

*December 2022*

# **Mid-Term Evaluation of the Gender Transformative Water, Climate and Development Program**



**Evaluation Report**



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Soheir DANI, Charlotte d'ELLOY, Catharina PALM



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# 1 Evaluation background

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## 1.1 Evaluation purpose and scope

The overall objective of the assignment is to conduct a mid-term evaluation of the performance and deliverables of the Water, Climate, Gender, and Development Program (WACDEP-G) at different levels from April 2020 until June 2022<sup>1</sup>. Given the prospective and formative nature of a mid-term review, the evaluation aims at providing insights into possible improvements of the WACDEP-G program which will continue implementation in the coming years (as per contract until 2025) and aim to scale up to additional 13 countries in a next phase. The evaluation aims to identify lessons that will assist in decision-making and introduces evidence-based future-oriented recommendations. A mid-term evaluation serves as a process review which is most relevant for implementers (i.e., the program team) but also for funding partners to check on progress during the implementation. Given the long inception period and early stage of the program compared to its overall duration, the program team communicated that most activities and outputs haven't yet resulted in effects and impacts: "A gender transformative approach requires time to see real change as change needs to happen at systems and society levels". Therefore, the primary users of this evaluation are the WACDEP-G program implementation team, the program target groups (meaning the current counterparts of the public sector, civil society organizations and international or regional organizations. The secondary users of this evaluation are prospective target groups (from the 13 countries) of the next phase. Other potential GWP internal audiences include Regional Water Partnerships with similar programs in other parts of the world, the global secretariat, and evaluation steering group. The geographical coverage of the evaluation includes the 5 program countries (Benin, Cameroon, Tunisia, Uganda, Zambia), and transboundary basins (North-West Sahara Aquifer System, Volta Basin, Lake Chad Basin, Kagera/Lake Victoria Basin, and Zambezi River Basin).

## 1.2 WACDEP-G Program overview

### 1.2.1 Objective and scope of the WACDEP-G program

Communities living in disadvantaged situations with high poverty prevalence in Africa are critically exposed to impacts of climate change, especially in terms of the intensification of stress on water resources. Prevalent gender inequalities in accessing productive assets and resources are often linked to access to water, which disproportionately increases the burden of climate change-induced consequences on women and girls in many African societies. At the same time, planning, investments, and institution building through water and climate change adaptation projects in Africa often reflect structurally embedded social norms, practices, and gendered power relations.<sup>2</sup>

The social norms, practices, and gendered power relations linked to access and management of water resources are deeply embedded into institutional processes. That means that the underlying socio-political and economic structures and processes that produce marginalization and underpin gender inequality and vulnerability to climate-induced water challenges need to be addressed. Unless gender equality is specifically targeted at the

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<sup>1</sup> The program team requested to widen the scope to August or September 2022 however, the evaluation team did not receive data that covers up to September 2022.

<sup>2</sup> WACDEP-G Program Proposal (11 October 2019), p. 8 and 13

systemic level, initiatives and investments in water security and climate resilience may not be socially sustainable and may instead significantly exacerbate gender inequalities.<sup>3</sup>

The WACDEP-G was developed to address these challenges. The goal of the program is to ensure that the preparation, design, development, governance and management of climate resilient water investments and institutional development strategically advance gender equality. The overall objective is to transform gender inequalities on a scale by promoting gender-transformative planning, decision-making and institutional development for climate resilient water investments in Africa.<sup>4</sup> This will be achieved through interventions aimed at transforming the power dynamics, structures and norms that uphold and reinforce gendered inequalities, specifically in the context of planning, design and implementation processes for water and climate change related investments and institution building programs.<sup>5</sup>

The WACDEP-G program is being implemented over a six-year period (2020-2025). Following the inception phase that begun in January 2020, implementation started in April 2020 and is expected to run through December 2025. The first phase (2020-2022) of AIP-WACDEP-G is being implemented in five pilot countries and their respective transboundary river basins and regions mentioned above. Eventually, the program's ambition is to cover at least 18 African countries and at least five transboundary river basins. It is expected to support and benefit 3.6 million people over the course of six years and to influence about Euros 1 billion gender equal and climate resilient investments from government and private sources.<sup>6</sup>

The total budget for 18 countries, 5 transboundary water projects is Euros 25.5 million. The program is funded through a basket funding approach. Funding to the program is coming from diverse sources at the various levels of implementation, including the Austrian Development Agency (ADA) and other bi-lateral contributors such as the Green Climate Fund (GCF), Sweden's government agency for development cooperation (Sida), Swiss Development Cooperation (SDC) and other potential donors, as well as contribution from locally raised funds.<sup>7</sup>

### *1.2.2 Structure and governance of the WACDEP-G program*

The structure of the program is articulated in three components, each with three work packages (WP). The program's focus is on the planning, design and implementation processes for water and climate change related investments and institution building programs. The interventions are implemented through the three interrelated components organized around three broad domains of a gender transformative approach: structures, agency, and relations.<sup>8</sup>

Each work package includes a menu of potential activities for program teams to implement, however, not all activities presented under each work package need to be implemented. Instead, the region-specific theory of change informs the selection and design of specific activities to implement (scope, level of analysis, modality of implementation) based on the baseline condition in the gender transformative change process of the place of implementation, including root causes and barriers, the gender gap, and the region-specific objectives. Thorough planning and justification must inform each selected activity, to suit a specific context.<sup>9</sup> In a nutshell, the approach of the program is to act both at institutional and at grassroots level.

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<sup>3</sup> WACDEP-G Program Proposal (11 October 2019), p. 7 and 15.

<sup>4</sup> WACDEP-G Program Proposal (11 October 2019), p. 7-8

<sup>5</sup> WACDEP-G Program Implementation Guidelines (Draft), p. 5

<sup>6</sup> WACDEP-G Program Proposal (11 October 2019), p. 8 and 55.

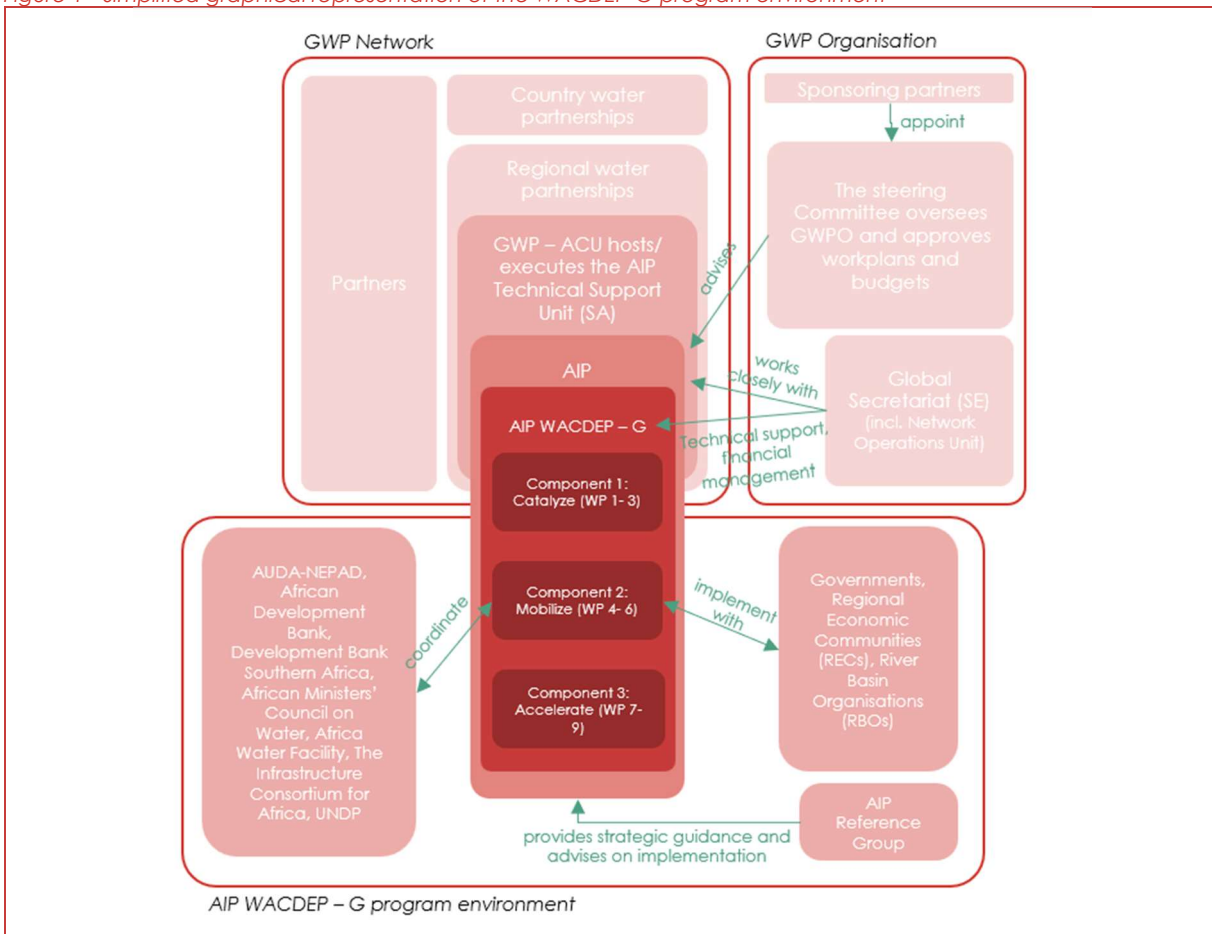
<sup>7</sup> WACDEP-G Program Proposal (11 October 2019), p. 55.

<sup>8</sup> WACDEP-G Program Proposal (11 October 2019), p. 26-28

<sup>9</sup> WACDEP-G Program Implementation Guidelines (Draft), p. 10

The program management is roughly structured in three levels of governance. At global level, the Global Water Partnership Organization's (GWPO) Network Operations Team based in Sweden, provides an overall oversight and quality assurance on program implementation and reporting to financing partners. The program maintains a strong continental component coordinated in close collaboration with the African Ministers Council on Water (AMCOW), AUDA-NEPAD and the African Union more broadly.<sup>10</sup> The Program Management Unit (PMU) is placed within GWP's Africa Coordination Unit, based in South Africa. The PMU is responsible for an overall coordination of program implementation, monitoring, reporting and evaluation, provides technical/strategic support and backstopping on climate, water & gender issues, engages with continental level actors, and mobilizes partners for program implementation. The GWP Regional Water Partnerships (RWP) drive program implementation at regional level, engages with regional level actors and mobilizes partners for program implementation. The Country Water Partnerships (CWP) are responsible for program implementation at national level and for resource mobilization (technical & financial) and engaging with national level actors.<sup>11</sup> The figure below provides a visualization of the WACDEP-G program environment including its key stakeholders and governance/management dynamics. The program is nested in a complex set of interconnected stakeholders and organizations and is by nature multi-stakeholder driven.

Figure 1 - Simplified graphical representation of the WACDEP-G program environment



Source: Technopolis 2023

<sup>10</sup> WACDEP-G Program Proposal (11 October 2019), p. 51

<sup>11</sup> WACDEP-G Program Inception Report, p. 4-5

### 1.3 Evaluation methodology

The evaluation was carried out between August and January 2023. A variety of information sources and data collection methods were used to answer the evaluation questions, reach conclusions, and develop recommendations. We have used the following methods in parallel (triangulation) to increase the reliability of the evaluation findings:

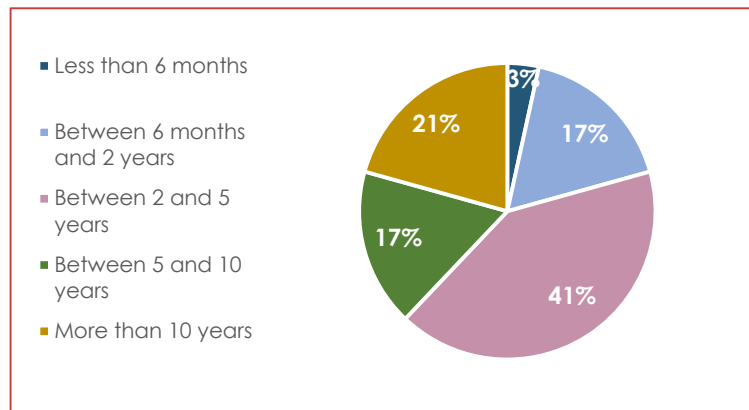
#### 1.3.1 Document analysis

An extensive document review was conducted where key information was extracted and compiled to be assessed against the evaluation questions. The 80 documents that were reviewed included: the WACDEP-G program proposal; the inception report; the report on program country selection; the implementation guidelines; the gender analysis reports; the detailed workplans for each of the pilot countries and regions; the capacity development plan; the WACDEP-G progress reports; as well as reports and other documentation on the various activities conducted at local, national, regional, and Pan African level.

#### 1.3.2 Survey

The evaluation team delivered an online, internal survey specifically targeting the WACDEP-G program staff. It also included GWPO employees linked to the program but not working on it full time to allow for many perspectives. This internal survey worked as a self-evaluation and addressed all evaluation criteria but with emphasis on effectiveness, and efficiency. The evaluation team used the survey program LimeSurvey and sent out a first link to two members of the reference

Figure 2 - Distribution by seniority



Source: Technopolis Survey - November 2022

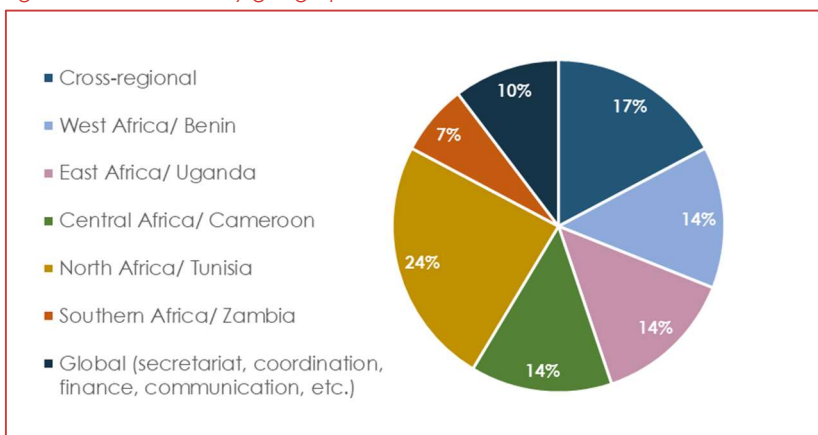
group for testing. It was assessed by two key members of the evaluation steering group as long (up to 1 hour and 30 minutes to fill out) but very useful. The evaluation team was instructed by the same two persons not to shorten it. To boost a satisfactory response rate, the online survey was available for almost 3 weeks and weekly reminders were sent out.

In terms of participation, from the invitations sent out to 40 persons (identified by the steering group) with personalized token and link, 29 persons (meaning 72,5%) completed the questionnaire. Out of these 29 respondents, 26 (meaning 89,7%) completed the survey entirely, while 3 (10,3%) persons completed the survey only up to the effectiveness criterion. The overwhelming majority of all respondents are qualified to answer since 89,7% of them work on the WACDEP-G program implementation for 1 year to 2,5 years (4 of them cover administrative, finance or communications tasks). In addition, 79% of all respondents work at GWP since between 2 and 10+ years. Twenty respondents (70%) are in management position, while 9 of the 29 respondents (30%) are not.

In terms of gender distribution, 17 respondents (meaning 58,6%) are female, while 12 (or 41,4%) are male. Geographic distribution is satisfactory with a representation between 10% and 20% of each region, with an exception for Southern Africa/ Zambia (7%) and North Africa/ Tunisia (24%).



Figure 3 - Distribution by geographic location



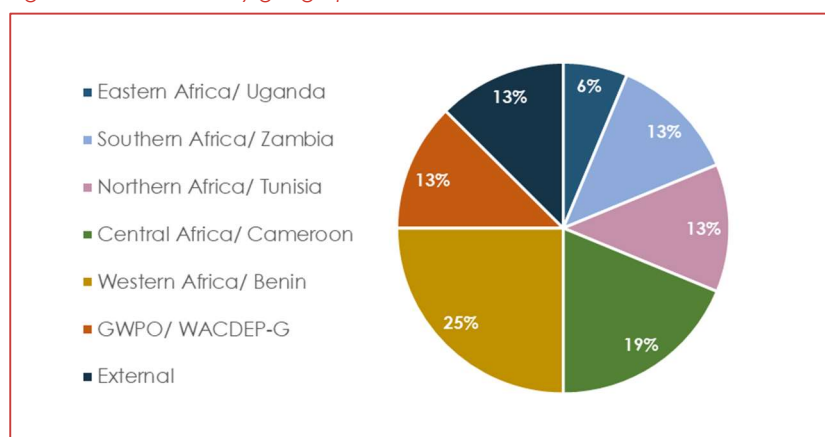
Source: Technopolis Survey - November 2022

### 1.3.3 Interviews

In total, the evaluation team conducted 16 online interviews with 18 key stakeholders (9 male and 9 female) or partners to the WACDEP-G program. These actors are part of the “target group” defined in the inception report. They have taken part in program activities. The geographic distribution is satisfactory with each region being represented between 10% and 20%, with an exception for Eastern Africa/ Uganda (6%) and Western Africa (25%). An overwhelming majority of the interviewees are at national level, a minority at regional and pan-African level. When a lower number of interviews could be secured, the existing one where extended to deepen understanding and level of detail. The interviews focused on aspects relating to relevance, coherence, effectiveness, and sustainability of the WACDEP-G program. While certain WACDEP-G staff were foreseen to be interviewed, they were deprioritized when they participated in the

Figure 4 - Distribution by geographic location

internal survey, considering its length and thoroughness. The interviews were conducted via MS Teams or WhatsApp and lasted approximately 60 minutes. The semi-directive interview questionnaire was adapted to the knowledge, and experience of each interviewee. Notes from each interview were compiled and coded for anonymization.



Source: Technopolis Interviews - November 2022

### 1.3.4 Limitations

The evaluation team encountered several limitations of organizational nature in the implementation of the data collection phase, which are detailed below:

- **Scope of the evaluation:** the representativity of reached stakeholders could have been higher if i) final beneficiaries and stakeholder at regional level would have been included in the stakeholder mapping; ii) more resources would have been allocated to the evaluation in order to allocate more days to reach more program stakeholders.

- **Timeliness of the evaluation:** A very short timeframe of three months and low budget was allocated to the overall implementation of the evaluation considering expectations were to answer 30 evaluation questions. Such a timeframe is realistic if it entails strong reactivity from WACDEP-G staff coordinating and participating in the evaluation.
  - The document analysis was delayed due to an incomplete document package (not only program documentation (for example, among others the program proposal budget) but also deliverables (for example, among others the before/after policies which ex-/include GTA), up until the drafting of this evaluation report.
  - The stakeholder mapping was delayed due to incomplete or erroneous data shared with the evaluation team (missing or failing email addresses, lack of prioritization of partners to be interviewed). The unbalance flagged in the inception report between national and regional stakeholders remained since few regional and Pan African stakeholders contact details were shared with the evaluation team, and even fewer were available for interview.
  - Survey responding, and interview scheduling was hampered by the unavailability of WACDEP-G staff and stakeholders due to heavy workload and the holding of long-planned meetings: one internal to the WACDEP-G in Lusaka and one external for which both prepared and attended, the COP27. Analysis clearly reveals that survey respondents from a specific region/ country coordinated their answers meaning that qualitative responses were copy-pasted<sup>12</sup> or same arguments were worded similarly, and qualitative information was answered using the same values meaning 7 persons clicked on "Yes" or "Strongly agree" or "I cannot say". While similar or copied qualitative information can be summarized as one answer, quantitative information is more difficult to rule out. This doesn't mean that on some occasions, this group of respondents answered in different ways. Hence the results of the survey may need to be taken with caution. The WACDEP-G team requested a deadline delay being overworked and

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<sup>12</sup> For example, even for a question asking for personal learnings, a set of responses were too similar to be genuinely personal. Other answers were each distinctly individual and particular. The evaluation team wishes to flag that with copy/pasted responses the learning effect from the evaluation is reduced:

Question:

What have you learned during the inception and implementation period and would do otherwise for the remainder of the program? Can you share an example of gap/lesson learned in the program set-up when it comes to decision-making, planning, setting realistic targets, choosing relevant partners?

Answer from ID25:

- Having smaller number of activities and linking them better to deliverables.
- From the start, grounding the work at high political level in the countries as this is pivotal for the success of the program.
- Allowing enough time for the implementation of activities in order to ensure that the protocol/formal processes at national level are followed.

Answer from ID26:

- Having smaller number of activities and linking them better with deliverables
- From the start, grounding the work at high political level in the countries as this is pivotal for the success of the program
- Allowing enough time for the implementation of activities in order to ensure that the protocol / formal process at national level are followed

Answers from ID30:

- Having small number of activities and linking them better to deliverables
- From the start grounding the work at High political level in the countries is this is pivotal for the success of the program.
- Allowing enough time for the implementation of activities in order to ensure the protocol /formal processes at National levels are followed

wanted to use the opportunity of a panafrikan meeting to answer the survey collectively. However, the evaluation team mentioned to the steering committee group at a Jour Fixe meeting, that this would constitute the least favored option to gather collect more responses. As guided by the Evaluation team, the Steering group did not advise the staff to respond as a group and did not make any announcement at the meeting. If this unfortunate group decision was made, it is likely to be due the group's own collective decision.

- **Engagement and commitment of the program partners:** in preparation of the interviews, the evaluation team drafted a reference letter in French and English upon demand and to support the WACDEP-G team in informing uniformly the partners on the roll-out of the evaluation and the possibility of reach-out for an interview by evaluators. It was agreed among the evaluation steering group that all five country/ region teams would send the letter to partners and CC one of the evaluators as an introduction. This electronic message could then be used by the evaluation team for interview scheduling. Unfortunately, that process has been done consistently by one program country/ region only. This has been explained by the structure of the organization: the WACDEP-G coordinator is not a direct counterpart or in touch with regional stakeholders and is not reported to by WACDEP-G staff in the regions. Complete interviews were difficult to obtain since stakeholders failed to grasp the added value of the evaluation and casually cancelled last-minute prior to the interview or started other activities during, left in the middle of the interview, or even required the interview to be conducted on the weekend, and more often ignored invitations by email or WhatsApp altogether. Only when the program team was CC-ed or asked to pro-actively schedule it, did the interview follow its due course. The bi-weekly meeting gathering the evaluator, ACU team and GWPO team was a platform to follow up on these issues and find solutions.
- **M&E data available on progress:** The progress report for 2021, dated June 2022, provides the latest available data shared with the evaluators on the program's performance indicators (values reached versus target values). Values on progress indicators for the year 2022 were not available for the midterm review. The evaluators assessed the progress made up to 2022 using data collected through the survey with program staff and interviews with partners in the five countries. They were able to report on areas of progress and deliverables that were delayed, but they were not able to report on values attained for performance indicators by end of 2022.

## 2 Evaluation findings

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In the following section, the evaluation team lays out based on its mixed methods data collection and the thorough triangulation of interview, survey, and documentation review results data. The following findings are ordered by evaluation criteria and evaluation question as agreed in the matrix of the Inception Report.

### 2.1 Relevance

The relevance criterion examines “the extent to which the intervention objectives and design respond to global, country, and partner/institution needs, policies, and priorities, and continue

to do so if circumstances change"<sup>13</sup>, as well as policy recipients<sup>14</sup>. The evaluation team reviews the sensitivity of objectives and design of the intervention and capacity conditions in which it takes place.

### 2.1.1 Relevance of program objectives

Were the program objectives relevant to reach gender equality, climate resilience building and water security investment plans and programs in Africa at the national, transboundary basin and regional levels?

The evaluation team finds that overall, the program objectives are relevant to reach gender equality, climate resilience building and water security investment plans and programs. The program goal is to ensure that the design, governance and management of ongoing and new climate resilient water infrastructure investments, institutions, and job creation interventions strategically advance gender equality. The overall objective of WACDEP-G is to transform gender inequalities at scale and promote gender transformative planning, decision-making and institutional development for climate resilient water investments in Africa (Draft Proposal, p. 27). Overall, the WACDEP-G objective is aligned with national, transboundary, and regional policy given some of the program partners generally recognize inequality (while acting on it only marginally), the need for adaptations in the water sector and actions against climate change, some having introduced substantial changes in their legal frameworks and policies in that direction, to varying degrees between the 5 countries of interest<sup>15</sup>. This alignment is reinforced by the fact that, at inception stage, the countries which are part of the WACDEP-G program were selected based, among other, on the criteria of "ease of integration with existing national development and climate change processes". This means that countries were selected based on the potential entry points in existing national development priorities and climate change processes (NAP, NDC, GCF/AF/GEF Readiness) with planned attention to avoid duplication of interventions, building on gains from the past (complementarity with the preceding WACDEP program was evidenced), take advantage of existing momentum to achieve gender equality through clear entry-points in the water, development, and climate resilience space. For example, it is using indicator SDG6.5.1<sup>16</sup> and the adaptation components of Nationally Determined Contributions (NDC) of countries introduced by the 2015 Paris Agreement as entry point for reforms in water sector governance including through a gender-transformative approach (Draft Proposal, p.16).

While across Africa, planning, decision-making and institutional processes are not gender transformative and reflect the structurally embedded cultural norms, practices, and gendered power relations (Draft Proposal, p. 20), the program aligns with the unique window of opportunity to promote gender equality provided by recent global frameworks. The changes they seek (such as creating new systems for managing resources and leveraging them to achieve equitable and long-term sustainable growth) reached governments and their

<sup>13</sup> <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

<sup>14</sup> Often referred to as „beneficiaries" and defined by OCED as "the individuals, groups, or organizations, whether targeted or not, that benefit directly or indirectly, from the development intervention." Other terms, such as rights holders or affected people, may also be used.

<sup>15</sup> One partner from Benin mentioned "national acceptance" while other countries are slowly introducing the concept of GTA.

<sup>16</sup> SDG target 6.5 is: 'By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate.' To track progress towards the target, indicator 6.5.1 monitors the degree of integrated water resources management (IWRM) implementation, by assessing the four key dimensions of IWRM: enabling environment, institutions and participation, management instruments and financing. (Source: <https://www.sdg6data.org/en/indicator/6.5.1>)

ministries and agencies, political leaders, and their teams world-wide. As a result, new solutions, are researched, laws are (re-)drafted, policies are amended, plans are re-budgeted. "These movements and shifts open the opportunity to re-think, at the same time, power balances embedded in political and institutional structures – thereby also working towards achieving gender equality, "sort of on the back of" climate resilient development of investments in water infrastructure and institutional frameworks" (Draft Proposal, p.16).

The global direction (SDG and Kyoto Protocol according to survey respondents) and African direction (Agenda 2063 and the AMCOW Gender Policy and Strategy according to survey respondents) are attuned with the WACDEP-G program's objective however, its complete alignment can be fully assessed at the end of the program since the program itself seeks to build "a gender-transformative vision and motivating gender-transformative action and change among high level political leaders, national planners, decision makers and mandated institutions working in the design and implementation of climate resilient water investments is one of the key areas" (Implementation Guidelines, p. 14). The program's success may reveal not only whether the vision was commonly built and shared but also whether it was able to generate commitment and operationalize. One interview partner at regional level confirms that the collective interest (and allocated funding) shifted the focus: integration of gender policies became a priority once a partner institution (not linked to GWP) requested it. This partner institution insisted on gender being tackled according to the interview partner at regional level. Without them and the possibility to undergo such transformation with WACDEP-G, this regional institution probably wouldn't have made gender a priority. This triggered two actions: the development of an organizational gender policy and one for its programming. However, challenges in institutionalizing gender for example, by hiring women for executive positions weren't solved - at that specific regional institution according to the interviewee (women generally turn them down for family reasons, largely due to the Muslim culture and patriarchal system) - insofar that this regional partner mostly focuses by default on its programming through gender baseline studies in its partner countries.

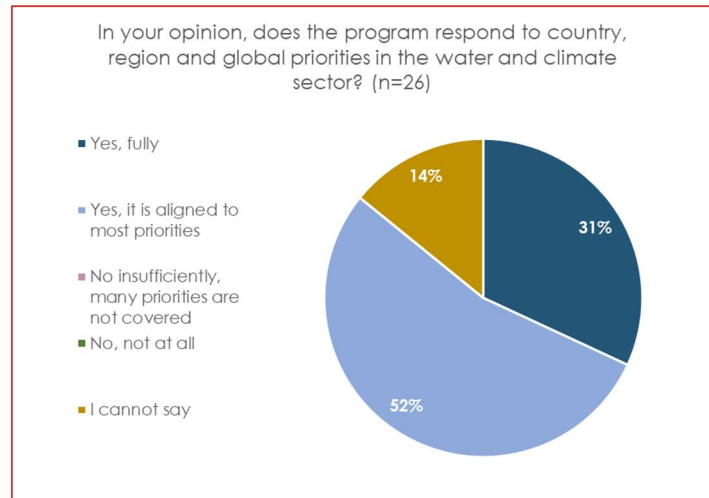
### 2.1.2 Consistency of the approach with needs

To what extent was the program implementation approach consistent with the needs and demands of the beneficiaries at pan African, Regional, Transboundary, National and Subnational levels?

The evaluation team assesses that the program implementation approach is consistent with the needs and demands of policy recipients. Two main findings emerge on this question. On one side the majority of the surveyed WACDEP-G staff considers the program to be largely consistent and appropriate given the needs, priorities and demands of the target group based

on legislative, regulatory, and political developments. On the other, partners can be split into 2 groups. They either acknowledged the relevance of the program or highlighted their lack of awareness for gender-related vulnerabilities in the water and climate sector. The WACDEP-G support's timeliness for mandated institutions and influence of various processes, policies, plans, programs, project developments, practices to integrate issues of gender equality was largely welcomed by partners. No interviewed partner objected to it. For the second group, the definition of needs shifted during the course of the program. Explained simply partners may have thought of deficiencies in infrastructure or environmental knowledge but realize now that gender-transformative activities may alleviate the populations problems and thus prioritize them. If this succeeds through the WACDEP-G program demonstration projects many underlined the advantage of scalability and that GTA will certainly be prioritized widely.

Figure 5 - Distribution by perceived program alignment with partners' priorities



Source: Technopolis survey - November 2022

In addition, the program responds to priorities<sup>17</sup> :

- By assisting countries to fulfil their developmental goals;
- because it was endorsed by participating countries; its activities are aligned to the sectoral priorities of countries;
- it is in line with global priorities (among other SDGs);
- its design was inspired by gender analyses;
- its implementing activities involving gender can be scaled and alleviate problems of larger populations;
- it fills a gap left by institutions which would be expected/ responsible of introducing GTA in the water and climate sector but fail to do it;
- it addresses socially marginalized groups which find it very difficult to respond to climate change impacts while being the most affected by it (survey results).it is aligned with donor priorities to fund Gender Equality Marker II<sup>18</sup> programs (in contrast to prioritizing water infrastructure);
- it is aligned with countries which have already taken steps towards the inclusion of gender approaches (mainstreaming in their sectoral policies);
- it tackles sectoral development interventions that undermine gender equality;
- the inclusion of women would benefit water resources management and governance;

<sup>17</sup> Achievement of gender equality and women empowerment in water and climate sectors as well as well as contributing to equal access to clean and safe water, IWRM, and climate change resilience. The following list is data compiled from interview notes.

<sup>18</sup> „Gender equality/ women's empowerment as a significant objective". Source: <https://gendercoordinationandmainstreaming.unwomen.org/building-block/gender-equality-marker>

- it makes up for lacking gender-awareness at higher level (“GTA would not have been taken up by government leadership otherwise”);
- it is not only tackling the water or climate sector issues but touches upon a wider set of development aspects<sup>19</sup>;
- it also supports the decompartmentalization of government action, which is often working in silos with separate policies for water, climate and gender and brings together people solving the same problem;
- it is directed at women who are the largest share of water consumption for household and farming activities and carry the weight of worsening water and climate conditions which prevents them from attending other economic activities;
- it also responds to organization's needs;
- it meets farmers priorities to tackle climate change by including both men and women in the solutions at grassroot level and involves other actors such as women organizations along the way;
- it aligns with “intersection points” of national and regional public policies, for example, disaster management forecasting or meteorological research. Working with vulnerable groups goes beyond remits of ministries in the lead for the WACDEP-G program, for example in Cameroon, the ministry of meteorology.

The program doesn't respond (or only partly responds) to priorities since<sup>20</sup>:

- the program was expected (by partners) to drive the adoption of better water management through GTA however some countries or governments still do not (interviewees cited Tunisia, Cameroon) which is why the program is or was only aligned with the water and climate sector priorities (fighting climate change, water scarcity). Some countries are in the course of aligning with the program's objectives;
- Interviewees deplored the program does not entail water infrastructure development components (since it is Gender Marker 2) although it is building linkages with PIDA Water;
- not all WACDEP-G results are of equal importance to certain ministries.

The evaluation team notes that some responses mentioned young women or girls and underlined that gender-based discrimination disproportionately places the burden of fetching water at the expense of their education and careers to make water available for others to use. Deconstructing absorbed patterns of patriarchal societies may take as much time as being born and growing up in such a system, inducing change from a young age might be beneficial and more efficient. However, so far, the program does not address youth sufficiently<sup>21</sup> although in many regions girls are being drawn into agricultural labor and are part of the vulnerable group suffering most from climate change (droughts, floods, water pollution, soil salinity, etc.) According to different program team members, AIP youth (under 35) fellows were planned to be trained in gender transformative thinking to work in relevant institutions overall for 5 years

<sup>19</sup> Partners from various countries mentioned the link between water and the life of school-age girls who were not attending due to stigma of bad teeth (because of fluoride in water) or lack of sanitary blocks at school.

<sup>20</sup> The following list is data compiled from interview notes and triangulated with survey results.

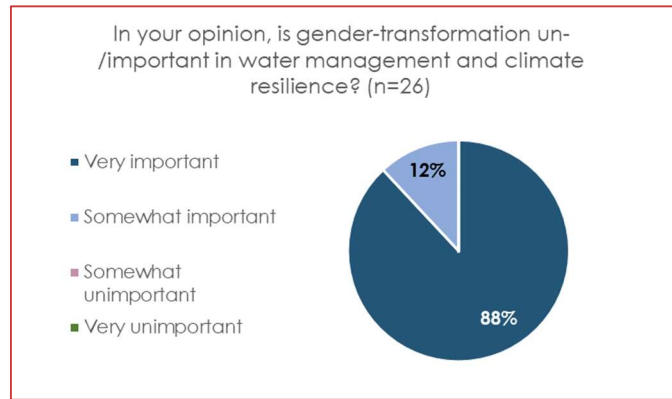
<sup>21</sup> The program team notes in February 2023: “in addition to the young fellows, the programme specifically supported young people in certain regions, such as West Africa. Training courses were organised exclusively for young people from Benin, Burkina Faso and Togo as part of the demonstration project. These young people were then organised into cooperatives in order to be better structured and supported thereafter, etc.” This information could not be verified by the evaluation team during the course of the evaluation.

as part of the AIP WACDEP fellowship program however preliminary results seem meagre: while 100 fellows were planned, 10 interns seem to have been absorbed by GWP regional offices for one year<sup>22</sup>.

One interviewed partner at Pan African level, which was recommended by WACDEP-G staff for an interview since activities<sup>23</sup> had been undertaken with GWP, mentioned not being aware of the WACDEP-G program and its objectives therefore couldn't confirm or dismiss whether it aligned with its priorities.

In general, when asked specifically about their needs and priorities, interviewed stakeholders from the target group did not first talk about their institutional demands but always mentioned the community level of farmers and the agricultural sector. The approach chosen by the project to start with institutional capacity-building for ministry level civil servants (an entry point identified through the gender analysis) is not placed at the same level as the operational work of demonstration projects, while it is still deemed as extremely necessary. In general, memories about training sessions at ministry level on GTA weren't vividly remembered and made way to regrets of not meeting the communities in person.

Figure 6 - Distribution by perceived importance of GTA



Source: Technopolis Survey – November 2022

### 2.1.3 Relevance of tools to reach objectives

Were the tools, instruments and inputs applied to implement the program interventions relevant for the attainment of the program's objectives?

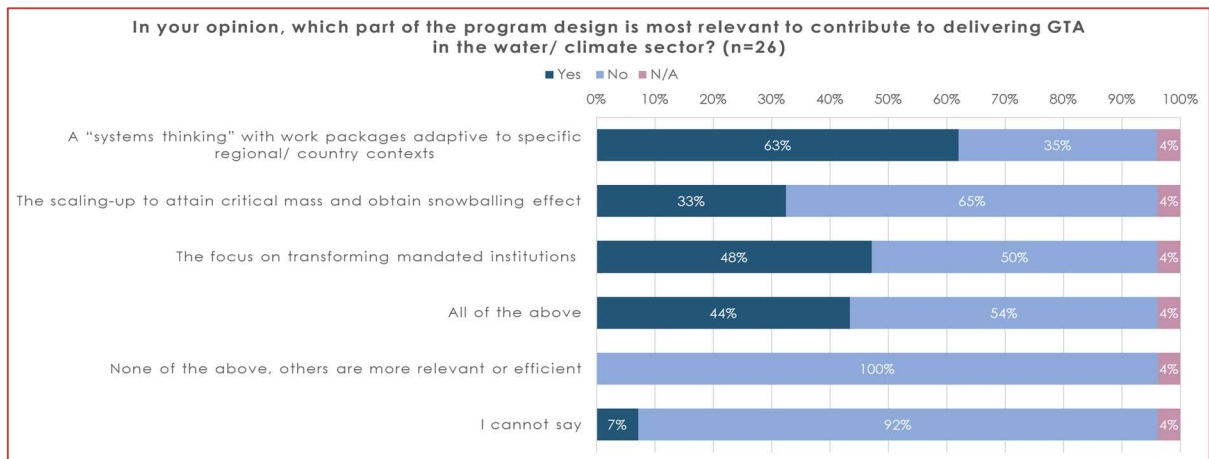
The evaluation team finds that the systems approach is relevant to the attainment of objectives albeit not sufficient. The terms “tools, instruments and inputs” were not defined further in the TORs, the evaluation team understood them as the different intervention design measures such as the modular approach with adaptations to each country context or the scaling-up approach. The latter was not implemented at the time of the evaluation. About 63% of the 26 WACDEP-G staff believed “system thinking” (adaptive work packages for each country context) was relevant to contribute to the program objective. It ranked highest for relevance among all other answer options (which can be found in the figure below). According to program staff, partners were part of the development of the gender analyses reports from the beginning (and included in consultations and review workshops along the way), these reports informed the designs of the contextualized workplans. Nevertheless, these efforts have not been reported in the same way by from partners, which feedback is more contrasted: if such a system is in place and program inputs are being decided upon based on studies and analysis, it would have been a great opportunity to draw more space for partners to participate in the choice of program inputs (meaning activities to be implemented): “we didn't have the flexibility to choose the things that we needed to do as a country. It was more or less already designed, and activities were already agreed upon. It was very difficult to realign or address the key things that are important for our case”.

<sup>22</sup> Conclusive recruitment information could not be found in the “fellowship” section of the progress reports.

<sup>23</sup> Activities included developing a strategy on gender.



Figure 7 - Distribution by perceived relevance of program design tools



Source: Technopolis Survey - November 2022

In general, partners highlighted the need for reflection and learning activities: “We also need to find a balance between the work at the regional level activities and having input from the countries to make sure that there is a balance and that we are addressing the critical things that we are facing”. This may also reflect the fact that WACDEP-G staff are not researchers but development cooperation practitioners or technical experts in water and climate issues. GTA's complexity may require more reflexive formats or exercises to adjust the perceptions of the proposal in which risks and assumptions may have been underestimated with realities of implementation.

Necessity to reflect and compile lessons learned was also seen as important when it comes to the design feature of scaling-up the program from 5 to 18 countries<sup>24</sup>. A majority of partners understood the intention of attaining a critical mass of GTA implementers to induce change in the water and climate sectors at Pan African level: “Scaling up is a necessity: the bigger the network and number of institutions understand the GTA approach the more we can achieve” or “anything that will change habits and take gender into account in relation to issues of vulnerability must be done, including scaling up the program if deemed timely, appropriate and necessary”. Scaling-up women empowerment capacity-building has proven successful in other areas, for example, many women are now sitting at the negotiation table at COP27 in Egypt thanks to scaled-up negotiation training sessions exclusively targeting female leadership which was only possible because funds were not focused on specific countries but open to all. Some highlighted the lack of information on the selection process of the first 5 countries<sup>25</sup> and adopted a realistic point of view: “It is far from half of the African countries therefore a drop in the ocean, there is work still to be done. However, it is a step in a right direction.” The selection of the 13 next countries is also in question, with a clear donor preference on stakeholders (authorities, institutions, civil society) that are open to gender integration could be brought on board and really want to advance the integration of gender institutionally. Many (including the donor) made the scale-up process conditional to i) a reflective/ lessons learnt exercise to clarify, for example, which types of activities contribute the most to reach the program objective, which aspects could not be done at all, which impact have been reached and the extent of sustainability; ii) counteracting a decreased GTA anchoring at institutional level by keeping efforts, activities, budget constant in the current 5 countries until 2025 and acting decisively on sustainability of program results beyond 2025. Lessons learnt may enrich the five

<sup>24</sup> At the beginning of the evaluation in August 2022, the evaluation team was informed that findings and recommendations may feed into the scale-up process. At the moment of drafting of this report, the evaluation team is not aware whether this scaling up is still planned in due course.

<sup>25</sup> An exhaustive country selection report was shared with evaluators however the exact distribution process of this report towards partners remains unclear.

first countries and broaden horizons on other gender-transformation contexts, existing practices can be enriched with new processes, technologies, mechanisms, written deliverables, etc. Resources to capitalize on gained knowledge may also benefit countries and regions which do not benefit from the program. Some partners were skeptical whether good-practice is replicable since issues of gender vary in different cultures and evidence that good-practice is transposable has not been shared. Finally, partners worried that scaling-up to 13 additional countries may stretch resources even more and results may fade away: "Concepts tend to be deformed when they are carried over from one stage to another, this is why the work should continue and be deepened in the 5 countries mostly at grassroots level while we expand on the geographical coverage" (interviews).

Over 63% of survey respondents believe that implemented and planned activities (such as awareness raising, training and empowerment, policy dialogue, alignment with national programs, women-led pilots, GT projects) are gender-transformative to a fair extent, 33% to a great extent however insisting that some are more gender sensitive or mainstreaming than transformative and 4% do not believe they are at all. Some respondents insist that activities are complementary and together achieve gender transformation. While it is too early to tell whether specific activities are truly gender-transformative in nature and in the way they are implemented, some positive results were reported by the WACDEP-G team. For example, women being trained in rainwater harvesting technologies which is mainly dominated by men and the advocacy for women in key positions in water governance. About 41% of survey respondents observed gaps where the program design or activities are not yet fully gender transformative or perpetuate inequalities (21% did not and 38% cannot say). For example, the program itself doesn't use gender budgeting (according to the interviewee and budget documentation), cannot evidence high-level buy-in (according to interviews and fundraising data) and "program planning has not raised gender to the level of consistent attention to gender which remains an afterthought, the program does not respond to country specificities and GWPO itself has not internalized what GT requires" (interviews).

#### 2.1.4 Relevance of support to institutions to reach objectives

To what extent was the support given to the targeted institutions and beneficiaries relevant for the attainment of the objectives?

The evaluations team assesses that support given to targeted institutions is relevant for the attainment of objectives. Since no access to the policy recipient level was facilitated, the evaluation cannot evaluate whether the support is/was appropriate.

From a thorough analysis of program documentation shared with the evaluation team, an exhaustive list of support activities was made and can be shared. A summarized version below aims at flagging the institutions or key deliverables and visualizing areas of progress and gaps<sup>26</sup>. Unlike program documents, deliverables were not shared systematically and could not be checked for relevance methodically.

In general, the support given to targeted institutions was largely welcomed: "it is crucial that institutional level keep being supported (and more than currently the case) for it to grasp the structure change necessary for gender transformation".

- Most partners demanded the context specific support continues and deepens (considering the past activities as basics and the foundation), for example, by following up on capacity-building to evaluate adaptations made to policies reflect

<sup>26</sup> Engagement, processes, drafts and discussions started in 2020 were not repeated in the 2021 row for ease of convenience.

understanding of capacity-building received or guidance in the implementation of operational programs which tackle GTA, or support in taking steps to make results sustainable.

- Other partners explained that now that all ministries benefited from GTA training, internal steps such as the institutionalization of GTA need to be taken internally to move forward.
- Partners demanded that more support be directed towards transferring the decision-making level to local government representations and rural institutions.
- In one country in particular, partners needed clarification on the articulation between regional and country level inputs: “we could find that some of the activities at the regional office should be done at the country level, we end up somewhere in between, overlapping in our mandates. Activities at the regional level could be done at the national level. That deprived us of the opportunity to build the capacity of the country level partnership” (interviews). According to program staff, “The program was designed in such a way that the program interventions at country level are context-specific, and they need to be well analyzed and understood. The activities of the program at the country level were thus guided by such analysis. Program activities at regional level are more of regional level policy, strategy and capacity development. They are aimed at benefitting regional institutions and member states, and not specifically one country.”

The support to “beneficiaries” (meaning policy recipients or affected people) cannot be assessed since this stakeholder group was not included in the evaluation stakeholder list.

Table 1 - Summary of WACDEP-G support provided to institutions in the 5 regions and countries in 2020-2021

	Southern Africa	Easten Africa	Central Africa	West Africa	North Africa	Pan African support to AMCOW
2020	SADC Regional Climate Change Strategy, RSAP-V, GCF, LIMCOM Gender Strategy, eSwatini/	Discussions with IGAD GCF readiness Uganda workshop	LCBC IWRM project Gender analysis for some countries member from LCBC (Tchad, Cameroon)	CIP Volta, GCF for Togo,	Discussion with Aquifer System, PIDA	Pan African Youth Fellowship, GCF Readiness webinars, Cap-Net/UNDP, SIWI web series
2021	RIDMP, STAP, GCF for eSwatini, SADC RBOs 2021 SADC Waternet symposium	Regional multi-stakeholder policy dialogue, GCF for Somalia, gender issues in other East African countries	GCF for Central African Republic	ABM, OSS and IUCN - GEF PIF	GCF – Med. region, Cairo Water Week, GCF Mauritania	Gender, Social Inclusion and Youth Engagement Strategy, Strategic Framework for Water Security and Climate Resilience Development, 8th Africa Water Week, GESI Cario Water week
	Zambia	Uganda	Cameroon	Benin	Tunisia	Pan African support to AUA-NEPAD
2020	Ministries of climate change, water, finance, development planning and gender,	Ministry of Gender, Labor and Social Development, Ministry of Water and Environment, Finance, Economic Planning, NGOs, private sector, and CSOs, links with EURECCA	Ministry of Environment, Nature Protection and Sustainable Development – NAP, gender analysis, GCF for CAR, gender action plan for the Forestry Investment Plan	Benin's environmental framework law, Ministries of Environment, Climate Change, Water, Economy and Finance, Development Planning and Gender	Ministry of Agriculture, Hydraulic Resources and Maritime Fisheries	Water project, ECCAS, ECOWAS, IGAD, SADC, and UMA - PIDA PAP 2 project
2021	NAP, 8NDP, Gender Division, PEA, Gender analysis	PEA, Gender analysis, RIA for Uganda Gender Policy 2007, Gender Action Plan for the Maziba Catchment <sup>27</sup>	PEA, Ministry of Water Resources and Energy, evaluation NAP, Ministry of Transportation	PEA, NAP,	PEA, Situational analysis, GEMWET, AF	AIP-PIDA Water Investment Scorecard, 7th PIDA Week

Source: Technopolis

<sup>27</sup> The program team notes in February 2023: "This should state as RIA for Uganda Gender Policy,2007, Gender Action Plan for Maziba Catchment". This information could not be verified by the evaluation team during the course of the evaluation.

### 2.1.5 Relevance of funding strategy

Should WACDEP-G's strategic positioning evolve to better take into account the context of recent global emerging issues such as the food and energy insecurity mainly due to Ukraine-Russia war and increasing climate-related hazards?

The evaluation team believes that many efforts were made to initiate profound, social change on a niche topic which encounters openness from all sides, momentum may be lost if another set of studies or a new thematic focus is introduced which requires capacity-building to be started anew, however workplans for increased coherence may be adapted.

Recent developments in international affairs (i.e., the Russian war on Ukraine) have shed light on the disadvantages of our globally interconnected world. Food and energy supply and prices worldwide are greatly affected, Western powers re-evaluate their defense, aid and possibly development funding budgets. This may pose increased difficulties for WACDEP-G fundraising efforts; however, two partners saw the situation as an opportunity: now that food production, water, and energy in Africa are in the spotlight, interventions such as WACDEP-G may gain traction. "If GTA in the water and climate sector is institutionalized, it will be taken into account during emergency situations, for example floods which is very relevant for basin regions. Tackling GTA is complementary and not at odds with other emergency or humanitarian priorities or at least, the case must be made". Moreover, while some funding partners who were inclined to commit to WACDEP-G but backed out in 2022 (for various reasons), others are less concerned with re-allocation of budget since their development funds cannot be re-directed towards emergency portfolios.

A topical re-positioning, while favored by 58% of the 26 WACDEP-G staff who responded to the survey, is yet to be debated since the direction to take is not agreed on by everyone: one survey respondent mentions more alignment with SDGs, two raise the importance of highlighting specific, national food and energy security deficits in each focus country; three respondents insist on the necessity to align on the Water-Energy-Food-Ecosystems (WEFE) Nexus (specifically on the Source-to-Sea agenda), all the others could not formulate constructive alternatives. About 27% are not in a position to say whether a directional change is needed and 15% disagree with repositioning, evoking the timeline of deliverables and the need to collect more data at the end of the program to take an informed decision. According to program staff: "This issue need to be seen on a case by case basis. If program countries do have some initiatives that are related to water and climate, the program can be flexible to make sure such initiatives have strong gender equality aspects. If priorities of program counties shifted because of the Russia-Ukraine war, then the necessary adjustment can be done on the program activities."

## 2.2 Effectiveness

Effectiveness aims to measure the extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups<sup>28</sup>.

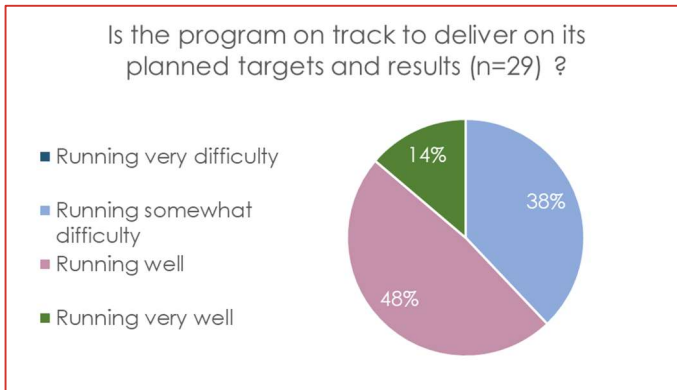
In the framework of this mid-term evaluation, analysis of effectiveness involves taking account of the extent to which the intervention has achieved or is expected to achieve its objectives and results. The evaluation team has therefore investigated the performance of program indicators at output and outcome level and identified factors that have positively or negatively influenced program results.

<sup>28</sup> <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

AIP WACDEP-G is structured around nine work packages grouped into three components. The first phase (2020-2022) of the AIP WACDEP-G began implementation in April 2020.

Results of the survey among WACDEP-G program staff implemented by Technopolis Group in November 2022 (see Figure 8) illustrate that 48% of respondents consider that planned targets and results are running well. However about 38% of respondents adjudge that the program is running with some difficulty and only 14% of respondents consider that it is running very well. No respondent stated that they consider planned targets and results to be running very difficultly.

Figure 8 - Perspectives of WACDEP-G's staff on the program's progress towards reaching its planned targets and results



Source: Technopolis Survey - November 2022

In the paragraphs hereafter the evaluation team assesses more specifically what progress was made in achieving expected results, analyze difficulties and bottlenecks encountered in implementation and highlight any in unintended program effects (positive or negative).

### 2.2.1 Reaching of output level deliverables

To what extent has the program reached/ or is in line to reach its expected deliverables at output level?

Table 2 gives an overview of the program results attained for each work package (WP) in December 2021. The evaluation team highlighted in green the output indicators that nearly reached, reached, or exceeded their targets, in yellow output indicators that reached about 50-80% of targets and in red indicators that reached less than 50% of target values in December 2021. These are intermediary results as the program still had one year to go to reach the intended targets.

The table illustrates that 50% of output indicators had not reached their 2020-2022 targets in December 2021 (highlighted in red), 29% had overperformed (green) and 21% were in progress (yellow). Component 1 had work packages with stronger challenges to reach targeted outputs, Component 2 had several work packages performing very well, while component 3 had mixed results.

Table 2 - Progress on achievement of output indicators

Output indicator	Target 2020-2022	Value reached in Dec. 2021	Description	
<b>Component 1. Catalyse gender transformative change in power relations and institutional structures for implementation of climate resilient water investments, policies, plans and jobs</b>				
WP1: Mobilise political commitment for gender-transformative action and establish shared vision for structural change	OT1a: Number of mandated government institutions supported in developing a vision and implementing policies, legal frameworks and/or plans (incl. NDCs and NAPs) for gender-transformative action	15 mandated government institutions supported in developing visions and in implementing gender-transformative action	7 completed and 8 ongoing	Mandated government institutions in the five program countries were supported in situation analysis and engagement process to develop a vision for gender-transformative action. Three of them were supported in implementing policies, legal frameworks and/or plans for GTA (Zambia, Uganda and Benin). In addition, the program is offering support to develop a climate and gender strategy within AMCOW and SADC.
WP2: Support institutional and societal level change to remove systemic barriers and power imbalances	OT2a: Number of policy dialogues organised with high-level decision-makers and planners with a mandate to support institutional and societal level change, including follow-up activities.	50 policy dialogues	15+	Multistakeholder policy dialogues and workshops on water, gender equality and climate change were organised in the five program countries. Regional sessions were also organised Eastern Africa and North Africa.
	OT2b: Number of country reports on institutional norms, systemic barriers, practices and power imbalances, including Step-by-step policy guidelines	50 country reports/policy guidelines	14 completed, 10 ongoing	<ul style="list-style-type: none"> <li>-Reports on the mapping of institutional norms, systemic barriers, practices and power imbalances in planning and implementation of climate resilient water investment were completed in the five program countries.</li> <li>-Summary gender analysis reports completed in all countries except Cameroon.</li> <li>- Policy briefs based on gender analysis report was produced in Zambia and Uganda.<sup>29</sup></li> </ul>

<sup>29</sup> The program team notes in February 2023: "Policy brief was also produced for Uganda based on gender analysis". This information could not be verified by the evaluation team during the evaluation.



<b>Output indicator</b>		<b>Target 2020-2022</b>	<b>Value reached in Dec. 2021</b>	<b>Description</b>
WP3: Develop the business case for institutional change in decision making and financing of water investments and jobs	OT3a: Number of mandated institutions supported in making the business case on the economic and societal benefits of a transformational approach and developing projects to access finance based on this information.	15 mandated institutions	4 completed and 3 ongoing	-Mandated institutions supported in Zambia, Uganda, Cameroon and Benin.
	OT3b: Number of reports on innovative finance instruments including PPPs for gender transformation in water investments	50 reports	16 completed in 2021 17 in 2022	-Reports completed in two of the five program countries (Cameroon and Benin) and other countries in North, Central, Western and Southern Africa in 2021 A report was completed for Eastern Africa in 2022

**Component 2. Mobilize partnerships and build assets, knowledge, capabilities and opportunities for transforming structurally embedded unequal power relations**

WP4: Map practices, social norms and regulations governing access to and control of water-related assets and water and climate services	OT4a: Number of reports and awareness raising publications and training events aimed at enhancing knowledge among a broader set of stakeholders who actively identify, engage, and adopt new approaches to foster gender equality at scale.	50 reports, awareness raising publications and training events	8 completed and 3 ongoing	Awareness raising events were organized in Uganda and Benin. Awareness raising reports were published in Zambia, Cameroon and Tunisia.
WP5: Increase women's individual agency, decision making power, choices and access to information	OT5a: Number of women benefitting from the program's leadership training program for young women in science and engineering.	Fifty women	108+	Women benefited from the program's leadership training program for young women in science and engineering in the 5 program countries
WP6: Develop gender-transformative water investment index, knowledge and analytics for inclusive water governance and capabilities	OT6a: Number of government institutions with demonstrably enhanced capacity to undertake integrated socio-economic and gender analysis of water security projects using a gender transformative water investment index	5 government institutions	5	Ministries of Water and climate in the five countries:



<b>Output indicator</b>	<b>Target 2020-2022</b>	<b>Value reached in Dec. 2021</b>	<b>Description</b>	
	OT6b: Number of countries supported to apply a gender transformative water investment index	5 countries	5	Five program countries
	OT6c: Number of reports, knowledge products, analytical tools and quality assurance mechanisms for inclusive water governance	15 reports, knowledge products, analytical tool and quality assurance mechanism	6	<i>Pan African: Reports, knowledge products, indicator methodology, and data sheet relating to the AIP-PIDA Water Investment Scorecard development process</i> <i>Pan African: A High-Level International Panel for Water Investment in Africa established</i>

**Component 3: Accelerate agile learning from implementation of local pilots addressing practical needs and climate-induced vulnerabilities of marginalized groups**

Work Package 7: Undertake social and gender analysis to assess opportunities, risks and impact of interventions on vulnerable groups disaggregated by gender, age and socio-economic class	OT7a: Number of assessments, analytical reports conducted at local level to analyse opportunities, risks, and potential impacts of interventions on vulnerable groups disaggregated by gender, age and socio-economic class including reports, gender action plans, concept notes on awareness raising & approaches.	50 assessment reports	7	Assessment reports produced in all program countries except Cameroon.
WP8: Accelerate preparation and implementation of local projects, enhancing access to water investments, infrastructure, information and control of resources for local institutions	OT8a: Number of pilot projects undertaken by GWP Regions/Countries in collaboration with local communities that demonstrate solutions for enhanced access and control of local resources, assets and services (as identified in Output/Work Package 7)	5 demonstration projects	5 (2022)	Design for demonstration projects were completed in the five country programs and implementation is on-going
	OT8b: Number of documents produced describing the implemented demonstration projects (including GCF Readiness and PIDA) and outlining the lessons learned and a plan for upscaling	25 documents	9	Documents produced in Uganda and Cameroon



<b>Output indicator</b>	<b>Target 2020-2022</b>	<b>Value reached in Dec. 2021</b>	<b>Description</b>
	solutions, including gender analysis reports, capacity development plans, guidelines, and workshop reports		
WP9: Establish gender-responsive M&E systems, ensure experiential learning program coordination	OT9a: Application of a gender-responsive monitoring, evaluation and learning (MEL) system across all aspects of the program, inclusive of reports on Pan Africa peer review, Africa project preparation partnership, and on progress of the program	25 MEL reports and documents  16	<ul style="list-style-type: none"><li>▪ Regular monthly progress updates</li><li>▪ Regular quarterly progress reports</li></ul>

Source: AIP WACDEP-G progress report published in June 2022

Survey results bring a more up to date picture indicating that several work packages under component 1 have made further progress in 2022 and that Component 3 is behind the two others in terms of reaching it's expected results (see Figure , Figure , and Figure )

When triangulating results from the survey among WACDEP-G staff, interviews and monitoring and evaluation data we can conclude that the following program deliverables have been implemented or are in line to reach targets by end of 2022:

- **Under Component 1- Catalyze gender transformative change in power relations and institutional structures for implementation of climate-resilient water investments, policies, plans and jobs:**
  - Political economy analysis (PEA),( i.e. studies) carried out to promote a better understanding of the gender inequality issues, gaps and barriers to integrate gender equality in water security and climate resilience programs in Africa (Zambia, Uganda, Cameroon, Benin, Tunisia)
  - Workshops/awareness raising events promoting a Gender-transformative approach to Water Security through Climate Resilient Water Investment and/or sharing results on PEA (Zambia, Uganda, Cameroon, Benin, Tunisia)
  - Workshops and technical assistance targeting government institutions to provide support in developing visions and in implementing gender-transformative action (Zambia, Uganda, Cameroon, Benin, Tunisia)
  - Policy dialogues with high level decision makers and planners were conducted (Zambia, Uganda, Benin)
- **Under Component 2- Mobilize partnerships and build knowledge, capabilities, and opportunities for transforming structurally embedded unequal power relations:**
  - Awareness and outreach training events (Zambia, Uganda, Benin, Cameroon, Tunisia)
  - Mapping of on-going interventions and governance processes (Zambia, Uganda, Benin, Tunisia, Cameroon)
  - Leadership training program for women (trainings in Zambia on gender analysis skills and strategic planning from a gender perspective, disaster preparedness and early warning, training in Uganda on enhancing women's agency in decision making power and on how to access and use climate information systems for early warning and disaster preparedness, a workshop in Cameroon for women organizations on water security and climate resilience in the Central African Republic, a training workshop on gender inequalities in women's decision-making power in Benin, trainings targeting heads of boroughs (3) from the Office for the support of rural women on gender analysis skills and social economic rights.
  - Development of the AIP-PIDA Water Investment Scorecard kicked off in April 2021 to help to set benchmarks and assist countries to track and increase the understanding of the water investment gap. An indicator framework was developed and adopted by the African Union Heads of States in February 2022 it aims to enhance mutual accountability, transparency and efficiency of water finance and investments. AIP WACDEP-G's contribution involved developing tools to assist governments to address systemic inequalities in decision-making, planning, and implementation of investments, by fostering a transformative approach in agencies, structures, and social relations.
  - A High-Level International Panel for Water Investment in Africa was established with support AIP WACDEP-G to mobilize political support for water investment in Africa that is climate resilient and inclusive. It was formally launched in March 2022. It is co-chaired

by the President of Senegal, the president of Namibia, the prime minister of the Netherlands, and the former president of Tanzania. The panel leadership aims to drive global political mobilization and international engagement for resource mobilization and peaceful resolution of conflicts, it involves High Level representatives from South Africa, Kenya, Zambia, Gambia, Niger, the African Union, AUDA-NEPAD, UNDP, UNICEF, GCA, GWP and the Australian National University.

- **Under Component 3- Accelerate agile learning from implementation of local pilots addressing practical needs and climate-induced vulnerabilities of marginalized groups**
  - Demonstration projects launched and implementation going on in the 5 pilot countries with technical support and guidance from WACDEP-G
  - Local gender analysis reports (gender situation analysis was conducted for the demonstration projects in Zambia, Uganda, Tunisia and Benin)
  - Capacity development plans for grassroots organizations were developed and implemented for the demonstration projects in the 5 program countries

The first phase of WACDEP-G's implementation has supported production of several assessments and gender analysis reports, highlighting issues, mapping existing institutional norms, policy gaps, systemic barriers, practices, and power imbalances. These studies are a good basis for awareness raising and implementation of recommendations and strategies at national level. In addition, a number of initiatives and policy dialogues were implemented to impact decision making at regional, transboundary and pan African levels.

At grassroots levels demonstration projects were implemented in the 5 program countries and the next step will be to capture lessons from their projects, facilitate learning and develop a scaling up strategy.

Several program deliverables are still in progress and the following objectives are behind schedule:

- **Supporting mandated institutions to access climate finance and finance for gender and water issues**, including innovative financial instruments and PPP
- **Setting up a high-level peer review/monitoring mechanism on water gender**: the agenda needs to go across different ministries and this needs support at heads of state level. WACDEP-G is working to achieve this through the High-level panel for water investment in Africa. The AIP water Investment Scorecard is another mechanism. The Scoreboard report is expected to trigger peer review processes.



Figure 9 - Perspectives of WACDEP-G's staff on the program's progress towards implementing program deliverables for Component 1

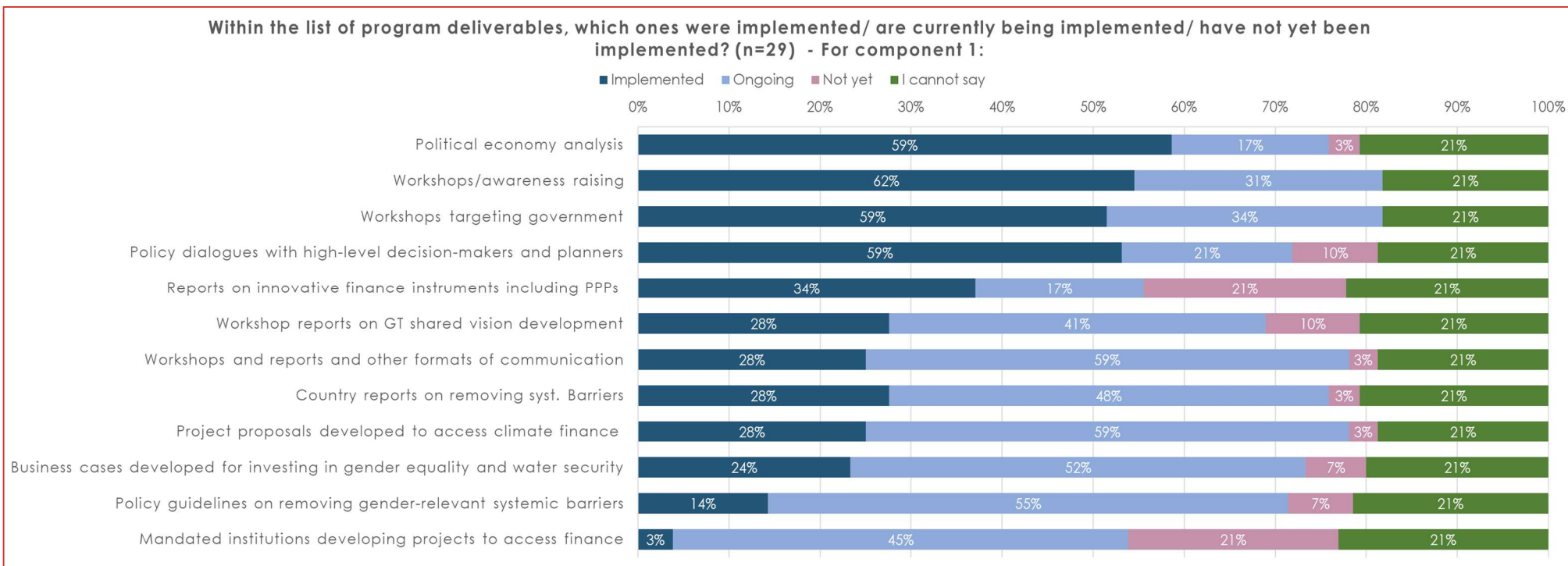


Figure 10 - Perspectives of WACDEP-G's staff on the program's progress towards implementing program deliverables for Component 2

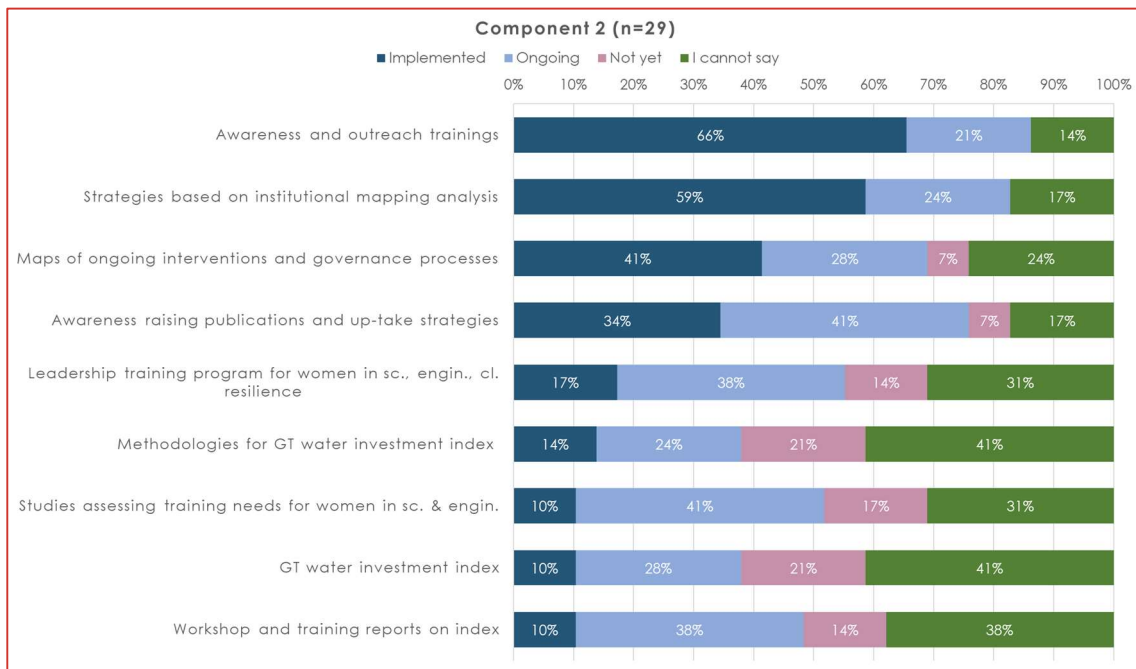
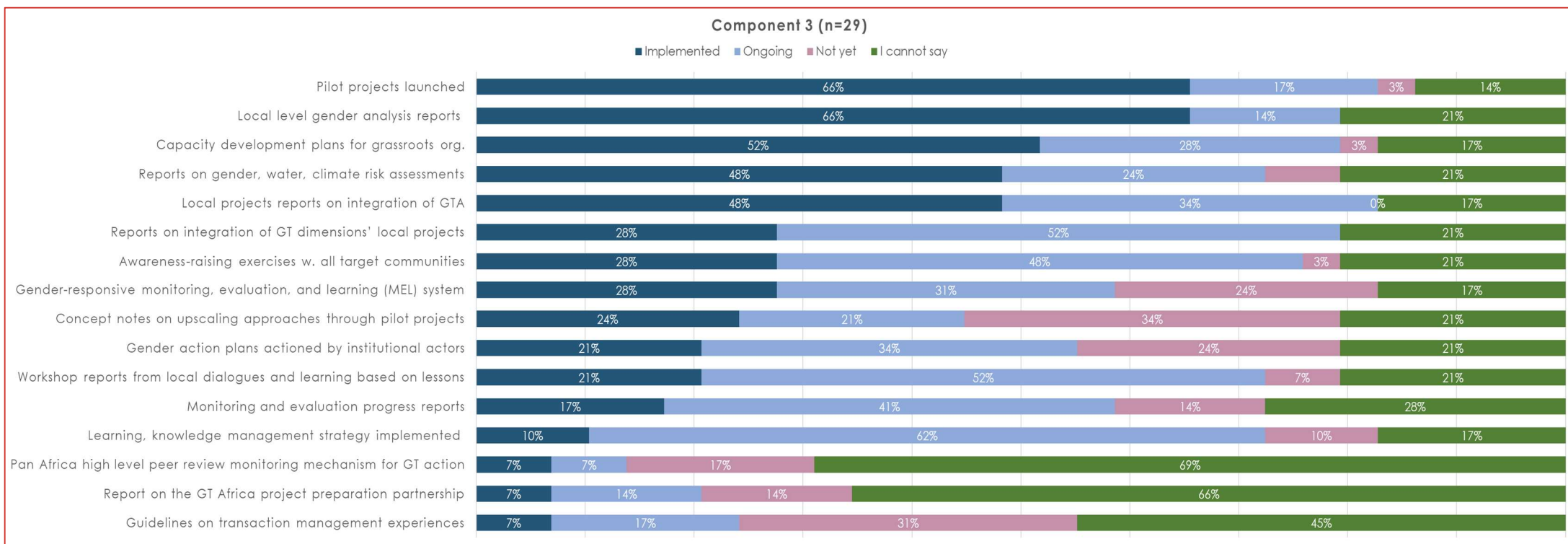




Figure 11 - Perspectives of WACDEP-G's staff on the program's progress towards implementing program deliverables for Component 3



## 2.2.2 Reaching of outcome level deliverables

To what extent has the program reached/ or is in line to reach its expected targets at outcome level as defined by the program's results framework (qualitatively and quantitatively)?

Considering that an important number of activities are still in progress, progress in reaching outcome indicators is also on-going. Figure 9 in annex summarizes the level of achievement of outcome indicators as described in the program's latest progress report. When triangulating this data with information collected through the survey and interviews, we note that:

- **Outcome 1: Gender-transformative structures, institutions, policies and plans for climate resilient water investments and jobs are put in place and implemented. Outcome 1 has mixed results with good progress on some sub outcomes and challenges on others:**
  - In Zambia, Benin, Cameroon and Uganda the program is in a good position as it has contributed to integrate gender in National Adaptation Plans (NPA), National Determined Contributions (NDC) processes and/or National Gender policies (O1a)<sup>30</sup>. In Tunisia the program has not yet started activities impacting policies, plans and strategies that integrate gender. The target institution is aware that a plan integrating gender should be drafted but needs further support to implement this. In terms of quantitative targets 50% of the expected number of policies, plans and strategies integrating gender were reached in 2022.
  - "O1b: Number of laws and regulations influenced that enhance gender equality in the access to land, control of assets and access to services» is in a more challenging situation to reach its expected targets. Benin was supported in integrating gender in the Revised Framework Law on the Environment<sup>31</sup> and there is an ongoing process to integrate gender in Cameroon's Water Law. The target of 15 laws and regulations influence seems ambitious considering that attaining the targets under this sub-outcome is very much dependent upon the national contexts and the existence of process for formulating or updating laws and regulations. The program has reached less than 15% of its quantitative targets for 2020-2025 and is unlikely to reach its objectives.
  - Several program countries are now planning to develop investment plans mainly for climate change adaptation and water security (O1c) however only Uganda has managed to reach budget commitments that target gender inclusive water security. Benin and Zambia are integrating gender in developing NAP investment programs. Other target countries are yet to make progress on this objective. Indicator O1c has underperformed (20% of targets met).
  - Three Green Climate Fund readiness grant agreements were reached (eSwatini, Somalia, and Central African Republic) and it is expected that the target of 5 will be reached soon given the number of proposals in the pipeline in West Africa (O1d).<sup>32</sup>

<sup>30</sup> The program team notes in February 2023: "support was provided to Benin for the evaluation of the IWRM Action Plan, phase 2, and the development of the IWRM Action Plan, phase 3". This information could not be verified by the evaluation team during the evaluation.

<sup>31</sup> The program team notes in February 2023: "support was provided to Togo in 2022 for updating its framework law on the environment taking into account gender considerations". This information could not be verified by the evaluation team during the evaluation.

<sup>32</sup> The program team notes in February 2023: "Zambia GCF NAP project is another one under implementation". This information could not be verified by the evaluation team during the evaluation.



- **Outcome 2: Capabilities and motivation of planners to enable gender-transformative planning and design of climate resilient investments developed. Outcome 2 is in good progress with outcome indicators that are in a good position to reach their expected targets but depend on external factors:**
  - Progress report indicates that the program has overperformed on sub outcome O2a with 80% of quantitative targets met in terms of the number of mandated planning institutions making use of mechanisms/tools to model the socio-economic relationships between gender equality and water resources. However, it is unclear how the indicator was calculated. The evaluation team can confirm the number of institutions mandated but it is not possible to confirm to what extent they are all using mechanisms/tools to model the socio-economic relationships between gender equality and water resources. Besides attaining the targets for 2025 under this sub-outcome is very much dependent upon institutional stability. In some program countries it was explained to the evaluation team that staff turnover within these institutions is a challenge because it means starting all over to explain key concepts of GTA to newly recruited stakeholders.
  - Progress report also specifies that the program has overperformed on sub outcome O2b with 80% of quantitative targets met in terms of number of government departments targeted by the program that increase the number of women members of staff employed in a decision-making capacity. As mentioned above achievement of this indicator depends on institutional stability, i.e., the ability for these women to remain in their position long enough to make impactful decisions.
- **Outcome 3: Embedded gender inequalities in accessing services, control of resources and assets addressed at local level. So far, the program has underperformed on outcome 3:**
  - The program has supported the development of Gender action plans in Uganda, and Cameroon<sup>33</sup>. The process is on-going in Zambia, Benin, and Tunisia with unequal levels of progress. With current progress in mind, it is unlikely that the program will reach the target of 10 subnational gender action plans developed in direct association with program demonstration projects (O3a) by 2025.
  - WACDEP-G has reached less than 30% of its targets in terms of demonstrated gender equality initiatives adopted by mandated local, regional institutions outside of the target communities (Uganda, Zambia, Cameroon, and Tunisia). *Attaining the targets under this sub-outcome depends on how much the lessons from the program are shared at different levels. However given the program's gaps in terms of outreach and communication (cf. Response to Question 4 , section) it is unlikely that the program will reach its goals on this sub-outcome.*
- **Outcome 4: Gender-transformative projects implemented, and inequalities of climate-vulnerable groups addressed. Outcome 4 is in good progress, but targets might not be attained in countries where the type of activities implemented have a limited reach.**
  - WACDEP-G implemented demonstration projects on gender-transformation in the five-country program, however in 2021 it had reached 34% of its quantitative targets in terms of number of beneficiaries supported in demonstration projects. Attaining the targets under this sub-outcome depends on the types of interventions retained for these demonstration projects. Direct and indirect target groups in Benin, Uganda and Cameroon include populations and community members, however several activities in

<sup>33</sup> The program team notes in February 2023: "The programme supported the development of the Benin Gender and Climate Change Action Plan for the period 2023-2025 (PAGCCB 2023-2025)". This information could not be verified by the evaluation team during the evaluation.

Tunisia and Zambia involve training of local government and water sector representatives with limited number of beneficiaries.

With the current progress in mind, most WACDEP-G staff consider that the program is in a good position to achieve its expected outputs and outcomes by end of 2025<sup>34</sup>. However, some actors have stressed that several planned activities are not covered by the program's donors and in order to achieve them funds that are to be secured from other streams. Raising additional funds can be a long and difficult process that might be difficult to achieve without a clear fundraising strategy and dedicated resources to implement it.

### 2.2.3 Factors influencing effectiveness

What major factors, internal and external, played a key role in influencing the achievement or non-achievement of the planned results?

**External factors** that play a key role in influencing the achievement or non-achievement of expected results were mainly linked to the effects of the covid-19 pandemic and the institutional contexts in the program countries:

- Interviews conducted with program stakeholders highlighted that the Covid-19 has hampered the progress and effectiveness of several activities in 2020 and 2021. It has impacted training and capacity building activities (no physical meetings) but also demonstration projects that have been delayed due to travel restrictions. Interviews with program target groups drew attention to the difficulties encountered when trying to implement training or technical assistance activities remotely. Some training workshops had to be reorganised physically once social distancing measures were lifted because the participants had not understood the key concepts. Besides engaging partners through virtual means was difficult. Introducing the GTA requires changing people's mindset, and this is more difficult to achieve with limited physical interactions that are critical to build strong relationships. Furthermore, Covid-19 captured the full attention of politicians that were focused on the health and economic situation. During this period, it was challenging to bring to light other issues such as gender equality. WACDEP program staff underlined that achieving some expected deliverables required twice the amount of time and efforts and therefore some deliverables have not been finalized yet.
- It is interesting to note that Covid-19 has also impacted the program coordination as physical interactions between team members was not possible and stakeholders had to work with the limitations of virtual meetings (failures in internet connection, technical difficulties, interactions are more difficult/less dynamic, communication is difficult, and misunderstandings are more likely).
- Another major external factor influencing the achievement of expected outcomes is the engagement and commitment of the institutional members of the established working groups (national and local groups). Given the insufficient high level buy in and support of gender, their ownership of the issues and engagement to promote change can ensure the fluent progress of the program in phase II (until 2025).
- Institutional reforms leading to changes in organizational structures and/or in key personnel within partner government departments negatively influence the delivery of results. Stakeholders in Zambia and Tunisia emphasized that this entails re-introducing the

<sup>34</sup> About 34% of survey respondents consider it is very likely and 62% that it is rather likely.

program's key concepts and deliverables to new actors and that it takes time for these actors to adhere to the GTA and fully engage in the program.

- Bureaucracy and slow decision-making processes embedded into partner organizations also interfere with WACDEP-G's efficiency and effectiveness and causes delays in implementation of activities. In some pilot countries this, together with the effects of Covid-19, has for example delayed the establishment of the program teams.

The evaluation has also identified **internal factors** that play a key role in influencing the achievement or non-achievement of expected results:

- The program's objectives and theory of change are trying to tackle issues on a very large scope (geographic and thematic) that are deep rooted in complex socio-cultural and institutional structures. There is therefore an inherent challenge as to how to progress achieve impact with relatively limited resources.
- Lack of sufficient resources to implement some activities has also been a challenge. WACDEP program staff underscored that because of the program's design, the budget is spread into multiple budget lines with small amounts spread across many activities. Some activities have no budget allocation and have not started yet and others such as the demonstration projects have had limited resources. Demonstration projects have not all been fully finalized; it is important to capitalize on their results and lessons learned.

Several factors or unforeseen drivers were reported as **influencing positively the delivery of the program** or may influence it in the future, these include:

- The involvement of high-level actors/ministers to push the gender agenda.
- The involvement of GWP's key partners such as UNDP, the International Union for Conservation of Nature (IUCN), GCF and the Global Environment Facility in advocating for gender perspectives in different water, climate, and natural resources programs.
- The strong engagement of institutional members of the established working groups (national and local groups), in particular the focal point
- The strong engagement of the WACDEP program staff.
- Synergies with other GWP initiatives. For example, the Country Water Partnership in Benin has established strong relationships between GWP staff in Benin and key policy makers in the water sector. CWP Benin is a platform to promote the GTA and influence key decision makers. It has been a great support to realize and facilitate program activities in the country.
- Building on ongoing and new initiatives in the countries was very useful as it created ownership of the program.
- The opportunity to raise further funding for program activities (future).

#### 2.2.4 Knowledge management strategy and outreach, communications

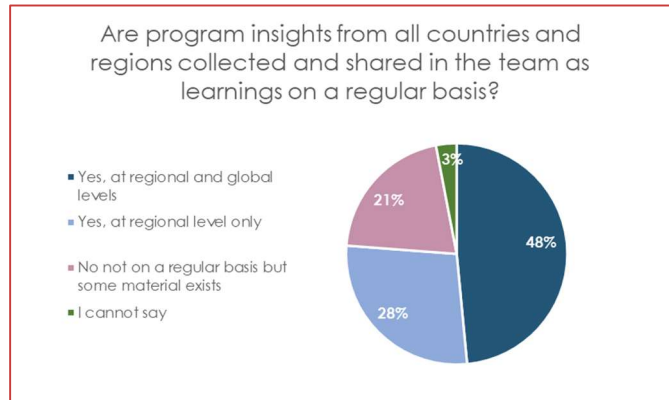
How effective is the program's knowledge management strategy and outreach and communications to all partners? Is it tailored to needs of the different categories of users?

The evaluation team assesses knowledge could be better management seeing that there are existing formats, but they could support more effectively the implementation given the above-mentioned results. From the shared documentation, it is unclear whether there are structured and dedicated WACDEP-G knowledge and communications strategies and indicators at all.

The structure of the organization also influences communication effectiveness of the program since survey respondents and interviewees reported different levels of outreach and formats depending on their countries and regions. One person summarized it in the following way: “the program would have benefitted from dedicated communication, dissemination and outreach activities within the country and regional workplans.”

Almost 50% of the 29 survey respondents indicated that program insights are collected and shared at both regional and global level, whereas more than a quarter indicated that insights are collected and shared at regional level only, however, 21% of WACDEP-G staff are unaware of regular knowledge sharing. “We do have regular encounters at the various levels, i.e., regional,

Figure 4 - Distribution by frequency of knowledge sharing



Source: Technopolis Survey – November 2022

continental, and global levels. These provide perspectives and lessons learned from the various regions and offers learning perspectives, many times helping to get on track and confirming the processes are regional and country levels.” In addition to the WACDEP-G quarterly coordination meetings, survey respondents mentioned a learning platform meeting without specifying its content or how it contributed to effectiveness. WACDEP-G staff recognized there is room for improvement of the current knowledge sharing formats. Moreover, there are formats external to WACDEP-G where experiences are shared within GWPO such as the Annual Regional days (a GWPO global meeting), the monthly GWP Africa meetings, webinars such as the World Water Forum, the Africa Water Forum, etc.

When it comes to the content of deliverables, partners generally reported to be aware of them however, one requested to reinforce inclusive communication on gender and climate change and to better target messages to reach the target population suggesting images to bypass illiteracy. When it comes to sharing on program progress partners generally communicated that information provision is neither regular or nor thorough. When interviewed partners were not focal points, there was generally a very low level of awareness of program status and in all cases a request for more. One survey respondent admitted: “the program’s communication is more effective at communicating within the GWP Network than outside it.” This may not necessarily be a program task (but also a focal point one), however it is important for the WACDEP-G team to know that this aspect is rarely covered and that more can and should be done by the program or the expectations towards the focal point should be made clear.

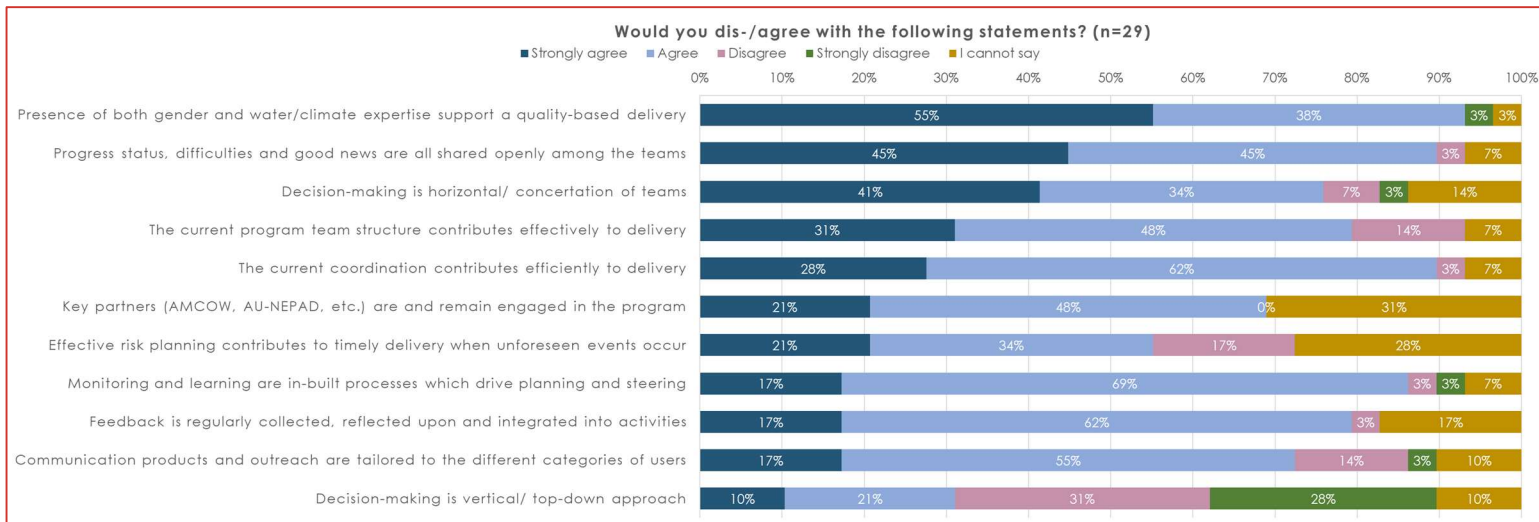
So far, WACDEP-G staff reported that the key narrative communicated publicly focuses on tackling gender inequality because of the demerits it causes to achieving climate resilience and development. It addresses local gender gaps and builds awareness about gender equality. Preferred formats of communication are not results-oriented but rather an archive of accomplished tasks – rather than an opportunity to report reached targets and impact stories displaying results, effects, and change – for example regular publication of activities with event pictures and short articles. Webinars and conference presentations were also conducted and contributed to outreach. French speaking staff reported on difficulties to deliver qualitative English translations within the program, meaning that staff does not necessarily have the competencies to work on a multi-lingual, pan African, international program covering both francophone and anglophone geographies. These gaps could be bridged easily in the short-term with clever budgeting of external support, on the medium term with language-proficiency criteria on vacancy announcements and on the long-term with language training.

### 2.2.5 Program governance

How effective are the project's governance arrangements? How do they support effective decision making or have they hampered achievement of results?

The evaluation team assesses that the operational work of the current program coordination team is positively contributing to effectiveness of the program to the extent possible, considering the influence of GWPO's organizational structure on program governance. The top 3 statements regarding governance that WACDEP-G staff who took the survey agree with are: i) at 94% the presence of both gender and water/climate expertise support a quality-based delivery; ii) at 90%: progress status, difficulties and good news are all shared openly among the teams, iii) at 90%: the current coordination contributes efficiently to delivery". The most disagreed with statement on governance is "decision-making is vertical/ top-down approach"

Figure 5 - Distribution by dis-/agreement on program governance aspects



Source: Technopolis Survey – November 2022

The following good practices have been reported in interviews and the survey, analyzed, and compiled. They can be used for future upscaling:

- Learn from other projects/ programs such as GCCA+ WEF nexus demonstration project - which offered significant lessons on working with other partners
- Decision-driven meetings
- Carry-out a stakeholder analysis (incl. their work priorities) and mobilize key stakeholders for ownership, focus on the influential ones for institutional reforms (mentioned twice)
- Involving partners and policy recipients in the planning and implementation of local demonstration projects, more so, have policy recipients select partners (mentioned several times) instead of pre-choosing partners through a top- down process
- Involving partners in project management, planning on a bi-weekly basis
- Indicator-driven decisions for targets readjustments
- Conduct a comprehensive quarterly progress update including financial issues (mentioned several times)
- Include a training on human and women rights during activity planning
- Preparation and roll-out of an institutional questionnaire while planning activities
- Technical backstopping by a coordination unit
- Conduct a risk assessment
- Analyze and set-up a clear and agreed upon program scope
- Engage broadly to establish priorities

- Foster participatory and transparent budgeting and planning by having the global finance team send a directive in this sense
- Budget for participatory M&E for policy recipients and partners to assess success rather than basing success on SDG indicators
- Set-up working groups at national and local level that function both as targeted capacity-building target and consultative forum.

#### 2.2.6 *Unforeseen effects and results*

Although not required in the evaluation matrix, the evaluation team collected data on positive and negative unforeseen effects and results that occurred during the first part of the program. These can be used to update the Theory of Change:

- As part of the gender needs assessment and law reform, other directorates of one of the involved ministries took interest and requested to be trained on gender, which reinforces the overall perception that GTA knowledge and training is welcomed given the numerous participation assiduity of participants (even though its implementation is still difficult). The attitude change of attitude since the training on human and women rights.
- Thus, a pedagogical mindset is key: "definitions, semantics and going back to the basics are important, especially when knowledge on gender issues is limited".
- Many stakeholders including gender practitioners were learning about the GTA for the first time, thinking that the path to gender equality finished with gender mainstreaming. With the coming in of the WACDEP-G support program, this notion is being changed.
- The WACDEP-G program was requested to accompany the financial support of other programs such as Climate Analytics.
- The Water Investment Programs of Zanzibar (Tanzania) and Zambia considered gender equality and climate resilience building as key components. Ownership for these programs went as high as Heads of States.
- More projects were developed than initially planned.
- At community level, the message that gender roles is all about specialization landed for participants: in tree seedling management, the woman is supporting to prick and water the plants and the man is marketing for income: the divided roles and planning are paying off for communities.
- The highly valued partnership model between GWP and its partners is somewhat misused on occasions: partners receiving funding are expected to make progress on gender topics however, GWP sometimes fails to hold them accountable on that progress in following up and following through on gender. One suggestion coming from staff was to make funding available but tied stricter to conditions of progress on gender topics.

## 2.3 Efficiency

The efficiency criterion examines the extent to which the intervention delivers, or is likely to convert inputs (funds, expertise, natural resources, time, etc.) into outputs in an economic way and within the intended timeframe, or a timeframe reasonably adjusted to the demands of the evolving context.

#### 2.3.1 *Cost-efficiency of activities*

Were the program activities carried in a cost-efficient manner?

The evaluation team has not been provided with the annexes of the WACDEP-G proposal which contains the initial budget for the program in spite of requests. Hence a comparison of intended expenditure (prior to program start in April 2020) with expenditures (until 2022) is not feasible. The program proposal states that "The budget will be updated based on the

outcomes of the Inception Phase" however, the shared inception report (covering the first 6 months) does not contain financial information.

The following table was prepared for analysis of the financial situation of the program based on received documentation. In the first 6 months reporting period (April 2020 – December 2020), the total cumulative expenditure rate was 39% compared against the 2020 AIP WACDEP-G budget. With the exception of work package 7 "Undertake social and gender analysis to assess opportunities, risks and impact of interventions on vulnerable groups disaggregated by gender, age and socio-economic class" all work packages are under 50%. In the second 12 months reporting period (January 2021 to December 2021) the total cumulative expenditure rate was 82% compared against the 2021 budget. The WACDEP-G reports difficulties linked to:

- the outbreak of the COVID19 pandemic in 2020 as well as in 2021;
- the procurement of a "good consulting firm to undertake gender analysis";
- the misunderstanding that most activities may only be implemented after the gender analysis which contradicts the modular approach laid forward by the program documentation which highlights the attractiveness of the program design given its work packages may be implemented in any given order. One program staff adds: "Some activities were implemented in parallel to the gender analysis. Such activities were not necessarily dependent upon gender analysis. For example, awareness raising, policy dialogues, trainings";
- the underestimated time resources needed to train the WACDEP-G program team as well as the stakeholders, including government organizations on GTA and establish a common understanding on the program design and activities;
- the Tunisian GWP office in 2021<sup>35</sup>.

The evaluation team notes that the implementation of studies in 2020 should have been playing in the program's favor since in-person activities could not be implemented in wide parts of the world. Work package 3 "Develop the business case for institutional change in decision making and financing of water investments and jobs" was underspent whether in 2020 and 2021. Information on difficulties relating to its implementation were not shared in writing or in interviews. Work package 1 "Mobilize political commitment for gender-transformative action and establish shared vision for structural change and work package 8 "Accelerate preparation and implementation of local projects, enhancing access to water investments, infrastructure, information local institutions and control of resources" have both been overspent.

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<sup>35</sup> Unfortunately, reports do not offer more transparency and clarity on difficulties met during program implementation.

Table 3 - Budget and expenditure rate in 2020 and 2021

Components & work packages	2020			2021		
	Budget in EUR	Expenditure in EUR	Expenditure rate	Budget in EUR	Expenditure in EUR	Expenditure rate
Component 1. Catalyze gender transformative change in power relations and institutional structures for implementation of climate-resilient water investments, policies, plans and jobs	367,500	75,758	21%	440 000	430 326	98%
1. WP 1: Mobilize political commitment for gender-transformative action and establish shared vision for structural change	87 500	27 286	31%	85 000	224 180	264%
2. WP 2: Support institutional and societal level change to remove systemic barriers and power imbalances	105 000	29 243	28%	92 500	79 224	86%
3. WP 3: Develop the business case for institutional change in decision making and financing of water investments and jobs	175 000	19 229	11%	262 500	126 922	48%
Component 2. Mobilize partnerships and build motivation, capabilities and opportunities for transforming structurally embedded unequal power relations	361 500	93 809	26%	571 500	407 217	71%
4. WP 4: Map practices, social norms and regulations governing access to and control of water-related assets and water and climate services	62 500	19 863	32%	110 000	61 454	56%
5. WP 5: Increase women's individual agency, decision making power, choices and access to information	134,000	29 566	22%	224 000	156 895	70%
6. WP 6: Develop gender-transformative water investment index, knowledge and analytics for inclusive water governance and capabilities	165 000	44 380	27%	237 500	188 868	80%
Component 3: Accelerate agile learning from implementation of local pilots addressing practical needs and climate-induced vulnerabilities of marginalized groups	1 146 000	557 103	49%	1 298 500	1 046 836	81%
7. WP 7: Undertake social and gender analysis to assess opportunities, risks and impact of interventions on vulnerable groups disaggregated by gender, age and socio-economic class	125 000	90 158	72%	200 000	92 451	46%
8. WP 8: Accelerate preparation and implementation of local projects, enhancing access to water investments, infrastructure, information local institutions and control of resources	165 000	52,543	32%	225 000	235 444	105%
9. WP 9: Establish gender-responsive M&E systems, ensure experiential learning program coordination	856 000	414 402	48%	873 500	718 941	82%
Audit Fees	25 000	13 259	53%	25 000	21 408	86%
Management Fees	131 250	52 443	40%	163 875	143 417	88%
Grand Total in EUR	2,031,250	792,373	39%	2 498 875	2 049 204	82%
Cash inflow in EUR (incl. locally raised funds in regions/countries, for implementation of activities)	1,590,049			1,549,000		

Source: Technopolis based on Progress Reports 2020 and 2021.



### 2.3.2 Factors influencing efficiency

What factors and constraints have hindered the achievement of results? What are the costs associated to these difficulties (versus achievement of these)?

The evaluation team could identify many factors and constraints enabling and hindering efficiency, mostly internal. Since the program does not collect costs per outputs but costs per input, costs of influencing factors cannot be calculated exactly. But the evaluation team finds that costs tend to rise mostly when factors such as program design and budgeting lack efficiency.

Factors influencing efficiency to deliver results were collected from several stakeholders and analyzed under the three following categories:

#### Activities:

- A large majority confirms in the figure below that planning is conducted in an efficient way: 82% of surveyed staff agrees that program planning is clear and supports efficient reporting. Productive internal coordination meetings, internal review loops of deliverables, online work which hastens decision-making, and diversity of profiles (gender and climate change experts) all contribute to timely and quality delivery of results.
- However, efficiency was hindered by the following factors (interviews and survey):
  - Lack of clarity between national and regional activities<sup>36</sup>;
  - Non-transparent funding allocation and timing for activities at country level, specifically lack of communication to underpin the reason for equal funding allocation rather than according to needs;
  - Insufficient synergies between the institutional stakeholders;
  - Insufficient mobilization of local authorities and policy recipients at the community level;
  - Lack of time and synergies to reap lessons learnt from activities running in parallel at local, national, regional, pan African and global level despite a highly budgeted monitoring and evaluation work package and although social change requires a deeper level of thought and reflection;
  - Reporting processes and dependencies between national, regional, and global level in terms of reporting;
  - Lack of links between activities and deliverables;
  - Work overload affected efficiency negatively, which was reflected in the interaction of the program team with the evaluation in general.

#### Budget:

- Gender-responsive budgeting by non-experts lowered efficiency (prioritizing gender-related activities in terms of budget allocation). Program budget analysis shows that the gender-transformative approach is not applied to the program itself, for example, the program has not laid out objectives and budget towards gender equality within its team, nor is it possible to analyze who and how the budget benefited.
- Unbalanced distribution of resources between gender and water/ climate specialists in relations to their actual workload, responsibilities, and salaries, and in relation to that the prevalence of technical approach for what is considered by some a gender program. The aspect of lack of understanding or ignorance on gender issues and sometimes country context among experts and managers was mentioned several

<sup>36</sup> One program staff informed that national level activities were defined based on country gender analysis. The regional level activities were either issue that are common to the countries in the region such as policies, strategies and capacity development. Better communication towards partners would contribute to increased clarity and efficiency.

times as a factor hindering efficiency. Only 33% of staff surveyed (composed of a majority of respondents who indicated they have a managerial role) believe resources are balanced between gender and climate specialists.

- Another factor hampering efficiency and overall delivery is the budget allocation: specifically, one surveyed person mentioned that the budget focused too much on country level and not regional level and more funds need to be allocated towards the scorecard. This could be nuanced by the fact that expenditures on WP8 increased between 2020 and 2021 and was the highest expenditure in 2021.
- Pro-rata distribution of budget between offices which did not reflect regional needs: only 26% of staff surveyed believe the budget is distributed in a balanced, sensitive and efficient way between regions and countries. This aspect as well as the previous one reveals a lack of transparency when it comes to budget allocation.
- Untransparent or inefficient communication (towards the program team) on the use of WACDEP-G funding for extended AIP activities. Several interviewees conveyed the impression or overtly mentioned not to know about (the appropriateness of) the usage of WACDEP-G funds for AIP activities. Although one program staff informed that AIP WACDEP-G resources used within the bigger AIP, mainly for the AIP Water Investment Scorecard and the High level Panel were included in the program budget the evaluation team could not find specific expenditures labelled towards such activities in the shared financial table 2022.

#### **GWP general:**

- The organizational culture is one in which challenges are not addressed/ spoken about upfront (as explained by staff during interview). This is reflected by survey results for example, the most negative option was consistently left out, which can also be a cultural phenomenon. It is also reflected in progress reports where difficulties and lessons learnt from implementation are not sufficiently reported. Each institution – particularly a diverse global one - has its own way of addressing conflict, arguments, heated discussions and not tackling it out in the open is not necessarily a bad thing however, not doing it at all may be detrimental to the program.
- Time-consuming disbursement of funds by the finance department, which delays the processing of advances for fieldwork and workshops (the point mentioned most often by different types of stakeholders). Since financial guidelines have not been shared with the evaluation team, these could not be analyzed.
- Time consuming and misalignment of internal procurement processes (in between regions) and due to host procurement guidelines and approval processes. In one occurrence, the transition of the project from one hosting institution to another institution also affected the timely implementation of the program. Two persons efforts are being pursued to tackle this matter specifically in one region.
- Time-consuming recruitment processes for staff and external expertise, short-term consultants. This has delayed results delivery as well as the onboarding of a gender specialist during the inception phase. This point counts to the most mentioned one hindering efficiency
- Limited pool of experts for short-term assignments
- The obligation to attend activities of other GWP programs while lacking operational time and budget for WACDEP-G staff training on GTA (mentioned twice).

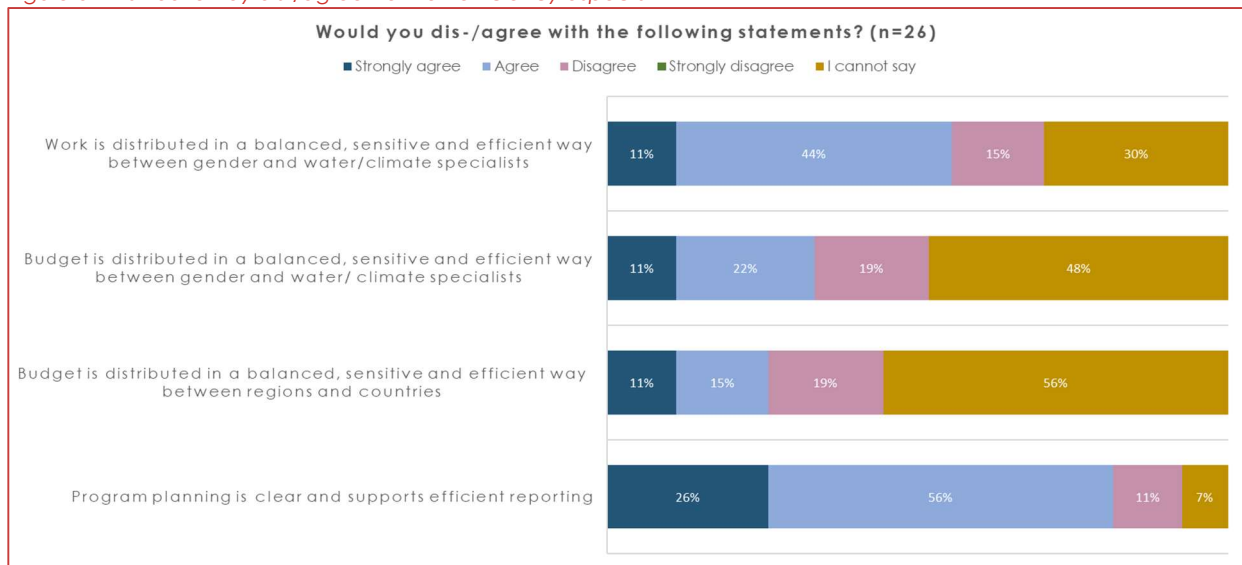
About 56% of staff surveyed declared that there are no **external factors** influencing efficient delivery of results. The 44% persons who responded “yes” to potential external influences mentioned the following:

- The trusting relationship established between WACDEP-G and GWP staff in general and institutional stakeholders and the commitment among partners and enabling environment influenced the achievement of results despite busy schedule of some

partners: many noted the forthcomingness of partners who contributed in kind to the program (more on this aspect is examined further below)

- The good relationships between WACDEP-G or GWP staff in general and institutional stakeholders increased efficiency for example, the establishment of bi-weekly program coordination committees composed of WACDEP-G, ministry and CWP were important to efficiently deliver. In addition, partners were engaged and participated regularly. One mentioned them to have been critical in the development of the scorecard (index).
- Attendance at numerous international conferences – which required physical presence after 2 years impacted by COVID19 – somewhat lowered efficiency. There needs to be a balance between visibility and efficient implementation. The COP27 took place at the time of the evaluation survey and impacted it doubly since program staff and stakeholders took part and thus both did not implement program activities.
- Staff turnover and institutional instability are due to multiple reforms which affect decision makers who program counterparts on the partners' side.
- Bureaucracy accompanying the development of laws, plans, policies and legislation which slows down efficiency (mentioned several times).
- Global or regional pandemics such as COVID19 or Ebola.
- Lack of GTA knowledge and awareness or readiness to adopt it were also critical factors reducing efficiency of delivery (this was also confirmed by partners themselves).

Figure 6 - Distribution by dis-/agreement on efficiency aspects



Source: Technopolis Survey - November 2022

### 2.3.3 Stakeholder commitment

To what extent did the project partners and stakeholders invest resources to contribute to the planning and implementation of the program?

The evaluation team assesses that partner invested in-kind contributions for activities described as “underfunded” to be implemented.

Many stakeholders voiced that program planning including the budget design process took place at global or continental level, making it unresponsive to the national contexts although gender analysis was the basis to design, contextualize and develop workplans and identify entry points. The preparation of the country workplans proved to be a challenging exercise – including the need to drop irrelevant activities. Several stakeholders highlighted the lack of participative approaches and pointed at a program design elaborated in closed loop with the donor only hence making it difficult for the partners to participate. Institutional stakeholders were introduced to the program vision after the studies were finalized or when participating in the workshops for the preparation of the program country document. The inclusion of partners seems to have been done in various degrees depending on the region: one surveyed staff mentioning for example that partners actively participated in the development of activities planning and even in the recruitment of project staff.

When it comes to implementation, partners have been included although they expressed the wish for more inclusion and more pace in activities than what occurred so far. The program has been implemented with quite a number of stakeholders and as such they have availed human, time and equipment as their contribution to the implementation of the project. One regional authority mentions for example, covering expenses for its staff to be trained on gender: “There is gradual ownership. If the program can demonstrate capacity to deliver and stakeholders see how they benefit from the training, they will solicit WACDEP-G all the time and thus GWP will be able to mobilize financing”. Another interviewee confirms that financial commitment would have been possible had his/her institution been included in planning. Many partners confirmed to have committed one or more of the following: time, staff, office space, transportation. “On occasion, WACDEP-G was short of funding and the advance on event costs came too late to carry out the event, which was entirely planned, and invitations sent out. On another occasion, we reverted back to other institutions since WACDEP-G funds did not allow for deployment in the field: “specifically, we needed donations to buy about 20 rain gauges for training and to get the experts to travel and accommodation”. Stakeholders feedback shows WACDEP-G may still be understood as a Gender Marker 1 project (meaning costs for water infrastructure could be covered and budget is not exclusively driven towards gender activities) and there is expectation or inclination to see GWP as a donor rather than a partner supporting specific objectives. One program staff ensured “Adaptative management is promoted to ensure GWP responds to national priorities in line with the objective of ensuring GTA is well integrated.” It is unclear at this point why certain activities lacked funding since the budget shared with the evaluation team reveals that enough funding exists. Finally, one interviewee highlighted that the effort to fund WACDEP-G should be carried by more stakeholders, since government alone cannot cover all, and WACDEP-G could support identify these other sources.

#### 2.3.4 Program reporting and M&E

Are the planning and reporting mechanisms clear and efficient? Does the M&E data contribute to evidence-based decision making?

The evaluation team finds that it does not have sufficient data to answer the question properly. It was not provided with most of the M&E deliverables mentioned in the proposal (p.47): i) process monthly/quarterly; ii) documentation; iii) monthly/ quarterly M&E brief; iv) monthly reviews; v) learning documentation – although these were requested. It was also not able to prioritize an interview with the M&E responsible person in the WACDEP-G team given

the limited resources of the evaluation. Only the progress reports for 2020 and 2021 were shared with the evaluation team.

From the survey, the following results can be drawn in to answer partly the question. About 86% of surveyed persons agreed or strongly agreed that monitoring and learning are in-built processes which drive planning and steering of the program: “in case of any discrepancies its corrected in real time”. Even 89% of the surveyed persons estimated that with the current situation in mind, the program is very or rather likely to reach the goals and deliver the activities within budget. The evaluation team had access to annual progress reports and assessed that they do not allow sufficient space for presentation of difficulties encountered, lessons learnt, risk anticipation, assessment, and the suggestion of mitigating solutions. The progress report has a section listing the challenges and mitigation measures in a table, but the information is not detailed enough. It is therefore not a tool that can effectively help to anticipate risks nor to learn from experience. As an example, the table underlines “program coordination challenges due to travel restrictions” without listing the specific risks for the program coordination. What specific activities or meetings were impacted and how? What are the risks in terms of communication and engagement of staff and partners? How can these risks be mitigated? The evaluators consider that the mitigation solutions reported do not provide sufficient information to understand the choices made. Solutions mention the use of “online experience learning platforms” without specifying which ones and what would be their value added for team coordination. In addition, the table mentions “regular progress meetings held” without specifying their frequency or format.

### 2.3.5 Efficiency of overall approach

Is the AIP-WACDEP-G approach efficient? Could the program objectives be achieved more efficiently using alternative approaches?

The evaluation team finds that changes are necessary for objectives to be achieved more efficiently.

Although the WACDEP-G staff reported in interviews and in the survey that regular meetings take place (for internal coordination and with the implementing partners), 63% of the respondents who took this question (which are managers in majority) could not say whether more cost-effective processes and deliverables would have led to the same results, while 22% answered that indeed they would have been more efficient approaches particularly on the political and economic analysis, the leadership activity and the PPPs. Several persons believe the chosen approaches are the most cost efficient based on past experiences and provided sound arguments. One of them mentions that the processes are the most adequate to the water and gender sector. Another insisted the flexibility to cluster/group together different activities of similar/relevant context, for example some of the technical documents or the activities contributed to efficient policy dialogue delivery. Finally, one person argues that the WACDEP-G actually benefitted from the work done by other platforms and stakeholder engagement processes at regional and national level and thus fully takes advantage of existing synergies. In addition, members of the Reference Group contributed to the program implementation without financial compensation.

The evaluation team was often faced with the feedback on one side of inadequate funds. For example, i) partners mentioned that planned activities are underfunded to the extent that it threatens their implementation or quality of deliverables; ii) staff informed that gender positions are underfunded, or other roles are recruited late; iii) deliverables would benefit from professional English translation and professional editing and quality assurance services. On the other hand, WACDEP-G funds are strategically used within AIP. This imbalance should be

examined further. However, it cannot be done within the scope of this evaluation since it is not an audit exercise, and it concerns funding outside of the WACDEP-G budget.

The WACDEP-G program has great ambitions with a 25 million EUR budget and a “basket” approach, however, so far, the success rate for fundraising is rather low apart from GCF Readiness funds: WACDEP-G collected 26% of its target at program mid-term, the management fees represent about 4.3% of the available budget. While the Danish and British cooperation agencies expressed interest in participating at the beginning, neither are upholding on their initial statements for different reasons: the first, diverted funding towards Ukraine and the second are focusing on internal matters.

Table 4 - WACDEP-G raised funds 2020-2022

Contributions	Amount in EUR	Management fees in EUR	Rate
Austria Development Corporation 2020	1 200 000		
Sida 2019	31 593		
GCF 2020	294 456		
SDC Instalment received 2020	64 000		
<b>Total 2020 in EUR</b>	<b>1 590 049</b>	<b>52 443</b>	<b>3.2 %</b>
Swiss Development Cooperation 2021	149 000		
GCF in 2021	0		
Austria Development Corporation 2021	1 400 000		
<b>Total 2021 in EUR</b>	<b>1 549 000</b>	<b>143 417</b>	<b>9.2%</b>
(unidentified donor(s) in 2022)(GCF)	3 447 589	195 860	
<b>Total in 2022 in EUR</b>	<b>3 447 589</b>	<b>195 860</b>	<b>5.6%</b>
<b>Total budget in 2022 in EUR</b>	<b>6 586 638</b>	<b>286 271</b>	<b>4.3%</b>

Source: Technopolis based on WACDEP-G financial information

## 2.4 Sustainability

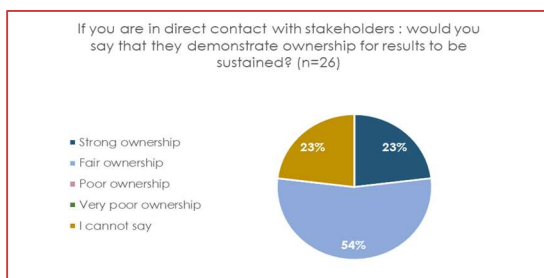
The sustainability criterion examines the extent to which the net benefits of the intervention continue or are likely to continue in time<sup>37</sup>.

### 2.4.1 Sustainability of program results

Are the program results likely to be sustainable (at supported institutions/ beneficiaries' levels) beyond the program's lifetime? How can the sustainability of program results be enhanced at medium and long term?

The evaluation team finds that program results are not yet sustainable and much remains to be done to enhance sustainability at medium and long term.

Figure 7 - Distribution by partners' ownership for results sustainability

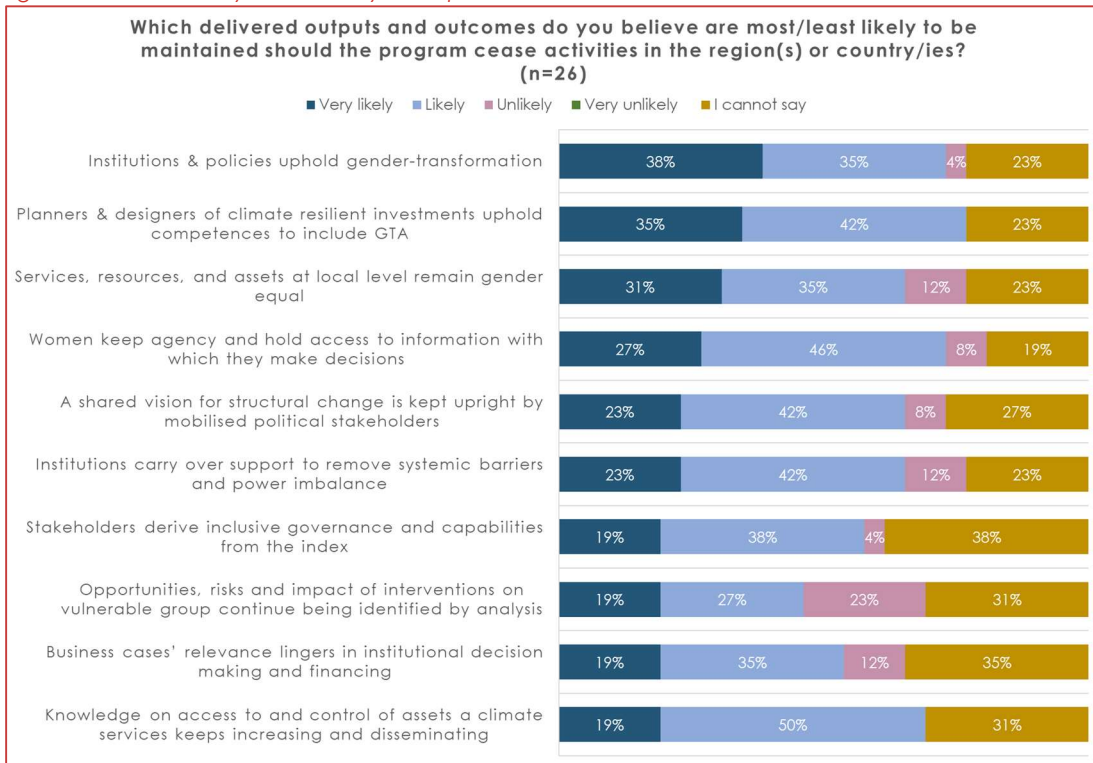


Source: Technopolis Survey – November 2022

<sup>37</sup> <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm#sustainability-block>

Donors and partners understand the program results to be sustainable if new policies and processes are in place and kept upright; indicators that change is happening, for example an impact that didn't exist before, or that approaches changed, that tools on how to make gender policy in the water sector are available and being used, that ways of working have changed. Depending on the country, partners claimed that sustainability is reached or almost reached (Zambia, Uganda) or not yet fully in place (Cameroon, Benin) or not at all (Tunisia). At least two stakeholders perceived an opportunity in the current situation for sustainability: "the results should not only be achieved but multiplied tenfold: with the missing crops from Ukraine, the energy crisis ensued by the Russian war on Ukraine and the reduced water availability due to climate change, national contributions in the water, agriculture and energy sectors are now priorities for the government and the population." Among other reasons for affirming sustainability of the program is in place are: i) the training of a critical mass of institutional representatives was implemented; ii) a collaborative process with local authorities is maintained; iii) the allocation of government staff for GTA to retain knowledge and expertise rather than the recruitment of project-based staff who conduct local projects; iv) the carry-over of the WACDEP-G GTA training program into one non-governmental organization's training offer; v) a budgeting process for activities for women in the water sector was initiated. The assessment that much remains to be done for program results sustainability is also based on survey responses from WACDEP-G staff, which you can find below. None of the outputs and outcomes is more than 38% very likely to be maintained should the program cease activities. The output "planners & designers of climate resilient investments uphold competences to include GTA" is ranked highest to be maintained while the outcome "Opportunities, risks and impact of intervention on vulnerable group continue being identified by analysis" ranks lowest. In general, this is not surprising given that the program is at mid-term, and many activities still need to be implemented.

Figure 8 - Distribution by sustainability of outputs and outcomes



Source: Technopolis Survey – November 2022

Conceptually, the shared program documentation mentioning sustainability does not tackle the topic uniformly. For example, in certain areas sustainability of program results at the regional level is left out without specific explanation. The documents also mention a concept of “political sustainability” which is left undefined and is unused in evaluation. In the way political sustainability is used, it reads as if sustainability is understood to be the same as buy-in and stakeholder commitment. Operational aspects of program implementation such as the government lead (i.e. ministry in charge taking role of focal point) are explained under the political sustainability sections. Often endorsement of the program or embedment and alignment is interchanged with or expressed as a sustainability guarantee, which isn’t necessarily the case. One ministry choosing to take on the role of focal point for the program may revise the decision at the next election if mandates are transferred elsewhere. Moreover, the documentation describes measures to be taken within the program to sustain program activities (such as co-funding), but not financial measures to sustain program results (such as motivate ministries to carry over GTA in their planning and budgeting). Finally, the argumentation on sustainability is often copy/pasted from one workplan to the other and doesn’t go into contextual specificities of the particular countries although these workplans have been conceived based on country-specific studies.

In principle, WACDEP-G's approach is conducive for **institutional sustainability**. If GTA is included in laws, policies, strategies (etc.) through program activities and this leads to operationalization with a dedicated budget, program results have a greater chance to be institutionally sustainable in the long term. The operationalization step is key. High-level political endorsement mentioned in the program proposal is not sufficient to ensure sustainability without financial backing, engaging with a variety of actors at Panafrikan, regional and national level increases coherence more than sustainability. In this regard, partners have noted that engaging with stakeholders at the local level would also be important to ensure sustainability. From the accessible documentation and partners feedback, a dedicated activity supporting sustainability of program results is not planned. Good practice would involve developing sustainability guidelines tailored to the program that can be shared with staff and partners to allow anticipation of activities contributing to institutional, financial, and social sustainability of the program results. The program foresaw to go beyond the individual level thanks to capacity development plans at institutional level, however i) the approach to achieve deep-rooted GTA knowledge within institutions remains vague (“The Capacity Development Plan will be implemented in such a manner that it would allow the targeted institutions to continue working beyond the project implementation period”); ii) the sustainability of program results is not confirmed by partners who took part in training alone representing the institution they represent. Most partners retained the knowledge they acquired in WACDEP-G training, however, not only did they express difficulties in rallying colleagues who did not take part in GTA training sessions of the validity of the approach, they faced comments that their training did not entirely prepare them for rebuttal of strong criticism. In addition, the evaluation team believes sustainability is not secured at institutional level since training sessions involved a limited number of persons per ministries and should they decide to leave their role which wouldn’t be unusual given the high turnover in ministries, the knowledge transfer would not be guaranteed.

The program's documentation fails to address **individual sustainability** aspects although WACDEP-G also aims at persuasion at individual level by changing beliefs, social norms, and attitudes on gender deeply rooted in individuals. Persons who have been made aware of GTA whether at institutional or local level acquire additional knowledge. Since the program has not given access to recipients at local level, it is not possible for the evaluation team to assess the sustainability of program results, for example by examining if these persons have “fallen back” into old patterns. In addition, it would be interesting to see how these selected individuals might



establish new networks and whether program results encourage women who assumed social responsibility, keep their role. Finally, program results may be considered as sustainable if individual participants bring the skills and experiences back into the program activities, which so far has not been reported.

Program documentation made strong statements on **financial sustainability** being assured for some of the countries (Zambia, Cameroon, Uganda). The program results were already assessed as financially sustainable in the Zambia workplan given the established annual work planning and budgeting; however, no mention was made of the regional level. In addition, while government workplans may take into consideration GTA when designing and planning budgets and workplans for water and climate investments, partners still confirmed in interview that activity funding by the WACDEP-G program was too low. Many partners from different countries and regions confirmed that should the program end, the full implementation of the GTA which was just introduced won't be done. "Maintaining results is a process, there is no date to which results will always be maintained. At this stage if the program stops, we won't reach the results let alone maintain them." In some countries, financing the continuation of the program activities beyond WACDEP-G is still a problem: there is at this stage no mechanism in place to take over. It is yet unclear if ministries will see the benefit of the program and take up these activities in their internal cycle of policy implementation. However, it should be addressed together within WACDEP-G. There would be higher chances for results to be sustained if institutions representatives carry over the program activities and their monitoring into their annual plan. In order to do so, they must be involved deeply in activities at local level, not only in workshops among institutional actors as is practice until now.

#### 2.4.2 Factors influencing sustainability

What major factors influence the achievement or non-achievement of program sustainability?

The evaluation team identified **internal factors** that may play a key role in influencing the achievement or non-achievement of program results' sustainability:

##### Positive factors

- Awareness-raising of leadership to enable operationalization
- The prolonged presence vs the de-prioritizing of (regional) budgeting gender advisor roles who spearhead GTA integration (mentioned several times)
- The provision of well-trained staff on GTA
- The ad hoc implementation with attention vs disregard for impact of other interventions
- The achievement of a critical mass adoption a GTA
- The establishment of a monitoring committee such as the one in Benin to ensure GTA is taken into account in reforms.
- The successful implementation (among other of demonstration projects) which will draw interest in GTA
- The GWP structure of working through country water partnerships and engaging with actors
- The provision of continuous training for the program team such as management skills as well as IWRM, GTA, etc. (mentioned several times)
- The development of knowledge tools for and from the program and ability to replicate good practice
- A strong communication culture among team members
- The delivery of bringing on board more funding partners (mentioned several times)

### Negative factors

- The limited GTA culture within GWPO
- The limited time to implement the program
- The expectation of quick-results vs the assumption of a long-term process for social change
- The changes in program staff incl. management (mentioned many times)
- Limited funding, resource inadequate budget
- The lack of internal discussion, analysis, thinking on how the program is an opportunity to change GWPO as a role model of GTA (transactional vision)
- Inadequate planning, budgeting, and implementation practices to promote consistent attention to gender, let alone transformative approaches
- The expectation of others to adopt GTA while not implementing it internally

The evaluation team identified **external factors** that may play a key role in influencing the achievement or non-achievement of program results' sustainability:

### Positive factors

- Inter-ministerial collaboration by water and climate sector actors
- The ownership (vs disinterest) at institutional and local level
- The implementation of political and institutional reforms that ensure the stability of staff in the administrations
- Increased donor attention for gender equality which mobilizes African stakeholders
- Commitment from UN, EU, OECD, AU regarding gender equality, water security and climate resilience demonstrated in the form of policies, regulations, and financing

### Negative factors

- Ministerial turnover vs long-term staff
- The lack (vs existence) of GTA culture in the organization
- Low mindset change "rate"
- Interventions stopping policymaking changes in direction of GTA
- Lack of political ownership of the program vs raising political profile through the involvement/endorsement at highest level by the Prime Minister (in the next phase) to ensure lower levels of hierarchy follow the lead
- The lack of qualified women in the water/ climate sector willing to work at institutional level in the countries/ regions of the program
- Lingering institutional instability and cause continuity gaps
- Commitment from UN, EU, OECD, AU regarding gender equality, water security and climate resilience demonstrated in the form of policies, regulations, and financing
- Low involvement of stakeholders
- Competition of needs (war, natural disasters), which may divert attention from gender towards emergency relief

#### 2.4.3 Sustainability within the GWP Pan-Africa program

Is the AIP WACDEP-G sustainable as a Pan-Africa program within GWP?

The evaluation team assesses that a dedicated strategic evaluation looking at other Pan-Africa programs or in general GWPO programming would allow for an in-depth answer. The effects of WACDEP-G on the organization take place at individual level mostly (through training, there is no commitment to look at other interventions with a gender lens), and rank as

good-to-have “by-products” of the program implementation. While WACDEP-G has resonance (63% of survey respondents believe the program influences the organization's sectorial scope), there is uncertainty about how sustainably the program has anchored GTA within the organisation at the end of the evaluation period. Nevertheless, first encouraging signs are noted, for example, there are discussions around updating the corporate strategy and results framework based on the experiences from implementing WACDEP-G. This must be checked one year after the end of the WACDEP-G programme.

Nevertheless, 58% of survey respondents believe WACDEP-G or other interventions modelled on WACDEP-G should be pursued under the Pan-Africa program within GWPO (only 4% objected and 38% cannot say whether they dis-/agree). “It seems to me that it works well to implement pan-Africa programs with a multi-scale approach. Having flexibility in devising the exact approach at each scale is also important”. WACDEP-G program staff suggest that preliminary steps should be taken beforehand as well as a step-by-step approach. The process should start with capturing key lessons, a gender analysis is useful for ensuring a gender dimension in each project.

## 2.5 Coherence

The coherence criterion examines compatibility of an intervention with other related interventions and the extent to which other interventions support or undermine the intervention.<sup>38</sup> The evaluation team reviews both external and internal coherence.<sup>39</sup>

### 2.5.1 Synergies, overlaps, complementarities with external interventions

What are the possible synergies and/or potential overlaps between the program and other relevant initiatives at the implementation level? How can their coherence /complementarities be enhanced going forward? (External coherence)

The evaluation team finds that there are potential synergies and complementarities between the WACDEP-G program and other relevant initiatives, whereas none are mentioning overlaps or duplications. However, in many cases, collaborations are not yet taking place which could be explored in order to enhance synergies moving forward.

Of the 26 program staff survey respondents, 70 % indicate that there are complementarities, synergies, overlaps or duplications between the WACDEP-G program and other relevant initiatives at the implementation level. Based on the comments from the respondents as well as interviewed program partners and target groups, there are primarily synergies and complementarities. None of the survey respondents nor interviewees are mentioning overlaps or duplications. One survey respondent states that the GWPO has conducted several baseline studies of what partners are doing to avoid overlap or duplication which has facilitated synergies and complementarities within areas of collaboration.

Of the 26 survey respondents, 52 % assert that the WACDEP-G program already collaborates with initiatives from external actors that would be relevant for the WACDEP-G to explore synergies with. However, 22 % indicate that they do not collaborate with these initiatives, whereas the remaining 26 % could not say. As 22 % of the program staff survey respondents state that the WACDEP-G program does not collaborate with relevant initiatives, this indicates

<sup>38</sup> <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

<sup>39</sup> Internal coherence addresses the synergies and interlinkages between the intervention and other interventions carried out by the same institution. External coherence considers the consistency of the intervention with other actors' interventions in the same context. This includes complementarity, harmonization and co-ordination with others, and the extent to which the intervention is adding value while avoiding duplication of effort.

a possible area of improvement as complementarities and possible collaborations could be explored in order to enhance synergies moving forward.

One example of an initiative that the WACDEP-G is already collaborating with, that was referenced by survey respondents, is a project in Uganda called "Enhancing Resilience of Communities to Climate change through Catchment based integrated management of water and related resources in Uganda" (EURECCCA), which is funded by the Adaptation Fund (AF) and implemented by the Ministry of Water and Environment. In Uganda, the pilot demonstration project design was developed after identification of gaps and priorities in the EURECCCA project, which was already implementing some interventions in the Maziba Catchment area to promote climate resilience and had recognized that women play an important role in water security and climate resilience building<sup>40</sup>. The demonstration project builds on the strength of existing relationships with communities and relevant institutions built by EURECCCA. It also provides additional support to what is already being done by the EURECCCA project by applying GTA and addressing gender gaps and constraints that promote gender inequality.<sup>41</sup>

A similar process took place in Zambia, targeting the government program "Pilot Program for Climate Resilience" (PPCR), which was also mentioned by a couple of the survey respondents. PPCR, which is funded by the Climate Investment Fund, the World Bank, and the African Development Bank, provides funds for programmatic approaches to integrate climate resilience into core development policies, plans and projects, aiming to catalyze a transformational shift towards a more programmatic way of strengthening climate resilient development.<sup>42</sup> The demonstration project in Zambia is being implemented building on existing climate resilient water security investments established by a PPCR sub-project known as "Strengthening Climate Resilience in the Kafue Sub-basin" (SCRiKA). SCRiKA aims to strengthen the adaptive capacity of the most vulnerable of the Kafue Sub-basin's rural communities to better respond to existing climate variability and the longer-term impacts of climate change. The objective is to strengthen food security and reduce poverty through approaches that integrate climate risks into local development planning processes and ensuring that climate risks are integrated in pathways for attaining development objectives. The demonstration project has partnered with the SCRiKA project and targets selected SCRiKA project beneficiaries through awareness raising and capacity building activities<sup>43</sup>.

Possible synergies could also be further explored with initiatives by WaterAid and CARE International to foster GTA in water related programs. Some collaborations already exist. For example CARE international has been involved in the scorecard development process. GWP also collaborated with CARE in organizing gender sessions at Africa water and sanitation week in 2021.

Sanitation and Water for All (SWA) was also underlined as an interesting initiative. It is a global partnership of governments, donors, civil society organizations and other development partners working together to coordinate high-level action, improve accountability and use scarce resources more effectively<sup>44</sup>.

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<sup>40</sup> WACDEP-G Progress Report 2021, p. 62

<sup>41</sup> Mukirwa Community Gender Transformative Project – Towards gender transformative approaches in water security and climate resilience interventions in the Upper Maziba Catchment, Design of Gender Pilot Demonstration Project (August 2021), p. 2 and p. 4

<sup>42</sup> WACDEP-G Progress Report 2020, p. 48

<sup>43</sup> WACDEP-G Progress Report 2021, p. 59-61

<sup>44</sup> Sanitation and Water for All (SWA): <https://www.sanitationandwaterforall.org/> [accessed 04-12-2022]

Among other initiatives that the WACDEP-G program is not collaborating with but could be relevant to explore synergies is the German Agency for International Cooperation's (GIZ) program Accelerate Water and Agricultural Resources Efficiency (AWARE). AWARE has been supporting Zambia in enhancing capacities for integrated water resources management (IWRM) by developing a national water resources strategy and improving authorization procedures by means of a digital water permits system in cooperation with the Water Resources Management Authority (WARMA). Its objective is to enhance climate-smart water resources management and efficient agricultural water use for smallholders in the Lower Kafue Sub-Catchment, ensuring a gender sensitive approach<sup>45</sup>. Other GIZ projects supporting women on sustainable land management issues were mentioned interviewed target group representatives, including the GIZ Global Program Responsible Land Policy (GPRLP), which aims to improve access to land, especially for women and marginalized groups, in Benin and Uganda among other countries.<sup>46</sup>

### 2.5.2 Synergy with GWP internal interventions

To what extent is the WACDEP-G in synergy with associated GWP water and climate programs including the Green Climate Fund Readiness Projects? (Internal coherence)

The evaluation team assesses that overall, the WACDEP-G program is in synergy with associated GWP programs and the GCF Readiness and Preparatory Support Program (the Readiness Program).

There are also spillover effects from WACDEP-G and a stronger engagement with GTA in GWPO. However, efforts need to be continued to allow GTA to be fully absorbed within GWPO.

Of the 26 program staff survey respondents, 78 % state that WACDEP-G is complementary or in synergy with other GWPO programs or activities, whereas the remaining 22 % cannot say. Several of the survey respondents as well as interviewees highlighted the GCF Readiness Program, which supports country-driven initiatives by developing countries to strengthen their institutional capacities, governance mechanisms, and planning and programming frameworks towards a transformational long-term climate action agenda.<sup>47</sup> Synergies to be explored with the GCF Readiness program include:

- As the WACDEP-G strives to integrate gender into these processes, additional funding from the Readiness Program might be explored to indirectly assist in the implementation of the WACDEP-G. The GCF Readiness Program is already exploring ways of creating stronger synergies with WACDEP-G, particularly in trying to ensure that the projects adopt a GTA approach and that the WACDEP-G and Readiness teams work together. In Somalia both programs are implemented in synergy.
- The WACDEP-G also aims to provide technical support to mandated national institutions to accelerate access to climate finance, including from the GCF, the Global Environment Facility (GEF), and others, through preparing project concepts and

<sup>45</sup> Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), AWARE factsheet. Available at: <https://www.giz.de/en/worldwide/81382.html> [accessed 04-12-2022]

<sup>46</sup> Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Securing Women Land Rights – Transforming Power Relations. Available at: <https://www.giz.de/en/downloads/giz-2022-en-securing-women-land-rights.pdf> [accessed 04-12-2022]

<sup>47</sup> Green Climate Fund, Overview of the Readiness Program: <https://www.greenclimate.fund/readiness> [accessed 05-12-2022]

proposals that integrate gender, and develop gender action plans, environmental and social safeguards for investment projects.<sup>48</sup> For example, the program contributed to the preparation of the GCF Readiness proposal on “Strengthening the NDA’s institutional and technical capacity to mobilize gender-responsive climate finance” for eSwatini. Support was also provided to Somalia in preparing a GCF Readiness proposal on “NDA strengthening, country programming support and project pipeline development”.<sup>49</sup>

A couple of survey respondents state that the WACDEP-G has become a resource for other GWP programs and projects by enabling them to utilize the WACDEP-G’s climate and gender specialists when needed. Examples of GWP projects<sup>50</sup> where these complementarities were explored include:

- TonFuturTonClimat (Your future Your Climate), which was launched by GWP West Africa in the three target countries Burkina Faso, Togo, and Benin in 2021.<sup>51</sup>
- “Strengthening Drought Resilience for Small Holder Farmers and Pastoralists in the IGAD Region” (DRESS-EA), a project which aims to increase the resilience of smallholder farmers and pastoralist to climate change risks in the IGAD region (Djibouti, Kenya, Sudan, and Uganda).
- The Global Water Leadership (GWL) Program which aims to break down silos and demonstrate how IWRM and water, sanitation, and hygiene (WASH) can work together to overcome barriers for a more water secure world<sup>52</sup>. Besides the GWL program is engaged in applying GTA by providing support to governments in making climate-resilient, gender-transformative water management and WASH services a political priority<sup>53</sup>.

Of the survey respondents, 67 % assert that the WACDEP-G is not overlapping or duplicating other GWPO programs, whereas the remaining 33 % cannot say. A majority, 81 %, do not consider other GWPO interventions to be impeding the implementation of the WACDEP-G.

Of 26 program staff survey respondents, 63 % state that the WACDEP-G program influences the GWPO’s sectorial scope. Furthermore, many survey respondents indicate that they have observed spillover effects since the beginning of the WACDEP-G program (e.g., other staff asking for training, more programs taking on a gender approach, WACDEP-G guidelines being included in other program documents).

About 70 % of the survey respondents assert that they have observed strong or very strong engagement with GTA in the organization. Some respondents comment that they have

<sup>48</sup> WACDEP-G Implementation Guidelines, p. 26 and p. 29-30

<sup>49</sup> WACDEP-G Progress Report 2021, p. 35

<sup>50</sup> The program team notes in February 2023: “In EA, Integrated Drought Management Programme in the Horn of Africa promotes GTA and Social Inclusion in drought Resilience”. This information could not be verified by the evaluation team during the evaluation.

<sup>51</sup> The program team notes in February 2023: “the VFDM project (The Volta Flood and Drought Management (VFDM) project) implemented by the Volta Basin Authority (VBA) in partnership with GWP-WA and which places particular emphasis on taking into account the gender”. This information could not be verified by the evaluation team during the evaluation.

<sup>52</sup> Global Water Partnership, Global Water Leadership Program closes the gap between IWRM and WASH: <https://www.gwp.org/en/About/more/news/2022/global-water-leadership-programme-programme-the-gap-between-iwrm-and-wash/> [accessed 05-12-2022]

<sup>53</sup> Global Water Partnership, Global Water Leadership (GWL) Program launches in the Central African Republic: <https://www.gwp.org/en/GWP-Central-Africa/WE-ACT/news/global-water-leadership-gwl-program-launches-in-the-central-african-republic/> [accessed 14-12-2022]

observed a stronger integration of gender in GWP programs, projects and activities, a greater commitment of including more women representatives, as well as more frequent requests for capacitation (including on GTA). One respondent indicates that through the WACDEP-G, the GWP Gender Strategy has become increasingly known by actors in the water and climate sector. According to the same respondent, the program has also supported the promotion of the third principle of IWRM: that women play a central part in the provision, management and safeguarding of water. In this context it is worth mentioning that the GWP Gender Strategy does not explicitly refer to GTA but instead the aim of mainstreaming gender into GWP's work through an overarching framework on gender- and women- inclusive approaches<sup>54</sup>.

Overall WACDEP-G's willingness to make an institutional change and its contributions is not but it can be slightly nuanced. While progress is being made, evidence from several interviewees and survey respondents suggests that GTA is not yet fully absorbed within GWPO. Some disparities remain in program coordinators engagement to ensure that GTA is integrated in project implementation. Furthermore, staff members have pointed out that GWPO is missing opportunities to act as a role model for GTA. This would require having a gender responsive budgeting within GWPO, a GWP Gender Strategy aligned with GTA, gender topics on the main agenda of a higher number of GWPO conferences, etc.

## 2.6 Learning

The terms of reference for the evaluation developed a few questions aiming to reflect on the WACDEP's ability to learn from implementation.

### 2.6.1 Definition of indicators

Did the program define gender-responsive indicators related to its results framework/Log frame?

The evaluation team finds that gender equality being the primary objective of the WACDEP-G program, the log frame indicators should be gender-responsive<sup>55</sup> to ensure the validity of the results of the M&E system. Overall, the log frame indicators of the WACDEP-G program can be considered gender-responsive as they incorporate gender aspects. However, among the outcome indicators we are missing indicators measuring changes in informal structures, such as social norms, attitudes, and beliefs. This poses a challenge in determining if the outputs and outcomes of the WACDEP-G program are in fact gender-transformative<sup>56</sup>.

Gender-responsive indicators measure gender-related changes over time in a given setting. For example, they might address changes in the relations between men and women, the outcomes of a particular policy, program or activity for women and men, or changes in the status or situation of men and women.<sup>57</sup> Overall, the log frame indicators of the WACDEP-G program incorporate gender aspects. However, most of the outcome indicators focus on changes in terms of gender mainstreaming in formal governance arrangements. In other words, the indicators measure the extent to which gender has been integrated into policies,

<sup>54</sup> GWP Gender Strategy, p. 6

<sup>55</sup> Acknowledges and considers women's and men's specific needs, unlike gender-aware: acknowledges but does not address gender inequalities (Source: GWP Toolbox, IWRM ACTION HUB – Gender Indicators. Available at <https://www.gwptoolbox.org/learn/iwrn-tools/gender-indicators>)

<sup>56</sup> Addresses the underlying causes of gender-based inequalities and works to transform harmful gender roles, norms, and relationships (Source: GWP Toolbox, IWRM ACTION HUB – Gender Indicators. Available at <https://www.gwptoolbox.org/learn/iwrn-tools/gender-indicators>)

<sup>57</sup> UNDP 2018, Gender Responsive Indicators - Gender and NDC Planning for Implementation. Available at <https://www.ndcs.undp.org/content/dam/LECB/docs/pubs-reports/undp-ndcsp-gender-indicators-2020.pdf> [accessed 01-12-2022]

plans and strategies; laws and regulations; and budget commitments and funding agreements. The output indicators mainly measure supported government institutions; studies, reports, and publications; policy dialogues and training events; and knowledge products, guidelines, analytical tools, and quality assurance mechanisms.<sup>58</sup> None of the outcome indicators can be understood as measuring changes in informal structures, such as social norms, attitudes, and beliefs, that result in power imbalances between men and women. Instead, the focus is on the number of formal governance arrangements (laws, policies, and strategies) that integrate gender or, as in two cases (outcome indicators O2b and O4a), the number of beneficiaries. This poses a challenge in determining if the outputs and outcomes of the WACDEP-G program are in fact gender-transformative and not merely the result of tokenistic action.

To be able to undertake robust M&E, program staff and partners themselves must be sensitive to gender-related norms, relations, and power dynamics. However, although 92% of the 26 program staff respondents assert that they have participated in a training on GTA, only 58% indicate that they are confident when it comes to explaining the difference between gender-awareness, gender-mainstreaming, gender-responsiveness and gender-transformation. Furthermore, in the survey, respondents were asked if they consider the current indicators of the WACDEP-G log frame to be gender-responsive (i.e., if they are relevant to measure gender-related changes over time). Of the 26 respondents, 54 % reported that they regard the indicators to be gender-responsive, whereas 46 % stated that they could not say. As almost half of the respondents imply that they cannot identify gender-responsive indicators, this indicates a possible area of improvement.

## 2.7 Impact

The impact criterion measures the extent to which an intervention has generated or is expected to generate significant high-level effects that are longer term and/or broader in scope than those already captured under the effectiveness criterion.<sup>59</sup> However, as this is a mid-term evaluation it is too early to measure impact. Instead, the evaluation aims to capture evidence that the program is on course to achieve its intended impact.

### 2.7.1 Evidence of GTA

What evidence do we have those activities at continental, regional, basin or country levels are promoting a gender-transformative approach in water security and climate resilience building?

A gender-transformative approach means tackling the social norms, attitudes, behaviors, and social systems that underlie and reinforce gender inequalities<sup>60</sup>. As this is a complex and long-term process, the WACDEP-G program interventions may not generate measurable significant impact during program implementation. However, the evaluation team finds indications of changes in terms of attitudes, awareness, and appreciation of GTA as well as in the way water and climate investments are made.

Several program staff survey respondents as well as interviewed program partners and target groups highlight that changing social norm, attitudes, behaviors, and changing cultural systems is a long-term process that requires involving all levels of society through continuous investments in awareness raising, training and capacity development. This means that WACDEP-G program

<sup>58</sup> WACDEP-G Progress Report 2021, p. 81-89

<sup>59</sup> <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm#impact-block>

<sup>60</sup> WACDEP-G Draft Proposal, p. 17



interventions may not generate measurable significant impact during program implementation. Furthermore, of the program staff survey respondents, 84 % indicate that they find it very challenging or somewhat challenging to address the societal habits and attitudes, normative behavior, male-dominated knowledge bases and skills of the WACDEP-G counterparts. "Mindset and attitude gender towards gender driven water investments is still negative and mostly given a lip service." Several survey respondents state that these norms are very entrenched in societies and institutions and that there is still resistance among some GWPO staff<sup>61</sup> and partners towards challenging gender norms and attitudes. One survey respondent comment that this can be particularly challenging when this change process appears to be imposed from outside of a community and/or by interventions that are temporary and limited in resources. One of the interviewed target group representatives also mentioned that opposition to the concept was voiced: "People tell you that GTA is a thing brought by white people but that the reality is different in Africa and because of that, GTA cannot be done here". As another survey respondent points out, this can be even more difficult in face of factors such as war and disasters.

Despite these challenges, 73 % of the survey respondents indicate that they have observed gender-transformative changes in the way water and climate investments are made and/or changes in the way people consider GTA since implementation of the WACDEP-G program started. Only one respondent states that they have not witnessed such changes, whereas the remaining 23 % cannot say.

Several survey respondents as well as interviewed program partners and target groups indicate that there are changes in terms of attitudes, awareness, and appreciation of GTA among GWPO colleagues and partners. For example, gender is now being integrated into strategies, plans, projects, and policies to a greater extent, and there is a greater demand for capacity building and technical support on GTA. One interviewed target group representative assert that they have fought to increase women participation in governance by tackling issues around social roles, and that GTA is now aligned with country policies and included in programs and activities. Another target group representative comments that at the level of administration, women are now understood as a force for development and that gender equality is no longer seen as simply a women's issue.

One of the program staff survey respondents asserts that women professionals working in the water and climate sector are taking up more responsibility and expressing greater confidence about their work than before. Another respondent states that the implementation of the local demonstration projects has increased awareness of gender related issues which has led communities to challenge some of the social norms and power dynamics that serve to reinforce gender inequalities. One interviewed target group representative also comments that the WACDEP-G program has contributed to the process of increasing awareness of gender aspects and understanding of GTA at grassroots level.

## 3 Recommendations

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### 3.1 Strategic recommendations

- Pursue the implementation of the program:
  - Given the relevance of the program established in the findings chapter, including the alignment with objectives and response to needs, the program should continue.

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<sup>61</sup> Individual reluctance is not to say that the organisation is not progressing towards GTA objectives.

- The further implementation should take the recommendations below into consideration.
- Rediscuss scale-up strategy based on evaluation findings and recommendations:
  - Given the current level of achievements in the 5 pilot countries the scaling up to an additional 13 countries in the next phase presents risks considering that the program did not fully achieve expected results in phase 1 and did not draw lessons learnt and best practices from the first phase.
  - The evaluators recommend continuing efforts to reach gender transformation in the 5 pilot countries while expanding the program for approach coherency to a limited number of additional countries, 5 or 6 maximum not to overstretch capacities.
- Focus on fundraising activities and set specific targets:
  - A few activities have not started yet because they have no budget allocated and require raising additional funds. Despite on-going efforts, the program has not secured additional funding for these activities yet besides GCF Readiness funds. This suggests that additional efforts are required for effective fund-raising.
  - More funding means more persons can be reached, since there is a real need, the number of persons at local level taking part in the program should be increased.
  - Draft a fund-raising strategy aligned to the strategic planning of the phase 2 of the program and assign human and financial resources to its implementation. Take into consideration the importance of diversifying funding sources to enhance sustainability.
- Strengthen the gender expertise:
  - The evaluation recommends that all regions/ countries should be staffed full-time with gender expertise continuously to ensure GTA input into activities and deliverables.
  - The evaluation found that both roles whether gender or technical specialists are both valued and should be treated with the same regard, meaning with a balanced distribution of work and budget allocation for each role.
  - Several types of stakeholders affirmed that the knowledge of regional/ country gender specialists needs to be streamlined, their experiences shared, and their commitment ensured as they carry the weight of the right messaging. They should have the responsibility of budgeting, planning and designing. Regional gender specialists are increasingly sought after, and their competencies cannot be procured from afar or externally long term. To ensure this process the evaluation recommends an overarching position to coordinate the gender component to balance the already existing overarching positions on water and climate components.

### 3.2 Operational recommendations

- Use the available activity budget strategically for more effectiveness and efficiency:
  - The evaluation recommends drafting and implementing a list of criteria (cost of living, GTA status, etc.) to avoid pro rata budget allocation in the different regions.
  - Allocate resources for field activities, in particular for institutional focal points to access to ensure direct contact with vulnerable groups and connect the policymakers with community level in particular groups vulnerable to climate change.
  - Take measures to increase transparency on budget between regions and roles.
- Address reporting gaps:
  - Normalize quarterly and annual reporting on difficulties for more transparency and expectation management of the donors, partners, evaluators, GWPO staff in general by creating dedicated sections in existing reporting formats: i) encountered challenges,

- ii) provided solutions, iii) lessons learnt, iv) future potential risks, v) mitigation measures for example, using the political economic analysis to manage risks coming from mandated institutions (as enablers or blockers).
- Integrate accountability mechanisms for partners to be encouraged to follow-up on GTA
- Include incentivizing KPIs for all program staff to treat gender as a shared responsibility, which is for now considered a gender advisor responsibility.
- Develop the M&E system (in line with the Outcome Mapping implemented by GWP) to track changes in social norms, attitudes, behaviors, and cultural systems and increases in women's empowerment (capacities and agency) as a result of activities to ensure that the program is achieving its intended impact.
- Establish clear reporting lines and deadline expectations in-between levels (country to regional, regional to pan African, pan African to global) since the evaluation found delays between those level to be decreasing efficiency.
- Enhance knowledge management and communication:
  - Partner organizations within the pilot countries regretted that country results and lessons learnt were not shared across regions and that more dialogue formats for knowledge exchange between partners of different countries and regions were not facilitated.
  - Mobilization of key documentation for the evaluation has been a challenge and reflects the program's difficulties in terms of knowledge management.
  - The studies, situation analysis and other outputs produced by the program are not made available to the public but stored on SharePoint folders at country level. This limits the program's impacts in terms of awareness raising.
  - The evaluation recommends systematic publication of the program's outputs on GWPO's website and if possible, on the websites of partner organizations.
  - The evaluation recommends identification and sharing good practices and lessons learnt across program regions and countries on a regular basis given than the "modular approach" requires regular recalibrating and feeding outputs back into analysis.
  - The evaluation recommends the development of a scaling up strategy including aspects such as the learnings of inclusion of partners at planning stage, the securing of political endorsement at the highest level possible.
  - The evaluation recommends the development of a guide on implementation of demonstration projects based on lessons learnt from the local level, including for example the knowledge on best practices for stakeholder engagement, or techniques for expectations management (WACDEP-G not being an intervention on infrastructure its introduction requires clear communication).
  - The evaluation recommends a review of the Theory of Change according to recognized standards i) to allow better compatibility with other interventions ii) to integrate risks, assumptions, internal and external factors (effectiveness, efficiency, sustainability); iii) to integrate intermediate outputs such as, for example among others, the need to plan for enough time to first train program staff on GTA to enable them as change agents and second transform the organization which itself needs to model GTA for it to be able to convince others to adopt the same approach. This should feature as a preliminary output which conditions the rest of the program.
- Adapt, revise, and update activities:
  - The evaluation recommends that the good practice of involving partners and policy recipients in the planning and implementation of local demonstration projects, more so, have policy recipients select partners (mentioned several times) instead of pre-choosing

partners through a top- down process be observed. Their input may prevent the multiplication of activities implemented at the same time and the cancellation of relevant activities. This should be extended where it is not yet to financing competency in government (Ministry of Finances).

- Consider the sequencing of activities to implementation plan to be informed by prior outputs and partners to take data-driven decisions.
- Increase number of demonstration or pilot projects as these are seen as highly relevant and effective by partners and staff. Pursuing tangible pilot applications demonstrates the practical value of using GTA, including in budgetary terms.
- Simplify implementation workplans for partners to clearly visualize activities at national and regional levels.
- Increase engagement with targeted institutions since many claimed that current involvement is too small. Using the enthusiasm for GTA more actors and mobilizers (including at civil society level) can be empowered to speak out and advocate the gender-transformative approach in their institutions.
- The evaluation recommends training sessions be continued in an efficient way given program staff, partners, and policy recipient needs. Upscaling capacity-building at institutional level by training more than one person per ministry contributes to attaining critical mass in government. Specific incentives for governments to change could be elaborated such as certificates authenticating the completion and implementation of GTA training.
- Increase attention to sustainability aspects towards the second phase of the program:
  - Governments and regional organizations should prioritize the inclusion of program activities into the internal cycle of policy implementation and not keep results at individual level. WACDEP-G activities should support this process as much as possible for example by targeting the monitoring of GTA inclusion and implementation since there already are good practice examples.
  - The continuous engagement of partners on strategic management and program design should be targeted to increase their ownership of program results.

Conduct an evaluability assessment to better prepare the final evaluation<sup>62</sup>:

- Examine the availability of updated and clean data, the readiness of partners to take part and capacity of team to inform them.
- The questions of the mid-term evaluation were not prioritized: impact and sustainability need less focus mid-way in the implementation than at the end. Relevance and learning may not need as much scrutiny in the final evaluation. Evaluation resources can be used more efficiently if organizational-level questions are reserved for strategic evaluation at GWPO level.
- Timing the data collection phase in November in the TORs when WACDEP-G staff is overburdened with end-of-year activities and international events such as COP27 prevent stakeholders from making time for interviews.
- Discuss a coherent allocation of budget for data collection and plan for in-person interviews of policy recipient at local level for impact measure since remote evaluation do not reflect reality as well as in person presence. In addition, in-person meetings tend to increase partners commitment for interviews.
- Prioritize country/region case studies if the budget doesn't allow for the coverage of implementation locations.

<sup>62</sup> In this regard, one of the program donor has developed useful documentation on the subject:

[https://www.entwicklung.at/fileadmin/user\\_upload/Dokumente/Evaluierung/GL\\_for\\_Evaluability\\_Assessments.pdf](https://www.entwicklung.at/fileadmin/user_upload/Dokumente/Evaluierung/GL_for_Evaluability_Assessments.pdf)



- Share regional and pan African contact details for results delivery to be better assessed.



## Appendix A Evaluation Matrix

Suggested evaluation questions (based on TORs)	Suggested assessment criteria	Suggested descriptors or indicators	Suggested methodological tools	Suggested data sources (based on the groups of the stakeholder analysis)
<b>Relevance</b>				
Were the program objectives relevant to reach gender equality, climate resilience building and water security investment plans and programs in Africa at the national, transboundary basin and regional levels?	Assessment of the program objectives and the objectives of relevant SDGs, investment plans and programs at national transboundary basin and regional levels. Alignment with any strategic documentation on these topics at national, regional etc. levels and assessment of program design based on a situation analysis for these topics.	Frequency of complementarity, synergy and overlap of objectives	1. Desk research	1.1 Program documentation and secondary information sources from GWPO and partners.
To what extent was the program implementation approach consistent with the needs and demands of the beneficiaries at Pan African, Regional, Transboundary, National and Subnational levels ?	Assessment of the needs and demands of beneficiaries and program approach  <i>* Comment from inception report: By "approach", GWPO understands supporting mandated institutions and influencing various processes, policies, plans/programs, project developments, practices to integrate issues of gender equality.</i>	Normative judgement and written evidence on complementarity of needs and approach	1. Desk research 2. Interviews	1.1 Program documentation and secondary information sources from GWPO and partners. 2.1 Target groups
Were the tools, instruments and inputs applied to implement the program interventions (at different levels) relevant for the attainment of the program's objectives ?	Assessment of tools, instruments and inputs' in relations to the program objectives	Normative judgement and written evidence on appropriateness of support to institutions and beneficiaries towards program objectives	1. Desk research 2. Interviews	1.1 Program documentation and secondary information sources from GWPO and partners. 2.1 Target groups



To what extent was the support given to the targeted institutions and beneficiaries relevant for the attainment of the objectives ?	Assessment of support to institutions and program objectives attainment	Normative judgement and written evidence on appropriateness of tools, instruments and inputs towards program objectives attainment	1. Desk research 2. Interviews	1.1 Program documentation and secondary information sources from GWPO and partners. 2.1 Target groups
Should WACDEP-G's strategic positioning evolve to better take into account the context of recent global emerging issues such as the food and energy insecurity mainly due to Ukraine-Russia war and increasing climate-related hazards? If so, how?	Assesment of the current percieved and desired positions; identification of upcoming and current uncovered issues in the sector	Normative judgement and evidence of new coverage needs	1. Desk research 2. Interviews 3. Survey	1.1 Program documentation from GWPO 2.1 Target groups, program staff, external stakeholders if feasible (UNFPA, FAO) 3.1 Implementers: program staff
How should WACDEP-G's strategic positioning evolve to consider the context of the Continental Africa Water Investment Program that was approved by the AU Summit ?	Assessment of the current percieved positioning and the evolution the AIP could require	Normative judgement and evidence of new coverage needs	1. Desk research 2. Interviews 3. Survey	1.1 Continental Africa Water Investment Program documentation 2.1 Target groups, program staff 3.1 Implementers: program staff

**Coherence**

What are the possible synergies and/or potential overlaps between the program and other relevant initiatives at the implementation level? How can their coherence /complementarities be enhanced going forward?	Assessment of relevant initiatives (flagged by GWPO); and mapping of combination possibilities	Number of relevant interventions to coordinate with and normative judgement on trade-offs	1. Desk research 2. Survey	1. Program documentation on other initiatives 2. Implementers: program staff
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To what extent is the WACDEP-G in synergy with associated GWP water and climate programs including the GCF Readiness Projects ?	Assessment of water and climate programs interactions	Frequency of coordination, complementarity, synergy, overlap and duplication between water and climate programs	1. Desk research 2. Survey	1.1 Program documentation from GWPO (deliverables, events where one references, builds on the other?) 2.1 Implementers: program staff
<b>Effectiveness</b>				
To what extent has the program reached/ or is in line to reach its expected deliverables at output level?	Assessment of actual values vs targets of program indicators at output level	Frequency of over-/underperformance	1. Desk research 2. Interviews 3. Survey	1.1 Updated M&E program documentation (indicators) 2.1 Program staff 3.1 Implementers: program staff
To what extent has the program reached/ or is in line to reach its expected targets at outcome level as defined by the program's results framework (qualitatively and quantitatively)?	Assessment of actual values vs targets of qualitative and quantitative program indicators at outcome level	Frequency of over-/underperformance	1. Desk research 2. Interviews	1.1 Updated M&E program documentation (indicators) 2.1 Implementers: program staff
What major factors, internal and external, played a key role in influencing the achievement or non-achievement of the planned results?	Identification of influencing factors of results at output and outcome level	Normative judgement and evidence on program specific influencing factors on results' non-/achievement	1. Desk research 2. Survey	1.1 Annual reports 2.1 Implementers: program staff
How effective is the program's knowledge management strategy and outreach and communications to all partners? Is it tailored to needs of the different categories of users?	Assessment of results delivery for knowledge management, outreach and communication components; assessment of interactions with partners	Frequency of over-/underperformance	1. Desk research 2. Interviews 3. Survey	1.1 Program documentation (among other communication products exhibiting different styles depending on intended reader) 2.1 Program partners 3.1 Implementers: program staff





How effective are the project's governance arrangements? How do they support effective decision making or have they hampered achievement of results?	Assessment of project governance structure's desired influence on targets vs its influence on actual results	Normative judgement and evidence on program specific influencing factors on results' non-achievement	1. Desk research 2. Interviews 3. Survey	1.1 Program documentation (program proposal) 2.1 GWP internal staff (implementers) 3.1 Implementers: program staff
<b>Efficiency</b>				
Were the program activities carried in a cost-efficient manner?	Assessment of costs in relations to results	Number of over-/underspending for delivered outputs	1. Desk research	1.1 Program documentation (updated budget execution report)
What factors and constraints have hindered the achievement of results? What are the costs associated to these difficulties (versus achievement of these)?	Identification of key factors enabling or hindering program efficiency; strong/medium/low correlation between the presence of these key factors and the program	Number and typology of key factors to boost/slow down efficiency	1. Desk research 2. Survey	1.1 Annual reports 2.1 Implementers: program staff
Are the planning and reporting mechanisms clear and efficient? Does the M&E data contribute to evidence-based decision making?	Assessment of foreseen vs actually delivered planning and reporting products delivered	Number of progress reports and forecasts tools; normative judgement on their usage	1. Desk research 2. Survey	1.1 Updated M&E program documentation (indicators) 2.1 Implementers: program staff
To what extent did the project partners and stakeholders invest resources (in kind and/or financial) to contribute to the planning and implementation of the program?	Assessment of partners and stakeholders' contributions in planning and implementation	Number and typology of key contributions and normative judgement on efficiency contribution	1. Desk research 2. Interviews 3. Survey	1.1 Program documentation (progress and financial reports) 2.1 GWP internal staff (implementers) and partners 3.1 Implementers: program staff
Is the AIP-WACDEP-G approach efficient? Could the program objectives be achieved more efficiently using alternative approaches?	Analysis of program budget	Costs of managing/running the programme vs costs to tangible results Normative judgement on	1. Desk research 2. Survey	1.1 Program documentation showing other alternatives have been weighed and program documentation on other initiatives and their approach 2.1 Implementers: program staff

efficiency gains and gaps based on discussion with implementers

### Sustainability

Are the program results likely to be sustainable (at supported institutions/ beneficiaries' levels) beyond the program's lifetime? How can the sustainability of program results be enhanced at medium and long term?	Assessment of sustainability outputs and outcomes delivery; Identification of financial, institutional, individual and societal sustainability; assessment of ownership/ acknowledgement of these results by program stakeholders	Frequency of over-/underperformance in sustainability results; Number of improved/ changed/ updated processes and policies; engaged/ earmarked funding	1. Desk research 2. Interviews 3. Survey	1.1 Updated M&E program documentation 2.1 GWP internal staff (implementers) and partners 3.1 Implementers: program staff
What major factors influence the achievement or non-achievement of program sustainability?	Identification of key factors enabling or hindering program sustainability; strong/medium/low correlation between the presence of these key factors and the program	Number and typology of key factors to boost/slow down sustainability	1. Desk research 2. Interviews 3. Survey	1.1 Program documentation 2.1 GWP internal staff (implementers) and partners 3.1 Implementers: program staff
What recommendations could enhance the program's development and sustainability?	Identification of potential leverage/scaling effects; and assessment of unattained results Identification of actions should be in place to sustain and /or enhance the programme's results	Normative judgement and evidence on sustainability actions	1. Desk research 2. Interviews	1.1 Program documentation 2.1 GWP internal staff (implementers) and partners
Is the AIP WACDEP-G sustainable as a Pan-Africa program within GWP?	Assessment of institutional and policy embedment of the program	Normative judgement and evidence of program importance in its organisational context	1. Desk research 2. Interviews	1.1 Organisation documentation 2.1 Program staff

### Learning



Did the program define gender responsive indicators related to its results framework/Log frame?	Assessment of the program concept against feasibility, and needs	Frequency and normative of judgement on appropriateness and quality of gender responsive indicators	1. Desk research 2. Interviews	1.1 Updated M&E program documentation (specifically the theory of change) 2.1 GWP internal staff (gender specialists)
Are there areas for improvement with regards to program planning, target setting, relevance and capacity of institutions for program decision making and delivery?	Identification of potential gaps in the program set-up and assessment of valuable best practices	Frequency and typology of progress areas	1. Desk research 2. Interviews 3. Survey	1.1 Program documentation exhibiting lessons learned 2.1 GWP internal staff (implementers) and partners 3.1 Implementers: program staff
<b>Impact</b>				
What evidence do we have that activities at continental, regional, basin or country levels are promoting a gender transformative approach in water security and climate resilience building?	Assessment of significant improvement in the way gender is taken into account in policy documents Assessment of changes in the way people consider gender approaches	Policy documents on climate resilience and water security that were produce with support of the programme vs those of previous period Normative judgement and evidence changes in considering gender approaches	1. Desk research 2. Interviews	1.1 Program documentation 2.1 Target groups and policy makers



## Appendix B Jour fixe meeting minutes

Question from Technopolis	Answer from GWP	To Do's
<b>13.09.2022</b> <i>Kidane TIRUNEH (GWP), Andiswa NYONGWANA (GWP), Charlotte d'ELLOY (Technopolis)</i>		
Kick-off meeting: Did you get any specific feedback?	General impression was good.	<ul style="list-style-type: none"> <li>n/a</li> </ul>
Stakeholder analysis: Is everything clear yesterday's email on stakeholder analysis?	Yes. Colleagues from country and regional level are filling out with updated information given recent turnover in ministries. Specific attention and detailed information will be provided on the prioritization of the target groups (importance and frequency of interaction with the programme).	<ul style="list-style-type: none"> <li>Kidane will request the updated list by 16.09.2022</li> </ul>
Knowledge sharing: we can't see the new documents, could you re-upload them?	The documents appear on Sharepoint but not in Teams.	<ul style="list-style-type: none"> <li>In the future, everyone uses the SharePoint link: <a href="https://technopolisltd223.sharepoint.com/sites/AIPWACDEP-GEvaluation/">https://technopolisltd223.sharepoint.com/sites/AIPWACDEP-GEvaluation/</a></li> </ul>
Inception phase: Can we schedule scoping interviews with 4 of you? - Kidane - Liza - Rene - Andrew - Anjali - Litumelo	Rene doesn't need to be interviewed for scoping interview regarding the program. He was more involved into the GCF Readiness proposal but could answer questions when it comes to scaling-up the program. Andrew is relevant, programming design and implementation. Litumelo is gender specialist at pan-African level. Anjali can give a point of view on link to strategy. Liza is leading gender at GWP level, not part of the program.	<ul style="list-style-type: none"> <li>Charlotte will send an invitation for Friday 16.09 at 3PM to Kidane.</li> <li>Andrew, Anjali and Litumelo will be contacted individually.</li> </ul>
Inception report: can we agree on the proposed structure?		<ul style="list-style-type: none"> <li>Charlotte will send the IR structure on 13.09.2022 and Kidane will provide written feedback</li> </ul>
Risks analysis: At this stage can you identify any risks for this evaluation? - Targeted documentation such as documentation for basin and regional level	2 options: - GWPO provides document on request - GWPO uploads supporting documentation	<ul style="list-style-type: none"> <li>By the end of this week, Kidane will upload supporting documentation including GWP gender policy and GWP strategy. Titles of documents in SharePoint should be explicit. Relevant program documentation for country, basin/ regional level will also be uploaded by Kidane.</li> </ul>
Interview facilitation: Mobilizing partners for interviews takes time. Since we have only a short period of time to effectively conduct them, we need to prepare: - Did you start communicating about the evaluation? - Could you provide us with lettres de mission?	Regions facilitated similar process before with target groups who are currently available or who left and still can provide valuable input. For GWP, neutrality and objectivity of the evaluation team is of high value and importance. In order to avoid criticism, GWP will not be part of sampling and inform widely that evaluation team is external and may contact partners in October.	<ul style="list-style-type: none"> <li>Within inception phase (until end of September 2022), Kidane will support regions/ countries to communicate to wider partners on evaluation and copy charlotte as a team lead.</li> <li>Charlotte will use this email to re-contact potential interview partners as justification for getting in contact during data collection phase when requesting an interview.</li> </ul>



Question from Technopolis	Answer from GWP	To Do's
<p>Timeline: evaluation should have started on 20 August but effectively did approx. 2 weeks later. Can we agree to adapt the timeline to reality?</p>	<p>Yes, can be part of the IR. Preliminary results are needed in November since the next phase of the program will be designed then but final report can come later if any problems encountered during the implementation of the evaluation,</p>	<ul style="list-style-type: none"> <li>Charlotte adapts the timeline in the IR. One week for GWP' feedback on IR is sufficient.</li> </ul>
<p>Conclusion: Did we forget anything important? Is there anything more we need to know?</p>		<ul style="list-style-type: none"> <li>Charlotte will set-up the bimonthly progress update with the evaluation steering committee.</li> </ul>
<p><b>27.09.2022</b>  <i>GWPO: Kidane TIRUNEH, Andiswa NYONGWANA, Dr. Liza DEBEVEC, Litumelo MATE – Technopolis: Charlotte d'ELLOY</i></p>		
<p>Could you confirm the status of the missing supporting documentation? Does it exist? If yes, could you upload it?</p> <ul style="list-style-type: none"> <li>A report on selecting program countries</li> <li>Five Country Project Documents with theories of change, work plans and budgets covering activities at country, basin and regional levels</li> <li>One Pan-African project document with work plans and budget for pan-African level activities</li> <li>Five Country Capacity Building Plans (aggregated into one document)</li> </ul>	<p>The documents should exist, and the team will investigate.</p>	<ul style="list-style-type: none"> <li>Kidane will upload the documents by Thursday</li> </ul>
<p>Are the partners informed about the evaluation sp as for us to contact them without taking them by surprise?</p>	<p>Best way to approach partners is currently being discussed internally, will probably go through the regions.</p>	<ul style="list-style-type: none"> <li>Kidane will request the regions to contact the persons in the excel document "stakeholders list" and copy Charlotte by next week.</li> </ul>
<p>Could the colleagues complete the stakeholders list?</p>	<p>Due to various reasons (leaves, replacements, etc.) certain program staff were unable to fill out the document.</p>	<ul style="list-style-type: none"> <li>Kidane will remind staff to fill out the urgent fields marked in yellow with a priority for Tunisia, if needed with support from Liza and Stockholm. A completed list should be sent by Thursday.</li> </ul>
<p>Comments on the IR structure?</p>	<p>We now started drafting the IR and comments on the structure may be incorporated in the feedback loop</p>	<ul style="list-style-type: none"> <li>Kidane and colleagues may include comments on the IR structure in the feedback loop during the 1. week of October, if the IR can be delivered on 30. Sept provided the missing documentation and contacts are forwarded by Thursday.</li> </ul>
<p><b>12.10.2022</b>  <i>GWPO: Kidane TIRUNEH, Litumelo MATE-SIEVERS, René SCHIERITZ – Technopolis: Charlotte d'ELLOY</i></p>		
<p>Are there any major comments to the IR?</p>	<ul style="list-style-type: none"> <li>We have confidence Technopolis understood the program and will lead a good evaluation</li> <li>Certain aspects need to be revised, among other:             <ul style="list-style-type: none"> <li>Include internal coherence in survey to program staff</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>WACDEP-G Team will forward consolidated version with comments and updated stakeholder list.</li> </ul>



Question from Technopolis	Answer from GWP	To Do's
	<ul style="list-style-type: none"> <li>- Disaggregate interview questionnaire between program team and stakeholders</li> </ul>	
<p>Will individual performances be assessed?</p>	<ul style="list-style-type: none"> <li>• Evaluation is neither a communication nor a human resources exercise</li> <li>• Program performance will be assessed based on indicators and feedback from partners, not individual or teams' performance.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>25.10.2022</b> <i>GWPO: Kidane TIRUNEH – Technopolis: Charlotte d'ELLOY</i>		
<p>Could you share contact details of one person of the Africa reference group to include them in the survey?</p>	<ul style="list-style-type: none"> <li>• Yes we can include someone who was part of gender analysis: Amy</li> </ul>	<ul style="list-style-type: none"> <li>• Email address will be forwarded</li> </ul>
<p>Could you share contact details of ADA to include the donor in the interviewed?</p>	<ul style="list-style-type: none"> <li>• Evaluation team to decide</li> </ul>	<ul style="list-style-type: none"> <li>• Email address will be forwarded</li> </ul>
<p>Could you get back to us of on providing the contact details of regional stakeholders?</p>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Kidane will ask one more time internally to share Rec contacts. Bring up regional contacts in national level interviews.</li> </ul>
<p>Could you get back to us on providing financial documentation of the program (budgets, etc.)?</p>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Proposal budget and financial report will be sent by Kidane.</li> </ul>
<p>Did you receive our request regarding the VAT on the invoices?</p>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Kidane will check with legal department</li> </ul>
<p>Can we consider the inception report to be final? <i>Note: the interview questionnaires with the requested changes are now too long for 60 minutes interview and will have to be shortened/ adapted depending on the counterparts availability and capacity to respond.</i></p>	<ul style="list-style-type: none"> <li>• Graph of stakeholders is not updated but will be in the evaluation report to make sure the full sample is represented.</li> <li>• Time scope: beginning – June 2022 to be amended in the inception report</li> </ul>	<ul style="list-style-type: none"> <li>• CDE to make the change in the final version</li> </ul>
<p>Can the survey be in English only?</p>	<ul style="list-style-type: none"> <li>• Yes</li> </ul>	<ul style="list-style-type: none"> <li>• Technopolis will program it accordingly</li> </ul>
<p>Any specifics on how to approach stakeholders?</p>	<ul style="list-style-type: none"> <li>• GWP program in Uganda/ Zambia</li> <li>• In certain regions, the WACDEP-G program influenced others and is well known, going beyond.</li> <li>• Probing further: naming the staff</li> </ul>	<ul style="list-style-type: none"> <li>• Technopolis will make sure to customize its introductions</li> </ul>
<b>08.11.2022</b> <i>GWPO: Kidane TIRUNEH – Technopolis: Charlotte d'ELLOY</i>		
<p>Could we discuss the parameters around survey prolongation?</p>	<ul style="list-style-type: none"> <li>• The WACDEP-G staff is currently busy delivering program activities and has limited time to fill out the survey.</li> </ul>	<ul style="list-style-type: none"> <li>• CDE sends a reminder for a deadline on the 15<sup>th</sup> of November at 10 AM.</li> <li>• African coordination unit coordinates another reminder.</li> </ul>



Question from Technopolis	Answer from GWP	To Do's
	<ul style="list-style-type: none"> <li>Postponing the survey implies postponing the delivery of preliminary and final results to December.</li> </ul>	<ul style="list-style-type: none"> <li>The evaluation preliminary findings are postponed to soonest Monday 5<sup>th</sup> of December.</li> </ul>
<p>Could you get back to us with missing documentation:</p> <ul style="list-style-type: none"> <li>financial documentation of the program (budgets, etc.)</li> <li>AMCOW gender policy and strategy</li> <li>AIP Program</li> <li>Knowledge management and communication strategy (WP9)</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Litumelo will share the draft version of the AMCOW policy</li> <li>Kidane to send the proposal budget, and yearly financial reports 2020 and 2021.</li> <li>Andiswa will send the AIP program and knowledge management plan.</li> </ul>
<p>Could you clarify the following evaluation questions:</p> <ul style="list-style-type: none"> <li>Should WACDEP-G's strategic positioning evolve to better take into account the context of recent global emerging issues such as the food and energy insecurity mainly due to Ukraine-Russia war and increasing climate-related hazards? If so, how?</li> <li>How should WACDEP-G's strategic positioning evolve to consider the context of the Continental Africa Water Investment Program that was approved by the AU Summit?</li> </ul>	<ul style="list-style-type: none"> <li>#1: Funding question. If WACDEP-G is impacted by funding withdrawal, how do we mitigate that? Country's exchange rates get worse with the war and investors may prioritize aid to Ukraine. Funds can be redirected to other calamities and the disaster management instead of to the program (syphons, floods). Women may become even more vulnerable with disasters than they are already: fetching water already problematic, but during floods even more. Demo projects will take more precedence than awareness raising.</li> <li>#2: Initially under AIP we had 3 support programs, SDG, transboundary. These are pursuing different scopes, stakeholders, etc. WACDEP-G consistently funded. Now there are 5 areas/ windows: gender and women is one. WACDEP-G is being used to fund activities within AIP. It can be used as a driver for other activities. The question is to how to strategically position within AIP. Can WACDEP-G funds/activities touch on other AIP areas? Optimizing utilization.</li> </ul>	
<p><b>25.11.2022</b> GWPO: Kidane TIRUNEH – Technopolis: Charlotte d'ELLOY</p>		
<p>Could you support us in setting-up interviews?</p>	<ul style="list-style-type: none"> <li>Yes, team has already partly done it</li> </ul>	<ul style="list-style-type: none"> <li>Kidane will liaise with Alex for Soheir to conduct the interview.</li> </ul>
<p>Would it be possible to provide comments by 14<sup>th</sup> of December, if we forward the final evaluation draft report by 7<sup>th</sup> of December?</p>	<ul style="list-style-type: none"> <li>Yes</li> </ul>	<ul style="list-style-type: none"> <li>Will be done as suggested</li> </ul>

## Appendix C Progress against targeted outcomes

Figure 9 Summary of progress against outcomes targeted by the program

Indicators		Targets: 2020-25 5 countries	Results (2021)	Results (ongoing)	Example results (see Annex 1 for the full list of results)
Outcome 1: Gender-transformative structures, institutions, policies and plans for climate resilient water investments and jobs are put in place and implemented	O1a: Number of policies, plans and strategies influenced that integrate gender	15	1	7	<ul style="list-style-type: none"> <li>AMCOW Strategy on Gender, Social Inclusion and Youth Engagement</li> <li>AMCOW: Updating AU-AMCOW Strategic Framework for Water Security and Climate resilience development focusing on gender equality</li> <li>Zambia: Integrating gender in NAP and NDC processes</li> <li>Uganda: Uganda Gender Policy updating</li> <li>Cameroon: Gender in the NAP process</li> <li>Benin: Gender in the NAP process.</li> <li>Benin: Gender in the IWRM Action Plan-phase II.</li> <li>Volta Basin: Gender in the Climate Investment Plan formulation process.</li> </ul>
	O1b: Number of laws and regulations influenced that enhance gender equality in the access to land, control of assets and access to services	15		2	<ul style="list-style-type: none"> <li>Cameroon: Gender in Water Law</li> <li>Benin: Review of Water Management Law <sup>63</sup></li> </ul>
	O1c: Number of investment plans and budget commitments influenced that target gender inclusive water security	10	2	2	<ul style="list-style-type: none"> <li>Zambia: 8th National Development Plan</li> <li>Tanzania: Zanzibar Water Investment Program</li> <li>SADC: Water Chapter-SADC RIDMP Short-term Action Plan (2021-2027)</li> <li>Benin: NAP investment program</li> </ul>
	O1d: Number of funding agreements/ projects influenced to access climate funds and implement gender inclusive National Adaptation Plans, NDC and integrated flood and drought	5	3	3	<ul style="list-style-type: none"> <li>eSwatini: GCF Readiness grant agreement</li> <li>Somalia: GCF Readiness grant agreement</li> <li>Central African Republic: GCF Readiness grant agreement</li> <li>West Africa: GEF Project, RIWE-Mono (ongoing) :</li> <li>West Africa: Adaptation Fund Project, BOUCLIER-CLIMAT/Mono (ongoing) :</li> <li>West Africa: Togo GCF Proposal (ongoing)</li> </ul>

<sup>63</sup> The program team notes in February 2023: "Benin: Gender mainstreaming in the framework law on the environment. Togo: Gender mainstreaming in the framework law on the environment". This information could not be verified by the evaluation team during the evaluation.



	management policies and measures				
Outcome 2: Capabilities and motivation of planners to enable gender-transformative planning and design of climate resilient investments developed	O2a: Number of mandated planning institutions making use of mechanisms/tools to model the socio-economic relationships between gender equality and water resources	25		20	<ul style="list-style-type: none"> <li>• <u>Zambia</u>: Ministry of Lands and Natural Resources, Ministry of Water Development and Sanitation, Ministry of Finance and Planning, Ministry of Green Economy and Environment, Gender Division</li> <li>• <u>Uganda</u>: Ministry of Water and Environment, Ministry of Finance and Planning, Ministry of Gender</li> <li>• <u>Cameroon</u>: Ministry of Environment, Ministry of Water, Ministry of Gender</li> <li>• <u>Benin</u>: Ministry of Living Environment and Sustainable Development, Ministry of Water and Mines (DGEau), Ministry of Planning and Development, Ministry of Finance, Ministry of Agriculture, Breeding and Fishing</li> <li>• <u>Tunisia</u>: Ministry of Agriculture, Hydraulic Resources and Maritime Fisheries; Ministry of Local Affairs and the Environment; Ministry of Women's Affairs</li> </ul>
	O2b: Number of government departments targeted by the program that increase the number of women members of staff employed in a decision-making capacity	25		20	<ul style="list-style-type: none"> <li>• Same as above (ongoing)</li> </ul>
Outcome 3: Embedded gender inequalities in accessing services, control of resources and assets addressed at local level	O3a: Number of subnational gender action plans developed in direct association with program demonstration projects	10	2	3	<ul style="list-style-type: none"> <li>• <u>Uganda</u>: Gender Action Plan for Maziba Catchment</li> <li>• <u>Cameroon</u>: Gender Action Plan for demonstration area</li> <li>• <u>Zambia, Benin, Tunisia</u> (Gender Action Plans expected in 2022)</li> </ul>
	O3b: Number of demonstrated gender equality initiatives adopted by mandated local, regional institutions outside of the target communities	15		4	<ul style="list-style-type: none"> <li>• Uganda: identified some aspects of gender-transformative approach for demonstration by linking with an ongoing government program (EURECCCA)</li> <li>• Zambia: identified some aspects of gender for demonstration by linking with an ongoing government program (SCRKA)</li> <li>• Cameroon: gender issues considered by the initiative to remove fluoride from water sources</li> <li>• Tunisia: gender in the coastal zone management program<sup>64</sup></li> </ul>

<sup>64</sup> The program team notes in February 2023: "Benin: "Enhancing climate resilience of local communities through empowering women farmers in the Tchoutchoubou micro-catchment in Northern Benin"". This information could not be verified by the evaluation team during the evaluation.



Outcome 4:  Gender-transformative projects implemented and inequalities of climate-vulnerable groups addressed	O4a: Number of beneficiaries supported in demonstration projects on gender-transformation (based on headcount), with data disaggregated according to gender and other social variables such as age, disability, social class, etc.	50,000	16982 7641 Male and 9341 Female)		<ul style="list-style-type: none"><li>• Beneficiaries of demonstration projects in Cameroon, Uganda, Zambia, Benin and Tunisia</li><li>• Note that the data for Cameroon and Tunisia were not disaggregated by sex. Therefore the disaggregated data for the total beneficiaries is based on estimations.</li></ul>
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