improve the environmental status of Golema river
Evaluation Overall, it can be concluded that the Restoration of Golema River Project Phase I and II have achieved the planned objective and contributed to improvement of Golema River corridor and the environment.
Efficiency: The Project has been implemented within the planned budget. Reporting and communication among key stakeholders has been commendable. Further sustained efforts have to be made for institutional capacity building.
Volume Not available
Categories WRM

Project 25
SDC (2012) Tajikistan - Rural Water Supply and Sanitation External Review 9 to 23 March 2012
(pp59). Koenig, P, Tajikistan SDC Rural Water Supply and Sanitation External Review, 2012.
External review of Rural Water Supply Programme (RRWSS) and of the TajWSS programme (implemented through Oxfam GB and Ministry partners) to improve sustainability of rural water supply in Tajikistan through the service delivery and policy approaches including tariffs and financing – a 4 year project which started in 2009. RRWSS current phase until 2013.
·**Impact**: Impacts reported only in relation to improved access to water supply, also in relation to women's empowerment in community savings groups. positive impact on generatinglocal funding

for RWSS –through the establishment of Water Trust Funds (WTF) under the Muminobad and Rudaki District Commissions. The policy dialogue is positive but could be improved.
Effectiveness: The projects have been effective in addressing the water needs, in generating user participation and in establishing WUAs.
Efficiency: Most physical targets will be achieved by the end of the current First Phase (31.08. 2013 for Muminobad and Rudaki and 31.12. 2013 for Kanibadam District in the Khudjand / Fergana Valley).
Sustainability: All Phase I projects are relatively new. Any statement regarding sustainability may be premature. They have created social awareness with a concept of participation and the establishment of WUAs, which already form a good base for **social sustainability**
Relevance: The three projects –OXFAM, MSDPS-AKFin Muminobadand Rudaki, and ISW in the Kanibadam District of the Khudjand / Fergana Valley area –are highly relevant. They are in line with the WSRand Water Strategy on decentralization and address real drinking water needs of the people. They contribute to cooperation and solidarity among the villagers, improved livelihoods, and betterhealth, though the absence of sanitation infrastructure reduces health benefits
Volume of funding – not known

Project 26
SDC (2015) Fact Sheet: External Evaluation of SDC's Performance in Governance Programming and Mainstreaming (pp2)
Appears to be a desk based synthesis. The purpose of the evaluation was to capture results, learn from practice and challenges, and contribute to future strategic directions in SDC's governance work. The evaluation assessed the effectiveness of governance programming, examined SDC's mainstreaming approach and situated SDC's work within a global context. Consisted of case studies (Bolivia, Bosnia and Herzegovina, and Mozambique), geographic desk studies, thematic desk studies, and an analysis of SDC-wide spending on governance.
Effectiveness: SDC is producing solid governance results, and is generally doing right things, for the right reasons, in the right ways; and demonstrates particularly strong results are evident in local governance and democracy, municipal water and waste systems, disaster risk reduction, and global water policy. SDC's governance mainstreaming was judged to be solid but not optimal; often innovative, but too often uneven.
Relevance: SDC could play a more explicit, public, systematic and catalytic role in the post-2015 agenda within and across countries as well as globally. It needs to deepen and widen its capacities at the global level and then effectively link these to its work at the local and national levels.

Project 27	**Nassim Jawad, National Water Resources Management Project in Tajikistan,2013, 87p.**
Country	Tajikistan
Objective	Feasibility Study of NWRMP Tajikistan
Evaluation	SDC's long-term engagement in Syr Darya – experience from 8 years of work on the Fergana IWRM - has laid a strong foundation for its work in Sughd. Despite some criticism by national and local authorities but also by users and specialists in the region, the project has achieved some success.
Volume	13 mill CHF. 2013-2020
Categories	WRM / Inst / IRR

Project 28	**Agridea, Evaluation of the Program Scaling-up of productive water (micro-irrigation) and safe water (households), Phase 1, 2012, 84p.**
Country	Global – NGO support
Objective	Strengthen small scale farmers (vegetable producers) through access to improved irrigation facilities, specially for dry season cultivation mainly of vegetables. Business models for the scaling up of solutions for Household Water Treatment and Safe Storage
Evaluation	Productive water: In a general manner the impression is that both (a) market approach and (b) micro-irrigation are efficient for improving livelihoods of small scale vegetable farmers, who constitute the main target group of the program. "Not only selling but also accompanying and advising" Safe Water: Social enterprises are good partners for scaling-up. A number of

problems could have been avoided with more careful planning.
Program Management: Program steering has to be strengthened substantially.
Volume 1,850,000 CHF
Categories WRM / WS / FOOD

Project 29 (not included as it is not a review)

Project 30:
Krylova,L., et al, Gender Assessment SDC rural drinking water in Tajikistan, (2012-2015), 2013, (p37)
Country Tajikistan
The assessment reviews the gender performance of the SDC drinking water programme which consists of 3 projects implemented by international NGOs. The assessment concludes that framework policies for the water sector reform are in place but are still incomplete and gender insensitive. It concludes Although there are favorable national gender equality policies and related laws in Tajikistan, expertise and institutional capacity in mainstreaming gender issues and monitoring changes across various sectors is limited. The SDC implementing partners were found to be committed to gender equality but in practice it has proven challenging – a number of recommendations are put forward including: emphasis on sanitation; enhancing the potential productive effective of improved water supply and facilitating change in power relations (going beyond a water sector approach). Volume of funding not clear

Project 31 and 32
Deshormes, A., et al, GOVERNANCE, WATER AND SANITATION PROGRAMME IN NAMPULA AND CABO DELGADO (PROGOAS) Phase II (2012-2015) Mid term Evaluation, 2013 (p53).
Country Mozambique
The project had 3 outcomes (i): organized citizens participate in local development planning and monitoring of public resources and services; (ii) district service providers have increased responsiveness and accountability towards the communities, with a focus on delivery services in the water and sanitation sector; and (iii) good practices are disseminated and influence policies and programmes at the local, provincial and national level. The project was implemented by a Swiss NGO (Helvetas). The report notes that although there is greater alignment with local development planning the concept is flawed in terms of the institutional sustainability of community structures (CDCs) and sanitation was not addressed well. There is also a general critique that the pilot project did not test anything new. Gender, O&M , M&E are all found to be working well. The programme management was found to be good and this was reflected in satisfactory progress. The main issues seemed to be institutional sustainability and scaling up to benefit a larger group. Volume of funding: CHF 5.8m

Project 33
KEK-CDC et al, Local Infrastructure for Livelihood Improvement, External Review 2012 (2009-2013, phase 2), p33.
Country Nepal
The project (implemented by a Swiss NGO, Helvetas)) had a main purpose to increase agricultural productivity through farmer managed irrigation systems thereby improving income and food sufficiency of the rural communities.
Impact: The review claims a high impact in terms of income gain, diet and reduction of migration.
Relevance: The project was found relevant for farmers and in line with the government policy and plans.
Effectiveness: Whilst the project was effective in developing irrigation schemes and contributed to equitable generation benefits it was noted that: Integration into district planning and implementation, scaling-up, improved coordination at central level and the effectiveness of the provision of supplementary inputs and services require attention.
Efficiency: Operational performance and efficiency at district level was found to be good, although compromised by institutional constraints and lack of clear roles.
Sustainability: The likely sustainability was judged high due to farmer appreciation of the benefits.
Volume of funding not clear

Project 34
SDC (2017) External Review of Project Water for Livelihoods Phase II (pp84)

Project 35
Merz,j. et al, Review water for livelihoods, Pakistan (2011-2016) , 2013, p39.
Country Pakistan
The project aims at: access to water (safe drinking water, water governance and water for irrigation); Protection of livelihood assets (disaster risk reduction structures and other interventions); Social organisation and empowerment and, Improve capacities for management and quality of services. The external review mission concluded that the project is doing overall a good job and is largely on track, both in terms of achievements as well as in terms of approaches. After the isolated implementation of individual water schemes early on, the project has seen an opportunity to widen its scope with a more thematic approach using different modalities: Through its close collaboration with the relevant line agencies it developed a platform for up-scaling of promising results beyond project mandate. The project was found to be both diverse and inclusive: marginalised groups, drinking water supply, irrigation water supply, soil and water conservation and disaster risk management. It was noted that the approach in future should accommodate issues such as water pricing, water use efficiency, low cost water treatment and sanitation more prominently. A feature noted was the local government and NGO cooperation in implementation. Volume of funding CHF 10.5 m

Project 36
Guidotti, G. et al, Review of SDC's water orientated activities (Pakistan), 2013, p36
Country Pakistan
(both regional cooperation and humanitarian) The review noted that the programs assessed were relevant and well implemented. Some necessary correction both at institutional and at programmatic level was noted. Coordination with other partners and government was not systematic or sufficiently strategic. A sectoral policy dialogue would be necessary. Recommendations related to: improving field monitoring; reaching the poorest (especially for irrigation); work with partners and other donors on common policy positions; focus on early recovery for internally displaced people; pilot channelling of funds through government. It is noted that "The comparative advantages of SDC are its long-term presence in the area, its proximity to the field (as far as possible), its knowledge of the stakeholders, its acceptance and its continuing cooperation with local authorities. These are invaluable assets to bring projects to completion." This possibly brings into question the depth of partnership with locally responsible agencies – it appears that the justification for the approach is humanitarian response and government weakness- the report recognises the need to support policy /institutional change and to try implementation via permanent structures (government or private). Volume of funding not clear.

Project 37
Skat Consulting, SDC support to RWSSI trust fund, 2013, p35.
Country Global
A review covering the period 2010-2013. The Rural Water Supply and Sanitation Initiative (RWSSI) was launched by the African Development Bank as the leading mechanism to support African governments in their efforts to improve Rural Water Supply and Sanitation and finally to achieve the MDGs and goals of the African Water Vision. The Trust Fund funded by a variety of donors with SDC and France being major donors aimed at improving quality and sustainability of water supply and sanitation services with particular focus on improving access in fragile states, and towards strengthening capacity development and improving governance. The review concludes that RWSSI showed promising result but monitoring was weak, it also concluded that SDC's engagement led to changes related to new themes of governance, fragility and human rights. The level of engagement allowed SDC to bring in new topics and push for better monitoring of activities and impact. SDC is appreciated and trusted as a reliable partner. Volume of funding Euro 18m

D5 Various
SDC (2014) Annexes to Evaluation of SDC's Performance in Governance Programming and Mainstreaming.

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D5.1 Reports on water diplomacy peace.

SDC; Université de Genéve. A Matter of Survival Report of the Global High-Level Panel on Water and Peace.

SDC. Water as an Asset for Peace Atlas of Risks and Opportunities.

UNESCO M. Miletto, M. A. Caretta, F. M. Burchi, G. Zanlucchi. (2017). Migration and its interdependencies with water scarcity, gender and youth employment.

Eva March. Water and migration: how far would you go for water?

SIWI. (2016). Water, migration and how they are interlinked.

D5.2 SDC networks and water newsletter.

SDC network Rés EAU. (2017). SDC Water news 34.

SDC network Rés EAU. (2017). SDC Water news 35.

SDC network Rés EAU. (2017). SDC Water news 36.

SDC network Rés EAU. (2017). SDC Water news 37.

Annex E People interviewed

Below there is one table for each country case study (E1) and also one for other meetings (E2)

E1 Country mission people met

Tajikistan

Name	Organisation
Ruslan Sadykov	SDC
Marian Szymanowicz	NWRM project manager
Rano Mansurova	ACTED country director
Edwin Wennink	Helvetas country director
Umed Kamilov	GIZ
Sulton Rahimzoda	MEWR, First Deputy Minister
Svetlana	SDC
Akmal Erkaev	EBRD
Emil Dankov	EU Delegation
Mustakim Akhmedov	UNDP project analyst, water
K. Kholov	UNDP
Orkhan Aliyev	Oxfam project manager
Saidali Kodirov	Project Coordinator IHHI
Mohijahon Namakova	MSDSP Regional Manager in Rasht Valley
Rajabali Zaripov	AKAH Engineer
Dr. Abdurashid Saidov	AKHS Regional Manager in Rasht Valley
Alisher Shabdolov	SDC
Makhfirat Abdulloeva	Fergana valley RWSS
Olivier Normand	ISW Fergana valley RWSS

Jordan

Name	Organization
Rahel Pema,	Deputy Regional Head of Cooperation SDC
Mufleh Alalaween,	Regional Water Advisor SDC
Ralph Bland,	Regional WASH Project Manager SDC
Omar El Hattab,	WASH Regional Advisor UNICEF
Esmaeil Ibrahim,	formerly Jordan WASH Chief UNICEF
Roelof Wentzel, WASH Officer	UNHCR
Vincent Dupin, Head of Technical Unit, Senior Technical Officer	UNHCR
Abrassac Kamara, WASH Specialist	UNICEF
Patrick Galli	SDC WASH SHA Expert with UNICEF
Jose Gesti Canuto, WASH Jordan Chief	UNICEF
Hiba Abu Al-Rob, WASH Specialist	UNICEF
H.E Secretary General (SG) of Mr. Ali Subah	Ministry of Water and Irrigation
Sameer Abdel – Jabbar,	Team Lead (Participatory Resource Management) GiZ
Dr Sa'eb Khresat,	President JUST University
Eveline Arnold, WASH SHA Expert	SDC
Bassam	SDC WASH Technical Staff
Osama Al Naimi	UNHCR WASH Associate
2 Contractors (name not known)	Site Group (contractor of SDC for direct implementation)
Women beneficiaries in camp	
Wafaa AlShaaban	Action Contra la Faim (ACF) WASH Coordinator
Andreas Huber,	Deputy Head of Mission SDC
Marc-Andre Buznli	SDC

Ethiopia

Name	Organization
Peter Sidler, Programme Officer Global Programme Food Security	SDC
Addis Teshome Kebede, NPO International Cooperation	SDC
Dr. Amara Bantidr, Coordinator WLRC Project	WLRC
Dr. Gezaw, Integrated Landscape Management Division Coordinator	WLRC
Elisabeth, Project Manager	WLRC
Tesfahun Molla, WASH Project Officer	Helvetas
Balachew	Dera Woreda woreda authority
WASH Committee members, community members (men and women); participants of gender training	
Jan Vloet, Country Director	Helvetas
Manaye Siyoum, Head of Programmes	WaterAid
Mr. Worata, superviser	WLRC
Mr. Malis, watershed technician	WLRC
Farmers	
Learning Watershed Committee members	
Jens Steuernagel, Caritas Country Director	Caritas
Anina Stauffacher, and Tariq Hassan, SHA Experts (WASH Climate Resilience Programme)	SDC/UNICEF
Jane Bevan, Rural WASH Manager	UNICEF
Manfred Kaufman, previous water focal point (by Skype)	SDC

Honduras

Name	Organization
Peter Sulzer	SDC
Mayra Espinoza	SDC
María Luisa Pardo	Consultant
Luis Maier	Especialista ordenamiento territorial del PPGHTRGF, Directora General de Recursos Hídricos de MiAmbiente
Fernando Cáceres	UE
Manuel Blázquez	AECID
Marco Agüero	BM
Max Velásquez	BID
Pedro E Ortiz	CONASA
Luis Romero	Ex coordinador Técnico CONASA
Luis Moncada Gross	Ex director ERSAPS
Ramón Cuéllar	Ex director ERSAPS
Ricardo Velásquez	SANAA, RASHON
Julio Zúniga	Catholic Relief Services, CRS
Giovanni Rodriguez	Agua para el Pueblo
Edwin Rodriguez, Balbina Olivera, Elvin Sosa, Gerardo Torres Marlo Martinez	Coordinador y personal clave del Programa Nuestra Cuenca Goascorán,
11 people. 3 mayors, Technical units	Grupo focal: Junta Directiva, Unidad Técnica

3 municipalities (beneficiaries Aguasan)	MANSUCOPA
20 beneficiaries Aguasan	Grupo focal
7 people representing beneficiaries at watershed level	Miembros de CC Goascorán, UICN, beneficiarios
Mario Pineda	Ministro Director FHIS IDECOAS
Nelson Valeriano Ferrufino	Director Adjunto, FHIS IDECOAS
Fredy Casasola	Departamento legal FHIS IDECOAS
Lenin Delgado	Jefe Departamento de Proyectos FHIS IDECOAS
Carmen Cartagena	Directora General Recursos hídricos Minambiente

Bangladesh

Name	**Organisation**
Derek George, Sabina Yasmein Lubna, Sohel Ibn Ali,	SDC
Thomas Fisler	SHA Dhaka
Md. Nurul Osman Md. Refatul Islam	HYSAWA
MD. Khairul Shahrukh Y. Mirza Mamur Rahman Tariq Ul-Hassan Mahfuj-ur Rahman Muktadirul Islam,	WaterAid offices Dhaka
S.M.A Rashid Rizwed Ahmed	NGO Forum
S.M.A Rashid	NGOF
Md. Akramul Haque Jowaher Razza	DASCOH
Engr. Razul Karim Md. Mahmudul Hasan	WARPPO
Santanu Lahiri	HLP coordinator World Bank
Dr Engr. Khondaker Azharul Haq	Global Water Partnership - Bangladesh
Peter de Vries	Royal Netherlands embassy
Sayef Tanzeem Qayyum Javad Bin Karim Karin Maria Krchnak	2030 WRG
DASCOH and Swiss Red Cross Beneficiaries	Village Water Committees

E2 Other people interviewed

Sergio Perez Leon, SDC South domain LAC
Sandra Brühlmann, SDC GPW
Cliff Hammer, SDC East Domain
Johan Gely, SDC GPW
Tarnutzer Liliane, SDC East Domain
Richard Chenevard, SDC East Domain
Mufleh Alawadeen, SDC, South Domain
André Wehrli, SDC East Domain
Jean -Gabriel Duss, SDC East Domain
Isabella Pagotto, SDC GWP
Diana Rojas SDC GPW
Marc Andre, SDC HA
Francois Munger, Geneva Water Hub
Soraya Kohler and others, SDC GPW
Hanna Capeder, SDC GPW
Luz Angela, SDC South Domain
Luz Angela SDC GPW SDC, Colombia
Philip Arnould, SECO
Florian Klingel, SKAT
Marc Andre, SDC
Hanna Capeder, SDC GPW
Pierre Kistler Swiss Wat San Consortium
Rahel Fischer, SDC South Domain
Catalina Sierra, SDC South domain
Nancy Ibarra ANDI WATER footprint
Lukas Luscher SDC South Domain
Ibrahim BA, SDC Niger
Omar Vargas IDEAM WATERfootprint Colombia
Manfred Kaufman, SDC GPW
Agnes Montangero (Helvetas),
Francesca Bernadini, SDC
Thomas Linde, SDC SYRIA
Ariane Zwahlen (TDH9)
Clare Battle – WaterAid
Dagmar Vogel, SECO
Yves Maroon, SDC Mozambique
Fernando Pililao, SDC Mozambique
Christina Blank, SDC GPW
Frank Wiederkehr SDC Pakistan
Karin Maria Krchnak 2030 WRG
Pierre Kistler, SDC GPW
Daniel Valenghi, SDC Pakistan
Stefan Butscher, SDC Moldova
Rochi Khemka, 2030 WRG
Miriam Keller, SDC, HA
Daniel Vaelnghi, SDC Pakistan
Xenia Kirchhofer, SDC, GPW
Christoph Jacob, SDC Evaluation Unit
Peter Bieler, SDC Evaluation Unit

Annex F Domain level theory of change

F1 Summary

Global domain – SDC has 5 global programmes of which one is water. Food security and climate are also global programmes that have a significant interface with water. SDC supports water at the global level as a response to water related challenges and opportunities that cannot be solved "purely" at a bilateral or regional level and where often a mix of global and bilateral/regional intervention is needed. As noted in the portfolio analysis (and TOR) the global domain in water is highly significant amounting to 28% of water expenditure in the period 2010-2017. The theory of change has evolved over the period 2010-2017 but in summary is composed of four main elements:

- Governance – by strengthening the global institutional architecture in the water sector SDC will contribute towards global solidarity and ensuring that the global commitment made through the MDGs and SDGs can be followed up and reported. This in turn enables policy and other interventions to be made to support countries where they are lagging. An example is the extra attention paid to sanitation once it became apparent it was falling behind. Another example is the focus on water transparency and increasing accountability in the sector as a key building block in achieving sector goals.
- Influence/Leverage – by leveraging knowledge and funds through partnership with international bodies, SDC is able to contribute at scale and exert an influence that it would not be able at a purely bilateral level. In so doing, it ensures that funding for knowledge generation is not fragmented across many different institutions and that a critical mass of expertise and influence is built up in leading institutions and initiatives.
- Scaling up innovation – by developing and scaling up innovative solutions to persistent barriers through global partnerships it is expected that state of the art expertise will be mobilised and innovations that are emerging at country level can be further developed and replicated internationally. It is also expected that new ideas such as the water footprint can be tested and made ready for country level implementation.
- Knowledge – by fostering and mobilising water knowledge in Switzerland and internationally, Swiss and other expertise will be enhanced and Swiss knowledge will be mobilised for the benefit of global water-related goals. An example of this is the attention given to water diplomacy where Swiss expertise has been mobilised through the High Level Panel on Water and Peace under the Water Hub in Geneva.

Overall the expectation is that this will lead to: better water sector performance as a result of improved governance; more equitable access to WASH and water for agriculture due to up-scaling of innovations and, transformative change in the water sector as women and youth are mobilised and become agents of change.

South domain – SDC supports countries and regions in the South domain in their fight against poverty by strengthening partners from civil society and both the private and public sectors. At the overall domain level water is not one of the thematic priorities but is part of themes such as: Peace building, conflict prevention and promotion of human rights; Disaster risk reduction; Food security and nutrition, Climate change and environment. The strategy of the South domain recognises that population growth, urbanisation, climate and land-use change, and economic development all have a direct impact on water resources. Distributing water between users while guaranteeing social equality, economic efficiency and environmental sustainability is a key development issue. The ultimate expectation is that by supporting water within a range of sectors a contribution will be made to achievement of the MDGs and since 2015, the SDGs – acknowledging that many of the goals are dependent on advances on the direct water goals. Within water as a theme in SDC there is a vision of contributing towards a water secure world which in the UN Water definition incorporates equitable access to affordable

water supply and sanitation, protection against waterborne disease, reduced risk of water-related disasters. The theory of change has evolved over the period 2010-2017 but in summary it can be thought of having interventions within policy, capacity and investment through two main priority areas: IWRM and water-related services (incorporating: WASH and water for agriculture).

- IWRM - by supporting integrated water resources management through policy, capacity development and limited investment in physical infrastructure the ability to adapt to climate change will improve, the risks of water-related disasters will reduce and there will be greater prospects of conflict reduction and transboundary cooperation through water diplomacy.
- WASH and water for agriculture – through a combination of policy changes, capacity development and pro-poor targeted investment the access to affordable water for consumption and food production will be improved. This in turn will lead to health benefits as well as social and economic development as well as creating conditions for greater gender equity and improved quality of life for women and girls.

Outcomes in these priority areas are in turn dependent on the development of accountable and efficient institutions and utilities, an improved environment for participation and partnership between public, private and civil society and, effective decentralisation of water services.

East domain – SDC supports water in the East domain as part of economic development and the transition to a market economic with a strong emphasis on social and environmental goals. Cooperation in the east on water is carried out in close cooperation between SDC and SECO. Together SDC and SECO embrace infrastructure, water and climate change with a focus on sustainable management of public service providers, especially for drinking water and sanitation. SDC's interventions concentrate on local water supply and sanitation management, especially for vulnerable people in rural areas whereas SECO focuses on urban systems. In turn the interventions are expected to lead to: reliable, efficient and inclusive services; improved capacity for disaster risk reduction; greater transboundary cooperation over water and improved health and economic prospects arising from WASH and other water related investments. The ultimate impacts are the transition of the countries from centrally planned to modern market based economies that are inclusive and prosperous and on a path to European integration. Especially for Central Asia there is an expectation of peace and shared prosperity through water diplomacy.

The theory of change has evolved over the period 2010-2017 but in summary, similar to the South domain it can be thought of having interventions within policy, capacity and investment through two main priority areas: IWRM and water-related services (incorporating: WASH and water for agriculture).

- IWRM - by supporting integrated water resources management through policy, capacity development and limited investment in physical infrastructure the ability to adapt to climate change will improve, the risks of water-related disasters will reduce and there will be greater prospects of conflict reduction and transboundary cooperation through water diplomacy. In Central Asia at the regional level the focus lies on equitable access to water resources within the countries and between them to reduce potential conflicts related to water and energy. In the Western Balkans the focus is on raising awareness of the environment and improving the capacity to manage water and natural resources in line with European practice and values.
- WASH and water for agriculture – through a combination of policy changes, capacity development and pro-poor targeted investment the access to affordable water for consumption and food production will be improved. This in turn will lead to health benefits as well as social and economic development as well as creating conditions for greater gender equity and improved quality of life for women and girls. At country

level, the focus has been on improving access to rural WASH and in addressing the considerable challenges of creating sustainable and inclusive economic growth, building pluralistic societies, providing water, health and other public services to all citizens as well as managing water resources. In the Western Balkans and Eastern Europe there is a strong focus on water infrastructure and services as an element in economic development and environmental management.

Good governance and gender are transversal concerns across all the intervention areas. Outcomes in the priority areas are in turn dependent on the development of accountable and efficient institutions and utilities, an improved environment for participation and partnership between public, private and civil society and, effective decentralisation of water services.

Humanitarian domain - SDC intervention in the humanitarian domain aims to save lives and alleviate suffering by protecting the interests of vulnerable population groups before, during, and after periods of conflict, crises, or natural disasters. In the immediate term, this is achieved through providing practical help to the people affected to meet their most basic needs, e.g. by providing emergency shelter, drinking water, sanitation facilities and medical supplies. In the longer-term by linking relief, rehabilitation and development there is contribution towards disaster risk reduction and prevention. These longer-term effects in turn can be enhanced through strengthening partners from civil society and both the private and public sectors so that national resilience is increased.

To implement its mandate, Swiss humanitarian aid uses instruments such as: direct action, contribution to other humanitarian interventions, and the secondment of Swiss experts to UN and others. At the multilateral level, Swiss humanitarian aid works to ensure an effective international system for responding to crises. To this end, it builds on its experience to influence international humanitarian policies. The theory of change has evolved over the period 2010-2017 but in summary it can be thought of having three main outcome areas:

- Emergency and humanitarian assistance – this involves concrete responses to emergencies and outputs such as the provision of emergency shelter, drinking water, sanitation facilities and medical supplies. By providing such assistance lives are saved, suffering is alleviated and vulnerable people are protected.
- Legal framework and capacity – this involves the promotion of humanitarian law principles and standards through bilateral and multilateral discussions, and the strengthening of sector institutions and human capacities from the public, private and NGO sectors. By strengthening the legal framework and building capacity, the interests of vulnerable people are protected and a contribution is made towards conflict reduction and peace.
- Longer-term investment – this involves the construction, reconstruction and rehabilitation of water and sanitation infrastructure that is resilient against shocks and natural disasters. By investing or promoting the investment of longer-term infrastructure the risks of future disasters are minimised and longer-term improvements are made in water security and the water available for consumption and agriculture.

F2 Detailed outline

Global domain – theory of change

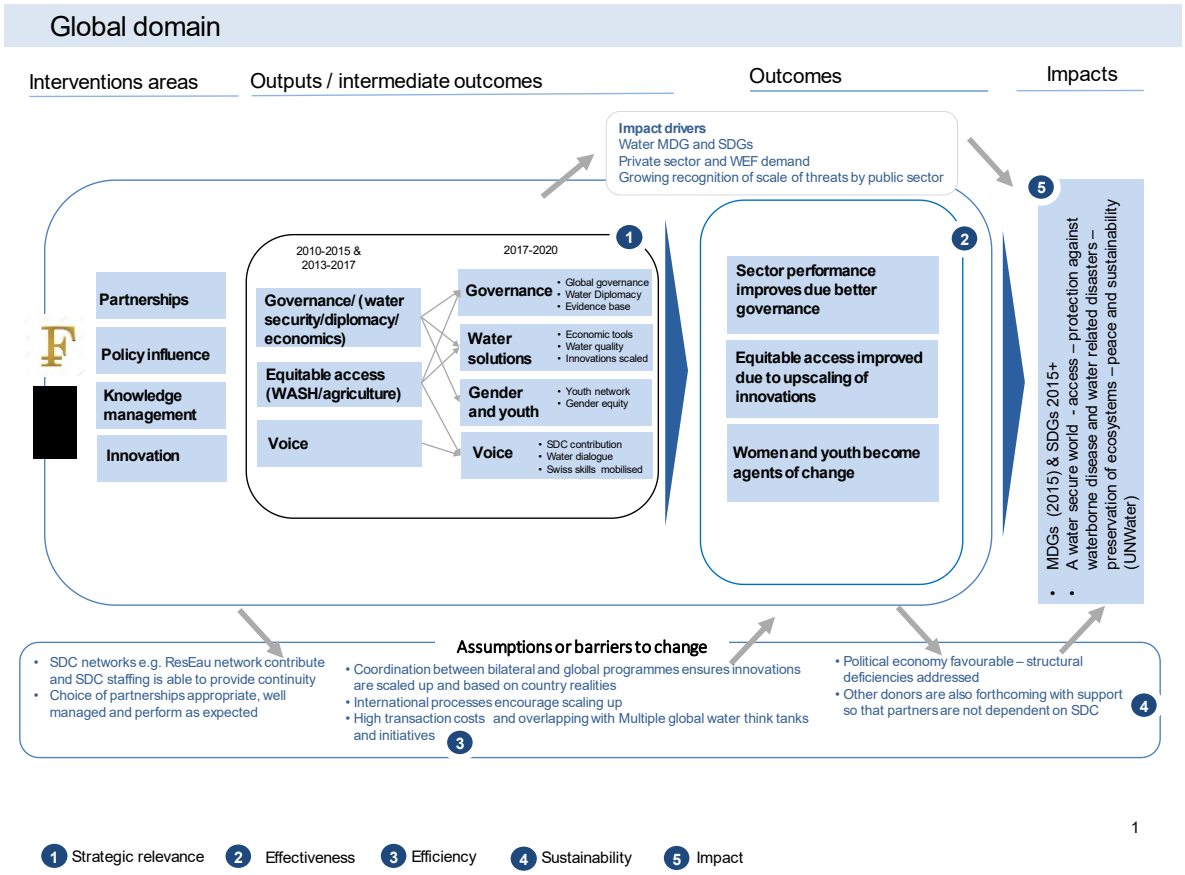
The theory of change guiding the global domain in water is provided by a series of four normative documents (see Annex D1) that present detailed objectives and results frameworks for the periods 2010-2015 and 2013-2017 (with a two year overlap) and again from 2017-2020. With each period reflecting lessons learnt from earlier experience.

The rationale for the global domain in SDC is as a response to challenges and opportunities that cannot be solved purely at a bilateral or regional level. Thus there are global programmes on climate, migration, food security, health and water. The first, climate, at least in terms of climate change mitigation, is intrinsically global whereas the others, including water, are multi-country but where a global dimension can be helpful in informing country and regional efforts and in creating the necessary political capital and knowledge base. The 2010-2015 strategic framework sets out a clear four point rationale for the global water actions as follows:

- Governance – to strengthen the global institutional architecture in the water sector
- Influence/leverage– to leverage knowhow and funds through partnership with international bodies
- Scaling up innovations – to develop and scale up innovative solutions to persistent barriers
- Knowledge – to foster water knowledge in Switzerland and internationally

This rationale, although evolving throughout the period 2010-2017, has been consistent in its main thrust. The main changes being: a shift from the MDGs to the SDGs, a broader and more numerous selection of partnerships, less direct emphasis on particular tools such as the water footprint approach and technology for irrigation efficiency with more emphasis on innovation processes. A theory of change for the Global Programme Water was developed as part of the evaluation of global programmes (SDC, 2015, p104) and this presentation draws in part on that.

The figure below shows a first attempt at a re-constructed intervention logic that identifies



an impact pathway as well as drivers and assumptions as part of a theory of change based on the objectives and results outlined in the strategy and its results framework.

Context – As the world's population increases, as urbanisation accelerates and patterns of consumption change the pressure on water resources grow. The current situation can appear gloomy with, for example, over 90% of wastewater in developing countries being discharged without treatment into the sea and freshwater bodies. By 2030 it is estimated that over 40% of the world's population will be living in severely water stressed basins. However, global efforts to reverse these negative trends are working although they still have much further to go. It is notable that billions of people have gained access to water and sanitation services in the years since the launch of the MDGs. The SDGs go further than just universal access and include wider environmental, economic and social elements. The SDGs also address the entire global situation and include the industrialised world. This creates a context where there are both great needs for collective global action but also optimism that change and inclusive, sustainable development can be brought about.

Inputs and intervention areas - The main inputs are funding and expertise provided to global processes. The interventions that make use of these resources can be grouped, as done in the strategic framework of 2017-2020, under: partnerships that can lever and scale up successful activities; actions to influence policy and build institutions; knowledge management that is action orientated and; innovation that promotes new and promising approaches and technologies.

Outputs and outcomes - These interventions in turn would lead to outputs and intermediate outcomes that, although differently worded over the years and with shifts in emphasis, can be summarised as: governance including the strengthening of the global water institutional architecture, water diplomacy and monitoring; innovative water solutions that can be scaled up; increased equitable access both to WASH and water for food, taking into account the human rights to water and sanitation as well as the empowerment of women and youth; an increased voice and mobilisation of Swiss and international expertise that creates a more effective global water dialogue. In turn these contributions are expected to lead to: improved sector performance due to better governance; greater equitable access due among others to the scaling up of innovations that overcome persistent sector barriers and, mobilisation of youth and women as powerful agents of change.

Assumptions or barriers to change – In moving from the inputs to the outcomes there are constraints in the human resources available to SDC and an assumption that the SDC networks and staffing have sufficient continuity to contribute substantially. There are also implicit assumptions that the partnerships selected are appropriate and well managed. These are risks that can be minimised by careful selection and ensuring influence by participating in the governance structures. There are also assumptions that the bilateral programmes can make use of the global products and that the global processes can access and are able to learn from action on the ground so that these international processes can foster and enable scaling up of innovation. The evaluation of global programmes (SDC,2015) notes the potential of high transaction costs of global actions in the water sector and in particular the risk of overlapping of effort with multiple global water think tanks being supported with similar objectives.

Impacts – The ultimate impacts are the achievement of the SDGs and earlier the MDGs with the realisation that these are unlikely to be achieved without global support on monitoring, policy adjustment and development of innovations that can be scaled. Ultimately the vision for the SDC Global Programme Water is the attainment of a water secure world as defined by the UN.

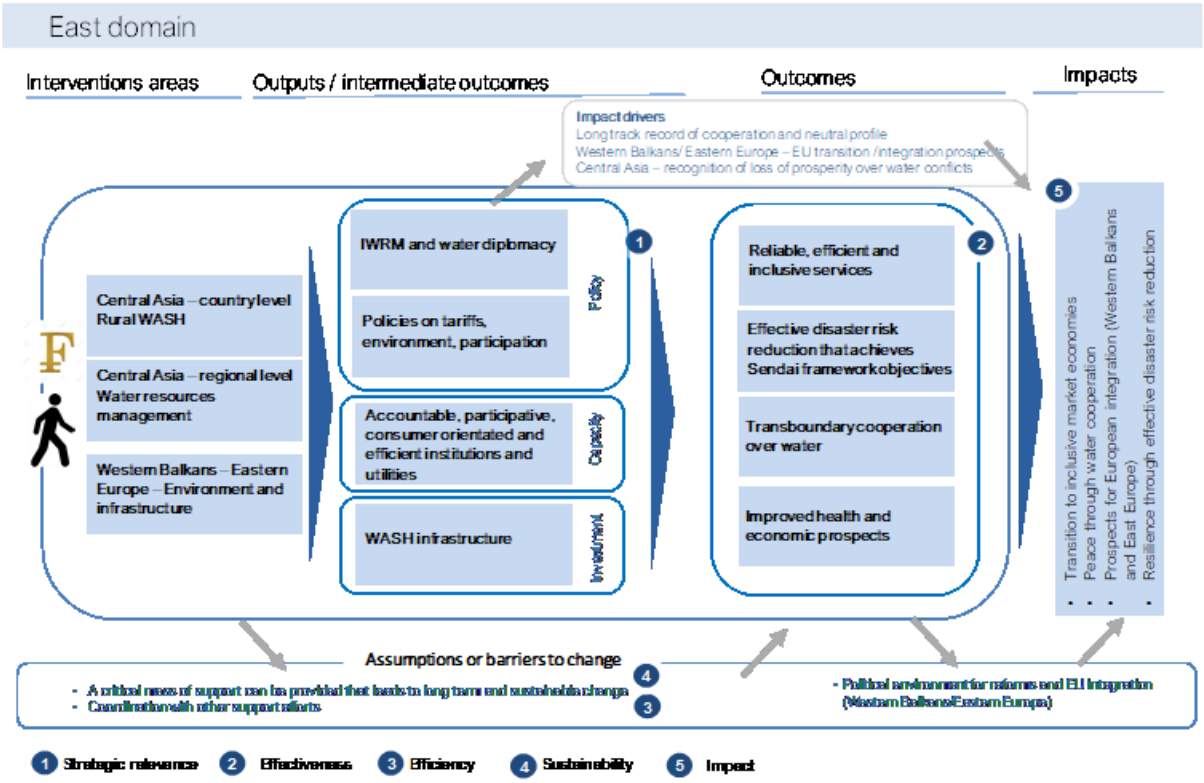
Impact drivers and barriers – The commitment to the MDGs and SDGs has been and is a strong driver for the attainment of the aims of the SDC Global Programme Water as it

brings funding and political capital to the partnerships and process that SDC works with and supports. The realisation both within the public and private sectors of the importance of water in adapting to climate change and to ensuring prosperity and water secure value and supply chains is also growing and acts as a driver for change. On the negative side, the attainment of the impacts are subject to barriers arising from structural deficiencies and a negative political economy environment where special interests create inefficiencies, frustrate reforms and prolong inequitable access.

East domain – theory of change

The theory of change guiding the water related actions in the East domain is part of the wider strategy for support at country and regional level. Within the region, three areas can be distinguished: Eastern Europe (including Ukraine and Moldova); Western Balkans (including Albania, Bosnia and Herzegovina, Kosovo, Macedonia and Serbia) and Central Asia (including Tajikistan, Uzbekistan, Kyrgyzstan with regional cooperation going beyond to other countries). The country and regional strategies available provide the normative basis for SDC intervention. Apart from Central Asia, water is not seen as a sector in itself but is part of a broader engagement which in general focuses on two main topics: governance, democratisation on the one hand and economic development on the other. The entry points for water vary from country to country but generally speaking water is part of economic development and the transition to a market economic but with a strong emphasis on social and environmental goals. As noted by SDC water news (March 2017) cooperation in the east is carried out in close cooperation between SDC and SECO. SDC embraces infrastructure, water and climate change with a focus on sustainable management of public service providers, especially for drinking water and sanitation. SDC's interventions concentrate on local water supply and sanitation management, especially for vulnerable people in rural areas whereas SECO focuses on urban systems.

The figure below shows a first attempt at a re-constructed intervention logic that identifies an impact pathway as well as drivers and assumptions as part of a theory of change based on the objectives and results outlined in the strategy and its results framework.



Context - In Central Asia, as noted in the SDC regional strategy for Central Asia (SDC), the former Soviet republics face similar challenges – such as limited basic service delivery, insufficient economic diversification and job creation, low citizen's participation in decision making and weak accountability of public institutions. Infrastructure in general (e.g. water, sanitation, energy, central heating and solid waste) suffers from prolonged underinvestment as well as deficiencies in terms of management and regulatory environment. Integrated Water Resources Management (IWRM) principles are not consistently applied in the region: fixed quotas are allocated to every country, notwithstanding changes of water availability due to climate change, population growth and higher demand from agriculture, power generation and industry. National interests prevail and the competition over scarce water resources leads to tensions hampering the socio-economic integration of the region. In Eastern Europe and the Western Balkan states there have been progressive reforms with a transition from planned to market based economies and a varying pace between the different countries towards European integration. Tension between Russia and the West, the slowing down of the EU integration process and the migration crisis have created new challenges and relations between the countries in this region remain tense. Despite considerable efforts, major challenges remain – political institutions are still not sufficiently established, there is a need to catch up economically and unemployment is widespread. Challenges that affect water include weak governance, inadequate inclusion with continuing disparities in service provision and a need for greater environmental protection.

Inputs and intervention areas – In Central Asia at the regional level the focus lies on equitable access to water resources within the countries and between them to reduce potential conflicts related to water and energy. At country level, the focus has been on improving access to rural WASH and in addressing the considerable challenges of creating sustainable and inclusive economic growth, building pluralistic societies, providing water, health and other public services to all citizens as well as managing water resources. In the Western Balkans and Eastern Europe the focus is on water infrastructure and services as an element in economic development and environmental management. Good governance and gender are transversal concerns across all the intervention areas. In turn the interventions are expected to lead to: reliable, efficient and inclusive services; improved capacity for disaster risk reduction; greater transboundary cooperation over water and improved health and economic prospects arising from WASH and other water related investments.

Outputs and outcomes - Policy related outcomes include promoting IWRM and water diplomacy, especially as part of the regional strategy in the Central Asia. These efforts are aimed at supporting regional organisations in order to create a more favourable environment leading to a joint and dynamic management of regional river basins. Throughout the East domain, there is an effort at the project level to promote better policies on tariffs, on environmental protection and on greater consumer participation in the water sector. The SDC cooperation (SDC, March 2017) seeks to be in line with national needs and reform processes are encouraged, ensuring compliance of water laws, norms and standards with international best practices. Building institutional capacity is a focus in order to ensure that water utilities and organisations are accountable and efficient. The support to transition processes from planned to market economies comprises the development of local water organisations, based on a broad participatory approach of citizens, with the goal of strengthening capacities and enabling processes to manage cost recovery systems with transparent tariffs for water, wastewater and waste services. On investment there are active WASH actions in rural areas to reach out to marginalised communities and financed through NGOs. At a larger scale investment and infrastructure is also promoted through new financial mechanisms in collaboration with International Financial Institutions.

Assumptions or barriers to change – in moving from the inputs to the outcomes there is an assumption that the SDC support in combination with national, regional and the support of other donors will provide enough critical mass to effect a long-term and sustainable change within water resources and water services. This implies that efforts are coordinated, aligned and harmonised.

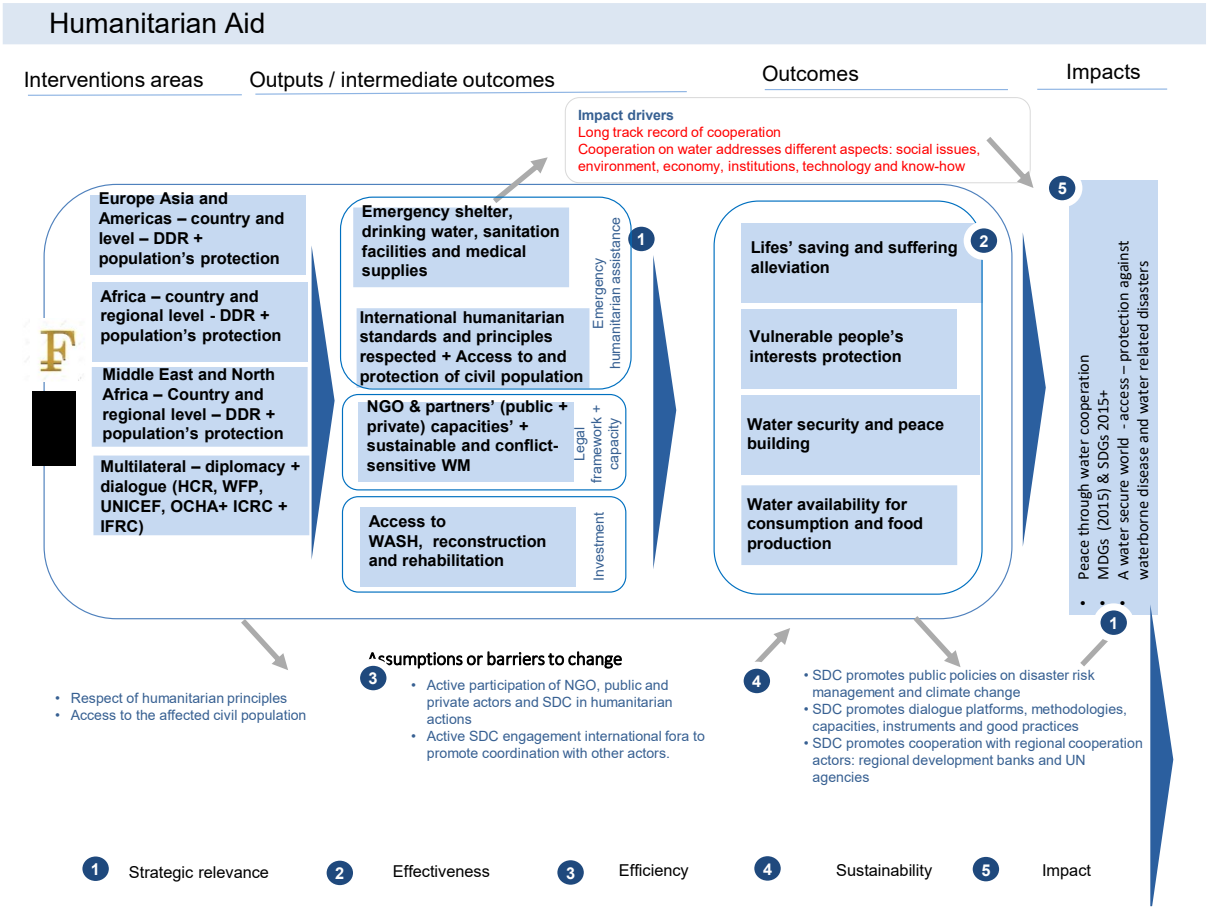
Impacts – the ultimate impacts are the transition of the countries from centrally planned to modern market based economies that are inclusive and prosperous and on a path to European integration. Especially for Central Asia there is an expectation of peace and shared prosperity through water diplomacy. In short: water diplomacy helps implementing IWRM principles which will favour socio-economic development and prosperity. There is also an aim to gain resilience through effective disaster risk reduction.

Impact drivers and barriers – the main drivers of change especially for promoting water diplomacy in Central Asia are the realisation of the loss of prosperity and the environmental damage arising from water conflicts combined with the long track record of cooperation and SDC's position as a neutral broker. In the Western Balkans a key driver is the political desire and perceived benefits of European integration. On the negative side is a sometimes worsening environment for policy reforms as vested interests resist change and the movement towards European integration weakens.

Humanitarian domain – theory of change

The theory of change guiding the water related actions in the Swiss Humanitarian Aid (SHA) is also delivered at country, regional and at the multilateral level. SHA aims to save lives and alleviate suffering and build bridges with the area of development cooperation to enable its programmes to have a long-term impact. It is active in protecting the interests of vulnerable population groups before, during, and after periods of conflict, crises, or natural disasters, fight poverty through strengthening partners from civil society and both the private and public sectors (SDC website, SHA). To implement its mandate, Swiss Humanitarian Aid has the following instruments at its disposal: direct actions, contributions, and the secondment of experts from SHA Unit to its UN partners and to the International Committee of the Red Cross. At the multilateral level, Swiss Humanitarian Aid works to ensure an effective international system for responding to crises. To this end, it builds on its experience to influence international humanitarian policies. The Humanitarian Aid of SDC focuses on two main priorities: i) emergency humanitarian assistance, and ii) strengthening the legal framework for providing humanitarian aid. Funds are used to protect the most affected civilian populations – primarily refugees and internally displaced persons – and help them meet their most basic needs, e.g. providing emergency shelter, drinking water, sanitation facilities and medical supplies.

The figure below shows a first attempt at a re-constructed intervention logic that identifies an impact pathway as well as drivers and assumptions as part of a theory of change based on the objectives and results outlined in the strategy and its results framework.



Context – Natural and conflict or crisis induced disasters affect many of the poorer developing countries that are not in a position and do not have the resources to adequately respond. Water related catastrophes and especially flooding have devastating effects on the lives and quality of life of people and also on wider economic growth. Water-related disasters represent about 90% of natural disasters[25]. The World Economic Forum estimates that natural disasters caused Euro 1.25 trillion of damage between 2003 and 2013 of which 90% involved flooding and water related disasters – affecting the lives of 2 billion people and causing 1.1 million deaths[26]. Early response by the international community is essential to provide relief in crisis and conflict situations and especially to meet the water and sanitation needs of the affected populations. In the longer-term it is necessary to reduce the risk of disasters in order to prevent future occurrence, build resilience and link relief and rehabilitation to development. These actions are designed to provide sustainable access to water and sanitation, and are usually implemented by humanitarian organizations, United Nations agencies and Non-Governmental Organizations (NGOs). Part of these interventions is aimed at risk prevention to minimize the impacts of conflicts and disasters such as floods and droughts[27].

Inputs and intervention areas – SDC's water commitment in the scope of the Humanitarian Aid comprises: Water, Sanitation and Hygiene (WASH), Water for food, IWRM, Water policy and advocacy, Water diplomacy and security. Examples of actions of these areas are:

1 [25] UNWWDR4, march 2012
2 [26] World Economic Forum 2015, https://www.weforum.org/agenda/2015/12/how-much-do-natural-disasters-cost-the-world/ 2015

[27] https://www.eda.admin.ch/dam/deza/en/documents/themen/wasser/Water-Atlas_EN.pdf

Areas	Inputs examples
WASH	Emergency aid operations to ensure access to safe WASH Investments for infrastructure's reconstruction
Water for food	Increasing access to agricultural water productivity and efficiency by providing access to low-cost and efficient techniques and models Increasing access to improved agricultural water management through building/rehabilitation of irrigation schemes Increasing recovery & reuse through the support of entrepreneurs to adopt viable business models to reuse wastewater, grey water and excreta. Improve water-use efficiency for food production
IWRM	Balancing between human rights, protection of the environment and market forces, whilst triggering the potential of cooperation for transforming tensions on water uses into peace building Strengthen the basis for IWRM Mitigation of water-related disaster risks
Water policy and advocacy	Developing of NGO's, public and private actors' capacities Advocacy for humanitarian aid's principles and standards
Water diplomacy and security	Improving the situation of conflict-affected and vulnerable people according to humanitarian needs and principles Advise to UN and ICRC on strategy and provision of SHA experts

Outputs and outcomes – The outputs are linked to intermediate outcomes that can be grouped in three areas:

- Emergency and humanitarian assistance related outputs which include the provision of emergency shelter, drinking water, sanitation facilities and medical supplies.
- Capacity related outputs and outcomes include the promotion of humanitarian law principles and standards through bilateral and multilateral discussions, and the strengthening of sector institutions and human capacities from the public, private and NGO sectors.
- Longer-term investment related outputs and outcomes include the construction, reconstruction and rehabilitation of water and sanitation infrastructure.

In turn these lead to outcomes such as: saving of life and alleviation from suffering (including disease); protection of vulnerable people; enhancing water security and reduction of conflict over water-related resources; longer-term improvements in water security and the water available for consumption and agriculture.

Assumptions or barriers to change – In moving from the inputs to the outcomes there are assumptions concerning mainly the respect of humanitarian principles, the access to the affected civil population; an active participation of non-governmental, public and private actors and SDC in humanitarian actions; an active SDC engagement international fora to promote coordination with other donors, UN agencies, ICRC and other actors.

Impacts – The ultimate impacts are the contribution to sustainable development goals, particularly SDG 2 and 6; life saving, suffering alleviation; and peace through water availability and cooperation.

Impact drivers and barriers – The impact drivers are a political environment where there is rapid acceptance, by the affected countries and communities, of the need for external assistance and a desire to learn from and replicate good disaster risk reduction practices. The reputation of Switzerland for neutral and disinterested assistance is an impact driver for ensuring rapid access to the affected areas. The response of the Swiss public to disasters and their willingness to help is also a political driver for ensuring that sufficient resources are made available.

Annex: Regions, countries and focus areas – Humanitarian Aid

Multilateral Humanitarian Aid	Its main partners are the Red Cross and Red Crescent (ICRC, IFRC) and the UN specialised agencies (HCR, WFP, UNICEF, OCHA). The division determines the financial contributions allocated by Switzerland to these organisations. It advises these agencies on strategy and makes available experts from the Swiss Humanitarian Aid Unit. Disaster risk reduction is one of the division's central issues. In the context of this theme, it cooperates with a large number of organisations, the United Nations Office for Disaster Risk Reduction (UNISDR), and has the expertise of a network of specialists at its disposal. The division is also committed to ensuring respect for humanitarian principles, better access to the victims of conflicts, their protection, and improving the quality of humanitarian operations.
Europe Asia and Americas	Colombia/ /Haiti/ North Korea/ Mekong (Vietnam, Laos, Cambodia, Myanmar)/ Sri Lanka
	The division works in different sectors including reducing risks and strengthening rapid response mechanisms in the event of natural disasters (Central America, Bolivia, Central Asia). The division is carrying out several public reconstruction and rehabilitation projects in areas devastated by conflicts (Sri Lanka ended in 2016) and natural disasters (Haiti, Pakistan). It is supporting programmes designed to protect populations affected by armed conflicts (Myanmar, Colombia). Finally, it regularly carries out emergency aid operations, such as those in response to the massive earthquake in Haiti in 2010, Typhoon Haiyan in the Philippines in 2013, the conflict since 2014 in Ukraine, the earthquakes in Nepal in 2015 and in Ecuador in 2016, and hurricane Matthew in Haiti in 2016.
Africa	South Sudan/ Horn of Africa (Somalia, Ethiopia, Kenya, South Sudan, Yemen, Eritrea, Djibouti, Sudan)/ The Great Lakes Region (Rwanda, Burundi, Congo)/ Burkina Faso/ Mali/Niger
	The Africa division of Humanitarian Aid and SHA carries out programmes in the Horn of Africa, the Sahel region, southern and central Africa. It works in different sectors including strengthening the resilience of population groups to the consequences of drought, protecting civilians during armed conflicts, food security, and access to water and sanitation. In addition to the five offices located in Liberia, Sudan, South Sudan, Kenya, and Zimbabwe, the Africa division's activities are complemented with the presence of many experts of the Swiss Humanitarian Aid Unit in other parts of the continent. When requested, these experts are also seconded to international organisations active in Africa to support them in their work.
Middle East and North Africa	North Africa (Egypt, Tunisia, Morocco, Libya)/ Middle East (Jordan, Lebanon, Syria, Iraq, Occupied Palestinian Territory)
	The Middle East and North Africa division conducts programmes in the Middle East, North Africa, and the South Caucasus. It has adopted an integrated approach, combining humanitarian aid and development. Its activities focus on emergency aid for victims of conflicts (Syrian crisis), risk reduction, and strengthening rapid response capacities in the event of natural disasters (Armenia, Morocco), reconstruction and rehabilitation of areas devastated by conflicts (Georgia), and advocacy for vulnerable groups such as refugees and internally displaced persons (Lebanon, North Africa). The development-cooperation components of the division's activities are transition to democracy, job creation, and income generation. The division also oversees relations with the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA).

South domain – theory of change

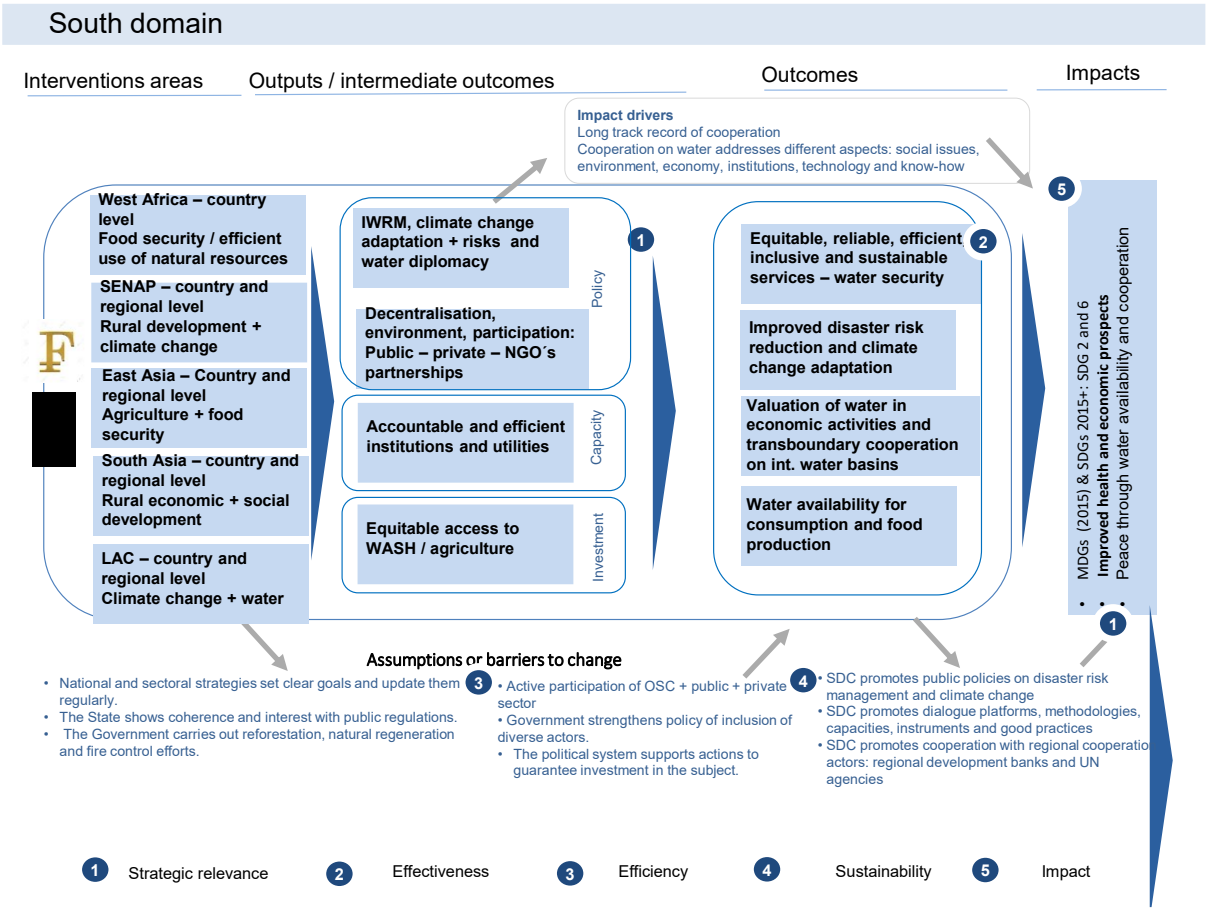
The theory of change guiding the water related actions in the South domain is part of the wider cooperation strategy for support at country and regional level. The domain is organised under 5 regional clusters: West Africa; Southern Africa East and North Africa and Occupied Palestinian Territory; East Asia; South Asia and; Latin America and the Caribbean. The country and regional strategies available provide the normative basis for SDC intervention. Development cooperation with the South aims to fight poverty through strengthening partners from civil society and both the private and public sectors (SDC web, south cooperation). Its activities are planned and implemented in conjunction with local partners, both private and public, within the framework of country programmes spanning several years. At the overall domain level water is not one of the thematic

priorities but is part of themes such as: Peace building, conflict prevention and promotion of human rights; Disaster risk reduction; Food security and nutrition, Climate change and environment. The strategy of the South domain recognises that population growth, urbanisation, climate and land-use change, and economic development all have a direct impact on water resources. Distributing water between users while guaranteeing social equality, economic efficiency and environmental sustainability is a key development issue.

The figure below shows a first attempt at a re-constructed intervention logic that identifies an impact pathway as well as drivers and assumptions as part of a theory of change based on the objectives and results outlined in the strategy and its results framework.

Context - SDC's cooperation development with the South helps reduce poverty in 20 countries and regions across Africa, Asia, and Latin America. It supports the efforts of these countries to cope with the development issues they face. Its activities aim to facilitate better access for disadvantaged population groups to employment, an income, training, health services, and sustainable growth.

Inputs and intervention areas – SDC's water commitment in the scope of the south cooperation comprises: Water, Sanitation and Hygiene (WASH), IWRM, Water policy and advocacy, Water diplomacy and security and Water economics. Examples of actions of these areas are shown in the table below:



Outputs and outcomes - In most of the new strategies water is not singled out as a priority sector but a fundamental sub area for economic development and environment. In the former strategies water sector was an explicit sector. Within policy related outputs and outcomes, IWRM has become an umbrella area in all country and regional level strategies aimed at promoting sustainable, reliable services, water security and supporting regional organisations in order to create a more favourable environment leading to a joint and dynamic management of regional river basins. SDC provides support at the policy level in order to strengthen decentralisation processes, promote innovative public, private and NGO water management models, and reduce the risks of disasters. Capacity related outputs and outcomes include the strengthening of sector institutions and human capacity development at national and sub national level and of the public, private and NGO sectors. Throughout the South domain, there is an effort at the strategies' level to promote the disaster risk reduction and climate change adaptation. Investment related outputs and outcomes include generally the increased and equitable access to water, sanitation and hygiene services but also the access to water for food production in all countries. Large scale investment and infrastructure are promoted through new financial mechanisms in collaboration with International Financial Institutions at regional level.

Areas	Inputs examples
WASH	Increasing access for people in rural areas, small towns and peri-urban areas; Supporting networks for policy dialogue, governance & integrity in the WASH sector and global monitoring of WASH coverage; Working towards the human rights to water and sanitation; Developing innovative partnerships models for know-how transfers and leverage of funds.
Water for food	Increasing access to agricultural water productivity and efficiency by providing access to low-cost and efficient techniques and models; Increasing access to improved agricultural water management through building/rehabilitation of irrigation schemes; Increasing recovery & reuse through the support of entrepreneurs to adopt viable business models to reuse wastewater, grey water and excreta.
IWRM	Balancing an increasing water demand (water for people, for food, for nature and for industrial use) with constant water availability; Balancing between human rights, protection of the environment and market forces, whilst triggering the potential of cooperation for transforming tensions on water uses into peace building.
Water policy and advocacy	Developing of local capacities, promoting progress in sector policy reforms and national commitment to global advocacy for a coherent and visible water sector.
Water diplomacy and security	Enabling country leaders and experts to speak a common language on water management and identify and reach common goals, on the basis of sound technical information; Fostering water cooperation and creating new opportunities for resolving water related conflicts.
Water economics	Developing new financial mechanisms to leverage private sector funding such as through Water Benefit Certificates. Supporting the concept of payments and investments in watershed services in order to secure water resources through investing in natural infrastructure for water services (Payment for Environmental Services).

Assumptions or barriers to change – In moving from the inputs to the outcomes there are assumptions concerning mainly the existence and updating of national sectoral policies, water regulations' coherence, efforts by the states to promote natural resources' regeneration; an active participation of non-governmental, public and private actors and SDC engagement at national and regional level to promote disaster risk management, climate change policies, knowledge management and coordination with other donors.

Impacts – The ultimate impacts are the contribution to sustainable development goals, particularly SDG 2 and 6; the improvement of living conditions of population (health, nutrition, and income); and peace through water availability and cooperation.

Impact drivers and barriers – The main drivers that can be mentioned are: i) the long track record of cooperation with most of these countries, ii) that cooperation on water addresses different aspects: social issues, environment, economy, institutions, technology and know-how.

Regions, countries and focus areas – South cooperation

Region	Country focus
West Africa	Benin, Burkina Faso, Niger, Chad, Mali
	SDC focuses on rural development and food security, local governance and decentralisation, and for basic education and vocational education and training. The SDC provides support to small farmers of both genders for the efficient use of natural resources conserving them for future generations, this all in the context of social and economic changes and the impact of climate change.
Southern Africa, East and North Africa, Occupied Palestinian Territory Division (SENAP)	North Africa (Tunisia, Egypt, Occupied Palestinian Territories) Great Lakes (Rwanda, Burundi, Democratic Republic of the Congo) Horn of Africa (Somalia, Ethiopia, Kenya) Southern Africa (with focal points in Zimbabwe, Malawi, Zambia, Lesotho and Swaziland) Mozambique and Tanzania
	SDC supports SENAP in healthcare, rural development and employment, transition and good governance. Climate change is also an important working area.
East Asia	Mongolia and the Mekong states (Cambodia, Laos and Myanmar)
	The East Asia Division is committed to reducing inequalities, promoting human rights and supporting ongoing democratisation processes. In addition, it is active in the areas of local governance and decentralisation, agriculture and food security, public health and vocational skills development.
South Asia	Bangladesh, Nepal, Afghanistan and Pakistan, including the Hindu Kush regions of Afghanistan and Pakistan.
	To tackle the main social and political factors contributing to conflict, SDC cooperation strategies encourage respect for human rights and promotes peace by helping to strengthen civil society and local governance, and supporting inclusive economic and social development in rural areas. The goal is to strengthen the resilience of the rural population, particularly women, to stress related to natural disasters or conflict. Thus Switzerland focuses its endeavours on improving water management, economic activities and basic education. In practice, the SDC aims are as follows: Providing water supplies and sanitation and installing, reconstructing and maintaining micro and small-sized irrigation systems, among others.
Latin America and the Caribbean	Bolivia, Cuba, Haiti, Central America (Nicaragua, Honduras)
	SDC's programmes cover local governance and decentralisation, job and income creation, climate change and water. In fragile contexts (Honduras, Haiti), the division focuses on preventing violence, promoting human rights and strengthening the state. The division is the centre of expertise for the promotion of the economy and employment. It works for the development of the private sector, vocational education and training and the financial sector (micro-finance, savings, loans, micro-insurance). The division's main partners are the Inter-American Development Bank and the United Nations Development Programme.

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