

Evaluation Report of the PWMP in Upper Egypt - Phase 2

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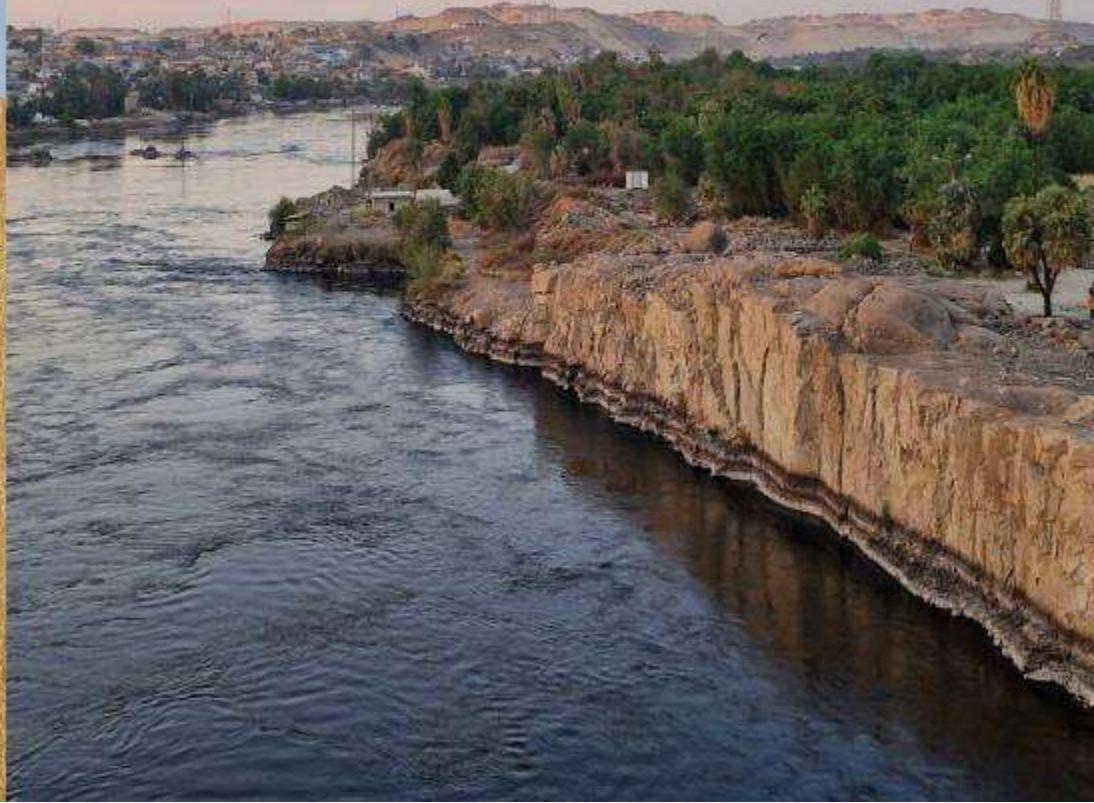


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1 Executive summary

The external evaluation of the Potable Water Management Programme Phase 2 serves three fundamental purposes: (1) assessment of program coherence, effectiveness, efficiency, and sustainability, for informing evidence-based decision-making, (2) ensuring accountability through results reporting based on examining achievements against set targets, and (3) identifying lessons learned and providing actionable recommendations.

The evaluation methodology follows OECD/DAC criteria to assess program performance across all three components during Phase 2. Extensive document review and fieldwork in Aswan during October 2024, combined with stakeholder interviews, have provided the foundation for the evaluation findings and recommendations.

The external evaluation exercise examined achievements, challenges, and opportunities across all three programme components during field visits to Aswan from October 27-30, 2024. The evaluation revealed significant progress in improving water service provision, community engagement, and institutional strengthening, while highlighting areas requiring attention for sustainable impact.

Component 1 (Technical Assistance) shows promising developments through the task force approach, with six specialized teams now operational compared to three in Phase 1. The recent initiative of restructuring the commercial sector, further supported by HCWW involvement since July 2024, has led to notable improvements in billing and collection systems. The successful implementation of capacity-building initiatives, including training-of-trainers programs, demonstrates potential for sustainable knowledge transfer. However, challenges remain in standardizing operation procedures, maintaining institutional memory, and securing long-term sustainability. The evaluation recommends consolidating the capacity and quality of human resources of AWSC, upgrading its overall performance standards, and focusing on ensuring long-term sustainability by implementing multi-dimensional capacity-building inputs in different areas and sectors while promoting better integration and coordination between AWSC sectors and departments.

Component 2 (Infrastructure), representing 60-65% of total funding, has made substantial progress in securing water service quality in target areas. However, the evaluation identified concerns regarding the disintegration with wastewater infrastructure development and the critical need for coordinated planning and implementation. The successful interventions in Khor Awada and Al-Sail areas provide valuable models for replication, though maintenance and operational sustainability require focused attention. The evaluation recommends advocating for and supporting the integration of sanitation infrastructure rehabilitation and expansion in parallel with the ongoing water supply improvements in the target areas, developing and implementing a comprehensive risk management and contingency plan for the infrastructure works, and streamlining procurement and contract management processes to enhance efficiency and timeliness.

Component 3 (Community Participation) emerged as a critical positive agent of the whole venture, successfully building trust between AWSC and local communities. The innovative approach to community engagement, starting with broader development issues before addressing water-specific concerns, has proven highly effective. The community-based initiatives and environmental clubs in schools show promising results, though institutional

arrangements for their long-term sustainability need strengthening. The evaluation recommends developing a sustainability plan for community engagement activities, focusing on building the capacity and resources of local partners, developing a strategy for scaling up and sustaining awareness-raising activities, and establishing a knowledge management system for capturing, documenting, and disseminating lessons learned and best practices.

Key Evaluation Finding:

The evaluation concludes that PWMP Phase 2 has made significant and remarkable progress in improving water service delivery in targeted areas, contributing to upgrading AWSC's technical and managerial capacity, focusing attention, developing, advocating, and forging implementation of initiatives on institutional reform and securing sustainability mechanisms. Accordingly, attuned planning for the remainder of Phase 2 and the exit phase is crucial for ensuring lasting impact and securing scaling up institutional reform and management upgrading beyond the program's completion.

Key Recommendations for the Remainder of Phase 2:

1. Scale up and consolidate the multi-dimensional interventions and initiatives of institutional reform, with full coordination with HCWW, through the ongoing mechanisms of policy dialogue and taskforces.
2. Implement the development and approval of well-integrated "standard operating procedures" across all sectors and departments.
3. Intensively advocate integrating wastewater infrastructure planning with water supply improvements in targeted areas and beyond.
4. Strengthen AWSC's awareness and public participation departments' capacity through additional staffing and resources to sustain and institutionalize successful experiences in Khor Awada and Al-Sail areas in Aswan and Upper Egypt.

Key Recommendations for the Exit Phase:

1. Assist in developing and approving sustainable funding mechanisms for AWSC maintenance and operations.
2. Advocate and support the development of an integrated electronic data and information base for AWSC as a key vehicle for upgraded management.
3. Develop and advocate clear institutional arrangements for sustaining community initiatives, such as environmental clubs and others.
4. Support the establishment of mechanisms for knowledge retention, management, and transfer, including electronic documentation of training materials, guidelines, and designed initiatives, to further serve the long-term interests of AWSC and all partners.
5. Advocate scaling up successful models of Khor Awada and Al-Sail for other areas in Aswan.

Critical Success Factors:

1. Sustained focus on capacity building and institutional strengthening.
2. Maintain full coordination with HCWW in the process of institutional reform and management upgrading.
3. Focus on securing AWSC's internalization, commitment, ownership, and sustaining of all capacity development accomplishments achieved through PWMP.

2 Introduction

2.1 Background and Context of the PWMP in Upper Egypt, Phase 2

The Potable Water Management Programme (PWMP) in Upper Egypt, planned for implementation from 2018 to 2027, aims to improve the service provision of potable water, focusing on Upper Egypt Governorates and the Water and Wastewater Companies (WWCs) serving these governorates. The programme is financed by the Swiss Agency for Development and Cooperation (SDC) through the Office for International Cooperation (OIC) at the Swiss Embassy in Egypt.

Upper Egypt is one of the poorest regions in the country. The region faces challenges such as high unemployment rates, low per capita GDP, and inadequate water and sanitation infrastructure. The PWMP targets the most deprived and informal settlement areas in Aswan, where access to potable water and sanitation services is particularly limited.

The programme builds upon the experiences and lessons learned from previous Swiss-funded projects in Aswan, such as the El-Nasriya project (2012-2016) and Phase 1 of the PWMP (2018-2021). The El-Nasriya project aimed to improve potable water services in eastern Aswan, benefiting around 80,000 inhabitants. Phase 1 of the PWMP focused on improving potable water services in the Khor Awada, Kattereya, and Amberkab areas, benefiting approximately 45,000 people.

Phase 2 of the PWMP in Upper Egypt aims to build upon the achievements and lessons learned from previous interventions to improve potable water management and service provision in Aswan's most deprived areas. The programme's context is characterized by the region's socio-economic challenges and the need for targeted interventions to enhance access to potable water services. The overall focus of intervention in Phase 2 is sustainability focused on priority targeted areas in Aswan city, mainly, deprived areas in East District of Aswan city (El-Sail and - partially - some of Kima Ezbas).

2.2 Purpose and Objectives of the Evaluation

The purpose of this external evaluation is twofold:

- I. To provide the Implementation Consultant (IC) and the Office for International Cooperation (OIC) with an external and objective assessment of the results achieved in Phase 2 of the PWMP at the output, outcome, and impact levels
- II. To contribute in informing and attuning the remainder of Phase 2 and guide the design and implementation of a possible Exit Phase of the PWMP.

In line with the SDC evaluation policy and assessment guidelines and formats, this evaluation serves three interrelated purposes:

1. Learning: The evaluation aims to gather knowledge about what works - and what not - and why, regarding design and along implementation process, as a critical input for improving the programme's quality and results up to the Exit Phase.
2. Accountability: The evaluation seeks to report and communicate the programme's results to stakeholders, ensuring transparency and accountability.
3. Strategic Orientation: The findings and recommendations of the evaluation will inform evidence-based provisions for decision-making and steering of the PWMP.

3 Evaluation Methodology

3.1 Evaluation Criteria and Questions

The evaluation adopted a mixed-methods approach to assess the PWMP Phase 2 against the OECD/DAC evaluation criteria: relevance, coherence, effectiveness, efficiency, impact, and sustainability. The methodology was designed to ensure credible and reliable findings through triangulation of multiple data sources.

The evaluation framework focused on three key areas:

1. Assessment of progress towards intended outcomes and impacts
2. Analysis of institutional strengthening and capacity building results
3. Identification of lessons learned and recommendations for the remainder of Phase 2 and exit phase

Data collection combined:

- Document review of project reports, monitoring data, and sector policies
- Semi-structured interviews with key stakeholders
- Field observations in target areas
- Participatory discussions with beneficiary communities
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3.2 Data Collection Methods

The evaluation team employed a mixed-methods approach, combining qualitative and quantitative data and information collection techniques to ensure a comprehensive and robust evaluation. The data collection process involved three main components: desk review, stakeholder interviews, and field visits to targeted areas (that included direct encounter with beneficiaries. The evaluation was conducted from 17th September to 24th of November 2024.

3.2.1 Desk Review

The evaluation team conducted an in-depth review of relevant programme documentation to gain a thorough understanding of the PWMP's design, implementation, and progress. The desk review included programme documents, progress and annual reports, policy and strategy documents related to the water and sanitation sector in Egypt, and relevant studies, assessments, and evaluations conducted by SDC or other organizations.

The desk review provided the evaluation team with a solid foundation of knowledge about the PWMP and its overall context, enabling them to refine the evaluation questions, identify key stakeholders, and plan/conduct the subsequent data collection activities.

List of documents reviewed are indicated in Annex 5

3.2.2 Stakeholder Interviews

Semi-structured interviews were conducted with a wide range of stakeholders to gather diverse perspectives on the PWMP's performance, achievements, and challenges. The evaluation team developed interview guides tailored to each stakeholder group, ensuring that the questions were relevant and appropriate.

Key stakeholders interviewed included:

- AWSC: Chairman, Chief Engineer, mid-level management personnel, head of the awareness team
- Aswan Governorate: Governor and Deputy Governor
- PWMP Steering Committee members: OIC, HCWW
- management and teachers at PWMP partner schools
- Members of CDAs or Community Committees in El Sail (Phase 2 target area)
- Beneficiaries: Members of the targeted community

The evaluation team ensured that the stakeholder interviews were conducted in a safe, confidential, and ethical manner, respecting the participants' rights and well-being. Annex 4 shows the list of meetings conducted.

3.2.3 Field Visits

The evaluation team conducted field visits to the PWMP target areas in Aswan to observe the programme's interventions firsthand and engage with beneficiaries and local stakeholders. The field visits included observations of infrastructure works, community awareness activities, and school-based interventions; informal discussions with beneficiaries and local stakeholders; and visits to AWSC facilities and offices. Detailed list of field visits is illustrated in Annex 3

During the field visits, the evaluation team used observation checklists, informal discussion guides, and photography (with consent) to document their findings and impressions.

4 Programme Overview

4.1 Programme Design

The Potable Water Management Programme (PWMP) Phase 2 (2022-2025) builds on achievements and lessons learned from Phase 1, focusing on improving potable water management and service provision in Upper Egypt. The programme targets the El-Sail and El-Zaydab areas in Aswan, with potential expansion to Kima Ezbas.

The programme operates through three integrated components:

Component 1: Technical Assistance and Institutional Development

- Strengthening AWSC institutional capacity and management systems
- Supporting policy dialogue and sector reforms
- Enhancing operational and financial performance

Component 2: Infrastructure Development

- Rehabilitation and extension of water supply networks
- Installation of modern metering systems
- Implementation of district metering areas (DMAs)

Component 3: Public Awareness and Community Engagement

- Empowering community change agents
- Establishing environmental clubs in schools
- Building partnerships with local NGOs and community organizations

4.2 Implementation Strategy

The programme adopts a participatory approach working through:

- Direct implementation support to AWSC
- Engagement with local communities through established structures
- Coordination with the Holding Company for Water and Wastewater (HCWW)
- Partnership with local government institutions

Key cross-cutting themes integrated across all components include:

- Gender equality and social inclusion
- Environmental sustainability
- Good governance practices
- Climate change considerations

The programme's theory of change assumes that combining institutional strengthening, infrastructure improvements, and community engagement will lead to sustainable improvements in water service delivery and management in Aswan.

5 Evaluation Findings

5.1 Relevance and Coherence

The PWMP Phase 2 demonstrated strong, comprehensive and integrated relevance to the problematic situation, needs and priorities of the targeted communities, responsible (in charge) bodies and authorities (AWSC/HCWW-Aswan Governorate) and the strategic objectives of the Swiss Development Cooperation (SDC). The programme's design and implementation approach were coherent with national and regional water sector policies and complemented with other development interventions in the city and Governorate levels.

Relevance - in this regard - has been consolidated by innovative initiatives and interventions to facilitate effective inclusion and support of local communities, which would extend beyond completion of infrastructure works to better sustainable communications and relations between communities and service provider (AWSC) (billing, fees collection, maintenance, complaints). The triangle and the functional interlinkages of the three programme objectives/components provides for effective containment and tackling problems and achieving targets. Within the same context, component (1) (technical assistance to AWSC) implies high relevance to critical needs for restructuring, improving governance and upgrading management and financial mechanisms, that go far beyond water service provision in targeted areas to further long term and sustainable change management.

5.1.1 Alignment with Stakeholders Needs and Priorities

The PWMP Phase 2 was well-aligned with the needs and priorities of the targeted communities in Aswan, particularly in the El Sail area. The programme's focus on improving access to potable water, reducing water losses, and enhancing the capacity of the Aswan Water and Sanitation Company (AWSC) directly addressed the key challenges faced by these communities. This alignment is well evidenced by plans of ongoing intervention and infrastructure currently developed on the ground.

During the field visits and stakeholder interviews, beneficiaries consistently highlighted the positive impact of the programme on their daily lives. The rehabilitation and extension of water supply networks in El Sail have significantly improved water availability, quality, and pressure, reducing the need for costly alternative water sources and enhancing overall quality of life.

The programme's emphasis on community engagement and awareness-raising activities was also highly relevant, as it helped to build trust between the AWSC and the beneficiaries, promote responsible water usage, and ensure the sustainability of the infrastructure investments.

The AWSC and local authorities' stakeholders, including the Aswan Governorate, acknowledged the programme's relevance in addressing the institutional and operational challenges faced by the water utility and developing/implementing well-tailored and coordinated actions and interventions. The technical assistance and capacity-building component of the PWMP were well-tailored to the needs of the AWSC, focusing on key areas such as non-revenue water reduction, energy efficiency, customer service, and financial management. The ongoing "policy dialogue" and "task forces" mechanism are well addressing the existing shortcoming and weakness points in the overall performance of AWSC. Based on the evaluation team observations, follow up and further efforts are needed to develop and initiate adequate "business plan" and integrated data and information system, as a skeleton of efficient and effective management.

The evaluation team observed the strong alignment between the PWMP's interventions and the priorities of the Aswan Governorate and AWSC leadership. Both the Governor and the AWSC Chairman expressed deep concern over the need to rehabilitate and expand wastewater infrastructure in parallel with the water supply improvements. They acknowledged the programme's relevance in this regard and committed to following up on this issue in close coordination with the Holding Company for Water and Wastewater (HCWW). Ensuring an integrated approach to water and wastewater services is seen as critical to avoiding negative environmental impacts and securing the sustainability of PWMP's achievements.

5.1.2 Consistency with SDC Strategic Frameworks

The PWMP Phase 2 was closely aligned with the strategic frameworks and priorities of the Swiss Development Cooperation (SDC). The programme's objectives and approach were consistent with SDC's focus on improving access to basic services, promoting sustainable water resource management, and strengthening local governance and institutional capacity.

The programme's emphasis on participatory planning, community engagement, and gender mainstreaming was also in line with SDC's cross-cutting themes and principles. The PWMP's multi-stakeholder approach, involving close collaboration between the AWSC, local authorities, community-based organizations, and beneficiaries, reflected the SDC's commitment to inclusive and accountable development processes.

Furthermore, the PWMP's policy dialogue component, which aimed to scale up and replicate best practices and lessons learned from Aswan to other water utilities in Egypt, is well-aligned with SDC's objective of promoting systemic change and policy reform in the water sector.

See more information on the SDC strategy under the link below:

https://www.eda.admin.ch/dam/countries/countries-content/egypt/en/Strategy_Swiss_Cooperation_Egypt_English.pdf

5.1.3 Compatibility with Other Interventions

The PWMP Phase 2 demonstrated good compatibility and complementarity with other water sector interventions in the region. The programme's focus on improving water supply infrastructure and utility management capacity is coordinated with the government's "Haya Karima" initiative, which aimed to enhance living conditions and service delivery in underserved areas in Aswan Governorate. An example for the coordination is the excluding of the project areas from the target areas by Haya Karima. Also the TA activities are considered a very important step in getting Aswan water company ready for the new investments coming into service.

However, some stakeholders noted the need for greater coordination between water supply and wastewater interventions, to ensure that the increased water availability resulting from the PWMP investments will not lead to overloading of the existing wastewater infrastructure. This highlights the importance of a holistic, integrated approach to water sector development. This issue has been raised and discussed in different interviews and meeting with local partners. AWSC and Aswan Governorate (The Governor) have exhibited commitment to follow up on this issue.

While the PWMP demonstrated good compatibility with other water sector interventions in the region, such as the "Haya Karima" initiative, the evaluation team sees a great need for greater coordination between the programme's water supply activities and parallel efforts to rehabilitate and expand wastewater infrastructure in the targeted areas. Ensuring this integrated approach is crucial to prevent negative environmental and public health impacts that could diminish the sustainability of the water supply improvements.

Moreover, the evaluation team did not find evidence of effective coordination between the PWMP and other development partners active in the water sector, such as the World Bank and the European Union as they are not currently operating in Aswan.

5.1.4 Evaluator's Assessment and Conclusions

Based on the evidence gathered through desk review, stakeholder interviews, and field observations, the evaluation team concludes that the PWMP Phase 2 was highly relevant and coherent with the needs, priorities of the targeted communities' strategic objectives of and all local and national partners and the SDC.

The programme's demand-driven approach, participatory design, and focus on capacity building, good governance and institutional strengthening were key factors in ensuring its relevance and effectiveness. The PWMP's alignment with national and regional water sector policies and its complementarity with other development interventions in the area contributed to its coherence and potential for scalability and replication.

However, the evaluation also identified some areas for improvement, such as the need for greater coordination between water supply and wastewater interventions, and the importance of continued policy dialogue and institutional support to ensure the sustainability of the programme's achievements.

Overall, the PWMP Phase 2's strong performance in terms of relevance and coherence provides a solid foundation for the programme's continued success and impact in improving water security and quality of life for the targeted communities in Aswan.

5.2 Effectiveness and Impact

The PWMP Phase 2 demonstrated significant progress towards achieving its intended results at the output and outcome levels, contributing to positive impacts on water service delivery, institutional capacity building, and community well-being in the targeted areas of Aswan.

5.2.1 Achievement of Intended Results

The evaluation team found evidence of substantial progress towards the achievement of the programme's intended outputs and outcomes across its three main components:

Component 1 (Technical Assistance and Governance): The PWMP provided comprehensive technical assistance and capacity-building support to the Aswan Water and Sanitation Company (AWSC), focusing on key areas such as non-revenue water reduction, energy efficiency, customer service, and financial management. The programme established six task forces within the AWSC, which contributed to improved operational efficiency, cost reduction, and revenue enhancement. The AWSC staff reported increased knowledge, skills, and motivation as a result of the training and support provided by the PWMP. However, these multi-dimensional efforts and inputs of capacity building and institutional/governance development are long term continuous and accumulative process, that entail longer time spans and their accelerating - step by step - outcomes appear gradually along time. Setting the base and building up, by PWMP, represents distinctive accomplishment. Further efforts are needed for institutional development. Within this context, restructuring task forces, and re-rendering the general lead task force to be "strategic task force" that includes all heads of main AWSC sectors, to infuse projected reforms in the decision-making machine, and improve

communications and interactions between AWSC sectors at the higher level. This will help much for enduring and securing sustainability of already done improvements through PWMP technical assistance and training activities. Within this context, and due to many contextual conditions, recent mid-term indicators values of outcome 1 could not yet reflect the efforts, inputs and interventions implemented in technical assistance and support.

Component 2 (Infrastructure): The PWMP successfully implemented significant part of rehabilitation and extension of water supply networks in the targeted areas of El Sail which eventually will improve water availability, quality, and pressure for the beneficiaries. As of September 2024, the programme had achieved an estimated 60% completion rate for the planned infrastructure works in El Sail. Work is undergoing on “crossing” of main transmission line under railway line and completion of networks and connections.

The evaluation team observed the positive impact of these investments. These accomplishments and the prospective integrated impact (following the completion of planned infrastructure intervention - expected on the planned time) will generate major positive impact on the daily lives of the beneficiaries. Beneficiaries who are already connected to rehabilitated networks in Phase 1 have reported reduced reliance on costly alternatives water sources and increased satisfaction with the quality of water service. We are expecting the same impact for the phase 1 projects.

Field assessments and community consultations revealed significant concerns about the misalignment between water supply improvements and existing sanitation infrastructure. Beneficiaries reported experiencing specific technical issues including wastewater backflow into ground floors of residential buildings and problems with high groundwater levels. While the target area is served by a sewerage system, field observations indicate that increased water supply from the rehabilitated networks is creating additional pressure on the aging sanitation infrastructure. Technical assessments confirm that these sanitation system limitations pose documented risks to both the newly rehabilitated potable water networks and building foundations.

Component 3 (Awareness Raising and Outreach): The PWMP's community engagement activities effectively transformed initial community resistance into active support for water infrastructure improvements. Through environmental clubs, women and youth groups, and public campaigns, the program achieved increased adoption of water-saving practices among beneficiaries. The evaluation found strong evidence of improved trust and communication between AWSC and communities. Community members showed notable ownership of the program initiatives, particularly in environmental and water conservation efforts.

5.2.2 Factors Influencing Achievement or Non-Achievement

Several factors contributed to the successful achievement of the programme's intended results, including:

- The participatory and demand-driven approach adopted by the PWMP ensured strong buy-in and ownership from the targeted communities and implementing partners.
- The effective collaboration and coordination between the PWMP team, the AWSC, local authorities, and community-based organizations, which facilitated smooth implementation and problem-solving.
- The programme's flexibility and adaptability in responding to emerging challenges and opportunities, such as the economic downturn and the "Haya Karima" initiative.

- The strong technical expertise and commitment of the PWMP team and the task forces members within the AWSC.

However, the evaluation team also identified some factors that hindered or delayed the achievement of certain results, such as:

- The limited absorption capacity and resistance to change within some departments of the AWSC. Staff showed particular challenges in adapting to new business processes, especially in customer service delivery and institutional development areas.
- Lack or weak integration and interlinkage between some AWSC sectors. For example, the commercial sector and other technical sectors, which may hinder or delay applying proposed reforms, and diminish the absorbing capacity of upgrading the institutional structure and change to more effective integrated management. Within this context, some sections are relatively unable to implement its mandate and crucial role in supporting other sections and sectors (Awareness and social participation sections - as example)
- The turnover of key staff within the AWSC and local authorities, which sometimes led to delays in decision-making and implementation.
- The complexity of the infrastructure works in the targeted areas, which faced challenges related to the narrow streets, rocky soil conditions, high ground water level, and the need to minimize disruption to the residents.

5.2.3 Collaboration with Implementing Partners

The PWMP Phase 2 benefited from strong collaboration and partnership with the key implementing partners, particularly the AWSC, the Aswan Governorate, the six selected schools / education directorate, and the local community-based organizations. The programme's participatory approach and regular communication channels, such as the task forces meetings, Community Committee and steering committee, fostered a sense of shared ownership and responsibility among the partners.

The AWSC staff and management expressed appreciation for the technical assistance and capacity-building support provided by the PWMP, which they viewed as highly relevant and practical. The Aswan Governorate and local authorities commended the programme's community engagement efforts and its contribution to facilitating infrastructure implementation and improving living conditions and social cohesion in the targeted areas.

5.2.4 Beneficiary Satisfaction

Although the mid-term community assessment of phase 2 did not capture improvement in customer satisfaction. Based on the field visits to the phase 1 projects areas, the evaluation team found high levels of satisfaction among the beneficiaries. This is anticipated in phase 2 particularly in the targeted communities of El Sail. During the field visits and community meetings, residents consistently expressed gratitude and appreciation for the improvements in water availability, quality, and reliability resulting from the programme's interventions.

However, some beneficiaries also raised concerns about the sustainability of the improvements, particularly in light of the growing population and the need for parallel investments in wastewater infrastructure rehabilitation and expansion. This underscores the importance of continued community engagement, awareness-raising, and integrated planning for water and sanitation services.

5.2.5 Policy Dialogue and Regulatory Framework

PWMP Phase 2's policy dialogue achievements were primarily realized through strategic collaboration between AWSC and HCWW, particularly after July 2024. Key accomplishments include:

- Implementation of new standard operating procedures and monitoring systems
- Complete restructuring of AWSC's commercial sector, including staff reorganization
- Enhanced reporting mechanisms and improved response times

5.2.6 Inclusiveness, Equity, and Gender Sensitivity

PWMP Phase 2 implemented gender-sensitive approaches primarily through community engagement and infrastructure activities. In the infrastructure component, the program created mechanisms for both women and men to report complaints related to construction works, acknowledging women's role in maintaining water infrastructure investments. The project documentation shows that construction tender documents were designed to encourage local youth participation, though specific outcomes of this initiative require further assessment.

The program recognized distinct social patterns in Upper Egypt, where women manage domestic responsibilities including water, health, and hygiene, while men participate in different social spaces. This understanding shaped the design of awareness activities, which were tailored to accommodate different community groups through appropriate timing, venues, and formats. Three community assessment studies were conducted with specific gender considerations, such as providing adequate spaces, organizing interviews at suitable times, and ensuring same-gender facilitators. While these operational measures demonstrated attention to gender inclusivity, the evaluation would benefit from more detailed data on participation rates and the effectiveness of these approaches in achieving meaningful engagement across different community groups.

5.2.7 Evaluator's Assessment and Conclusions

Based on the evidence gathered through the evaluation process, the team concludes that the PWMP Phase 2 was highly effective in achieving its intended results and contributing to positive impacts on water service delivery, institutional capacity, and community well-being in the targeted areas of Aswan. This effectiveness is highly relevant to the adequate and attuned design of interventions and actions, for the three components, which is clearly demonstrated in levels of impact.

However, and regarding component (1) only, and due to many contextual conditions and current management impediments in AWSC, there is some concern about possibilities of achieving the targeted impact by the end of Phase 2. However, this limited shortage could be over bridged within the timespan of the second half of Phase 2 and Exit Phase, through intensive coordination and collaboration with AWSC and HCWW, to complete targeted reforms of institutional development, integrated management structure and financial stability (operation ratio)., considering the functional and strong interlinkages between all these aspects.

The programme's participatory approach, technical expertise, and strong partnerships with local stakeholders have been key factors in its success. Although Phase 1 is not part of this

evaluation process, but it is worth mentioning that the evaluation team was particularly impressed by the high levels of beneficiary satisfaction and the tangible improvements in water availability, quality, and reliability resulting from the programme's interventions.

However, the evaluation also identified need for some areas for improvement and consideration in future phases or similar interventions, such as:

- Strengthening the policy dialogue and advocacy component of the programme, to promote more systemic and sustainable changes in the water sector governance and financing framework.
- Promoting more integrated planning and coordination between water and wastewater services, to address the growing challenges of urbanization and environmental sustainability, and primarily, to avoid negative interactions, which eventually damage or diminish the eventual targeted positive impacts.

Overall, the PWMP Phase 2's strong performance in terms of effectiveness and impact demonstrates the value and potential of targeted, participatory and technically sound interventions in improving water security and quality of life for underserved communities in Aswan and Upper Egypt Governorates. The lessons learned and best practices from this programme can inform the design and implementation of future water sector interventions in the region and beyond.

5.3 Efficiency

The PWMP Phase 2 demonstrated a satisfactory level of efficiency in its implementation, with evidence of cost-effective use of resources, timely delivery of results, and effective management and steering mechanisms. However, some challenges and areas for improvement were also identified.

5.3.1 Cost-Efficiency of Implementation

PWMP Phase 2 implemented a structured approach to project delivery through three main components, with Component 1 focusing on technical assistance and governance through targeted training and capacity building initiatives. The project achieved efficiency gains through integrating policy dialogue activities with operational improvements, particularly in combining infrastructure investments with institutional strengthening measures. However, the evaluation found specific implementation challenges that affected cost-efficiency: procurement processes experienced delays averaging 3-4 months for tender processing, some payment delays to contractors, and some infrastructure works faced cost overruns due to challenging site conditions. The project documentation shows that while the technical assistance approach combined training with equipment purchases effectively, the business process improvements required longer implementation periods than planned, primarily due to limited baseline data availability and resource constraints within AWSC.

5.3.2 Timeliness of Results Delivery

The PWMP Phase 2 achieved a satisfactory level of timeliness in delivering its intended results, despite facing some challenges and delays along the way. As of September 2024, the programme had achieved an estimated 60% completion rate for the planned infrastructure works in El Sail, which was in line with the revised implementation schedule.

The programme's technical assistance and capacity-building activities under Component 1 were also delivered in a timely and demand-driven contingency manner, with the establishment of the six task forces and the completion of various training and support initiatives. The community awareness and outreach activities under Component 3 were implemented according to the planned schedule, with some adaptations made in response to the economic downturn.

However, the evaluation team noted some delays in the procurement and delivery of certain equipment and materials, which affected the pace of the infrastructure works. While El Sail works achieved 60% completion by September 2024, the documentation shows delays in the delivery of specific equipment affecting the infrastructure works' pace. Some stakeholders also mentioned that the turnover of key staff within the AWSC and local authorities sometimes led to delays in decision-making and implementation. The change of the AWSC chairman is a clear example of how the turnover effected the project progress.

5.3.3 Management and Steering Mechanisms

The PWMP Phase 2 benefited from a well-structured and effective management and steering mechanism, which contributed to efficient implementation and accountability. The programme's steering committee, which included representatives from the AWSC, the Aswan Governorate, the HCWW, and the SDC, provided strategic guidance and oversight, ensuring alignment with national and regional priorities.

The programme's task forces, which brought together staff from different departments and levels within the AWSC, served as an effective platform for coordination, problems identification, solving and capacity building. The regular meetings and reporting mechanisms of the task forces helped to maintain momentum, identify bottlenecks, and adapt to changing circumstances.

The Project Management Unit (PMU) for PWMP Phase 2 continued from Phase 1, having been established on January 29, 2019. As an integral part of AWSC's institutional structure, it serves as the key coordinating body for project implementation in Aswan. The PMU consists of designated AWSC staff who work directly with the Implementation Consultant team to facilitate project activities while maintaining their regular duties within AWSC.

5.3.4 Monitoring System

The PWMP Phase 2 had a functioning monitoring system in place, which allowed for regular tracking and reporting of progress towards the programme's intended outputs and outcomes. The monitoring system included a set of key performance, outputs and outcomes indicators, which were regularly measured and reported on by the project management unit (quarterly and annual reports).

5.3.5 Evaluator's Assessment and Conclusions

The programme's monitoring data was used to inform decision-making, identify areas for improvement, and communicate results to stakeholders. The evaluation team reviewed a sample of the programme's monitoring reports and found them to be generally comprehensive, accurate, and informative.

Based on the evidence gathered through the evaluation process, the team concludes that the PWMP Phase 2 was implemented with a satisfactory level of efficiency, despite facing some challenges and areas for improvement.

The programme's strategic allocation of resources, use of local capacities, and strong management and steering mechanisms contributed to cost-effective and timely delivery of results. The evaluation team was particularly impressed by the effectiveness of the programme's task forces approach, which fostered strong ownership, coordination, and capacity building among the AWSC staff.

The positive impacts of the programme's task force approach could be further enhanced and accelerated if the taskforces' outputs and recommendations are regularly communicated and discussed with a proposed "strategic task force" comprising heads of all AWSC sectors. This would help trigger integrated upgrading of the AWSC's management structure and secure the sustainability of improvements across the organization.

However, the evaluation also identified some areas for improvement and consideration in future phases or similar interventions, such as:

- Streamlining procurement and administrative processes, and promoting greater competition among local contractors, to enhance cost-efficiency and value for money.
- Strengthening the programme's risk management and contingency planning, to better anticipate and mitigate potential delays and cost overruns in the infrastructure works.
- Regularly communicate and discuss task forces' outputs and recommendations with a proposed "strategic task force" comprising heads of all AWSC sectors

Overall, the PWMP Phase 2's satisfactory performance in terms of efficiency demonstrates the value of well-designed, locally owned, and adaptively-managed interventions in delivering tangible results and value for money in the water sector. The lessons learned and best practices from this programme can inform the design and implementation of future water sector interventions in Egypt and beyond, with a focus on continuous improvement and learning.

5.4 Sustainability

The PWMP Phase 2 placed a strong emphasis on sustainability in its design and implementation, with evidence of positive outcomes in terms of institutional capacity building, community ownership, and policy dialogue. However, some challenges and risks to the long-term sustainability of the programme's achievements were also identified.

5.4.1 Sustainability Orientation in Implementation Strategy

The PWMP Phase 2's implementation strategy was strongly oriented towards sustainability, with a focus on building local capacities, promoting community ownership, and influencing policy and institutional frameworks. The programme's three main components - technical assistance, infrastructure, and awareness raising - were designed to be mutually reinforcing and to contribute to lasting improvements in water service delivery and management.

Under Component 1, the programme provided comprehensive technical assistance and training to the AWSC staff, with the aim of enhancing their skills, knowledge, and motivation to sustain the improvements in service delivery. The establishment of the task forces and the development of standard operating procedures, performance monitoring systems, and customer service standards were all geared towards institutionalizing best practices and ensuring their continuity beyond the project period.

Under Component 2, the programme's infrastructure investments were designed to be technically sound, environmentally sustainable, and socially acceptable. The use of high-quality materials, the adherence to national and international standards, and the involvement of local contractors and workers were all aimed at ensuring the durability and maintainability of the infrastructure assets.

Under Component 3, the programme's awareness-raising and community outreach activities were designed to promote responsible water use, willingness to pay, and a sense of ownership and stewardship among the beneficiaries. The involvement of schools, women and youth groups, and community-based organizations was intended to create a cadre of local champions and change agents who could sustain the momentum of the programme beyond its lifespan.

5.4.2 Capacity Strengthening of Partners

The PWMP Phase 2 made significant investments in capacity strengthening at the individual, organizational, and institutional levels, which is a key factor in ensuring the sustainability of the programme's achievements.

At the individual level, the programme provided extensive training and on-the-job support to the AWSC staff, particularly in the areas of non-revenue water reduction, energy efficiency, customer service, and financial management. The evaluation team found evidence of improved skills, knowledge, and motivation among the AWSC staff, as well as increased confidence in their ability to perform their roles effectively.

At the organizational level, the programme supported the establishment of new units and systems within the AWSC, such as the NRW unit, the customer service center, and the GIS-based asset management system. These organizational changes were accompanied by the development of new policies, procedures, and performance monitoring frameworks, which helped to institutionalize best practices and enhance accountability.

At the institutional level, the programme engaged in policy dialogue and advocacy with national and regional stakeholders, such as the HCWW and the Ministry of Housing, to promote an enabling environment for sustainable water service delivery. The programme's efforts contributed to increased attention and resources being directed towards the water sector in Upper Egypt, as well as to the replication of successful models and approaches in other governorates.

However, some stakeholders noted that the capacity strengthening efforts of the programme could have been further enhanced by placing greater emphasis on leadership development, change management, and succession planning within the AWSC. The evaluation team also observed that the high turnover of staff which posed some risks to the sustainability of the capacity gains achieved under the programme.

5.4.3 Ownership and Commitment of Local Partners

The PWMP Phase 2 benefited from a high level of ownership and commitment from its local partners, particularly the AWSC, the Aswan Governorate, and the targeted communities. This local ownership was fostered through the programme's participatory approach, its emphasis on capacity building and empowerment, and its alignment with local priorities and needs.

The AWSC leadership and staff consistently expressed their appreciation for the technical assistance and support provided by the programme, and their commitment to sustaining and scaling up the improvements in service delivery. The Aswan Governorate and the local authorities also demonstrated strong political will and support for the programme, as evidenced by their active participation in the steering committee and their efforts to mobilize additional resources and partnerships.

At the community level, the evaluation team found evidence of increased awareness, trust, and satisfaction with the water services provided by the AWSC, as well as a growing sense of ownership and responsibility for the maintenance and protection of the infrastructure assets. The community-based organizations and youth groups involved in the programme's outreach activities expressed their commitment to continuing their advocacy and awareness-raising efforts beyond the project period. In term of capacity and abilities, the evaluation team can

see this happening. However, the limited resources of some of the community-based organizations and schools posed some risks to the sustainability of the awareness-raising and outreach activities. A simple example is the printing materials that the project provides now, we are not sure if the community-based organizations and schools could allocate budget for.

5.4.4 Enabling Context for Sustainability

The PWMP Phase 2 operated within a generally enabling context for sustainability, characterized by a supportive policy and institutional framework, a growing recognition of the importance of water security and sustainable development, and a relatively stable socio-economic and political environment.

At the national level, Egypt's Vision 2030 and the National Water Resources Plan 2037 provided a conducive policy framework for the programme's objectives and approach, with a focus on integrated water resources management, improved water quality and efficiency, and enhanced institutional and regulatory frameworks. The programme's alignment with these national priorities helped to secure high-level support and buy-in from key stakeholders.

At the regional level, the Aswan Governorate and the HCWW demonstrated strong commitment and leadership in promoting sustainable water management and service delivery, as evidenced by their active participation in the programme's steering committee and their efforts to replicate and scale up successful models and approaches.

At the local level, the targeted communities in El Sail and other areas of Aswan showed a high level of receptivity and engagement with the programme's activities, reflecting a growing awareness of the importance of water conservation and a willingness to participate in and contribute to improved service delivery.

However, the evaluation team also identified some challenges and risks in the enabling context for sustainability, such as:

- The inadequate coordination and integration between water and wastewater management, which poses risks to public health, the environment, and the long-term sustainability of the infrastructure assets.
- The potential impacts of climate change, population growth, and urbanization on water availability and demand in Aswan and other parts of Upper Egypt, which require adaptive and resilient planning and management approaches.

5.4.5 Evaluator's Assessment and Conclusions

Based on the evidence gathered through the evaluation process, the team concludes that the PWMP Phase 2 has made significant progress towards ensuring the sustainability of its achievements, while also recognizing some challenges and areas for improvement.

The programme's strong orientation towards sustainability in its implementation strategy, its investments in capacity strengthening at different levels, and its fostering of local ownership and commitment are all positive factors that enhance the likelihood of the programme's benefits being sustained and scaled up over time.

To further enhance the sustainability of the programme's achievements, the evaluation team recommends that future phases or similar interventions consider the following:

- Investing in leadership development, change management, and succession planning within the AWSC and other local partners, to enhance their resilience and adaptability to changing circumstances.
- Strengthening the capacity and resources of community-based organizations and schools, to enable them to continue their awareness-raising and outreach activities beyond the project period.

Overall, the PWMP Phase 2's positive sustainability outcomes and lessons learned provide valuable insights and guidance for future water sector interventions in Egypt and beyond, with a focus on balancing short-term results with long-term impact and resilience.

6 Conclusion, Learned Lessons and Recommendations

6.1 Conclusion

6.1.1 Relevance and Coherence

PWMP Phase 2 demonstrates exceptional relevance to Aswan's development context, particularly in addressing water supply challenges in El-Sail area. The programme's design effectively builds upon Phase 1 achievements in Khor Awada while maintaining strong alignment with national water sector policies and SDC strategic objectives. The intervention shows strong coherence with the Government of Egypt's investment commitments in Aswan's water infrastructure development.

6.1.2 Effectiveness and Impact

Mid-term results indicate significant progress in improving water service delivery across targeted neighborhoods. The programme's effectiveness is particularly evident in infrastructure improvements, institutional strengthening of AWSC, and community engagement. Notable transformation is visible in the integration of service delivery between previously completed areas and current intervention zones, creating a comprehensive improvement corridor in northeastern Aswan.

6.1.3 Efficiency

The programme demonstrates sound resource utilization through its established implementation structure and task force approach. Building on Phase 1 mechanisms has enabled efficient project delivery despite external challenges. The focused geographical targeting has allowed for optimal resource deployment while maintaining cost-effectiveness in implementation.

6.1.4 Sustainability

The sustainability framework established during Phase 1 provides a strong foundation for Phase 2, particularly evident in AWSC's enhanced operational capacity. The programme's three-component approach - combining technical assistance, infrastructure development, and community engagement - creates mutually reinforcing elements for long-term sustainability. However, external factors including staff turnover and financial situation of AWSC require continued attention during the upcoming Exit Phase (2026-2027).

6.1.5 Overall Assessment

Overall, the PWMP Phase 2, up to mid-term, has been a successful and impactful intervention in improving water service delivery and management in Aswan city, with valuable lessons learned and best practices that can inform and guide future potable water sector interventions in upper Egypt and further at the national level. The programme's achievements in terms of relevance, effectiveness, efficiency, and sustainability demonstrate the value of technically sound, policy reform oriented and participatory approaches, in addressing complex water challenges in developing contexts.

However, the evaluation has also highlighted some areas for improvement and recommendations for future phases or similar interventions, such as:

- Strengthening and restructuring dynamics of the policy dialogues, implying local and national levels, and advocacy component of the programme, to promote more systemic and sustainable changes in the water sector governance and financing framework.
- Promoting more integrated planning and coordination between water and wastewater services, to address the growing challenges of urbanization and environmental sustainability.
- Deepening the programme's focus on gender equality and social inclusion, by addressing the underlying barriers to women's participation and leadership in the water sector.
- Streamlining procurement and administrative processes, and promoting greater competition among local contractors, to enhance cost-efficiency and value for money.
- Strengthening the programme's risk management and contingency planning, to better anticipate and mitigate potential delays and cost overruns in the infrastructure works.
- Enhancing the decentralization of the programme's management structure, to promote greater ownership, responsiveness, and sustainability at the local level.
- Strengthening the programme's monitoring system, to better capture the qualitative aspects of the programme's impact and the perspectives of the beneficiaries, and to ensure closer alignment with the SDC's overall results framework.

Given the assumption that the design of Phase 2 interventions largely replicates and extends those of Phase 1, it appears, to some extent, that some lessons learned from Phase 1 have not been satisfactorily invested in Phase 2 (based on the available limited information about Phase 1). This mainly relate to two issues:

First, regarding Component (2) – Infrastructure Development – have not been fully integrated into the implementation strategies for Phase 2. This is especially relevant to the integration of sanitation infrastructure with the planned provision of water services, which is expected to be executed by the local counterpart (AWSC) as a commitment outlined in the program agreements.

Second, regarding Component (1) – Technical Assistance – and considering the distinctive design and wide span of technical assistance of Phase 2, It was expected that cumulative learned lessons from Phase 1 experience could have better contributed for more adaptive and lucrative implementation methods and tactics for implementing technical assistance and support interventions in Phase 2, which probably have taken place to some extent. However, it seems that there are many factors, related to AWSC management structure and

performance, implicit and deep, or temporal, are partially limiting targeted positive transformations.

Nonetheless, the ongoing multidimensional interventions in Phase 2 have demonstrated significant effectiveness at various AWSC sectoral and sectional levels. There is still a pressing need for enhanced focus and coordination to ensure a stable and sustainable integrated impact on the overall institutional framework of the AWSC and its operational performance.

6.2 Key Lessons Learned

6.2.1 Participatory Approach and Local Ownership

One of the key lessons learned from the PWMP Phase 2 is the importance of a participatory approach and local ownership in ensuring the relevance, effectiveness, and sustainability of water sector interventions. The programme's strong emphasis on involving the targeted communities, and other local stakeholders in the planning, implementation, and monitoring of its activities has been a critical factor in its success.

Engagement and working directly with community-based organizations, women and youth groups, and school environmental clubs has not only enhanced the reach and impact of the programme's awareness-raising and outreach activities, but also fostered a sense of ownership, responsibility and commitment among the beneficiaries. Within the same context, engagement of the AWSC staff in the design and delivery of the technical assistance and capacity-building activities - as demand driven approach - has also increased their buy-in and commitment to sustaining the programme's achievements.

6.2.2 Technical Soundness and Adaptability

Another key lesson learned from the PWMP Phase 2 is the importance of technical soundness and adaptability in the design and implementation of water sector interventions. The programme's investments in infrastructure rehabilitation and extension, as well as its technical assistance and capacity-building activities, have been based on a thorough understanding of the local context, a rigorous analysis of the technical options, and a flexibility to adapt to changing circumstances. This have been substantially operational due to high quality expertise of technical assistance and support team.

6.2.3 Institutional Strengthening and Capacity Building

A third key lesson learned from the PWMP Phase 2 is the importance of institutional strengthening and capacity building in ensuring the sustainability and scaling-up of water sector interventions. The programme's investments in technical assistance, training, and organizational development have been critical in enhancing the skills, knowledge, and motivation of the AWSC staff, as well as in improving the utility's systems, processes, and performance.

The establishment of new units and systems within the AWSC, such as the NRW unit, the customer service center, and the GIS-based asset management system and introducing new work techniques, such as "in-hand water metering and billing tools" (handheld devices) have helped to institutionalize best practices and enhance accountability. The programme's policy dialogue and advocacy activities have also contributed to creating an enabling environment

for sustainable water service delivery, which could positively influence national and regional policies and strategies at the long term.

6.2.4 Integration and Coordination

A fourth key lesson learned from the PWMP Phase 2 is the importance of integration and coordination in addressing the complex and interconnected challenges of water service delivery. The programme's focus on improving water supply infrastructure and management practices has been necessary but not sufficient in ensuring sustainable and equitable water management systems for the targeted communities.

The evaluation has highlighted the need for more integrated planning and coordination between water and wastewater services, as well as with other sectors such as health, education, and agriculture. The lack of adequate wastewater collection and treatment infrastructure in some of the targeted areas has posed risks to public health, the environment, and the sustainability of the water supply improvements.

6.2.5 Gender Equality and Social Inclusion

A fifth key lesson learned from the PWMP Phase 2 is the importance of gender equality and social inclusion in ensuring the reach, impact, and sustainability of water sector interventions. The programme's efforts to involve women and marginalized groups in its community outreach and awareness-raising activities have been commendable. Within the same context, more focus could be developed to boost women participation and leadership in the water sector in general. This notion relates specifically to the limited relative weight of women in AWSC work force, especially in leading and high rank positions.

6.2.6 Policy Dialogue and Advocacy

A sixth key lesson learned from the PWMP Phase 2 is the importance of policy dialogue and advocacy in creating an enabling environment for sustainable water service delivery. The programme's engagement with national and regional stakeholders, such as the HCWW and the Ministry of Housing, has been crucial in influencing policies, strategies, and budgets for the water sector in Aswan and beyond. More coordination with HCWW, mainly regarding institutional reform and upgrading the AWSC management structure and performance, and accordingly on the design and monitoring of the activities. This would be an added value for the current programme and future programmes.

6.2.7 Learning and Knowledge Management

A seventh and final key lesson learned from the PWMP Phase 2 is the importance of learning and knowledge management in improving the effectiveness, efficiency, and impact of water sector interventions. The programme's strong focus on monitoring, evaluation, and reporting has been crucial in tracking progress, identifying challenges, and making evidence-based decisions.

However, the evaluation has also highlighted the need for more systematic and strategic approaches to learning and knowledge management, that go beyond the programme level and facilitate the sharing and uptake of best practices and lessons learned across the water sector. This can include establishing learning networks and communities of practice,

documenting and disseminating case studies and success stories, and investing in research and innovation to address emerging challenges and opportunities. A conference could be planned by the end of PWMP exit phase, to specifically address these issues at the national level.

6.3 Recommendations for Current Phase 2

Based on the evaluation findings and the diagnosis of key challenges and opportunities, the following recommendations are proposed for Phase 2 of the Potable Water Management Programme (PWMP) in Upper Egypt:

Component 1: Technical Assistance and Governance

1. Consolidate the capacity and quality of human resources of AWSC and upgrade its overall performance standards.
2. Focus on ensuring long-term sustainability by implementing multi-dimensional capacity-building inputs in different areas and sectors, while promoting better integration and coordination between AWSC sectors and departments.
3. Assign "financial sustainability" as the main focus of the rest of Phase 2 (and potentially the exit phase), with a particular emphasis on the commercial sector.
4. Develop, approve, train, institutionalize, and practice "Standard Operating Procedures" for all AWSC sectors and departments, in coordination with HCWW as a main partner.
5. Strengthen and integrate AWSC's "Awareness Building" and "Public Participation" units as a crucial intervention during the second half of Phase 2 and the exit phase, to institutionalize and secure the sustainability of these functions.

Component 2: Infrastructure Development

1. Advocate for and support the integration of sanitation infrastructure rehabilitation and expansion in parallel with the ongoing water supply improvements in the target areas.
2. Develop and implement a comprehensive risk management and contingency plan for the infrastructure works, taking into account the specific challenges of the target areas.
3. Streamline procurement and contract management processes to enhance the efficiency and timeliness of the infrastructure works.

Component 3: Public Awareness and Community Engagement

1. Develop a sustainability plan for community engagement activities, focusing on building the capacity and resources of local partners.
2. Develop a strategy for scaling up and sustaining awareness-raising activities, in collaboration with AWSC and other relevant stakeholders.
3. Establish a knowledge management system for capturing, documenting, and disseminating lessons learned and best practices from Component 3 activities.

For a detailed matrix of these recommendations, including specific actions and responsible parties, please refer to Annex 2.

6.4 Recommendations for PWMP Exit Phase

The main essence of recommendations for PWMP exit phase is related to “contribution to securing sustainability of all positive impacts of the three main outcomes, as based on well-defined and demonstrated “success models” that could be further replicated, developed and improved, considering all recommendations enlisted under this section - item (5) in this report - (Conclusions, Recommendations and Learned Lessons). Within this general framework, some detailed recommendations could be stated as follows:

A. PWMP to advocate AWSC for expediting completion, operation and “integration” of the following outcomes on both of Khor Awada and Al-Sail areas:

- Application of quality O&M for the areas, to be monitored and supported by communities’ committees, implying official and sustained interlinkage with AWSC.
- Complete institutionalization of new reforms and advances introduced by PWMP along its time span (DMA/ZMA, “In hand” meter reading and billing, improved digital customer relations, complains).
- Establish a small customer service units in the two areas (or one located to serve both)- in order to maintain monitoring of mission accomplishment and any immediate problems, to maintain the long term of sustainability of PWMP experience.

B. Investigate the possibility and feasibility - in partnership with AWSC- of using exit phase time span in developing a specific and focused initiative to consolidate and scale up components 1 (Technical assistance). Objectives of this proposed intervention are, first, to extend, consolidate and further develop the overall institutional reform of AWSC, utilizing the base that has been already developed by task forces. Second, considering the accomplishments of component (3) have been already well established in Khor Awada and Al-Sail Areas, and could be as a successful replicable model in other areas in the future, considering extending some technical support and capacity building to AWSC sections of “Awareness building” and “Social Participation”.

C. The PWMP interventions in the “Khor Awada” and “Al-Sail” areas exemplify a successful model for upgrading water service provisions and enhancing quality of life. This model should be further developed and expanded to establish an effective framework for AWSC management of DMZ, incorporating standardized and upgraded operations for sustainable maintenance, metering, billing, collection, complaints response, and customer relations. Well documentation and dissemination of this model could be accomplished within PWMP exit phase. The table below summarize the recommendations for the Exit phase:

Component & Objective	Detailed Actions	Lead Responsibility	Supporting Partners	Success Indicators	Sustainability Measures
Overall Programme Management					
Strategic Oversight	1- Quarterly Steering Committee reviews with detailed assessment reports 2- Comprehensive documentation of success models from Khor Awada and Al-Sail 3- Development of likelihood assessment tools for lasting achievements 4- Creation of handover protocols	Steering Committee	PWMP IC AWSC HCWW	Documented assessment reports Completed model documentation Active steering participation Clear handover strategy	Regular monitoring system established Knowledge transfer protocols in place
Component 1: Technical Assistance & Governance					
Institutional Capacity Building	1. Monthly task force coordination meetings 2. Comprehensive soft skills program (communication, team building, negotiation) 3. Management capacity development (project management, strategic planning) 4. Policy dialogue sessions with HCWW 5. Development of operational manuals	AWSC General Task Force	HCWW PWMP IC Ministry of Housing	Trained management team Active task forces Documented procedures Policy frameworks in place	Integration into AWSC standard procedures Regular refresher training schedule Knowledge retention strategy
Component 2: Infrastructure					
Service Integration & Digitalization	1. Establishment of customer service units in both areas 2. Implementation of digital billing and meter reading systems 3. Development of maintenance protocols Staff training on new systems 4. Creation of performance monitoring frameworks	AWSC Operations	PWMP IC	-Functioning service units -Operational digital systems -Trained staff -Active monitoring systems	Local resource allocation Maintenance budgets secured Technical support mechanisms

Component 3: Community Engagement					
Sustainable Partnership Development	<ol style="list-style-type: none"> 1. Formal agreements with schools and CDAs 2. Development of resource commitment plans 3. Implementation of awareness program handover 4. Creation of community feedback mechanisms 5. Establishment of local monitoring committees 	AWSC Social Team	Education Department CDAs Local government units	Active community participation Signed partnership agreements Functioning feedback systems Local ownership established	Local resource commitments Community ownership Integration with local development plans
Consolidation					
Knowledge Management & Transfer	<ol style="list-style-type: none"> 1. Comprehensive documentation of all components 2. Development of training materials 3. Creation of sustainability assessment tools 4. Implementation of monitoring frameworks 	PWMP IC	All partners Steering Committee AWSC Management	Complete documentation Functional training systems Active support networks Clear handover protocols	Knowledge retention strategies Ongoing support mechanisms Regular review processes

Annex 1 SDC Assessment Grid

Evaluation data				
Title of the evaluation report	PWMP Phase 2 Evaluation			
Evaluation mandated by	Click here to enter text.	Evaluation dates (start – end)	16/09/2024	15/12/2024
Evaluation carried out by Name of lead evaluator (if relevant) Name of company	Dr. Mohammed Abdelghany Dr. Tarek Wafeck	For external evaluations: Total evaluation budget (including all fees and costs) and currency	489,000 EGP	
Has any member of the evaluation team been involved in the intervention?	No	If yes, how?	Briefly explain the type of involvement here	
Evaluated intervention data				
Intervention title (including phase number)	Portable Water Management Programme Phase 2			
Intervention internal number (if available) (e.g. 7F-..., UR_...)	Click here to enter text.	Dates of the evaluated phase (start – end)	start date	end date
Is it the final phase?	No	Total budget for the evaluated phase; SDC/SECO contribution if applicable	Total budget Contribution	
Evaluability¹ assessment by evaluator				
To which extent do you consider that the intervention can be evaluated in a reliable and credible fashion?	1 - highly 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 type="checkbox"/> Results are not verifiable (e.g. too early to tell, lack of sufficiently robust data and evidence) <input checked="" type="checkbox"/> Other limitation(s) Briefly explain limitation(s) to the evaluation here			

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)
1 Relevance: Is the intervention doing the right things? Summary: The extent to which the intervention's objectives and 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. <i>Note: Understanding gendered power dynamics and reflecting on the SDG commitment to "leave no one behind" are crucial in understanding relevance.</i>	<i>Please do not write anything here. The DAC criteria score will automatically be calculated as the arithmetic mean of sub-criteria.</i>	The PWMP Phase 2 action plans and implementation (up to mid-term) has demonstrated strong, comprehensive and integrated relevance to the problematic situation, needs and priorities of the targeted communities, responsible (in charge) partner bodies and authorities (AWSC/HCWW-Aswan Governorate) and on compliance to the strategic objectives of the Swiss Development Cooperation (SDC)
1.1 Responsiveness to needs, policies and priorities: 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.). <i>Note: A particular emphasis should be placed on beneficiaries. If there are trade-offs, please describe them in the justification.</i>	1 - highly satisfactory	
1.2 Sensitiveness and responsiveness to the context and capacities of the beneficiaries and involved stakeholders: 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). <i>Note: Evaluators are encouraged to describe which contextual factors are most pertinent to the intervention.</i>	1 - highly satisfactory	Click here to enter text.
1.3 Quality of design: 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). <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>	2 - satisfactory	Click here to enter text.
1.4 Adaptation over time: the extent to which the intervention has meaningfully adapted to changes over the course of its	1 - highly satisfactory	Click here to enter text.

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)
lifespan (e.g. evolving policy and economic contexts, change of funding, new opportunities, outbreaks of conflict or pandemic, etc.).		
If an additional sub-criteria is relevant please formulate it here	select	Click here to enter text.
2 <u>Coherence</u>: How well does the intervention fit? 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>	PWMP Phase 2 has been highly coherent with the needs, priorities, and strategic objectives of ties of local and national partners, and the Swiss Development Cooperation (SDC). The programme's demand-driven approach, participatory design, and focus on capacity building and institutional strengthening have ensured its alignment with local contexts and national policies. The programme has also demonstrated good complementarity and coordination with other water sector interventions in the region.
2.1 <i>Internal policy alignment</i> : 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.).	1 - highly satisfactory	Click here to enter text.
2.2 <i>Internal compatibility</i> : 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	Click here to enter text.
2.3 <i>External compatibility</i> : 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	Click here to enter text.
If an additional sub-criteria is relevant please formulate it here	select	Click here to enter text.

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)
3 Effectiveness: Is the intervention achieving its objectives? 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>	The implementation of PWMP Phase 2 (up to mid-term - has been effective in achieving its intended results and contributing to positive impacts on improving water service delivery for targeted communities, as a result of investments in infrastructure rehabilitation and extension. Community awareness building and outreach have substantially facilitated infrastructure development interventions, contributed in building between AWSC and customers in target areas. Development of institutional capacity of AWSC, technical assistance and training have contributed to improved level of performance in some sectors.
3.1 Achievement of objectives: The extent to which the intervention achieved or is expected to achieve its intended objectives (outputs <u>and outcomes</u>) 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>	1 - highly satisfactory	Click here to enter text.
3.2 Unintended effects: The extent to which the intervention has responded adequately to the potential benefits/risks of the positive/negative unintended results.	2 - satisfactory	Click here to enter text.
3.3 Differential results: 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	Click here to enter text.
If an additional sub-criteria is relevant please formulate it here	select	Click here to enter text.

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)
4 Efficiency: How well are resources being used? 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>	<p>The PWMP Phase 2 has been implemented with a satisfactory level of efficiency, demonstrating cost-effective use of resources, timely delivery of results, and effective management and steering mechanisms. The programme's strategic allocation of resources, use of local capacities, and strong task force approach have contributed to its efficiency and value for money.</p> <p>However, the evaluation has also identified some challenges and areas for improvement, such as the need to streamline procurement and administrative processes, strengthen risk management and contingency planning, and enhance the decentralization of the programme's management structure. The programme's monitoring system could also be further strengthened to better capture the qualitative aspects of its impact and ensure closer alignment with the SDC's overall results framework</p>
4.1 Economic efficiency: 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.).	0 - not determined	Click here to enter text.
4.2 Timeliness: 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. <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>	2 - satisfactory	Click here to enter text.

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)
4.3 Operational efficiency: 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	Click here to enter text.
If an additional sub-criteria is relevant please formulate it here	select	Click here to enter text.
5 Impact: What difference does the intervention make? 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>	Assessment of the overall impact – up to phase 2 mid-term is substantially positive. This is clearly illustrated in components 2 and 3. Regarding component 2 (infra structure development) the interim results are significant and likely to be timely accomplished by the end of this phase, according to plans for achieving major improvements in water service provisions in targeted community. This also applies for component 3, as awareness building, enhancing adequate communications between communities and service provider (AWSC) and communities. is positively building up. However, regarding Component 1, multi-dimensional interventions are planned and implemented to improve the overall performance of AWSC (institutional reform, financial stability, integrated quality management, information systems, digital meters reading-billing, training and skills development. such interventions has contributed to better performance in some sectors. However, the overall absorption capacity of AWSC, due to many reasons and contextual conditions - is still relatively low, which diminish achieving the overall targeted impact.
5.1 Intended impacts: The extent to which the intended (planed 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	Click here to enter text.

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)
5.2 Contribution to intended impacts: 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>	1 - highly satisfactory	Click here to enter text.
5.3 Unintended impacts: Has the intervention brought about (or is it expected to bring about) any unintended (positive and/or negative) higher-level development results? If yes, to what extent have these higher-level effects been positive (or are likely to be positive)? <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> <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>	2 - satisfactory	Click here to enter text.
5.4 Differential impact: 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. <i>Note: Keep in mind that positive impacts overall can hide significant negative distributional effects.</i>	1 - highly satisfactory	Click here to enter text.
If an additional sub-criteria is relevant please formulate it here	select	Click here to enter text.

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>6 Sustainability: Will the benefits last?</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>	<p>The PWMP Phase 2 has placed a strong emphasis on sustainability in its design and implementation, with positive outcomes in terms of institutional capacity building, community ownership, and policy dialogue. The programme's orientation towards sustainability, investments in capacity strengthening at different levels, and fostering of local ownership and commitment have enhanced the likelihood of its benefits being sustained and scaled up over time.</p> <p>However, the evaluation has also identified some risks and challenges to sustainability, such as the limited financial resources of the AWSC, the high turnover of staff, the inadequate coordination between water and wastewater management, and the potential impacts of climate change and other external factors on water security in Aswan.</p>
6.1 Capacity and resilience development: 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.	2 - satisfactory	Click here to enter text.
6.2 Financial sustainability: The extent to which development partners have the financial resources to maintain the intervention's net benefits over time (e.g. increased national, and where applicable subnational, financial or budgetary commitments).	2 - satisfactory	Click here to enter text.
6.3 Contextual factors: 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).	2 - satisfactory	Click here to enter text.
<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>		
If an additional sub-criteria is relevant please formulate it here	select	Click here to enter text.

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>7 General comments</p> <p>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>		<p>Overall, the PWMP Phase 2 has been a successful and impactful intervention in improving water service delivery and management in Aswan, with valuable lessons learned and best practices that can inform future water sector interventions in Egypt and beyond. The programme's achievements in terms of relevance, effectiveness, efficiency, and sustainability demonstrate the value of targeted, participatory, and technically sound approaches in addressing complex water challenges in developing contexts.</p> <p>However, the evaluation has also highlighted some areas for improvement and recommendations for future phases or similar interventions, such as:</p> <ul style="list-style-type: none"> • Strengthening the policy dialogue and advocacy component of the programme, to promote more systemic and sustainable changes in the water sector governance and financing framework. • Promoting more integrated planning and coordination between water and wastewater services, to address the growing challenges of urbanization and environmental sustainability. • Deepening the programme's focus on gender equality and social inclusion, by addressing the underlying barriers to women's participation and leadership in the water sector. • Streamlining procurement and administrative processes, and promoting greater competition among local contractors, to enhance cost-efficiency and value for money. • Strengthening the programme's risk management and contingency planning, to better anticipate and mitigate potential delays and cost overruns in the infrastructure works. • Enhancing the decentralization of the programme's management structure, to promote greater ownership, responsiveness, and sustainability at the local level. • Strengthening the programme's monitoring system, to better capture the qualitative aspects of the programme's impact and the perspectives of the beneficiaries, and to ensure closer alignment with the SDC's overall results framework. <p>By building on its strengths, addressing its challenges, and incorporating the above-mentioned areas of improvement, the PWMP and its partners can continue to make significant contributions to water security, sustainable development, and community well-being in Aswan and beyond.</p>

Annex 2 Phase 2 recommendation matrix

Component 1:

Diagnosis	Recommendation	Responsible Party	Actions
<p>The main challenge of the current phase (and exit phase) is securing the sustainability of outcomes and impacts, especially through the augmented impact of Component 1, not only for Aswan Governorate but also for further replications in Upper Egypt and at the national level.</p>	<p>Consolidate the capacity and quality of human resources of AWSC and upgrade its overall performance standards.</p>	<p>PWMP IC team and AWSC</p>	<ol style="list-style-type: none"> 1. Develop a comprehensive capacity-building plan for AWSC staff, focusing on key areas such as technical skills, management, and customer service. 2. Implement a series of targeted training programs and workshops to address identified capacity gaps. 3. Establish a performance management system to monitor and evaluate staff performance and identify areas for improvement.
<p>The institutional reform of AWSC (Component 1) is a multi-dimensional and sophisticated process that may be impeded by the existing management and performance culture, which entails a certain level of disintegration between different sectors and departments of AWSC.</p>	<p>Focus on ensuring long-term sustainability by implementing multi-dimensional capacity-building inputs in different areas and sectors, while promoting better integration and coordination between AWSC sectors and departments.</p>	<p>PWMP IC team and AWSC</p>	<ol style="list-style-type: none"> 1. Conduct a comprehensive assessment of the current management and performance culture within AWSC, identifying key barriers to integration and coordination. 2. Develop and implement a change management strategy to address these barriers and promote a more integrated and collaborative work environment. 3. Establish regular cross-sectoral meetings and workshops to facilitate communication, knowledge sharing, and problem-solving among AWSC departments.

<p>Financial instability of AWSC represents a weak point in its overall management. The impact of PWMP during Phase 1 and 2 is limited and not sustained due to reasons related to AWSC.</p>	<p>Assign "financial sustainability" as the main focus of the rest of Phase 2 (and potentially the exit phase), with a particular emphasis on the commercial sector (restructuring, upgrading management procedures, standard operating procedures, digitalization and data management, financial incentives for the workforce).</p>	<p>PWMP IC team, AWSC, and HCWW</p>	<ol style="list-style-type: none"> 1. Conduct a comprehensive assessment of AWSC's current financial situation, identifying key challenges and opportunities for improvement. 2. Develop and implement a financial sustainability plan, focusing on revenue generation, cost recovery, and operational efficiency. 3. Provide targeted technical assistance and capacity building to AWSC's commercial sector, supporting the implementation of best practices in metering, billing, collection, and non-revenue water management. 4. Collaborate with HCWW to explore potential financial incentives and performance-based mechanisms to support AWSC's financial sustainability.
<p>The lack of updated and well-designed "Standard Operating Procedures" for different sectors and departments represents a critical weak point in AWSC's overall performance and a high risk for achieving targeted outcomes and impacts of Phase 2 and its sustainability.</p>	<p>Develop, approve, train, institutionalize, and practice "Standard Operating Procedures" for all AWSC sectors and departments, in coordination with HCWW as a main partner.</p>	<p>PWMP IC team, AWSC, and HCWW</p>	<ol style="list-style-type: none"> 1. Conduct a comprehensive review of existing Standard Operating Procedures (SOPs) within AWSC, identifying gaps and areas for improvement. 2. Develop a set of updated and well-designed SOPs for all AWSC sectors and departments, in collaboration with HCWW and other relevant stakeholders. 3. Implement a training and capacity-building program to ensure that all AWSC staff are familiar with and able to apply the new SOPs. 4. Establish a monitoring and evaluation system to assess the effectiveness of the new SOPs and identify areas for continuous improvement.

<p>Communication and interaction of AWSC with customers/beneficiaries represent a weak point in its overall functional operation, especially in poor/marginal communities in spontaneous settlements. PWMP's participatory approach in Phase 1 and 2 has successfully addressed this issue, but it represents a high risk beyond PWMP.</p>	<p>Strengthen and integrate AWSC's "Awareness Building" and "Public Participation" units as a crucial intervention during the second half of Phase 2 and the exit phase, to institutionalize and secure the sustainability of these functions.</p>	<p>PWMP IC team and AWSC</p>	<ol style="list-style-type: none"> 1. Conduct a comprehensive assessment of AWSC's current communication and interaction with customers/beneficiaries, identifying strengths, weaknesses, and best practices from PWMP's participatory approach. 2. Develop and implement a capacity-building plan for AWSC's "Awareness Building" and "Public Participation" units, focusing on skills such as community engagement, communication, and conflict resolution. 3. Support the integration of these units within AWSC's organizational structure and operational procedures, ensuring that they become a standard and sustainable part of the company's practices. 4. Develop a set of guidelines and tools for effective communication and interaction with customers/beneficiaries, drawing on the lessons learned from PWMP's participatory approach.
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Component 2:

Diagnosis	Recommendation	Responsible Party	Actions
<p>The evaluation found that increased water supply from the rehabilitated networks in Phase 2 target areas is creating additional pressure on the aging sanitation infrastructure. This situation poses risks to the newly rehabilitated potable water networks and building foundations, indicating the criticality of aligning water service provision improvements with sanitation infrastructure.</p>	<p>Advocate for and support the integration of sanitation infrastructure rehabilitation and expansion in parallel with the ongoing water supply improvements in the target areas.</p>	<p>PWMP IC team, AWSC, and Aswan Governorate</p>	<ol style="list-style-type: none"> 1. Conduct a comprehensive assessment of the current sanitation infrastructure in the target areas, identifying key challenges and risks. 2. Develop an integrated water and sanitation infrastructure plan for the target areas, in collaboration with AWSC and Aswan Governorate, to ensure a coordinated approach to rehabilitation and expansion. 3. Advocate for the allocation of necessary resources and funding from relevant stakeholders (e.g., HCWW, Ministry of Housing) to support the implementation of the integrated plan. 4. Provide technical assistance and capacity building to AWSC and local contractors to ensure the quality and sustainability of the sanitation infrastructure works.
<p>The complexity of the infrastructure works in the targeted areas, such as sharp variations in land levels, narrow streets, rocky soil conditions, and high groundwater levels, poses challenges to the timely completion and cost-effectiveness of the interventions.</p>	<p>Develop and implement a comprehensive risk management and contingency plan for the infrastructure works, taking into account the specific challenges of the target areas.</p>	<p>PWMP IC team and AWSC</p>	<ol style="list-style-type: none"> 1. Conduct a detailed risk assessment of the infrastructure works in the target areas, identifying potential technical, financial, and social risks. 2. Develop a risk mitigation and contingency plan, outlining specific measures to address identified risks and minimize potential delays and cost overruns. 3. Establish a regular monitoring and reporting system to track the progress of the infrastructure works and identify any emerging issues or risks. 4. Provide training and capacity building to AWSC staff and local contractors on risk management and adaptive project management.

<p>The evaluation found that some procurement and contract management processes experienced delays, which affected the timely completion of the infrastructure works.</p>	<p>Streamline procurement and contract management processes to enhance the efficiency and timeliness of the infrastructure works.</p>	<p>PWMP IC team and AWSC</p>	<ol style="list-style-type: none"> 1. Review the current procurement and contract management processes, identifying bottlenecks and areas for improvement. 2. Develop and implement a streamlined procurement and contract management plan, with clear roles, responsibilities, and timelines for each stage of the process. 3. Provide training and capacity building to AWSC staff on procurement best practices, contract management, and financial management. 4. Establish a monitoring and evaluation system to track the performance of the procurement and contract management processes and identify areas for continuous improvement.
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Component 3:

Diagnosis	Recommendation	Responsible Party	Actions
<p>The evaluation found that PWMP's community engagement activities have been effective in transforming initial community resistance into active support for water infrastructure improvements. However, the sustainability of these efforts beyond the project period may be at risk due to limited resources and capacity of some community-based organizations and schools.</p>	<p>Develop a sustainability plan for community engagement activities, focusing on building the capacity and resources of local partners.</p>	<p>PWMP IC team, AWSC, and local partners (CBOs, schools)</p>	<ol style="list-style-type: none"> 1. Conduct a capacity assessment of local partners (CBOs, schools) involved in community engagement activities, identifying strengths, weaknesses, and resource needs. 2. Develop a targeted capacity-building plan for these partners, focusing on skills such as project management, fundraising, and community mobilization. 3. Assist local partners in developing sustainability plans and resource mobilization strategies to ensure the continuity of community engagement activities beyond the project period. 4. Facilitate linkages and partnerships between local partners and other relevant stakeholders (e.g., local government, private sector) to support the long-term sustainability of community engagement efforts.
<p>The evaluation found that PWMP's awareness-raising activities have been successful in promoting water conservation and responsible water use among beneficiaries. However, there is a need to ensure that these behavior changes are sustained and scaled up beyond the project areas.</p>	<p>Develop a strategy for scaling up and sustaining awareness-raising activities, in collaboration with AWSC and other relevant stakeholders.</p>	<p>PWMP IC team, AWSC, and local partners (CBOs, schools)</p>	<ol style="list-style-type: none"> 1. Document and disseminate best practices and lessons learned from PWMP's awareness-raising activities, creating a knowledge base for future interventions. 2. Develop a set of standardized awareness-raising materials and tools (e.g., curricula, campaign templates) that can be easily adapted and replicated in other areas. 3. Provide training and capacity building to AWSC staff and local partners on effective awareness-raising strategies and techniques. 4. Collaborate with AWSC and other relevant stakeholders (e.g., Ministry of Education) to integrate water conservation and responsible water use messages into ongoing public education and outreach programs.

<p>The evaluation highlighted the need for more systematic documentation and sharing of lessons learned and best practices from PWMP's community engagement and awareness-raising activities.</p>	<p>Establish a knowledge management system for capturing, documenting, and disseminating lessons learned and best practices from Component 3 activities.</p>	<p>PWMP IC team and AWSC</p>	<ol style="list-style-type: none"> 1. Develop a standardized template and process for documenting lessons learned and best practices from community engagement and awareness-raising activities. 2. Regularly collect and compile this information from project staff, local partners, and beneficiaries, using a variety of methods (e.g., interviews, focus group discussions, surveys). 3. Create a centralized knowledge repository (e.g., database, online platform) for storing and organizing this information, making it easily accessible to project stakeholders. 4. Develop a plan for disseminating this knowledge through various channels (e.g., workshops, webinars, publications) to support learning and replication within AWSC and beyond.
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Annex 3 Planned Meeting and Field Visits

Date	Time		Location	Interviewee	Competent	Topic	Type of Stakeholder
	From	To					
Sunday, 27 October 2024	09:30	11:00	PWMP Office in AWSC	PWMP Consultant Team	1,2,3	Project Overview, Components, and Current Status	Consultant
Sunday, 27 October 2024	11:30	12:30	PWMP Office in AWSC	Dr. Madiha ABD (PM)	1,2,3	PWMP Theory of Change, Opportunities, and Challenges	Consultant
Sunday, 27 October 2024	12:30	13:30	PWMP office in AWSC	Mohamed El Kamel	1	Task Force Action Plans, Areas of Improvements, Technical Assistance	Consultant
Sunday, 27 October 2024	14:00	15:00	PWMP office in AWSC	Eng. Ashraf Sebaa (PC)	2	Infrastructure Component (Improvement of East District Water Sup)	Consultant
Sunday, 27 October 2024	16:00	18:00	PWMP office in AWSC	Sabah Gaber	3	Awareness Outputs, Activities, and Target Groups	Consultant
Monday, 28 October 2024	10:00	11:00	Aswan Governorate	Governor/Deputy Governor/Assistant Governor	1,2,3	Steering Committee and PWMP Strategic Outlook	Government Officials
Monday, 28 October 2024	11:30	12:45	PWMP office in AWSC	Team Leaders of Task Forces	1	Technical Assistance and Capacity Development	AWSC employees
Monday, 28 October 2024	13:15	14:15	PWMP office in AWSC	Projects Sector	2	Coordination in awareness and community sessions/campaigns	AWSC employees
Monday, 28 October 2024	13:30	14:30	PWMP office in AWSC	Awareness Dept	3	Coordination in awareness and community sessions/campaigns	AWSC employees
Monday, 28 October 2024	15:00	16:00	Chairman Office in AWSC	Acting Chairman and Project Coordinator	1,2,3	Coordination/Performance improvement/Business Process	AWSC employees
Monday, 28 October 2024	16:00	18:00			Empty Slot/Reserve for Rest/Reflections/Short-notice Meetings*		
Monday, 28 October 2024	18:45	19:45	Khattarawy CDA	Kher Awada CO	2,3	Impact of PWMP on the community	Community leaders/CDAs/NGOs
Monday, 28 October 2024	20:30	21:30	Der El Deenya CDA	El Sal CO	2,3	Coordination of PWMP with the community	Community leaders/CDAs/NGOs
Tuesday, 29 October 2024	09:30	10:30	East District/Aswan City Council	City Council Head/District Head	2,3	Coordination with local authority activities (awareness+infrastruc)	Government Officials
Tuesday, 29 October 2024	10:30	11:30	PB & Reservoir & El Sal Construction Site	Field visit	2	See infrastructure and service areas in East District	N/A
Tuesday, 29 October 2024	12:00	13:30	Regab Hassanien School	Teachers & Students	3	Awareness topics and community water-related practices	Beneficiaries
Tuesday, 29 October 2024	14:00	18:00			Empty Slot/Reserve for Rest/Reflections/Short-notice Meetings*		
Tuesday, 29 October 2024	18:45	19:45	El Sal El Rayy CDA	Women Groups	3	Awareness topics and community water-related practices	Beneficiaries
Tuesday, 29 October 2024	20:30	21:30	El Zaydab CDA	Youth Groups	3	Awareness topics and community water-related practices	Beneficiaries
Wednesday, 30 October 2024	10:00	14:00			Empty Slot/Reserve for Rest/Reflections/Short-notice Meetings*		

* Empty slots could be used to shift some meetings if necessary, time for the evaluation consultants to rest or reflect on the results of the meetings/interviews, reserve optional slots for the site visits or acting chairman meeting.

More than 1 component are expected during this meetings/interviews

C1: Technical Assistance is the main topic in this meetings/interviews

C2: Infrastructure is the main topic in this meetings/interviews

C3: Community Awareness and Outreach is the main topic in this meetings/interviews

Annex 4 Attendance sheet Stakeholders Interviewed

- On 27th October 2024, the evaluation team met with 7 PWMP consultant staff at Aswan AC Headquarters.
- On 27th October 2024, the team met with 5 Aswan AC commercial sector staff, 3 HCWW commercial sector staff, facilitated by 4 PWMP staff at Aswan AC Headquarters.
- On 28th October 2024, the team met the Governor and Deputy Governor of Aswan, facilitated by the PWMP manager at the Governorate building.
- On 28th October 2024, the team met 12 employees from the different task forces, facilitated by the PWMP manager at Aswan AC Headquarters.
- On 28th October 2024, the team met 2 public awareness department staff of Aswan AC at the AC Headquarters.
- On 28th October 2024, the team had 2 meetings with a total of 24 local community committee members, facilitated by PWMP staff, at Khour Awada and El Sail areas.
- On 29th October 2024, the team met the head of Aswan city council, facilitated by PWMP staff at the city council building.
- On 29th October 2024, the team met the manager of Khour Awada pumping station and reservoir, facilitated by PWMP staff at the station.
- On 29th October 2024, the team met 7 teachers and 30 students, facilitated by PWMP staff at Aziz Ibrahim preparatory school.
- On 30th October 2024, the team met the chairman of Aswan AC, facilitated by PWMP staff at the AC Headquarters.
- On 30th October 2024, the team met 2 water sector staff, facilitated by PWMP staff at the AC Headquarters.
- On 19th November 2024, the team met Ms. Mona Saleh, the Office for International Cooperation (OIC) - the Swiss Embassy in Egypt, Online meeting
- On 24th November 2024, the team met Eng. Mamdouh Raslan, Chairman of the HCWW at HCWW headquarter in Cairo.

MEETING ATTENDANCE SHEET

MEETING ATTENDANCE SHEET		MEETING INFORMATION		
NAME	POSITION	TIME	DATE	TIME
NAME	Evaluation from the Constitut prospective		24. 10. 2024	09:40
NOTE				
LOCATION	ASwan AC Headquarters, PWMP office			
ATTENDEE NAME	POSITION	CHARTER NUMBER	PHONE NUMBER	EMAIL ADDRESS
Mohamed AbdEl-Halim	ODM Consultant	PWMP1	01006194919	oy.alradwan@Hotmail.com
Madiha Afifi	PWMP/Manager	PWMP	01066630213	madihaafifi@yahoo.com
Sabah AaGan	PWMP/TS	PWMP	01143200202	sgmawy@yahoo.com
Ashraf Sabry	Coordinator	PWMP	01005869080	Ashraf_M2007@yahoo.com
Asmaa Saady	Office Admin	PWMP	01117828673	asmaasaady85@gmail.com
Mohamed ELKamil	Senior Capacity building Cons	PWMP	01000707711	mk-soliman@gmail.com
Mohamed Badawy	Commercial Cons.	PWMP	01064638989	adetbadawy447@gmail.com
Abdelrahman Shafy	Admin Assistant	evaluation Team		Abdelrahman Shafy
Mohamed AbdElghany	Lead evaluator	evaluation Team		Mohamed AbdElghany
Tarek wafik	evaluator	evaluation Team		Tarek wafik

Figure 1 Meeting with the consultant

MEETING ATTENDANCE SHEET

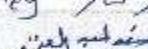
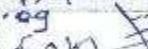
MEETING INFORMATION					
MTG TITLE	Evaluation from the HCWW & the AC From Commercial prospective				
DATE	24.10.2024				
LOCATION	ASwan AC Headquarters, PWMP offices				
ATTENDEE NAME	Position	ORGANIZATION	PHONE NUMBER	EMAIL ADDRESS	Signature
Amal mostafa Ahmed	manager of electronic Applications		01053594010	amal_aswan	
Ahmed Taha	Holding Company		01000812555	ahmed.Taha@hcww.com.eg	
mohamed mohktar	Holding company		01281118481	mohamed.mohktar@hcww.com.eg	
Saad AA ziz	Holding company		01200063065	saad_aa_ziz@hcww.com.eg	
Abd ALLAH Alshabani	ASwan AC		01167098882	abdullah.alshabani@gmail.com	
mena Gamal Zaref	Aswan AC		01270061371	mena.gamel.62@gmail.com	
Wael Bou Shra Abdalle	ASwan AC		01128714334	wael	
Mohamed AbdelHaleem	OSM Consultant	PWMP	01006194419	eng.alradwan@hotmail.com	
Asmaa Saydy	Office Admin	PWMP	0117828673	asmanyandy85@gmail.com	Aswan
MOHAMED BAPY	BAC	PWMP	01064688980		
AbdelRahman Shafy	Admin. Assist.	evaluation Team			
Mohammed Abdelfattah	Lead evaluator	evaluation Team			
Tarek Wafik	evaluator	evaluation Team			
Madhur Afifi	PWMP Manager	PWMP	01066630213	madhurafifi@yahoo.com	

Figure 2 Meeting with the HCWW and the AC Commercial sector

MEETING ATTENDANCE SHEET

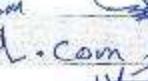
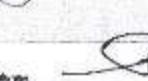
MEETING INFORMATION					
MTG TITLE	MEETING INFORMATION		TIME		
DATE			TIME		
LOCATION			TIME		
NRW, HR, CB, IT, EE, BL Task force			12:30		
28-10-2024					
Aswan AC Headquarters, PWMP Office					
ATTENDEE NAME	POSITION	ORGANIZATION	PHONE NUMBER	EMAIL ADDRESS	SIGNATURE
Ashraf Farag Mousa	MRW	Aswan	01112611649	af3890370@gmail.com	
Ahmed Mohamed Halafy	N.R.W	Aswan	01157655753	eng.Ahmedm.halafy	
Mohamed Abdel Halim	38M supervisor	PWMP	01006194415	eng_alradwan@hotmail.com	
Mohamed Saad Al-Slaem dep.	Head of training	Aswan	01555425998	madams.m720@gmail.com	
Mohamed Galal	Training manager	AWSC	01022246100	m-galal_17281@yahoo.com	
Fatma Mohammed	Project Coordinator	AWSC	01100214212	Fatmamoh.8012@gmail.com	
Sakher Ahmad	Asset management director	Aswan	01143703922	Sak1592008@gmail.com	
Mohamed Saad Mohamed	GTS director	AWSC	01111010415	mohamedsaad01@gmail.com	
Madiha Ali	PWMP Manager	PWMP	01066630263	madiha.j.07@gmail.com	
Abdelrahman Shaf	Admin. Assistant	evaluation Team			
Mohamed Abd Elghany	Lead evaluator	evaluation Team			
Tarek wafik	evaluator	evaluation Team			
Ahmed Mohamed Nasr	account	Aswan	01145610960	ahmednader09@gmail.com	
Youssef Attawy	account	Aswan	01111082200		
Mohamed Abd El-Sam	energy Save	Aswan	01146247486	yaswo769@gmail.com	
Mostafa El-Sawy	CS	Aswan	01004824502		

Figure 3 Meeting with the different task forces

MEETING ATTENDANCE SHEET

MEETING INFORMATION		TIME	DATE	TIME	DATE
MEETING TITLE	Evaluation from Public Awareness Perspective		TIME	15:00	
DATE	28.10.2024		TIME		
LOCATION	Aswan AC Head quarters, PWMP offices		TIME		
ATTENDEE NAME	POSITION	ORGANIZATION	PHONE NUMBER	E-MAIL ADDRESS	Signature
أسماء محمود عبد العزىز	مدير التوعية وأخواتها	١١١٤٩٨٨٨٦٢			أسماء محمود عبد العزىز
Tarek Wafik	أمين التربية الأخلاقية	١١١٥٤٤٤١٩٩٦	Moreenweyana@Gmail.com		moreenweyana@Gmail.com
Salak Saler	Community SA	PWMP	١١٢٩٣٠٠٠٣٠٣	c.Salmaay@yahoo.com	Saler
Abdelsalam	Admin assistant	Evaluation Team			Abdelsalam
Tarek Wafik	evaluator	Evaluation Team			Tarek Wafik

Figure 4 Meeting with Aswan AC Public Awareness department

Figure 5 Attendance sheet of the Environmental club field visit

الخطوات المتبعة لفهم النص	
١- القراءة	١- ملحوظة الكلمات
٢- العودة	٢- ملحوظة معندهم
٣- العودة	٣- ملحوظة المفاهيم
٤- العودة	٤- ملحوظة المفاهيم
٥- العودة	٥- ملحوظة المفاهيم
٦- العودة	٦- ملحوظة المفاهيم
٧- العودة	٧- ملحوظة المفاهيم
٨- العودة	٨- ملحوظة المفاهيم
٩- العودة	٩- ملحوظة المفاهيم
١٠- العودة	١٠- ملحوظة المفاهيم
١١- العودة	١١- ملحوظة المفاهيم
١٢- العودة	١٢- ملحوظة المفاهيم
١٣- العودة	١٣- ملحوظة المفاهيم
١٤- العودة	١٤- ملحوظة المفاهيم

Figure 6 Attendance sheet of the NGOs field visit

كشف حضور بموقع عدائية السكة الحديد			
الاسم	الوظيفة	جهة العمل	موبايل
مهندس / سمير فرج	مدير المكتب	الاستشاريون المتحدون	01062901672
مهندس / احمد على	مهندس موقع	الاستشاريون المتحدون	01156620038
الاستاذ / سلمان محمد	مشرف موقع	الاستشاريون المتحدون	01222924470
المهندس / احمد كرار	مهندس موقع	شركة ابراهيم خليفة	01153751953
المهندس / احمد حسن	مهندس صحة وسلامة مهنية	شركة ابراهيم خليفة	01098755222
الاستاذ / محمد زغلول	علاقات عامة	شركة ابراهيم خليفة	01220903160
الاستاذ / احمد عطا	مشرف موقع	شركة ابراهيم خليفة	01140216335

Figure 7 Attendance sheet of a construction site field visit

Name	Position	Company	Phone number
Salah Mahmoud Hamed	Pumping station Manager	Aswan AC	01271114206
Mohammed Said Nouby	Senior technician	Aswan AC	01284773902
El Hussain Ez El Arb	Operation technician	Aswan AC	01112682522

Table 1 Attendance sheet of Khour Awada Pumping station and tank field visit

Annex 5 Documents Reviewed

1. PWMP Phase 2 Project Document and Logical Framework
2. Monthly progress reports
3. PWMP Phase 1 Final Evaluation Report
4. Annual Progress Reports
5. Mid-term Review Reports
6. SDC Country Strategy for Egypt
7. Task Force Progress Reports
8. Awareness Campaign Materials
9. School Program Documentation
10. Customer Satisfaction Surveys
11. SDC Assessment Grid Templates

Annex 6 Detailed evaluation questions

Relevance:

- To what extent are the PWMP's objectives and design responsive to the needs, policies, and priorities of the beneficiaries and involved stakeholders (AWSC/HCWW, Aswan Governorate, SDC)?
- Did the PWMP consider the economic, environmental, and social/cultural capacities of the involved stakeholders in the design of the intervention?
- Did the PWMP IC and the Steering Committee adequately adapt the programme's intervention strategy to context changes (e.g., economic downturn) and implementation challenges throughout the programme's lifespan?

Coherence:

- To what extent is the PWMP coherent with the FDFA strategic water framework and the Swiss Cooperation Programme Egypt 2021-2024?
- Is the PWMP compatible with other interventions of Swiss cooperation (SDC, SECO) in Egypt at the regional and thematic level, considering aspects of complementarity, synergies, and avoiding duplication of efforts?
- Is PWMP is well coherent (interlinking and coordinating - with plans, priorities and interventions of AWSC, HCWW, Aswan Governorate.

Effectiveness:

- To what extent have the intended results of the Programme been achieved (or are likely to be achieved) at the levels of output and outcome?
- What major factors have influenced the achievement or non-achievement of the results?
- How effective was the collaboration with the implementing partners (AWSC, governorate and city officials, CDAs, Community Committees and other relevant parties?)
- What is the level of satisfaction of key beneficiaries of Programme design, performance, outputs and outcomes?
- To what extent has PWMP successfully supported the development of new or the transformation of policies, management procedures, elements of the relevant local regulatory framework (through PWMP Policy Dialogue and experimentation)?
- Are PWMP intervention results (outcomes) inclusive and equitable amongst beneficiaries? Is a gender-sensitive approach applied in the intervention? To what extent were the key principles of non-discrimination, accountability, and leave-no-one-behind applied during the implementation?

Efficiency:

- To what extent was the PWMP implemented in the most cost-efficient way possible? What measures were taken to that end, and what could have been done better?
- To what extent did the PWMP deliver results in the timeliest manner? What measures were taken to that end, and what could have been done better?
- To what extent did PWMP management and steering mechanisms - through the Steering Committee - support efficient implementation?

- Does PWMP have a suitable monitoring system in place, and is it effective in tracking the impact of the interventions in terms of its objectives?

Impact:

- To what extent has the intended impact of the Programme been achieved (or is likely to be achieved)?
- Which major factors have influenced the achievement or non-achievement of the impact goal?
- What unexpected or unintended effects (positive and negative) can be attributed to the PWMP design, performance
- Which achievements are the project partners (AWSC, governorate, HCWW, communities, schools) particularly proud of, and why?

Sustainability:

- To what extent has the PWMP implementation strategy been oriented towards a logic of sustainability?
- To what extent have the capacities been strengthened (at the individual, collective, and institutional levels) among the project partners and beneficiaries?
- Are the local and national implementing partners (Governorate, HCWW, , Ministry of Housing, Utilities and Urban communities) willing and able to absorb and sustain the improvements in AWSC strategy, management mechanisms and financial stability after project end?
- Is the local public awareness implementing partners (schools, CDAs, local government units) willing and able to sustain the outreach and awareness activities independently after project end?
- To what extent has PWMP contributed to develop/establish contextual conditions conducive to maintaining the intervention's net benefits over time (e.g., policy or strategy changes, institutional strengthening, trustful relations between partners)?

Annex 7 Pictures of the Mission



Figure 8 Meeting with the PWMP Phase 2 Consultant team showing a documentary of phase 1 and start of phase 2



Figure 9 Meeting with the PWMP Phase 2 Consultant team to discuss and gather data about the programme



Figure 10 Meeting with the HCWW and Aswan AC commercial sector



Figure 11 Meeting with the Governor and Deputy Governor of Aswan



Figure 12 attending a capacity building training on commercial regulations for the readers and collectors



Figure 13 Meeting with the different task forces to gather and talk about their perspective on the programme



Figure 14 Meeting with the Public Awareness Department in Aswan AC



Figure 15 Meeting with te NGOs in Al Sail Area to discuss their perspective on the programme



Figure 16 Meeting with the NGOs in Khour Awada to see the lessons learned from phase 1



Figure 17 Field Visit for phase 1 Khour Awada Pumping station



Figure 18 Station Manager and the Evaluation team discussing the SCADA system implemented in the station



Figure 19 Field visit for the constructed Tank in Khour Awada in phase 1



Figure 20 Field Visit for a Culvert Construction Site and a discussion with the contractor



Figure 21 Field visit for one of the schools that the programme implemented an Environmental club in



Figure 22 Meeting with Aswan AC Chairman