



## External evaluation of the Water Integrity Network (WIN)



**INTEGRITY  
makes WASH  
in schools WORK!**

Enabling schools and communities to improve WASH through integrity

Casiano, 30 May 2024

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## Abbreviation and acronyms

AWIS	Annotated Water Integrity Scan
CA	Collective Action
CSO	Civil Society Organisation
CGIAR	Consultative Group for International Agricultural Research
ESAWAS	Eastern and Southern Africa Water and Sanitation Regulators Association
GPW	Global Programme Water (of SDC)
GWOPA	The Global Waster Operators' Partnership Alliance
GCF	Green Climate Fund
IMT	Integrity Management Tool
IMT-SWSS	Integrity Management Tool for Small Water Supply System
IRC	International Reference Centre on Community Water Supply
IWMI	International Water Management Institute
MCWIP	Multi Country Water Integrity Programme
NGO	None Governmental Organisation
OECD- DAC	Organization for Economic Cooperation and Development – Development Assistance Committee
SDC	Swiss Development Cooperation
SDG	Sustainable Development Goals
SIDA	Swedish International Development Cooperation Agency
SIWI	Stockholm International Water Institute
TI	Transparency International
TORs	Terms of Reference
WASH	Water, Sanitation and Hygiene
WB	World Bank
WEFE	Water-Energy-Food-Ecosystem-Nexus
WIN	Water Integrity Network
WIRI	Water Integrity Risk Index

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Cover photo	Courtesy Kazi Monir Mosharof, ex WIN consultant in Bangladesh
Screenshot 1	Integrity in WASH services, HELVETAS Guatemala
Screenshot 2	Integrity toolbox use, Caritas Kenya

## Executive summary

- i. The Water Integrity Network (WIN), as an “offspring” of Transparency International (TI), is a small organization with a team of 12 staff and engaging since 2009 for the promotion and implementation of integrity actions in the water and sanitation sectors. The Swiss Agency for Development and Cooperation (SDC) has supported WIN over four funding cycles, between 2009 and 2023. In this period, the total amount of SDC funding reached CHF 6.59 million.
- ii. WIN promotes collective action (CA) for water integrity, raises awareness on the impact of corruption and provides training as well as tools for key actors in the water sector. WIN concentrates on the WASH dimension (water sanitation and hygiene) within the water sector. In practice, WIN proposes to build integrity with “Transparency, Accountability, Participation, and Anti-corruption” (TAPA).
- iii. In January 2024, SDC floated a tender for the external evaluation of WIN and adjudicated the assignment to the INNOVABRIDGE Foundation in Switzerland. The purpose of the evaluation was to provide SDC with an external and objective assessment regarding the achieved specific results of its multi-annual core contributions from 09.2009 till 12.2023, as well as to formulate lessons learnt for WIN and for SDC. According to terms of reference, the emphasis of the analysis was to be focussed on the last funding cycle from 2020 to 2023.
- iv. The methodology of the evaluation follows the OECD DAC Evaluation Quality Standards, and includes: a desk review of relevant documentation, an early feedback round with SDC and WIN on 15 April 2024, remote one-to-one key informant interviews, a triangulation of evidence gathered, an online wrap-up meeting with SDC and WIN on 23 May 2024, and the preparation of the final evaluation report. The main findings of the external evaluation are:
- v. **Relevance.** To reach the Sustainable Development Goals 6 (SDG 6) until 2030, the UN estimates that the related costs for reaching SDG 6 until 2030 will exceed USD 1trillion annually.<sup>1</sup> Corruption and poor integrity threaten this substantial investment and lead to ineffective water and sanitation infrastructure, unchecked pollution, unprepared service providers, and whole communities left with unsafe water, or no water at all. From this point of view, WIN is highly relevant.
- vi. The donor at stake, SDC, highlights the relevance of water governance in order to reach SDG 6 until 2030 in its *Global Programme Water 2021-2024*. For the partners of WIN, the value added of its agenda is that WIN has started to *speak about the unspeakable* and has given a voice to the victims of inefficiency and corruption in the water sector. For the final beneficiaries, at the end, it is an existential issue be able to have more equitable access to water and sanitation. **Overall, WIN is definitely doing the right thing.**
- vii. **Coherence.** WIN is aligned with the wider policy frameworks of the Swiss Development Cooperation. WIN’s governance structure and routine is clearly geared towards compatibility with other actors, in the global arena of water governance, many of which are members of its General Assembly. **Coherence is assessed as very satisfactory.**
- viii. **Effectiveness.** WIN has been and continues to be highly productive. There are 194 publications on record, mostly research work, case studies and strategic outlooks, with a focus on global issues at the macro level. More than 1,100 persons were trained between 2020 and 2024 only, with documented completion rates and gender ratios between 31 and 55%.
- ix. Advocacy campaigns are another strategic product. A highly visible advocacy action was and is “Government, pay your water bills!” (GPYWb). WIN has also developed, and is disseminating, tools for various users, such as utilities, small community water schemes,

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<sup>1</sup> [https://www.unwater.org/sites/default/files/2023-07/blueprint\\_for\\_acceleration\\_sdg\\_6\\_synthesis\\_report\\_on\\_water\\_and\\_sanitation\\_2023\\_web\\_version.pdf](https://www.unwater.org/sites/default/files/2023-07/blueprint_for_acceleration_sdg_6_synthesis_report_on_water_and_sanitation_2023_web_version.pdf)

regulators and partnerships. A few WIN case studies infer that the use of these tools has fostered significant water integrity outcomes. However, these achievements are not systematically compared with the indicators of the most recent WIN logframe 2020-2022 that counts four key outcomes. **Thus, while WIN was effective in generating relevant and tangible products, this cannot be directly measured against pre-set targets.**

- x. **Efficiency.** With annual budgets of under USD 2 million, WIN costs only a dismal portion of the USD 1 trillion p.a. needed to reach SDG 6. The financial management of the network is prudent, and staff and wage policies are transparent. A Partner Risk Assessment (PRA) commissioned by SDC **confirms that WIN's efficiency is high.**
- xi. **Impact.** An internal mid-term review of 2019 found that, while WIN's program was animated and lively, it has not gained traction at impact level. It noted the need of impact to be more clearly conceptualised, including by better defining how it is measured. This evaluation concurs but points to a wealth of sources for assessing impact that are available in WIN's own bibliography, in particular feedback from advocacy campaigns and case studies on the adoption of WIN tools. **There is clear, albeit anecdotic, evidence that WIN has generated visible impact, at both institutional (utilities and regulators) and final beneficiary level.**
- xii. **Sustainability.** An enabling environment for sustainable development is required to sustain the net benefits of WIN over time. In the medium term, it is reasonable to assume that the network will further need to rely on external finance and on the goodwill of all relevant partners to uphold the principles of integrity. Given the size of global sector investments and the still prevailing integrity threats, there are no alternatives to such actions. **The broad and pertinent institutional partnerships of WIN, and an enhanced focus on demonstrating impact, is likely to foster such enabling environment, and hence sustainability.**
- xiii. **Synergies.** The coherent institutional set-up of WIN is in itself geared towards synergies. The fact that most actors relevant for water integrity are either general assembly members or partners of WIN helps that results and lessons learnt produced are being fed into other interventions of other partners. **WIN is highly visible, notably in fora of global policy dialogue, which is further enhancing synergies.**
- xiv. **Lessons learned and recommendations.** For SDC as the mandator of the evaluation, the following lessons are at hand:
  - As a co-founder of WIN and faithful supporter since 2009, SDC has played a key role in WIN's reason of being. SDC thus was a pioneer in pointing to an issue that was ignored for a long time and yet having devastating effects on access, use and inclusion of the poor of rights-based services.
  - It is good practice in Credit Proposals to refer to stringent results frameworks (logframes). However, such logframes are of real use only if they contain SMART indicators. This was not the case for the core funding portions of SDC's interventions.
  - In the same vein, if programmatic documents include logframes, then reporting should be performed in response to such results frameworks. Again, this did not happen.

For WIN, we draw the following lessons.

- Despite the inherent difficulty of ultimate proof, it is likely that WIN's theory of change remains not only plausible but also valid over the medium term, with an intact potential of being fulfilled. WIN's trajectory and multi-stakeholder approach are key ingredients for achieving such fulfilment.
- Congruent with the lessons identified for SDC, WIN did not use logframes and indicators as benchmarks for reporting but rather opted for narrative modes of reporting. This limits the "traceability of planning commitments" and, potentially, long-term credibility.

- This being said, WIN was and is a small, lean, highly productive and well managed group of professionals committed to the cause of water integrity. WIN has chosen *to speak about the unspeakable* and has given a voice to the victims of inefficiency and corruption in the water sector.
- WIN has the distinct potential of enhanced visibility if it more explicitly documents impact, driven by indicators and by case studies, with the same scientific rigour as shown in its research work.

The recommendations are a few, and include:

- a. WIN should decisively and explicitly devote a relevant part of its research capacity, including of research partnerships, in documenting outcomes and impacts of its agenda, and less predominantly pointing to integrity constraints.
- b. With this, WIN should revise its logframe indicators and select the ones that are likely to be measurable, including via case studies.
- c. WIN should further enhance its attention to aspects of transparent budgeting and sound financial management with all relevant WASH service providers and investors. In this context, WIN could suggest to include an “integrity budget line” in their respective annual financial planning.
- d. SDC, as a founding member of WIN, should continue to explicitly refer to WIN as the most important spearhead promoting water integrity on a global scale. This is not a matter of funding, or funding size, but of strategic vision.

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## 1. Introduction

SDC has selected the INNOVABRIDGE Foundation to evaluate its core contribution to the Water Integrity Network (WIN). While the evaluation terms of reference ask for an evaluation of the Swiss contribution for all three phases of the cooperation since 2012, the evaluation's scope focuses on WIN's activities between 2020 and 2023.

Water is a fundamental resource for the eradication of poverty. Almost 25% of the planet's approximately 8 billion people do still lack access to properly managed drinking water. In many countries, access to drinking water is not hampered by the lack of drinking water as such or the lack of technical infrastructure. Often people are deprived of drinking water because of poor governance, administrative failure, inappropriate maintenance and/or corruption. Development agencies and actors who provide technical support to improve access to drinking water for the poor often underestimate the damage that corruption may cause to initially working technical systems. They overlook the importance of *integrity* as indispensable part for the functionality and sustainability of drinking water and sanitation systems. This is especially the case if it comes to safeguard and protect the access to drinking water to the poor and to vulnerable, often remote rural communities.

While trillions are spent on the technical (hardware) side of the right to access water and sanitation, donors, implementers and the managing bodies of water system often forget that *integrity* (software) is a holistic requirement to make the access to water and sanitation become real and sustainable.

**Corruption**, defined as “the abuse of entrusted power for private gain (Transparency International), covers all forms of extortion, fraud and embezzlement as well as the covert exchange of favours through patronage, misinformation, clientelism and nepotism or acts of political manipulation. Corrupt use of data to mislead or use of language to conceal unethical or corrupt practices can also be considered corruption”.<sup>2</sup>

“Exposing corruption and holding the corrupt to account can only happen if we understand the way corruption works and the systems that enable it”. (Transparency International)

Working on improving integrity in the water sector and bringing international actors in the water sector as well as government institutions and communities together for *collective action (CA)*, WIN has taken up a core issue for the preservation and sustainable maintenance of water systems.

**Integrity**, on the other hand is “the use of vested powers and resources ethically and honestly for the delivery of sustainable and equitable water and sanitation. Integrity is implicit in the human rights obligations, explicit in the administrative justice laws ... and operationalized in the governance principles of transparency, accountability, participation and anti-corruption”.

(WIN, Water Integrity Global Outlook 2021 p. 22)

The Basel Institute on Governance Definition on CA<sup>3</sup> applies not only for the sector of public procurement - where the logic of doing business (private companies) on one side and the pressure to provide technical and social infrastructure on the other (Government on all levels) - open many fields for corruption, not only through officials being bribed for treating companies favorably (demand side) but also by companies through manipulating prices by forming cartels (supply side). CA in the Water sector should as a rule include all levels of governance. Hence, it requires multi -rack approaches where all relevant levels of society and government interact on

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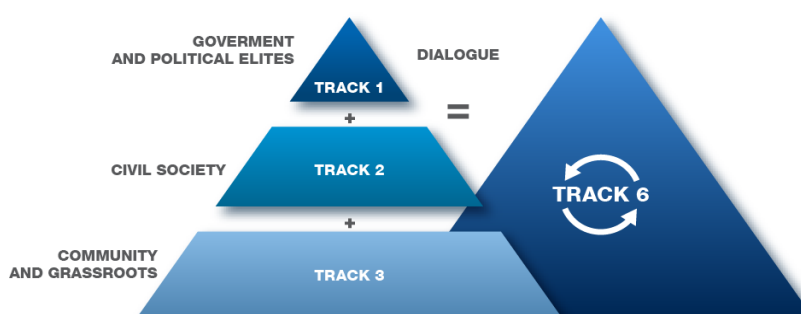
<sup>2</sup> WIN Strategy 2023 to 2033 p. 9

<sup>3</sup> [https://baselgovernance.org/sites/default/files/2020-12/faqs\\_collective\\_action.pdf](https://baselgovernance.org/sites/default/files/2020-12/faqs_collective_action.pdf)



a leveled playing field. The synopsis below visualizes that Interpeace works across all levels of society, connecting the three tracks: 1+2+3=6.

### Synopsis 1: Collective Action



Source: <https://www.interpeace.org/our-approach/track-6/>

The evaluation will finally analyze whether WIN met its own expectations in relation to the *theory of change* reflected in the network's Adapted Strategy 2020-2022.<sup>4</sup>

## 2. Methodology and Scope

According to the terms of reference (TORs), the purpose of this evaluation is to provide SDC with an external and objective assessment regarding the achieved specific results of its multi-annual core contributions from 09.2009 till 12.2023 as well as to formulate Lessons Learned for WIN as well as for SDC. The evaluation will have to contribute to the accountability (summative focus) as specified in the SDC evaluation policy. To this end, the evaluation shall provide an overall and comprehensive picture on the Programme's results, provide evidence of its outcomes and their durability, and identify possible learnings for SDC as well as for WIN's future work.

The methodology of the evaluation follows the OECD DAC Evaluation Quality Standards. The overall approach of the methodology included the following:

- Desk review of relevant materials that provide information about the activities of WIN with focus on the material relevant to analyse activities and outcomes under WIN's proposal to SDC for 2020 to 2023 ;
- A feedback round with SDC and WIN on 15 April 2024;
- One-on-one key informant interviews with the donor, partners, and stakeholders;
- More than one data source is used for the key findings of the study (triangulation);
- Respondents can speak openly, and findings cannot be attributed to single persons;
- Presentation of the key findings to SDC and WIN on 23 May 2024 and incorporation of feedbacks in the final report.

The main objective of the evaluation remains however to assess whether the activities of WIN since 2009 *had an impact on the targeted end beneficiaries, hence the improvement of access to clean water for the poor and for vulnerable communities through introducing actions towards more integrity and by raising awareness of the strategic value of integrity for setting up and managing drinking water services.*

Measuring impact and sustainability is a challenging undertaking. With behaviour and policy influencing, it is often difficult to assess the level of attribution with respect to overall change as a result of WIN's interventions. The issue of attribution arises because of multiple influences and

<sup>4</sup> WIN. Adapted Strategy 2020 – 2022, Draft for submission to General Assembly, November 2019



the involvement of other actors. Whenever feasible, the evaluation will focus on *impact that is attributable to WIN's activities*

### 3. WIN as a network and relationships with SDC

WIN, an “offspring” of Transparency International (TI) is a small organization with a team of 12 staff with headquarters in Berlin. It focuses its activities on the WASH dimension (water sanitation and hygiene) within the water sector, excluding aspects of irrigation water, with some few notable exceptions.<sup>5 6</sup> This external evaluation will also concentrate on WASH aspects.

WIN encourages CA by supporting multi-stakeholder processes, connecting actors, and enables knowledge sharing among practitioners.

WIN has a Supervisory Board of five members, and a General Assembly which is constituted by 15 members. For the nomination of the supervisory board chairperson, calls are published.<sup>7</sup> WIN has seven WIN founders, of which SDC, the bilateral development agencies of France, Spain, the Netherlands and Sweden, the IDB and the Hewlett Foundation. WIN counts about 50 partners, of which GiZ and many international NGOs.<sup>8</sup> All these data are taken from the WIN Annual Report 2022.

The funding relationship of SDC with WIN dates back to 2009. Over four funding cycles, SDC has made available an amount of CHF 6'591'000 to WIN. The four Credit Proposals (Kreditanträge; KA) go at length to justify the Swiss engagement in water integrity. As Annex 2 highlights, some paradigm changes have taken place:

**First**, the focus was on exclusive core funding for WIN in the first (2009-2012) cycle and again in the last funding cycle from 2020 to 2023. While core funding remained substantial in the two interim funding cycles (2012-2015 and 2015-2019, respectively), close to equal or higher amounts were dedicated to Multi Country Water Integrity Programme (MCWIP) of WIN, learning platforms and provisions for evaluations, the latter of which were never used before this evaluation.<sup>9 10 11 12</sup>

**Second**, when comparing the goal formulation for the SDC contributions in the respective Credit Proposals, one perceives a shift from *promoting globally pro-poor water integrity practice* (in 2009) to *increased integrity awareness at international, national and local level* (in 2012), via *increased engagement of politicians, decision makers, (public and private) service providers, water users in water integrity* (in 2015) to finally aiming at *increasing integrity and reduce corruption in the water sector, so as to contribute to more efficient, equitable and effective processes to attain SDG 6* (in 2019). This infers that *increasing integrity and reduced corruption* would be the measuring sticks of success of the last funding cycle.

### 4. Relevance

Relevance assesses *to what extent a project or programme does the right thing*. Relevance is assessed below under four different viewpoints.

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<sup>5</sup> WIN. Corruption risks and governance challenges in the irrigation sector - What are priorities for water integrity? WIN Thematic Paper, 2011.

<sup>6</sup> WIN. Can irrigation management transfer stop the chain of rent-seeking in the water sector? WIN Integrity Brief, July 2018.

<sup>7</sup> [CallNominations WINChair 2024 \(2\).pdf](#)

<sup>8</sup> [About | Water Integrity Network](#)

<sup>9</sup> SDC. Kreditantrag 7F-02855.01 dated 21 August 2009.

<sup>10</sup> SDC. Kreditantrag 7F-02855.02 dated 07 December 2012.

<sup>11</sup> SDC. Kreditantrag 7F-02855.03 dated 29 July 2015.

<sup>12</sup> SDC. Kreditantrag 7F-02855.04 dated 12 December 2019.

## Relevance of WIN at global level

To reach the Sustainable Development Goals 6 (SDG 6) until 2030, UN-Water estimates the related costs to exceed USD 1 trillion p.a.<sup>13</sup> Although the tremendous gap cannot be filled, this is an important flow of money. While bilateral projects, implemented by governmental development agencies such as SDC, might have learned to prevent small and mid-sized corruption, grand corruption<sup>14</sup> related to financing instruments such as commercial bank loans, bonds or equity are challenges in the absence of adequate control mechanisms. A good example is the Credit Suisse (CS) Mozambique tuna scandal.<sup>15</sup> Against this background, WIN's activities and interventions on a global level are highly relevant.

## Relevance of WIN for the donor (SDC)

The longstanding cooperation between WIN and SDC is indicative of WIN's relevance to SDC's policies and activities in the water sector. In its Global Programme Water 2021-2024, SDC highlights the relevance of water governance in order to reach SDG 6 in 2030.<sup>16</sup>

While SDC did provide core funding for WIN during the first and the fourth funding cycle (Annex 2), the funding cycles from 2012 to 2019 included country components in Guatemala, Mozambique and Nepal (plus in Kenya from 2015 to 2019). In the three former countries, WIN was an "integrity add-on" in WASH programmes of Helvetas,<sup>17</sup> and in Kenya, it was a support to an analogous project of Caritas.<sup>18</sup> Water governance and water integrity remains equally important for SDC, and it mainstreamed throughout its programme portfolio. The thematic Section Water went through a portfolio consolidation process where it was decided to phase out of the WIN partnership after 12 years and to support WIN in its resource mobilization process, which facilitated the entry of Vitol Foundation.<sup>19</sup>

WIN's activities, interventions and products have been deemed instrumental, and from the point of view of this evaluation a *conditio sine qua non* for SDC's mainstreaming of integrity and anti-corruption in the water sector.<sup>20</sup>

Given the fact that all these WASH projects of Helvetas and Caritas also had direct financial support from SDC, and the integrity components were funded via WIN's so-called Multicountry Water Integrity Programme (MCWIP), the risk of double-funding was addressed and safeguards envisaged.<sup>21</sup>

## Relevance of WIN activities for its partners and stakeholders

**Partners:** *We work with more than 65 partners from all over the world, including civil society organisations, international development organisations, sector funders, water and sanitation service providers, regulators, and associations.*

*Formal WIN partners publicly commit to launching integrity initiatives and are supported by the WIN team.*<sup>22</sup>

Assuming that the partners in the water sector use WIN's expertise and experience in taking on corruption and promoting integrity, it is reasonable to conclude that WIN's relevance for a high

<sup>13</sup> <https://www.unwater.org/sites/default/files/2023>

<sup>14</sup> <https://www.transparency.org/en/news/what-is-grand-corruption-and-how-can-we-stop-it>

<sup>15</sup> <https://www.bbc.com/news/business-58974089>

<sup>16</sup> SDC's GPW\_Water\_2021-24, 1.1

<sup>17</sup> Footnote 8 and 9

<sup>18</sup> Footnote 9.

<sup>19</sup> SDC, WS, comments

<sup>20</sup> See also Final Report MCWIP Midterm Review, February 27, 2018

<sup>21</sup> Footnote 9.

<sup>22</sup> <https://www.waterintegritynetwork.net/about-win>

number of partners and stakeholders is given, the substantial contribution of SDC to WIN, especially since 2012, was an indispensable support to increase and maintain the relevance of WIN's actions for its partners and stakeholders. All one-to-one interviews conducted confirm the distinct relevance of WIN's agenda and, to some extent, also its uniqueness. More than once, statements emerged such as that *"WIN made integrity visible"* or that *"WIN dares to speak of the unspeakable, such a sextortion"*.<sup>23</sup>

### Relevance of WIN activities for final beneficiaries

Finally, all endeavour is futile if the end-user of a public service does not get access in acceptable quality and for a fair price. Working with Helvetas, Caritas and other international NGO's, as well as CSOs on the municipality and community level directly involved beneficiaries and providers of small water supply systems: This has increased the relevance of WIN's involvement whereby its tools are particularly relevant.

The integrity management toolbox for small water supply systems is a set of resources to improve performance of small rural water supply systems and community-managed systems, through better management and governance practices.

The tool is particularly suited to support community groups to understand and improve their management model, comply with the regulatory framework, and improve and monitor service quality. The *integrity lens makes it possible to focus on root causes of poor system performance and premature failure and find systematic solutions in a participatory manner*.<sup>24</sup>

Summing up, it is fair to say that *WIN is definitely doing the right thing*, long overdue in a sector where inefficiencies, corruption and abuse of power are amply present.

## 5. Coherence

Coherence *informs on how well an intervention fits*. In terms of internal coherence, in the Guidelines on Water 2022 – 2025, the Swiss Federal Department of Foreign Affairs (FDFA) mention corruption as being obstacles to a successful implementation of access to water for all people, but there is no explicit mentioning of corruption and lack of integrity of the water sector. In its General Guidance on the Private Sector in the context of the International Cooperation Strategy 2021-2024, SDC mentions the risk of corruption in relation to a successful cooperation with the private sector in generic terms.<sup>25</sup> The composition of WIN's general assembly and the supervisory board is indicative that the most relevant actors have been brought on board. Presently, the general assembly consists of up to 15 members, of which with seven recognized organizations, such as the Global Water Operators' Partnerships Alliance (GWOPA), the International Water Management Institute (IWMI) and Stockholm International Water Institute (SIWI), as well as individual water experts.

## 6. Effectiveness

Effectiveness measures *the extent of which the objectives of a project or programme are achieved*. For such measurements, logical frameworks with SMART indicators<sup>26</sup> are required. In this

<sup>23</sup> E.g. WIN has been cooperating with the GCF on various occasions: 2022 AR of the Independent Integrity Unit GCF No. 63; 2021 AR of the Independent Integrity Unit GCF No. 61;

<sup>24</sup> WIN, Caritas. INTEGRITY MANAGEMENT TOOLBOX FOR SMALL WATER SUPPLY SYSTEMS Resources to improve performance and integrity of small or community-managed water supply systems, 2021.

<sup>25</sup> [General Guidance on the Private Sector in the context of the International Cooperation Strategy 2021–24 \(PDF, 16 Pages, 682.3 kB, English\)](#)

<sup>26</sup> SMART= Simple; Measurable, Achievable; Relevant; Time-bound.

external evaluation, the available evidence is assessed for: (i) the SDC funded interventions and (ii) for WIN as a whole.

The cited “Adapted Strategy 2020-2022” of WIN displays the *following generic logframe*.

- Outcome Objective 1 - Actors in the international water and sanitation sector take action to increase integrity and reduce corruption.
- Outcome Objective 2 - Capability to improve integrity and reduce corruption in the water and sanitation sector has measurably increased in focus countries and regions.
- Outcome Objective 3 - Necessary evidence, knowledge and expertise to advance and measure water integrity action are available and used.
- Outcome Objective 4 – the WIN Association is managed in a transparent and sustainable manner.

Outcomes 1-3 will be looked into under Section 8 (impact) and Outcome 4 under Section 7 (efficiency)

When comparing Credit Proposals displaying logframes and (often non-SMART) indicators with the reporting evidence, it is obvious that reporting is mostly lacking the accuracy of assessing whether the declared objectives have been achieved. The WIN Annual Reports tended to become more narrative than evidence-based between 2020 and 2022. This is also due to the changes in indicators deemed to be required for this period. For its strategy 2023 to 2033, WIN has developed an outcome monitoring approach in order to meet the challenge of measuring impact by evidence<sup>27</sup>.

For the external evaluation at stake, WIN’s internal Mid-term Review<sup>28</sup> is a lucid exercise that shed some light on the challenges related to assessing effectiveness and impact. A key statement is: *“..while WIN’s program is animated and lively, it hasn’t gained traction at the impact level, and needs to be more clearly conceptualised, including (in particular) better defining how it is measured. Without better measures of performance WIN cannot make a case for itself or its work. So, while WIN’s in-country work is a major area of strength and an asset that could be better leveraged, its measurement framework needs to be revamped if it is to generate evidence of its impact”*.

Sections 6.1 to 6.4 briefly assess effectiveness in terms of WIN products generated.

## **6.1 Research products**

The WIN research profile, plotting a generic geographic focus against applicable intervention levels, is displayed in Annex 4. This is done, on the basis of the recent research work as displayed on the website of WIN. Obviously, only a fraction of the close to 200 documents produced by WIN are considered. Annex 3 has the purpose of illustrating the geographic significance and level of application of the analysed research products. Different symbol colours indicate whether a research product is highlighting an integrity constraint or changes due to the application of WIN tools, exemplary for the micro-level. A specific recommendation in this respect is included in Section 11.

- On the micro-level, WIN has generated ground-breaking research on sextortion, and constructed the Water Integrity Risk Index (WIRI), a transparent and replicable instrument for measuring integrity.
- The meso level is where utilities and municipalities play major roles in WASH service provision. There, WIN research has shed light on inefficiencies and corruption that is

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<sup>27</sup> <https://www.waterintegritynetwork.net/post/win-strategy-2023-2033-catalysing-a-culture-of-integrity>

<sup>28</sup> WIN. Final Report on a Mid-Term Review, 4 November 2019.

compromising access and use of water and sanitation services. The Infrastructure Transparency Initiative (CoST) is a good example of an offspring of WIN research<sup>29</sup>.

- The relative majority of WIN research outputs is at macro level and of global application. This is congruent with WIN's mission.

As many of the interview respondents confirm, WIN research, or its participation therein, *was an eye-opener for many areas of integrity in the water sector.*

## 6.2 Training activities

Between 2020 and 2024, WIN has offered five in-person and online courses, five Cap-net platform courses and one course on the Moodle platform (in 2024 in Bangladesh and Eastern/Southern Africa). The increasing shift towards widely-used learning platforms is commendable.

Training topics were: integrity basics, water governance, including in informal settlements, to name a few. Outreach numbers are tracked 2021-2023 across all modes, displaying over 1'100 participants, with completion rates ranging from 38% to 46%, which is considered as good. Trainee gender ratios (F:M) vary between 31% and 55% in 2022 and 2023. In these figures, only training activities from 2020 onwards are captured. Thus, *it is not unreasonable to assume that WIN may have reached, starting 2012, more than 2'000 trainees world-wide.*

## 6.3 Advocacy campaigns

The WIN Secretariat has prepared an overview on advocacy campaigns, which were supported by WIN. A well-documented example is "Water agenda for Chiapas" conducted in 2023-24 in Mexico with the WIN partner "ControltuGobierno".<sup>30</sup> Advocacy work was promoted with the local communities targeting electoral candidates who were running for office at the municipality-level. The electoral candidates committed to the agenda points and then, if elected, they would work together with CSOs and communities on their realization. Four related video clips are on record as attractive means of knowledge and experience sharing.<sup>31</sup>

Other well-documented advocacy campaigns are on record, in Kenya on climate integrity (in the framework of water and sanitation).<sup>32</sup>

In 2020, the Water Integrity Network and End Water Poverty led a global evidence-based advocacy campaign "Government, pay your water bills!" (GPYWB).<sup>33</sup> The campaign was further developed and implemented by partners in Zambia, Nepal, Mexico, Ghana and Kenya.

WIN's Advocacy Strategy 2024-2026 is currently in the making.<sup>34</sup> Key elements of this strategy are the framing of advocacy within the overall WIN strategy and the three advocacy areas (service delivery, climate adaptation and finance) that WIN has identified for going forward. *Overall, the advocacy campaigns of the network are refreshingly straightforward, an essential attribute for being noticed.*

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<sup>29</sup> <https://www.waterintegritynetwork.net/post/how-to-plan-infrastructure-with-integrity>

<sup>30</sup> ControltuGobierno. Agenda Chiapas por el Agua, Hacia un Plan de Justicia para Chiapas, 2024.

<sup>31</sup> [video 1.mp4 - Google Drive](#), [video 2.mp4 - Google Drive](#), [video 3.mp4 - Google Drive](#), [video 4.mp4 - Google Drive](#).

<sup>32</sup> CESPAD. Enhancing transparency, accountability, PARTICIPATION, and integrity in the climate change financing for WASH sector, Mid Term Project Report for the period August – December 2023

<sup>33</sup> WIN, End Water Poverty. Campaign "Government, pay your water bills!" - PHASE III, Advocating for government to pay for water: lessons and recommendations from the country level,

<sup>34</sup> WIN. WIN's GLOBAL ADVOCACY STRATEGY 2024-2026, under preparation

*WIN's support to and cooperation with advocacy campaigns is a well-developed strategic approach to change mindsets of actors in the water sector and possibly beyond. It might be further strengthened and multiplied.*

#### 6.4 Tools development and dissemination

WIN has prepared user-friendly tools for:

- a. Utilities: *Where does your utility stand across the 5 integrity principles of corporate governance?*<sup>35</sup>
- b. Small and community-managed water systems: *An integrity lens makes it possible to focus on root causes and find systematic solutions.*
- c. Regulators: *Integrity management tools can help regulators to develop frameworks for accountability.*
- d. Partnerships: *Integrity tools can help partnerships put in place the needed structures and safeguards to reach their objectives sustainably.*

The use of these tools implies self-assessments and contacts with WIN tool support managers. While the usefulness of such tools is a priori plausible, evidence of effective use would be tangible proof thereof. WIN has developed a tool tracker, which will serve this purpose. It is still in the making. Another internal WIN document displays Excel sheets that partly indicate the number of tool users, but not systematically. Besides this, WIN has evidence on record related to the nature and use of its tools, including the Water Integrity Risk Index (WIRI). An example of Guatemala is given below.



Screenshot 1. Integrity in WASH services, HELVETAS Guatemala

<sup>35</sup> [Tools | Water Integrity Network](#)



A significant contribution to the understanding how WIN tools work is the SEDAPAL case study in Lima.<sup>36</sup> This is *a good example on how professional stringency of research can document water integrity outcomes and not only integrity risks or failure.*

With the support of WIN, SEDEPAL held an IM workshop for selected staff members to aim at integrity improvements with three main aims: *strengthening contractor obligations, strengthening procurement and due diligence, strengthening monitoring and complaint channels.*

Outcome:

*“The measures taken by SEDAPAL have created a stronger understanding amongst contractors of the legal consequences, as well as the consequences to public service, of poor integrity and corrupt actions. In addition, the increased awareness of senior management on the legal risks and effects of negative media exposure have resulted in a better understanding in SEDAPAL of the importance of integrity-specific practices”.*

Considering the above, it is fair to say that the answer regarding *the extent of which the objectives of a project or programme are achieved* remains somewhat inconclusive. However, WIN has generated relevant and substantive products, as shown in the Sections 6.1 to 6.4 above.

## 7. Efficiency

Efficiency addresses the question on *how well resources are being used*. The WIN Annual Reports (ARs) are the only available sources to assess this aspect. The ARs 2019-2022 display key financial data in a comparable and concise manner. These are shown in Annex 4. Over this period, staff costs increased while overall donor contributions decreased, in absolute and relative terms. This is a concerning trend if it persists, On the other hand, the analysed annual results always display profits, and the proportion of service income over total income appears to have increased modestly. WIN avails of a transparent and prudent wage scale. *WIN’s financial management is assessed as transparent and solid.*

An additional indicator of efficiency might be the relation of the annual WIN expenditures (less than USD 2 million) to the water sector’s costs needed for reaching SDG 6 until 2030, exceeding USD 1 trillion annually (Section 4). This is a ridiculous ratio directed to integrity however efficient it might be used. Considering the output and assumed impact of WIN’s activities it does without question use its finances efficiently.

SDC conducted a Partner Risk Assessment (PRA) of WIN in 2021.<sup>37</sup> *The main conclusion is overwhelmingly positive, not only in terms of efficiency, stating that no major risk was present that could jeopardize the continuation of WIN’s activities.*

This evaluation concludes *that WIN is efficient as a network and thus contributing to Outcome 4 (transparent and sustainable management of WIN) of the Strategy 2020-2022.*

## 8. Impact

Impact addresses *the question of what difference an intervention makes*. Assessing to what extent WIN’s project and program activities have positively changed policy, regulations or behaviour towards improved water delivery and services among public and private stakeholders is a challenging undertaking. *The evaluation team focuses on impact that is likely to be attributable to WIN’s activities.*

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<sup>36</sup> WIN, IDB. Dealing with Water Service Delivery Challenges in Informal Settlements: The Case of SEDAPAL in Lima, Peru, 2023 p. 2 and 4.

<sup>37</sup> Pragmatik Management. Partner Risk Assessment Report, mandated by Swiss Development and Cooperation Agency (SDC), partner: Water Integrity Network e., 26 August 2021.



When analysing impact, we refer to Outcomes 1 to 3 of the WIN Adapted Strategy 2020-2022. Outcomes achieved successfully are a precondition for generating impact. To pay a fair tribute to WIN's achievement over the whole funding period, examples reflecting impact previous to the period of 2020 to 2023 are also taken into consideration.

**Outcome 1: Actors in the international water and sanitation sector take action to increase integrity and reduce corruption.**

WIN is bringing the topics of corruption and integrity in the water sector on the global agenda. A good example is provided by the MCWIP Midterm Review of February 27, 2018, where examples of successful (Nepal) and less successful (Mozambique) multi-track approaches on water integrity are described.<sup>38</sup> SDC itself is a showcase of the successful approach of WIN to influence an international actor in the water sector.<sup>39</sup> Through its network and its interventions at international events related to water,<sup>40</sup> WIN has an influence on international actors in the water sector. It is fair to assume that such interventions enhance mainstreaming of anti-corruption and integrity into program- and project planning of those actors. The cooperation with ESAWAS<sup>41</sup> is an example on how WIN can cascade the use of its tools through cooperation with other networks. ESAWAS perceives WIN also as being instrumental in building up integrity and anti-corruption curricula for the upcoming training Centre of ESAWAS.

*The above infers that integrity action is increasingly taken up by the relevant water sector actors.*

**Outcome 2: Capability to improve integrity and reduce corruption in the water and sanitation sector has measurably increased in focus countries and regions.**

A proxy indicator of outcome achievement and the assumption of lasting impact is the use of WIN tools in countries where WIN has been active or where WIN partners or donors use tools developed by WIN. The following countries and partners are exemplary and not necessarily complete:

- Nepal (HELVETAS): Project implementation partnership with Federation of Drinking Water and Sanitation Users Nepal (FEDWASUN);
- Kenya (Caritas): CESPAD. Enhancing transparency, accountability, participation, and integrity in the climate change financing for WASH sector;
- Guatemala (HELVETAS; different Partners): Guía Técnica para la Elaboración de Reglamentos de Agua y Saneamiento;
- South Sudan (GIZ): Improving capacities for service delivery;
- Mexico (ControlaTuGobierno): Agenda Chiapas por el Agua, Hacia un Plan de Justicia para Chiapas;

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<sup>38</sup> MCWIP Midterm Review of February 27, 2018, p.p. 15

<sup>39</sup> In SDC's 2017 to 2020 GPW, where *Integrity* is part Outputs under Outcome 1 of Component 1 (Water Governance) of the GPW's Results Framework

<sup>40</sup> WIN AR 2022 p. 4; WIN AR 2020, 3.1.1; WIN AR 2019 p. 9

<sup>41</sup> See also Strategic Review 2017-2022 p. 14

## INTEGRITY MANAGEMENT TOOLBOX FOR SMALL WATER SUPPLY SYSTEMS

Resources to improve performance and integrity of small or community-managed water supply systems



Screenshot 2: Integrity toolbox use, Caritas in Kenya

In an internal strategic review, it is stated that international and in-country partners have made significant strides in using and adapting WIN's context-relevant integrity management tools. WIN has scaled out the reach of its tools via strategic partners such as the Inter-American Development Bank, with a cascading effect across Latin America. The further exploration of partnership with the East and Southern African Water and Sanitation Regulators' Association (ESAWAS) illustrates WIN's upstream strategic approach in promoting integrity management systems, multiplying uptake across greater numbers of utilities.<sup>42</sup>

*These are significant examples for Outcome 2 and probable impact related to capabilities to improve integrity.*

### **Outcome 3: Necessary evidence, knowledge and expertise to advance and measure water integrity action are available and used**

The water integrity tool trackers will become available and used in 2024, see Section 6.4. Previously, WIN and its partners rather conducted case studies and deliberation among stakeholders to get evidence for impact <sup>43</sup>. However, also the newly developed tool trackers are a result of WIN's collaborative interaction with partners. WIN developed the annotated water

<sup>42</sup> WIN. WIN Strategic Review 2017 – 2022 p. 8 (February 2023)

<sup>43</sup> <https://www.waterintegritynetwork.net/search?q=Case+study>

integrity scan (AWIS) tool tracker in a collaborative process with partners and also reviewed cases from 2012 to 2018 in the same process<sup>44</sup>.

WIN presents various case studies on integrity tool management (IMT), which have been instrumental for the development of tracking tools on IMT<sup>45</sup>. The overview on the compilation of the “Integrity Tool Use” refers to a relevant number of processes where the tools developed by WIN and their partners have been used to track project and process development onward to measuring impact based on evidence.

*Thus, it can be inferred that necessary evidence, knowledge and expertise to advance and measure water integrity action are becoming gradually available.*

### **Impact at the level of end-users**

While it is possible to make assumptions related to the impact on how partners, clients and donors of WIN use WIN’s tools and methods to influence improvement of integrity on the level of “system behaviour”, it is not sure if this also automatically lead to significant improvement of the right to access to water and sanitation as reflected in SDG 6. More than anecdotic evidence is displayed by two case studies on the adoption of WIN tools and their impact on the management of community water networks and the inclusion of women (see Section 6.4 and Annex 4). More of such case studies, and the expected outputs of the integrity tool tracker, will likely firm up the insight on impact in general, at the level of beneficiaries of WIN interventions.

*As shown in this section on impact, there is evidence on impacts derived from outcomes 1-3 of the WIN agenda and at the level of end users. However, this evidence is scattered, probably because: (i) the WIN logframe 2020-2022 does not contain impact-level indicators, and (ii) WIN has devoted relatively little attention so far for researching WIN-induced change while putting the main emphasis on highlighting water integrity constraints and failures.*

## **9. Sustainability**

Attributing sustainability of results to WIN’s intervention, or the use of its tools and methodology, is difficult to assess. It is also unclear to what extent the WIN has incorporated or prioritized sustainability aspects and considerations in its prior work. There is no exit strategy mentioned in the proposal to SDC for the funding cycle 2020-2023.<sup>46</sup> Since long-term sustainability is in most, if not all, cases dependent on the willingness of stakeholders to participate in water integrity and common action processes, and also *on long-term available financing*, it is difficult to draw an assessment of sustainability of results based on WIN’s contribution to different water integrity interventions world-wide. According to the evaluators, a venture such as WIN will structurally depend on *third-party support, probably for a long time*. If WIN can prevent or reduce the extent of water integrity violations, such support may be perceived as *an insurance premium* borne by the stakeholders who anyway invest heavily in WASH. It will be easier to mobilize these premiums if *WIN can credibly demonstrate that WIN is a key factor for enhancing water integrity on the ground*.

In terms of *capacity and resilience development* at the partner and beneficiary level, the section on impact highlights the fact that development change is visible, but not systematically documented in a way to suggest resilience against future stress and external shock. However it must be

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<sup>44</sup> AWIS Final Review, September 2019

<sup>45</sup> IMT Cases Studies Badesa, Gobile, Olchoro-Onyokie etc.

<sup>46</sup> However, a financial sustainability strategy is mentioned, including consideration of other non-traditional donors.

admitted, such proof is difficult to produce and to convincingly convey, by any standard.

*With regard to contextual factors*, present and future trends may work in favour of WIN's agenda. The development community, and the public at large, has grown more sensitive to issues of integrity and fight against corruption, all the more so because WASH is a right-based public good with substantial investments and still unsatisfied needs. WIN itself may have contributed to such sensitivity.

*The sustainability potential for benefits accrued through WINs engagement is realistic. The mentioned contextual factors and the potential attractiveness of WIN to shield a strategic sector from integrity constraints and failures may increasingly become a momentum of sustainability.*

## 10. Synergies

The institutional set-up of WIN is itself geared towards synergies (see Section 5 on coherence). The fact that all actors relevant for Water Integrity are either general assembly members or partners of WIN helps that results and lessons learnt produced are being fed into other interventions of other partners.

WIN is highly visible, *notably in fora of global policy dialogue, which is further enhancing synergies.*<sup>47</sup>

## 11. Lessons learned and recommendations

For SDC as the mandator of the evaluation, the following lessons are at hand:

- As a co-founder of WIN and faithful supporter since 2009, SDC has played a key role in WIN's reason of being. SDC thus was a pioneer in pointing to an issue that was ignored for a long time and yet having devastating effects on access, use and inclusion of the poor of rights-based services.
- It is good practice in Credit Proposals to refer to stringent results frameworks (logframes). However, such logframes are of real use only if they contain SMART indicators. This was not the case for the core funding portions of SDC's interventions.
- In the same vein, if programmatic documents include logframes, then reporting should be performed in response to such results frameworks. Again, this did not happen.

For WIN, we draw the following lessons.

- Despite the inherent difficulty of ultimate proof, it is likely that WIN's theory of change remains not only plausible but also valid over the medium term, with an intact potential of being fulfilled.<sup>48</sup> WIN's trajectory and multi-stakeholder approach are key ingredients for achieving such fulfilment.
- Congruent with the lessons identified for SDC, WIN did not use logframes and indicators as benchmarks for reporting but rather opted for narrative modes of reporting. This limits the "traceability of planning commitments" and, potentially, long-term credibility.
- This being said, WIN was and is a small, lean, highly productive and well managed group of professionals committed to the cause of water integrity. WIN has chosen *to speak about the*

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<sup>47</sup> UN Water Conference, Council of African Water ministers (AMCOW), annual SIWI conference

<sup>48</sup> "... A situation where both sector stakeholders (including citizens) and institutions are capable, comply with rules, and operate within appropriate legal, institutional, and regulatory frameworks will translate into inclusive and transparent decision-making. Stakeholders will effectively safeguard integrity during implementation of those decisions and help institutionalize good practices. This in turn will make water management more resistant to corruption and malpractice. If institutions are then also equipped with the necessary capacities, systems and resources, they will deliver sustainable and equitable water management".

*unspeakable* and has given a voice to the victims of inefficiency and corruption in the water sector.

- WIN has the distinct potential of enhanced visibility if it more explicitly documents impact, driven by indicators and by case studies with the same scientific rigour as shown in its research work.

The recommendations are a few, and include:

- e. WIN should decisively and explicitly devote a relevant part of its research capacity, including of research partnerships, in documenting outcomes and impacts of its agenda, and less predominantly pointing to integrity constraints.
- f. With this, WIN should revise its logframe indicators and select the ones that are likely to be measurable, including via case studies.<sup>49</sup>
- g. WIN should further enhance its attention to aspects of transparent budgeting and sound financial management with all relevant WASH service providers and investors. In this context, WIN could suggest to include an “integrity budget line” in their respective annual financial planning.
- h. SDC, as a founding member of WIN, should continue to explicitly refer to WIN as the most important spearhead promoting water integrity on a global scale. This is not a matter of funding, or funding size, but of strategic vision.<sup>50</sup>

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<sup>49</sup> WIN is currently preparing country strategies 2023-2026 for Bangladesh, Kenya and Mexico, and the new WIN result framework and a tool tracker, which have been shared with the evaluation team.

<sup>50</sup> In the framework of this evaluation, the selected team will review the mentioned country strategies, the new WIN result framework and tool tracker, and a document called “WIN: Lessons Learned”.

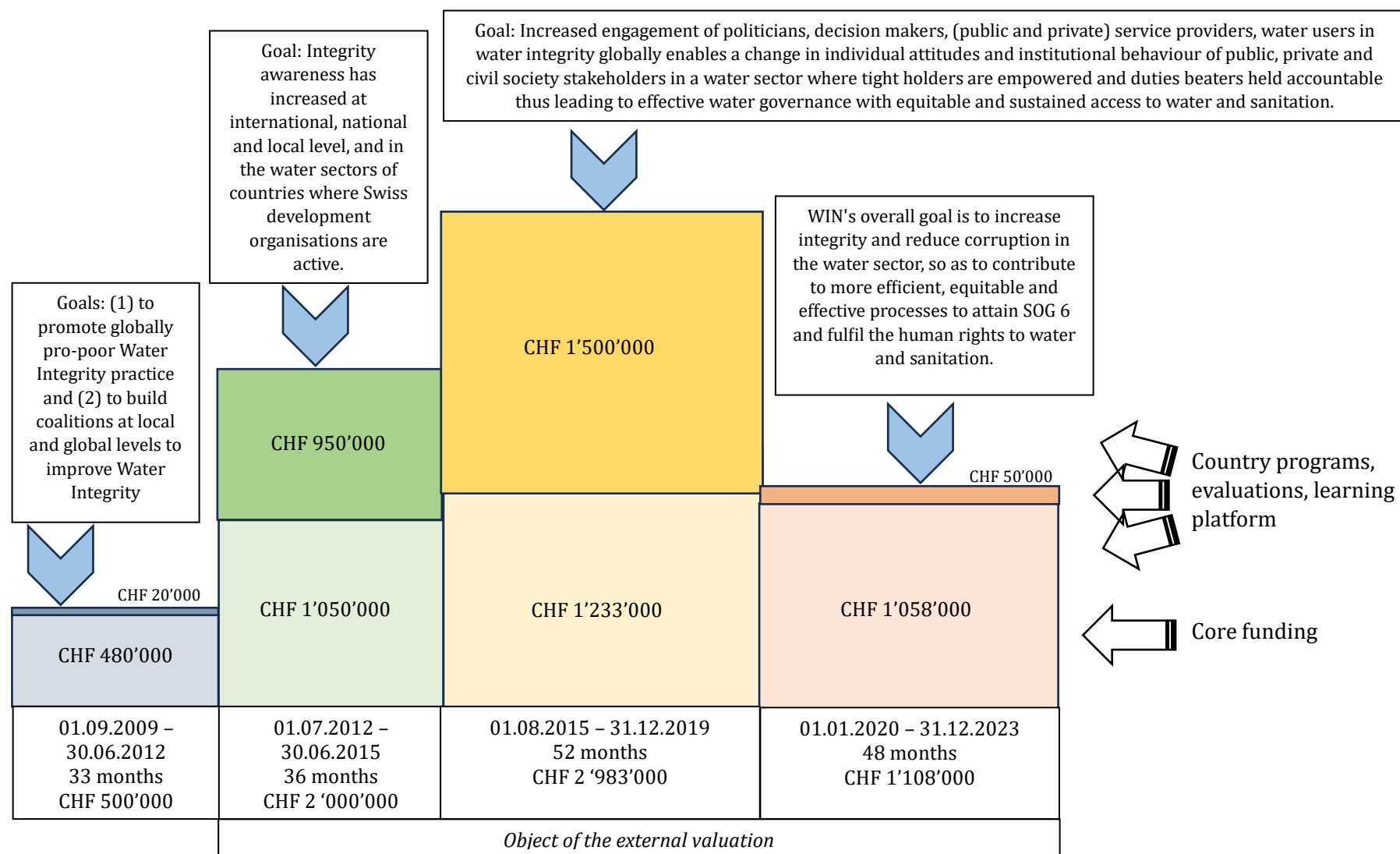
**Annex 1: External evaluation of WIN list of persons interviewed**

<b>Name</b>	<b>Function</b>
Lea Valaulta	SDC Water Sector, programme officer
Fabrice Fretz	SDC Water Sector, deputy head
Gioele Piatti	SDC Water Sector, intern
Paola Boverat	SDC Water Sector, finance and administration
Nathalie Semoroz	SDC Water Sector, programme officer
Barbara Schreiner	WIN, Executive Director
Mary Galvin	WIN, Programme Coordinator – Research, Evidence, and Monitoring and Evaluation
Ivan Zupan	WIN, Programme Manager
Peter Conze	WIN, Member of the Supervisory Board
Claire Grandaman	WIN, Communications Coordinator
Elisabeth Nahimana	ESAWAS, Lusaka, Zambia
Pablo Yanguas GIL	Researcher, University of Manchester
Kazi Monir Mosharof	Ex WIN consultant in Bangladesh
Sanjeev Narrainen	Green Climate Fund
Maria da Graça Prado	Infrastructure Transparency Initiative, Senior Policy and Research Advisor
Bernita Doornbos	Helvetas Switzerland
Maria Claudelin	Caritas Switzerland
Yogesh Pant	Helvetas Nepal
Silvia Castillo	HELVETAS Guatemala

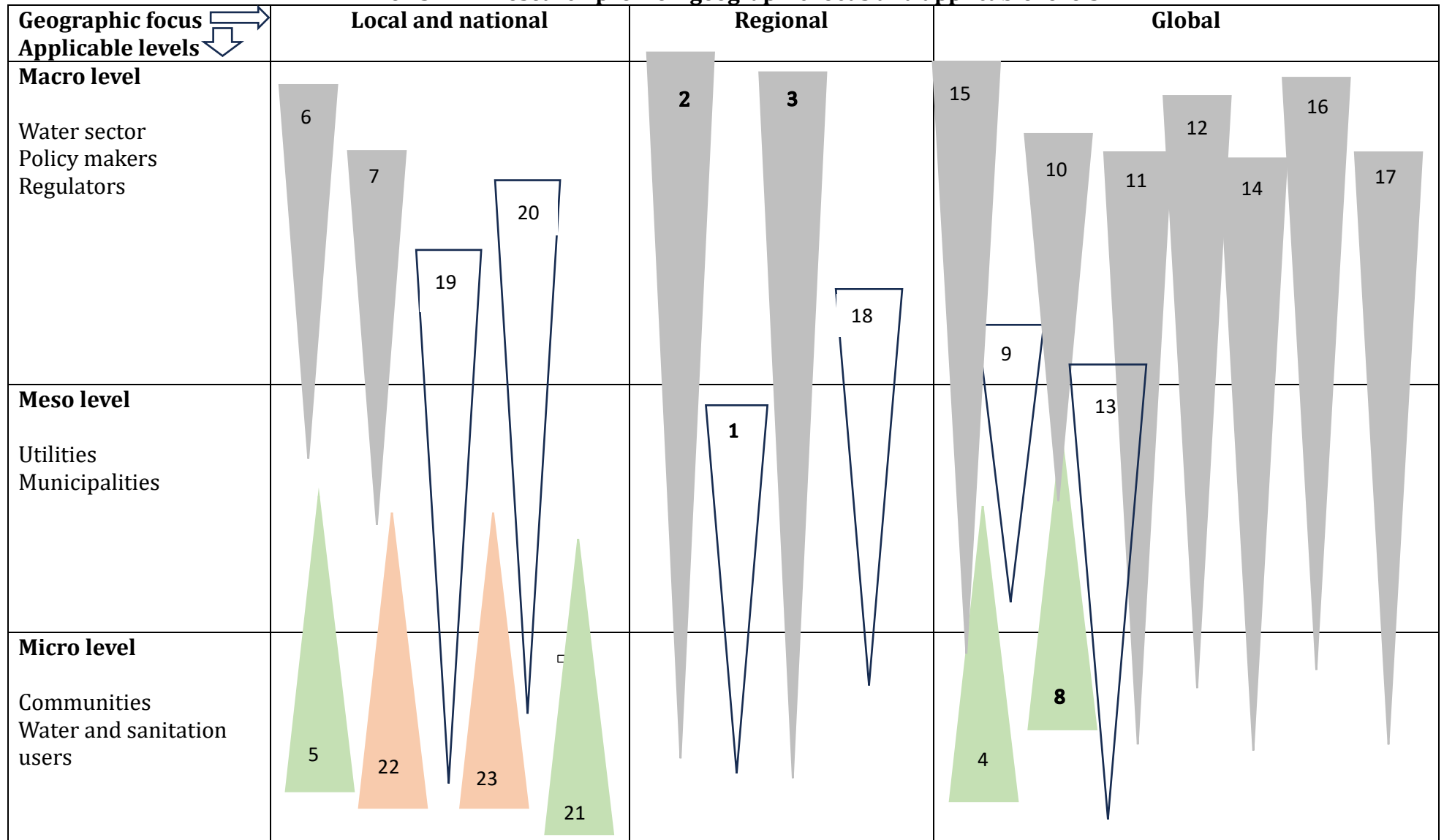




## Annex 2: Goals, durations, amounts and funding modes of SDC contributions to WIN, 2009 – 2023



**Annex 3: WIN research profile – geographic focus and applicable levels**



### Legend of plotted research papers and blogs

1	Umrbek Allakulov, Marcello Basani, etal. <b>Assessing Integrity Management in Water Utilities</b> , Second International Conference « Water, Megacities and Global Change » December 2021.
2	Isabelle Adam, Mihály Fazekas,, Nóra Regös, Bence Tóth. <b>Quantifying the Effects of Corruption on the Water and Sanitation Sector in Latin America and the Caribbean</b> , Interamerican Development Bank, October 2020.
3	WIN, Corruption Watch. <b>Corruption in South Africa's water sector</b> , March 2020
4	Mihály Fazekas , Umrbek Allakulov , Alfredo Hernandez Sanchez , Joshua Aje. <b>Water and Sanitation Sector Integrity Risk Index</b> , Working Paper series: GTI-WP/2020:04 Version 1.0 September 2020, Budapest, Hungary
5	Ortrun Merkle, Umrbek Allakulov and Debora Gonzalez. <b>Sextortion in access to WASH services in selected regions of Bangladesh</b> , Maastricht University, United Nations University, 30 June 2022.
6	Republic of Kenya, WIN, KEWASNET. <b>Pipes, Policy, and Public Money, Integrity in Water Sector Public Financial Management in Kenyan Counties</b> , Final Report, July PIPES, POLICY, AND PUBLIC MONEY Integrity in Water Sector Public Financial Management in Kenyan Counties, Final Report, July 2019.
7	Marks D. . <b>Corruption and Integrity Failures in Bangkok's Wastewater Sector</b> , Water integrity Network, Berlin, 20212021
8	WIN, ANEW, END WATER POVERTY, SIWL, SANITATON AND WATER FOR ALL. <b>What is sextortion and what can we do about it?</b> Factsheet, March 2022.
9	WIN, Infrastructure Transparency Initiative, Interamerican Development Bank. <b>A Framework for Integrity in Infrastructure Planning (FIIP)</b> , WATER INTEGRITY BRIEF – July 2023.
10	GiZ, WIN. Water Integrity as an Opportunity - <b>The Relationship between Climate Change Finance and the Water Sector</b> , Policy Brief, August 2019.
11	END WATER POVERTY, WIN, SWIM, GiZ. <b>GOVERNMENT, PAY YOUR WATER BILLS, Non-payment and empty promises are undermining the human rights to water and sanitation</b> POLICY BRIEF, August 2020.
12	WIN. <b>A Guideline to Strengthen Integrity in the Governance of the WEF Nexus Approach</b> February 2023
13	WIN, <b>Building Effective Water Stewardship Initiatives: The Case for Integrity</b> February 2023
14	Barbara Schreiner. <b>Reducing Non-Revenue Water by Improving Integrity Practices, Why we need strong NRW managers and a new approach</b> , WIN, 2024, WIN Blog.
15	Barbara Schreiner, Tim Brewer, Patrick Moriarty, IR, Catarina Fonseca, IRC; Mary Galvin, Water Integrity Network. <b>Water and Sanitation Finance: Patching the Holes in the Bucket, 2024</b> , WIN Blog
16	Water and Sanitation Finance: <b>Upcoming New Water Integrity Global Outlook</b> , , 2024, WIN Blog
17	Barbara Schreiner, Water Integrity Network; Catarina Fonseca, IRC associate; Patrick Moriarty, IRC; Tim Brewer, Water Witness International; Mary Galvin, Water Integrity Network. <b>Water and Sanitation Finance: The Challenge with Blended Finance</b> , 2024, WIN Blog
18	WIN, Socio-economic Rights Institute South Africa. <b>Human Rights and Water Integrity Implications for Informal Settlements</b> , Water And Sanitation, 2020
19	Roaf, V; Potter, A; Ngunjiri, I; Schreiner, B (2020), <b>Human Rights and Water Integrity: Implications for Informal Settlements Water and Sanitation</b> . SERI and Water Integrity Network, 2024, WIN Blog
20	Verónica Zamudio Santos, ASAN, Cántaro Azul, Controla Tu Gobierno, OXGAM México, WIN. <b>Marco Legal del Agua en México , con énfasis en la gestión comunitaria</b> , Mayo de 2020.
21	Celia Schmidt (CEWAS), Binayak Das (WIN), and Kazi Moni Mosharaf (NGO Forum). <b>Fostering Change through Integrity at Chattogram Water and Sewerage Authority (CWASA) in Bangladesh</b> , case study, 2022.
22	WIN, IDB. <b>Dealing with Water Service Delivery Challenges in Informal Settlements: The Case of SEDAPAL in Lima, Peru</b> , 2023
23	WIN, Caritas. <b>Preventing integrity risks in a newly established community group in the Tabaita community</b> , September 2018

Micro-level research highlighting integrity failures

Micro-level research providing evidence of change due to WIN tool application

#### Annex 4: WIN's income and expenditure structure in current EUR, 2019-2022



## Annex 5: Consulted documents

<b>SDC documents</b>
SDC. Kreditantrag 7F-02855.01 dated 21 August 2009.
SDC. Kreditantrag 7F-02855.02 dated 07 December 2012.
SDC. Kreditantrag 7F-02855.03 dated 29 July 2015.
SDC. Kreditantrag 7F-02855.04 dated 12 December 2019.
SDC's Global Programme Water, 2021-2024, Bern, 2020.
<a href="#">General Guidance on the Private Sector in the context of the International Cooperation Strategy 2021-24.</a>
<b>General references</b>
<a href="https://www.unwater.org/sites/default/files/2023">https://www.unwater.org/sites/default/files/2023</a>
<a href="https://www.transparency.org/en/news/what-is-grand-corruption-and-how-can-we-stop-it">https://www.transparency.org/en/news/what-is-grand-corruption-and-how-can-we-stop-it</a>
<a href="https://www.bbc.com/news/business-58974089">https://www.bbc.com/news/business-58974089</a>
<b>WIN operational documents</b>
WIN. Adapted Strategy 2020 – 2022, Draft for submission to General Assembly, November 2019.
<a href="#">CallNominations WINChair 2024 (2).pdf</a>
WIN Annual Report 2019.
WIN Annual Report 2020.
WIN Annual Report 2021.
WIN Annual Report 2022.
WIN. AWIS Review final, September 2019.
WIN. Final Report MCWIP Midterm Review, February 27, 2018.
WIN. WIN Proposal for funding from the Swiss Agency for Development Cooperation: 2020 – 2023
WIN. Final Report on a Mid-Term Review, 4 November 2019.
<b>WIN research and thematic papers, case studies and research blogs</b>
WIN. <b>Corruption risks and governance challenges in the irrigation sector - What are priorities for water integrity?</b> WIN Thematic Paper, 2011.
WIN. <b>Can irrigation management transfer stop the chain of rent-seeking in the water sector?</b> WIN Integrity Brief, July 2018.
ControlatuGobierno. <b>Agenda Chiapas por el Agua, Hacia un Plan de Justicia para Chiapas,</b> 2024.
CESPAD. <b>Enhancing transparency, accountability, PARTICIPATION, and integrity in the climate change financing for WASH sector,</b> Mid Term Project Report for the period August – December 2023.
WIN, <b>End Water Poverty. Campaign “Government, pay your water bills!” - PHASE III,</b> Advocating for government to pay for water: lessons and recommendations from the country level,
<a href="https://www.waterintegritynetwork.net/search?q=Case+study">https://www.waterintegritynetwork.net/search?q=Case+study</a>
WIN. AWIS Cases (2012 – 2018, Review and Recommendation, <b>Case Study 6.</b>
WIN. AWIS Cases (2012 – 2018, Review and Recommendation, <b>Case Study 4.</b>
Umrbek Allakulov, Marcello Basani, etal. <b>Assessing Integrity Management in Water Utilities,</b> Second International Conference « Water, Megacities and Global Change » December 2021.
Isabelle Adam, Mihály Fazekas, Nóra Regös, Bence Tóth. <b>Quantifying the Effects of Corruption on the Water and Sanitation Sector in Latin America and the Caribbean,</b> Interamerican Development Bank, October 2020.
WIN, Corruption Watch. <b>Corruption in South Africa's water sector,</b> March 2020.
Mihály Fazekas , Umrbek Allakulov , Alfredo Hernandez Sanchez , Joshua Aje. <b>Water and Sanitation Sector Integrity Risk Index,</b> Working Paper series: GTI-WP/2020:04 Version 1.0 September 2020, Budapest, Hungary.

Ortrun Merkle, Umrbek Allakulov and Debora Gonzalez. <b>Sextortion in access to WASH services in selected regions of Bangladesh</b> , Maastricht University, United Nations University, 30 June 2022.
Republic of Kenya, WIN, KEWASNET. <b>PIPES, POLICY, AND PUBLIC MONEY Integrity in Water Sector Public Financial Management in Kenyan Counties</b> , Final Report, July PIPES, POLICY, AND PUBLIC MONEY Integrity in Water Sector Public Financial Management in Kenyan Counties, Final Report, July 2019.
Marks D., <b>Corruption and Integrity Failures in Bangkok's Wastewater Sector</b> , Water integrity Network, Berlin, 2021.
WIN, ANEW, END WATER POVERTY, SIWI, SANITATON AND WATER FOR ALL. <b>What is sextortion and what can we do about it?</b> Factsheet, March 2022.
WIN, Infrastructure Transparency Initiative, Interamerican Development Bank. <b>A Framework for Integrity in Infrastructure Planning (FIIP)</b> , WATER INTEGRITY BRIEF – July 2023.
GiZ, WIN. <b>Water Integrity as an Opportunity - The Relationship between Climate Change Finance and the Water Sector</b> , Policy Brief, August 2019.
END WATER POVERTY, WIN, SWIM, GiZ. <b>GOVERNMENT, PAY YOUR WATER BILLS, Non-payment and empty promises are undermining the human rights to water and sanitation</b> , POLICY BRIEF, August 2020.
WIN. <b>A Guideline to Strengthen Integrity in the Governance of the WEF Nexus Approach</b> , February 2023.
WIN, <b>Building Effective Water Stewardship Initiatives: The Case for Integrity</b> , February 2023.
Barbara Schreiner. <b>Reducing Non-Revenue Water by Improving Integrity Practices, Why we need strong NRW managers and a new approach</b> , WIN, 2024, WIN Blog.
Barbara Schreiner, Water Integrity Network Tim Brewer, Water Witness International; Patrick Moriarty, IRC; Catarina Fonseca, IRC; Mary Galvin, Water Integrity Network. <b>Water and Sanitation Finance: Patching the Holes in the Bucket</b> , 2024, WIN Blog.
Water and Sanitation Finance: <b>Upcoming New Water Integrity Global Outlook</b> , , 2024, WIN Blog.
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## Annex 6: Assessment grid for project/programme evaluations of the SDC interventions (October 2023)

This assessment grid is a mandatory annex to external evaluations (and internal assessments in the case of SECO) of SDC and SECO financed projects and programs (hereinafter referred to as an 'intervention'), be they commissioned by SDC, SECO or external partners. It is based on the OECD Development Assistance Committee evaluation criteria and guidance.<sup>51</sup> Its purpose is to help make results of evaluations more transparent and quantify them (transform the qualitative information in the evaluation reports into quantitative scores) in a standardized manner. This serves accountability purposes and helps for the aggregate reporting, steering and learning.

### How to use this assessment grid:

- Evaluators should provide the filled assessment grid in **Word**.
- All *applicable* sub-criteria should be scored and a short explanation provided. If the evaluation ToRs explicitly exclude some DAC criteria, they should not be filled in the assessment grid. To guarantee coherence, it is advised to match each evaluation question in the ToRs to a sub-criterion in the assessment grid.
- The 20 sub-criteria shall not be modified, however additional sub-criteria may be added to reflect specific objectives and learning interests of the commissioner.
- If specific results are not yet measurable at the time of the assessment, it requires analysing the likelihood of achieving those results (in particular for the criteria effectiveness, impact and sustainability). Please mention this in the dedicated section (evaluability assessment on p. 2).
- There are hyperlinks on each evaluation criterion in the assessment grid, which lead to the [OECD guidance](#) on each specific criterion. The guidance also includes information on the interlinkages and differences between the DAC criteria.
- When applying a gender and climate lens, evaluators are expected to use the relevant guidance.<sup>52</sup>
- To rate each sub-criterion, select your rating (0-4, kindly only use integers) in the column "score":

	Relevance / coherence / efficiency	Effectiveness	Impact	Sustainability
<b>1= Highly satisfactory</b>	There were <b>no shortcomings</b> in relation to the intervention's relevance/ coherence/ efficiency.	Objectives at outcome level were (or are likely to be) <b>fully</b> achieved or exceeded.	The intervention had (or is likely to have) a <b>significant positive</b> impact.	<b>All</b> of the intervention's benefits (will) last. <i>Note: for this rating, clear evidence is required (not only assumptions).</i>
<b>2= Satisfactory</b>	There were <b>moderate shortcomings</b> in relation to the intervention's relevance/ coherence/ efficiency.	Objectives at outcome level were (or are likely to be) <b>largely</b> achieved.	The intervention had (or is likely to have) an <b>overall positive</b> impact.	<b>A majority</b> of the intervention's benefits (will) last.
<b>3= Unsatisfactory</b>	There were <b>important shortcomings</b> in relation to the intervention's relevance/ coherence/ efficiency.	Objectives at outcome level were (or are likely to be) only <b>partially</b> achieved (at a rather low level). <i>Note: if outputs are achieved, but do not result in the expected outcomes, consider rating effectiveness as unsatisfactory.</i>	The intervention had (or is likely to have) <b>no</b> impact.	<b>A minority</b> of the intervention's benefits (will) last.
<b>4= Highly unsatisfactory</b>	There were <b>very severe shortcomings</b> in relation to the intervention's relevance/ coherence/ efficiency.	Objectives at outcome level were <b>not</b> achieved (or are <b>unlikely</b> to be achieved).	The intervention had (or is likely to have) an unexpected <b>negative</b> impact.	<b>None</b> of the intervention's benefits (will) last.
<b>0= Not assessed</b>	The criteria statement cannot be assessed. Please explain in the justifications section.			

Along with the assessment grid, please also fill in this table with data on the evaluation, on the evaluated intervention and on the evaluability of the intervention.

<sup>51</sup> Two guiding principles were set out by the OECD DAC Network on Development Evaluation alongside the definitions of the six criteria. These are:

- Principle One: The criteria should be applied thoughtfully to support high-quality, useful evaluation.
- Principle Two: Use of the criteria depends on the purpose of the evaluation.

The OECD guidance [Applying Evaluation Criteria Thoughtfully](#) (2021) explains these principles and provides advice as well as examples for the use of the criteria.

<sup>52</sup> See for instance [Applying a Human Rights and Gender Equality Lens to the OECD Evaluation Criteria](#)



Evaluation data			
Title of the evaluation report	External Evaluation of the Water Integrity Network (WIN)		
Evaluation mandated by	SDC WS	Evaluation dates (start – end)	12.03. 2024      30.05.2024
Evaluation carried out by Name of lead evaluator (if relevant) Name of company	Ernst Schaltegger INNOVABRIDGE Foundation	For external evaluations: Total evaluation budget (including all fees and costs) and currency	41'510.40 CHF
Has any member of the evaluation team been involved in the intervention?	No	If yes, how?	n.a.
Evaluated intervention data			
Intervention title (including phase number)	01.07 2012-31.12.2023		
Intervention internal number (if available) (e.g. 7F-..., UR_...)	7F-02855.02 – 7F-02855.04	Dates of the evaluated phase (start – end)	01.07 2012-31.12.2023
Is it the final phase?	Yes	Total budget for the evaluated phase; SDC/SECO contribution if applicable	CHF 6'591'000 SDC contribution
Evaluability <sup>53</sup> assessment by evaluator			
To which extent do you consider that the intervention can be evaluated in a reliable and credible fashion?	2 - reliable		
If applicable, please select the type of limitation(s) to the evaluation and provide a brief explanation <i>Note: when assessing evaluability also consider the representativeness and participation of specific stakeholders/groups involved in the evaluation as well as the influence of conflict/fragile context on the quality and validity of the data and access to target groups (if applicable)</i>	<input type="checkbox"/> Objectives are not adequately defined (e.g. weaknesses in intervention design, lack of baselines and targets) <input checked="" type="checkbox"/> Results are not verifiable (e.g. too early to tell, lack of sufficiently robust data and evidence) <input type="checkbox"/> Other limitation(s)  While the WIN activities and products are well described and accessible for assessment, WIN impact at target population level is as yet scarcely documented.		

<sup>53</sup> See definition of evaluability in OECD (2023), Glossary of Key Terms in Evaluation and Results Based Management for Sustainable Development (Second edition), OECD Publishing, Paris <https://www.oecd-ilibrary.org/docserver/632da462-en-fr-es.pdf?expires=1690787009&id=id&accname=guest&checksum=ED10CC16AE8370653438B9C7A52688E0>

DAC criteria and SDC/SECO sub-criteria	Score	Justification (Please provide a short explanation for your score or explain the reason why a criterion was not assessed)
<p><b>1 <u>Relevance</u>: Is the intervention doing the right things?</b></p> <p>Summary: The extent to which the intervention's objectives <u>and</u> design (at the time of design and at time of evaluation) respond to beneficiaries' and involved stakeholders' needs and priorities, and continue to do so if circumstances change.</p> <p><i>Note: Understanding gendered power dynamics and reflecting on the SDG commitment to "leave no one behind" are crucial in understanding relevance.</i></p>	<p><i>Please do not write anything here. The DAC criteria score will automatically be calculated as the arithmetic mean of sub-criteria.</i></p>	<p>WIN is definitely doing the right thing, long overdue in a sector where inefficiencies, corruption and abuse of power are amply present. As one respondent remarked: <i>WIN has helped to make integrity issues in the water sector visible.</i></p>
<p><b>1.1 <i>Responsiveness to needs, policies and priorities</i></b>: the extent to which the objectives (at output, outcome and impact levels) of the intervention respond to the needs and priorities of the beneficiaries (target group), involved stakeholders (involved in funding, implementing and/or overseeing the intervention) and, when relevant, to indirectly affected stakeholders (e.g. civil society, etc.).</p> <p><i>Note: A particular emphasis should be placed on beneficiaries. If there are trade-offs, please describe them in the justification.</i></p>	<p>1 - highly satisfactory</p>	<p>The outcome objectives 1-4 of the logframe 2020 to 2022 encompass the required ingredients for responding to the need of the target populations and involved stakeholders . In particular, 1: action taken to increase integrity and reduce corruption, 2: Capability to improve integrity and reduce corruption in the water and sanitation sector, is measurable, 3:evidence, knowledge and expertise to advance and measure water integrity action are available and used, and 4: the WIN Association is managed in a transparent and sustainable manner). Note that the poor and marginalized people, who do not have access to quality water and sanitation services, and live in the localities directly covered by programme activities, represent the primary target group at impact level.</p>
<p><b>1.2 <i>Sensitiveness and responsiveness to the context and capacities of the beneficiaries and involved stakeholders</i></b>: the extent to which the context was considered in the design of the intervention (e.g. economic, environmental, equity, social, cultural, political economy and last but not least capacity considerations).</p> <p><i>Note: Evaluators are encouraged to describe which contextual factors are most pertinent to the intervention.</i></p>	<p>1 - highly satisfactory</p>	<p>WIN is highly responsive to inefficiencies, corruption and alarming aspects such as sextortion in water and sanitation. WIN had and has the courage to touch sensitive issues, such as sextortion</p>
<p><b>1.3 <i>Quality of design</i></b>: the extent to which core design elements of the intervention (such as objectives and their related indicators, logframe, theory of change including related assumptions, choice of services and intervention partners, exit strategy) reflect the needs and priorities of the target group, are appropriate, realistic, clearly defined, measurable and feasible (technical, organisational and financial feasibility).</p> <p><i>Note: the exit strategy should be planned from the outset of the intervention to ensure the continuation of positive effects as intended, whilst allowing for changes in contextual conditions.</i></p>	<p>2 - satisfactory</p>	<p>The logframe 2020 to 2022 is clearly result, outcome and impact oriented. As such it is very ambitious compared with the challenges to measure water integrity outcomes and impacts. Indeed, there is limited evidence available for assessing effective outcomes and impacts. Exist strategy see sustainability.</p>
<p><b>1.4 <i>Adaptation over time</i></b>: the extent to which the intervention has meaningfully adapted to changes over the course of its lifespan (e.g. evolving policy and</p>	<p>2 - satisfactory</p>	<p>WIN itself and the four SDC funding cycles have undergone paradigm changes. The focus has tendentially moved from</p>

DAC criteria and SDC/SECO sub-criteria	Score	Justification (Please provide a short explanation for your score or explain the reason why a criterion was not assessed)
economic contexts, change of funding, new opportunities, outbreaks of conflict or pandemic, etc.).		activities to results, outcomes and impacts, which are however scantily documented.
If an additional sub-criteria is relevant please formulate it here	select	<a href="#">Click here to enter text.</a>
<b>2 Coherence: How well does the intervention fit?</b> Summary: The compatibility of the evaluated intervention with other interventions in a country, sector or institution, i.e., the extent to which other interventions (in particular policies) support or undermine the intervention and vice versa.	<i>Please do not write anything here. The DAC criteria score will automatically be calculated as the arithmetic mean of sub-criteria.</i>	WIN displays a satisfactory to highly satisfactory coherence regarding the below sub-criteria.
<b>2.1 Internal policy alignment:</b> the extent to which the intervention aligns with the wider policy frameworks of the Swiss Development Cooperation, including the most recent Swiss international cooperation strategy overall and at country level, as well as to relevant international norms and standards to which Switzerland adheres (international law, international agreements, etc.).	2 - satisfactory	WIN is aligned with the wider policy frameworks of the Swiss Development Cooperation. However, the evaluation finds that subsequent policy as strategy documents of SDC and the FDFA are not explicitly outspoken about corruption and abuse of power in the water sector
<b>2.2 Internal compatibility:</b> the extent to which the intervention is compatible with other interventions of Swiss development cooperation in the same country/region and thematic field (consistency, complementarity, synergies, avoiding duplication of efforts, subsidiarity). <i>Note: if feasible, evaluators are encouraged to also take into account compatibility with the interventions of different levels / departments of the Swiss government in the same operating context (e.g.: development, diplomacy, trade, security, etc.)</i>	2 - satisfactory	The second and third funding cycles consciously strived to link WIN's agenda with WASH projects and programmes of SDC in Benin, Kenya Guatemala and Nepal. This direct relationship with SDC operations in the field has weakened between 2020 and 2023 and focused on core funding of Win exclusively,.
<b>2.3 External compatibility:</b> the extent to which the intervention is compatible with interventions of other actors in the country and thematic field (complementarity, synergies, overlaps and gaps, value-added, use of existing systems and structures for implementing activities, harmonization, coordination, etc.).	1 - highly satisfactory	WIN's governance structure and routine is clearly geared towards compatibility with other actors
If an additional sub-criteria is relevant please formulate it here	select	<a href="#">Click here to enter text.</a>

DAC criteria and SDC/SECO sub-criteria	Score	Justification (Please provide a short explanation for your score or explain the reason why a criterion was not assessed)
<b>3 Effectiveness: Is the intervention achieving its objectives?</b> Summary: The extent to which the intervention achieved, or is expected to achieve, its objectives and its results, including any differential results across groups.	<i>Please do not write anything here. The DAC criteria score will automatically be calculated as the arithmetic mean of sub-criteria.</i>	Strictly speaking, this questions remains somewhat inconclusive, due to a lack of reference to guiding logframes and indicators. It remains understood that WIN has generated a multitude of tangible products, see 3.1.
<b>3.1 Achievement of objectives:</b> The extent to which the intervention achieved or is expected to achieve its intended objectives (outputs <u>and</u> outcomes) as originally planned (or as modified to cater for changes in the environment), including its transversal objectives (e.g. gender, climate) <i>Note: If some – but not all – of the objectives were achieved the evaluators will need to examine their relative importance to draw conclusions on the effectiveness.</i>	2 - satisfactory	WIN has generated a big number of products that are relevant and significant for the issue of Water Integrity. The downside is that these products are not measured against outputs and outcomes as originally planned.
<b>3.2 Unintended effects:</b> The extent to which the intervention has responded adequately to the potential benefits/risks of the positive/negative unintended results.	1 - highly satisfactory	The evidence at hand suggests that no negative or unintended results have emerged,.
<b>3.3 Differential results:</b> the extent to which the intervention results (outcomes) were inclusive and equitable amongst beneficiary groups and the extent to which key principles such as non-discrimination, accountability and leave-no-one-behind were taken into account during the implementation.	1 - highly satisfactory	The few case studies show, notably related to the use of WIN tools, that results and outcomes were inclusive and equitable amongst beneficiary groups. The WIN agenda itself is carried by the principles of non-discrimination, accountability and leave-no-one-behind.
If an additional sub-criteria is relevant please formulate it here	select	<a href="#">Click here to enter text.</a>
<b>4 Efficiency: How well are resources being used?</b> Summary: The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.	<i>Please do not write anything here. The DAC criteria score will automatically be calculated.</i>	WIN is efficient as a network and thus contributing to Outcome 4 (transparent and sustainable management of WIN) of the Strategy 2020-2022
<b>4.1 Economic efficiency:</b> The extent to which the intervention delivered the results (inputs → outputs; inputs → outcomes) in the most cost-efficient way possible (including allocation of resources between target groups and time periods; available options for purchasing inputs according to market conditions, etc.).	1 - highly satisfactory	WIN has, compared to the cost of reaching SDG 6, a very limited budget. Financial management is sound, and WIN avails of a transparent and prudent wage scale.
<b>4.2 Timeliness:</b> The extent to which the intervention delivered the results (outputs, outcomes) in a timely manner (within the intended timeframe or reasonably adjusted timeframe) and the extent to which efforts were made to mitigate delays.	2 - satisfactory	One of the limitations to assess timeliness is the overwhelming absences of time-bound indicators. But the amount and quality of products generated by WIN, especially well documented over the last four years, infers that no significant delays have occurred.

DAC criteria and SDC/SECO sub-criteria	Score	Justification (Please provide a short explanation for your score or explain the reason why a criterion was not assessed)
<i>Note: in case timeliness was unsatisfactory for reasons outside of the intervention's control, the rating should still be unsatisfactory and explanation provided in the justification field.</i>		
4.3 <b>Operational efficiency:</b> The extent to which management, monitoring and steering mechanisms supported efficient implementation (resource allocation, spending and redirection, risk management, logistics and procurement decisions, etc.)	1 - highly satisfactory	The above caveat of limited time-bound indicators, and the prevailing reporting mode of not referring to pre-established indicators, may become an impediment of efficiency. On the other hand, WIN has included an extensive risk analysis in the proposal to SDC regarding the cycle 2020-2023. A partner risk assessment (PRA) commissioned by SDC displays outstanding ratings.
If an additional sub-criteria is relevant please formulate it here	select	<a href="#">Click here to enter text.</a>
<b>5 Impact: What difference does the intervention make?</b> Summary: The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects. Impact addresses the ultimate significance and potentially transformative effects of the intervention. It seeks to identify social, environmental and economic indirect, secondary and potential consequences of the intervention that are longer term or broader in scope than those already captured under the effectiveness criterion. It does so by examining the holistic and enduring changes in systems or norms, and potential effects on people's well-being, human rights, gender equality, and the environment. <i>Note: depending on the timing of the evaluation and the timescale of intended benefits, evaluators can assess for both actual impacts (i.e. already evident) and foreseeable impacts.</i>	<i>Please do not write anything here. The DAC criteria score will automatically be calculated as the arithmetic mean of sub-criteria.</i>	There is evidence on impacts derived from Outcomes 1-3 of the WIN agenda and at the level of end-users. However, this evidence is scattered, probably because: (i) the WIN logframe 2020-2022 does not contain impact-level indicators, and (ii) WIN has devoted relatively little attention so far for researching WIN-induced change while putting the main emphasis on highlighting water integrity constraints and failures.
5.1 <b>Intended impacts:</b> The extent to which the intended (planned and, where applicable, revised) 'higher-level effects' (i.e. lasting changes in the lives of beneficiaries) of the intervention were (or are expected to be) achieved. <i>Note: also consider the extent to which the intervention contributed to "holistic and enduring changes in systems or norms" and transformational change (addressing root causes or systemic drivers of poverty, inequalities, exclusion and environmental damage).</i>	2 - satisfactory	Some few case studies suggest that the use of tools is generating substantial impacts in water integrity that are clearly perceived by the respondents. More of such professionally conducted studies would be needed to infer that "holistic and enduring changes in systems or norms" and transformational change (addressing root causes or systemic drivers of poverty, inequalities, exclusion and environmental damage)"
5.2 <b>Contribution to intended impacts:</b> The extent to which the intervention actually contributed (or is expected to contribute) to the intended higher-level effects. <i>Note: results of contribution analysis, etc.</i>	2 - satisfactory	No contribution analyses are on record.
5.3 <b>Unintended impacts:</b> Has the intervention brought about (or is it expected to bring about) any unintended (positive and/or negative) higher-level	1 - highly satisfactory	On the basis of available evidence, no unintended (negative) impacts are to be expected.

DAC criteria and SDC/SECO sub-criteria	Score	Justification (Please provide a short explanation for your score or explain the reason why a criterion was not assessed)
<p>development results? If yes, to what extent have these higher-level effects been positive (or are likely to be positive)?</p> <p><i>Note: consider here any kind of unintended effects such as escalating or deescalating effect on a conflict or context of fragility, effect on the legitimacy of the state or non-state actors, effect on the inclusion or exclusion of vulnerable groups, unintended pollution, etc.</i></p> <p><i>If there wasn't any noteworthy unintended impact (higher-level effect), mark this question as non-applicable (n/a) and do not give a rating.</i></p>		
<p><b>5.4 Differential impact:</b> the extent to which the intervention's intended and unintended higher-level results (impacts) were (or are expected to be) inclusive and equitable amongst beneficiary groups and the extent to which key principles such as non-discrimination, accountability and leave-no-one-behind were taken into account during the implementation.</p> <p><i>Note: Keep in mind that positive impacts overall can hide significant negative distributional effects.</i></p>	1 - highly satisfactory	Inclusiveness is at the core of WIN's agenda.
If an additional sub-criteria is relevant please formulate it here	select	<a href="#">Click here to enter text.</a>
<p><b>6 Sustainability: Will the benefits last?</b></p> <p>Summary: The extent to which the net benefits of the intervention continue or are likely to continue. Includes an examination of the enabling environment for sustainable development, i.e. financial, economic, social, environmental, and institutional capacities of the systems needed to sustain net benefits over time. Involves analysis of resilience, risks and potential trade-offs.</p> <p><i>Note: depending on the timing of the evaluation and the timescale of intended benefits, evaluators can assess for both actual sustainability (i.e. the continuation of net benefits created by the intervention that are already evident) and prospective sustainability (i.e. the net benefits for key stakeholders that are likely to continue into the future)</i></p>	<p><i>Please do not write anything here. The DAC criteria score will automatically be calculated as the arithmetic mean of sub-criteria.</i></p>	The sustainability prospects of the benefits accrued with WIN are relatively intact, despite the inherent and continued structural need for external funding. The mentioned contextual factors and the potential attractiveness of WIN to shield a strategic sector from integrity constraints and failures may increasingly become a momentum of sustainability.
<p><b>6.1 Capacity and resilience development:</b> The extent to which the beneficiaries and development partners have strengthened their capacities (at the individual, community, or institutional level), have the resilience to overcome future risks and external shocks that could jeopardise the intervention's results and have improved their ownership or political will.</p>	2 - satisfactory	Due to the relative lack of monitoring and evaluation at impact (except the cited case studies on WIN tools use), it is too early to infer that the beneficiaries have consistently and on a broad scale attained "a capacity and resilience development to overcome future risks and external shocks"
<p><b>6.2 Financial sustainability:</b> The extent to which development partners have the financial resources to maintain the intervention's net benefits over time (e.g.</p>	1 - highly satisfactory	This external evaluation makes the case that WIN will continue to require external funding. This is justified, given WIN's clear drive towards reducing integrity risks or failures, comparable to the

DAC criteria and SDC/SECO sub-criteria	Score	Justification (Please provide a short explanation for your score or explain the reason why a criterion was not assessed)
increased national, and where applicable subnational, financial or budgetary commitments).		payment of an insurance premium. No exit strategy as such is on record.
<p><b>6.3 Contextual factors:</b> The extent to which the context is conducive to maintain the intervention's net benefits over time (e.g. policy or strategy change; legislative reform; institutional reforms; governance reforms; increased accountability for public expenditures; improved processes for public consultation in development planning).  <i>Note: It includes assessing the trade-offs associated between instant outcomes and potential longer-term effects as well as the trade-offs between financial, economic, social and environmental aspects.</i></p>	2 - satisfactory	There is incipient evidence that integrity issues start to be integrated in training curricula, and that WIN tools use, e.g., by community water supply schemes, have increased accountability.
If an additional sub-criteria is relevant please formulate it here	select	<a href="#">Click here to enter text.</a>
<p><b>7 General comments</b>  Summary: this section is only for free text (no score). The evaluator may provide an overall assessment of the evaluated intervention, explore and reflect on relationships and synergies between different criteria (this includes considering if and how they are causally related).</p>		WIN is a highly relevant and successful venture and a badly needed actor in a sector threatened by inefficiencies and corruption. Both WIN, and SDC as a strategic partner, would have gained in demonstrating more tangibly that water integrity does make a difference.