6 October 2018

PO Box 24177
SE-140 51
Stockholm, Sweden

Re: Assessing the Value Added by a Partnership Approach to Improving Water Governance Around the World

 To Whom It May Concern,

KAIZN Solutions is pleased to have received your request for a proposal to evaluate the value added by a partnership approach to improving water governance around the world. Our multidisciplinary team has extensive experience evaluating partnerships and is confident in our ability to effectively conduct an evaluation and provide recommendations.

Our consulting team comes with decades of experience and a wide-range of knowledge in conducting cross-discipline evaluations. We are comprised of business experts, previous NGO and government employees, and research specialists. KAIZN solutions has demonstrated a strong ability in both quantitative and qualitative evaluation methodologies, and we pride ourselves on using innovating approaches within a participatory evaluation strategy.

Enclosed are the following components as per your request:
- An Overview of the Global Water Partnership
- A Situational Analysis
- A Program Logic Model
- An Evaluation of the Objectives, Approach, and Methodologies
- An Evaluation matrix
- A Summary of Potential Challenges and Mitigation Strategies

We sincerely hope that this evaluation will be use for the Global Water Partnership, and we look forward to discussing the evaluation plan with you further. Thank you for allowing us the opportunity to enable growth within this essential partnership.
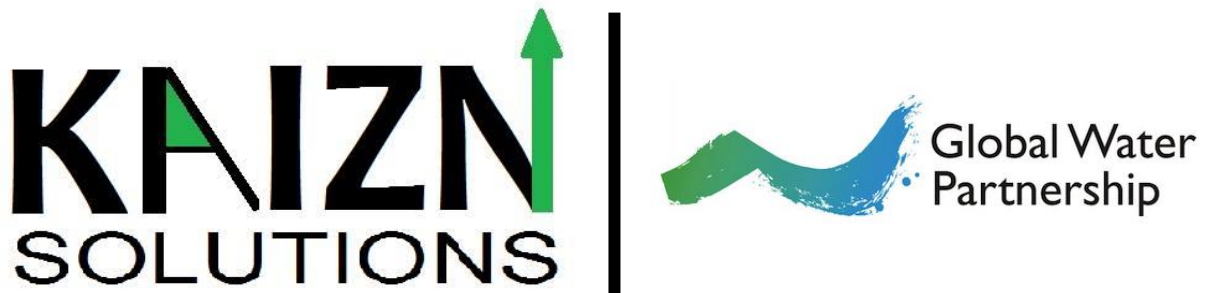
Sincerely,

KAIZN Solutions

Proposal to Evaluate the Value Added by a Partnership Approach to Improving Water Governance around the World

Prepared For:

Global Water Partnership

6 October 2018

Table of Contents

1.0 Program Overview

1.1 Global Water Partnership

Global Water Partnership (GWP) is a global action network with over 3,000 organisations in 183 countries (Global Water Partnership, 2018). It is a field-based network that strives to mobilise governments, civil society, and the commercial sector to work together on solving water problems.

GWP's main objectives are to advocate, build capacity, communicate knowledge, and support countries in water management with the aim of meeting Sustainable Development Goal 6, Target 6.5 (Global Water Partnership, 2018). Target 6.5 states that "by 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate" (United Nations, 2015).

GWP strives to provide an unbiased and neutral platform, whilst encouraging input from groups that are usually excluded in the decision-making process. This includes women participation, intergenerational cooperation, and regional balance, which is also a high priority in their Board of Advisors selection (Global Water Partnership, 2018).

1.2 Program Stakeholders

GWP is comprised of many key stakeholders. At the forefront of their field operations are the regional and country water partnerships. Operationally GWP is comprised of a steering committee, a technical committee, and a global secretariat that are responsible for network guidance, policy and finance oversight, technical leadership, and implementation support. Sponsoring partners provide governance to the organisation, and regional and country donors are important for financial support (Global Water Partnership, 2018). As the evaluation continues, further stakeholders may be identified by KAIZN Solutions and consulted.

Figure 1 | GWP Organisational Structure

(Global Water Partnerships, 2018)
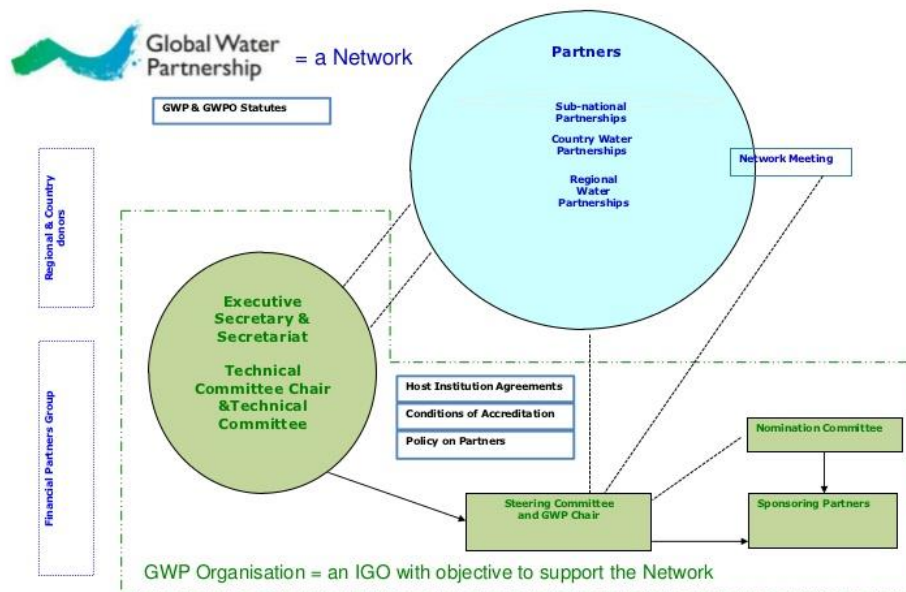
2.0 Situational Analysis

A holistic situation analysis is essential for planning an evaluation as it helps to establish a consensus on the global scenario of water resources and increases accountability and transparency of the project. It also supports and strengthens monitoring and evaluation strategies by informing stakeholders of the status quo of water resource management (Rajan, 2016).

Accordingly, the objectives of the situation analysis are:

(1) to assess the current GWP, with all its strengths, weaknesses, opportunities and threats, including their root causes and effects;
(2) to provide evidence-based accounts of partners' and public expectations;
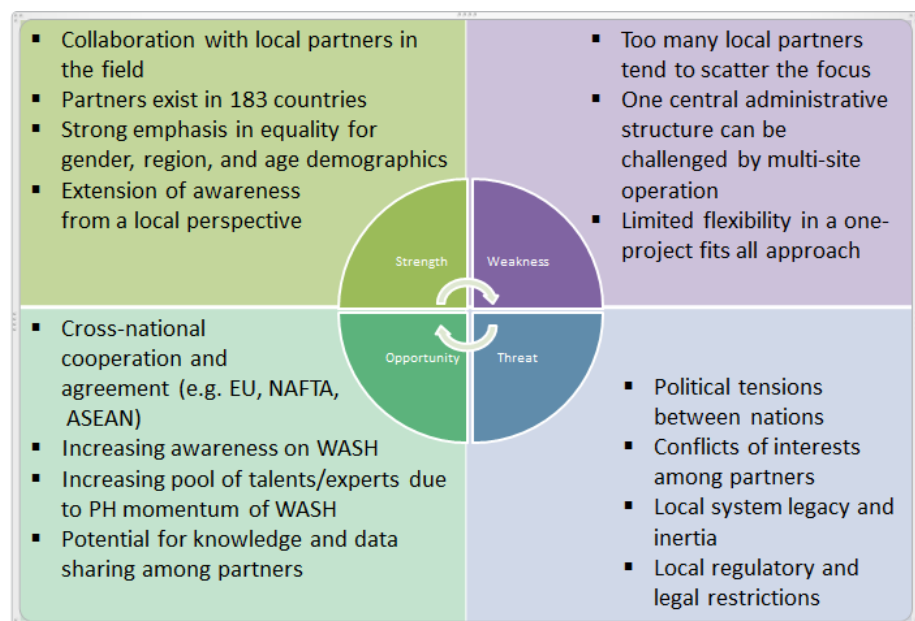(3) to provide evidence-based accounts of the GWP performance and identifying potential performance gaps.

2.1 Background

The Integrated Water Resource Management (IWRM) concept has been implemented for the last three decades, but it fails to attract a macro-scale project collaboration, globally (Biswas, 2008). Freshwater resources are depleting at a global scale due to many factors such as population growth, economic activity advancements, and people's aspiration of a higher standard of living contribute to the degrading water resources (Agarwal et al, 1996).

2.2 Evaluation Context

2.2.1 The SWOT Analysis

A SWOT analysis enables greater awareness of the GWPs current situation which allows for strategic planning and decision making in the future (Community Tool Box, 2018). It identifies both strengths and weaknesses, but also opportunities and threats to the Partnership Approach from GWP.

Strength
- Collaboration with local partners in the field
- Partners exist in 183 countries
- Strong emphasis in equality for gender, region, and age demographics
- Extension of awareness from a local perspective

Weakness
- Too many local partners tend to scatter the focus
- One central administrative structure can be challenged by multi-site operation
- Limited flexibility in a one-project fits all approach

Opportunity
- Cross-national cooperation and agreement (e.g. EU, NAFTA, ASEAN)
- Increasing awareness on WASH
- Increasing pool of talents/experts due to PH momentum of WASH
- Potential for knowledge and data sharing among partners

Threat
- Political tensions between nations
- Conflicts of interests among partners
- Local system legacy and inertia
- Local regulatory and legal restrictions

1.2.2 Expectations of Partners and Public

According to existing partnerships in successful business models and in marketing ecosystem, participating partners expects accelerated growth of the organisation, higher brand awareness as well as increased resources for more organisation's goals achieved. (Graves, 2017)

Regarding the public's demands on better water resource management, a partnership is expected to support a call for universal access to HSW for all and to call on governments in the developed and developing world to take action urgently to address this health issue.

As a non-governmental effort, it is essential for the partnership to lobby donors to ensure that water resource management strategies are included in their health department agendas as well as their infrastructure agendas, (Cairncross, 2010) and to align resources and activities based on progress review against the SDG target 6.5:

"*By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate*" (United Nations, 2015)

1.2.3 Performance and Potential Performance Gaps

In order to reduce performance gaps, GWP aims to use capacity building at all institutional level - local, national, regional and international - by utilizing and enhance the people's skills and capabilities at all levels. Transparency and openness is another alternative in reducing a potential of performance gaps by sharing information with partners, it can reduce the redundancy of resources (Agarwal et al, 1996).

Concrete strategies for communication with all actors and stakeholders need to be devised. In the area of EIA there have been attempts to institutionalize public participation through, for instance, public information sessions, expert panel hearings, citizen juries and similar methods (Agarwal et al, 1996). Enabling these strategies would alleviate the potential of performance gaps to enhance trust and social-capital building and collaborative action catalyst.

2.3 Evaluation Objectives

The GWP aims to achieve three main goals, namely, catalysing change in policies and practice; generating and communicating knowledge; and strengthening partnerships. The evaluation focuses on the GWP's the facilitation of an efficient joint global effort in which partners are complementary to one another and the partnership's impact on organisations' gain. The objectives of the evaluation are:

1). To assess whether the expected added value to the partnership as a whole and to individual organisations are achieved and if so, to what extent.

2). To assess the degree of partnership strengthening attributable to the GWP.

3). To assess whether the GWP catalyses water governance improvement on regional and global level, taken socio-economic and environmental impacts into consideration.

2.4 Relevant Studies

The concept of an integrated water resource management dates back to the 90s, and the idea has been advocated by donors in the last two decades. (Biswas, 2008) Many studies have been conducted to evaluate the effectiveness of such programme and there are a few vital aspects that one should be aware of when monitoring and evaluating a collaborated effort in water resource management.

First of all, Definition of "cooperative arrangement" need to be clarified for consistency in monitoring. Simple change wording need to be implemented, rather than vague disconnected wording such as "arrangement" need alternative modification such as "agreement" - a more collaboration approach solidifying values within each organisation. (McCracken, 2017)

Biswas (2008) guided evaluators' attention towards realisticness and practicality. Owing to the variation in economic, social and environmental conditions of different nations and regions,and the increasingly complex process of water management.

Agarwal et al. (1996) highlighted an essential criteria of integrated effort in water resource management. Integration alone is insufficient in optimising strategies, plans and management schemes, therefore, the evaluation must look at the quality of input of the initiative itself as well as those from the participating partners.

Further, a few recommendations have been made to improve evaluation strategies, for example, local and and non-state cooperatives should be included in the evaluation of a partnership programme. It is important for the evaluators to understand the context, state, socio-political situation of the transboundary collaboration. (McCracken, 2017)

Partnership can utilise a Decision Support Systems (DSS) which serves as a link between analytical models for IWRM and the decision-making processes that determine preferred courses of action. The method behind DSS is to integrate decision-makers and stakeholders to use a system for assessing a range of interventions before selecting their option. (Carrera and Mendoza, 2017)

3.0 Program Logic Model

3.1 Logic Model

Please refer to Appendix A for the logic model flow chart.

3.2 Logic Model Narrative

The GWP consists of varying levels of engagement with its partners. Successful interactions between country programmes provide an opportunity for partners to utilize participatory approach and influence buy-in, ownership within the network. GWP model demonstrates the intersectionality between the success of its program.

The Theory of Change underlying GWP is demonstrated in the logic model (Breuer E, 2018). It notes the organization's three long-term goals:

> Goal 1 (Catalyse Change in Policies and Practice)
> Goal 2 (Generate and Communicate Knowledge)
> Goal 3 (Strengthen Partnerships)

By backwards mapping and connecting the preconditions/requirements that are necessary to achieve that goal, we identify why these preconditions are necessary and enough. This must be kept in mind of the assumptions:

- Funds are available and can be secured by participants during outreach activities
- Enough manpower and technology in executing website development and maintenance, teleconference
- Participants motivated to complete tasks set out
- Stakeholders, including MP; schools and community groups, are willing to engage
- Report drafted will be published by local media

The pathway of change to create sustainable change in water governance is clearly seen through the activities of GWP. A partnership is crucial as it provides value creation. These are useful planning tools and we have been careful to include risk factors that may affect the network as well. We recommend holding an annual forum with the Executive Directors to ensure the goals of the GWP and its partners are consistently aligned.

4.0 Evaluation Approach

4.1 Evaluation Matrix
Please refer to Appendix B for the Evaluation Matrix Table.

4.2 Data Analysis
The evaluation process is a participatory approach process that aims to collect the data from different monitoring and evaluation officers from the different corresponding partners. This will then be collected and processed by the assignment monitoring and evaluation of the overall program. Quantitative information, such as the document reviews and analysis of secondary data will be completed by officers working both in the field and the administrative offices. This data will then be pooled together and processed by the monitoring and evaluation team using both SPSS and excel software. Qualitative information such as key stakeholder interviews,

photovoice (a methodology that utilizes storytelling) will be coded using the most recent version of NVivo software with respective themes.

4.3 Potential Challenges in Utilising the Framework

Challenges that arise from the current methodology centre around funding, staffing, and stakeholder participation as outlined below.

Assumptions:

- Funds are available and can be secured by partners/funders/in kind donations during the enrolment of activities
- Sufficient manpower and technology in executing development and maintenance of the different project phases
- Partners are motivated to take part and make a change and all stakeholders are willing to

---

Risks:

- Insufficient funds, manpower and technical support.
- Participants' availability due to time constraint
- Stakeholders and partners active availability and full engagement

---

External factors:

- Funders may have other priorities
- Unpredictable weather and security breaches
- Geographical constraints related to event location

KAIZN Solutions identified 5 of the most important challenges that may arise based on the goals and structure of GWP. They are outlined below with potential mitigation strategies.

Potential Challenge	Proposed Mitigation Strategy
Ensuring an unbiased and neutral platform for all partners irrespective of their size, scale, and status	Promote a Decision Support System (DSS) within stakeholders and decision-makers to determine preferred courses of action based on feedback of all partners
Ensuring an equal representation by gender, region, and age demographic	The promotion strategy should reach regions and levels that are underrepresented and

	internal audit on equal opportunity to ensure requirements met
Ensuring common efforts and implementation strategies throughout the wide range of partners	Create SOP for local partners to implement and insure a memorandum of agreement (MOA) with local partners
Ensuring GWP recommendations are broad enough to be applicable to all partners, but specific enough to be tangibly implemented	Create Local Standard Operating Procedures (L-SOP) at field level understanding
Ensuring funds are equitably distributed among the 10 partnership activity sections	All partnership activities have detailed budgets and memorandum of intent (MOI)

6.0 Conclusion

KAIZN Solutions has proposed an evaluation for GWP that encompasses theory for change, and a participatory approach among all stakeholders. This evaluation approach and all the components of the proposal have been thoroughly considered by the team with the GWP goals in mind.

7.0 References

Breuer, E., Lee, L., De Silva, M., & Lund, C. (2016). Using theory of change to design and evaluate public health interventions: a systematic review. Implementation Science : IS, 11, 63. http://doi.org/10.1186/s13012-016-0422-6

Agarwa, Anil. Global Water Partnership Technical Advisory Committee (TAC). 1996. *Integrated Water Resources Management*. [ONLINE] Available at: https://dlc.dlib.indiana.edu/dlc/bitstream/handle/10535/4986/TACNO4.PDF?sequence=1&isAllowed=y. [Accessed 6 October 2018].

Cairncross. Hygiene, Sanitation, and Water: What Needs to Be Done? PLoS Med. 2010 Nov; 7(11): e1000365. [Online] Avaialble at: https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2981587/ [Accessed 6 October 2018].

Carrera and Mendoza. 2017. *Global Water Partnership*. [ONLINE] Available at: https://www.gwp.org/globalassets/global/toolbox/publications/perspective-papers/collaborative-modelling_perspectives_paper.pdf. [Accessed 6 October 2018].

Community Toolbox. 2018. Community Assessment: SWOT Analysis: Strengths, Weaknesses, Opportunities, and Threats. Accessed 6 October 2018. [https://ctb.ku.edu/en/table-of-contents/assessment/assessing-community-needs-and-resources/swot-analysis/main]

Graves. 7 Steps to Building a Successful Channel Partner Program. CXL Business Building. 2 Aug 2017. [Online] Available at: https://conversionxl.com/blog/channel-partner-programs/ [Accessed 6 October 2018].

Global Water Partnership. 2018. What is the Network?. Accessed 6 October 2018 [https://www.gwp.org/en/About/who/What-is-the-network/]

Melissa McCr acken. 2017. *Measuring transboundary wa ter cooper ation: options for Sustainable Dev elopment Goal Ta rget 6.5*. [ONLINE] Available at: https://www.gwp.org/globalassets/global/toolbox/publications/background-papers/gwp-tec_23_measuring-transboundary-water-cooperation.pdf. [Accessed 6 October 2018].

Rajan. Situation analysis of the health sector. In: Strategizing national health in the 21st century: a handbook. WHO. 2016. [Online] Avaialble at: http://apps.who.int/iris/bitstream/handle/10665/250221/9789241549745-chapter3-eng.pdf;jsessionid=A092B21E5F761D9444904B330B114CB6?sequence=19 [Accessed 6 October 2018].

United Nations. 2015. Sustainable Development Goals: 17 Goals to Transform Our World. Accessed 6 October 2018 [https://www.un.org/sustainabledevelopment/sustainable-development-goals/]

Appendix A – Logic Model for GWP Partnership Approach Analysis

KAIZN SOLUTIONS

Situation

Inputs/Resources

- Human resources (Foundation staff, Executive Committees, Directors, Technical Ground staff, Support staff)
- Partners
- Funding bodies
- Program
- Protocol/Standards
- Program Reports
- Government Officials
- Financial Resources
- Forums
- Organizational materials (M&E)

Activities

- Mapping Resources
- Building strategic alliances with regional/international bodies
- Partner with knowledge generating professional bodies
- Build capacity to facilitate participatory approaches, conflict resolution, knowledge management, fundraising, team building and innovative planning
- Work on a financial instrument that provides the means to develop the utilisation of partners strengths/opportunities and avoid weaknesses/threats
- Social change communication with one voice
- Exchanging of knowledge and experience b/t partners (annual partner meetings, knowledge dissemination forms)
- Develop innovative ways to tackle complex challenges
- Interview/survey key actors/partners
- Develop and disseminate policies
- Deliver affordable solutions and recruit relevant actors on all levels
- Recruitment of international partners, online meetings with programme managers
- Building neutral, unbiased online platforms
- Coordinate action through platforms

Outputs

- # of organisations and bodies mapped
- # of MoUs
- Actual MoUs signed
- Technical mapping report
- Amount of money saved
- # of partners/resource mapped
- # of partnerships established
- Costs to engage partners
- Knowledge management report
- Financial Action Plan
- SWOT Analysis Plan
- Financial Capacity Monitoring Report
- # of Collaboration of programs
- Technical Social Change Communication (SCC) report
- SSC package/training
- Knowledge sharing report
- # of policy meetings
- # and reports of partners meetings
- No. of partners joining efforts
- No. of innovative solutions from collaborated actions
- Innovative strategy report
- # of survey participants
- # of interviews conducted
- # of policies generated
- # of countries and organizations
- # of local partners
- # of actors participating in local initiatives
- # of people before and after accessing water services that adhere/follow guidelines and policies created
- # of international programmes
- # of countries implementing
- Technical reports from each partner
- # of hubs/platforms built
- # of partners registered

Outcomes

- Establish linkages and capacities with partners
- Consolidate partnership in relevant corresponding levels
- Influencing policy change efforts
- Maximising partnership resources
- Development of innovative solutions to water crisis
- Change in focus towards intergenerational learning and gender equality programs
- Strengthened communication between partnerships
- Continuation of partnership network
- Updated financial plan
- Change in social behaviour of communities
- Number of messages developed and actively used
- # of Established new and # of enhanced pre-existing communication channels.
- Communications channels activity report
- Photovoice for success stories
- Manual for Cohesive and standard procedures for companies and partners
- Technical reports, improved global awareness, attraction to other organizations
- # of international partnerships created and scaled up programs
- Technical reports
- Larger network partnership reports
- Photo/voice to show the trust in social capital
- Catalysed actions technical reports

Impacts

Short-Term

- Harmonizing essential complementary resources and instruments with a diverse, holistic range of actors
- Exploitation of synergies to develop an empowering, unbiased, neutral partnership
- Increasing the level of knowledge, expertise and capacity of each partner
- Creating policy change and catalysing collaborative action by influencing key actors
- Improved Water Governance
- Access and usage of all programs/services/resources is maximized
- Needs of the community at large are met
- Strengthening relationship between community and stakeholders to cultivate
- Assurance of women's equal participation and intergenerational cooperation

Long-Term

- Goal 1: Catalyse change in policies and practice
- Goal 2: Generate and communicate knowledge
- Goal 3: Strengthen Partnerships

Assumptions:

Funds are available and can be secured by partners/funders/in kind donations during the enrolment of activities; Sufficient manpower and technology in executing development and maintenance of the different project phases; Partners are motivated to take part and make a change and all stakeholders are willing to engage. Reports will be published and shared with partners and communities to gain trust, create leaning platform and create sense of ownership

Risks:

- Insufficient funds, manpower and technical support.
- Participants' availability due to time constraint
- Stakeholders and partners active availability and full engagement

External factors:

- Funders may have other priorities
- Unpredictable weather and security breaches
- Geographical constraints related to event location

Activities	Input indicators	Output indicators	Outcome > Immediate Impact
Bringing together essential complementary resources and instruments			
• Mapping of resources and partners • Build a strategic alliance with regional and international bodies • Partner with knowledge generating professional bodies	• # of staff • monetary expenditure • transportation/vehicles log • # of communities visited	• # of organisations and bodies mapped • # of MoUs • Actual MoUs signed • Technical mapping report • Amount of money saved	• # of knowledge generating institutes that are on board • # of actual alliances made • Success stories • Partnership reports
Convening diverse, holistic range of actors			
• Build capacity to facilitate participatory approaches, conflict resolution, knowledge management, fundraising, team building, and planning	• Staff trained • Beneficiaries of capacity building (Quantity and quality) • Financial input	• # of staff trained • # and capacity of beneficiaries • Technical training report • Attendance sheets	• Photo/voice • Updated working plans • Updated knowledge management strategy • # and quality of conflicts resolved/ avoided • Plans involve main streaming of gender equality and intergenerational learning programs
Exploiting synergies			
• Work on a financial instrument that provides the means to develop utilisation of partners strengths/opportunities and avoid weaknesses/threats	• Mapping reports developed in previous steps	• SWOT analysis report • Financial action plan • # of organisations took part in financial capacity monitoring	• Updated financial plan

Creating sufficient weight of action

• Social change communication with one voice/message	• # of communities involved • # of partners involved • Mapping report	• Social change communication (SCC) package developed • # SCC trainings • Technical SCC report	• Change in social behaviour of communities • Number of messages developed and actively used

Collective learning and capability building

• Partners exchanging knowledge and experience (e.g. mandate to engage, align and hold accountable multi-stakeholder action) (community level meetings - high policy meetings, annual partner meeting) knowledge dissemination forms, strengthening communication channels	• # of partners involved	• Knowledge sharing report • # of policy meetings • # and reports of partners meetings • Public engagement reports • Activity financial report	• # of Established new and # of enhanced pre-existing communication channels. • Communications channels activity report

Innovation from combining diverse resources

• Combining partners' knowledge, ideas, experience and resources to develop innovative ways to tackle complex challenges	• Funds • Human Resources (HR): PR staff	• No. of partners joining efforts • No. of innovative solutions from collaborated actions • Report for the innovative solutions from collaborated actions	• Photo/voice for success stories on overcoming challenges

Legitimacy and knowledge to create norms, standards and policies

• Interview and survey key players and partners • Develop national and international policies on social norms and standards • Disseminate policies and guidelines to all partners involved in the GWP	• Funds • Technical and support staff - draft policy documents, interview key players/partners • IT - develop surveys • Existing policies/existing data forms/partnership agreement	• Number of survey participants conducted • Number of interviews conducted • Number of policies generated • Number of countries and organizations that adhere/follow guidelines and policies created • Manual for Cohesive and standard procedures for companies and partners

Combining the three intrinsic strands of sustainability

• Delivery of affordable solutions • Recruit actors with similar social, environmental, and economic focus • Partnership with local organisation	• Amount of Funds needed • Number and capacity Human Resources needed • Number and capacity of partners recruited	• No. of local partners • No. of actors participating in local initiatives to improve economic, environmental, and social outcome • No. of people before and after accessing water services • Technical reports showing numbers and quality Improved livelihood for the poor and the improved sustainability • Increased number of low SES able to access water services • KAP to assess Increase global awareness • Attracting more international organisation with specific goals

Scalability through combining delivery capacity across geographies

• Recruitment of International partners • Generation of SOPs and Protocols • Online meetings with all Programme Managers together	• Funds • Human Resources (HR): • Technical and supporting staff, marketing and PR staff • Information Technology (IT): websites and servers	• No. of Programmes with international reach • No. of Countries with Implementing Partners for each Programme • Technical reports from partner countries / programs • Number and quality of international partnerships created • Numbers of scaled up programs from national to international level • Technical reports from partners showing numbers and quality of scaling up activities and connections made

Networking, connecting, building relationships and catalysing action

• Building neutral, unbiased online platforms • Recruiting international partners including groups typically excluded in decision making • Partners utilising platforms to coordinate and catalyse collaborative action	• Funds • Human Resources (HR): Technical and supporting staff, marketing and PR staff • Information Technology (IT): websites and servers	• No. and capacities of hubs/platforms built • No. of partners registered on each hub and platform	• Larger network partnership reports • Photo/voice to show the trust in social capital • Catalysed actions technical reports

World Evaluation Case Competition 2018 Pilot

Team's Answers to Questions from the Judges

Appended November 2018

9 November 2018

PO Box 24177
SE-140 51
Stockholm, Sweden

**Re: Questions of the Proposal: Assessing the Value Added by a Partnership Approach
to Improving Water Governance Around the World**

To Whom It May Concern,

KAIZN Solutions is pleased to have received your questions for the proposal to evaluate the
value added by a partnership approach to improving water governance around the world.

Enclosed are the following answers to the questions as per your request:
- What are your evaluation questions?
- Can you elaborate on how and from whom you will collect qualitative data, and the
  level of effort required of the different stakeholders and actors?
- Can you be more precise about how the identified challenges and mitigation strategies
  refer to the evaluation as such?

We sincerely hope that these answers clarify the proposals and we look forward to discussing
the evaluation plan with you further if there are any more questions. Thank you for allowing
us the opportunity to enable growth within this essential partnership.
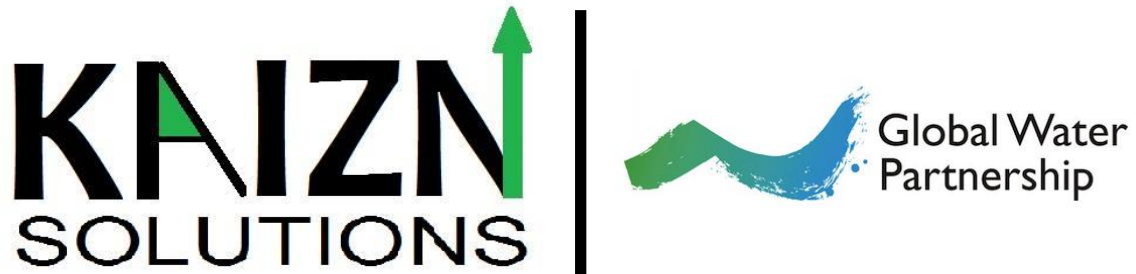
Sincerely,

KAIZN Solutions

Answers: Proposal to Evaluate the Value Added by a Partnership Approach to Improving Water Governance around the World

Prepared For:

Global Water Partnership

9 November 2018

Table of Contents

Question 1: What are your evaluation questions?

As stated in the proposal, the evaluation plan has three objectives:

A) To assess whether the expected added value to the partnership as a whole and to individual organisations are achieved and if so, to what extent.
B) To assess the degree of partnership strengthening attributable to the GWP.
C) To assess whether the GWP catalyses water governance improvement on regional and global level, taken socio-economic and environmental impacts into consideration.

It is important that GWP monitors their programme to hold the standards of their organisation in a high manner in order to ensure the partnership network is able to be transparent and accountable. In order to do so, the evaluation matrix provides the feasible evaluation design to gather credible evidence on what is working and what needs improvement. To understand the evaluation matrix, a set of questions and sub-questions were developed to guide the activities:

1. **How is the program being implemented?**
   - How many partners are involved and at what level?
   - What type of activities are conducted and at what level of success?
   - What type of resources does each partner bring to the partnership?

   Strategies involved:
   - Bringing together essential complementary resources and instruments
   - Exploiting synergies
   - Scalability through combining delivery capacity across geographies

2. **Is the program being implemented correctly?**
   - Are there established partners in all areas where SDG 6 is still to be achieved?
   - Is there representation from women, along with intergenerational cooperation and regional balance?
   - Is there ongoing training available for staff, stakeholders and beneficiaries?
   - Is there accountability in the financial budget?

   Strategies involved:
   - Convening diverse, holistic range of actors
   - Creating sufficient weight of action
   - Exploiting synergies
   - Combining the three intrinsic strands of sustainability

3. **How satisfied are the targeted population?**
   - Is there sustainability in continuous partnership?
   - Are partners actively engaging in networking activities?
   - Are partners actively contributing to the programme?
   - Do partners have the ability to provide continuous feedback to the programme?

   Strategies involved:
   - Networking, connecting, building relationships and catalysing action
   - Collective learning and capability building
   - Scalability through combining delivery capacity across geographies

4. **Do the program activities work as intended to meet the short/long term outputs/outcomes?**
   - How many projects are successful in reaching the desired outcomes?
   - What is the programme coverage in terms of participation?
   - Is there a common or recurrent theme or demand from within the partnership?

   Strategies involved:
   - Networking, connecting, building relationships and catalysing action
   - Creating sufficient weight of action
   - Legitimacy and knowledge to create norms, standards and policies

5. **What were the unintended / unforeseen outcomes noticed during and after implementation?**
   - Are partners contributing equally to the modification of SOP at their regional level?
   - Are there any unexpected outcomes, and if so, are they positive or negative?
   - Are extra funds spent in various areas or is there funds unutilised?
   - Do all partners have staff trained in report generation and the ability to share knowledge appropriately?

   Strategies involved:
   - Networking, connecting, building relationships and catalysing action
   - Collective learning and capability building
   - Legitimacy and knowledge to create norms, standards, and policies
   - Combing the three intrinsic strands of sustainability

6. **To which extent can we link the changes that took place with the programme?**
   - Are guidelines created and modified based on feedback from partners?
   - Are there changes in social behaviour of communities?
   - Are partners being involved throughout the community sustainment process?
   - Are policies made to highlight the capabilities each partners' involvement in the overall outcome of each project?

   Strategies involved:
   - Legitimacy and knowledge to create norms, standards, and policies
   - Creating sufficient weight of action

7. **Is the program cost-effective?**
   - What is the total fund invested?
   - What is the ratio of cost-to-benefits for each project?
   - What is the overall ratio of cost-to-benefit for the programme?

   Strategies involved:
   - Bringing together essential complementary resources and instruments
   - Exploiting synergies
   - Innovation from combining diverse resources

8. **How can we achieve better outcomes in the future?**
   - Is there continuous re-evaluation of the partnership goals?
   - Do we have an optimal number of partners?
   - Are partners' feedback taken into account to improve implementation?

   Strategies involved:
   - Innovation from combining diverse resources
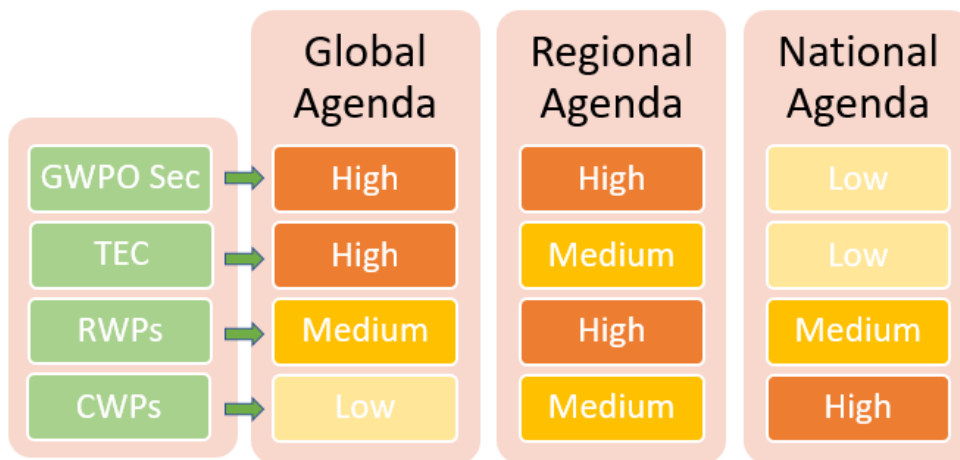   - Combining the three intrinsic strands of sustainability

Question 2: Can you elaborate on how and from whom you will collect qualitative data, and the level of effort required of the different stakeholders and actors

It is recognised that data collection has challenges in a network with over 3000 organisations in 183 countries. To begin, the GWP is split into three different levels of commitment (from high to low); each level showcases different aspects of the partnership duties as seen below. High commitment shows solid partnership that can catalyse change process with key actors in the country in a deeper way.

Source: https://bit.ly/2SYCxQx
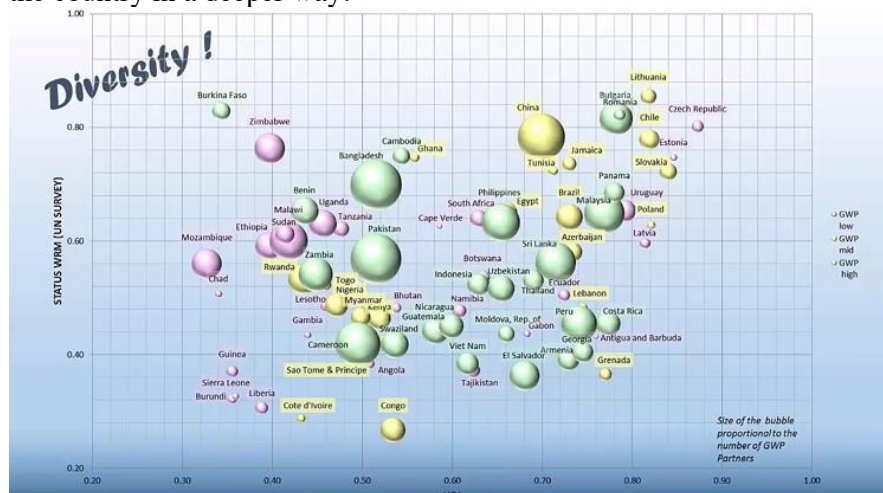
With the newly endorsed SDGs to promote synergistic development, the different stakeholders are further classified into four divisions: Global Water Partnership Operators (GWPO Sec), Technical Committee (TEC), Regional Water Partnerships (RWPs), Country Water Partnerships (CWPs). There is a mosaic of activities happening in each division. They work on the different agendas of the overarching framework in the organisation on different levels which could be core activities, global raised funded projects or local raised funded projects. The graph below shows the spread of responsibility on either a high, medium or low level.

	Global Agenda	Regional Agenda	National Agenda
GWPO Sec	High	High	Low
TEC	High	Medium	Low
RWPs	Medium	High	Medium
CWPs	Low	Medium	High

This coherence fostered common programmatic approach works for GWP as the different stakeholders unite through their goals of creating a system-wide result framework and project planning cycle, and the wish to manage, synergistic programme development.

Based on the commitment level of GWP stakeholders, we aim to measure expected added value and assess the partners' strength on how they can improve water governance through qualitative measures. Primarily, the focus will be on CWPs and RWPs due to the majority of work at the field level. These stakeholders will be required to submit reports on success stories which will show accountability and progress to funding bodies. It should be emphasised that a continuous effort from all stakeholders, regardless of their level of commitment, is needed for evaluation to be successful.

Photovoice is a process by which people can identify, represent and enhance their community through a specific photographic technique. It entrusts cameras to the hands of people to enable them to act as historiographer, and potential catalysts for social action and change, in their own communities. By engaging the stakeholders in multiple research and development arenas through photovoice, they are empowered to find their roles in the network and identify gaps in power relation to the stakeholder structure. Photovoice will also be used to explore the role of participation of underrepresented partners, and regional balance within the network. The outcomes of this method will be presented to the network to showcase success stories or challenges that stakeholders face to induce knowledge-sharing.

Question 3: Can you be more precise about how the identified challenges and mitigation strategies refer to the evaluation as such?

Attempting to provide a neutral platform for all partners touches upon a number of areas within the evaluation matrix, including 'creating sufficient weight of action', 'legitimacy and knowledge to create norms, standards, and policies', and most importantly 'convening a diverse, holistic range of actors'. As some partners might be larger, have more financial power, or be more distinguished and set-up within an area, it would be easy for them to have more weight in discussions and decisions regardless of if it was intentional. This would take away from all 3 of the aforementioned sections of the evaluation framework. In order to ensure that this does not happen, KAIZN Solutions proposed a Decision Support System (DSS) within stakeholders and decision-makers. The purpose of DSS is to provide equal representation between analytical models for integrated water resources management (IWRM) and the decision-maker who produce the course of action. Therefore integrating both decision-makers and stakeholders to utilise a system for assessing a range of interventions before selecting the best option.

An important component of the GWP is that there is equal representation by gender, region, and age demographic. In order to do so, promotion strategies of participating in GWP need to re-focus their marketing towards encouraging women participation, intergenerational learning and regional balance to ensure all voices are heard. By acknowledging this challenge, GWP can make a conscious effort to review what partners are on-board and who are yet to be outreached. Additionally, a "nudge" action is a possible strategy to encourage the

underrepresented to participate. An example could be automatic funding priority for projects that that specifically focus on the three areas. GWP will also conduct an internal audit to re-evaluate stakeholder levels of input or power within the network to identify any disruption in power.

As mentioned before, there is the potential challenge of ensuring equitable representation of each partner in the light of a wide range of participating organisations. It is not uncommon that partners with more resources or have contributed more to a collaborative project would receive more attention in similar partnership programmes. Therefore, being sensitive to the power dynamic among partners is essential in protecting the neutrality of the platform. Furthermore, partners of different sizes or scales might have different standards or cultures when planning and implementing projects. When there is mismatched expectations among partners regarding standard of contribution, the partnership itself or the satisfaction of respective partners could be impacted. To mitigate the challenge posed by variability in size and resources of partners, standard operating procedures (SOP) for local partners should be created for project implementation and memorandum of agreement (MOA) with local partners should be signed.

In order to create norms, standards, and policies that are comprehensive and tangible (one of the 10 strategies for adding value through the partnership), the manual created must be applicable to all partners. However, when such manual attempts to address all partners from different jurisdiction areas and cultural backgrounds, there is a risk that the recommendations will be too broad and not specific enough at the community level. KAIZN's solution to this is to ensure that local SOP are also created with input from regional partners to ensure they are understandable and centered around the specific community's needs.

One of the biggest potential challenges is to ensure funds are equitably distributed among the 10 partnership activity sections. There are local and global funds that are raised specifically for their level of distribution on the agendas. To ensure transparency, the partnership activities must provide detailed budget and a memorandum of intent (MOI) to be reported annually so that mishandling of funds can be minimised. Requirements to provide updates in the spending will be necessary throughout the project to gauge milestones of each life-cycle within the timeline and project goals. Additionally, annual reports must be delivered in a timely manner to budget for the upcoming year project. This will prevent potential consequences of misuse of funds. All proposed projects will be evaluated on how strongly they align with the partnership activity sections and a greater chance of funding will be given to those who are most aligned with the strategies for partnership strengthening.

In summary, these are the major potential challenges identified for GWP based on the existing programme framework. It is important that GWP consistently monitors and re-evaluate their frameworks to prevent unexpected situations.