

Evaluation of the Water, Climate and Development Programme in Africa (WACDEP Africa) 2011-2016

Final Report

24th November 2017

This Draft Final Report has been prepared by OneWorld Sustainable Investments, for the Global Water Partnership on the assignment: *Evaluation of the Water, Climate and Development Programme in Africa (WACDEP Africa) 2011-2016*.

OneWorld Sustainable Investments (Pty) Ltd

ONEWORLD SUSTAINABLE INVESTMENTS (OneWorld), established in 2001 in South Africa, is a fully owned and operated African organisation with extensive experience in working with national and local governments and other development partners across Southern Africa. As a sustainable development consultancy, OneWorld focusses on water and energy security, climate smart finance and inclusive green growth, within the context of a changing climate and resource constraints. Working with our partners and programme beneficiaries, we carry out our work through evidence-led adaptive development and resilience building, programmatic strategy development (often transboundary), applied research, policy analysis, and innovative transformational solutions.

For more information on OneWorld and our projects, see www.oneworldgroup.co.za.

Acknowledgements

We would like to thank WACDEP stakeholders, including GWP global, regional and country officials, as well as WACDEP country project managers and WACDEP beneficiaries, for generously giving their time to participate in this evaluation. Their valuable experience and insights were the critical input into compiling the key findings of this report.

Thank you to our experts from OneWorld who delivered this Report: Belynda Petrie (Project Lead), Anna Filipova (Research), Pippa Tsilik (Editing), Jacky Coomber (Logistics & Support).

Prepared by:

Lead consultant

Belynda Petrie

belynda@oneworldgroup.co.za

OneWorld Sustainable Investments (Pty) Ltd

Postal address

PO Box 1777, Cape Town 8001, South Africa

Tel: +27 (0)21 818 2900 – *please note new telephone number.*

Website: www.oneworldgroup.co.za

Table of Contents

ABBREVIATIONS AND ACRONYMS	4
EXECUTIVE SUMMARY	5
1 INTRODUCTION	8
1.1 THE IMPORTANCE OF WATER IN THE AFRICAN CONTEXT	10
2 WACDEP OVERVIEW	12
2.1 PROGRAMME OBJECTIVES AND STRUCTURE	14
2.3 THE STRATEGIC FRAMEWORK	16
2.4 MONITORING AND EVALUATION	17
3 LITERATURE REVIEW OF GOOD PRACTICE.....	18
4 EVALUATING WACDEP 2011-2016	26
4.1 BACKGROUND AND SUCCESS FACTORS.....	26
4.2 THE EVALUATION CONTEXT.....	27
4.3 THE EVALUATION APPROACH AND METHODOLOGY.....	28
5 EVALUATION FINDINGS AND RECOMMENDATIONS	37
5.1 LOGFRAME ANALYSIS	38
5.2 KEY MESSAGES	41
5.3 SWOT ANALYSIS.....	61
5.4 CONCLUSIONS.....	67
REFERENCES	68
APPENDIX 1 – LOGFRAME ANALYSIS.....	72
APPENDIX 2 – PROGRAMME MATRIX	77
APPENDIX 3 – STAKEHOLDER MAPPING.....	82
APPENDIX 4 – STAKEHOLDER INTERVIEW SCHEDULE.....	86
APPENDIX 5 – RESEARCH QUESTIONS AND INDICATORS.....	88
APPENDIX 6 – INFORMATION PLATFORM STRUCTURE AND CONTENTS	92
APPENDIX 7 – PRESENTATION OF KEY FINDINGS FOR THE FGD AT WWW	95

List of Figures

<i>Figure 1. The project and programme development lifecycle with regard to WACDEP</i>	<i>7</i>
<i>Figure 2. WACDEP Target Countries and River Basins</i>	<i>14</i>
<i>Figure 3. WACDEP Work Breakdown Structure</i>	<i>15</i>
<i>Figure 4. The Strategic Framework Cycle.....</i>	<i>17</i>
<i>Figure 5. IDMP Structure</i>	<i>24</i>

List of Tables

<i>Table 1. Relevance Research Questions and Indicators</i>	32
<i>Table 2. Effectiveness Research Questions and Indicators</i>	33
<i>Table 3. Efficiency Research Questions and Indicators</i>	34
<i>Table 4. Impact Research Questions and Indicators</i>	35
<i>Table 5. Sustainability Research Questions and Indicators</i>	36
<i>Table 6. Three main categories of key messages and recommendations</i>	42
<i>Table 7. WACDEP Africa support to investment planning processes mobilised EUR 19.5 million Source: GWP Africa, December 2016</i>	46
<i>Table 8. WACDEP SWOT Analysis</i>	61

List of Boxes

<i>Box 1. Key WACDEP Concepts</i>	9
<i>Box 2. Defining transformational change and climate adaptation</i>	27
<i>Box 3. The Iterative Approach to Data Collection and Analysis</i>	29

Abbreviations and Acronyms

AC	Advisory Committee
ACCESS	African Collaboration Centre for Earth Science Systems
ACP	Africa, Caribbean and the Pacific Group of States
AfDB	African Development Bank
AMCOW	African Ministers' Council on Water
APFM	Associated Programme of Flood Management (APFM)
APM	Association for Project Management (UK)
ASI	Adam Smith International
BMUB	German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety
CBP	Capacity Building Programme [WACDEP programme]
CDKN	Climate and Development Knowledge Network
CRIDF	Climate Resilient Infrastructure Development Facility
CU	Coordination Unit [a WACDEP structure]
DFID	The Department for International Development (UK)
EIB	European Investment Bank
FGD	Focus Group Discussion
GWP	Global Water Partnership
GWPO	Global Water Partnership Organisation
ICA	Infrastructure Consortium for Africa
IDMP	Integrated Drought Management Programme (IDMP)
IDM	Integrated Drought Management
IFM	Integrated Flood Management
IKI	International Climate Initiative (IKI)
IUCN	The International Union for Conservation of Nature
Logframe	Logical Framework
MC	Management Committee
M&E	Monitoring and Evaluation
NAP	National Adaptation Plan
NCCRS	National Climate Change Response Strategy
PE	Political Economy
PMU	Project Management Unit
REC	Regional Economic Communities
RG	Reference Group [a WACDEP structure]
RSC	Regional Steering Committee
RWP	Regional Water Partnership
SDG	Sustainable Development Goal
SF	Strategic Framework
TSU	Technical Support Unit
UNDP-GEF	UNDP Global Environmental Finance
UNECA	United Nations Economic Commission for Africa
UNITAR	United Nations Institute for Training and Research (UNITAR)
WASH	Water, Sanitation and Hygiene
WISE-UP	Water Infrastructure Solutions from Ecosystem Services Underpinning Climate Resilient Policies and Programmes
WMO	World Meteorological Organisation
WRI-CSIR	Water Research Institute of the Council for Scientific & Industrial Research
WWW	World Water Week

Executive summary

This external evaluation of the first implementation period of the Water Climate and Development Programme (WACDEP) in Africa (2011-2016) provides an independent assessment of stakeholder and partner views and perspectives of the programme's success in achieving its objectives of climate resilience and no/low regret investments. The findings from this evaluation are relevant for WACDEP Phase 2 in Africa, for implementation of WACDEP in other regions, for the implementation of planned and future GWP-designed and implemented programmes in Africa, and for the Global Water Partnership (GWP). The data collected is analysed, and key findings and recommendations are presented, with the five evaluation dimensions in mind, being: relevance, effectiveness, efficiency, impact and sustainability.

Knowledge management and learning as a cross-cutting issue: By its nature, WACDEP enables opportunities for learning and the Strategic Framework embodies the iterative cycle of the process of learning by doing. Therefore, knowledge management appears throughout the key findings and recommendations and is highlighted where relevant.

Key findings of the evaluation and recommendations

The key findings of the evaluation appear below. These are presented as Key Messages (KMs), and corresponding Recommendations (as per Section 5.2 of the main report).

KM 1. WACDEP's goals continue to be of high relevance across the Continent. WACDEP's key concepts and the Strategic Framework (SF) are, on the whole, relevant. Climate resilience is considered highly relevant. The "no/low regrets" investments approach was found to be less relevant. *Recommendation: Continue investing in climate-resilient water development.*

KM 2. WACDEP's design is robust; but its structure is not always fit for purpose. The design of work packages (WPs) across countries and river basins is strong, integrated and relevant. GWP's orientation towards networking and institutions is a strength. The structure of GWP is, in some cases, not fit for WACDEP's purposes. *Recommendation: Find out which WPs are needed most and identify pathways for integration between priority WPs.*

KM 3. GWP's strength as a network partner is both a critical success factor, and a limitation. The ability to access and convene institutions, particularly in the water sector, is highly rated; programming skills are less developed. Future programme designs would do better to focus on available resources and institutional strengths, while partnering with complementary institutions at the programme design and inception phase. *Recommendation: Focus on institutional capacities in programming and on upstream programme design (resources and institutional strengths), and cement complementary, strategic partnerships at the programme design stage, in line with WACDEP's current strategy*

KM 4. Limited resources successfully covered dispersed geographies and a wide range of activities. The programme delivered results in all eight countries and most regions, which helped WACDEP to leverage funding. *Recommendation: Continue to establish programme delivery entry points/mechanisms; increase focus on building capacity of GWP structures and for investment planning.*

KM 5. Investment Planning is key to leveraging adequate finance, but was under-resourced. Investment planning is poorly understood; project preparation under WP 4 was not realised; financial resources were not available for deploying experts to support Investment Planning under WP 3. *Recommendation: Build capacities for investment planning, drawing on GWP and Partner institutional strengths.*

KM 6. Ground-level implementers appreciate the value and co-benefits of the demonstration projects; the more remote stakeholders do not. Greater connections between WPs 3, 4 and 5 would have been valuable, and an iterative approach to implementing WPs 3, 4 and 5 would be beneficial. *Recommendation: Strengthen links between investment planning, job creation, social inclusion and decision making, using demonstration projects, noting that an important co-benefit is jobs, thus understanding which interventions yield jobs, and which do not, is an important prioritisation.*

KM 7. Locating WACDEP coordination unit (CU) in Africa is a success but ambiguity surrounds some of the overarching programme governance structures. The CU is supportive, hands-on, and integral to establishing WACDEP's Pan-African presence and agenda, especially in its relationship with Regional Water Partnerships, responsible for creating the CU. The relationship between the CU and GWPO is established, with relatively clear channels of reporting, communication and leverage. The GWP Steering Committee has limited oversight of WACDEP, through its GWP level focus. WACDEP also has limited influence over the Global Technical Committee. *Recommendations: WACDEP would benefit from a multi-level plan for engagement with GWPO; Allocate targeted resources to improve RG functioning; Establish and budget for the RG and the pool of expert resources as two separate functions/mechanisms; Define a role for the GWP Steering Committee to provide oversight to WACDEP, and for the Technical Committee to engage more closely with WACDEP knowledge management outputs;*

KM 8. WACDEP effectively combined theory and practice in building internal capacities. The Capacity Building Programme (CBP) is hailed by all stakeholders as a success; being ambitious, on target and effective. More capacity building is desired and required, through ongoing, less formal activities. *Recommendation: Formalise mentoring and other indirect capacity building outputs: monitor, report and document.*

KM 9. Understanding and attributing programme impact is difficult, and the target audience is unclear. WACDEP defines target beneficiaries as the most vulnerable populations but impact is difficult to attribute. WACDEP has not coherently articulated the programme's pathways of change and impact. WACDEP was designed with a focus on upstream support, with downstream support coming from complementary institutions brought in at different stages of the programme lifecycle. The M&E framework was designed to enable the upstream focus, while at the same time it was meant to specify the relationship between activities, outputs and impact. This relationship was not always understood by stakeholders in the reporting process. *Recommendations: Identify the target group and the intermediaries, to increase impact. Define parameters of the target group to improve monitoring, measuring and reporting.*

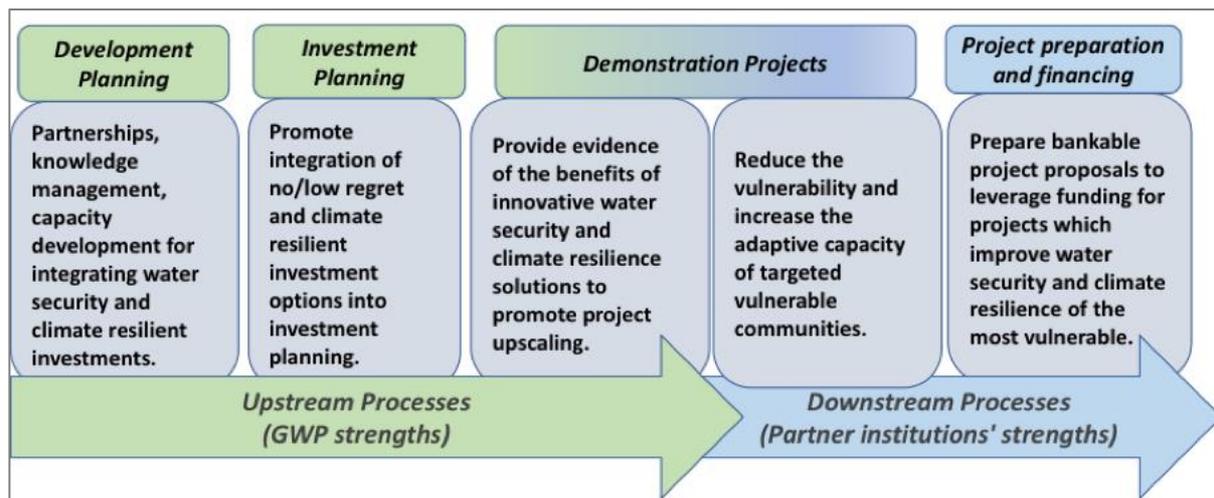
KM 10. Ownership is not clearly established, beyond programme management structures. Improved knowledge management could improve ownership of key concepts – nationally, regionally and globally. Ownership of the programme is mainly confined to programme managers and a few beneficiary institutions. The high level of programme

ambition, noted by most interviewees, was one factor which created difficulties for deep and wide ownership. A learning by doing approach would support programme target groups in taking ownership of the process, of resultant knowledge products, and therefore, of the programme. Updating the Strategic Framework (SF), and developing knowledge products are among the tools that WACDEP could use in informing and influencing the global community. *Recommendation: Document case studies that reflect central WACDEP learning as knowledge products to inform an updated Strategic Framework.*

Conclusions

Overall the evaluation found that WACDEP is a successful, relevant and robust programme. It demonstrates success across all the evaluation dimensions, albeit, obviously, some more than others. A high-level logframe analysis, focused mainly on measuring progress towards upstream objectives, showed that with an average rate of 156%, the programme overall exceeded the progress on its targets. Based on a SWOT analysis, a key strength of WACDEP is that it remains highly relevant on the African continent and has the potential to become a driver of the integration of climate resilient development and transformational change at national, regional and global levels. WACDEP managed to achieve a lot with limited resources, pointing to efficiency in terms of resource utilisation.

Figure 1. The project and programme development lifecycle with regard to WACDEP



A central theme of the evaluation focuses on where GWP is strong and where it is not and how this affects WACDEP and future programming. GWP cannot underpin all skills and expertise necessary to any programme and strategic partnerships can be and have been established by design to provide complementarity. *Nonetheless, a profound evaluation conclusion is that GWP should concentrate its programmes and activities in the upstream space of water development programmes. Specifically, upstream is defined as pre-project preparation and financing activities and related support (as depicted in figure 1).* Notably, the upstream focus plays to GWP's strengths, and this is starkly clear in the evaluation results and findings.

In designing projects and programmes that require both upstream and downstream skills sets, GWP's upstream-focus skills sets can be and have been complemented by partner institutions with skills located in the downstream project development lifecycle, such as directing resources to actual infrastructure investments. It is critical, however, that such strategic partnerships are established and cemented in the programme design and inception phases so as to strongly signal to programme implementers and beneficiaries at the outset, that implementation is well supported, technically, and strategically.

In the WACDEP context, the upstream space specifically includes a focus on:

- institutional navigation and development;
- establishing partnerships and coalitions for resilience building in water development;
- establishing long term investment planning approaches and outputs;
- building institutional capacities and developing core expertise;
- curating and brokering knowledge through experiential learning;
- exploring the co-benefits of climate resilient water development;
- establishing continental, regional and national linkages to build cooperative networks;
- participating in, informing and influencing the global climate resilience community.

This conclusion is central, and should be considered in conjunction with the specific recommendations outlined in section 5.2.

It is critical to note that the insights and results of this evaluation highlight the need for follow-on programmes to WACDEP. In particular, the resilience debate, although not perfectly resolved, needs to move on. Globally, but particularly in developing regions and countries, the attention is centred on building climate resilience in African societies, natural resources and related key sectors (e.g. energy, water and food production) in an inclusive manner so as to promote socio-economic growth, employment and equity. GWP, with its important lessons from WACDEP Phase 1, is well positioned to operate within the global and Pan African community, to advance insights as to how to achieve inclusive climate resilience.

1 | Introduction

Water resources on the African continent have come under pressure from a combination of factors, such as conflicting demands from population growth, rising urbanisation, economic development and the negative impacts of climate change. Water is central to human wellbeing and economic development across various sectors and as such it becomes the stress multiplier through which climate change impacts permeate economies and livelihoods. Water infrastructure and services development in Africa has been slow, with a widening gap between supply and demand. This, coupled with poor access to information, weak institutions and low levels of capacity, equates to low adaptive capacities across the Continent. Thus, the geographies and populations of Africa's countries, river basins and sub regions are characterised by low levels of resilience to climate and development-induced change - sometimes extremely so.

Unlocking investments that improve water resource management and increase effective and sustainable utilisation of the resource, can change the game. However, success relies on the investment decision making process and criteria changing too. Investments in water resource developments are known to stimulate economic growth and the wellbeing of populations. However, to ensure that today's investments are not tomorrow's stranded assets and are thus sustainable for future economies and populations, they also need to be resilient to climate impacts such as floods, and changing development demands from populations, environments and economies. Simply put, a dam, irrigation scheme or hydropower plant built today is resilient if it also meets the demands of the future.

However, the future is uncertain. Population forecasts and climate projections are available, are much discussed and in the main, are alarming. But, although these are well backed by science and modelling techniques, there is no way of knowing exactly how many people the planet will need to sustain, nor by how many degrees global temperatures will rise. Moreover, the projections and underpinning information are usually aggregated, meaning that the forecasts and scenarios to inform decision-making at a sub-regional or sub national level are seldom available at this resolution.

Investments and development must therefore plan and account for uncertainty. In financial terms, uncertainty is considered a risk, requiring mitigation strategies. Understanding risk perceptions and related decision processes around climate investments can result in more effective policies for responding to climate change. Generally, the adverse effects of uncertainty include reduced levels of, or less investment in, climate resilience strategies and infrastructure. In the African context, resources are severely constrained by competing development demands, thus managing risk and uncertainty in the context of climate policy is particularly important. This fact, when coupled with low capacities, means that there is little, if any, room for error (uncertain outcomes or poorly implemented/incorrect policy decisions).

For this reason, the WACDEP is underpinned by the concept of ‘no/low regret’ investments for climate resilience. No/low regret investments can respond to a range of climate scenarios, thus reducing the risk of uncertainty. This concept, along with the concept of climate resilience, is further elaborated in Box 1. WACDEP’s investment focus is on three aspects: infrastructure (for example water storage facilities or new technologies for irrigation); institutions (for example energy, agriculture and water); and information (for example information or modelling on vulnerable ‘hotspots’).

Box 1. Key WACDEP Concepts

Climate resilience: Climate resilience is understood as the ability of a system and its components to anticipate, absorb, accommodate or recover from the effects of a harmful occurrence in a timely and efficient manner, even in the context of the uncertainty of future climate change impacts. This includes ensuring the preservation, restoration or improvement of the system’s essential basic structures and functions (IPCC, 2012: 563). Climate resilience is not a destination in itself. Given the complexity of the systems in which climate change responses take place, the most feasible option is a programmatic approach which drives incremental transitions to a new way of life, assuming long term behavioural changes. Given the uncertainty of future impacts, climate resilient development needs to be understood as a series of activities that have the potential to deliver benefits under all potential future climate scenarios, even when future conditions are uncertain. Climate resilient development is different from business-as-usual development, in that it actively considers and addresses potential existing and future climate risks.

No/low-regret investments: In the context of the uncertainty presented by climate change impacts, no/low-regret investments present low risk opportunities for investment in adaptive capacity. The degree to which climate change will impact the system is dependent on a wide range of factors and is therefore not certain; however, no regrets investments are expected to remain unaffected by climate change and to deliver benefits under a full range of potential future climate change scenarios. And, while low-regrets investments may be negatively affected by climate change to some extent, they are still

expected to deliver acceptable net benefits under a full range of potential future climate change scenarios. While climate resilience requires a transformational approach to adaptation, as the impacts of climate change call for long-term behavioural changes, no/low-regret investments offer opportunities for low risk investments in adaptive capacity in the short term.

Of particular relevance to WACDEP is consideration of the opportunities for integrating no/low regret investment strategies with the National Adaptation Plan (NAP) process being undertaken in countries across the developing world.

The WACDEP Strategic Framework discusses this approach in some detail, with alignment between WACDEP and the NAP approach recommendations of: i) generating and sharing knowledge and experiences; ii) integrating climate change into relevant and existing policies and programmes, and; iii) developing and implementing new policies and programmes where appropriate.

Sources: AMCOW, 2012, WACDEP Strategic Framework, 2011.

During its first implementation period between 2011 and 2016, the Water Climate and Development Programme (WACDEP) in Africa aimed at addressing these key issues through creating partnerships and enhancing regional and national capacity in eight countries and four transboundary basins across five African regions. The request from the African Ministers' Council on Water (AMCOW) to extend the programme to ten additional countries in the second programme period, is seen as an affirmation of the programme's goals and objectives. Monitoring and evaluation are key for identifying and incorporating learnings to improve the programme and to revise its strategic direction, as per the Global Water Partnership's (GWP) Strategic Framework, against which WACDEP is implemented and assessed. As such, regular progress reports as well as a final programme report have been compiled by GWP and other key programme implementation partners.

OneWorld was commissioned to conduct an external evaluation of the programme aimed to bring an independent assessment of stakeholder views and perspectives of the success of the programme in achieving its goals. The purpose of this Report is to outline the approach and methodology according to which this assessment was conducted, as well as to present and analyse the findings and make recommendations and point to opportunities for improvement of the programme in the second period 2017-2019.

1.1 The importance of water in the African context

“Africa is one of the most vulnerable continents to climate change and climate variability, a situation aggravated by the interaction of ‘multiple stresses’, occurring at various levels, and low adaptive capacity.”

—Intergovernmental Panel on Climate Change (IPCC), 2007

As discussed, water becomes the stress multiplier through which climate change impacts entire socioeconomic systems in Africa. Sectors such as agriculture and energy are vital to economic development and livelihoods, and are at the same time highly water dependent. Therefore, exacerbated water scarcity and the increased frequency of extreme weather events, such as drought and floods, have serious negative implications for food security, which, in turn, negatively impacts on human health and wellbeing (UNECA, 2016).

The impacts of climate change do not respect national boundaries and as such, poor water resource management practices in upstream countries have the potential to create negative

externalities in downstream countries. Across a river basin, water utilisation in one economy can have significant impacts on water access and livelihoods in neighbouring economies. In a transboundary water context, the exacerbating levels of water scarcity create competition for water resources, not only between different economic priorities, but also between states, in some cases threatening security of the region and leading to conflict.

A recent development futures study projected that under a business-as-usual scenario, at the latest by 2050, water resources will be in critically short supply in Africa, as investments in increasing water supply will have failed to meet rising demand (UNECA, 2016). Population growth was projected to be the main driver of this deficit, although water demand was expected to increase faster than the population, due to added demand from economic activities, such as industry and agriculture (UNECA, 2016).

In this context, the current and future sustainability of Africa's economic growth and development are highly dependent on the availability and sustainable utilisation of water resources. In order to foster sustainable economic growth and much needed employment opportunities and to ensure the stability of the region, African leaders of today and tomorrow need to focus on investments which promote water security and climate resilient growth and development (AMCOW, 2012a). As a continent with 64 shared river basins, which is characterised with low efficiency of hydropower potential and irrigation – Africa requires solutions which build water security and reduce vulnerabilities (GWP Africa, December 2017).

Although water scarcity is a threat to economic development and security on the continent, there is also vast potential for improvement across the region. Economic development can be stimulated through investment in climate resilient infrastructure, integrating better water resource utilisation principles in national and transboundary policies and enhancing the capacity of related institutions. Sustainable water resource utilisation, which enhances adaptive capacity and resilience, could unlock the continent's hydropower potential, allow for the expansion of irrigation systems for improved agricultural productivity and hence create employment opportunities and protect livelihoods. Therefore, strategies, plans and investments which promote sustainable water resource management can be an efficient way of achieving both economic development objectives and building resilience to climate change (AMCOW, 2012b).

Climate change is a global phenomenon that is challenging traditional approaches to socioeconomic development and threatening the sustainability of water resources all over the world. Water related issues have been increasingly high on the agenda for global leaders. This has become evident through

- the all-round incorporation of water related issues into the Nationally Determined Contributions (NDCs) of Paris Agreement party countries;
- the adoption of Sustainable Development Goal 6 (SDG6) on improving access to clean water and sanitation; and
- the inclusion of water into the results framework of the Green Climate Fund.

(GWP Africa, December 2017).

Because climate vulnerability is experienced in very different ways in different places, the local context becomes central to identifying the most appropriate climate-adaptive solutions and strategic frameworks for implementation. Successful implementation relies on strengthened adaptive capacity in vulnerable locations. This necessitates effective institutions, cross sectoral institutional arrangements that also involve the private sector, and broader stakeholder

participatory processes. With these in place, policy reform and development is enabled, along with relevant climate investments. It is for this reason that the development of an African network for building capacity in water resource utilisation has been at the heart of the work that AMCOW and the GWP have been doing on the continent.

2 | WACDEP Overview

GWP designed WACDEP in order to programmatically respond to the challenges posed by climate change. Overall, the Programme includes a portfolio of regional programmes and projects which aim to build climate resilience through improved water management.

Programme governance and operational structure

In Africa, the regional WACDEP was developed and jointly implemented by the five African GWP Regional Water Partnerships and AMCOW, with the objective of stimulating investments that build water security and climate resilience (GWP, 2014).

Generally, GWP programmes are coordinated by the Global Water Partnership Organisation (GWPO) in Stockholm. However, for the purpose of WACDEP management, this function has been devolved to the WACDEP Coordination Unit (CU) located in Pretoria, South Africa. This aspect of the programme's governance structure locates the responsibility for programme oversight much closer to where it is implemented and allows for a pan-African perspective to feed through. The CU team consists of a Head Coordinator, a Senior Programme Officer and a number of experts on the critical aspects of WACDEP programme implementation, such as capacity building and project preparation and financing.

Another aspect of the governance structure, which contributes to the pan-African ownership of the programme is the endorsement from AMCOW and the fact that WACDEP is hosted by its Secretariat. The AMCOW Programme Officer for Climate Change related programmes, sitting in the AMCOW Secretariat is the officer responsible for overseeing WACDEP activities on the continent. At the African level, an Advisory Group exists, comprising of AMCOW, Regional Economic Communities (RECs), River Basin Organisations (RBOs) and other strategic pan-African bodies and national governments.

WACDEP was also designed to include a Reference Group (RG). The RG provides on-demand technical support, and collective oversight to the technical implementation of the programme. Until late 2015, the RG played an important role in overseeing the WACDEP implementation and the extent to which it linked to the WACDEP strategic direction and framework. For this purpose, the RG members conducted country missions during WACDEP implementation, which served a two-fold purpose: i) they provided implementers and stakeholders with support and advice on WACDEP activities, and ii) they provided feedback to GWPO on the progress of activities on the ground.

Supervision and Monitoring of WACDEP Implementation is done at both national and regional level though National and Regional Steering Committees (RSCs). The set up and composition of the steering committees varies according to the specific WACDEP country and region. Often, the governance structures were defined differently in each of the different regions and countries, depending on the existing GWP management arrangements. It is important to note that accredited CWPs exist in 5 out of the 8 WACDEP implementation countries, namely Cameroon, Ghana, Burundi, Burkina Faso and Rwanda. Therefore, in the

other 3 countries, alternative management arrangements were created to oversee WACDEP implementation.

The programme management arrangements are outlined in the respective country/region work plans. For example, the GWP West Africa Work Plan for 2012-2015 (GWP West Africa, 2011) specifically detailed the structures at both regional and national level, and describes their functions. At the regional level the GWP West Africa Steering Committee, which included representatives of partner institutions, served as a WACDEP Steering Committee. At the same time, within the GWP West Africa Secretariat, a WACDEP coordination and management unit was set up, which was responsible for overseeing programme activities in the region. This unit coordinated with the relevant regional organisations, such as the Volta Basin Authority (VBA) and was in close collaboration with programme partners at the national level in the two implementation countries – Ghana and Burkina Faso.

At the national level, the GWP Country Water Partnership (CWP) was responsible for establishing the operational arrangements. The CWP set up a National Coordination Unit, which was responsible for managing WACDEP daily activities, including technical, administrative and financial coordination (GWP West Africa, 2011). It also served as the link with the regional level management bodies. The West Africa national units consisted of the CWP chairman, the WACDEP National Programme Officer, National Communication Officer, National Coordinator for Capacity Building and Financial Officer. Memoranda of Understanding were the basis of cooperation between the National Coordination Unit and the relevant public administration departments, NGOs and private sector institutions, to guide the implementation of WACDEP activities.

In Eastern Africa, the governance structures of WACDEP were very much based on existing GWP structures. In GWP Eastern Africa, the highest decision-making body - the Meeting of the Consulting Partners, which consists of stakeholders from all eight countries in the region, acted as a key governance body for WACDEP as well. It was followed by the East Africa RSC, which convenes twice a year to provide policy and programme oversight to GWP activities in the region (GWP Eastern Africa, 2011).

In North Africa, the Coordination Unit was set up in Tunis and consisted of a project coordinator, a project manager and a project assistant, who were responsible respectively for transboundary and national programme components and activities (GWP Med, 2011). In addition, this region had a multidisciplinary Core Group in place, which consisted of representatives of key public-sector institutions, such as Water Resources Department at the Ministry of Agriculture, who provided oversight and guidance to WACDEP implementation through validation workshops (GWP Med, 2011).

Programme geographies and implementation

WACDEP Africa targeted eight countries: Cameroon, Ghana, Burkina Faso, Mozambique, Zimbabwe, Burundi, Rwanda and Tunisia; and five river basins: Volta Basin, Lake Chad, Lake Victoria-Kagera, and Limpopo Basin; and the North-Western Sahara Aquifer System, thus covering the five GWP African Regions.

In North Africa (Mediterranean), WACDEP has targeted Tunisia; in Central Africa – Cameroon; in East Africa – Rwanda and Burundi; in West Africa – Ghana and Burkina Faso; and in Southern Africa – Mozambique and Zimbabwe.

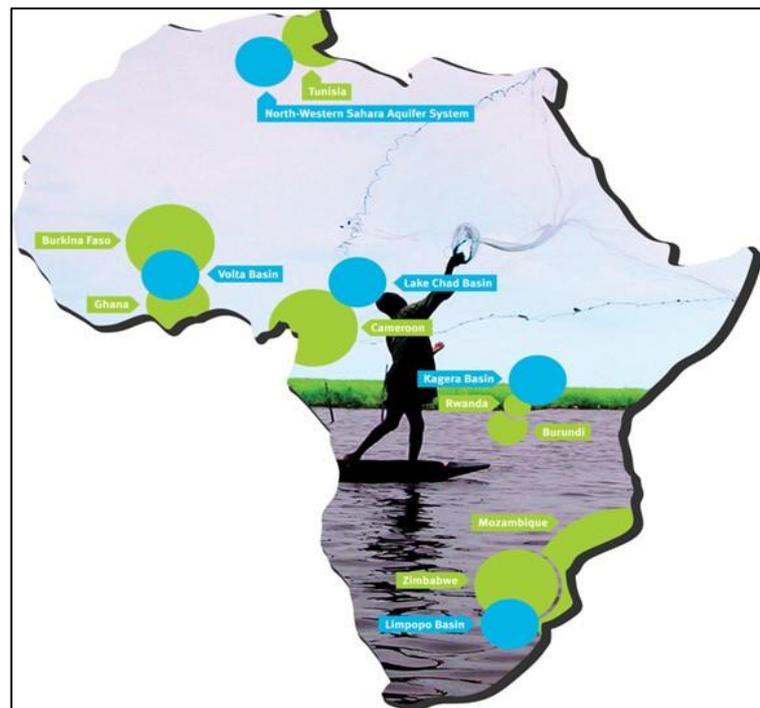


Figure 2. WACDEP Target Countries and River Basins
Source: GWP Africa, December 2016

The programme was officially launched by AMCOW and GWP during World Water Week in Stockholm in August 2011, as a tool for achieving climate change related commitments, by African Heads of State and Government. These commitments had been outlined in the 2008 Sharm el-Sheikh Declaration on water and sanitation (GWP Africa, December 2016). The first programme period, which spanned 5 years between 2011 and 2016, was implemented with the support of key partnerships established at the regional and national levels. Such partnerships, combined with knowledge management and capacity development are fundamental for WACDEP. As a partnership between AMCOW and GWP, the WACDEP implementation process is built around the key goals outlined in the GWP Strategy 2020, and it is guided by the AMCOW and GWP Strategic Framework.

2.1 Programme Objectives and Structure

WACDEP’s overarching goal is to “*promote water as a key part of sustainable regional and national development and contribute to climate change adaptation for economic growth and human security*” (GWP Africa, December 2016).

The programme’s overall objective is to “*support integration of water security and climate resilience in development planning and decision-making processes, through enhanced technical and institutional capacity and predictable financing and investments in water security and climate change adaptation*” (GWP Africa, December 2016).

Guided by this objective, the WACDEP programme expected to achieve three main outcomes:

- Integration of water security and climate resilience into development planning and decision-making processes;

- Enhancing of the capacities of partnerships, institutions and stakeholders to integrate water security and climate resilience in development planning and decision-making processes;
- Formulation and implementation of “no regrets” investment and financing strategies for water security, climate resilience and development.

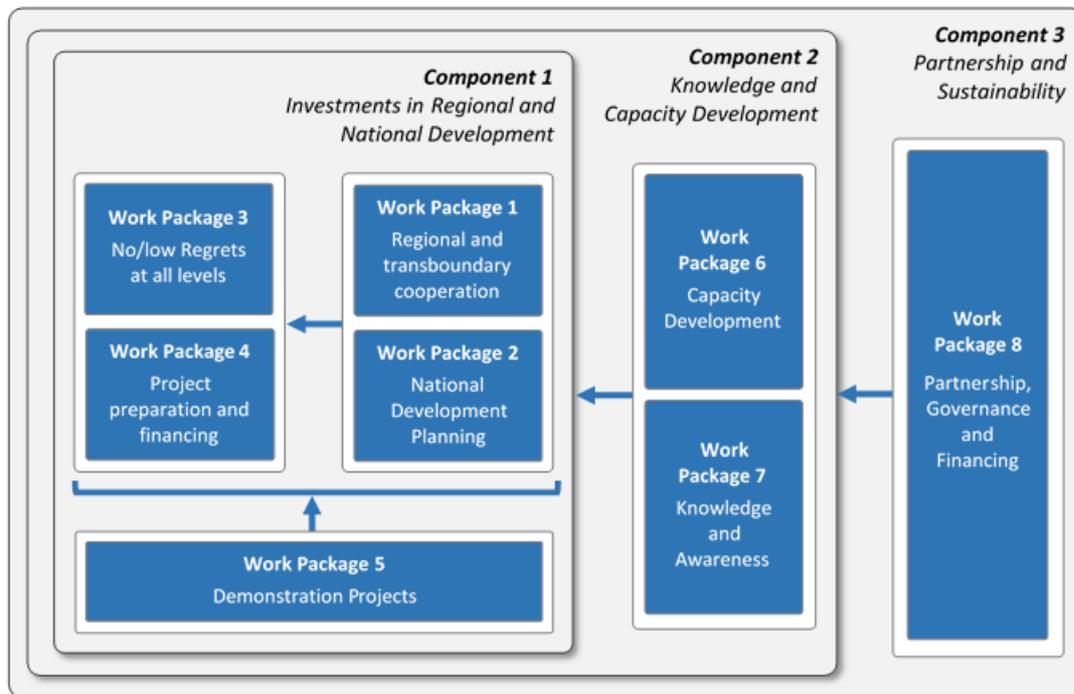
The five-year WACDEP implementation period spanned two different GWP strategy periods. These shift between these periods led to adjustments in the programme implementation components, specifically a shift from four components to three, to align with the three GWP strategic goals, and an introduction of the GWP logical framework (logframe). In its updated structure, WACDEP’s three expected outcomes were linked to three main implementation components, which in turn were aligned to the three GWP strategic goals. Each component is allocated one or more of eight work packages, aimed at addressing the different aspects of each component.

Below is a list of WACDEP components and corresponding GWP strategic goals and work packages.

- **Component 1** (aligned with Strategic Goal 1) *Catalyse change in policies and practice*
 - Work Package 1: Regional and Transboundary cooperation
 - Work Package 2: National development and Sector Plans
 - Work Package 3: Investments
 - Work Package 4: Project Preparation and Financing
 - Work Package 5: Demonstration Projects
- **Component 2** (aligned with Strategic Goal 2): *Generate and communicate knowledge*
 - Work Package 6: Capacity Development
 - Work Package 7: Knowledge and awareness
- **Component 3** (aligned with strategic Goal 3) *Strengthen partnerships*
 - Work Package 8: Partnerships and Sustainability

As demonstrated in figure 3 below, the different WACDEP components and work packages are very much interrelated and are meant to build on each other towards achieving the programme’s outcomes and objectives. Partnerships, knowledge management and capacity development, which are integral to components 3 and 2, are fundamental to WACDEP. Through creating partnerships on the continent at the regional and national level, the programme aims to support the development of knowledge and capacity of regional and national institutions to integrate water security and climate resilience into development planning. This in turn, aims to enable and leverage funding for investments in water security at the national, regional and transboundary level, while demonstration projects were aimed at stimulating innovation and promoting the deployment and up-scaling of water security and climate resilience solutions, while also providing an on-the-ground evidence base for generating lessons and informing national and regional level policy formulation. The projects were therefore implemented at the local level and aimed to reduce the vulnerability and increase the adaptive capacity of targeted communities (GWP Africa, December 2016).

Figure 3. WACDEP Work Breakdown Structure



Source: Source: GWP Africa, December 2016

The WACDEP objectives and implementation structure align closely with the Strategic Framework, as discussed in the following section.

2.3 The Strategic Framework

The Framework for Water Security and Climate Resilient Development, also known as the Strategic Framework (SF), was developed as part of WACDEP implementation. It was launched at the Africa Water Week in 2013 in Egypt, in the presence of 33 water ministers from different African countries. The development of this Framework began in 2011, under the guidance of an Expert Group, with funding from the Climate Development and Knowledge Network (CDKN). This process culminated in the publication of the flagship Strategic Framework (SF).

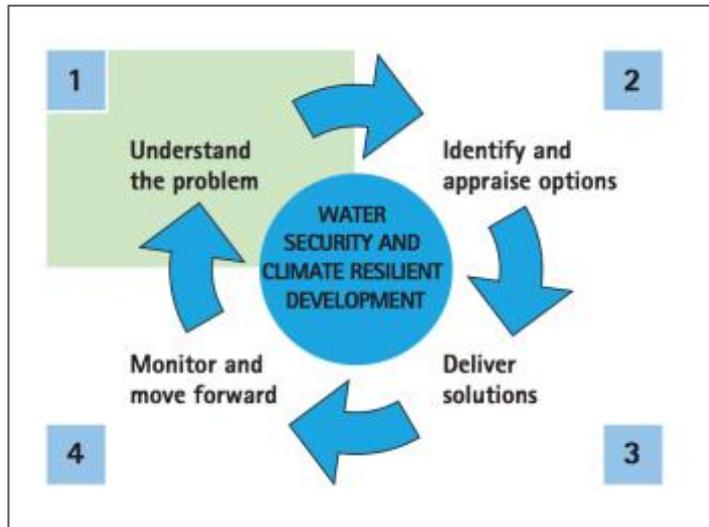
The SF and the Technical Background Document are the key references for WACDEP implementation teams as well as the relevant senior decision makers at the beneficiary level. Specifically, the SF outlines a phased approach towards integrating water security and climate resilience into development planning, through promoting no/low regrets investments and climate resilient development planning in Africa. The SF formulation process also resulted in the establishment and integration of the RG into WACDEP's overall structure. The SF Expert Group, which acted as a reference group for the development of the SF, provided technical oversight and review functions, evolved into the RG as integral to the programme's implementation.

The process outlined in the SF is represented by a circular flow diagram (figure 4 below), which includes the following four phases:

1. Understand the problem: based on evidence and stakeholder perspectives
2. Identify and appraise options: identify low/no-regret investment opportunities

3. Deliver solutions: integrating investment strategies and climate resilience into development planning
4. Monitor and move forward: process of learning lessons from the application of the framework.

Figure 4. The Strategic Framework Cycle



The stakeholder engagement and consultative component is foundational to the approach set out in the WACDEP SF. Through this approach, AMCOW and GWP aim to avoid actions and activities which are prescriptive and inflexible. Rather, the intention is to enable a constantly developing process that is iterative and accommodates varying national and regional contexts.

2.4 Monitoring and Evaluation

Monitoring and evaluation (M&E) of WACDEP progress is done through the reporting process, and is based on a comprehensive Results Framework, designed according to WACDEP's specific structure.

The Results Framework consists of two main parts:

- i. An outcome mapping approach, which has characterised all GWP M&E processes since it was introduced in 2006. This approach focuses on assessing observed behavioural changes, as measured by qualitative data.
- ii. A logframe analysis approach, which was added to the Results Framework in 2013. This approach measures tangible outcomes against a set of quantitative indicators and targets.

The WACDEP logframe (available in Appendix 1 of this report) establishes a hierarchy of impacts, outcomes and outputs, and utilises indicators as a means of verification of the achieved progress. The logframe consists of a series of SMART indicators (SMART refers to: specific, measurable, attainable, relevant and timely). These indicators are intended to measure the programme's impact, outcomes and outputs, against the expected results/targets and baseline data or assumptions, and in accordance with the overall strategic goals (GWP, November 2016).

Specifically, the indicators are:

- 2 impact indicators, measuring the socioeconomic and environmental benefits;

- 8 outcome indicators, measuring progress in governance, institutional development, investment planning, integration of WACDEP concepts into development plans;
- 20 output indicators, divided between the three key components, measuring the outputs and activities provided against targets.

The logframe against which targets are set for the WACDEP programme is consistent with the GWP corporate logframe and follows its structure – it divides the 20 output indicators into three groups, according to the three GWP goals/WACDEP programme components.

The completion of WACDEP’s 2011-2016 programme period marks the key process of evaluating its performance. While WACDEP has been undergoing continuous and periodic monitoring and internal evaluation in accordance with the GWP logframe, the external evaluation, undertaken by OneWorld is critical to this phase in bringing together valuable external stakeholder views and perspectives of the success of the programme in achieving its goals, or consolidated progress toward this.

3 | Literature Review of Good Practice

This section presents a review of regional and international good practice in terms of the key aspects of WACDEP: water security, climate resilience, and institutional capacity development and governance as an investment enabler. A number of initiatives and their set-up and outcomes are reviewed here. The aim is to extract good practice and benchmarks with regards to programmes, and programmatic approaches, investment facilities, finance and funding activities, and organisational arrangements which contribute to improving water resource management through promoting climate resilient investments. The good practice identified through this review has been referred to, where relevant, in the key messages and recommendations in section 5.2.

Climate Resilient Infrastructure Development Facility

Key words: adaptive management; demand-driven response; finding flexible solutions; knowledge-sharing; developing evidence-base for driving transformational change; categorisation of fund mobilisation process

The Climate Resilient Infrastructure Development Facility (CRIDF) is the flagship water infrastructure programme for Southern Africa, set up by the UK Department for International Development (DfID). The programme is part of DfID’s strategy and overall effort to assist in strengthening water security on the continent through “improved management of transboundary water resources and national-level integrated water resource management” (CRIDF, n.d.b). CRIDF’s overarching objective is to leverage resources while ensuring a regional, demand-driven response to water security in the context of climate change. The facility envisages achieving this through first delivering small scale sustainable infrastructure projects across the SADC region and mainstreaming climate change into national planning. The programme’s focus is on promoting “no regrets” or “low regrets” investment options, “until better information is available” (DfID, November 2012). CRIDF focuses on forming local partnerships to ensure the local political economy (PE) context is taken into consideration, through particular consideration of PE issues from the very beginning, during project appraisal stage.



CRIDF headquarters are in Pretoria, South Africa and DFID's main implementation partners on this programme are SADC, the German government (GIZ) and the United Nations Development Programme (UNDP) (DFID, November 2012). The programme has a strong transboundary focus and as such, it works closely with all regional RBOs. CRIDF's implementation is managed by a Project Management Unit (PMU), which comprises a team of leading experts in water security and climate change. The PMU's main purpose is to identify projects in accordance with the SADC region's demands and needs, by, at the same time drawing on the expertise of over 400 associate consultants. Through this approach, CRIDF aimed to become a catalyst for leveraging the USD800 million needed to cover the shortfall in SADC water sector investments, as expressed in the SADC Vision 2030 (CRIDF, n.d.a).

CRIDF provides beneficiaries in the SADC region with three main types of services:

- i. **Rapid advisory services** in response to current political and developmental challenges: ad-hoc advisory services staffed by selected experts from a pool of consultants;
- ii. **Quick wins:** projects which demonstrate immediate benefits from mainstreaming climate resilience into water security. Such projects are completed within three months and the lessons learned from these projects are disseminated as evidence for the selection, planning and implementation of long-term projects.
- iii. **Long-term projects:** projects that emphasise the benefits from transboundary cooperation in water resource management, through the development of new infrastructure projects. Such projects are aimed for delivery within six months. CRIDF could be involved by leading the procurement process or by assisting in leveraging outside funding. Large scale projects are specifically linked to improving the region's access to climate finance, by assisting with preparation of project proposals for the Green Climate Fund (GCF).

In 2014, CRIDF won the "Overseas Development Project of the Year" at the UK Association for Project Management's (APM) annual awards, which are the project management industry's 'gold standard' for Programme Management. CRIDF won the award for overcoming project management challenges in a complex environment. According to the facility itself, the success of its model lies in its flexibility, which allows CRIDF to provide a response to beneficiary needs in a way that is "demand-driven, politically savvy and strategic" (CRIDF, n.d.a).

Towards the end of its implementation, CRIDF gathered its rich implementation experience and valuable data. It extracted lessons learned, and shared them through its website, in the form of selected case studies. According to DFID, the key to a successful knowledge sharing opportunity is a clear definition of the target group, in order to ensure that lessons learned are well targeted and influence specific change (DFID, June 2016).

One example of good practice, where CRIDF assistance contributed to changing the approach to flood risk management and pro-poor climate resilience, stems from CRIDF's work in the Incomati River Basin in Mozambique. Through the creation of a basin flood management committee, CRIDF managed to improve cooperation between various private and public stakeholders in the basin, resulting in a "more balanced distribution of current and future flood risk among key stakeholders" (CRIDF, 3 June 2016). The key to unlocking cooperation with regards to improved flood risk management was the utilisation of a two-dimensional hydraulic river flood model, which helped demonstrate the economic and financial benefits arising for all stakeholders as a result of sharing the flood risk. This good-practice example

demonstrates the benefits of a programme such as CRIDF having the “in-house” technical expertise and tools to provide the necessary evidence to drive transformational change. It is this kind of technical assistance that has the potential to gain CRIDF “a seat at the table from which to influence the planning and management of infrastructure in shared water basins” (ASI, n.d.).

Resulting from CRIDF’s work in the Incomati Basin, Illovo Sugar, one of the large private sector stakeholders in the basin, changed their investment strategy for the basin: they, diverted funds away from their initial intention to build hard defences for flood protection, towards a more climate resilient solution (CRIDF, 3 June 2016). The solution was informed by CRIDF’s modelling work and constituted a combination between infrastructure and allowing certain areas to flood. This solution resulted in a more balanced flood risk distribution amongst stakeholders.

Ultimately, in the long term, CRIDF’s support acted as a catalyst for mobilising £4.7 million in investments in improved climate resilience for the most vulnerable populations in the lower Incomati Basin (CRIDF, 3 June 2016). In 2016, CRIDF made significant progress in infrastructure project development and funding, being successful in leveraging finance for the further development and implementation of some of these projects, as well as using its own resources to implement others (DFID, June 2016).

Despite significant progress made by CRIDF in 2016, the programme is still expected to face challenges going forward, in ensuring that all planned and funded infrastructure projects are implemented and that other projects are progressed to a point where they can attract other funders to take them towards implementation (DFID, June 2016). In terms of measuring the programme’s overall success in mobilisation of funding for projects, a discussion has begun between DFID and CRIDF on the methodology of claiming this mobilisation.

In order to provide a better understanding of the funds mobilisation process, a new approach was developed, of breaking down mobilisation into several categories: i) legally committed; ii) formally committed; iii) catalysed; and iv) influenced (DFID, June 2017). According to DFID:

“Given the typical ‘upstream’ early stage and strategic engagement of CRIDF it is appropriate not to limit the ability to claim mobilisation progress to only when a legal commitment is secured” (DFID, June 2017).

This new methodology is therefore expected to better fit CRIDF’s structure and objectives and to improve the understanding of the programme’s role and contribution towards mobilisation of project funding.

WaterAid and Climate Change

Key words: strong organisational arrangements; supporting development of national strategies; targeting climate finance

WaterAid is mainly focused on providing access to water, sanitation and hygiene (WASH) services, with an overarching goal of achieving safe WASH “for everyone, everywhere by 2030” (WaterAid, 2014). Given the central role of WASH services for the climate resilience of communities, building communities’ adaptive capacity to climate change also becomes an important part of the organisation’s objectives. In one example, access to improved sanitation can help stop the spread of disease after flooding, which is one of the key ways in which climate change impacts the most vulnerable communities. According to WaterAid, “access to WASH builds community resilience to many threats, including climate change, population growth

and changing land-use” (WaterAid, n.d.a). The organisation sees the provision of WASH services as one of the best ways to increase resilience to the impacts of climate change, as it causes people to shift from using vulnerable surface water resources, to more resilient sources, such as groundwater (WaterAid, n.d.a). The provision of climate resilient WASH services and infrastructure is therefore at the heart of WaterAid’s initiatives. The organisation works with communities through their ‘participatory WASH vulnerability analysis’ approach, to help them reduce their exposure to disaster risk (WaterAid, n.d.a).

WaterAid works with governments to support them in developing their national strategies, as well as financial and technical systems for improved governance and expansion of the provision of sustainable WASH services. The organisation puts a strong emphasis on understanding the local, political and socioeconomic context in the countries and regions where it operates. It sees partnerships as key to developing “responsive programmes of service delivery, capacity development, research, policy analysis and campaigning designed to influence sustainable transformational change” (WaterAid, 2014). WaterAid defines itself as a “global federation with a local focus”. It has teams of experts based in Australia, Canada, Sweden, the UK and US, who help to coordinate and fund the organisation’s operations across Africa, Asia, Central America and the Pacific (WaterAid, n.d.b).

In 2010 WaterAid International was founded, to bring all WaterAid members under one umbrella and help direct and coordinate the achievement of the organisation’s goals globally. The detailed and structured nature of WaterAid’s relationship with its member countries was noted by a stakeholder in the current evaluation process. Four principles underpin WaterAid International’s relationship with its member countries (WaterAid, n.d.b):

- The effective achievement of WaterAid’s mission is fundamental to all that the organisation and its members do and the collective global interests are paramount.
- WaterAid International will only undertake activities if it is expected that it can deliver these more effectively than the respective WaterAid Member.
- There will only be one delivery organisation in each of the regions/countries where WaterAid services are provided.
- Countries with the capacity to raise significant funds are eligible for membership in WaterAid International.

The relationship between WaterAid International and its members, as well as the organisation’s global standards to which every member’s activities should adhere, are defined and guided by specific Membership and Licence Agreements. The terms and structure of the governance of the organisation are detailed in the WaterAid International Governance Manual. At the global level, governance is exercised by the WaterAid International and the international Board and its committees, whose main purpose is to ensure that the organisation’s resources are used efficiently and in support of achieving the WaterAid’s objectives (WaterAid, 7 March 2012).

Given the increasing evidence of the negative impacts of climate change in the regions where WaterAid is active, as well as the rising need to access climate finance, the organisation created the WaterAid Climate Finance Initiative. The Initiative’s aim is to ensure that climate funding (accessed through the Green Climate Fund and the Adaptation Fund) plays a role in driving the shift from business as usual to more transformative approaches to providing climate resilient WASH services through structural change and long-term programmatic interventions (WaterAid, n.d.c). Through the Initiative, WaterAid will work with partner organisations to identify and address blockages to accessing climate finance for improved,

climate resilient WASH services in four case study countries. The Initiative aims to support and build the capacity of the national implementing entities to develop inter-sectoral and climate-fundable proposals, which are aligned with government objectives (WaterAid, n.d.c). The Initiative, planned to take place between 2015 and 2020, is currently underway. WaterAid plans to develop a set of briefs, tools, guidance notes, and advocacy messages as knowledge products from this programme, as well as to establish a multi-stakeholder dialogue, which will both facilitate a process of sharing the learning and encourage debate.

The International Union for Conservation of Nature and WISE-up

Key words: – including ecosystem services from natural infrastructure in investment strategies for climate change adaptation

The International Union for Conservation of Nature (IUCN) is a membership union of government and civil society organisation, created in 1948 to provide knowledge and tools to enable the nexus between human progress, economic development and nature conservation. The IUCN has grown into the largest environmental network in the world to harness the resources of more than 1,300 organisations and 16,000 experts (IUCN, n.d.a). The Union forms a global network, which provides “a neutral forum in which governments, NGOs, scientists, businesses, local communities, indigenous peoples groups, faith-based organisations and others can work together to forge and implement solutions to environmental challenges” (IUCN, n.d.b). IUCN works around the world with members and partners, and through its commissions, and regional and global programmes, to help integrate ecosystem-based mitigation and adaptation approaches into policy and practice. It is also working to make climate policy and action more inclusive and socially equitable, taking into account the concerns of the most vulnerable.

IUCN works in several themes, one of which is “water and climate change”. Under this theme, the IUCN has developed the “Water Infrastructure Solutions from Ecosystem Services Underpinning Climate Resilient Policies and Programmes” (WISE-UP) Project. The project aims to develop and share knowledge on the use of a combination of natural infrastructure (such as wetlands, floodplains, watersheds) and built infrastructure (such as dams, levees, irrigation channels) as a means to achieving “poverty reduction, water-energy-food-security, biodiversity conservation, and climate resilience” (WISE-UP, n.d.). The programme is planned to run over a four-year period, to link ecosystems services into water infrastructure development in two river basins: the Tana River Basin in Kenya, and the Volta River Basin, which is shared by Ghana and Burkina Faso.

The programme has five main components (WISE-UP, n.d.):

- **Project Coordination:** led by the IUCN, in partnership with basin leads, such as the African Collaboration Centre for Earth Science Systems (ACCESS) for the Tana River Basin, and the VBA and Water Research Institute (WRI-CSIR) for the Volta Basin.
- **Ecosystems infrastructure investment analysis:** led by the International Water Management Institute, and two other higher education institutions. The component involves eco-hydrological, economic assessments and system impact modelling.
- **Political economy:** involves analysis of the political economy of water infrastructure governance, led by the Overseas Development Institute.
- **Action learning:** involves engagement with stakeholders to strengthen evidence-based decision-making, led by the IUCN.

- **Capacity Building and Communications:** involves knowledge transfer and sharing with regards to the integration of natural and built infrastructure solutions; led by IUCN in partnership with ACCESS and CSIR.

WISE-UP's overarching goal is to "increase adaptive capacity through recognition and inclusion of the ecosystem services provided by natural infrastructure in investment strategies for climate change adaptation and through optimization with built infrastructure planning and development" (WISE-UP, 2017). Through its five-component structure, detailed above, the programme brings together expertise from various fields, such as engineering, resource sciences, computer modelling, economics, politics, climate change, and creates a platform for them to work with stakeholders towards building a solid knowledge and evidence base. The project is funded by the International Climate Initiative (IKI) of the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB). The project has so far delivered a water resource assessment of the Volta River Basin, as well as a baseline review and ecosystem services assessment of the Tana River Basin, and has conducted a training workshop on a soil and water assessment tool.

European Investment Bank - ACP-EU Water Facility

Key words: accessing funding; project preparation; project prioritisation

The European Investment Bank (EIB) launched the Water Project Preparation Facility for the African, Caribbean and Pacific (ACP) region, in 2004. The aim was to enhance sustainable water and sanitation infrastructure and improve water governance and IWRM in countries in these regions. The Facility focuses on expanding access to funding from national and international sources. Its objective is to support the development of financially and technically viable projects through improved upstream project preparation (EIB, 2008). The Facility's work mainly focuses on countries with the weakest project preparation capabilities and in those countries, it works with local governments, civil society, the private sector, and bilateral and multilateral donors in order to identify priority projects. In addition, the Facility provides support through early stage coordination and cooperation with possible co funders of these projects (EIB, 2008).

The Associated Programme of Flood Management (APFM)

Key words: support through online interface and database; evaluating and rethinking the business model.

The APFM is a global joint programme between GWP and the WMO, which was set up to promote the concept of Integrated Flood Management (IFM) among regional flood management networks by providing access to knowledge products and best practices, as well as through capacity building and advice on management approaches, and facilitating exchange of cross-regional experiences (GWP, n.d. b). APFM is implemented under GWP's overarching Water and Climate Programme. By recognising that floods can have both positive and negative effects, which can never be fully contained, the programme aims to shift the policy focus from flood control to flood management and towards the development of national strategies for IFM. APFM also provides support in the development of project proposals, which is part of the programme's shift towards a new, implementation oriented approach.

The main channel through which APFM provides support is the IFM HelpDesk, designed specifically for the purpose of this programme and later on applied to other GWP/WMO programmes as good practice. The HelpDesk is an online interface where stakeholders can

request technical support, tailored to their needs, as well as explore a wide range of technical and policy documents on flood management solutions (WMO, n.d.). The tool was designed according to a specially developed framework document for the establishment of a HelpDesk for IFM. The APFM acts as an online platform and a central information hub on programme related activities. The information centre provides access to global databases on flood-prone areas, list of relevant institutions and, policy and legislations in different countries and other literature on flood management (WMO, n.d.).

The programme has a phased implementation approach, starting with an Inception Phase (August 2001 - March 2002), followed by several implementation phases, guided by the applicable strategy of the time period. APFM is currently in its IV Implementation Phase, which is focused on mainstreaming IFM into policy and practice (WMO and GWP, November 2014). APFM is governed by an Advisory Committee (AC), comprised of interested partner organisations, including donors, and a Management Committee (MC). In addition, the programme has active partnership with 30 Support Base Partners. The AC plays the role of a think-tank and provides guidance to the programme’s activities (WMO, n.d.). The (MC), consists of GWP and programme donors and plays a monitoring and review role. The programme’s M&E framework is based on the GWP Logframe.

Based on a 2016 external review of the programme, APFM could benefit from a shift from an advisory and support role towards a focus on implementation of project oriented activities (WMO and GWP, August 2017). It was noted in the APFM 2016 Annual Final Report, that such a shift would require a change in the programme’s business model. In one aspect, the programme would need to look at creating long-term funding partnerships with donor institutions, such as the World Bank. At the same time, if APFM shifts towards direct, long-term contracts with donors, this would also have implications for the governance of the programme, because it could render the Management Committee obsolete as a body which conducts oversight and coordinates between donors and implementers (WMO and GWP, August 2017).

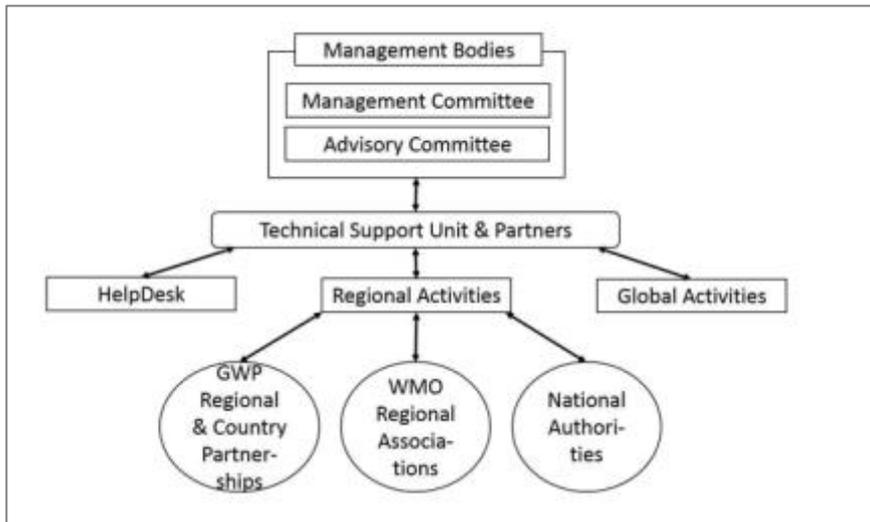
Based on the recommendations from the external review, WMO and GWP are in the process of developing a new APFM business model, which is aimed “to integrate communalities and seek synergies between the flood and drought management programs, focusing on development and support to End-to-End Early Warning System for floods and building on IFM materials already accessible through the APFM” (WMO and GWP, August 2017).

The Integrated Drought Management Programme (IDMP)

Key words: support through online interface and database; clearly defined organisational and governance structure.

IDMP is a global joint programme between GWP and the World Meteorological Organization (WMO), with an overall purpose of shifting the focus from reactive to proactive drought management (GWP, n.d. a). IDMP is implemented under GWP’s overarching Water and Climate Programme. IDMP was inspired by the APFM and closely follows its structure and organisational arrangements. The programme provides policy and management support as well as scientific evidence and knowledge and best practice in the area of Integrated Drought Management (IDM) to stakeholders involved in drought mitigation and resilience (GWP and WMO, November 2011).

Figure 5. IDMP Structure



Source: IDMP, 25 August 2014

IDMP's approach is aimed to enable both vertical and horizontal cooperation with regards to IDM, improve knowledge, build capacity and stimulate innovation. Starting in 2013, the IDMP has been established according to its planned management and governance structure, as per the programme concept note, and is seen to have performed coherently since its inception (Magalhães, 2017).

IDMP has a very clearly defined organisational and governance structure. These are both structured in line with the framework foreseen in the programme Concept Note from July 2011 (WMO-GWP, July 2010). The programme is implemented according to specific Operational Guidelines, which were documented in August 2014 and revised in May 2016. These Guidelines describe the programme's governance and implementation structure and represent them in graphic format. The programme's governance structure (figure 5 above) comprises of two management bodies - a MC, and an AC). In addition, the programme has a designated Technical Support Unit (TSU), which is meant to assist with the inception and technical implementation of the programme.

The MC and AC meet annually to assess the implementation of the programme and to make recommendations for the way forward. The AC is comprised of representatives of an array of GWP and WMO relevant technical commissions. It AC serves as a resource by providing information about the latest scientific and technical advances in drought-related issues. Based on the most up to date information, the AC will review and assess the IDMP TSU activities. The MC is the monitoring and evaluation body of the programme, which also makes decisions regarding the programme's budget plan (GWP and WMO, November 2011). According to a recent external review of IDMP, the programme's governance structure has the characteristics which could help lead to the attainment of its objectives (Magalhães, 2017).

The IDMP also has an online HelpDesk platform, designed based on the APFM platform. On the platform, stakeholders can request assistance from leading drought experts, or find knowledge resources and learn about ongoing IDMP activities and connect to these. The HelpDesk, as well as the set of Regional and Global activities are the main operational structures of the programme. The Regional activities are led by GWP RWPs and CWPs, WMO Regional Associations, and the relevant National Authorities. The programme's specific activities are clearly defined in its Work Plan, which are grouped in 3 components and 4 work packages, with specific activities listed under each work package (Magalhães, 2017).

4 | Evaluating WACDEP 2011-2016

4.1 Background and success factors

Internal evaluations show that WACDEP has over-performed, when measured against the logframe indicators, as well as in terms of its financial performance. AMCOW's satisfaction with the results achieved by WACDEP is also evident from the request to extend the programme's mandate to 10 additional countries in the ensuing programme period (GWP Africa, December 2016). At the same time, the programme faced a set of challenges. In its baseline assumptions, national and regional capacity and knowledge with regards to project preparation and investment planning were overestimated in terms of programme resource allocation, notwithstanding that GWP recognised the capacity challenges and lack of practical expertise across Africa (it was for this reason that GWP established the RG and built strategic partnerships with key institutions such as UNDP CapNet, CDKN and UNITAR). Therefore, given the lack of experience in the preparation of bankable projects, these activities were under-resourced in terms of funding and human resources (GWP Africa, December 2016). At the same time, there was a clear understanding of the need to provide support and build capacity across Africa in investment planning and project preparation. This is why, starting from the design stages of the programme, the RG was integrated in the operational structure to provide technical assistance and strategic partners were identified and contracted for each of the critical work packages.

It is also unclear whether ownership of the programme, and particularly its concepts, has been strongly established beyond the relevant GWP country offices and AMCOW. Thus, an important question for this evaluation is *the extent to which pertinent ministries and NGOs in Africa, particularly in WACDEP's countries and regions, have understood and adopted key WACDEP approaches.*

In this regard, central questions include:

- i) Has understanding of the concept of climate resilient water infrastructure been enhanced among these beneficiaries?
- ii) Have African countries and basins mainstreamed climate resilience into their water development plans in a way that provides clarity of new/enhanced water development and management pathways?
- iii) Are the relevant institutions of these countries and basins promoting climate resilient water resource development, with no/low regret investments, because of WACDEP and showing signs of continuing to do so?
- iv) Have the governance arrangements of WACDEP promoted ownership and sustainability?

Learnings from the evaluation about the implementation of the programme are useful in identifying which work packages worked well and which components of the programme need strengthening, as well as in helping to inform and guide the way forward. Although the evaluation focused on analysing the effectiveness and efficiency of the programme to yield these learnings, it also considered the overarching concepts that underpin the WACDEP approach, especially with regards to climate change issues, where trends may quickly change, given that it is a relatively new threat on the development agenda.

4.2 The Evaluation Context

The WACDEP programme goal has two main parts, both central to the evaluation:

- i) promoting water as a key component of sustainable development;
- ii) contributing to climate change adaptation for economic growth and human security.

Key to the assessment is the extent to which the WACDEP goals are being achieved and whether the pathways for doing so are optimal. Given that integrated development planning is widely recognised as being critical to building climate resilience, the links between the WACDEP approach and the first part of the goal are clear. A review of development plans across the target programme areas, along with targeted stakeholder interviews, over time, will reveal where this has worked and where it has not, and what the main factors were for this.

The links to the second part of the goal are less visible. “No/low regret investments” in climate resilience are designed to encourage investment through protecting the investor from the uncertainty of climate change impacts (for example, by building a strengthened bridge in anticipation of future increased flooding intensity). However, it is arguable whether this approach is the most effective with regards to enabling and contributing to transformational climate change adaptation, that builds the resilience of the most vulnerable.

From the perspective of climate change adaptation, transformational change (see Box 2) is an important emerging theme, as experts involved in the discourse seek to understand whether effectively addressing climate change impacts requires a paradigm shift in the way our society functions, including a change in societal values and the way development decisions are made. In this evaluation, the issue of transformational adaptation is useful not only with regards to assessing the programme’s progress towards its goals, but also in determining the programme objectives going forward.

Box 2. Defining transformational change and climate adaptation

Transformational change was an important theme emerging in the IPCC Fifth Assessment Report, *Climate Change 2014: Impacts, Adaptation, and Vulnerability* and is a central feature of the evolving design and particularly the criteria of the Green Climate Fund (GCF). Specifically, the IPCC Fifth Assessment Report defines transformation as “adaptation that changes the fundamental attributes of a system in response to climate and its effects”. Noting that adaptations have tended to become small scale in nature, the report suggests that transformational adaptation could include adaptation at greater scale or magnitude. The definition also provides for the introduction of new technologies or practices, the formation of new structures or systems of governance, as well as shifts in the location of activities.

Given the emerging focus of the Global Climate Fund (GCF) on funding projects which bring about transformational change, this question will be important for the ability of projects to leverage funds, as the programme expands to ten new countries in Africa. This question is an important criterion with regards to WACDEP’s effectiveness. However, the question becomes critical when considering that leveraging “predictable financing and investments” (ToR, p 3.) is central to the future sustainability of the programme.



4.3 The Evaluation Approach and Methodology

This section outlines the approach and methodology for the WACDEP Africa 2011-2016 programme evaluation, specifically with regards to the evaluation design.

A consultative approach

The WACDEP programme has been implemented and operated on the back of solid stakeholder participation and engagement, with endeavours to maintain continuity and consistent levels of engagement. There are, as a result, numerous stakeholders to the programme, spanning its scope of eight countries in five regions and five shared river basins on the Continent. These stakeholders were therefore identified as the best informants to the Evaluation required of WACDEP now, particularly as the programme enters a further phase of implementation, expected to conclude in 2019. Overall, through its participatory approach, the evaluation process also intended to strengthen communications with key stakeholders and beneficiaries.

Appendix 3 on Stakeholder mapping, provides a complete list of stakeholders who were identified as key informants for this evaluation. The list includes a few main stakeholder categories, described in detail in the Stakeholder Mapping sub-section further in this report. Given that international travel and workshops were not part of this evaluation, the stakeholder engagement process was conducted through telephonic and internet-based means, such as Skype. The approach towards planning and conducting interviews is detailed in the Interview Schedule available in Appendix 3 to this report

Key Principles

The following are among the key principles which underpinned our evaluation approach:

- *The "20-80" rule applies*, in that 20% of effort generates 80% of the needed results. This was critical to achieving the best possible result in the time available and noting that evaluations are not a perfect science. Rather, this evaluation was aimed at being the best effort to understand what is really taking place in the project areas as a result of WACDEP.
- *The stakeholders know more than we do*. The OneWorld team concentrated its efforts on accessing data, testing the analysis thereof with stakeholders quantitatively and qualitatively, and conducting participatory analysis through interviews, and where necessary, small focus group discussions.
- *Expert knowledge is useful and supplementary*: Knowledge of water governance and investments, climate change and climate finance in Africa has added significant value to the evaluation and was drawn from experts in these fields (regional and international) and the project team.
- *Objectivity and transparency are key tenets of the evaluation*: the evaluation was conducted in an impartial manner, taking different perspectives into account, while considering the specific strengths and weaknesses of the programme. It is for this reason the project lead, Belynda Petrie, an RG Member, recused herself from being an RG member during the course of this assignment. In assessing the effectiveness, impact and efficiency of the RG as part of evaluating the programme governance and institutional arrangements, the project leader has made additional efforts to triangulate thoroughly and to transparently analyse and record the results.

Evaluation Design

The evaluation design has been closely informed and aligned with the WACDEP programme structure, in terms of components and work packages, with the aim of addressing, assessing and drawing conclusions and recommendations for each of these work packages. At the same time, the evaluation design has taken into consideration WACDEP’s geographical scope and the research team has gathered findings and drawn conclusions spanning each of the five GWP African regions, eight countries and four basins where the programme was implemented.

Keeping in mind that the consultative approach was central to this evaluation, the findings are mainly based on the collection and analysis of qualitative data that is descriptive in nature and more difficult to analyse than quantitative data. However, the qualitative data is rich in context and has allowed for a broader spectrum of views and perspectives to be collected and analysed. In the context of the WACDEP evaluation, where the views of a large number of key stakeholders needed to be considered and processed, the iterative approach to data collection and analysis (Box 3. below) became central to the evaluation design.

Box 3. The Iterative Approach to Data Collection and Analysis

The iterative approach becomes especially useful in the process of collection and analysing qualitative data. In its nature, the iterative approach creates a process in which the researcher arrives at final conclusions and recommendations through the repetition of several rounds of data collection and analysis, which serve to inform and feed into each other. Through this approach every round of data collection refines the findings and brings the research closer to the desired results and most relevant findings, as what emerges from initial rounds of data analysis will be used to shape subsequent rounds. Iteration in this context is not meant to be simply a repetitive task, but rather a “deeply reflexive process”, which leads to valuable insight and develops meaningful results (Srivastava and Hopwood, 2009). “Reflexive iteration” is what adds value to every next iteration of the process of data collection and analysis through emerging insights from previous rounds and eventually leads to “refined focus and understandings (Srivastava and Hopwood, 2009).

This approach allowed a reflexive process of data collection and analysis, leading to more refined findings and conclusions. In practice, this means that the data collection and analysis were conducted in two rounds, over the course of the evaluation. During the first round, a number of targeted stakeholder interviews were conducted. Thereafter the data was collated and findings were interrogated and corroborated with desktop research, in order to draw key conclusions. These conclusions helped to refine the research question for the second round of stakeholder interviews.

Evaluation Dimensions

In order to achieve the goals of this evaluation, as outlined in the GWPO Terms of Reference, the assessment focused on five key dimensions, based on the “standard criteria”: relevance, efficiency, effectiveness, impact and sustainability. These are accepted Development Assistance Country (DAC) criteria as published by the OECD. Research questions were developed under each evaluation dimension and these research questions are listed in a subsequent section of this report (Appendix 5). At the same time, across these dimensions, cross cutting issues were also explored, such as the contribution of the programme toward the most vulnerable groups of the populations in project areas, which in terms of climate change

and water security, are usually the poorest. Gender and overall environmental issues were also considered.

An evaluation is the systematic acquisition and assessment of information to provide useful feedback about the programme. The project team has therefore ensured that data is collected and collated against each assessment criteria. Sufficient data was gathered and interviews conducted to allow the team to triangulate, thus ensuring that perspectives obtained are balanced or corroborated and that no information is taken at face value. The analysis is presented further on in this report in section 5.

Evaluation Priorities

Given the broad scope of this evaluation as well as the timeframe and geographical span of the programme, the OneWorld team recognised that not all evaluation dimensions and cross cutting issues would be addressed to the same degree. To address the most critical issues, the project team defined evaluation priorities and adhered to these during the implementation phase of the evaluation. Given that WACDEP already has an approved extension and scope of work, it was assumed that this evaluation is not contributing to a decision to continue, but rather to inform improvements to further implementation, in addition to informing other future programmes designed by GWP. This facilitated the ease of prioritisation.

The project team prioritised the areas to be covered by the evaluation on the basis of a Programme Matrix (Appendix 2 to this report). This was specifically designed to map the WACDEP components and work packages against specific processes and beneficiaries affected by the programme. This matrix was used in the process of selecting the key stakeholders to be interviewed during the first round of data collection. This was done to ensure that all work packages across the different WACDEP countries and regions were assessed.

Information Platform

The data collection process was predicated and supported by desktop based research. This research involved the processing and analysis, against the research questions, of a set of documentation relevant to the implementation of WACDEP in the 2011-2016 programme period. This documentation was collected using electronic means and in close collaboration with the WACDEP Africa Coordination Unit and the GWPO and has been stored, organised and categorised in a database on Dropbox, which was shared between the OneWorld team and the WACDEP Africa Coordination Unit and GWPO. The structure and contents of this information platform, can be seen in Appendix 6, the Information Platform Structure.

Stakeholder Mapping

Stakeholder mapping was a key process leading up to the data collection stages of this evaluation. The stakeholder mapping process took into account the programme institutional structures and was informed by the Programme Matrix in Appendix 2 of this report. As such, it allowed the project team to identify the key actors, stakeholders and beneficiaries of the WACDEP programme in the period 2011-2016. These stakeholders were organised in several main categories, covering a range of AMCOW and GWP institutional bodies, as well as a range of partners, regional and national level relevant entities. The Stakeholder Mapping tool, populated with key stakeholder names and contacts, is available in Appendix 3 to this report.

The following categories of key stakeholders were identified for this evaluation:

1. AMCOW Stakeholders
2. GWPO Network Operations Unit
3. WACDEP Africa Coordination Unit

4. WACDEP Reference Group
5. GWP Africa Regional Water Partnerships
6. WACDEP Project Managers
7. Regional Economic Development Communities
8. River Basin Organisations
9. Partners
10. Government Departments
11. Water Experts

Data Collection Process and Interview Schedule

As previously stated, the data collection process was in its core an iterative process of stakeholder interviews under this evaluation, through which sets of qualitative data were collected and analysed. The data collection and analysis was conducted in two rounds, over the course of the evaluation, as a way of applying the iterative approach to data collection and analysis.

Round 1 of stakeholder interviews were mainly aimed at assessing the perspective of WACDEP implementers, and included the following stakeholder categories:

- AMCOW
- GWPO Network Operations Unit
- WACDEP Africa Coordination Unit
- WACDEP Reference Group
- GWP Africa Regional Water Partnerships
- WACDEP Country Project Managers

Round 2 of stakeholder interviews focused on gaining the perspective of WACDEP implementing partners and beneficiaries, as well as water experts, external to GWP and the OneWorld team. This round included the following stakeholder categories:

- Regional Economic Development Communities
- River Basin Organisations
- Implementing Partners
- Government Ministries/Departments
- Water Experts

In line with the evaluation priorities set out earlier in this report, a number of key stakeholders was identified for the first round of interviews. These were conducted using telephonically and via Skype, according to an Interview Schedule detailed in Annex III of this report. After the first round of stakeholder interviews was completed, the findings were collated and interrogated, corroborated with desk review, and analysed at an internal project team brainstorm session. This process fed into and refined the research questions and thus added value to the findings in the second round of interviews.

Following the internal brainstorm session, the second round of stakeholder interviews was conducted (interviewee names and interview dates are detailed in Annex III of this report), in order to confirm and deepen the findings from round one. The stakeholders who were interviewed in this round were determined based on an iterative approach, allowing for the first round of stakeholder interviews to inform this decision.

Research Questions

As part of the evaluation methodology, research questions were developed to guide the stakeholder interview process and were grouped according to five evaluation dimensions. In conducting the stakeholder interviews, the research questions were used to assess both the major internal and external factors that have critically influenced the outcomes (or lack thereof), in terms of the planned results were explored as discussed, and triangulated. This also helped clarify the level of attribution.

This evaluation linked the dimensions and research questions back to the WACDEP logframe, where possible, and used the logframe as the evaluation departure point. However, this assessment is primarily qualitative in nature and thus does not collect data for each logframe indicator. Rather, the project team developed a set of indicators for each dimension, drawing on the logframe indicators as appropriate. The complete list of research questions and indicators is provided in Appendix 5 of this report. In this section, each evaluation dimension is presented and research questions and indicators listed for each dimension.

Relevance

In determining relevance, the assessment investigated the extent to which the objectives of the programme interventions were consistent with the needs of beneficiaries, in terms of their capacity and institutional development needs. At the same time, the programme's relevance was assessed against national/regional objectives as outlined in agendas (development plans and priorities), relevant global priorities (the Millennium and Sustainable Development Goals and the recently ratified international climate agreement), the policies of funders or donors and the partner needs (CWPs, River Basin Organisations, etc.).

Table 1. Relevance Research Questions and Indicators

Dimension 1: Relevance	
Objective	To determine the extent to which the programme objectives were valid in addressing climate resilience and water security in the context of MDG/SDG achievement and investment agendas at the national and river basin levels.
<i>Research Questions</i>	
Q-1.1.	To what extent have programme activities been beneficiary demand-driven? How is the demand expressed?
	Have these demands been specifically addressed? Are there any gaps that would be worthwhile addressing? How would these gaps be best addressed in your view?
Q-1.2.	To what degree have investment evaluation tools, capacity building and training materials been relevant to attaining the objectives? In what way have they been relevant?
	In your view, are there tools/trainings/capacity building initiatives that are still necessary to attaining the WACDEP objectives? Which of the tools/trainings/capacity building initiatives/materials been the most relevant to the roll-out of WACDEP in your country/basin and why?
Q-1.3.	To what degree has targeted technical assistance been relevant to attaining the objectives? Is there any particular technical assistance that you would still appreciate, in rolling out and maintaining WACDEP's approaches and objectives? What would this look like and where would it come from?
Q-1.4.	Which work package do you think was most relevant to the specific country/region? In what way was it relevant? What did it achieve?

Q-1.5.	What were the main challenges faced during the implementation process?
	Were these overcome at all? If so, how were they overcome?
	What is the best way of overcoming these or similar obstacles and challenges?
Q-1.6.	To what extent were/are the programme objectives relevant to the most vulnerable population groups?
Q-1.7.	To what extent were/are programme knowledge products relevant in addressing key issues?
Q-1.8.	Have the climate and development related capacity challenges prevalent in Africa been effectively addressed by the WACDEP programme? In what way?
Q-1.9.	In what way are the programme concepts of no/low regret investments and climate resilience relevant to your country/region?
Q-20	What is your understanding of each of these 2 concepts (i.e. their definitions)?
Q-21	To what extent have purpose developed programme documents such as the Strategic Framework been applied as guiding programme implementation documents?
<i>Indicators</i>	
I-1.1.	Share (percentage) of stakeholders interviewed who thought the programme objectives were relevant to their region/country.
I-1.2.	Share (percentage) of beneficiaries from the most vulnerable population groups (differentiated).
I-1.3.	Share (percentage) of stakeholders interviewed who felt that WACDEP knowledge products were relevant in addressing key issues.

Effectiveness

This dimension evaluated the extent to which the programme's objectives were achieved, considering their relative importance. Effectiveness is an aggregate measure of the worth of a programme activity, or the extent to which the related objectives have been attained and whether or not this is sustainable or will last beyond the programme funding cycle, and the extent to which it had a positive impact on institutional development. The latter is particularly critical to one of the subsequent criteria - sustainability.

The research questions under this dimension were aimed at assessing the extent to which the designed objectives were realistic, to what extent they still meet current knowledge levels and evolved beneficiary needs, and the factors that were crucial to the success or failure of achieving the project objectives (internal and external), such as the programme's M&E system, and institutional and governance arrangements.

Table 2. Effectiveness Research Questions and Indicators

Dimension 2: Effectiveness	
Objective	To review whether the programme has accomplished expected deliverables at the output level.
<i>Research Questions</i>	
Q-2.1.	To what extent are the programme objectives realistic?
Q-2.2.	To what extent do programme objectives meet current knowledge levels and evolved beneficiary needs?
Q-2.3.	What are the internal and external factors that are crucial to the success or failure of achieving the project objectives?
Q-2.4.	Can you provide 1-3 examples of best practice achieved through WACDEP?
Q-2.5.	Are there external examples of best practice in water and climate development & investment?

Q-2.6.	What are the key gaps between programme outputs and examples of good or best practice achieved through the project but also externally?
Q-2.7.	To what extent has the programme successfully fostered the intended governance change as defined by the programme results framework? In what way?
Q-2.8.	To what extent has the programme successfully influenced tangible outcome level results as defined by the programme results framework? In what way?
Q-2.9.	Define/outline the programme's governance arrangements as you understand them.
Q-2.10.	Did the governance arrangements of the project support or hinder the achievement of results and in what ways (differentiate between different aspects of the governance arrangements, e.g. CU, RG etc.)?
Q-2.11.	Please comment on the implications of the transition of programme management and coordination from GWPO to GWP Pretoria office.
Q-2.12.	What is your understanding of the role of the Reference Group?
	In what way has the RG been useful?
<i>Indicators</i>	
I-2.1.	Number of regional/national organisations supported in developing agreements/ commitments/ investment options and tools that integrate water security for climate resilience and other key issues (food, energy, ecosystems, urbanization and transboundary basins).
I-2.2.	Number of organisations (all levels) supported in the development of investment strategies supporting policies and plans which integrate water security for climate resilience and other key issues (food, energy, ecosystems, urbanization and transboundary basins)
I-2.3.	Number of organisations (all levels) in which permanent/lasting change has been effected as a result of the programme (e.g. new/ amended governance arrangements/CR investment portfolios, etc.)

Efficiency

This aspect of the evaluation examined how economically the programme's resources (funds, expertise, time) were converted to results, applying among other measures, a cost benefit ratio to determine the relationship between resource inputs and the results achieved. The outcomes of the sustainability aspect of the assessment were expected to be a key determinant of resource utilisation. If an intervention yielded the desired result, but that result is unlikely to survive beyond the programme lifecycle, then value for money, or the cost benefits, could be reduced.

Table 3. Efficiency Research Questions and Indicators

Dimension 3: Efficiency	
Objective	To assess whether the programme was carried out in a cost-efficient manner.
<i>Research Questions</i>	
Q-3.1.	How economically have the programme's resources (funds, expertise, time) been converted to results? In what way?
Q-3.2.	What are the main factors and constraints that affected the programme? What are the cost versus achievement implications of these?
Q-3.3.	Were the project objectives achieved within set timeframes and within budget?
Q-3.4.	In your view, could more, or less (or the same) have been achieved within the set timeframes and budget? How?
Q-3.5.	How efficient were the planning and reporting mechanisms utilised by the programme? Identify 0-3 key areas for improvement.
Q-3.6.	Are there any synergies and potential overlap between the programme and external, relevant initiatives at the implementation level?

Q-3.7.	To what extent did project partners and stakeholders contribute to the programme through the use of their own resources in all aspects of planning and implementation?
Q-3.8.	Did the programme leverage external/additional resources to finance investments/related activities? What is the value of these resources? Are they ongoing?
Q-3.9.	Was the WACDEP approach an efficient way of achieving programme objectives, compared to alternative approaches?
<i>Indicators</i>	
I-3.1.	Amount (USD equivalent) of additional/external resources leveraged by the programme
I-3.2.	Number of WACDEP countries/basins that leveraged external resources because of the programme
I-3.3.	Share of stakeholders interviewed, who felt that the WACDEP planning and reporting mechanisms were efficient in terms of time required to complete these.
I-3.4.	Share of stakeholders interviewed who felt that WACDEP implementation approach was more efficient than alternative approaches, available to them.

Impact

Impact questions considered the positive and negative, primary and secondary long-term effects brought about by the programme interventions, whether these were directly or indirectly and/or intended or unintended. A central question was what real difference the intervention made to the beneficiaries. Where possible, this has been quantified, bearing in mind that there was no fieldwork to collect data and that a baseline was assumed.

Nonetheless, it is true that WACDEP aimed to achieve results in increasing investments in water security in the project areas in Africa, with a view to scaling these up through demonstrated process and results. Therefore, the impact of the programme efforts in increasing investments, and achieving important socio economic co benefits is critical to the review – and to informing the programme going forward.

Moreover, if these investments are increasing, are they resulting in tangible benefits for the most vulnerable communities or parts of the population?

Table 4. Impact Research Questions and Indicators

Dimension 4: Impact	
Objective	To test the programme hypothesis that the integration of water security and climate resilience in development planning processes leads to tangible benefits among the most vulnerable.
<i>Research Questions</i>	
Q-4.1.	Do the programme's underlying assumptions still hold valid? Why?
Q-4.2.	What are the positive and negative, primary and secondary long-term effects brought about by the programme interventions?
Q-4.3.	What lasting difference(s) has the intervention made to the beneficiaries? As a result of which intervention(s) work package(s)?
Q-4.4.	What lasting difference has the intervention made to the most vulnerable groups?
Q-4.5.	What is the nature/composition of the most vulnerable groups that have been benefited by the programme?
Q-4.6.	How many people are there within this/these group(s)?
Q-4.7.	Could more people have been benefited? How?

Q-4.8.	Is there evidence-based correlation between attributed programme results with increased investment in climate resilience and water security, and socio-economic benefits among target populations?
<i>Indicators</i>	
I-4.1.	Number of national development plans in which water security and climate resilience issues were incorporated.
I-4.2.	Number of vulnerable groups benefited.
I-4.3.	Share of vulnerable groups among the total population benefited.
I-4.4.	Total value of investment influenced which contributes to water security and climate resilience through improved WRM & water services.

Sustainability

This is one of the most important criteria of the evaluation, given that it has been extended (opportunity for enhancing sustainability). Specifically, it considered whether the benefits derived from the programme's interventions are lasting. To this end, the evaluation explored the probability of these benefits continuing in the long term, beyond the lifecycle of the programme's funding.

Table 5. Sustainability Research Questions and Indicators

Dimension 5: Sustainability	
Objective	To assess preliminary indications of the degree to which the programme results are likely to be sustainable beyond the programme's lifetime.
<i>Research Questions</i>	
Q-5.1.	Are any of the programme activities/interventions continuing beyond close in 2016? Is this because of the extension?
Q-5.2.	What is the probability of program benefits to continue in the long term, beyond the lifecycle of the programme's funding?
Q-5.3.	What makes the continuation possible?
Q-5.4.	To what extent do interventions and programme promote and strengthen local ownership and leadership?
Q-5.5.	Which of the WACDEP processes/concepts have assisted in promoting ownership of the programme?
Q-5.6.	In what way does the WACDEP management and implementation structure promote ownership of the programme?
Q-5.7.	Where is ownership of WACDEP and its concepts vested the most/greatest? (i.e. institutions/NGOs, Govt etc)
Q-5.8.	What aspects of the programme have government departments/NGOs taken ownership of?
Q-5.9.	Is the programme fully or partially dependent on GWP project management and support (rate on a percentage scale)?
Q-5.10.	What could be done to effect greater transfer of ownership and permanence of programme initiatives and objectives?
Q5.11.	What are the major factors that influenced the achievement or non-achievement of programme sustainability?
<i>Indicators</i>	
I-5.1.	Share of stakeholders interviewed who felt that the programme benefits in their region/country were sustainable beyond the implementation period.
I-5.2.	Share of programme activities/interventions adopted by institutions outside of GWP.
I-5.3.	Share of stakeholders interviewed who felt that WACDEP interventions promote local ownership.

Focus Group Discussion

Key strategic questions emerged during the evaluation process with regards to the way WACDEP is conceptualised, structured and implemented. It was determined that the OneWorld evaluation process would benefit from further deliberations on these questions. For this purpose, a WACDEP Focus Group Discussion (FGD) was organised, comprising the members of the evaluation team, representatives of GWPO and the WACDEP CU and WACDEP implementation partners. The FGD was held at the conference centre during World Water Week (WWW) on the 29th of August 2017. The FGD was guided by a presentation by the OneWorld project team of key findings from the evaluation. (The presentation is available in Appendix 7 of this report.) The FGD provided a valuable opportunity to discuss and validate evaluation findings, and deliberate on answers to key emergent questions and was supplemented by interviews and discussion held during WWW with various key GWP and WACDEP stakeholders (see Appendix 4 for a table on WWW consultations).

5 | Evaluation Findings and Recommendations

The findings from the WACDEP evaluation have relevance for WACDEP Phase 2 in Africa, for implementation of WACDEP in other regions, and for GWP. The latter is important. WACDEP has been integral and central to GWP's overall scope of work and can be seen as a microcosm of GWP – indeed, a sizable one. Therefore, while this section summarises and analyses the key findings, and makes recommendations for the way forward for WACDEP in its second programme period until 2019, these findings and recommendations have validity much more widely within GWP. As such, this section intends to present a reflective analysis of the programme that can inform future actions by WACDEP and, where relevant, GWP.

The evaluation also gives recommendations for adjustments, or areas that could be strengthened, or activities that could be done differently, given new circumstances. The data collected during this assessment is analysed and key findings and recommendations are presented with the five evaluation dimensions in mind, being: relevance, effectiveness, efficiency, impact and sustainability. When analysing the collected data, especially with regards to assessing WACDEP's performance against the indicators, presented in the following section of this report, it has to be noted that fieldwork for data collection was not envisaged as part of this evaluation. Therefore, baseline data is based on a set of assumptions.

Findings and recommendations are made with a view to encapsulating the following considerations: Conclusions and recommendations for how WACDEP could consider moving forward, specifically in view of the second programme period.

- Improvement analysis, such as for programme planning and realistic target setting; capacity and institutional development for enhancing WACDEP's efficacy and delivery; and for possible optimisation of the AMCOW/GWP partnership in implementing, supporting and overseeing WACDEP.
- Assessment of the leverage that WACDEP has to some extent enjoyed, and suggestions for increasing this.
- Assessment of external initiatives, institutions and programmes, and suggestions for additional ones. These could also include multilateral and bilateral funds and

investors, with a view to up-scaling the more successful investments made as a result of the programme.

- Recommendations for how WACDEP could most effectively be positioned with respect to the central global initiatives such as the Paris Agreement, the SDGs, and others.
- Examination of the relationship between WACDEP and other GWP programmes and initiatives, including in other developing regions, as well as between WACDEP and related international programmes such as the Integrated Drought Management Programme (IDMP) and the Associated Programme for Flood Management (APFM).
- A review of and recommendations for the institutional sustainability of WACDEP as a pan-African programme.
- Analysis of the effectiveness of the current WACDEP Programme (in terms of the approach taken to promoting the goal, realising the objectives and achieving the results). Questions are raised as to institutional arrangements, approaches taken to capacity and institutional development and the outcomes, the extent to which the programme is 'fit for purpose' in terms of the needs of beneficiaries and global trends, and the effectiveness and impact – as well as the sustainability – of WACDEP. The latter is particularly important, given that there is an opportunity between 2017-2019 to strengthen programme sustainability where it is/will be needed most.
- Investigation of opportunities for improvements to WACDEP, while optimising opportunities within the existing approach and arrangements;
- Review of WACDEP against regional and international Good Practice in terms of key aspects of water security, climate resilience, institutional capacity development and governance as an investment enabler;
- A SWOT analysis collating and applying all gathered data and interview results to identify risks and opportunities within the existing programme, specifically to inform WACDEP 2017-2019, including the institutional arrangements going forward.

5.1 Logframe Analysis

As discussed in section 2.4 of this report, a logframe analysis approach, which measures tangible outcomes against a set of quantitative indicators and targets, was added to the GWP Results Framework in 2013. The associated WACDEP logframe, available in Appendix 1, measures the programme's progress against a set of impact, outcome and output qualitative indicators and targets. These logframe reported results are analysed in some detail hereafter.

Impact indicators

The downstream progress of the programme is assessed at the output level through the two impact indicators, measuring the number of people benefiting from improved water resource planning and the value of investment influenced by WACDEP. The progress on each of these indicators is still being evaluated and therefore no data has yet been provided. These indicators would be difficult to measure, given that such downstream level impacts from WACDEP activities are expected to only become clear in the longer-term. In fact, when stakeholders were asked questions about the impact of WACDEP, they often spoke about upstream outcomes and activities, such as success in mainstreaming water and climate

resilience in development planning or referred to the perceived impacts of the demonstration projects.

According to the final programme report, close to €20 million has been directly leveraged through WACDEP support. The breakdown of this funding by specific project can be seen in table 7, and is discussed in more detail in section 5.2 below. Attribution with regards to leverage of funding is difficult to determine in the context of upstream support of existing and ongoing processes, which WACDEP provides. At the same time, it must be noted that the funding was leveraged for support of planning and investment processes which are expected, in turn, to mobilise even more funding. The work towards quantifying the value of investments influenced by WACDEP is therefore still ongoing.

Outcome indicators

Based on the available data, WACDEP was successful in achieving its targets at the outcome level. On average, for indicators where data was available, outcome targets were overachieved at 106%. This success was also largely confirmed by stakeholders through the interview process. WACDEP exceeded the target for a number of policies, plans and strategies which integrate water security for climate resilience by 75% with 14 policies influenced by WACDEP support, against a target of 8. In terms of gender issues being mainstreamed in these policies, there was no target set under this indicator but the logframe results indicate that 2 of the 14 policies have mainstreamed gender issues. At only 14% of the total number of policies influences, it seems that more progress needs to be done in terms of this outcome.

No target was set in the logframe for the number of approved investment plans, associated with policies, plans and strategies which integrate water security for climate resilience. WACDEP implementation faced significant challenges in furthering investment planning progress, due to unexpectedly low readiness and capacity in beneficiary institutions targeted. These are discussed in more detail in section 5.2 below. Despite these obstacles, WACDEP support managed to contribute to the approval of 5 investment plans. One of these was developed to support the implementation of the Cameroon NAP, another one was the investment plan for the Zimbabwe National Climate Change Response Strategy (NCCRS), while the other three were investment plans for three of Ghana's districts.

According to the logframe results, WACDEP exceeded its planned outcomes in terms of a number of investment strategies supporting policies and plans which integrate water security for climate resilience by 25% with 10 policies against a target of 8. These investment strategies were mainly costing of measures for improved climate resilience across the WACDEP countries and regions. However, in terms of the number of enhanced legal frameworks, policies or strategies integrating water security and climate change, WACDEP did not meet its target. It was noted in the WACDEP final report that the reason for underachieving on this outcome was an invalid assumption that countries are in need of support in this regard. In fact, once WACDEP implementation began it became clear that many of the countries already had an established legal enabling environment for water security and climate resilience.

The logframe outcome results indicate that the target was achieved with regards to gender balance with 50% of women and girls benefitting from interventions to improve water security. However, it does not become clear why this indicator is measured under outcomes, given that it measures downstream impacts. At the same time, it is not clear how this was measured and how the data was obtained.

Output indicators

According to the logframe results, WACDEP output indicators and targets are divided into three categories, under each of the three main programme components: 1. Catalyse change in policies and practice; 2. Generate and communicate knowledge; 3. Strengthen partnerships. WACDEP over performed by 33% on average on its output targets, associated with component 1. These results indicate that WACDEP achieved more than planned with regards to the number of regional and national organisations supported to develop agreements, commitments or investment options and tools that integrate water security for climate resilience. Based on the low levels of readiness, it was expected that WACDEP would only manage to provide support in the development of capacity and projects to access climate finance for improved water security in four countries. However, this target was exceeded by 100%, as the programme managed to provide project preparation support in all eight WACDEP countries.

WACDEP demonstration projects, which also fall under component 1 outputs, formed a critical part of the support provided towards catalysing changes in policy and practice. Demonstration projects were aimed at driving innovation and promoting the uptake and up-scaling of water security and climate resilience solutions through providing on-the-ground evidence of their benefits. The projects were therefore implemented at the local level and aimed to reduce the vulnerability and increase the adaptive capacity of targeted communities. Based on interviews with stakeholders and implementers, this function of the demonstration projects was not always well understood. It might be possible to find the reason behind this confusion within the structure of the logframe indicators and targets.

While demonstration projects were meant to promote upstream outcomes, they were measured within the logframe results in both upstream and downstream terms. The upstream and downstream processes, associated with project development under WACDEP are represented in figure 1 of this report. For example, the logframe measured the number of demonstration projects developed (target exceeded by 33% with 8 demo projects in total), as well as the documents, produced which outline the lessons from these projects (target achieved at 88% with 7 documents in total). At the same time, the logframe measured the number of beneficiaries supported through the demonstration projects. According to the results reported, through the demonstration projects WACDEP managed to provide support to 45,000 of 50,000 targeted beneficiaries (target achieved at 90%). Some of the actual numbers leading to this total value are still in the process of being confirmed by WACDEP officials.

During interviews, stakeholders noted the importance of the beneficiaries affected by demo projects indicator for ensuring political support for the projects and the programme as a whole. However, they also noted that the projects were not scaled up at this stage, therefore it was considered that they did not completely fulfil their purpose of catalysing policy change. In this sense, the demonstration projects were sometimes seen by stakeholders, as a target which could easily yield tangible results, but also became a distraction from WACDEP's ultimate objectives.

In terms of component 2 - Generate and communicate knowledge – the logframe analysis yielded a progress rate on output targets of 251% for the available data. This success was mainly driven by the achievement rates in the number of institutions with enhanced capacity to integrate water security for climate change, the number of south-south knowledge transfer

initiatives and the number of media features. A total number of 91 government institutions were supported through improved capacity, against a target of 24. WACDEP's success in terms of capacity building, with activities under WP6 at the heart of this, has been strongly confirmed by stakeholders in the interview process. It was also emphasised by stakeholders that this success was achieved across different government sectors.

WACDEP was successful in organising a total of 6 south-south lesson learning and knowledge transfer initiatives with commitments for concrete follow up, against a target of 3. Most of these were WACDEP annual coordination meetings, with one knowledge exchanged organised between Rwanda and Burundi. WACDEP more than exceeded the output target of a number of media features on water security for climate change, via radio, television, print and internet media outlets, with 150 features, against a target of 30. Programme targets in terms of development and dissemination of publications, knowledge products and tools for water security for climate resilience was under achieved at 73%, with 22 publications against a target of 30. These were mainly reports and knowledge sharing products at the national/regional level, such as the report with core recommendations related to the sustainable management and development of Lake Cyohoha watershed, and a Water Digest containing messages about WACDEP interventions.

Under component 3 - Strengthen partnerships – WACDEP achieved 88% progress on average, based on available data on output indicators and targets. A main aspect of this component was the implementation of the Results Framework and the associated M&E system across the GWP network in the implementation and reporting process. While the logframe results indicate that the framework was applied across all GWP structures involved in WACDEP implementation, it was noted during stakeholder interviews that this framework was not always well understood. It was also emphasised by stakeholders that the framework contributed to making the reporting process burdensome and took resources away from implementation. A main objective under WACDEP component 3 was the strengthening of the financial performance of CWPs and RWPs. In terms of locally raised funds, 3 out of 5 WACDEP regions succeeded in matching GWPO core funding with locally raised funds.

Concluding remarks

A high-level analysis, based on logframe indicators, shows that the programme was overall successful in achieving its objectives and even exceeded the planned progress on its targets. In fact, based on the progress rate for each of the indicators, (where data was available), with an average achievement rate of 156%, the programme overall exceeded its objectives. Given the nature of the support provided through WACDEP, the majority of these indicators measure the progress with regards to upstream activities, such as the number of policies influenced and the number of institutions supported.

5.2 Key Messages

The key messages (KMs) outlined below tell the story of the WACDEP evaluation outcomes. Almost all the key messages are accompanied by one or more recommendations. Key messages and recommendations fall under three main categories, based on the key aspects that they address: i) governance and operational structure, ii) implementation structure (referring to the work package structure), and iii) programme performance. The grouping of key messages according to these categories can be seen in table 6 below. It must be noted that some of these key messages are cross-cutting and therefore appear in more than one category.

Table 6. Three main categories of key messages and recommendations

Governance and Operational Structure	Implementation Structure	Programme Performance
<p>KM2 WACDEP’s design is robust, but its structure is not always fit for purpose</p> <p>KM3 GWP’s strength as a network partner is both a critical success factor and a limitation</p> <p>KM 7 Locating the WACDEP coordination unit in Africa is a success, but ambiguity surrounds some of the programme’s governance structures</p> <p>KM 10 Ownership of WACDEP is not clearly established, beyond programme management structures</p>	<p>KM2 WACDEP’s design is robust, but its structure is not always fit for purpose</p> <p>KM3 GWP’s strength as a network partner is both a critical success factor and a limitation</p> <p>KM 5 Investment Planning is key to leveraging adequate finance, but was under resourced</p> <p>KM 6 Ground level implementers appreciate the value and co-benefits of the demonstration projects; the more remote stakeholders do not</p>	<p>KM1 WACDEP’s goals continue to be of high relevance across the African Continent</p> <p>KM4 Limited resources successfully covered dispersed geographies and a wide range of activities</p> <p>KM 5 Investment Planning is key to leveraging adequate finance, but was under resourced</p> <p>KM 8 I WACDEP effectively combined theory and practice in building internal capacities.</p> <p>KM 9 Understanding and attributing programme impact is difficult, and the target audience is unclear</p>

KM1 | WACDEP’s goals continue to be of high relevance across the African Continent

This is the most central of the key messages distilled from the evaluation findings. Although this evaluation was confined to Africa, this finding is considered true for other developing regions around the world – in other words, for other regions in which WACDEP is being implemented.

In Africa, water is the multiplier of climate and development stress. Water is a critical natural resource, that is increasingly stressed, and it is largely the arena where climate risks and development deficiencies manifest. Both the gradual onset of climate change and the increase in intensity and frequency of extreme events, such as floods and droughts, are among the climate risks that affect water resource availability and quality. These risks compound prevailing development challenges that are experienced in different ways. Examples are under-developed water infrastructure, and unprotected ecosystems that consequently yield reduced water services. Inadequate governance and institutional arrangements result in poorly managed water resources at national, catchment and basin levels.

A key WACDEP objective was to close the gap between the abundant number of identified or available projects and those that attract funding. To do this, the programme addressed the combined climate and development challenges for water through supporting national and regional institutions in integrating water security and climate resilience in development planning. Specifically, the programme aimed to assist countries and regions in adapting to a new climate regime through increased investments in water security. The projects prepared and the demonstration projects financed (WPs 4 and 5) as a result of direct, or indirect WACDEP influence and activities recognise the different ways in which climate risks manifest.

For example, investments in Burundi and Rwanda included restoring ecosystems damaged by deforestation and land degradation, while Mozambique focused on rainwater harvesting infrastructure to mitigate against droughts and inadequate water storage and distribution



infrastructure. Burkina Faso invested in both drip irrigation infrastructure to conserve water while reducing reliance on rain fed agriculture, and in institutional development, addressing the need for institutions to develop capacities for addressing the compounding risks of climate change.

More specifically, WACDEP’s key concepts as incorporated into the design of the programme and underlying the SF, are considered, in the main to be relevant.

Programme design and implementation followed the SF, although few interviewees referred to it as a blueprint for implementation. Stakeholders assessed the relevance of the two overarching programme concepts thus:

- Climate resilience is still considered to be highly relevant.
- The concept of “no/low regrets investments” is not considered to be as relevant, or valid. The “no/low regrets” investment approach is problematic because global climate finance criteria require that climate funding proposals articulate a scientifically based and defensible rationale on the climate change drivers for the investment being sought.
- The concept of no/low regrets investments was presented in an abstract manner, making it difficult to understand, resulting in some stakeholders resorting to business-as-usual activities.
- Some evaluation informants felt that the “no regrets” focus results in “dressing up” projects that are being done for development purposes, as climate change projects, which detracts from the objective of building climate resilience.

Recommendation (R1): Continue investing in climate-resilient water development

WACDEP (and GWP) is well placed to continue informing and building the evidence base for climate resilient water developments. WACDEP should draw on phase 1 learning to inform an updated SF under WACDEP Phase 2. According to stakeholders interviewed, climate resilience continues to be highly relevant, both in Africa’s water resource development, and to future water security. The continent remains under-invested in water resource development. This allows developers and investors the opportunity to leapfrog the mistakes of more developed regions in making climate resilient investments.

KM2 | WACDEP’s design is robust, but its structure is not always fit for purpose

The programme design, with its eight work packages (WPs) implemented across eight countries and five transboundary river basins, is widely perceived to be strong, integrated, and relevant. Many interviewees consider eight work packages to be ambitious in terms of planning, implementation and reporting, particularly given the limited financial and human resources available to the programme. However, the vast majority of stakeholders interviewed understood the interlinkages between them and felt each WP to be necessary for the achievement of the programme’s overall objectives. Many find the WPs to be complementary, with strong opportunities for integrated approaches and outcomes.

The programme design and objectives also allowed for flexibility when targeted projects and interventions did not align with stakeholder priorities at the time, or where political uncertainty interrupted progress. For example, in Zimbabwe, the support for the development of the National Climate Change Strategy and Action Plan, through the Ministry of Environment, may not look like an appropriate entry point for WACDEP, in that it is not a



development plan for water, by water stakeholders. However, there are two reasons why this approach made sense: i) the climate change strategy was Zimbabwe's priority at the time, and ii) the climate and development stresses for water are profound in Zimbabwe. (The country struggles with severe land degradation, extreme climate variability, and poor governance, all of which contribute to water scarcity and increased vulnerability of populations.)

An important nuance to these findings however is that some WPs are more important than others for different countries at different times. Initially some stakeholders were under the impression that in order to achieve the objectives, WPs needed to be implemented and reported on in parallel. However, they soon realised that implementation would benefit from having flexibility in how work and spending is distributed between the WPs, focusing first on WPs which presented a higher level of readiness and relevance for the particular country/region. An interesting example is WP 1, Regional and Transboundary Cooperation. While all stakeholders found this WP to be relevant, it was certainly more relevant to some than others. For example, Rwanda and Burundi recognise the need to align their respective environmental policies and implementation and found the WP resources and focus useful to creating institutional and community awareness of the value of aligning Burundi's policies with what is evidently best practice in Rwanda. The countries share critical water resources such as Lake Victoria-Kagera and the impact of poorly implemented policies on Burundi's shores is in sharp contrast to Rwanda where policies are much more stringently enforced. The RWPs, which played a key role in WACDEP implementation, were mainly responsible for the implementation and reporting on WP1, leaving the feedback link from the national level unclear with regards to setting priorities at the transboundary level.

Some interviewees noted that given the complexity of the WACDEP structure, the provision of training or guidelines on the programme implementation structure would have been useful. Others noted that implementation of WPs could be improved if they did not all run concurrently (so that, for example, capacity building could take place before the implementation of other WPs).

Recommendation (R2): Find out which WPs are needed most and identify pathways for integration between priority WPs

It is recommended that WACDEP conduct a rapid assessment across all countries and regions to determine which WPs are needed most and to identify specific pathways for integration between priority WPs. This assessment can also yield useful information for where cross learning is needed most.

GWP's solid orientation toward networking and institutions is a particular strength and was clearly an influence in the programme's design. The Partnership's history and institutionalised culture of navigating complex stakeholder and institutional environments enables it to be nimble in the implementation of a programme such as WACDEP. This manifested at multiple scales, or at global, pan African, regional and national levels. For instance, closely linking WACDEP activities with global platforms such as the UNFCCC National Adaptation Plan (NAP) process gave WACDEP the opportunity to meaningfully influence how water is located in the global climate action agenda, while also securing critical entry points for WACDEP interventions at country levels. The Regional Water Partnerships (RWPs) appeared to be well-resourced and capacitated. The RWP management

structures often overlapped with the RSCs in terms of WACDEP guidance and oversight. RSCs also played the role of a link between the CU and the national level. Overall, implementers at the national level felt that they had good working relationships with RSCs and received valuable support from them.

The structure of GWP is, in specific instances, not fit for WACDEP’s purposes.

The Country Partner (CP) and CWP model appears to be structurally at odds with programme implementation (GWP Zimbabwe, Mozambique, Ghana. Pers. comms. 2017; RG Chair, RG members. Pers. comms. 2017). It is one of the key departures from the otherwise synergistic relationship between GWP and WACDEP – and therefore between GWP and programming. These country partnerships are not structured for delivering programmes; rather, they exist to deliver networks. They are typically not resourced, mandated or organised for programme delivery. Yet, the programme design, particularly through WP 8, partnerships and sustainability, raised expectations of these structures that they could not meet, in terms of delivery and participation. This in turn appears to have raised tensions between GWP and some CWPs, rather than strengthening these partnerships, as was a strategic goal of the programme. GWP was aware of and understood this issue, which was compensated for by the use of Programme Managers at a country level, who were not part of the CWPs. In addition, the CWPs played an important role in engaging with key stakeholders and identifying critical entry points.

KM3 | GWP’s strength as a network partner is both a critical success factor and a limitation

The ability of GWP, and therefore WACDEP, to access and convene institutions shines through in the evaluation of most countries and regions in which the programme has been implemented. This is particularly so in the water sector. Many country managers and beneficiaries noted that a key benefit of WACDEP was that it brought together people from different ministries, which would not work together under normal circumstances. This has led to lasting working relationships between water and other ministries not normally involved in water issues. Notwithstanding, the Pan-African and global linkages established moved the programme out of the water sector into the emerging climate response sector. Most of the success of the capacity building programme can be attributed to partnering with the right people and institutions to train and develop, through GWPs’ ability to network and navigate institutions. Considering the facets of GWP’s structure as described in KM2 above, this aspect was incorporated under WP8: Partnerships and Sustainability and became central to WACDEP implementation.

Critically, with GWP’s singular focus on networks, partnerships and institutions, there are a range of programming skills that are far less developed internally. WACDEP CU and GWP, in recognition of their strengths and limitations, developed and implemented an effective strategy of cementing strong institutional partnerships. In particular, GWP is not a project developer, an infrastructure design institution, or a financial solutions developer and therefore is not expected to have such skills and expertise in-house. WACDEP optimised GWP’s strengths by bringing in appropriate partners, with complementary skills and strategic focus, such as the Infrastructure Consortium for Africa (ICA) hosted by African Development Bank (AfDB), as well as the Climate and Development Knowledge Network (CDKN), UNDP Global Environmental Finance (UNDP-GEF) and the United Nations Institute for Training and Research (UNITAR). It is through the feedback on the structure of WP6 that the importance of this aspect of WACDEP is reinforced. It appears that, WP6 was clearly structured from the very beginning, within an appropriate framework, with suitable partners



being brought on board, and that was one of the key factors for its success according to beneficiaries and implementers.

Notwithstanding, future programmes would benefit greatly from GWP cementing strategic and complementary partnerships at programme design and inception phases. Embarking on implementation with these partners in hand, would signal programme implementers and beneficiaries of the breadth and depth of skills and strategic institutional support available to them, programme beneficiaries and the programme itself.

The WACDEP strategic partners listed above, in addition to WACDEP programme managers, and the support of Pegasys as consultants contracted to assist with project preparation (20 concept notes), all contributed towards results achieved under WP4. Pegasys was sub contracted to assist with the implementation of WP4, and although their perception is that they provided a critical contribution to the potential to leverage approximately 20 million Euro in project investments (Pegasys. Pers.comms. 2017), it is well noted that the aforementioned partners, played the central role in this significant achievement. Assuming that sustained capacity was built across the implementation countries and regions during the capacity building activities as well as the preparation of the projects for financing, this approach could have positive results for the WACDEP teams across Africa. However, attribution and ownership is ambiguous (see KM10). WACDEP and future GWP programmes would benefit from identifying and covering the skills base necessary to the delivery of central programme goals and objectives, in an appropriately structured consortium.

An emerging question with regards to project preparation and financing has been to what degree the funding leveraged can be attributed to WACDEP support specifically. Given the fact that WACDEP was meant to contribute to and support ongoing activities and leverage funding from external programmes/organisations, it is clear that there are various external factors and partnerships, which have contributed to the successes in terms of project funding. Moreover, some programme managers reported that the funding raised, as identified in Table 7, would have been raised anyway and is thus not attributable to WACDEP specifically. The analysis of the evaluation team is that WACDEP played an important catalytic, rather than leverage role in raising additional finance. As evident from Table 7 below, the EUR 19.5 million of funding, which was reported as leveraged by WACDEP, is currently at different stages of approval – from submission through appraisal to approved stage. WACDEP could benefit from introducing an approach to categorising and recording the funding leveraged according to these stages. Similar to the approach suggested by DIFD for the CRIDF programme (discussed in the review of literature in section 3), this could improve WACDEP’s ability to claim mobilisation of funds at different stages, and not only when a commitment is secured legally.

*Table 7. WACDEP Africa support to investment planning processes mobilised EUR 19.5 million
Source: GWP Africa, December 2016*

Beneficiary	Project	Funder	Status of Funding			
			Submitted	Approved	Appraisal	Funded
Uganda with OSS – Ministry of Environment and Water	Enhancing community resilience to CC through integrated management of water and related resources	Adaptation Fund		7 million EUR		

Cameroon – Ministry of Agriculture	Enhancing information systems to support local farmers in Cameroon	ClimDev			400,000 EUR	
North West Sahara Aquifer - OSS	WFE Nexus project – strengthening NWSA consultation mechanism	SIDA				1 million EUR
Mozambique – DNA and AIAS	Urban Flood Management	AWF		3.5 million EUR		
Mozambique – ARA Sul	Technical assistance – Mapai Dam	CDKN				500,000 EUR
Zimbabwe – ZINWA	Feasibility studies for climate resilient infrastructure	AWF	3.2 million EUR			
ORASECOM	Investment Plan and Feasibility Studies for Climate Resilient Infrastructure	AWF and NEPAD IPFF				3.5 million EUR
Zimbabwe – ZINWA	EWS in 4 Catchment Councils	ClimDev		400,000 EUR		

Recommendation (R3): Focus on institutional capacities in programming and cement complementary, strategic partnerships at the programme design stage

It is important that GWP continues to optimise its strengths and institutional capacities in programming and builds partnerships within clear frameworks where co-ownership of the programme is established at the outset in order to deliver those aspects, for which in-house expertise and skills are not present.

While this remains a key learning from this evaluation, there are serious questions as to whether project preparation and financing is an appropriate WP for a GWP-implemented programme. As noted, GWP strengths lie in networking and institutional development, primarily in the water sector. With the institutional focus on water security, the climate resilience strategic emphasis is integral to its work. These strengths and focus point to activities that are located in the upstream stages of project development, whereas project preparation and financing is a much more downstream focus. There are facilities that offer solid project preparation services that can take up these more mid-downstream level activities. Moreover, while WACDEP was able to raise funding and leverage additional investments, the programme’s resources are well understood to have been stretched across many geographies and activities.

It is understood that WACDEP was, from the very beginning, designed and aimed to provide upstream support to national and regional structures. However, it needs to be noted that, based on findings from stakeholder interviews, in reality there was a focus on downstream activities on the ground. This could be attributed to two main factors. One of these is the focus of national and regional government structures on the attainment of tangible outcomes. The other is the structure of the WACDEP M&E system (Results Framework) itself. While WACDEP was, in theory, not designed to deliver downstream results, the associated Logframe reporting (discussed in more detail in section 5.1.) was structured in way that sometimes created the confusion that they were expected to deliver tangible, downstream results, such as delivering tangible impact to the most vulnerable groups of society.

Recommendation (R4): Focus on upstream programme design (resources and institutional strengths) rather than downstream functions and outputs

It is therefore suggested that future programme designs continue to focus on the available resources and institutional strengths and aim rather to enable than to deliver downstream functions and outputs. Simultaneously, the structure and the purpose of the Logframe framework needs to be clarified to foster a better understanding of this approach among implementers. Doing so would greatly contribute to four of the five evaluation dimensions: clearly attributed impact, sustainability, effectiveness and efficiency.

KM4 | Limited resources successfully covered dispersed geographies and a wide range of activities

Largely because of GWP’s institutional and networking strengths in Africa, the programme was able to deliver results in all the eight countries and most of the regions. This was primarily due to the identification and use of entry points at global, continental, regional and national levels. This was a central strategy for delivering the programme, contributing significantly to impact, sustainability, effectiveness and efficiency. It should also be noted that this would not have been possible were WACDEP concepts not so highly relevant to the global and continental communities.

For instance, WACDEP used the national biodiversity plan as an entry point in Cameroon; the National Climate Change Strategy and Action Plan in Zimbabwe; and in Ghana, the IWRM Plan was converted into an Investment Plan. The latter demonstrates efficient and effective use of programme resources, while building new and critical capacities through the process (see KM 5 for further detail). In Mozambique, Ara-Sul has been a critical institutional partner, and WACDEP resources were reportedly effectively deployed to build institutional capacities on climate resilience (CDKN, Pers.comms. 2017).

These, and other entry points were also a critical success factor in WACDEP’s ability to leverage additional investments in projects identified under WP4. It is evident that some of the leveraged funding attributed to WACDEP was enabled through the mainstreaming of climate resilient water development in national plans. As discussed, it is widely recognised that the integration of climate resilience into development planning is a pathway to accessing finance for related projects. As such, these plans form the basis of leveraging domestic, bilateral and multilateral finance.

It was expected that the CPs and CWPs would play a much more integral, strategic role in leveraging finance and institutions. For reasons discussed in KM2, this expectation was not



realised. Under WP8 it was expected that WACDEP activities would contribute to strengthening the capacity and ability to leverage funding of CWPs. As per the WACDEP logframe, this was measured in terms of funding leveraged. According to logframe results, 3 out of 4 regions (not counting GWP-Med because they cover non-African areas as well) managed to match GWP core funding at a rate of least 1 to 1. This does not mean that funding was considered sufficient to contribute to the attainment of WACDEP objectives. However, it means that a stronger focus might need to be put on building institutional and skills capacity of GWP structures. For instance, some stakeholders suggested that CWP and RWP officers would have benefitted from being involved in the overall CB activities, which took place as part of WP6.

Recommendation (R5): Continue to establish programme delivery entry points and mechanisms and increase the focus on building the capacity of GWP structures

Establishing programme delivery entry points is an important strategy for WACDEP's future and for future GWP programmes. WACDEP (and GWP) is well placed to contribute significantly to strengthening climate and water governance mechanisms for greater leverage and improved programme sustainability. Improved institutional and skills capacity of GWP structures could be an important factor in contributing towards this goal.

KM 5 | Investment Planning is key to leveraging adequate finance, but was under resourced

After mainstreaming climate into development planning, the critical next step is investment planning. This is a process for setting out investment goals and priorities, identifying the types of investments appropriate to achieving these, and the necessary timelines, financial feasibility and institutional arrangements. As such, investment planning takes the mainstreaming process much further, and thus much closer to realising additional finance. It is a process that naturally closes off the upstream phase of the project development cycle. It is also typically a neglected process that is under-capacitated in African institutions. This is the widely stated and reinforced perspective of WACDEP stakeholders interviewed, including of the RG member that brought investment planning expertise to the programme's implementation (Martin-Hurtado, R. Pers.comms. 2nd August 2017).

In most countries/regions, based on stakeholder feedback, WACDEP WPs were being implemented simultaneously. It emerged that not all countries were ready for investment planning in terms of their institutional set up and capacity. Ghana was considered a success story in terms of investment planning, as one of the beneficiary countries to develop an investment plan as a result of WACDEP support. Among the key factors for this success, stakeholders pointed out the fact that Ghana was able to build on an existing IWRM plan and turn that into an investment plan for the country. The Ghana beneficiaries themselves stated that one of the main reasons for the success was that they did not have to create new institutions and could use the framework of the existing IWRM plan as a basis.

Despite some success stories, this evaluation demonstrated that investment planning is still in fact, overwhelmingly, poorly understood. Few implementation partners were able to make a clear distinction between investment planning and project preparation and financing. This implies that programme implementers and stakeholders do not recognise the value of investment planning that: i) clearly clarifies investment priorities

(not everything can be financed in the desired timeframe), and; ii) establishes a plan for where to access differentiated finance for differentiated priority projects. African countries and regions can show improvements in mainstreaming development planning. However, these plans mostly include a multitude of projects that, without the clear direction of an investment plan, leave investors too much leeway to cherry pick their preferred projects. Obviously, this raises important questions around ownership of the investment agenda.

Although investment planning was well covered in the capacity building programme, it was under-resourced in terms of delivering investment planning. **Specifically, the objective of project preparation under WP 4, drawing on Investment Plans under WP 3, was not realised.** WACDEP countries are not able to show that the Concept Notes, developed with support from strategic partners and consultants under WP 4, are located in coherent Investment Plans developed under WP 3.

This observation is also made in terms of the low levels of insight noted on what investment planning is, or how to do it, among the implementation partners interviewed. **It also notes the progress that was made because of WACDEP's emphasis on this critical process as a WP (3) outcome.** All the stakeholders interviewed recognised the need for investment planning and most identified this as an area for further capacity building. In particular, stakeholders noted that they would prefer to see a learning by doing approach to capacitating investment planning – i.e. where expert resources are made available during the investment planning process. Stakeholders also understood the importance of, and knew how to engage relevant institutions in the investment planning process.

The limitations of WACDEP resources come into focus in this regard. Financial resources were not made available for deploying experts to the countries and regions to support Investment Planning under WP 3 (as was the case for WP 4). Instead, an RG member that possesses this expertise, was engaged under his RG contract, to provide the support needed. However, effective investment planning is a multi-scaled and multi-faceted process that is best conducted over time. Mr Martin-Hurtado himself cited his limited capacity and resources to deliver the level of support needed in all the countries that needed it.

Recommendation (R6): Build capacities for investment planning

Capacitated and institutionalised investment planning is a central ingredient of future programming for secure and enhanced water development in Africa. This activity builds on GWP's strengths and should become a core competency within its delivery of programmes such as WACDEP. WACDEP Phase 2 should build capacities across Africa for investment planning for NDC implementation, drawing clear distinctions between investment plans and infrastructure project preparation and facilitation. Investment Planning is the critical end point of the climate resilient water developments' upstream phase.

KM 6 | Ground level implementers appreciate the value and co-benefits of the demonstration projects; the more remote stakeholders do not

In the main, implementers and programme beneficiaries' closer to the ground saw significant value in the demonstration projects envisioned in WP 5. For example, Rwanda clearly articulated their appreciation for demonstrating and trying out approaches in a tangible way. *For them, this included increasing their understanding of the socio-economic*

co-benefits, such as job and enterprise creation, of adopting certain solutions. This is considered an important finding to future programmes. In general, the socio-economic benefits of climate resilient investments are not well understood or articulated. Resilience building programmes such as WACDEP, particularly if these operate in the aforementioned upstream phase of water development lifecycles (refer to figure 1 in executive summary for a graphical representation of the project development lifecycle), can make a substantial contribution to enhancing the understanding of, and evidence for co-benefit generation of interventions. Job creation is a key co-benefit for Africa where high rates of unemployment and inequality are prevalent and few opportunities are available for youth. Politically, these are all arguments for investment, and thus need to be better understood.

Other stakeholders to WACDEP struggle to see the value of the demonstration projects. One stakeholder went so far as to state that the demonstrations projects “were a distraction” that was unwelcome in the sense that they distracted implementers from the project preparation activities of WP 4. It is clear that those actors that had other interests, and that those actors that were more remote to programme implementation, are in the camp that perceive little value in WP 5 outputs.

The connections and feedback loops between WPs 3, 4 and 5 were well articulated in the programme design, however establishing these linkages proved challenging in implementation. For future reference, an iterative approach, where developments in one WP are clearly fed into developments in another, will be valuable to implementing WPs such as these three WPs. This process could entail the following key steps:

- ✓ Conduct investment planning phase 1;
- ✓ Identify demonstration projects from this investment plan (IP);
- ✓ Implement the demonstration projects and closely monitor the results and document the key learnings and co benefits observed (e.g. job creation);
- ✓ Feed this information back into the IP process in subsequent phases or iterations thereof;
- ✓ Evaluate the more successful demonstration projects for scaling up as full projects. This will provide a stronger rationale for investing and increasing the opportunity to leverage finance. (At this point, WACDEP could use this information and evidence to inform project preparation facilities and stimulate project preparation and financing).

Recommendation (R7): Strengthen links between investment planning, job creation, social inclusion and decision making, using demonstration projects

WACDEP and future similar programmes should demonstrably strengthen the links between investment planning and decision making and should use demonstration projects to do this. Demonstration projects, located in the upstream phase of the climate resilient water development lifecycle, are seldom financed and yet, if structured and approached correctly, are useful for validating and informing investment plans and for strengthening the rationale for the related prioritisation process - which is most often politically difficult to do. For example, understanding which interventions yield jobs, and which do not, is an important prioritisation filter.

KM 7 | Locating the WACDEP coordination unit in Africa is a success, but ambiguity surrounds some of the programme's management structures

Almost without exception, the location of the programme's coordination unit (CU) in Africa, and staffing this with Africans has been a resounding success and is a highly respected decision among continental programme implementers and beneficiaries. It is also a highly regarded decision among international actors.

The CU is perceived to be supportive, hands on when needed, and integral to establishing WACDEP's Pan-African presence and agenda, especially in its relationship with the RWPs.

Its ability to deliver budgetary support, to make payments and to monitor and report is perceived to have strengthened over time. This is, in itself, evidence of capacity development in Africa. Upskilling and capacitating programming processes and approaches have equal importance to capacitating programme delivery. The CU also appears to have worked relatively effectively with pertinent operational and management structures that are closely related to WACDEP, such as RG and GWPO. The relationship between the CU and RWPs appears to have been beneficial and central to ensuring technical support to the regions during WACDEP implementation. However, effective and efficient lines of collaborative delivery are not evident between the CU and other GWP overarching structures such as the Technical Committee and the Steering Committee. The link between these GWP structures and WACDEP implementation was found not to have been entirely clear to stakeholders or considered by them not to be present at all.

The relationship between the CU and GWPO is established, with relatively clear channels of reporting, communication and leverage. In addition, the WACDEP CU also has a collaborative relationship with the five GWP Regional Water Partnerships (RWPs) in Africa, which were responsible for creating the CU (WACDEP CU. Pers.Comms. 31 October 2017).

GWPO for example has a monitoring and evaluation function that draws heavily on WACDEP results to report on GWP's results framework. At a strategic level, CU members work closely with GWPO leadership (the GWP Chair, the Executive Secretary, the Head of Network Operations) to further WACDEP's strategic agenda internally and externally (e.g. within GWP structures and platforms and with the global water, climate and development community). These collaborations would work better if they were planned and coordinated more strategically. They would then be more beneficial to the programme, to GWP and, most importantly, to partners and beneficiaries. It is important, therefore, that these arrangements are more clearly communicated to the national and regional-level stakeholders. Perhaps, GWP could gain from documenting and detailing clearly WACDEP's governance and operational structures. A graphical representation, similar to the one provided for IDMP (refer to literature review in section 3), could be beneficial in this regard.

Recommendation (R8): WACDEP would benefit from a multi-level plan for engagement with GWPO

WACDEP and GWPO should detail a plan for strategic and coordinated collaborative engagement at global, continental and regional/sub regional levels, including a detailed description of the governance and operational structure at all levels. In addition, communicating this plan and structure more clearly to the regional and national-level

structures will enhance leverage and use of strategic entry points. It will also strengthen WACDEP's voice in the climate resilience and water community.

The CU established an effective working relationship with the Reference Group (RG) and the RG is seen as an asset.

However, as the CU-RG working relationship evolved, it also reinforced ambiguity surrounding the RG in the early days of the programme. The RG was originally established with a mandate to review, guide and reflect, collectively, on WACDEP's direction, its adherence to key concepts and its progress at a country and regional level. This manifested through space created for RG reflections during WACDEP continental meetings. The country missions also created a space for the RG to play this guiding role. These roles and functions became clearer to programme stakeholders as programme implementation unfolded. However, toward the end of 2015, the role of the RG clearly shifted from being one of collective review and guidance, with the benefit of relevant expertise across the group, to one of only drawing upon expertise from the pool of experts that also characterised the group. This shift became apparent, but was not clearly articulated and communicated to the broader programme. This reinforced the ambiguity during programme inception, of the RG role.

All stakeholders that were interviewed, perceived and discussed the value of the RG. Some stakeholders specifically referred to the RG as "an asset". However, there is a divergence in perspective as to where the value in the asset lies.

Two perspectives emerged over time:

- i) Some stakeholders saw greater value in the RG as a pool of expert resources that could be drawn upon as needed, for example through the investment planning expertise of one RG member, or the climate risk and vulnerability planning expertise of another;
- ii) Other stakeholders appreciated this value but also saw great value in the collective guiding role the RG played through: reviewing the materials of the Capacity Building Programme (CBP); reviewing the direction each country proposed to take during continental meetings; and guiding and evaluating progress during the country meetings. The RG was also perceived to play a key role in engaging with high-level country stakeholders.

The resources available to the WACDEP CU for the RG were curtailed and the trade-off is evident. The RG, as a collective, is an expensive resource and it is not always easy to demonstrate its impact, in order to justify the costs associated with its activities. It is considerably cheaper to retain a single expert from the RG and support their travel costs to several countries to deliver on specific WPs, than it is to finance the whole group to participate in a four-day continental meeting, in addition to financing the costs of country missions. Country missions typically included three RG members as well as CU and GWPO representatives. Nonetheless, a significant group of interviewees, felt that the RG as a collective was immensely beneficial to the programme delivery, implying that the RG as a collective is preferable to the RG as a group of experts to be used on demand. However, this was not a universal view, with some interviewees having a preference for the 'pool of experts' option, over the RG as a collective.

Nonetheless, making the trade-off described had consequences: it diluted the value of the RG as a collective, with stakeholders highlighting the lost opportunities associated with the country missions. For example, stakeholders noted that during these missions, RG members

were supportive of successes, while also being sympathetic to slow progress or lack of progress. This brought a sense of realism and positive reinforcement at a time when programme implementation was unclear and therefore deeply challenging (Selmane, P; Banseka, H.; Dzvairo, W. pers.comms, July and August 2017). The opportunity for such reinforcement and support from the RG as a collective is diminished in the face of only one RG expert being part of the mission. A further consequence was that ambiguity surrounding the role of the RG as a key technical support mechanism was reinforced. This could have been mitigated through clear communication.

Recommendation (R9): Allocate targeted resources to improve RG functioning

More cost effective and hybrid mechanisms for RG functioning need to be established. Resource allocations need to provide for: i) RG participation in at least one continental programme meeting in each programme cycle, or phase (this is to establish relationships, rationale and rapport); ii) participation of a selected RG member in two missions in each country/region, and; iii) quarterly programme reviews (collective RG plus implementation partners) through Webinars.

Recommendation (R10): Establish and budget for the RG and the pool of expert resources as two separate functions/mechanisms

The RG and the pool of expert resources should be established and budgeted for as two separate functions and mechanisms. The RG is an important oversight mechanism (given that there is no overarching steering committee under the programme). However, the pool of expert resources has a different function - it is a resource pool that can be drawn on to supplement programme expertise in a cost-effective manner.

The WACDEP Programme has limited interlinkages with the GWP Steering Committee (SC) and the GWP Technical Committee (TC).

Through its design and structure, WACDEP is a significant component of GWP's overall value-add to the global water community. However, there is little evidence that GWP's SC and the TC closely engage with WACDEP delivery, governance and outputs. These linkages appear limited to the representation of Merlyn Hedger, an RG Member, on the Global TC (Global TC nominated Ms Hedger to sit on the RG).

Reportedly, the SC provides a broad and high-level review function over WACDEP by virtue of its role in overseeing GWP's delivery as an institution. It does not provide this oversight role of the programme in itself. The TC outputs, which are key GWP knowledge management tools, are neither informed by WACDEP-led evidence for resilience building, nor are they directly supporting the WACDEP evidence agenda by publishing outputs that advance this agenda and WACDEP thinking. The evaluation team believes this is a lost opportunity; the WACDEP learning on building climate resilience in the water sector is not manifesting in a joined-up manner through GWP channels and thus into the global resilience community.

Recommendation (R11): Define a role for the GWP Steering Committee to provide oversight to WACDEP, and for the TC to engage more closely with WACDEP knowledge management outputs

It is recommended that WACDEP governance mechanisms be strengthened by creating structured space for the GWP SC to provide specific oversight to the programme and for TC to

further learnings from WACDEP implementation. This could be structured as follows: i) SC input could be a standing agenda item, dedicated to programmes that rely on significant GWP resources, and; ii) amend the SC terms of reference to reflect the specifics of the SC's programmatic oversight functions (i.e. key WACDEP CU decisions; high level budget allocations; review against the logframe/programme Theory of Change; review of RG reports to the SC); iii) reinstating the presence of a WACDEP RG member on the TC, in order to improve feedback in terms of learnings and knowledge management.

KM 8 | WACDEP effectively combined theory and practice in building internal capacities

The Capacity Building Programme (CBP) is hailed by all stakeholders as a success and was widely described as ambitious, on target and effective. The CBP was seen as having contributed to the sustainability and ownership of the programme. In this regard, most refer to the formal CBP funded by CDKN and designed by the WACDEP strategic partners. Preferences are for hybrid CB solutions that combine theory and practice in a learning by doing or adaptive management approach. In this sense, the demonstration projects and investment plans and project concept notes were an important means of applying the theory and materials developed under the formal, CDKN-funded CBP. However, it is evident that this integrated approach could benefit from stronger integration.

The process could also be strengthened through the creation of an online information and knowledge sharing platform for WACDEP, similar to the HelpDesk platforms, designed for APFM and IDMP. Such a platform could assist through allowing stakeholders, who have undergone the CBP training, to keep up to date on latest information in the field of climate resilient water management. Case studies of good practice from WACDEP implementation (similar to CRIDF case studies from literature review in section 3), such as demonstration projects or investment plans developed, could also be created and shared through this dedicated online platform.

In addition to the formal CBP, the evaluation team notes additional CB processes that evolved through WACDEP delivery, and includes these when referring to the CBP. Specifically, these additional components include:

- **capacity development through strategic partner support and related processes:** WP 4 strategic partners and consultants provided support on project preparation. Expert support provided through the deployed RG member on investment planning built capacities in beneficiary implementation partners.
- **mentoring** provided through consultant support processes, the CU and the RG: mentoring support was experienced through consulting processes and interventions, through RG collective reviews and through support from the RG pool of experts.

Another improvement would be a learning by doing process that builds capacity with multi-stakeholders for a specific output, such as an investment plan. This is an iterative process where training is not seen or structured as a linear once-off intervention. This does not necessarily mean that further expensive formal training events are required. It rather means that formal training is supplemented and augmented by mentoring, on the job training, and capacity development support, and by bringing experiential learning into formal training materials.

The training of the trainers’ approach taken by WACDEP was effective and efficient. Many stakeholders reported that the right people were trained in the right institutions and that many of those trained continue to build capacities in their environments. This approach will have greater impact, however, if training materials were augmented, validated and reinforced through the learning by doing outcomes and if trainers were further capacitated by this learning. The latter could take place through more cost-effective means such as Webinars or online discussion fora.

Recommendation (R12): Formalise mentoring and other indirect capacity building outputs: monitor, report and document

The indirect capacity building outputs such as mentoring should be formalised as integral to WACDEP CBPs, particularly through monitoring and reporting. The results and impact of these indirect outputs need to be monitored and measured accordingly. Documenting valuable experiential learning from this process is a next critical step, before this learning can be shared.

Recommendation (R13): Future CBPs should track implementation of WPs and capture learnings (learning by doing process)

Future CBPs should be structured to track the implementation of programme WPs. This allows for iterative and supported learning in practice. Budget allocations need to include provisions for strengthening learning materials, creating knowledge products and re-training trainers (through online solutions), based on the outcomes of the learning by doing process.

KM 9 | Understanding and attributing programme impact is difficult, and the target audience is unclear

WACDEP defines its target beneficiaries as being the most vulnerable populations and this is articulated in the Results Framework. However, attribution is always difficult, and the pathways between WACDEP programme interventions and the impact on this target group are not always clear. Furthermore, programme impacts seem to be differentiated between countries and regions.

In some activities, such as interventions in Lake Cyohoha between Burundi and Rwanda, impacts on the population of creating a buffer zone or introducing rainwater harvesting technologies and biogas digesters, are evident, for example through the number of households and communities that benefitted. However, this is only a number – and in fact it is a small number (for example about ten households were supported with the biogas technologies). *Numbers like these do not tell a story of impact or transformational change.* For example, the beneficiaries interviewed referred to jobs created, which is an important socio-economic co-benefit of these project interventions. However, we do not know the number of jobs created, the multiplier effect of these jobs, or their sustainability.

Clearly, a lack of resources and monitoring and reporting structures have made this kind of story-telling to report on impacts impossible. And yet these stories are central to the overarching objectives of building resilience – through transformational change – for vulnerable communities. Consequently, programme beneficiaries have no real means of

deciding where to scale projects up, what to focus on in doing so, or how to build the rationale for scaled up investments. This is a lost opportunity for leveraging additional finance and for informing the global resilience building community. It is a critical upstream activity in the climate resilient development lifecycle and is an important role for GWP to play, as a knowledge broker and network partner in the global resilience community.

M&E Framework issues: The logframes will be used to monitor progress within the regions and towards the overall aim of the programme through the regular reporting process submitted to GWPO. It should be noted that the indicators included in the WACDEP logframe may have been interpreted differently among the regions/countries with potential consequences for the setting of targets (WACDEP, 2012).

WACDEP has not clearly articulated the programme's pathways of change and impact. Usually, there are intermediaries that create pathways between a programme and its target audience. These are government institutions, RECs, related programmes, NGOs, consultancies, academia and civil society. There is no doubt, as discussed earlier in this section, that creating networks and pathways is a GWP strength and that this has been successfully deployed in delivering WACDEP. (The use of entry points and creating institutional linkages is a good example.) However, the relationship between these institutional networks and the impact pathways for the most vulnerable is not clearly set out as an integrated strategy to achieve a theory of change.

The role of AMCOW is a critical success factor in that it has facilitated African ownership of WACDEP, but AMCOW is not a direct pathway for ensuring positive impacts for the target group. AMCOW's ownership and endorsement of the programme has been integral to making the programme credible and increased its Pan-African and global influence and linkages. However, AMCOW is not a direct pathway to the most vulnerable, nor is it a suitable intermediary. AMCOW has requested the addition of 10 new countries to WACDEP's geographies in Africa, potentially placing WACDEP's already stretched resources even further out of reach of the most vulnerable as the target group. In reality, these resources are more likely to be used in developing AMCOW's revised strategy which is not necessarily directly aligned with WACDEP's objectives in terms of its Results Framework.

It is not a problem for WACDEP to support AMCOW's Strategy. This situation merely highlights the tension between GWP's overall purpose, and the goals and objectives of WACDEP. AMCOW is an important strategic and institutional partner for GWP and this has been valuable in promoting WACDEP. It therefore remains for WACDEP to very clearly articulate its target audience and establish clarity on the pathways for achieving impact within that group.

It is evident that WACDEP directly reached the target group in some countries and regions, and not in others. Lake Cyohoha is an example of reaching the target group. In other geographical locations, the programme interventions stopped at the intermediary level. This took place, for example with Ghana's investment plan for IWRM and in Cameroon's integration of climate resilient water development in its National Biodiversity Strategy and Action Plan. Should these plans be effectively implemented, then it is very likely that the most vulnerable will benefit, and possibly in a transformative manner. However, these impacts and benefits are expected to become evident in the longer-term and would not be directly attributable to WACDEP. Instead, WACDEP will have acted as an important catalyst for change.

The important issue is therefore clarifying pathways of impact and attribution and making a decision as to where the programme interventions start, and where they stop. Of course, if the resources for programme management, coordination and reporting allow for greater flexibility, different decisions could be made in different locations, depending on local circumstances and priorities. However, this approach is resource intensive (involving coordination, reporting and management) and does not lend itself to a central results framework. It could therefore dilute the programmatic benefits of WACDEP (which are the provision of scale, comparative analysis, and an aggregated and thus powerful evidence base for change).

The objective of mainstreaming climate resilience in water development and accelerating investments is by definition an upstream focus (working at the policy and institutional development level and ensuring that priority investments are established and located in policy and institutional frameworks). This means that attributing and measuring impact at a community, or downstream level is close to impossible – GWP cannot operate and deliver effectively at both ends of the project development lifecycle spectrum (refer to figure 1). The institutional set up of GWP by definition implies that its impact is indirect: there are long timeframes associated with the materialisation of desired impacts, and the WACDEP experience is illustrative in that several years pass between intervention and impact realisation. Coupled with this is that GWP, and more specifically, WACDEP, does not have the resources to follow up and measure impact, nor is GWP as an institution designed to do so.

This observation underpins the recommendations below and the conclusion at the end of this report with regards to where WACDEP, as a GWP programme, can add the greatest value. The evaluation team recognises that WACDEP was designed with a focus on upstream support. At the same time, WACDEP is evaluated against the GWP results framework which is a combination of a logframe analysis and an outcomes-based approach. In line with the WACDEP design, this framework was designed to enable the upstream approach, while at the same time it was meant to specify the relationship between WACDEP activities, outputs implemented, and ultimately, impact. This relationship was based on the overall GWP logframe and theory of change. This framework was utilised as a monitoring and reporting mechanism across different operational and governance levels. However, this relationship was not always clearly understood by implementers and stakeholders. The presence of downstream indicators in the logframe lead to a confusion of the need to deliver downstream results and report on these in order to secure future funding. Because the programme implementers did establish their activities with a view to reporting against this framework, their reporting became onerous and at times, unclear.

Recommendation (R14): Identify the target group and intermediaries, to increase impact

It is recommended that WACDEP consider and articulate both its target audience and the intermediaries it will use to reach this group. If the target continues to be the most vulnerable, then intermediaries as well as the pathways through which they will reach the beneficiaries should be clearly defined. Strong linkages need to be made between AMCOW, these intermediaries and the ultimate beneficiaries. The programme needs to articulate what it can and can't achieve through this approach. As intended in Phase 1, WACDEP could articulate impact pathways that link AMCOW to targeted RECs, countries and vulnerable communities.

Recommendation (R15): Define parameters of the target group to improve monitoring, measuring and reporting

It is recommended that WACDEP define the audience it wishes to impact in clear and direct terms. Monitoring, measuring would then be defined only by these parameters. Telling impact stories through progress reports and dedicated knowledge products could be defined by a broader set of parameters, that include indirect impacts achieved.

KM 10 | Ownership of WACDEP is not clearly established, beyond programme management structures. Improved knowledge management could potentially improve ownership of key WACDEP concepts – nationally, regionally and globally.

Although there is strong ownership of the programme at country and regional level, this is mainly confined to programme managers and a few beneficiary institutions. This was the case, for example in the VBA (regional level) and in Ghana through the Water Resources Commission, as well as in Zimbabwe, through the Ministry of Environment, Water and Climate (both at the national level). At the pan-African level, through AMCOW, ownership is evident through the institution’s endorsement of WACDEP as well as through AMCOW support and participation in high level engagements. This creates a clear pathway to sustainability of the programme, as does country level ownership. For example, some activities are continuing beyond programme phase 1, as in Cameroon, Zimbabwe and in the Volta Basin (established through the strategic use of *national and basin level* entry points). It is evident that work is needed to entrench and broaden programme sustainability during WACDEP Phase 2. (This is needed because of the high relevance of the programme that has been highlighted by stakeholders during the evaluation.)

Transformational change is required in order for beneficiaries to take ownership of the programme. This can best be achieved by the learning by doing process where experience and learning is shared, interrogated and later packaged as knowledge product, through a strategic knowledge management process. Knowledge Products that demonstrate the links between the key concepts outlined in the SF, as underpinning WACDEP, and how these were advanced or entrenched through programme interventions, could shine a light on transformational change and encourage ownership, while also highlighting where established pathways of change need to be cemented in future WACDEP or other programmatic activities.

In many ways, the high level of programme ambition, noted by most interviewees, created difficulties for establishing deep and wide ownership. Much in the programme design was new (e.g. investment planning) and programme managers struggled with monitoring and reporting requirements. This is a time consuming, if necessary activity, that in itself would benefit from being streamlined and focused. The level of integration between multiple WPs was well noted by stakeholders, but so was the fact that there were not enough skills or financial resources to implement these to the level required/desired. As discussed earlier, a greater level of integration between WPs is desirable and will yield greater levels of effectiveness and efficiency. This will also stimulate greater levels of ownership in an emergent institutional group (e.g. multi-sector stakeholders and institutions that come together to do iterative investment planning). This would allow programme concepts and approaches to gain greater traction.

However, establishing greater levels of integration, will require accommodation of the differentiated needs of countries. For instance, the transboundary WP is more

relevant and urgent in transboundary regions such as Burundi and Rwanda, because implementation of environmental policies is much stronger in Rwanda, with tangible evidence of the need to harmonise between the two countries.

The Strategic Framework (SF) as a key reference document was evidently applied during WACDEP implementation. The SF provided the programme structure and reporting mechanism, as well as the basis for the development of the CBP training materials. Some of the core concepts, central to the SF, took hold, notably climate resilience. **However, few of the learnings and knowledge products, emerging directly from WACDEP, could find pathways for influence** and information sharing with the global resilience community. Multimedia-based case studies that share learnings between WACDEP participants and beyond, and which document experiential learning of successes and failures, are not readily available from this important programme. Knowledge products, therefore, could potentially play an important role in strengthening and broadening ownership over the programme.

The SF and knowledge products are important upstream functions in the lifecycle of climate resilient water development and are a natural output for GWP as an institution. As discussed in KM9 above, the impact stories are very useful, however they go beyond an M&E or results framework to include indirect impacts. These stories, based on documented experiential learning, can re-inform further, valuable iterations of the SF. They can also re-inform WACDEP design and implementation in current and future phases and inform other GWP programmes. Moreover, carefully curated knowledge products stand to benefit the global climate resilience community, including WACDEP implementation in other GWP regions. This will increase WACDEP's effectiveness, sustainability and impact, and contribute to a more efficient use of programme resources and outputs. All the above will contribute to WACDEP's overall ownership over the programme by the programme beneficiaries.

Developing new knowledge products and updating the SF are among the tools WACDEP has at its disposal for informing and influencing the global climate resilience community. In doing so, it will be critical to reflect on the value and efficacy of certain concepts in the context of how the global climate resilience community is thinking about climate finance additionality, no/low regret investments and transformational change. In other words, the SF update should incorporate the experiences and learnings emerging from WACDEP in the modern context at Phase 3 of the framework (as seen in figure 4 in section 2), noting that transformational change is at the centre of the climate change and climate finance agenda.

At the same time, an update of the SF provides an occasion for GWP to broaden the scope of issues considered in targeting water security and climate resilient development. In other words, there is an opportunity to think outside of the "water box" by bringing in cross-sectoral issues and expertise. The WISE-UP programme, outlined in the literature review in section 3 is one example of how expertise from various fields, such as engineering, resource sciences, computer modelling, economics, politics, climate change, can be brought together to create a platform to work with stakeholders towards building a solid knowledge and evidence base.

Recommendation (R16): Document case studies that reflect central WACDEP learning as knowledge products to inform an updated Strategic Framework

It is recommended that WACDEP identify and document case studies that reflect central WACDEP learning and experiences that are worth sharing. These can be packaged as multi-media, accessible knowledge products. It is further recommended that these be used as the input basis for revising and updating the SF. These actions are expected to promote ownership of the key WACDEP concepts at all levels: national, regional and global.

5.3 SWOT Analysis

The SWOT analysis was applied in this evaluation as a framework which is useful for analysing, based on the data collected, the programme’s strengths and weaknesses, as well as the opportunities and threats that the programme could be facing going forward. This framework is a key tool in specifying and reinforcing the programme’s strengths, mitigating against possible threats and directing the next programme period towards benefiting from any opportunities identified.

The SWOT analysis appears in Table 8, below, based on the findings from the evaluation per evaluation dimension: relevance, effectiveness, efficiency, impact and sustainability.

Table 8. WACDEP SWOT Analysis

<u>STRENGTHS</u>	
STRENGTHS	Key questions: What does the programme do well? What unique resources can the programme draw on? What do others see as its strengths?
	Relevance
	<ul style="list-style-type: none"> • Activities were largely demand driven and relevant. • Key stakeholders were involved from the beginning, as activities were aimed at adding value to ongoing processes. • This was a critical factor in determining the degree of ownership and the future sustainability of the programme. • Significant progress was achieved through WP6 in promoting a better understanding of theoretical framework (SF) underpinning WACDEP • Work packages are structured in a way that covers a wide range of demands/needs • WPs were meant to be interlinked and to build on each other, which opens up to a programmatic perspective • WP5 was seen as successful in terms of delivering tangible outcomes • WP6 was seen as very relevant and useful in building stakeholder understanding and capacity. It was key to the programme’s sustainability. • Mentoring support, experienced through consulting processes and interventions, through RG collective reviews and through RG pool of expert resource support, was seen as highly valuable and was appreciated. • AMCOW’s ownership and endorsement of the programme has certainly made the programme credible and increased its Pan-African and global influence and linkages
	Effectiveness
	<ul style="list-style-type: none"> • Objectives were useful in addressing relevant issues that countries are facing. • GWP’s solid orientation toward networking and institutions is a particular strength and was clearly an influence in the programme’s design



STRENGTHS (contd.)	<ul style="list-style-type: none"> • WACDEP compensated for expertise shortfalls by bringing in appropriate partners and consultants. • Programme design and objectives were broad enough to allow for flexibility when targeted projects and interventions did not align with stakeholder priorities at the time, or where political uncertainty interrupted the progress. • RWPs are robust; developed good working relationships with project managers. • CU location in Pretoria was seen as beneficial and the support provided by the CU experts was useful. • The CU also appears to have worked relatively effectively with pertinent governance structures, such as the RG and GWPO. • RG seen as a valuable asset, providing useful support to beneficiaries; played an important role in informing GWPO of progress through country missions. • Investment planning and project preparation were key aspects of WACDEP, with 19.5 million Euro of funding leveraged • Identifying entry points was a critical success factor: some of the leveraged funding attributed to WACDEP was enabled through facilitation of mainstreaming climate resilient water development in national plans.
	<p>Efficiency</p> <ul style="list-style-type: none"> • Objectives were quite ambitious in the context of resource constraints, but implementers managed to achieve a lot/strategically with limited resources. • The programme delivered results in all 8 countries and most of the regions, largely because of GWP's institutional and networking strengths in Africa.
	<p>Impact</p> <ul style="list-style-type: none"> • Barriers between different sectors and institutions were removed in the 8 countries. In many cases, institutions have moved out of their silos and formed lasting working relationships. • There has been a change in behaviour with regards to understanding the importance of climate change impacts. • Policies and plans supported by WACDEP to integrate climate resilience, have been implemented and are being utilised. • Progress may not have been in line with expectations but steps are being taken in the right direction. This is especially true with regards to investment planning as it requires a long-term view.
	<p>Sustainability</p> <ul style="list-style-type: none"> • Strong ownership is mostly visible at the country level. • At the AMCOW level, ownership is evident through AMCOW endorsement and AMCOW support and participation in high level engagements. • Key WACDEP concepts continue to have effect and to be useful in places where they were incorporated into national/transboundary planning documents (e.g. Zimbabwe, Cameroon, Volta Basin). • WACDEP was successful in promoting ownership because it did not bring in new processes, it supported ongoing ones, which were led by government. • Demonstration projects have been successful to some degree in promoting a sense of ownership of the programme and attracting support for scaling.
	<p style="text-align: center;"><u>WEAKNESSES</u></p> <p>Key questions: What could be improved? Where does it have fewer resources than others? What are others likely to see as weaknesses?</p>
	<p>Relevance</p> <ul style="list-style-type: none"> • Not all demands were addressed due to resource constraints. • WACDEP key concepts were not always well understood.

WEAKNESSES (contd.)	<ul style="list-style-type: none"> • No/low-regrets concept was presented in an abstract manner, causing confusion and leading stakeholders to resort to business-as-usual actions. • Consequently, concepts did not always become entrenched in planning and investment processes • Few stakeholders at the implementation/beneficiary levels referred to the SF as a blueprint document • Timing of the activities under different packages was not always suitable (WPs were meant to be implemented simultaneously but investment planning and project preparation ran ahead of capacity building). • Structure is ambitious and not easy to implement in the context of limited capacity and resources. • WP3 was most challenging for implementation, due to capacity and time constraints. • Project preparation and financing is not a suitable WP for a GWP-implemented programme. • Under WP5, the link to rest of the WPs was not made, demo projects were sometimes seen as a “distraction” • Programme implementers and stakeholders do not recognise the value of investment planning (few partners able to distinguish between investment planning and project preparation and financing)
	<p>Effectiveness</p> <ul style="list-style-type: none"> • Objectives were ambitious overall and countries were expected to go a long way with very limited resources. • Investment planning was under-resourced: unrealistic to expect results under this WP within the short programme period. • GWP country level structures lacked capacity and/or resources to lead the implementation process. • Governance arrangements in terms of financial flows and reporting were often challenging and time consuming for implementers • GWP’s focus on networks, partnerships and institutions emerges both as a strength and a limitation in terms of programme delivery: gave rise to the need to bring in partners for downstream activities. • Country Partner (CP) and Country Water Partnership (CWP) model is structurally at odds with programme implementation. • Attribution and ownership is ambiguous with regards to project preparation component. • However, RG was underutilised because not enough was done to clarify how to make better use of it. • RG seems to have lost its initial group dynamic; its role, status and structure is currently unclear to stakeholders. • RG was underutilised (not enough done to clarify how to use it). • There is a lack of clarity around the different stages of leveraging funding, as well as the degree to which these can be attributed to WACDEP support. • Effective and efficient lines of collaborative delivery are not evident between the CU, and GWP structures such as the Technical Committee and the Steering Committee.
	<p>Efficiency</p> <ul style="list-style-type: none"> • Economic efficiency has not been comprehensively analysed at country level. • Timeframes for reporting were seen as too short and too strict for implementers to comply with. • Chain of reporting was seen as challenging (too much time allocated to reporting, which hindered implementation, especially in the context of limited human resources).

WEAKNESSES (contd.)	<ul style="list-style-type: none"> In some countries, external resources were not widely available, due to economic or political crises, different donor funding priorities.
	<p>Impact</p> <ul style="list-style-type: none"> There is a disparity among stakeholders as to how impact is understood. Programme impact is difficult to attribute and the target audience is unclear (lack of clearly articulated pathways of change and impact) The impact of demonstration projects/investment planning/ project preparation on the livelihoods of most vulnerable population groups has not been evaluated so remains uncertain High level of programme ambition created difficulties for establishing deep and wide ownership.
	<p>Sustainability</p> <ul style="list-style-type: none"> In places with low capacity and limited resources, beneficiaries still require support and resources from WACDEP in order to take processes/ activities further. Capacity building has been key in promoting understanding and ownership but there is uncertainty whether key people have been impacted. While there is strong ownership of the programme at country level and in some regions, this is mainly confined to programme managers and a few beneficiary institutions.
OPPORTUNITIES	<p style="text-align: center;"><u>OPPORTUNITIES</u></p> <p>Key questions: What opportunities are open to the programme? What trends could the programme take advantage of? How can the programme turn its strengths into opportunities?</p>
	<p>Relevance</p> <ul style="list-style-type: none"> Opportunities are open during the second programme period for support of unaddressed activities. In the second phase, the programme can build on the relationships and capacity built during the first period. In the second period the programme can update/strengthen its theoretical framework (SF) WACDEP could introduce more flexibility into the implementation structure going forward. WACDEP (and GWP) is well placed to continue informing and building the evidence base for climate resilient water developments. Africa remains under-invested in water resource development, allowing developers and investors the opportunity to leapfrog the mistakes of more developed regions in making climate resilient investments. Phase 2 should build capacities across countries for investment planning for NDC implementation (NDC support / integration is part of Phase 2's delivery objectives), drawing clear distinctions between investment plans and infrastructure project preparation and facilitation. Investment Planning is the critical end point of the climate resilient water developments' upstream phase. Interconnections between WPs 3, 4 and 5 are important so an iterative approach to implementing these can be very beneficial. Stakeholders would benefit from a more integrated and iterative approach to capacity building. CB should be structured to track the implementation of programme WPs to allow for iterative and supported learning in practice.
	<p>Effectiveness</p> <ul style="list-style-type: none"> There is an opportunity to tailor the programme objectives according to each country's context and readiness. Future programme designs should focus on available resources and institutional strengths and aim rather to enable than to deliver downstream functions and outputs

	<ul style="list-style-type: none"> • It is important that GWP focuses its strengths and institutional capacities in building partnerships where co-ownership of the programme is established at the outset. • Programme would benefit from identifying and covering the skills base necessary to the delivery of central programme goals and objectives, in an appropriately structured consortium. • WACDEP (and GWP) is well placed to contribute significantly to strengthening climate and water governance mechanisms for greater leverage and improved programme sustainability. • WACDEP and GWPO should detail a plan for strategic and coordinated collaborative engagement at global, continental and regional/sub regional levels. This will enhance leverage, use of strategic entry points, WACDEP's voice in the climate resilience and water community.
	<p>Efficiency</p> <ul style="list-style-type: none"> • If more resources are made available, a consultancy could be contracted to analyse the efficiency of the programme in detail. • Through improving the efficiency of reporting mechanisms, resources could be freed up for implementation.
	<p>Impact</p> <ul style="list-style-type: none"> • Studies can be done to determine the true LT tangible impact of the demonstration projects. This can serve as evidence for reinforcing the ToC. • Telling impact stories through progress reports and dedicated knowledge products could be defined by a broader set of parameters, that include indirect impacts achieved.
	<p>Sustainability</p> <ul style="list-style-type: none"> • Curated knowledge products will benefit the climate resilience community, increasing effectiveness, sustainability and impact, and enhancing use of programme resources and outputs more efficiently • The SF is a key tool and it should reflect the experiences captured from WACDEP (transformational change is at the centre of the climate change and climate finance agenda).
THREATS	<p style="text-align: center;"><u>THREATS</u></p> <p>Key questions: What threats could harm the programme? What are similar programmes doing? What threats do its weaknesses expose it to?</p>
	<p>Relevance</p> <ul style="list-style-type: none"> • The no/low-regrets concept may become irrelevant (climate funding proposals are required to articulate a scientifically based rationale on the climate change drivers for investments)
	<p>Effectiveness</p> <ul style="list-style-type: none"> • AMCOW's request to extend the programme to 10 new countries in Phase 2 could dilute already stretched WACDEP resources (increased geographical scope and reduced ability to impact on the most vulnerable) • Key concepts might not translate into outputs and outcomes (limitations of GWP structure in terms of delivery), unless skills base for key goals and objectives is clearly defined in appropriately structured consortiums • There is a risk of tensions between various GWP structures, unless governance structures and arrangements are clarified. • Unless status of RG clarified, there is a risk of losing out on a valuable WACDEP resource
	<p>Efficiency</p> <ul style="list-style-type: none"> • Valuable resources (time, funding and human capacity) will remain locked in and will not be fully utilised for WACDEP implementation unless resource efficiency is improved.
	<p>Impact</p>

	<ul style="list-style-type: none"> Unless theory of change and channels through which WACDEP achieves its impact are clarified, attribution will remain ambiguous, calling in question WACDEP's overall impact
	<p>Sustainability</p>
	<ul style="list-style-type: none"> Ownership and sustainability will always be difficult in the context of changing priorities and turnover of key stakeholders.

Conclusions from SWOT Analysis

Driven by various factors, such as population growth, rising urbanisation and the need for high levels of economic growth to sustain these, the scarcity of water resources in Africa is further exacerbated by the impacts of climate change. In the context of low adaptive capacity, due to low levels of infrastructure development and institutional capacity, among others, the region is extremely vulnerable to these impacts. At the same time, this context presents an opportunity for Africa and African nations to leapfrog into development of climate resilient infrastructure, which will improve their capacity to respond to climate impacts. This in turn would ensure improved management of the scarce water resources and, as water availability is critical to human wellbeing, it will also improve the quality of life of the most vulnerable population groups.

It is the urgency of these issues on the African continent that has made WACDEP objectives so relevant to its beneficiaries. In fact, as the impacts of climate change on water resources, and therefore on economic development, are felt globally, these objectives become relevant across African boundaries for other regions as well. Due to the way WACDEP implementation was organised during the first programme period from 2011 to 2016, as well GWP's inherent structure and nature, beneficiary demands were taken into consideration very early in the process. While some progress has been made on the continent with regards to integrating climate change issues into national policies and development plans, including through WACDEP support, Africa still has a long way with regards to building climate resilience. Therefore, WACDEP's overall objectives will continue to be relevant in the future, which is an important learning for the programme's second phase, as well as for related, future programmes.

GWP strengths, which lie in networking and institutional development, primarily in the water sector, are also one of the main strengths of WACDEP itself. Based on these characteristics, the programme's main strengths can be found in the upstream stages across the different evaluation dimensions. The programme clearly displayed a lot of strengths in terms of relevance and effectiveness. The programme's implementation structure promoted a demand driven approach and despite its ambitious nature was largely seen as useful. WACDEP's ability to form partnerships is a key strength contributing to its effectiveness, while it can also be a main limitation. The way partnerships are formed and managed needs to be well thought out in the context of programme and project delivery, which is a new endeavour for GWP, if WACDEP is to achieve its full potential. Strengthening governance arrangements and rethinking support for GWP structures at the national level also has the potential to improve the programme's effectiveness.

This analysis, keeping in mind the qualitative nature of this evaluation, which was based on stakeholder consultations, did not yield as much evidence in terms of WACDEP strengths under the efficiency, impact and sustainability dimensions. Largely due to GWP's nature and

structure on the continent, WACDEP managed to achieve a lot with limited resources, pointing to efficiency in terms of resource utilisation. There seem, however, to be opportunities within the programme to free up resources through improving the efficiency of reporting mechanisms. There is also an opportunity to gain a better understanding of the programme's efficiency if a more detailed quantitative analysis is conducted. There has been some evidence for positive impacts and a certain degree of ownership stemming from WACDEP activities. However, unless WACDEP's theory of change and channels through which it achieves its impact are clarified, attribution will remain ambiguous, calling in question WACDEP's overall impact and sustainability.

5.4 Conclusions

WACDEP is a successful, relevant and robust programme. It demonstrates success across all the evaluation dimensions, some more so than others. This is to be expected in an ambitious programme where ambition is defined by the scope of work and the limitations of the environment it is implemented in. WACDEP's scope of work was ambitious in its scale of activities, geographies and desired institutional and target audience reach. It was also ambitious in that it took this scope into relatively uncharted territory; exact definitions of resilience and frameworks for building it are still being explored, and, when WACDEP started, Africa's participation in the resilience agenda was still in early and formative stages. This is precisely why an updated Strategic Framework, informed by carefully curated programme knowledge, could be a valuable output for the WACDEP and global climate resilience community.

A central theme is about where GWP is strong and where it is not and how this affects WACDEP and future programming. GWP cannot underpin all skills and expertise necessary to any programme, and strategic partnerships have been established to provide complementarity. ***Nonetheless, a profound evaluation conclusion is that GWP should concentrate its programmes and activities in the upstream space of water development programmes, while cementing complementary partnerships at design and inception phase, particularly where programmes move from the upstream to downstream stages of project lifecycles.*** Specifically, upstream is defined as pre-project preparation and financing activities and related support. It is often an under-financed area as the territory is considered to be risky in that pre-project preparation activities may never result in financed, tangible projects. Notably, the upstream focus plays to GWP's strengths, and this is starkly clear in the evaluation results and findings.

In the WACDEP context, the upstream space specifically includes a focus on:

- institutional navigation and development;
- establishing partnerships and coalitions for resilience building in water development;
- establishing long term investment planning approaches and outputs;
- building institutional capacities and developing core expertise;
- curating and brokering knowledge through experiential learning;
- exploring the co-benefits of climate resilient water development;
- establishing continental, regional and national linkages to build cooperative networks;
- participating in, informing and influencing the global climate resilience community.

This conclusion is central, and should be considered in conjunction with the specific recommendations outlined in section 5.2.

It remains to highlight that access to information and informants has been relatively smooth and therefore the evaluation team is comfortable that its findings thus far are robust and both justified/justifiable. The access would not have been possible without the support of the CU. Most importantly, it would not have been possible had the WACDEP community not been so motivated and willing to engage. This in itself is testimony to the effectiveness of the CU and the respect it and the GWP organisation has engendered in its broader community.

Follow-on Questions

Naturally, the evaluation gave rise to follow-on questions that the evaluation team believes are useful for consideration in WACDEP phase 2 and to future GWP programming:

- How is GWP/WACDEP contributing to the global climate resilience discourse?
- What insights can WACDEP bring to bear on the global debate on climate finance additionality (is WACDEP demonstrating a business as usual, or a climate-resilient value-add approach and results)?
- What is transformational about the key successes WACDEP has demonstrated in building climate resilience, and how can WACDEP and GWP structures be used to disseminate this learning to the broader climate resilience community?
- Is GWP's role one of targeting vulnerable populations directly, and what are the implications for defining target beneficiaries of GWP programmes, such as WACDEP?

With the evaluation and these questions in mind, it is critical to note that the insights and results of this evaluation highlight the need for follow-on programmes to WACDEP. In particular, the resilience debate, although not perfectly resolved, needs to move on. Globally, but particularly in developing regions and countries, the attention is centred on building climate resilience in African societies, natural resources and related key sectors (e.g. energy, water and food production) in an inclusive manner so as to promote socio-economic growth, employment and equity. GWP, with its important lessons from WACDEP Phase 1, is well positioned to operate within the global and Pan African community, to advance insights as to how to achieve inclusive climate resilience.

References

- AMCOW (2012a) Water Security and Climate Resilient Development: Technical Background Document. Investing in water security for growth and development. Retrieved from <http://oneworldgroup.co.za/wp-content/uploads/2014/12/AMCOW-technical-background-doc.pdf>
- AMCOW (2012b) Water Security and Climate Resilient Development: Strategic Framework. Retrieved from <http://oneworldgroup.co.za/wp-content/uploads/2014/12/AMCOW-strategic-framework.pdf>
- ASI (n.d.) Explore Our Work: Enhancing southern Africa's climate resilience. Retrieved from <https://www.adamsmithinternational.com/explore-our-work/central-southern-africa/south-africa/addressing-the-sadcs-infrastructure-needs-climate-resilient-infrastructure/> on 8 September 2017.
- Boko, M., Niang, I., Nyong, A., Vogel, C., Githeko, A., Medany, M., Osman-Elasha, B., Tabo, R. and Yanda, P. (2007) Africa, pp. 433–467. In: *Climate Change 2007: Impacts, Adaptation and Vulnerability. Contribution of Working Group II to the Fourth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC)* [Parry, M.L., Canziani, O.F., Palutikof, J.P., van der Linden, P.J. and Hanson, C.E. (eds)]. Cambridge University Press, Cambridge, UK.



- CRIDF (n.d.a) Climate Resilient Infrastructure Development Facility (CRIDF). Available from <http://www.southsouthnorth.org/wp-content/uploads/CRIDF-Expanded-Introduction.pdf>
- CRIDF (n.d.b) About: What is CRIDF? Retrieved from <https://www.cridf.com/about> on 8 September 2017.
- CRIDF (3 June 2016) Managing Flood Risk in the Incomati Basin: Lessons from Enhanced Public Private Cooperation for the Region. Retrieved from <https://www.cridf.com/single-post/2016/06/03/Managing-Flood-Risk-in-the-Incomati-Basin-lessons-from-enhanced-public-private-cooperation-for-the-region> on 8 September 2017.
- DFID (June 2016) [Annual review \(4\) 202539 \(June, 2016\)](#). Retrieved from <https://devtracker.dfid.gov.uk/projects/GB-1-202539/documents> on 8 September 2017.
- DFID (November 2012) [Business Case and Summary 202539 \(November, 2012\)](#), Retrieved from <https://devtracker.dfid.gov.uk/projects/GB-1-202539/documents> on 8 September 2017.
- EIB (31 March 2011) Financing Water and Climate Change Adaptation. Retrieved from http://www.eib.org/attachments/strategies/water_and_climate_change_adaptation_en.pdf
- EIB (July 2008) European Investment Bank Water Project Preparation Facility (WPPF) Fly Sheet. Available from http://www.eib.org/attachments/country/water_project_preparation_facility_2008_en.pdf
- IDMP (25 August 2014) Operational Guidelines of the WMO/GWP Integrated Drought Management Programme. Retrieved from http://www.droughtmanagement.info/wp-content/uploads/2015/06/IDMP_Operational_Guidelines.pdf on 6 November 2017.
- IUCN (n.d. a) The Union. Retrieved from <https://www.iucn.org/about/union> on 19 September 2017.
- IUCN (n.d. b) About. Retrieved from <https://www.iucn.org/about> on 19 September 2017.
- IPCC, (2012). Glossary of terms. In: Managing the Risks of Extreme Events and Disasters to Advance Climate Change Adaptation [Field, C.B., V. Barros, T.F. Stocker, D. Qin, D.J. Dokken, K.L. Ebi, M.D. Mastrandrea, K.J. Mach, G.-K. Plattner, S.K. Allen, M. Tignor, and P.M. Midgley (eds.)]. A Special Report of Working Groups I and II of the Intergovernmental Panel on Climate Change (IPCC). Cambridge University Press, Cambridge, UK, and New York, NY, USA, pp. 555-564.
- GWP (n.d. a) Integrated Drought Management Programme. Retrieved from <http://www.droughtmanagement.info/wp-content/uploads/2017/09/FinalIDMPbrochure.pdf>
- GWP (n.d. b) Associated Programme of Flood Management (APFM). Retrieved from <http://www.gwp.org/en/CRITICAL-CHALLENGES1/Water-and-Climate-Change/Associated-Programme-of-Flood-Management-APFM/> on 30 October 2017.
- GWP (2011). Water Climate and Development Programme Strategic Framework. Developed by HR Wallingford for GWP with CDKN Funding in 2011 and published in 2012. Retrieved from http://www.gwp.org/globalassets/documents/wacdep/sf_watersecurity_proof6new_web.pdf
- GWP (2014) Global Water, Climate and Development Programme, Retrieved from <http://www.gwp.org/en/WACDEP/ABOUT/Global-Water-and-Climate-Programme/>
- GWP Africa (December 2016) Final WACDEP Report: May 2011 - June 2016. Water, Climate and Development Programme (WACDEP) for Africa, Submitted to Danida.
- GWP (November 2016) GWP Annual Progress Review for 2016 – Mid-Strategy Monitoring and Reporting Progress.
- GWP Eastern Africa (2011) Water, Climate and Development Programme (WACDEP) Work Plan 2012-2015.
- GWP Med (2012) Water Climate Development (WACDEP) Work Plan 2012-2015.

- GWP West Africa (2011) Water, Climate and Development Programme (WACDEP) Work Plan 2012-2015.
- GWP and WMO (November 2011) Integrated Drought Management Programme: a joint WMO-GWP Programme. Concept Note. Retrieved from http://www.idmp.info/documents/IDMP_Concept_Note.pdf
- Magalhães, A. R. (2017) IDMP – Integrated Drought Management Programme External Review Report.
- Particip Gmbh, Eric Buhl-Nielsen, Pemconsult A/S (2017) Elaboration of A Strategy Proposal for Strengthening Partnership For Capacity Development In The ACP Water And Sanitation Sector. Retrieved from https://europa.eu/capacity4dev/public-water_and_sanitation/documents/strengthening-water-partnerships-final-report-june-2017 on 20 September 2017.
- Petrie, Belynda, Arthur Chapman, Amelia Midgley and Ruth Parker. 2014. Risk, vulnerability and resilience in the Limpopo River Basin: climate change, water & biodiversity - a synthesis. Compiled for USAID Southern Africa Resilience in the Limpopo River Basin (RESILIM) Program by OneWorld Sustainable Investments Cape Town, South Africa.
- Srivastava, P. and Hopwood, N. (2009) A Practical Iterative Framework for Qualitative Data Analysis. Retrieved from https://www.researchgate.net/publication/215472971_A_Practical_Iterative_Framework_for_Qualitative_Data_Analysis.
- UNECA (2016-03). Economic Report on Africa 2016: Greening Africa's Industrialization. Addis Ababa. © UN.ECA.
- WaterAid (2014) Everyone, Everywhere 2030: WaterAid's Global Strategy 2015-2020. Retrieved from <http://www.wateraid.org/policy-practice-and-advocacy/climate-change/resources> on 19 September 2017.
- WaterAid (n.d.a) Climate Change: Policy Practice and Advocacy. Retrieved from <http://www.wateraid.org/policy-practice-and-advocacy/climate-change/our-approach> on 19 September 2017.
- WaterAid (n.d.b) How we are governed. Retrieved from <http://www.wateraid.org/who-we-are/how-we-are-governed> on 19 September 2017.
- WaterAid (n.d.c) The WaterAid Climate Finance Initiative: Securing climate finance for sustainable and pro-poor water and sanitation services. Briefing Note. Retrieved from <http://www.wateraid.org/what-we-do/our-approach/research-and-publications/view-publication?id=co870f95-d76d-4824-a1fo-2414d3dce1d5> on 19 September 2017.
- WaterAid (7 March 2012) WaterAid International governance manual.
- WISE-UP (n.d.) WISE-UP to Climate: Water Infrastructure Solutions from Ecosystem Services, underpinning Climate Resilient Policies and Programmes. Brochure. Retrieved from http://www.waterandnature.org/sites/default/files/wise_up_brochure_2_light_2016.pdf on 19 September 2017.
- WISE-UP (2017) Workshop Report Application of Soil and Water Assessment Tool (Swat) for Modelling Hydrological Outputs in Tana River Basin. Institute of Climate Change and Adaptation (ICCA), 13- 17 February 2017. Retrieved from http://www.waterandnature.org/sites/default/files/swat_training_workshopreport.pdf on 19 September 2017.
- WMO (n.d.) Associated Programme on Flood Management. Retrieved from <https://public.wmo.int/en/programmes/associated-programme-flood-management> on 6 November 2017.

WMO (2009) Integrated Flood Management Concept Paper. Associated Programme on Flood Management. Retrieved from <http://www.floodmanagement.info/apfm-concept-paper/> on 6 November 2017.

WMO and GWP (November 2014) APFM Strategic Plan 2014-2018. Retrieved from http://www.floodmanagement.info/about/reports/APFM_PhaseIV_StrategicPlan.pdf on 6 November 2017.

WMO and GWP (August 2017) Final Annual Report. APFM Report No. 41. Retrieved from <http://www.floodmanagement.info/wp-content/uploads/APFM-2017-Annual-Report-w-annexes-Final.pdf> on 6 November 2017.

Appendix 1 – Logframe Analysis

Level	Ind. Ref.	Indicator	Milestone 2014 ¹	Milestone 2015 ¹	Target 2016 ¹	Achieved to date	Progress
Impact	I1	Number of people benefiting from improved water resources planning and management			10 million	TBD ²	TBD
	I2	Total value of investment influenced which contributes to water security and climate resilience through improved WRM & water services	€10 million	€80 million	€100 million	TBD ³	TBD
Outcome	O1	Number of policies, plans and strategies which integrate water security for climate resilience	2	6	8	14	175%
	O1g	Number of policies/plans/strategies that have gender mainstreamed in water resource management				2	
	O2	Number of approved investment plans associated with policies, plans and strategies which integrate water security for climate resilience				5	
	O3	Number of agreements/commitments on enhanced water security at transboundary/regional level influenced.				5	

¹ Taken from Annex 2: WACDEP Monitoring and Evaluation System, WACDEP Annual report July 2011 – August 2012

² Calculation pending.

³ Calculation pending. Note that to date almost €20 million has been directly leveraged through WACDEP to fund planning and investment processes which will in turn influence substantially more. In addition, significant investment, e.g. through national budgets, has been allocated for the implementation of the various plans and strategies supported by WACDEP (Ind. O1). Quantification of the value of such investment that can be attributed to GWP's work is ongoing.

	04	Number of investment strategies supporting policies and plans which integrate water security for climate resilience	2	6	8	10	125%
	05	Number of enhanced legal frameworks / policies / strategies integrating water security and climate change facilitated by GWP	2	6	8	2 ⁴	25%
	06	Gender: Percentage of women and girls benefiting from interventions to improve water security (min %).		50%	50%	50%	100%
	07	Youth: Number of youth organizations involved in water resources decision making bodies.					
Output (Comp. 1)	OT1.1	Recognition of GWP contribution to implementation of International climate change policy and development processes such as the Paris Agreement and SDGs measured by number of acknowledgments in official documents				2	
	OT1.2	Number of regional organisations supported in developing agreements/commitments/ investment options and tools that integrate water security for climate resilience and other key issues (food, energy, ecosystems, urbanization and transboundary basins)	2	6	8	9	113%
	OT1.3	Number of national organisations supported in developing legal frameworks/policies/ strategies, sectoral and development plans – integrating water security for climate	2	6	8	14	175%

⁴ Target not met. Many of the WACDEP countries already possess an established legal enabling environment for water security and climate resilience. Hence demand for WACDEP support in this area has been less than originally foreseen

	resilience and other key issues (food, energy, ecosystems, urbanization and transboundary basins)					
OT1.3g	Number of national/subnational organisations supported in integrating gender perspectives into water resource management policies/plans/legal frameworks				1	
OT1.4	Number of organisations (all levels) supported in the development of investment strategies supporting policies and plans which integrate water security for climate resilience and other key issues (food, energy, ecosystems, urbanization and transboundary basins)				16	
OT1.5	Number of countries supported in the development of capacity and projects to access climate and climate-related finance to improve water security.	1	2	4	8	200%
OT1.6	Number of demonstration projects undertaken for which innovation has been demonstrated	2	5	6	8	133%
OT1.6g	Number of initiatives/demo projects with a significant focus on gender-sensitivity/women's empowerment				3	
OT1.7	Number of documents produced outlining the lessons from GWP demonstration projects and a plan for replicating solutions	2	4	8	7	88%
OT1.8	Number of beneficiaries supported in demonstration projects on water security and climate resilience undertaken	10 000	30 000	50 000	45 000	90%

Output (Comp. 2)	OT2.1	Number of government institutions/other stakeholders with demonstrably enhanced capacity to integrate water security for climate change and other key issues (food, energy, ecosystems, urbanization and transboundary basins) in the design and implementation of policies, plans & projects.	5	16	24	91	379%
	OT2.1g	Number of capacity building and professional development workshops/initiatives with a significant focus on women and youth				2	
	OT2.2	Number of south-south lesson learning & knowledge transfers initiatives with commitments for concrete follow up	1	2	3	6	200%
	OT2.3	Number of media features on water security for climate change and other key issues (food, energy, ecosystems, urbanization and transboundary basins). All media including radio, television, print, internet.	10	15	30	150	500%
	OT2.4	Number of publications, knowledge products (including strategic messages) and tools for water security for climate resilience and other key issues (food, energy, ecosystems, urbanization and transboundary basins) developed and disseminated	10	20	30	22	73%
	OT2.4g	Number of publications and knowledge products that have a prominent gender perspective incorporated					
	OT2.5	User satisfaction across knowledge products and services produced, managed and disseminated by GWP.	30%	50%	65%	TBD ⁵	TBD

⁵ A robust methodology for measuring results against this indicator is currently under development.

	OT2.6	Number of joint global/regional activities by GWP, development banks and other multilateral agencies integrating water security with climate and other key issues (food, energy, ecosystems, urbanization and transboundary basins), leading to demonstrable follow-up actions.	2	2	5	5	100%
Output (Comp. 3)	OT3.1	Implementation of Results Framework & associated M&E across the GWP network.			Applied	Applied	100%
	OT3.2a	Increased financial performance across all Regional and Country Water Partnerships – Locally raised funds.		RWP/CWPs leverage GWPO core funding by at least 1 to 0.5	RWP/CWPs leverage GWPO core funding by at least 1 to 1	3 of 4 regions have met the target ⁶	75%
	OT3.2b	Increased financial performance across all Regional and Country Water Partnerships – In kind contributions.				TBD	TBD
						<i>Overall</i>	<i>156%</i>

⁶ 3 of the 5 African regions have succeeded in matching *GWPO core funding* with locally raised funds. GWP Mediterranean has also successfully surpassed the target but this includes funds raised for the benefit of the European and Middle Eastern parts of the region, i.e. is only partially in relation to WACDEP Africa.

Appendix 2 – Programme Matrix

WACDEP Matrix	Component 1: Investment in Regional and National Development, Goal 1: Catalyse changes in policies and practice					Component 2: Knowledge and capacity Development, Goal 2: Generating and sharing knowledge		Component 3: Partnership and Sustainability, Goal 3: Strengthen partnership development, programme management
	Work Package 1: Regional and Transboundary cooperation	Work Package 2: National development and Sector Plans	Work Package 3: Investments	Work Package 4: Project Preparation and Financing	Work Package 5: Demonstration Projects	Work Package 6: Capacity Development	Work Package 7: Knowledge and awareness	Work Package 8: Partnerships and Sustainability
Objectives	Support countries and regions to develop and integrate 'no/low regrets' investments into development plans, budgets and programmes	Support countries to integrate water security and climate resilience into national development planning, decision-making processes	To support the development of gender sensitive 'No/low Regrets' investments and financing options documents at all levels	Support governments to enhance efficiency in Project preparation to leverage funding from traditional sources of water financing and/or adaptation funds	Develop innovative pro-poor and gender sensitive 'green 'solutions' for addressing critical water security challenges such as water, food, and energy, to enhance climate resilience of countries and communities	Support capacity development of institutions and stakeholders to develop no/low regrets investment and integrate water security and climate resilience in development plans	Share, package and disseminate information and knowledge on how to enhance water security and climate resilient development	Build internal capacity of GWP and enhance regional/country level partnerships' key competencies in fund raising, project coordination, financial management, stakeholder engagement, monitoring and evaluation
Process	Development of the Volta Basin Master Plan	Finalisation and validation of the Zimbabwe National Climate Change Response Strategy (NCCRS)	Development of an Investment Plan for the Lake Tanganyika Basin	Ecosystem Rehabilitation Project in the Nakanbe River Basin. "Fight against the Proliferation of Invasive Aquatic Plants in Nakanbé	Pilot project promoting renewable energy use, food security and biodiversity restoration	WACDEP Youth Professional Development Programme	UNFCCC Bonn Intercessional sessions, UNFCCC COP 15-COP 21 to promote the role of water in development and the impact climate change has on the resource	Technical coordination and back stopping support at the WACDEP CU was strengthened through a dedicated Project Manager to oversee the Capacity Building Component, a Finance Expert funded by ICA to support Project Preparation and Financing and an Investments expert supported by GWP to provide technical assistance to countries on investment preparation
Beneficiary	The Volta Basin Authority	Zimbabwe: Ministry of Environment, Water and Climate	Burundi: Ministry of Water, Environment, Land and Urban Planning through the Director General of Water Resources Management	Burkina Faso	Cameroon: GWP Cameroon, North Region part of the Lake Chad Basin	Pan African with AMCOW	Global with AMCOW	WACDEP Coordination Unit

WACDEP Matrix	Component 1: Investment in Regional and National Development, Goal 1: Catalyse changes in policies and practice					Component 2: Knowledge and capacity Development, Goal 2: Generating and sharing knowledge		Component 3: Partnership and Sustainability, Goal 3: Strengthen partnership development, programme management
	Work Package 1: Regional and Transboundary cooperation	Work Package 2: National development and Sector Plans	Work Package 3: Investments	Work Package 4: Project Preparation and Financing	Work Package 5: Demonstration Projects	Work Package 6: Capacity Development	Work Package 7: Knowledge and awareness	Work Package 8: Partnerships and Sustainability
Process	Development of a Hydro-socio-economic model for the North-western Sahara Aquifer	Guidance on preparation of Sector and District Medium-Term Development Plans: integrating water and climate resilience into development	Development of Investment Programmes for the Nakanbe IWRM Plan to enhance climate resilience	Support the implementation of the NBSAP. A project concept on Biodiversity, Water Security and Ecosystem Services was developed and submitted to government for fundraising through the GEF	Pilot project on agro forestry supported by the Congo Basin Forest Fund	Training workshop on National Adaptation Planning as part of the NAP – GSP	In COP 20, Lima, focus was on “Africa and Caribbean South-South Exchange” on water security and climate resilience	WACDEP programme coordination meetings were organised annually to support countries in programming, sharing lessons and exchanging experiences
Beneficiary	North-western Sahara Aquifer system (OSS)	Ghana: National Development Planning Commission	Burkina Faso: Nakanbe Water Agency	Cameroon	Cameroon: GWP Cameroon	Pan African with NAP-GSP	Global with AMCOW, CARICOM, CDKN, OSS	Annual WACDEP Technical Coordination Workshops
Process	Implementation of the Investment Strategies for Water Resources Management in the Kagera Basin	Finalisation and publication of the National Biodiversity strategy (NBSAP) Development of the National Adaptation plan	Development of an Investment Plan to support the National Biodiversity Action Plan (NBSAP) and the National Adaptation Plan (NAP)	Bottlenecks Report was used to identify the Ghana Irrigation Development Authority as the institution to support in project preparation. A project was identified through a MCA.	Implemented local actions to enhance climate resilience of communities and ecosystems	Training workshop on Economics of Climate Change Adaptation in Africa	Africa Water Week, Africa Focus Day at the Stockholm Water Week, South-South Exchange held back to back with the GWP CP meeting in Trinidad	
Beneficiary	Lake Victoria Basin Commission	Cameroon: Ministries: energy, water, Environment	Cameroon: Ministry of Environment, Nature Protection and Sustainable Development	Ghana: Irrigation Development Authority	Burundi and Rwanda: Lake Cyohoha	Pan African with UNDP-GEF	Pan African, with AMCOW, ICA, African Water Facility, CDKN	
Process	Implementation of the Lake Chad Strategic Action Plan (SAP)	Development of the Water and Soil Conservation Strategy feeding into the Water Strategy “Eau 2050”	Development of an Investment Plan for the White Volta Basin IWRM Plan	Urban Water Flood Management project. WACDEP supported to bring together key stakeholders to develop a project concept note and submit to the AWF.	Extending water supply systems	Training on financing climate resilience and water resources	technical and logistical support to a training workshop for media professionals on application of information on water resources management	
Beneficiary	Lake Chad Basin	Tunisia: General Directorate of Planning and Agriculture	Ghana: Water Resources Commission/White Volta Basin Secretariat	Mozambique: Department of Water (DNA)	Rwanda: Lake Cyohoha	Pan African with AMCOW, ANBO, ICA and EU Water Initiative	Central Africa: GWP Central Africa	



WACDEP Matrix	Component 1: Investment in Regional and National Development, Goal 1: Catalyse changes in policies and practice					Component 2: Knowledge and capacity Development, Goal 2: Generating and sharing knowledge		Component 3: Partnership and Sustainability, Goal 3: Strengthen partnership development, programme management
	Work Package 1: Regional and Transboundary cooperation	Work Package 2: National development and Sector Plans	Work Package 3: Investments	Work Package 4: Project Preparation and Financing	Work Package 5: Demonstration Projects	Work Package 6: Capacity Development	Work Package 7: Knowledge and awareness	Work Package 8: Partnerships and Sustainability
Process	Strengthening cooperation for water security and climate resilience in the Limpopo basin.	Development of the National Adaptation plan	IWRM costing with UNDP for the Rwanda Green Growth and Climate Resilient Strategy. Investment analysis in Bugesera	Zim Assest: Mini-hydropower projects are key the development plan. A dam site was identified to incorporate a mini-hydropower. WACDEP supported feasibility studies.	Alternative energy sources – Demonstrating use of biogas facilities		Engaging media to promote water security and climate resilience. Documenting and capturing different WACDEP events in media. A case study on WACDEP activities in L. Cyohoha. Water Digest, Quarterly Newsletter of the GWP EA.	
Beneficiary	LIMCOM	Burkina Faso: National Council on Environment and Sustainable Development	Rwanda: Environmental Management Authority	Zimbabwe	Rwanda: Kamabuye sector of Bugesera district in Rwanda		Eastern Africa: Burundi and Rwanda, Lake Cyohoha	
Process	Support to ECCAS to advance regional cooperation in climate change adaptation. ECCAS developed hydro-metrological strategy and optimal network to strengthen collection and sharing of water and climate information across Central Africa.		Support the Department of Water (DNA) to identifying investments to tap into the national budget line on Climate Change	LCBC project is called "Strengthening Climate Information and Early Warning Systems (EWS) for Climate Resilient Development and Adaptation to Climate Change in the Lake Chad Basin"	Catchment management: demarcating, protecting and managing of a buffer zone along parts of the shoreline of Lake Cyohoha on both the Rwanda and Burundi		Engage media professionals to support dissemination of climate information to water managers, industry, farmers, environmentalists and other stakeholders. Regional workshop for media professionals and communication representatives. Development of National Communication Strategy support.	
Beneficiary	Central Africa: ECCAS		Mozambique: Department of Water	Central Africa: Lake Chad Basin Commission	Burundi and Rwanda: Lake Cyohoha		North Africa	

WACDEP Matrix	Component 1: Investment in Regional and National Development, Goal 1: Catalyse changes in policies and practice					Component 2: Knowledge and capacity Development, Goal 2: Generating and sharing knowledge		Component 3: Partnership and Sustainability, Goal 3: Strengthen partnership development, programme management
	Work Package 1: Regional and Transboundary cooperation	Work Package 2: National development and Sector Plans	Work Package 3: Investments	Work Package 4: Project Preparation and Financing	Work Package 5: Demonstration Projects	Work Package 6: Capacity Development	Work Package 7: Knowledge and awareness	Work Package 8: Partnerships and Sustainability
Process	EAC developed a Climate Change Policy.		Developing investment programmes for the Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZimAssest)	Volta Basin Strategic Action Plan. Project concept note "Set up an early-warning system for droughts, floods, inundations and diffusion of pollution in the Volta Basin"	Promoting soil and water conservation activities		Indigenous Knowledge Management, Financing Water Resources Management and Development and assessing the implementation of the SADC Regional Water Policy in the countries	
Beneficiary	Eastern Africa: EAC		Zimbabwe: Ministry of Environment, Water and Climate	West Africa: Volta Basin	Burundi: Lake Cyohota		Southern Africa: SADC Region	
Process	NELSAP developed an Investment Strategy for the Kagera Basin			Vulnerability assessment of Kagera Basin and expert elicitation	Resilience activities of communities focused on the water-energy-food nexus		A training workshop on use of social media was organised in Ouagadougou.	
Beneficiary	NELSAP			East Africa: Kagera Basin	Zimbabwe: Mtshabezi Sub-Catchment of the Limpopo River in Zimbabwe		West Africa: CWP Burkina Faso	
Process	Contributed to Implementation of SADC Climate Change Adaptation Strategy for the Water Sector				Promoted resilient rainwater harvesting infrastructure development in the dry area of the Chigubo District			
Beneficiary	SADC				Mozambique: Limpopo River Basin			

WACDEP Matrix	Component 1: Investment in Regional and National Development, Goal 1: Catalyse changes in policies and practice				Component 2: Knowledge and capacity Development, Goal 2: Generating and sharing knowledge		Component 3: Partnership and Sustainability, Goal 3: Strengthen partnership development, programme management	
	Work Package 1: Regional and Transboundary cooperation	Work Package 2: National development and Sector Plans	Work Package 3: Investments	Work Package 4: Project Preparation and Financing	Work Package 5: Demonstration Projects	Work Package 6: Capacity Development	Work Package 7: Knowledge and awareness	Work Package 8: Partnerships and Sustainability
Process	Support in the implementation of the Limpopo basin IWRM Strategic Plan 2011- 2015.				Enhance resilience of the north Massili basin community through promoting institutional development for better water governance			
Beneficiary	LIMCOM				Burkina Faso: Nakanbe Water Agency, Massili Local Water Committee			
Process	Development of strategic actions for the Orange Senqu River Basin Commission (ORASECOM)				Promote water efficiency in agriculture through the drip irrigation system			
Beneficiary	ORASECOM				Burkina Faso: municipality of Loumbila in the Volta Basin			
Process	Development of strategic actions for Okavango River Basin Commission (OKACOM)				Promoting climate-smart interventions for building community resilience			
Beneficiary	OKACOM				Ghana: Bauku West and Bongo Districts, White Volta Basin			

Appendix 3 – Stakeholder Mapping

Stakeholder Category	Country / Department / Institution	Contact Person	Email
Round 1 of Stakeholder Interviews			
The Africa Ministers Council on Water (AMCOW)	A former AMCOW Executive Secretary	Bai Mas Taal	baimass1@yahoo.com
	On-going AMCOW Executive Secretary	Dr Canisius Kanangire	ckanangire@amcow-online.org
		Laila Oualkacha	laila1939@yahoo.fr
GWPO Network Operations Unit		Danka Thalmeinerova	danka.thalmeinerova@gwp.org
		Jaques Rey	jacques.rey@gwp.org
		Rudolph Cleveringa	rudolph.cleveringa@gwp.org
WACDEP Africa Coordination Unit		Ralph Philip	ralph.philip@gwp.org
		Alex Simalabwi	alex.simalabwi@gwp.org
		Andrew Takawira	A.Takawira@cgiar.org
		Armand Houanye	A.Houanye@cgiar.org
WACDEP Reference Group (focus group discussion)		Kidane Jembere	K.Jembere@cgiar.org
	Chair of WACDEP Reference Group	Prof. Torkil Jønch-Clausen	torkil.jc@mail.dk
		Roberto Martin-Hurtado	roberto_martin@hotmail.com
		Nigel Walmsley	N.Walmsley@hrwallingford.com
GWP Africa Regional Water Partnerships	GWP Med- Northern Africa		vangelis@gwpmed.org
			sarra@gwpmed.org
	GWP West Africa	Dam Mogbante	dam.mogbante@gwpao.org dammogbante@gmail.com
	GWP Southern Africa (A Former)	Ruth Beukman	Ruth.beukman2017@gmail.com
	GWP Easter Africa	Gerald Kairu	gkairu@nilebasin.org
GWP Central Africa	Hycinth Banseka	hycinthb@yahoo.com hycinth.banseka@gwpcf.org	
WACDEP Project Managers	Ghana	Max Boateng	boatgyimax2@gmail.com
	Burkina Faso	Hie Batchene	hiebatchene@gmail.com
	Mozambique	Paulo Selemane	pcaseleman@gmail.com
	Zimbabwe	Dzvairo Wellington	wdzvairo@gmail.com
	Burundi	Gahungu Christophe	gahungu_christophe@yahoo.com
	Rwanda	Jean Pierre HAKIZIMANA	jeanpierre.hakizimana@btctb.org
	Tunisia	Sarra Touzi (GWP-Med)	sarra@gwpmed.org

	Cameroon	Félix KALLA MPAKO	kallampakof@yahoo.fr
Round 2 of Stakeholder Interviews			
Regional economic development communities	SADC	Phera Ramoeli	pramoeli@sadc.int
		Kenneth Msibi	kmsibi@sadc.int
	ECCAS		
	ECOWAS	Innocent OUEDRAOGO	ino@fasonet.bf / inobfa@gmail.com / ino156@gmail.com
	EAC/IGAD	Fred Mwango	fred.mwango@igad.int
River Basin Organisations	Volta Basin Authority	Robert Dessouassi	dessouassi2003@yahoo.fr
		Dibi MILLOGO	fredmilfr@yahoo.fr
	Lake Chad Basin Commission		
	Lake Victoria Basin Commission	Ali Said Matano	matano@lvcsec.org
	LIMCOM	Sergio Siteo	Sbsitoe69@yahoo.com.br / sbsitoe@dngrh.gov.mz
	NELSAP		
	Lake Cyohoha	Sylvie Uwacu	uwasyly@yahoo.fr
Partners	Pegasys	Nura Suleiman	nura@pegasys.co.za
		Guy Pegram	guy@pegasys.co.za
	UNDP-CapNet	Themba Gumbo	themba.gumbo@cap-net.org
	EU Africa Working Group		
	EU Water Initiative		
	ANBO	Tanor Meïssa DIENG	sitwaanbo.tanor@gmail.com
	AWF	VERDEIL, DANIEL	D.VERDEIL@AFDB.ORG
		NTEGE-WASSWA, MAUREEN	M.NTEGE@AFDB.ORG
		OSSETE, JEAN MICHEL	J.OSSETE@AFDB.ORG
	Stockholm International Water Institute	Anton Earle	anton.earle@siwi.org
	UNDP-GEF		
	CARICOM		
	CDKN	Shenaaz Moosa	shehnaaz@southsouthnorth.org
		Simbisai Zhanje	simbisai.zhanje@cdkn.org
Sam Bikersteth			
NIRAS	Klas Sandström	Klas.Sandstrom@NIRAS.SE	
Infrastructure Consortium for Africa (ICA)	MARTIN Ines	I.MARTIN@AFDB.ORG	
NAP-GSP	'Rohini Kohli'	rohini.kohli@undp.org	
Government Departments	Cameroon: Ministry of Energy and Water	Mr. MENYONG Godlove	godlovenenyong@yahoo.com
		M. NGNIKE Pierre Marie	nngnike@yahoo.fr
		Mr. TOWA Adrien	atowa@edc-cameroon.org
	Cameroon: Ministry of Environment, Nature Protection and Sustainable Development	WANIÉ Marcel	wanieabou@yahoo.fr
		ZIÉKINE Angèle	aziekine@yahoo.fr
	TSAMA Valerie	tsama80@yahoo.fr	

Ghana: Ghana: Water Resources Commission/White Volta Basin Secretariat	Benjamin Yaw Bempong Ampomeh	byampomah@yahoo.com
	BERLINDA PRAH	berlisco@gmail.com
	OPOKU, YAW BOATENG	yawboateng@wrc-gh.org / iyawbot@yahoo.com
Ghana: Irrigation Development Authority		
Ghana: National Development Planning Commission	FAROUK ANDERSON	faroukand84@gmail.com
Burkina Faso: municipality of Loubila in the Volta Basin	KONSEIGA Rasmané	Amirate2010@yahoo.fr
	ILBOUDO Marin	ambf@fasonet.bf
Burkina Faso: National Council on Environment and Sustainable Development	YAMEOGO Georges	georges.yameogo@yahoo.fr
	YANDA S. W. Ludovic	ludovicyanda@yahoo.fr
	NEYA TIGA	Tigson2005@yahoo.fr
	DAMIBA Dieudonné	ddamiba@yahoo.fr
Burkina Faso: Nakanbe Water Agency	Dibi MILLOGO	fredmilfr@yahoo.fr
	ILBOUDO Adama	ilboudama@yahoo.fr
	SAWADOGO Fatimata	Saw_fatim@yahoo.fr
Burkina Faso: Massili Local Water Committee	SAM Salifou	samsalif@life.fr
	KONSEIGA Rasmané	amirate2010@yahoo.fr
Mozambique: Department of Water (DNA)	Sergio Siteo	Sbsiteo69@yahoo.com.br / sbsiteo@dngrh.gov.mz
	Hilario Pereira	hpereira@dngrh.gov.mz / hilariomoraispereira@gmail.com
	Agostinho Vilanculos	afvilanculos76@gmail.com
Zimbabwe: Ministry of Environment, Water and Climate	Zvikomborero Manyangadze	zmanyangadze@hotmail.com
Burundi: Ministry of Water, Environment, Land and Urban Planning through the Director General of Water Resources Management	Mr. Nkinahatamba Jérémie	irnkina@yahoo.fr
	Mr. Rutandura Jacques	rutjack79@yahoo.fr
	Mrs Ndayishimiye Denise	ndadenise@gmail.com
	Mr. Astere Nindamutsa	nindamutsaastere@yahoo.fr
Burundi- Ministry of Agriculture & Livestock Farming	Mr. Adolphe MBONIMPA	mbadolphe@gmail.com
Burundi - Local administration	Mr. Reverien Nzigamasabo	nzigareve@yahoo.fr
Rwanda	Francois Tetero	ftetero@gmail.com

	Dr. Omar Munyaneza	omarmunyaneza1@gmail.com/ omunyaneza@ur.ac.rw
Rwanda - Ministry of Natural Resources (MINIRENA)	Mugabo Faustin	mgbfaustin@yahoo.fr
	Mr. Jean de Dieu Bizimana	bizimajean05@yahoo.fr
	Mr. Otis Musabe	timusaba@yahoo.fr
Rwanda- Ministry of Finance and Economic Planning (MINECOFIN)	Ms. Ariane Zingiro	ariane.zingiro@minecofin.gov.rw
Tunisia- Ministry of Agriculture, Water Resources and Fishery	Mr. Faouzi EL BATTI	Batti.faouzi@yahoo.es
	Mr. Issam ANATAR	anatarisaam@yahoo.fr
	Ms. Nadia Arfaoui	nadiasmil@yahoo.fr
	Mr. Kamel ALOUI	aloui.kamel77@yahoo.fr
	Mr. Samir GABSI	gabsi_samir@yahoo.fr
	Mr. Chiheb Ben Nasr	bennasrchiheb@yahoo.fr
Tunisia- Ministry of Transport	Mr. Anis Zammel	zammelanis@yahoo.fr
Tunisia - Ministry of Equipment, Habitat and Land Planning	Ms. Hela TLEMCENI	mzoughi.hela@planet.tn
Tunisia- Ministry of Environment and Sustainable Development	Ms. Awatef Messai	awatef.messai@yahoo.fr

Appendix 4 – Stakeholder Interview Schedule

Name	Role	Institution	Contact details	Date of Interview
Prof Jonch-Clausen	Chair	WACDEP Reference Group	Torkil.jc@mail.dk	13 th July 2017
Mr. Mogbante	Executive Secretary	GWP West Africa	dam.mogbante@gwpao.org	21 st July 2017
Mr. Boateng	Programme Manager	WACDEP Ghana	Boatqyimax2@gmail.com	26 th July 2017
Ms. Touzi	Programme Manager	WACDEP Tunisia	sarra@gwpmmed.org	28 th July 2017
Mr. Selemane	Programme Manager	WACDEP Mozambique	pcaselemane@gmail.com	27 th July 2017
Mr. Dzvairo	Programme Manager	WACDEP Zimbabwe	wdzvairo@gmail.com	27 th July 2017
Mr. Taal	Former Executive Secretary	AMCOW	Baimass1@yahoo.com	28 th July 2017
Mr. Hall	Member	WACDEP Reference Group	alanhall@hotmail.co.uk	28 th July 2017
Mr. Kairu	Regional Programme Manager	GWP East Africa	gakairu@nilebasin.org	31 st July 2017
Mr. Banseka	Regional Programme Manager	GWP Central Africa	hycinthb@yahoo.com	1 st of August 2017
Mr. Martin-Hurtado	Member	Reference Group	roberto_martin@hotmail.com	2 nd of August 2017
Mr. Philip	Senior Monitoring and Evaluation Officer	GWPO	Ralph.philip@gwp.org	4 th August 2017
Ms. Beukman	Regional Executive Secretary	GWP Southern Africa	Ruth.beukman@gmail.com	8 th August 2017
Mr. Earle	WACDEP Partner	Stockholm International Water Institute	Anton.earle@siwi.org	10 th August 2017
Mr. Pegram	WACDEP Partner	Pegasys	Guy@pegasys.co.za	11 th August 2017
Mr. Gumbo	WACDEP Partner	UNDP-CapNet	temba.gumbo@cap-net.org	11 th August 2017
Mr. Uwacu	River Basin Organisation	Lake Cyohoha	uwasyly@yahoo.fr	15 th August 2017
Ms. ZIÉKINE	Ministry of Environment, Nature Protection and Sustainable Development	Cameroon	aziekine@yahoo.fr	15 th August 2017
Mr. Hakizimana	Programme Manager	WACDEP Rwanda	jeanpierre.hakizimana@btcctb.org	20 th August 2017
Ms. Suleiman	WACDEP Partner	Pegasys	nura@pegasys.co.za	21 st August 2017
Mr. Gahungu	Programme Manager	WACDEP Burundi	Gahungu_christophe@yahoo.com	21 st August 2017
Mr. Mbisi	Policy and Strategy Expert	SADC Secretariat	kmsbi@sadc.int	23 rd August 2017
Mr. Cleveringa	Executive Secretary	GWPO	rudolph.cleveringa@gwp.org	29 th August 2017
Mr. Simalabwi & Mr. Takawira	Global Coordinator & Senior Programme Officer	WACDEP Africa Coordination Unit	alex.simalabwi@gwp.org / A.Takawira@cgiar.org	29 th August 2017
Mr. Ampomah	Executive Secretary	Water Resources Commission Ghana/White Volta Basin Secretariat	byampomah@yahoo.com	30 th August 2017

Mr Jembere & Mr. Houanye	Regional Programme Manager & Capacity Building Programme Manager	GWP Eastern Africa & WACDEP Africa Coordination Unit	K.Jembere@cgjar.org & A.Houanye@cgjar.org	31 st August 2017
Mr. Dessouassi Mr. Milogo	Executive Secretary	Volta Basin Authority	dessouassi2003@yahoo.fr / fredmilfr@yahoo.fr	2 nd September 2017
Mr. Rey	Head of Network Operations	GWPO	jacques.rev@gwp.org	7 th September 2017
Prof. Jønch-Clausen	Chair	WACDEP Reference Group	torkil.jc@mail.dk	12 th September 2017
Mr. Walmsley	WACDEP Reference Group		N.Walmsley@hrwallingford.com	
Mr. Constantianos	Executive Secretary	GWP Med- Northern Africa	vangelis@gwpmed.org	30 th August 2017
Ms. Thalmeinerova	Senior Knowledge Management Officer	GWPO Network Operations Unit	danka.thalmeinerova@gwp.org	30 th August 2017
WACDEP CU	Coordination Unit			31 October 2017

Appendix 5 – Research Questions and Indicators

Dimension 1	Relevance
Objective	To determine the extent to which the programme objectives were valid in addressing climate resilience and water security in the context of MDG/SDG achievement and investment agendas at the national and river basin levels.
<i>Research Questions</i>	
Q-1.1.	To what extent have programme activities been beneficiary demand driven? How is the demand expressed? Have these demands been specifically addressed? Are there any gaps that would be worthwhile addressing? How would these gaps be best addressed in your view?
Q-1.2.	To what degree have investment evaluation tools, capacity building and training materials been relevant to attaining the objectives? In what way have they been relevant? In your view, are there tools/trainings/capacity building initiatives that are still necessary to attaining the WACDEP objectives? Which of the tools/trainings/capacity building initiatives/materials been the most relevant to the roll-out of WACDEP in your country/basin and why?
Q-1.3.	To what degree has targeted technical assistance been relevant to attaining the objectives? Is there any particular technical assistance that you would still appreciate in rolling out and maintaining WACDEP's approaches and objectives? What would this look like and where would it come from?
Q-1.4.	Which work package do you think was most relevant to the specific country/region? In what way was it relevant? What did it achieve?
Q-1.5.	What were the main challenges faced during the implementation process? Were these overcome at all? If so, how were they overcome? What is the best way of overcoming these or similar obstacles and challenges?
Q-1.6.	To what extent were/are the programme objectives relevant to the most vulnerable population groups?
Q-1.7.	To what extent were/are programme knowledge products relevant in addressing key issues?
Q-1.8.	Have the climate and development related capacity challenges prevalent in Africa been effectively addressed by the WACDEP programme? In what way?
Q-1.9.	In what way are the programme concepts of no/low regret investments and climate resilience relevant to your country/region What is your understanding of each of these 2 concepts (i.e. their definitions)
<i>Indicators</i>	
I-1.1.	Share (percentage) of stakeholders interviewed who thought the programme objectives were relevant to their region/country.
I-1.2.	Share (percentage) of beneficiaries from the most vulnerable population groups (differentiated).
I-1.3.	Share (percentage) of stakeholders interviewed who felt that WACDEP knowledge products were relevant in addressing key issues.
Dimension 2	Effectiveness
Objective	To review whether the programme has accomplished expected deliverables at the output level.
<i>Research Questions</i>	

Q-2.1.	To what extent are the programme objectives realistic?
Q-2.2.	To what extent do programme objectives meet current knowledge levels and evolved beneficiary needs?
Q-2.3.	What are the internal and external factors that are crucial to the success or failure of achieving the project objectives?
Q-2.4.	Can you provide 1-3 examples of best practice achieved through WACDEP?
Q-2.5.	Are there external examples of best practice in water and climate development & investment?
Q-2.6.	What are the key gaps between programme outputs and examples of good or best practice achieved through the project but also externally?
Q-2.7.	To what extent has the programme successfully fostered the intended governance change as defined by the programme results framework? In what way?
Q-2.8.	To what extent has the programme successfully influenced tangible outcome level results as defined by the programme results framework? In what way?
Q-2.9.	Define/outline the programme's governance arrangements as you understand them.
Q-2.10.	Did the governance arrangements of the project support or hinder the achievement of results and in what ways (differentiate between different aspects of the governance arrangements, e.g. CU, RG etc.)?
Q-2.11.	Please comment on the implications of the transition of programme management and coordination from GWPO to GWP Pretoria office.
Q-2.12.	What is your understanding of the role of the Reference Group?
	In what way has the RG been useful?
<i>Indicators</i>	
I-2.1.	Number of regional/national organisations supported in developing agreements/ commitments/ investment options and tools that integrate water security for climate resilience and other key issues (food, energy, ecosystems, urbanization and transboundary basins).
I-2.2.	Number of organisations (all levels) supported in the development of investment strategies supporting policies and plans which integrate water security for climate resilience and other key issues (food, energy, ecosystems, urbanization and transboundary basins)
I-2.3.	Number of organisations (all levels) in which permanent/lasting change has been effected as a result of the programme (e.g. new/ amended governance arrangements/CR investment portfolios, etc.)
Dimension 3	Efficiency
Objective	To assess whether the programme was carried out in a cost-efficient manner.
<i>Research Questions</i>	
Q-3.1.	How economically have the programme's resources (funds, expertise, time) been converted to results? In what way?
Q-3.2.	What are the main factors and constraints that affected the programme? What are the cost versus achievement implications of these?
Q-3.3.	Were the project objectives achieved within set timeframes and within budget?
Q-3.4.	In your view, could more, or less (or the same) have been achieved within the set timeframes and budget? How?
Q-3.5.	How efficient were the planning and reporting mechanisms utilised by the programme? Identify 0-3 key areas for improvement.
Q-3.6.	Are there any synergies and potential overlap between the programme and external, relevant initiatives at the implementation level?

Q-3.7.	To what extent did project partners and stakeholders contribute to the programme through the use of their own resources in all aspects of planning and implementation?
Q-3.8.	Did the programme leverage external/additional resources to finance investments/related activities? What is the value of these resources? Are they ongoing?
Q-3.9.	Was the WACDEP approach an efficient way of achieving programme objectives, compared to alternative approaches?
<i>Indicators</i>	
I-3.1.	Amount (USD equivalent) of additional/external resources leveraged by the programme
I-3.2.	Number of WACDEP countries/basins that leveraged external resources because of the programme
I-3.3.	Share of stakeholders interviewed, who felt that the WACDEP planning and reporting mechanisms were efficient in terms of time required to complete these.
I-3.4.	Share of stakeholders interviewed who felt that WACDEP implementation approach was more efficient than alternative approaches, available to them.
Dimension 4	Impact
Objective	To test the programme hypothesis that the integration of water security and climate resilience in development planning processes leads to tangible benefits among the most vulnerable.
<i>Research Questions</i>	
Q-4.1.	Do the programme's underlying assumptions still hold valid? Why?
Q-4.2.	What are the positive and negative, primary and secondary long-term effects brought about by the programme interventions?
Q-4.3.	What lasting difference(s) has the intervention made to the beneficiaries? As a result of which intervention(s) work package(s)?
Q-4.4.	What lasting difference has the intervention made to the most vulnerable groups?
Q-4.5.	What is the nature/composition of the most vulnerable groups that have been benefited by the programme?
Q-4.6.	How many people are there within this/these group(s)?
Q-4.7.	Could more people have been benefited? How?
Q-4.8.	Is there evidence-based correlation between attributed programme results with increased investment in climate resilience and water security, and socio-economic benefits among target populations?
<i>Indicators</i>	
I-4.1.	Number of national development plans in which water security and climate resilience issues were incorporated.
I-4.2.	Number of vulnerable groups benefited.
I-4.3.	Share of vulnerable groups among the total population benefited.
I-4.4.	Total value of investment influenced which contributes to water security and climate resilience through improved WRM & water services.
Dimension 5	Sustainability
Objective	To assess preliminary indications of the degree to which the programme results are likely to be sustainable beyond the programme's lifetime.
<i>Research Questions</i>	
Q-5.1.	Are any of the programme activities/interventions continuing beyond close in 2016? Is this because of the extension?
Q-5.2.	What is the probability of program benefits to continue in the long term, beyond the lifecycle of the programme's funding?
Q-5.3.	What makes the continuation possible?

Q-5.4.	To what extent do interventions and programme promote and strengthen local ownership and leadership?
Q-5.5.	Which of the WACDEP processes/concepts have assisted in promoting ownership of the programme?
Q-5.6.	In what way does the WACDEP management and implementation structure promote ownership of the programme?
Q-5.7.	Where is ownership of WACDEP and its concepts vested the most/greatest? (i.e. institutions/NGOs, Govt etc)
Q-5.8.	What aspects of the programme have government departments/NGOs taken ownership of?
Q-5.9.	Is the programme fully or partially dependent on GWP project management and support (rate on a percentage scale)?
Q-5.10.	What could be done to effect greater transfer of ownership and permanence of programme initiatives and objectives?
Q5.11.	What are the major factors that influenced the achievement or non-achievement of programme sustainability?
<i>Indicators</i>	
I-5.1.	Share of stakeholders interviewed who felt that the programme benefits in their region/country were sustainable beyond the implementation period.
I-5.2.	Share of programme activities/interventions adopted by institutions outside of GWP.
I-5.3.	Share of stakeholders interviewed who felt that WACDEP interventions promote local ownership.

Appendix 6 – Information Platform Structure and Contents

1. GWP Strategy

- 1.1. GWP Strategy 2009-2013
- 1.2. GWP Strategy 2014-2019
- 1.3. GWP Results Chain Infographic

2. WACDEP Implementation Resources

- 2.1. Strategic Framework
 - 2.1.1. AMCOW Strategic Framework
- 2.2. Technical Background
 - 2.2.1. Technical Background Document
- 2.3. Capacity Development
 - 2.3.1. Capacity Development Africa Plan
 - 2.3.2. Capacity Development Cameroon Plan
- 2.4. Policy Briefs
 - 2.4.1. Water Security Brief 1 – Development in an Uncertain Climate
 - 2.4.2. Water Security Brief 2 - IWRM
 - 2.4.3. Water Security Brief 3 - Adaptation at all levels
 - 2.4.4. Water Security Brief 4 - Managing Risks
 - 2.4.5. Water Security Brief 5 - Climate Financing

3. GWP Work Programmes

- 3.1. GWP 3-year Work

4. GWP Progress Reviews

- 4.1. GWP Progress Review 2011
- 4.2. GWP Progress Review 2012
- 4.3. GWP Progress Review 2013
- 4.4. GWP Progress Review 2014
- 4.5. GWP Progress Review 2015
- 4.6. GWP Progress Review 2016
- 4.7. GWP 2009-2013 Strategy Internal Assessment
- 4.8. GWP 2009-2013 Progress Review Summary

5. WACDEP Work Programmes/Plans

- 5.1. Central Africa
 - 5.1.1. Cameroon
 - 5.1.1.1. Cameroon Implementation Plan
 - 5.1.1.2. Cameroon Work Plan 2012-2015
 - 5.1.2. Central Africa Implementation Plan
 - 5.1.3. Central Africa Work Plan 2012-2015
- 5.2. East Africa
 - 5.2.1. Burundi
 - 5.2.1.1. Burundi Work Programme 2012-2015
 - 5.2.2. Rwanda

- 5.2.2.1. Rwanda Work Plan 2012-2015
- 5.2.3. East Africa Implementation Plan
- 5.2.4. East Africa Work Programme 2012-2015
- 5.3. North Africa
 - 5.3.1. Tunisia
 - 5.3.1.1. Demonstration Project Concept Note
 - 5.3.2. North Africa Implementation Plan
 - 5.3.3. North Africa Work Plan 2012-2015
- 5.4. Southern Africa
 - 5.4.1. Mozambique
 - 5.4.1.1. Mozambique Implementation Plan
 - 5.4.2. Zimbabwe
 - 5.4.2.1. Zimbabwe Implementation Plan
 - 5.4.2.2. Zimbabwe Work Plan 2013-2015
 - 5.4.3. Southern Africa Implementation Plan
 - 5.4.4. Southern Africa Work Plan
- 5.5. West Africa
 - 5.5.1. Burkina Faso
 - 5.5.1.1. Burkina Faso Work Plan 2012-2016
 - 5.5.1.2. Burkina Faso Logframe
 - 5.5.1.3. Burkina Faso Acquired Funds
 - 5.5.2. Ghana
 - 5.5.2.1. Ghana Work Plan 2013-2015
 - 5.5.3. West Africa Work Plan 2012-2015
 - 5.5.4. West Africa Logframe
 - 5.5.5. West Africa Work Plan 2012-2015**

6. WACDEP Programme Reports

- 6.1. Annual Progress Reports
 - 6.1.1. 2012 WACDEP Annual Report
 - 6.1.2. 2012 WACDEP Progress Report to AMCOW
 - 6.1.3. 2013 WACDEP Progress Report to AMCOW
 - 6.1.4. 2014 WACDEP Annual Report
 - 6.1.5. 2014 WACDEP Progress Report by AMCOW
 - 6.1.6. 2014 WACDEP Progress Report to AMCOW
 - 6.1.7. 2015 WACDEP Progress Report
- 6.2. Regional Reports
 - 6.2.1. 2015 WACDEP Annual Report Central Africa
 - 6.2.2. 2015 WACDEP Annual Report East Africa
 - 6.2.3. 2015 WACDEP Annual Report West Africa
 - 6.2.4. 2015 WACDEP Annual Report North Africa
 - 6.2.5. 2015 WACDEP Annual Report Southern Africa
- 6.3. Work Package Reports
 - 6.3.1. Work Package 4
 - 6.3.1.1. WACDEP WP4 Quarterly Report Jan 2015
 - 6.3.2. Work Package 6
 - 6.3.2.1. CDKN WP6 Country Report Burkina Faso
 - 6.3.2.2. CDKN WP6 Country Report Tunisia

- 6.3.2.3. CDKN WP6 Country Report Ghana
 - 6.3.2.4. CDKN WP6 Country Report Burundi
 - 6.3.2.5. CDKN WP6 Country Report Cameroon
 - 6.3.2.6. CDKN WP6 Country Report Mozambique
 - 6.3.2.7. CDKN WP6 Country Report Rwanda
 - 6.3.2.8. CDKN WP6 Country Report Zimbabwe
 - 6.3.2.9. CDKN WP6 Learning Package Brief
 - 6.3.2.10. CDKN WP6 Review Report
 - 6.3.2.11. UNITAR WP6 Training Report
- 6.4. Reference Group Reports
- 6.4.1. 2014 Reference Group Mission Burkina Faso
 - 6.4.2. 2014 Reference Group Mission Tunisia
 - 6.4.3. 2014 Reference Group Mission Burundi
 - 6.4.4. 2014 Reference Group Mission Rwanda
 - 6.4.5. 2014 Reference Group Mission Ghana
 - 6.4.6. 2014 Reference Group Mission Cameroon
 - 6.4.7. 2014 Reference Group Mission Mozambique
 - 6.4.8. 2014 Reference Group Mission Zimbabwe
 - 6.4.9. 2014 Reference Groups Missions Summary Report
- 6.5. Final Programme Reports
- 6.5.1. WACDEP Final Report 2011-2016

7. Other Relevant Literature

- 7.1. East Africa
 - 7.1.1. Prioritizing climate change adaptation options and screening and elaborating no/low regret investments for the Kagera River Basin (2014)
- 7.2. Volta Basin Authority
 - 7.2.1. Etat d'exécution budgétaire WACDEP
 - 7.2.2. Dossier WACDEP Revu Ff
 - 7.2.3. Dossier WACDEP Revu Ef
 - 7.2.4. Rapport Financier Au 31 Decembre 2014
 - 7.2.5. Project Proposal: Set-up of an Early Warning System for Droughts, Floods and Incidence of Pollution in the Volta Basin in West Africa

Appendix 7 – Presentation of Key Findings for the FGD at WWW

Attached separately

