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Lessons and insights from the experiences of Every Drop Matters

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Foreword

In adopting the Millennium Development Goals (MDGs), the countries of the world pledged to reduce by half the proportion of people without access to safe drinking water and sanitation, and to stop the unsustainable exploitation of water resources. Recognizing the significant challenges related to achieving these goals, both Coca-Cola and the United Nations Development Programme (UNDP) committed to identifying and supporting solutions to these challenges. The convergence of this mutual commitment provided the basis for the development of Every Drop Matters (EDM) in 2006.

Initially starting out as a regional programme, EDMs demonstrated success led to its expansion into a long term global partnership. Since 2010, this global programme has been a catalyst for protecting and replenishing water resources, helping communities gain much needed access to safe water supplies and sanitation, and improving water use efficiency. Not shying away from piloting novel solutions, its focus has always been to promote sustainable, cost-effective and replicable ways of managing water.

As the MDGs drew to a close in 2015, EDM has now wrapped up its activities. Both the MDGs and EDM are now closed, but there are still great challenges and opportunities to be made within progress to their respective goals. The global community still has a great way to go in addressing the many problems it faces. The Sustainable Development Goals (SDGs), adopted in 2015, are the road map for tackling these problems.

Both UNDP and Coca-Cola recognize the continued power of partnership in tackling development challenges. So, whilst EDM is complete, its mission is not. New World: Inclusive Sustainable Human Development Initiatives (New World) , a new partnership programme between UNDP and Coca-Cola is a natural extension of EDM. Within the new sustainable development agenda the programme builds on, and enhances, the focus of EDM.

As EDM closes, the programme is now taking stock of its achievements. As part of the stock taking process, the programme engaged an external evaluation consultancy, Oxford Policy Management, to review the methods and modalities of programme implementation. The intention of this activity is to feed into new development partnerships, particularly the New World programme.

The review highlights some of the positive effects resulting from the global EDM programme. It also highlights challenges faced in the implementation of EDM and similar programmes. It is therefore hoped that the lessons and insights gained through this review will assist in enhancing future development partnerships.

John Livsey
Every Drop Matters

Executive Summary

This report represents a final review of the “Every Drop Matters” (EDM) Programme. EDM was implemented from 2010-2016 through small-grant funds across 21 countries, in a partnership between UNDP and The Coca-Cola Foundation (TCCF). The programme aimed to catalyse achievement of MDG 7 by funding 12-18 month pilot projects with innovative elements that could improve access to WASH services, climate change adaptation in the context of water resources management, and awareness activities. Over the six years of the programme, 76 small grants[1] were funded varying between $50,000-200,000 US.

The purpose of this review was to (i) document aspects of the global EDM programme and individual projects that have worked well and extract lessons; (ii) document the challenges and obstacles to effectiveness; and (iii) pull together lessons for similar initiatives at similar scale, including factors that affect scalability.

The exercise was not intended as an impact evaluation assessing what has been achieved by the programme. Given the pilot nature of most the projects funded under the programme, it focuses on which factors contributed to the sustainability and scalability of initiatives.

The review was carried out through a mix of programme-level activities and country case studies. At programme-level, interviews were carried out with the EDM programme manager and members of the steering committee; global documentation and the final reports from all completed projects were reviewed; and an online survey was sent out to the project managers of EDM’s 21 countries. In addition, three country visits were carried out to Bangladesh, Jordan and Russia to examine, in depth, the common factors identified from the desk review.

Relevance of EDM projects to programme objectives and to national sector contexts

The review explored the relevance of EDM projects to the objectives of the overall EDM programme, and their relevance to national sector contexts. The objectives of the global EDM programme seem ambitious, given the challenges of small 12-18 month pilot projects in “catalysing achievement of the MDGs”. It should be noted though that many projects included an additional 15-65% of co-financing which increased the activities that could be carried out with the small grant. Despite their limited scale, the majority of projects addressed themes with direct relevance to national water sectors. Some were explicitly linked to key elements of their respective National Water Strategy. As expected with short-term pilot projects with limited funding, the direct impact achieved was limited to the immediate communities or schools where projects operated. However around half of the projects included innovative technologies or different approaches that were previously untested in the context and had strong potential for being able to demonstrate a greater impact within the sector.

Effectiveness of EDM projects

The final project reports reported on the initial outcomes of the activities implemented. The impact of these activities depended on several factors. While 40% of projects were embedded within larger programmes, around 60% were stand-alone interventions which represented a risk for the pilot projects being scaled up to achieve wider impacts, even if they were effective for the intended beneficiary group. The extent to which results of the project were shared with a wider audience played a key role in the extent to which pilot projects were taken up. Around half of projects were anchored well within the community. More benefits, including “skills transfer” of communication and marketing expertise could have been derived from the private sector partnership with TCCF. There are several examples of excellent collaboration between the country-level Coca-Cola representatives and implementing agencies, which led to publicity for a project, and awareness of EDM activities.

[1] This excludes cancelled projects. Some projects were started and were not completed, and were not included in the final donor reporting.

Likelihood of EDM projects being sustainable

The likelihood of EDM projects being sustained was higher where partnerships had been created. This was the case for most of the projects which were part of larger programmes (40%) provided there were earmarked funds and active steps taken for lesson-sharing and collaboration. Of the remaining 60% of projects, some also established multi-stakeholder partnerships under EDM, but this was more of a challenge due to the length of time needed to mobilise the right partners. Capacity strengthening of CBOs and local government was critical but only undertaken in some projects. While many of the EDM projects involved the construction or rehabilitation of hardware followed good practice by training on basic maintenance and by setting up procedures for raising funds for O&M, those that did not experienced significant risks to sustainability.

Factors affecting the replicability of EDM projects

Replication has been highlighted as a key aim of the EDM programme, so that projects would “catalyse achievement of the MDGs”. However, a key challenge was that the EDM programme did not have a clear theory of change set out for how replication would occur. As a result, the responsibility for finding opportunities for replication was placed with implementing partners. One of the key steps to encourage replication was sharing the experiences and lessons of EDM’s pilot projects, for instance through pilot visits, widely with donors and government counterparts to encourage them to replicate successful initiatives. Around two-thirds of projects included some method to disseminate findings beyond the project, for example through workshops, mass-media, social media or training of trainers. A minority of projects included training centres, or demonstration sites. Around one-third of projects were able to actively link these efforts to influencing local policy processes by producing guidelines or toolkits for local or national government.

Given these challenges, around 38% of projects reported replication – though this percentage may be slightly higher, given that for some countries no update could be obtained after project-end via the online survey or via the country visits. Replication occurred due to implementing partners being able to secure funds to duplicate EDM approaches in new areas, or due to significant follow-on funding secured through UNDP, GEF, EU or USAID. There are some excellent examples where EDM projects have been able to influence national level processes. Of the 64 projects reviewed, 8 projects were recognised in a significant way at national level and 3 of these made significant contributions to national level policy formation. These projects strongly involved relevant Ministry stakeholders and held national consultation workshops. The awareness-raising “boxes” implemented in five countries were perhaps the most significant examples of replication under EDM. These EDM projects included the development of an educational ‘box’ that could be easily translated into different languages for transfer to different countries, and training of trainers in education authorities allowed significant scale-up.

Lessons

The review identified the following key lessons on effectiveness and impact

- Co-financing, multi-year funding and policy influencing are needed to maximise the benefits of small grants.
- More tangible benefits could have been derived from the private sector partnership at programme level. Better transfer of skills around communications and marketing would have improved EDM’s awareness-raising projects.
- Partnerships are critical, but especially in selection of implementing partners. Implementing partners with existing strong relationships with national and sub-national stakeholders would assists in replication.
- There are some very good examples of EDM projects that demonstrated innovative approaches or technologies which contributed to greater impacts within the sector.

- The projects that were implemented through the awareness pillar, all appeared to be highly effective, sustainable, relevant and easily replicable within and across countries. However, more emphasis could also have been placed on translating increased awareness into action to undertake local climate change adaptation measures within schools and communities.

The following key lessons were identified on the sustainability of EDM projects

- Community ownership is key for ensuring sustainability, however this aspect was not sufficiently addressed in the EDM projects involving the construction or rehabilitation of hardware. The WASH projects were particularly constrained in addressing ownership, however there is evidence of this issue in the Climate Change/Water Resource Management projects as well.

- Implementing within larger programming improves sustainability and the likelihood of scaling-up activities, but more could have been done to encourage transfer of lessons, and uptake of best practices from EDM projects to the larger programmes in which they were embedded. There are cases where EDM funds were used to implement new activities that completed the larger programming, however also cases where EDM activities rectified what appeared to have been an oversight within the larger programming. In all cases, EDM added value to the larger programming objectives, particularly in the cases of ingraining awareness amongst beneficiary populations in relation to the larger programming activities.

The following key lessons were identified on the replication and scalability of EDM projects

- Scaling requires intensive and intentional planning. This aspect was insufficiently planned from project onset, and largely left to chance. Local implementing partners could have planned budgeted activities that would have allowed more efforts to work with local government to influence policy decisions, including through targeted advocacy activities. More effort could have been made at global level to support implementing partners on the scaling-up agenda, or to advise projects more directly so that they would avoid remaining “small islands of success”.

- Funds need to be earmarked to pull together and share elements suitable for replication. Wider impact could be had if the last months of the project are dedicated to writing up lessons to demonstrate the effectiveness of the approach, sharing these insights and looking for follow-up funding to scale up the work.

The review also concluded that knowledge management and learning require explicit action. Simple monitoring activities, such as clearly documenting project outcomes, could have contributed to lesson learning. While regional EDM workshops facilitated learning across countries, a national level forum for learning would have helped partners to learn between generations.

Recommendations

The review made recommendations, detailed in table 1, relating to the global programme and to projects under specific pillars.

Table 1. Recommendations for EDM related to Pillar 1 (WASH) and Pillar 2 (WRM and climate change) projects

Theme	Recommendation
Communication within the partnership	More clearly communicate the overarching aims of the EDM programme to UNDP and TCCF country staff to ensure a consistent message in-country
	More clearly communicate to Coca-Cola representatives in-country that they could have a more active role in direct implementation, and actively facilitate this role by identifying opportunities for inputs by national Coca-Cola staff.
	Communication between partners could be clearer on expectations and clarifying potential contradictions between the underlying organizational policies of UNDP and TCCF, such as in relation to reporting, financial arrangements, accounting and other potential areas.
Project design	EDM should develop a “theory of change” approach on how scaling could occur under the three pillars to guide implementers on “catalysing achievement of MDGs” and possible replication pathways.
	EDM should ensure that all projects have an advocacy and influencing component, particularly for promising projects that have succeeded in multi-year funding. This would ensure a spread of lessons to influence policy changes needed to achieve SDGs.
Project selection	Eligibility criteria should be modified to screen out project proposals that are unlikely to be sustainable under a 12-18 month grant (such as hygiene awareness activities or other standard WASH interventions); and multi-year projects should be encouraged for successful first year projects.
Project selection	Globally EDM should prioritise those projects with a good possibility of co-financing through larger programmes already focussing on catalysing SDG achievement such as with GEF funding. Remaining funds could be allocated to promising “stand alone” interventions where there is a specific innovation being developed, with the option for multi-year funding after a successful first year pilot.
Competitive granting approach	More effort should be made to advertise to potential partners beyond the scope of UNDP operations to ensure more comprehensive outreach, for instance through sectoral coordination groups.
Country focal points	EDM could put resources towards country focal points to allow them to undertake more comprehensive activities related to competitive granting in country, to strengthen monitoring processes, to contribute to learning and to extract lessons and contribute to the national sector (e.g. technical working groups, or sectoral coordination bodies).
Embedding into larger programmes	Implementing EDM projects as part of larger programmes should be more strongly encouraged by the EDM steering committee.
	UNDP could take more actions to ensure learning from those EDM projects embedded within larger programmes is shared within UNDP, so that UNDP can play an active role in facilitating the scaling up of EDM initiatives, including within their own larger programmes where applicable.
Scaling	EDM projects should ear-mark funds to pull together success stories and share elements suitable for replication.
Monitoring	Adding a section describing the baseline situation, and the changes at project-end to the standard EDM report template could help document achievements. Some partners may need training on M&E.
	The larger programmes, within which some EDM projects were embedded, need to ear-mark funds to take on monitoring of EDM results after project completion.
	EDM could set up a “community of practice” to allow participating country programmes to learn from one another.

Knowledge management	UNDP focal points should earmark funds to hold national-level fora which would enable lesson-learning across different EDM projects within and across generations.
Learning	Establish a learning agenda globally across EDM, to allow for better uptake of knowledge from projects. This could strengthen projects as well as contribute to sector learning within countries.

Table 2. Recommendations for similar programmes related to Pillar 1 (WASH) and Pillar 2 (WRM and climate change) projects

Theme	Recommendation
Catalysing achievement of the MDGs	EDM projects need to be clearly positioned within the national planning process for SDG monitoring, and within national water policy and strategies to enhance relevance. Projects should be able to clearly indicate which national policies and strategies their activities contribute to.
Innovation	In projects where a new approach or technology is being applied, projects should have clear working arrangements with authorities (for instance, the local authority, or the local Department for Health), which would better ensure scale up of innovations.
Scaling	EDM projects should include advocacy work with partners to encourage take up of insights from EDM work into national policies. Projects should allocate some funding towards knowledge uptake activities, and participation in (or development of) appropriate sectoral coordination/working groups.

Table 3. Recommendations related to Pillar 3 (Awareness) projects

Theme	Recommendation
Closing the awareness-action gap	More efforts should be made to encourage proposals to include activities for turning awareness raised into action on water stewardship and local climate change adaptation activities within schools and communities. Social responsibility elements should feature more strongly in project design.
Scaling up	EDM projects should include funds to allow EDM products to be adapted to national curricula where possible, to facilitate replication and scaling up.
Scaling up	A community of practice between countries (perhaps an online forum) could be developed to share experiences, including lesson plan ideas for adapting the awareness box content between teachers, and could be extended from country to country.

Acknowledgments

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The review was undertaken by Oxford Policy Management (OPM), with the team comprised of Leslie Morris-Iveson (Team Lead, and WASH/Water Resources Expert) and Lucrezia Tincani (Project Manager, Climate Change Expert). The report was peer-reviewed by Professor Richard Carter, Senior Quality Assurer.

This assessment was carried out by OPM. The team leader was Leslie Morris-Iveson and the project manager was Lucrezia Tincani (Lucrezia.tincani@opml.co.uk).

Acronyms

CBO	Community-based organisation
CSO	Civil Society organisation
DEWATS	Decentralized Wastewater Treatment Systems
EBRD	European Bank for Reconstruction and Development
EDM	Every Drop Matters
GEF	Global Environment Facility
ICARDA	International Centre for Research in Dry Areas
INGO	International Non-Governmental Organisation
IUCN	International Union for Conservation of Nature
LHAP	Land and Human to Advocate Progress
MDGs	Millennium Development Goals
NCARE	National Center for Agricultural Research and Extension
NGO	Non-Governmental Organisation
O&M	Operation and maintenance
OPM	Oxford Policy Management
RSCN	Jordanian Royal Society for Conservation of Nature
SDGs	Sustainable Development Goals
SGP	Small grant programme
TCCF	The Coca-Cola Foundation
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UPPRP	Urban Partnerships for Poverty Reduction Project
WUA	Water User Association
WASH	Water, sanitation and hygiene
WGF	Water Governance Facility
WRM	Water resource management
WWF	World Wildlife Fund

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1 Background

1.1 Introduction

Water plays a pivotal role in sustainable development, including poverty reduction. The use and abuse of and competition for increasingly precious water resources have intensified dramatically over the past decades, reaching a point where water shortages, water quality degradation and aquatic ecosystem degradation are seriously affecting prospects for economic and social development, political stability, and ecosystem integrity.

In adopting the Millennium Development Goals (MDGs), 189 countries pledged to reduce the proportion of people without access to safe drinking water by half, and to stop the unsustainable exploitation of water resources. Water resources also figured prominently at the World Summit on Sustainable Development in Johannesburg in 2002.

The Clean Water and Sanitation Goal (Goal 6), is one of the 17 Sustainable Development Goals (SDGs) that were adopted in September 2015 and sets out to “ensure availability and sustainable management of water and sanitation for all”. SDG Goal 6 expanded from the focus of MDG 7, on drinking water and basic sanitation, and focuses on the entire water cycle, including the management of water resources, wastewater and ecosystem resources, while also continuing to address access to sustainable water and sanitation.

Different partners are now contributing models (or “means of implementation”) and approaches to support the implementation of SDG 6, and a solid base of experience is needed for policy-makers to decide on strategies for scaling-up to best support their implementation plans. In general, development partners now realize that projects need to go beyond fragmented one-off “islands of success”, and scale up successful innovations and pilots so that benefits are realized more widely.

Recognizing the significant challenges related to water, both The Coca-Cola Foundation (TCCF) and United Nations Development Programme (UNDP) committed to identifying and supporting solutions to these challenges. The convergence of this mutual commitment provided the basis for the development of the global Every Drop Matters (EDM) programme in 2010.

1.2 Overview of EDM programme

The “Every Drop Matters” Programme (EDM) is a major partnership between The Coca-Cola Foundation (TCCF) and United Nations Development Program (UNDP), who came together to develop solutions to the significant challenges concerning water for sustainable development. The convergence of this mutual commitment provided the basis for the development of the EDM programme in 2010. Since this time 21 countries have participated in EDM through implementing 76 small-grants projects, with funds boosted by co-financing and in-kind activities. The projects were implemented through national partners via UNDP country offices acting as national focal point, which all fall under the three core themes:

1. Community water stewardship to increase access to safe drinking water and sanitation services (**WASH projects**)

2. Adaptation to climate change and improved water management through inclusive and practical community based approaches (**climate change and WRM projects**)

3. Advocacy, outreach and awareness raising to promote responsible water management and sanitation/hygiene practices (**advocacy and awareness projects**)

Through these core themes, the EDM programme aimed to catalyse achievement of the MDGs, with successful results being replicated at local and national scales. The EDM programme was

conceptualised based on the GEF small grants programme model that has been in operation for over 20 years. The EDM model was built around the idea that community-level approaches in water projects have a high likelihood of sustainability. Despite the projects being small, there are several areas where the projects could impact, for instance on WASH access, or access to water for livelihoods.

The overall aims of the EDM programme are to catalyse achievement of the MDGs by increasing access to safe drinking water and proper sanitation, and to promote responsible water resource management through outreach and awareness raising activities. Therefore the programme’s objectives were to support innovative, sustainable water supply, sanitation and climate change adaption projects over a wide geographical area. The programme aimed to ensure that recipient communities would benefit through interventions, from improved access to safe water and sanitation services, improved health, education and livelihoods (due to time savings for water collection, fewer lost school days and sick days etc.) and enhanced capacity for community-based management of water supply and sanitation services including cost recovery as appropriate.

Box 1: The Coca-Cola Foundation and United Nations Development Program (UNDP) partnership through EDM

The partnership between TCCF and UNDP represents a successful model for a global public-private partnership, where both partners have collaborated around programming approaches and learned from each other’s expertise. TCCF’s business model is focussed around taking part in understanding how their actions impact on the watershed and the community. TCCF’s water efficiency and quality commitment in their operations has guided their participation in EDM, and the granting permits have been tied to their replenishment targets. UNDP’s long running and extensive expertise in development has guided the implementation of projects, and their “vertical presence” (from national to community level) has allowed EDM projects to plug into existing partnerships. The profile of both organizations has led to high-level publicity events which has raised awareness on good water stewardship. For instance, events on EDM at the 6th World Water Forum in Marseilles, and an exhibition at Istanbul Technical University on “Water is Life”, also supported by the American Museum of Natural History.

A UNDP Global Programme Manager oversaw the development and implementation of the programme for the majority of its timescale. The Water Governance Facility (WGF), at the Stockholm International Water Institute (SIWI), oversaw global EDM implementation during it’s closing stage – from September 2014 onwards. A steering committee consisting representatives from TCCF and UNDP provided high-level and strategic oversight of the global programme, and directed the review of projects for acceptance to the programme, strategic oversight of the project guidelines and selection criteria, and made suggestions on improvement of projects.

1.3 Overview of the small grants funded

The 76 EDM projects were spread across 21 countries in Eastern and Central Europe, the Middle East, and South Asia (see Figure 1). These were funded through four generations of funding cycles (see Figure 2). All EDM projects have now been completed.

Figure 1. Map indicating the 21 EDM countries

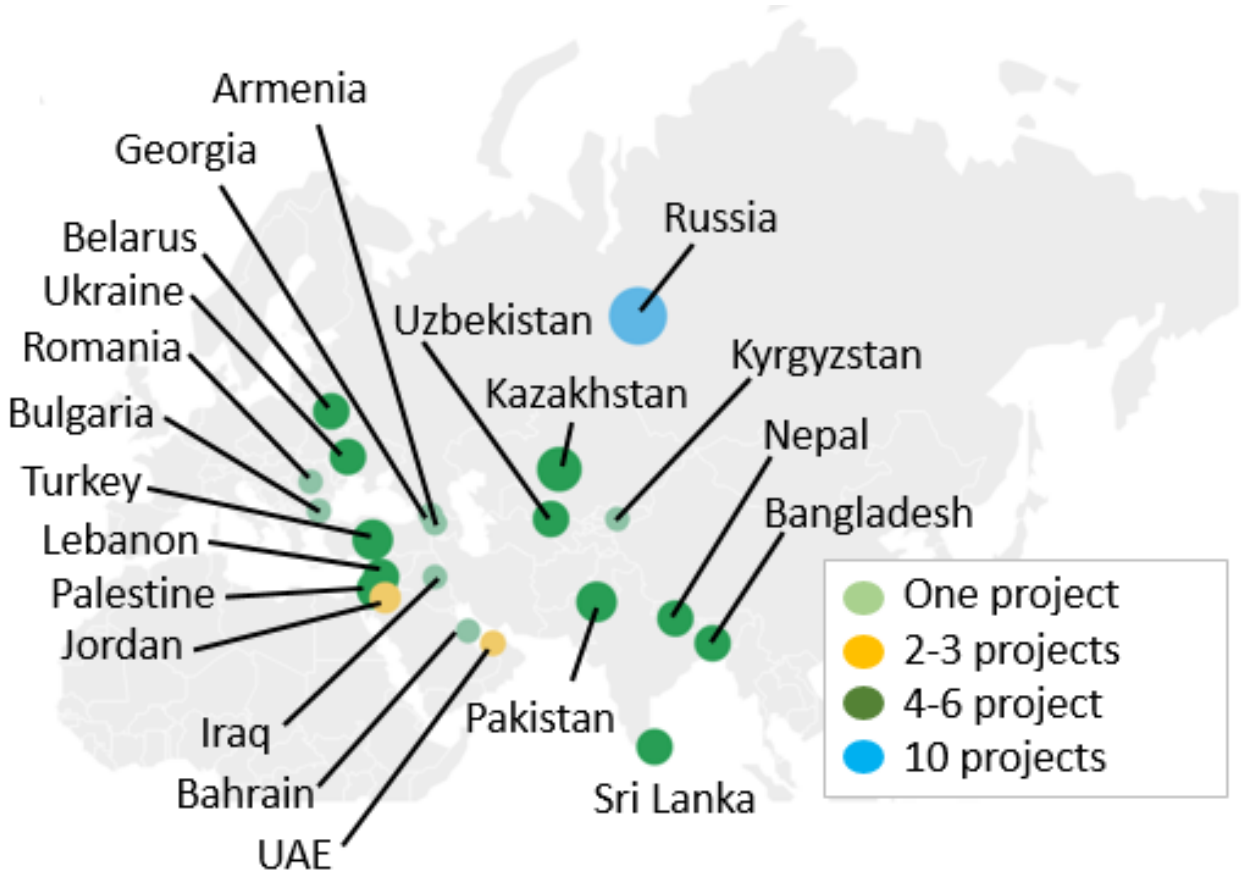

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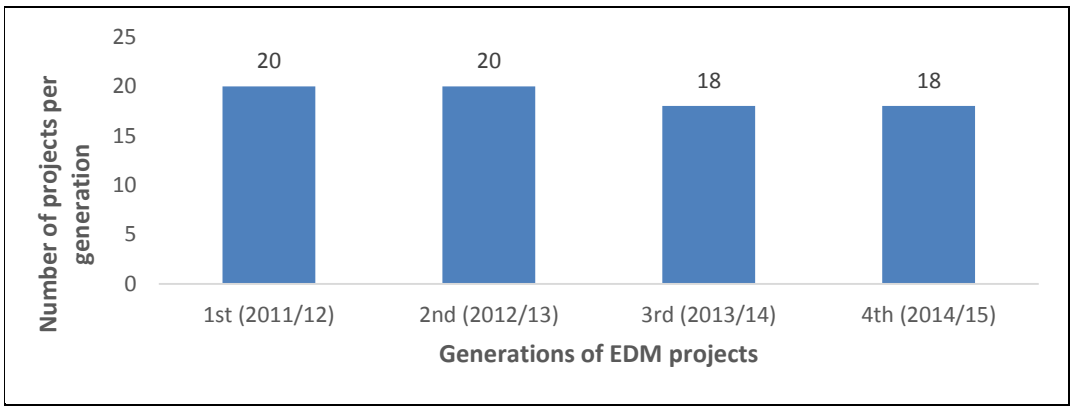
Figure 2. Graph of the four generations of funding cycles



All projects were small, ranging from $50,000 to $200,000 USD, depending on region and country of implementation, and lasted 12-18 months. The global programme funded up a total $6.2million USD of projects, and the programme ran for 4 years (or 4 “generations”) through approximately 18-22 projects each year, although some projects were cancelled before funding was disbursed. Multi-year projects were eligible, however the projects would phase the project activities in an annual form, and had to be re-submitted as a yearly phased projects in each proposal cycle.

Around one-third of projects were directly implemented by UNDP and two-thirds were implemented by international or national NGOs or CSOs. However, all projects were co-financed, or were boosted by “in-kind activities”. Many of the projects received a significant level of co-financing, for instance, through GEF projects. On average projects received another 42% of co-financing on top of EDM

funds, with 14 projects receiving more than 75% of co-financing. Thirty-seven projects received less than 25% of co-financing. The importance of co-financing is described in greater detail in Section 3.2, which reviews EDM’s effectiveness.

The largest number of projects, according to a classification by the consultants in reading the project reports, fell in the climate change and WRM pillar (37%), and 46% falling within the WASH pillar or within the Awareness pillar, though 18% of projects covered more than one pillar (see Figure 3). Over half of EDM funds were allocated to Pilar 2 projects (see figure 4). The different project themes funded under each pillar covered a range of activities, and the EDM Project Guidelines provided example project intervention areas.

Table 4 provides an overview of the interventions funded by EDM. Section 3.1.1 discusses to what extent these themes aligned with the MDGs and SDGs.

Figure 3. Distribution of projects by pillar

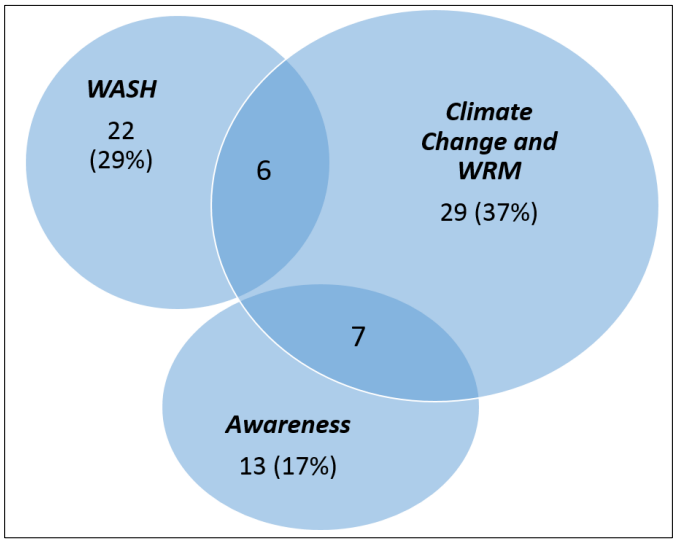
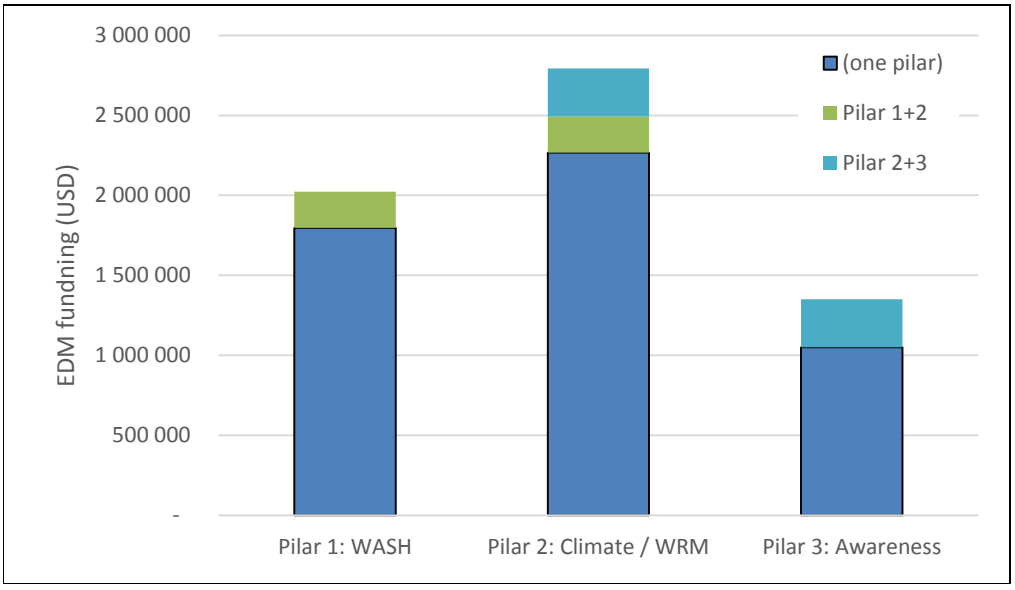


Figure 4. Funding allocation by pillar [2]



[2] Projects spanning two pillars were allocated equally to each pillar in the above graph

Table 4. Commonly-funded topics under each pillar

WASH	Climate change / WRM	Awareness-raising
• WASH projects in schools and communities • Rehabilitation of piped infrastructure • Rainwater harvesting • Wastewater reuse • Domestic water metering • Installation of water-saving taps in households • Public water taps, fixing leaking taps, upgrading pipes • Micro capital grants for sewerage • Addressing sources of pollution and water quality standards in rivers	• Restoration of springs, floodplains and wetlands • Rainwater harvesting and storage technology (for ornamental gardens or small-scale irrigation) • Greywater filtration technology (for ornamental gardens or small-scale irrigation) • Small dams • Drip irrigation and modern agriculture technology which include water use monitoring tools • Rehabilitation of gravity-fed supply systems from natural springs • Rehabilitation of irrigation channels	• Awareness raising in schools and communities, for example through the Black Sea Box, Climate Box and Baikal Box • Development of demonstration centres • Water film festivals • Celebrations relating to Black Sea Day and other events

1.4 Purpose of this report

This report forms the final output of the review of the “Every Drop Matters” (EDM) Programme. The primary audience for this report is the EDM Programme Management, UNDP and TCCF, though it will be of interest to public and private sector actors interested in developing or implementing similar multi-project funds for small, short-duration projects, as well as governmental decision-makers. The report is particularly focused on feeding lessons into ‘New World: Inclusive Sustainable Development Human Development Initiatives, a new partnership between UNDP and TCCF.

The rest of this report is structured as follows:

- **Section 2** describes the approach taken;
- **Section 3** presents the findings; and
- **Section 4** highlights key lessons from the EDM Programme and outlines recommendations for future similar programmes.

2 Our approach

2.1 Objectives of the review

The purpose of this lesson-learning exercise was to (i) document aspects of the global EDM programme and aspects of individual projects that have worked well and why; (ii) document the challenges and obstacles to effectiveness; and (iii) pull together lessons for similar initiatives at similar scale, including factors that affect scalability. The exercise was not intended as an impact evaluation assessing what has been achieved by the programme. Instead – given the pilot nature of most the projects funded under the programme – it focuses on which factors contributed to the sustainability and scalability of initiatives.

2.2 Questions considered under this review

Given the objectives of this review, the questions considered (see Table 5), focus on understanding *how* the programme was implemented, and *why* – as opposed to *what* was achieved, *whether* the intended beneficiaries were reached, and *what impact* the EDM programme had on the beneficiaries' lives.

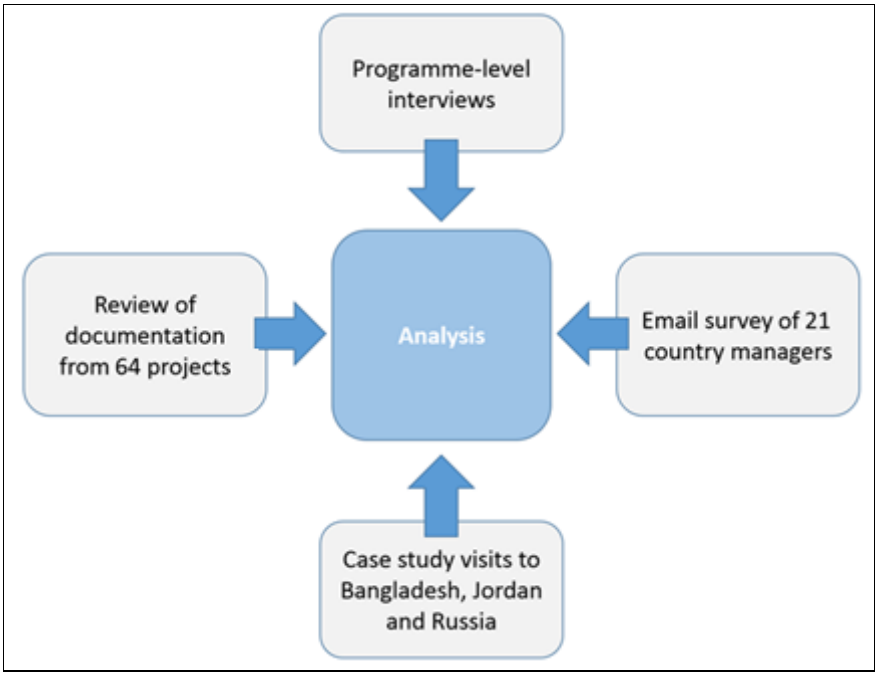
Table 5. Questions considered under this review

Grouping	Question
Relevance: Contextual framing of the projects	• **Were the EDM projects relevant to aims of the programme and the national context?** • How did EDM projects take into account the national context in its design? Do the outcomes of the project contribute to any national targets? (cross linked to “Replication”) • How did the projects relate to sector priorities in country?
Effectiveness: Lessons on which factors affected the success of the projects	• **Were EDM projects effective in delivering intended results?** • To what extent were local authorities, district or national government included in implementation? How have they been involved and at what stages? • How was community engagement sustained throughout programme implementation? What were the outcomes of community engagement? • To what extent were partnerships developed? (e.g. engaging with universities, grassroots groups, civil society) • How was the private sector involved in implementation?
Lessons for Sustainability	• **Is it likely that EDM projects will be sustained?** • To what extent and how has the project built the capacity of community based organizations/civil society local government?
Lessons on replicability of EDM projects	• **What factors affect the replicability of EDM projects?** • How have the lessons projects been disseminated to similar implementing agencies? • To what extent did EDM projects secure co-financing from other sources? • How likely is that the project approaches can be scaled up? Which factors need to be taken into account when looking to scale of a project in future? (e.g. financial aspects, expertise or resources required) • What specific aspects of the project are suitable for scaling?

2.3 Methodology used

This review of EDM was carried out through a mix of programme-level activities and country case studies (see figure below).

Figure 5. Data sources used for the review



At programme-level, the following activities were carried out to ensure a good understanding of the breadth of EDM activities across its 21 countries, which acted as a reference frame for the country case studies:

- **Telephone interviews** were held with global level stakeholders: the EDM programme manager, and other staff in the WGF, and EDM steering committee members within UNDP and Coca-Cola, to understand their impression of key challenges and successes of EDM, and their understanding of the main driving factors behind them.

- **Review of programme documentation** provided by SIWI/UNDP**,** including EDM’s project guidelines, the 2014 EDM evaluation, the final project reports of all 76 projects, and in some cases project proposals and interim reports. The experiences across the 76 projects were analysed in summary tables to identify common challenges and successes across projects, and to bring out qualitative insights related to the aspects explored in different projects.

- The consultants developed a quantitative analysis from the reading based on yes/no answers to a series of questions related to the aspects explored for 64 of the 74 EDM projects (see Annex B1).

- **An online survey** was sent out to the project managers in the programmes 21 countries. In some cases, implementing partners also replied to the online questionnaire. This tool allowed additional information not captured in project reports to be collected, focusing particularly on lessons learned. Responses were received from 22 people[3] across 13 countries, indicating 62% of country managers responded. Responses were tabulated and analysed to identify trends in experiences across projects.

[3] Responses came from 8 UNDP staff members, 10 project managers from implementing organisations and four implementing partners from Kyrgyzstan.

Following the above desk review activities, the consultants were able to make arrangements to probe EDM experiences in greater depth through the country case study visits. At country-level, three case studies were selected together with the EDM project management for more detailed in-country analysis. The three countries selected represent a geographic spread across EDM's three regional groupings in order to explore different contextual factors, and were also selected to include a range of EDM projects covering the three programme pillars. Through the country case studies, the review was able to examine in depth the common factors identified from the desk review.

Table 6. Country case studies

Country	EDM regional groupings	EDM programme pillars	Number of Projects Visited
Jordan	Middle East	Climate Change/WRM; Awareness	1 Awareness project (on Climate Change); 2 Climate Change/WRM[4]
Russia	Eastern & Central Europe	Climate Change/WRM; Awareness	4 Awareness projects on topic of Climate Change/WRM
Bangladesh	South Asia	Climate Change/WRM; WASH	4 WASH projects with element of climate change adaptation

In preparation for each country trip, interview guides were prepared, based on our evaluation framework proposed above, for use during the country case studies. Documentation relating to all EDM projects in that country was reviewed in detail, including project proposals, intermediary reports and final project reports.

Each country visit was carried out by one member of the team for 3-5 days. During the country visits, a participatory approach was central to our methodology given the limited budget and time spent in country. This allowed staff and other stakeholders to express their experiences. The team worked directly with the UNDP Country Office to identify the most relevant stakeholders to interview during the visit. Obtaining varied views from different stakeholders was very important – these included national government, local government (municipalities), other donors in the sector and the implementing partners of selected projects and discussions with beneficiaries of EDM projects. These beneficiaries included community leaders, households and school children. Semi-structured interviews were held with project implementers and sector stakeholders. Focus group and roundtable discussions, and joint project visits were held with the beneficiary groups and with teachers.

UNDP supported the evaluation team with all logistics, accompanied the team on project site visits and assisted with translation at project sites. On the last day in country, a final debrief was held with UNDP staff to summarise the impressions from the country visit and hold a brainstorming session around lessons learned. Upon return from the country visit, a debrief call was held with EDM programme management.

The following outputs were produced:

- Brief **Country reports** were produced for each country visit, summarising the findings from interviews, organised along the themes of the review (see Boxes 2, 4, and 6 for a summary of the visit reports)

- This **Final Report** built on analysis both of the country case studies as well as the programme-wide desk review, indicating how representative the experiences from the three country case studies are of the whole programme. The report was also reviewed by the Senior Quality Assurer.

[4] One of these projects was reviewed over the phone whilst in country

2.3.1 Challenges and restrictions

As many EDM projects secured substantial co-financing, outputs that might appear due to EDM’s direct support may actually be due to the input of the co-financing institution. In addition, it is noted that many implementing agencies continued efforts outside the scope of the projects, to continue project benefits, and it is also at times unclear whether these actions may have been due to EDM’s support or due to the support of the implementing agency.

Although the consultant team were able to corroborate evidence relating to project achievements during the country level visits, for the remaining EDM projects we have relied on the narrative given by implementing agencies and UNDP country focal points in project reports as being accurate and up to date.

3 Findings

In addressing the main themes of the review (relevance, effectiveness, sustainability and replicability), typical or significant examples of projects were used to illustrate points made. This was with the view of selecting qualitative insights behind the large number of projects funded. In addition, during project visits to the three countries, where a total of 11 projects were visited, examples were also drawn to illustrate points made. The consultant team also integrated the quantitative analysis based on the reading the project documents from 64 of the individual EDM projects (where final reports were available) to further support findings. The following presents some top-level general findings, supported by specific project examples.

3.1 Were EDM projects relevant to the aims of the programme and to national sector contexts?

Relevance refers to the extent to which the activity is suited to the priorities and policies of the target group (OECD/DAC Criteria)

Implicit in all EDM projects is the idea of “replication”, in that successful examples should be replicated at local and, potentially, national scales. Relevance of projects themselves, in the local or national context, is a key element of replication – therefore this section on “relevance” and Section 3.4 on “replication” are very much cross-linked. In order for replication to occur, projects need to address a significant issue in the context of the national water sector.

Therefore, this section covers two aspects of “relevance”; whether the projects were relevant to the overall aims of EDM, and whether the projects addressed issues of significance in the context of the national water sector.

Summary findings:

- Projects included an additional 15-65% of co-financing which boosted the activities that could be carried out with the small grant.
- Despite their limited scale, the majority of projects address themes of direct relevance to their national water sectors. Some were explicitly linked to key elements of their respective National Water Strategy.
- As expected with short-term pilot projects with limited funding, the direct impact achieved was limited to the immediate communities or schools where the project operated. Around half of the projects included innovative technologies or different approaches that were previously untested in the context, which had strong potential for being able to mobilise wider initiatives with greater impact within the sector.

3.1.1 Relevance of the design of the global EDM programme

Given the many objectives of the global EDM programme (see Section 1.2), it can be seen as quite ambitious, given the challenges of small 12-18 month pilots to “catalysing achievement of the MDGs”. Many implementing agencies met throughout the course of the review, questioned the timeline of the projects, where each small grant was tied to a 12-18 month implementation window, especially given the scaling objective of the programme. However, the global steering committee contacts maintained the aim of the programme was to “get the ball rolling” with the aspiration that the projects would grow into larger initiatives. Given these significant restrictions to implementation,

Insight - *“There are many other small grant programmes, but EDM is unique due to the breadth and depth and also for its modality… EDM is unique and valuable in terms of collective impact and the license its given to partners in countries to work together in the future”*

Greg Koch, Head of Water Stewardship, Coca-Cola

some implementing partners have shown ingenuity to overcome limitations, for instance by embedding projects within longer programmes (see Section 3.2 for more details).

The value of EDM being a competition was reiterated in several interviews. Implementing partners appreciated their ideas being appraised for inclusion in the programme, by a global steering committee, with one referring to it as an “ideas competition”. It is likely that this first step has led to highly motivated partners from implementation onset. Several interviewees have suggested that the outreach of the competitive grants approach was not sufficiently targeted at those outside UNDP’s circle, and that ultimately UNDP themselves implemented many of the EDM projects.

3.1.2 Relevance of the themes and the projects funded

The three-pillar approach (WASH; climate change and WRM; advocacy and awareness) defined by the programme was useful to guide projects to align with MDG 7. However, it is also useful to understand how the projects addressed specific national sector priorities. Table 7 lists the some of the project types typical funded.

Table 7. Example project themes and sector priority addressed

	Example type of project funded	Sector priority addressed
Pillar 1: “WASH Projects”	WASH projects in communities, schools and disaster centres	Lack of widespread access to safe water and adequate sanitation
	Rehabilitation of piped water infrastructure	Lack of access to safe water, deteriorating infrastructure
	Wastewater re-use projects, water metering	Water scarcity and efficient use of water; access to water for domestic or productive uses
	Engaging stakeholders to address sources of pollution, quality and standards of water in rivers	Poor water quality in surface water sources and lack of institutional structures to address this
Pillar 2: “Climate Change Projects”	Demonstration of drip irrigation and modern agriculture technology which includes water use monitoring tools	Water security; efficient agriculture
	Restoration of springs, floodplains and wetlands	Carbon sequestration; ecosystem restoration
Pillar 3: “Awareness Projects”	“Black Sea Box” educational awareness tool in 5 countries	Lack of awareness of water stewardship in the school system
	“H2O” film festivals	Lack of awareness of water stewardship in the general public
	Awareness raising in schools and development of demonstration centres	Uptake of new, more efficient and environmental technologies

When considering the diverse activities funded by EDM and the shortfalls in sustainable WASH access as defined by the MDG Joint Monitoring Program (JMP), one can assume that EDM has played some role in contributing to improved access to water in the communities where activities took place. Their specific contribution to the national sectoral context is explored in Section 3.1.3 below. The fact that many projects were multi-disciplinary in nature – with around 18% of projects straddling two pillars – is a positive aspect of EDM. This strongly supports SDG 6, which covers not only drinking water and basic sanitation (as in the MDGs), but addresses the entire water cycle, including the management of water, wastewater and ecosystem resources.

Regional patterns can be seen, based on which themes were funded in which geographical region. In South Asia, where sustainable WASH coverage is lower than in other EDM regions, several EDM projects in Pakistan and Bangladesh, one project in Nepal and two in Sri Lanka focused on increasing access and usage of WASH facilities. Many of the EDM projects in Eastern Europe and Central Asia, where contamination and degradation of water resources can be high, focused on

improving hydrological regimes by restoring wetlands (e.g. projects in Belarus and Russia), or on addressing water quality. Many projects also tested or demonstrated water re-use or efficiency technologies (e.g. in Uzbekistan). In Middle Eastern countries, where water security is a major concern, many EDM projects focused on water re-use and water saving technology (e.g. in Jordan, Lebanon and Palestine).

Insight - *"A number of EDM community-based projects made specific contributions to MDG7c, … While EDM largely preceded the negotiation and adoption of the new SDGs, arguably many EDM projects contributed to SDG Goal 6, in targets such as increasing water use efficiency, improved water quality, implementing IWRM and protecting water-related ecosystems."*

Andrew Hudson, UNDP, Head of Water and Ocean Governance Programme

Although we have not been able to take a comprehensive assessment of whether all of the 76 projects addressed a sector priority, it is evident from a review of project documents that the majority addressed major sector issues with many projects, appearing well-targeted and addressing real needs of the sector[5]. A more detailed understanding could be gained in the case study countries, where virtually all projects were well-aligned with sector priorities (see Table 8).

Many of the projects addressed lack of access to safe drinking water and sanitation, and different EDM projects addressed this overarching problem in different ways, according to the context – for example by either rehabilitating WASH facilities or raising awareness of the importance of using such facilities. Although major national-level issues were addressed, project activities were targeted at a local level. For instance, a project in urban Kathmandu, where water shortages are frequent and municipal water supply meets only about 27-30% of demand, traditional methods for water management were encouraged in communities to increase access to alternative sources of drinking water[6].

One way of ensuring national relevance was the specific approach of some EDM projects; to situate their activities within national water policy. For example, a project in Kazakhstan[7] aimed to address lack of access to sustainable water supply and sanitation facilities in rural areas, largely as a result of pollution in water sources, and unsatisfactory sustainability of water supplies. The central aim of the project was to demonstrate the use of new technologies for improved water resource use for rural areas, which is aligned with the State Programme under the Strategic Development Plan.

Similarly, all three EDM projects in Jordan promoted rainwater harvesting technologies. This is a specific approach noted in Jordan's National Water Strategy. The same was the case for EDM projects in Bangladesh, which had an element of rainwater harvesting, aligned with the National Water Policy.

3.1.3 Examples of innovative approaches – relevant to the sector

EDM aimed to fund pilot projects with innovative approaches which could be replicated in other areas. Assisting in developing new, different, or under-tested technologies or approaches that are effective and suited to local contexts has significant potential for replication. These could include technologies or approaches which have been effectively implemented in other geographic areas, but are new to the project location (for instance, introducing or piloting drip irrigation in a district where it is not in practice). In contrast, implementing projects which follow routine "business as usual" approaches to direct service delivery, which have not yielded a high level of results to scale, are not likely to be the best use of EDM funds, given the limited likelihood of scaling.

[5] Of the 64 project documents reviewed, only four projects were identified as having addressed a potentially marginal theme.
[6] "Community Led Water Recharge Management Project" (2nd generation)
[7] "Every Drop Matters to Us" project (2nd generation)

Analysis of documentation from 64 projects[8] shows that 46% of the projects represented a different way of implementation (i.e. where a new technology or approach was a major part of the project), while 30% of the projects were not different or represented "standard" approaches. The remaining 24% of the project reports did not contain enough information to make a conclusion either way.

Many of the EDM projects used EDM funds to test new approaches, to spread a tried and tested approach to an area where it was new, or to further develop a technology that is hoped to bring greater effectiveness to project implementation. Some examples of "technology introduction" include: introducing technology for conserving water usage and drip irrigation in Kazakhstan[9]; introducing a water use monitoring system with a GIS database, and on-farm water metering system in Uzbekistan[10]; and new techniques of drip and sprinkler irrigation, automation and alternative energy systems, such as solar and water powered pump systems in Turkey[11]. In the case of these projects, many of these technologies had been in practice successfully in other parts of the country, and EDM funds were brought in to assist in replication or scaling of the technology.

Other projects tested approaches that were different and had been previously untested in the context. For instance, in Uzbekistan, acknowledging that centralized approaches to water supply were resulting in poor sustainability, the project piloted a rural, gender sensitive, community-based model of safe drinking water supply.[12] Through this project, a model Rural Drinking Water Consumer Group was developed and the approach was demonstrated to local authorities. Another example is a project in Kyrgyzstan[13], which aimed to improve awareness of national climate change priorities amongst Water User Associations. In both these cases, what may seem a "small adjustment" in an existing system, largely focused around local institutions (i.e. the Water User Association) and testing new approaches in these institutions, has potential for replication.

The experiences of the Bangladesh project "Combining rainwater harvesting and wastewater reuse for water supply in urban slums of Dhaka" is also a good example of innovation. It allowed the partner, Dushtha Shasthya Kendra (a national NGO), to undertake piloting of an experimental "DEWATS" facility for wastewater treatment, which is to be connected to repaired bio-digester units previously implemented through project assistance in slums of Dhaka. BUET (Bangladesh University Engineering of Technology) had developed the model as a local solution that specifically addressed indiscriminate sludge disposal in informal "slum" settlements, but this was relatively untested. A later model of the technology for implementation was developed as a pilot project in slums under EDM. Thus the EDM project built upon pre-existing testing of a solution, and contributed to incremental improvements to decentralized sludge management in slums. Vital data was produced through the piloting. This allowed the partner to develop an understanding of the functioning of the technology, which included developing more accurate designs and costing for further replication.

A similar experience was noted in the ICARDA project in Jordan, which tested a new locally-adapted technology for greywater filtration in small household units, responding to the fact that the more commonly-used version of greywater filtration is complicated to maintain by households and quickly falls into disrepair. This approach was a success, with 70% of units still functional after three years.

A more detailed understanding could be gained from the projects visited in case study countries. Table 8 summaries their relevance, and any innovative elements from the selection of projects. It shows that the vast majority of projects were both relevant to the sector and contained innovative elements.

[8] Not all final reports were made available for the full 76 projects at the time of analysis. Therefore, an analysis of 64 projects, where final reports were available, was made.
[9] "Every Drop Matters to Us" project
[10] "Water User Association and On-Farm use efficiency" project
[11] "Adaptation to climate change in Ankara Isparta region through rainwater harvesting and effective water use" project
[12] "From Pilot to Implementation – rural water supply management and sanitation hygiene practices in schools" project
[13] "Capacity building of government organizations and CSOs for promoting climate resilient and sustainable development planning involving all interest groups at the local level" project

Table 8. Significance of case-study projects for relevance to sector and innovation

Project	Relevance for the sector	Innovative element
Jordan: Promoting traditional rainwater harvesting	Promoting traditional approaches to rainwater harvesting can provide a low-cost option for managing water scarcity	While many donors promote rainwater harvesting, this project focused on showcasing the rainwater collecting systems used by ancient civilisations[14]. Work with mosques to re-use ablution water is also innovative
Jordan: Technology for greywater treatment	Trialling a new technology for greywater treatment can provide an alternative water source for irrigation	While many projects have trialled greywater treatment, the filtration technology proposed by ICARDA had not been tested before
Jordan: Awareness raising – Azraq Oasis	Raising awareness about the risks facing water resources amongst the next generation can change attitudes in the long-term	While many donors conduct awareness raising on the importance of saving water in schools, this project adopted a participatory approach where school children took their own water samples
Bangladesh: Schools-Led WASH Initiatives for the Urban Slums in Chandpur and Tangail	Increasing WASH access in 50 schools through rainwater harvesting and sanitation through software activities (hygiene promotion) and hardware activities	Trialled technology (new to area) on groundwater recharge from rainwater harvesting with Department for Public Health and Engineering
Bangladesh: Combining rainwater harvesting and wastewater reuse for water supply in urban slums of Dhaka	The project worked in slum area of Dhaka. The project tested a DEWATS technology, for faecal sludge management in urban areas, that was locally developed by Bangladesh University of Engineering and Technology	Trialled new technology on wastewater treatment (DEWATS) connected to previously installed biodigesters
Bangladesh: Climate change adaptation by ensuring water and sanitation facilities in Cyclone Shelter	The project addressed improving WASH facilities in schools which are also designated cyclone shelters. Activities included hygiene promotion, rainwater harvesting, and water and sanitation provision adjusted to meet requirements of disaster	Upgraded WASH facilities (designed for use following cyclone events) in cyclone shelters
Bangladesh: School-led WASH for Urban Poor in Sirajganj	The project increased access to safe water, sanitation facilities and hygiene practices in schools’ catchment areas	Project was implemented through Community Development Committees (CDCs), a typically untested element, as similar projects are generally implemented through national NGOs
Russia: Education and advocacy for water stewardship and sustainability	Development and dissemination of the Black Sea Box (BSB) with Sochi City Authorities	Use of interactive teaching techniques, and the “Black Sea Box” as a tool for reaching a wide range of teachers. Theme of water stewardship are also relatively new in schools
Russia: Climate Change and Water Awareness and Education – Climate Box	Development of the Climate Box (CB). Educational materials were developed by experts, modules prepared and consultations done with authorities. Publishing and presenting of CB, and piloting in Moscow and Sochi schools	Teaching of climate change in schools in a comprehensive way is new, using interactive teaching techniques

[14] The idea came out of the pilot phase of the HYDRIA project in 2008: http://www.annalindhfoundation.org/granted-projects/hydria

Box 2: Case Study: Review of EDM Projects in Jordan

In Jordan, EDM implemented the following three projects, which all included a small proportion of co-financing by the implementing partner:

EDM1: Under the first generation of funding, Land and Human to Advocate Progress (LHAP), an NGO, rehabilitated traditional ponds used for rainwater collection by ancient civilisations in Jordan and raised awareness about the importance of these traditional techniques for harvesting rainwater for agriculture and domestic uses. A total of 64 traditional rainwater harvesting sites were mapped, and three rainwater collection systems were constructed or rehabilitated. One system was for a mosque, demonstrating the benefit of re-using the water from ablutions for irrigation.

EDM2: Under the second generation of funding, International Centre for Agricultural Research in the Dry Areas (ICARDA), in partnership with National Centre for Agricultural Research and Extension (NCARE) promoted the use of greywater for irrigation, through the construction of greywater filtration systems at 27 project sites
.
EDM3: Under the third generation of funding, the Jordanian Royal Society for Conservation of Nature (RSCN) raised awareness on the importance of wetland conservation by establishing “Nature Knights”; an internship programme for secondary school children where they could learn conservation through participatory approaches. Rainwater harvesting and water saving taps were also installed in communities and schools.

Relevance: EDM projects in Jordan were all directly relevant within the national sector context. The projects showcased low-cost options for communities to deal with water scarcity; highly relevant given the aridity of the country and the fact that the Ministry of Water (MoW) lacks the capacity to carry out outreach work in communities and schools to raise awareness about these solutions. While the topics of the projects were not necessarily new within the sector, the way the project was implemented and shared included innovate,ive elements that have high potential for replication.

Effectiveness: All three projects were generally effective at achieving what they had planned but the degree to which local stakeholders and communities were involved varied. This affected ownership over the work and the degree of awareness-raising attained. EDM3 was able to build on its existing relationships with local government and communities to ensure high levels of ownership. EDM1 used the municipality as a gateway to the community, with the municipality consulted on design and engaged in the implementation. This meant the community felt less ownership over the interventions. The municipality, while being consulted, often lacked capacity to be involved as much as hoped.

Sustainability: The sustainability of projects varied significantly due to the way the stakeholders were involved in implementation, the capacity of the implementing NGO and the level of follow-up funding secured. RSCN was able build on its strong, as a well-established NGO, to continue EDM’s school internship programme in Azraq using own funding. RSCN also continues to maintain the rainwater systems, greywater filtration and water-saving units installed in communities and schools themselves. Out of the 27 greywater treatment sites installed by ICARDA, 70% were still functional two years later, due to installing units that were easy to maintain and due to the local partner’s ability to regularly check on each unit, using its own funds, to address any problems. As LHAP did not have the funds to be as heavily involved after project-end, two out of three sites fell into disrepair or were no longer actively used three years after project completion.

Replication: All three EDM projects showed examples of small-scale replication due to the funds secured by each implementing partner. In addition, UNDP has successfully secured funding to promote rainwater harvesting and greywater re-use as part of it work with Syrian refugees and under UNDP’s fund to mainstream the three Rio Conventions. UNDP has also secured $300,000 US from the Government of Finland to deliver around 30 water harvesting and 30 greywater treatment units. Replication took place due to efforts by each implementing partner to share experiences through formal and informal channels, as well as UNDP’s active efforts in scaling up experiences through UNDP programmes.

3.2 Were EDM projects effective at delivering intended results?

Effectiveness measures the extent to which an aid activity attains its objectives. In evaluating the effectiveness of a programme or a project, it is useful to consider to what extent were the objectives achieved and what were the major factors influencing the achievement or non-achievement of the objectives. (OECD/DAC Criteria)

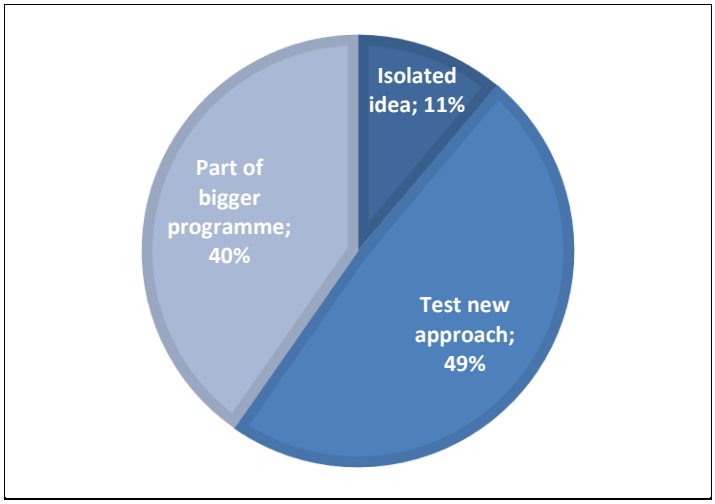
Summary findings:

- The final project reports reported on the initial outcomes of the activities implemented, but only 30-50% of reports contained sufficiently detailed information on the wider outcomes achieved. This is partially linked to the reporting template but also to the short timeframe of projects. Reporting was expected within 12-18 month project timeline, where observations on effectiveness by project managers may have been limited.
- While 40% of projects were embedded within larger programmes, around 60% were stand-alone interventions. These stand-alone interventions represented a risk for the pilot projects being scaled up to achieve wider impacts, even if they were effective for the intended beneficiary group.
- The extent to which results of the project were shared with a wider audience played a key role in the extent to which pilot projects were taken up more widely.
- More benefits could have been derived from the private sector partnership with TCCF, more could be done to harness expertise in aspects of EDM projects.

3.2.1 Degree of embeddedness within larger programmes

EDM projects can be categorised into three groups, which were: part of a bigger programme, projects which tested a new approach, and projects which were in an isolated area (see Figure 6). The majority of EDM projects (49%) fell within the second grouping, testing a new approach relating to existing work by implementing organisations within a country, but not necessarily embedded in a larger programme. Around 40% of projects were embedded within larger programmes, either UNDP-funded or GEF-funded or sometimes funded by other donors.

Figure 6. Degree project embedding



Projects implemented within a larger programmes enhanced their effectiveness. This is because it allowed projects to make best use of existing implementation partners, management arrangements and coordination roles. Projects also benefited from substantial co-financing through being implemented as part of larger programmes. For example:

- The restoration of the Azraq Reserve in Jordan was implemented RSCN, which had been conducting conservation work as this site since the 1990s. As a result, the EDM project could take advantage of an existing visitor centre to showcase its approach, a solid reputation and sustainable funding streams of RSCN, and the implementer’s established relationship with the local government and local CBOs. The EDM project – which focused on developing an innovative internship programme for school children at the wetland reserve – benefited from more exposure through 15,000 people visiting the reserve annually and learning about the programme. The established relationships with CBOs and local government meant activities could be rolled out quickly and continue to be sustained after project end. Finally, RSCN has been successful in obtaining follow-up funding, due to existing relationships with donors, to replicate the approach in its other nature reserves.

- The awareness raising Black Sea Boxes, in Bulgaria, Georgia, Romania, Russia and Ukraine, were implemented based on a model previously developed by WWF, through the older EDM regional programme in Turkey (as opposed to the global programme). Learning applied from that experience has enhanced effectiveness. The Black Sea Box is an educational tool used to increase environmental awareness of school children about the Black Sea ecosystem. In Russia, several of the EDM awareness projects were implemented with longer-running GEF projects. Funding channelled through UNDP ensured strong oversight, integration and consistency between EDM and other GEF-funded programmes, and also allowed the awareness element to be designed around the experiences of the larger planning of activities related to the GEF projects. This was the case for the Baikal Box, where UNDP has longer running experiences through their “Integrated Water Resources Management in the Baikal Basin” GEF project, and the Baikal Box was designed to pick up on the awareness issues needed to approach the issue of improved water resources management activities. These include the elaboration of a strategic policy and planning framework, and demonstrating water quality and biodiversity practices.

However, it should be noted that the fact alone of implementing EDM projects as part of larger programmes was not sufficient to achieve effectiveness. Sufficient linkages needed to be made to allow lesson-learning between EDM elements and the wider programme.

Projects in the second grouping tested a new approach related to existing work by implementing organisations within a country. This usually involved the application of a new technology, such as greywater filtration, rainwater harvesting or rehabilitation of drinking water, irrigation or sanitation infrastructure. Key was choosing systems that could be delivered within the short project timeframe. Effectiveness depended on the success of the implementing partner in forging relationships with community-based organisations and government. The degree of anchoring within the community varied widely (see Section 3.2.3). Choosing a well-established partner was key to the success of such short-term projects. Even if these projects were effective for their intended beneficiary group, there was a risk that project achievements did not result in the wider uptake that was hoped from EDM pilot projects.

For example, the rehabilitation of traditional rainwater-harvesting ponds in Jordan was carried out by a national NGO which has a good relationship with local government. However, the NGO had never implemented a project in that specific target community before. As a result, linkages with the community were not as strong and did not always clearly match local needs and priorities. Effectiveness depended on the motivation of key individuals within the community to lead by example, and encourage uptake of the new technology – a factor which was generally outside of the project’s control. EDM projects could have benefited from more awareness-raising activities to better understand local needs and explain the benefits of the new technology to communities, so as to increase usage and maintenance.

Projects in the first grouping, which tested a new idea, while effective in the communities they were implemented, sometimes took place without establishing sustained linkages with local

organisations. Only 11% of projects fell into this category, for example the construction of a greywater filtration system for a clubhouse in Palestine.

3.2.2 One-year versus multi-year projects

The majority of projects lasted for the allocated 12-18 months, although EDM was funded through multiple generations which would have permitted multi-year arrangements with specific elements funded under each generation. Countries were either not aware of the change to allow multi-year programming (several stakeholders discussed funds being “too limited”), or found it difficult to shift to multi-year implementation arrangements. The short timeframe was a significant constraint to effectiveness, especially for those stand-alone projects which were not able to benefit from existing partnerships to begin implementation quickly.

Conversely, multi-year projects benefited from longer funding. For example, projects in Sri Lanka, Turkey and Russia were able to undertake more diverse activities, and build on activities and learning from one generation to the next to enhance effectiveness.

3.2.3 Anchoring at community-level

Many of the EDM projects were implemented through a community-based organisation, such as a Water User Association (WUA), or national and local NGOs. The remainder were implemented by outside groups, which had implications for the effectiveness of the interventions. In the latter group of projects, the community is likely to have less input into the design of the interventions, resulting in the risk that designs did not match local priorities and needs. This also had important implications for sustainability (see Section 3.3).

Projects that were anchored well at community-level either worked through existing community-based groups, such as farm organisations or WASH committees, or set up dedicated CBOs to implement activities and sustain these after project end. In part, anchoring depended on skilled implementing partners with experience of local level capacity building (see Section 3.3.3). However, it should be noted that only some projects included community contributions – even though this is best practice in WASH and WRM.

- In Bangladesh, the fourth generation of EDM[15] tested a direct-implementation model through female-led community development committees (CDCs) to increase access to WASH facilities in 50 schools. This model led to more effective implementation as CDCs were made up of local people who were trusted by communities and seen as independent from the local government. This allowed them to continue implementing through a period of political turbulence.

- In the ICARDA project in Jordan, beneficiary households formed their own greywater use society in order to share experiences and continue the maintenance of installed facilities[16].

- In Palestine, one project was implementation through a local committee (the Auja Water Committee), which is a good step in addressing the needs of the community.

A key success factor was being able to link EDM’s pilot projects to demonstration farms or community centres which would showcase the new approach or technology. This approach allowed anchoring within a community structure which felt ownership over the installation and maintained the technologies (i.e. greywater use systems or water supply systems). It also allowed EDM’s achievements to be shared with a large number of people who visited the demonstration farm or

[15] “School-led WASH for Urban Poor in Sirajganj” (4th generation)
[16] Similarly, in Uzbekistan, a private Rural Drinking Water Consumer Organisation was established to operate and maintain the water supply infrastructure rehabilitated by EDM.

community centre. In Lebanon, a similar approach was adopted for showcasing new irrigation technologies on a demonstration farm[17].

3.2.4 Benefits for targeted communities

Where benefits were detailed in final reports, these related most commonly to increased access to WASH services[18] and to water savings – either by improving the water efficiency of irrigation systems[19] or by promoting rainwater or greywater use in households which reduced municipal water bills[20]. Other projects also reported increased awareness of climate change or water conservation by school children, community members, and teachers[21] – whether they were deliberately designed under the ‘awareness’ pillar or not. Some climate/WRM projects included a substantial awareness-raising component, but most of the WASH projects did not. This limited the wider effectiveness of the pilot projects, whose intention was to test an approach and then share this with a wider audience.

Photo 1. Mosque in Jordan which benefited from an irrigation system re-using ablution water

Apart from the awareness-raising ‘boxes’ which covered a larger beneficiary population, it should be noted that the benefits from most projects appeared to be limited to the immediate beneficiaries of the project, typically around 200 households per project[22]. Overall it appears that the vast majority of projects were completed and contributed either to increased awareness or improved livelihoods for those households directly affected. However further detail on the quality and sustainability of benefits could not be obtained from the email survey or from the majority of project reports. The case studies visited did however provide further insights on who benefited and in what way.

- In Jordan, for example, two projects reduced water bills by 20-30% in schools and households. However, these benefits were limited to the direct beneficiaries. The third project also reduced water bills by 33% through greywater re-use, but study visits were organised to these installations. This allowed achievements to be shared more widely.

- The work with school children in Jordan and Russia was highly effective, due to an interactive design that allowed children to actively learn. In Jordan, local schools were chosen where there was an interest in the nearby nature reserve. School children did not just learn about wetland conservation but actively analysed water samples, undertook species counts and restoration activities. They were rewarded with badges, certificates and uniforms for their progression through the EDM’s internship programme and this kept them motivated and proud to be part of the programme. In Russia, the awareness boxes contrasted with the more traditional lecture-style of teaching. This was through using experiments, games and interactive techniques to convey messages on water stewardship in the Black Sea Box, and climate change in the Climate Box. The high level of uptake by teachers, including beyond those teachers targeted by the project, is an indicator of the project’s effectiveness. Many

[17] “Agriculture response for development” (4th generation)
[18] This included one project in Nepal (3rd generation) and one in Pakistan
[19] This included one project in Palestine (3rd generation); Uzbekistan (4th generation) and Kyrgyzstan (2nd generation)
[20] This included two projects in Jordan (1st and 2nd), three in Lebanon and three in Palestine.
[21] This included one project in Russia (3rd generation), Ukraine (3rd gen) and Jordan (3rd generation)
[22] We were unable to take an analysis of beneficiaries reached, some projects visited served as few as 10 households, while others targeted in the area of 150-500 of households.

other teachers became aware of the EDM ‘awareness boxes’ and made requests to the Department of Education to be trained on their use, or for copies of the materials.

- EDM’s work in Bangladesh tested a DEWATS facility for faecal sludge management in urban slums, rehabilitated WASH facilities in 12 schools that also act as cyclone shelters, and implemented a new direct-implementation model to increase access to WASH facilities in 50 schools.

Box 3: Effectiveness Cases from Country Visits

Students, the Climate Box and Black Sea Box in Russia

Secondary geography students discussed their experiences with the Climate Box:
“10 years before, we didn’t talk about these things, now we talk about it with our families. We now see this as a bigger problem.”
“We can now talk with our parents about climate change. My parents are not familiar with world issues. Now I am like a teacher to them.”

Primary students also discussed their experiences with the Black Sea Box:
“We talk to our parents, and go on the internet to show our parents some of the things we have learned about the Black Sea.”
“Now I know if someone has caught something illegally.”
“Now I don’t catch jellyfish, I understand when I take something from the sea, it could upset the ecosystem. There might be another animal that depends on the jellyfish.”

Effectiveness case from Bangladesh

Implementing partner YPSA discussed how upgrading WASH facilities in cyclone shelters were an effective intervention in a recent cyclone event. Since the project ended, cyclone Komen hit the area in July 2015 which resulted in the evacuation of thousands from their homes. The local community relocated to the EDM supported shelters temporarily. The upgraded facilities were not water-logged and YPSA was able to report that families were able to see to their WASH needs in this highly vulnerable time.

3.2.5 Involvement of Coca-Cola and other private sector companies

Although the EDM programme was designed as a partnership with the private sector at the global level through the Coca-Cola Foundation (TCCF), few private sector partnerships emerged at country-level. In many projects, TCCF country representatives were invited to attend major events related to EDM (conferences, media events and congresses), and their involvement often provided high-level awareness towards the issues that EDM projects addressed. At country level, the grant application lists were shared between UNDP and TCCF country representatives to jointly discuss applicants and propose short-lists. This collaborative working relationship, however, did not occur in each of the EDM countries. For over half over the projects, TCCF’s main contribution was providing funding.

TCCF representatives appeared to be involved in ways that led to good publicity; although there are more ways they could have contributed their skills (e.g. in marketing and in hygiene promotion). One country level Coca-Cola representative explained, for instance, that although they were directly sent awareness posters for review, did not see it their place to contribute their skills. In this respect, there seemed to be a lack of clarity on their involvement, which would have brought great benefits in this case. Likewise, there was little evidence of local franchisers or bottling reps contributing their skills in understanding local water conditions.

Bangladesh, Ukraine, Russia and Romania were highlighted as examples where TCCF played a very active role in EDM. In these countries, TCCF played a role in supporting awareness-raising

events and in raising the profile of dissemination events. This was an important contribution to the effectiveness of lesson-sharing by the projects.

- In Bangladesh, the partnership between UNDP and Coca-Cola led to increased dissemination and exposure for the project, with Coca-Cola Bangladesh hiring a journalist to visit projects sites. They also undertook trainings, project visits and continued to support a project with funding after EDM.

- In Ukraine, Coca-Cola representatives increased exposure by supporting media networking at the opening ceremony of the Black Sea Box corner in the Museum of Water in Kiev.

- In Kazakhstan[23], Coca-Cola helped raise the profile of the EDM project by supporting its closing ceremony, which was attended by education professionals, government officials, the media, NGOs, teachers and experts.

- In Russia, where the Black Sea Box was being implemented in Sochi at the time when planning for the Olympic Games in 2014 took place, the EDM project managers were able to take advantage of synergies to promote water stewardship messages to a wide audience, given that Coca-Cola was an official sponsor of the Games.

At the global level, there are many examples of how the expertise of both UNDP and TCCF have led to very good synergies (see Box 1) and that both partners have taken the opportunity to learn from each other's areas of expertise (the "development model" from UNDP and the "business model" from TCCF), which will be highly valuable in the future.

However, given this there were also several challenges. The good working relationship at the global level did not necessarily translate to country level partnerships. There were also challenges in the way that reporting and accounting for people served, was undertaken. TCCF had the intention to input the people served by projects into water replenishment targets, which had to be developed into a process that was compatible for both parties, given that projects were not set up to do this type of accounting.

Given the different backgrounds, both partners tended to work at a different pace, and there were some challenges reconciling the way TCCF and UNDP looked at budgets and financial flows.

Insight - "*We were keen to see how we could develop a functional model of collaborating with the private sector for development – something that gives a "win/win/win" situation to beneficiaries, private sector and UNDP – and how we could create a model that could be replicated and be scaled up and out beyond the EDM collaboration."*

Joakim Harlin, UNDP, Senior Water Advisor

Outside of the overarching TCCF and UNDP partnership, there were few examples of private sector partnerships in projects. The private sector more widely was involved as a contractor[24], especially as part of WASH projects. This did not amount to a full partnership where the private sector actively played a role in design and scale-up. One exception was Sri Lanka, where active efforts were made to share findings with private sector companies and to link communities to markets. At project end, a Policy Dialogue was organised to encourage the adoption and enforcement of water safety standards by private sector partners including MAAS, Brandix and Holcim, with the aim of minimising industrial water pollution. Furthermore, private sector companies including Orange PvT. Ltd. Holcim and Ceylon Waste Management jointly implemented EDM's water quality monitoring activities.

[23] "Caspian Green Pack as an instrument of public awareness and environmental education on water and water-related issues in the Caspian Sea region of Kazakhstan" (2nd generation project)

[24] Examples included implementation through a Water and Sewerage company in Armenia, private contractors in Belarus, private schools in Bulgaria, private transport company in Kazakhstan, hydraulic pump manufacturer in Nepal, agricultural supplier in Kazakhstan,

Box 4: Case study: EDM Programmes in Sochi, Russia

Russia has been a participating country within EDM, since the programme’s inception. Russia received funds for a total of 10 projects. Four projects were evaluated, given the evaluation focus on activities which have taken place in Sochi. All of these projects were implemented directly through UNDP. The “Education and advocacy for water stewardship and sustainability”, implemented in two projects. focussed on implementation of the Black Sea Box and a H2O film festival to support environmental awareness events. The two “Climate Box” projects focussed on the development of an awareness programme in schools on climate change (the first time this subject is taught in schools comprehensively) and dissemination through the Sochi Department for Education.

Relevance: The two themes selected for the awareness activities, specifically climate change and water stewardship on the Black Sea, were highly relevant in the context, given the challenges faced in Russia. These challenges relate to sustainable water use and the protection of water resources and awareness relating to climate change. Both themes represent areas where stakeholders indicated a major gap between knowledge amongst the general population and specifically on a comprehensive level in the school system.

Several high level endorsements of both the BSB and CB has taken place, which not only has given international recognition to the projects but also alludes to the significance of these projects in the context. A visit by the UN Secretary General, Ban-Ki Moon, in 2013, was a major endorsement of the project. In addition, at Expo 2012, in Yeosu, South Korea, the BSB was recognized as one of 11 projects showing global best practice on water. Additionally, the CB also was presented at COP21 in Paris.

Effectiveness: On an overall programme level, the effectiveness of EDM awareness raising projects in Russia was enhanced by a number of factors. EDM projects were implemented in conjunction with other more longer-running programmes, in particular GEF. Funding that was channelled through UNDP, instead of through partners like in many other EDM projects, ensured strong oversight, integration and a high level of consistency between EDM and other programmes that UNDP has been implementing with other high level partners, including the Ministry of Natural Resources.

The awareness boxes themselves demonstrated a high degree of effectiveness, due to the engaging design of the boxes and an approach which worked rigorously with local education authorities, in order to ensure a high degree of ownership, participation and interest in the boxes. The interactive nature of the materials, and the design of the awareness boxes which covered the topics comprehensively with a high focus on positive communication, was a key factor in the project effectiveness.

Sustainability: Sustainability of the CB was difficult to observe, as the Department for Education is still undertaking activities funded by EDM. The BSB, where cooperation completed in January 2015 yielded some very positive observations on sustainability. The Department for Education discussed that the project has finished but the work is still going on. Teachers are using the modules and extra activities have taken place since the project finished. Most positively, the Department discussed that new funds were not needed to continue working with the BSB. They discussed that funds were needed in the initial stages to “develop the product” however they are able to keep the BSB active, with their own resources, which might include printing of further boxes and re-training of new teachers.

Replication: Positive developments were observed for the replicability of the boxes, within the Sochi education system, particular in schools where one teacher has been trained to train other schools within the administration. There is already evidence of the Department for Education taking on the replication of the BSB and CB within their own operations, for instance in the number of teachers trained and number of lessons developed. For instance, with the CB, although the project is still active, it has spread from 50 schools who were formally part of the project to 70 schools.

3.3 Is it likely that EDM projects will be sustainable?

Sustainability is one of the most pressing issues in the WASH sector, and a major issue to address in development cooperation. It refers to the outcomes of the intervention continuing with or without assistance, so that project benefits continue.

Summary Findings:

- The likelihood of EDM projects being sustained was higher where partnerships had been created. This was the case for most of the projects which were part of larger programmes (40%), provided there were earmarked funds and active steps taken for lesson-sharing and collaboration.
- Of the remaining 60% of projects, some also established multi-stakeholder partnerships under EDM, but this was more of a challenge due to the length of time needed to mobilise the right partners and to establish multi-stakeholder platforms or groups.
- Securing sufficient funds for supporting communities and maintaining infrastructure after project-end was challenging for stand-alone projects. Typically, time is needed to adequately develop cost recovery mechanisms and this could not take place in the timeframes of projects.

3.3.1 Extent to which initiatives were sustained in the three case study countries

In Bangladesh, sustaining the continued use and maintenance of the WASH facilities installed in schools depended on strong partnerships, and builting capacity of school management committees (SMCs), local communities and local government. EDM followed good practice in the WASH sector by training SMCs, CDCs and teachers on maintenance and helping SMCs to develop procedures for raising funds for O&M, as previous work had shown that school authorities often take little responsibility for maintaining WASH facilities. SMCs were encouraged to contribute 10% to costs[25]. For EDM’s urban faecal sludge management project, only two out of the five DEWATS systems were still functioning, largely because communities were unable to fund repairs needed when land use changes in the slums took place, cutting the lines or when the system became clogged, despite it being a very effective and highly valued intervention in the communities. The hygiene promotion work done through the schools and communities work in Bangladesh is also less likely to be sustainable as EDM activities were too limited in duration to be able to sustainably change behaviour.

In Jordan, where EDM activities included both hardware installation and awareness-raising, sustaining these was entirely dependent on the implementing partner’s ability to continue visiting project sites, carrying out maintenance activities and continuing awareness-raising work. Even though the sites had been formally handed over to a local government entity, in practice it was only those sites which continued to be maintained and used which saw heavy involvement of the implementing partner. While all partners were highly motivated, not all had the financial capacity to sustain such follow-up activities. As a result, the traditional pond rehabilitated by LHAP fell into disrepair for several years, and is only now being rehabilitated again with funds secured from another source. However, ICARDA, NCARE and RSCN were able to follow up on their sites regularly. As a result, 70% of the 27 greywater treatment sites installed by ICARDA and NCARE were still used and functional three years after project end. Similarly, the school internship programme set up by RSCN was still running with RSCN’s own funds, and the rainwater cisterns and greywater systems installed in schools and communities were still being maintained by RSCN and their CBO partners.

[25] It is difficult to ascertain the percentage of facilities that are still in operation after EDM has finished in these schools – data is not available.

In Russia, seven out of ten projects focused on awareness-raising while the three projects in Volograd focused on ecosystem restoration around lakes. The awareness-raising projects in schools (e.g. the Climate Box and the Black Sea Box) was judged to be highly sustainable, given the design of the awareness box, and the format for training which could easily be sustained by education authorities. There was clear evidence, from visits to schools, that very little effort was needed to sustain project activities.

Box 5: Sustainability cases from Bangladesh, Bouniabad Slum, Mirpur, Dhaka

Shurovi School, Block A:
School children discussed that, during the summer season, they did not have access to water supplied by the Dhaka Water Supply and Sewerage Authority (WASA). After setting up a rainwater harvesting unit in the school they are never out of water: “The capacity of the plant is about 25,000 litres, which is larger than other school” discussed Mr. Hasan, Assistant Teacher. The filters, which are connected through a water tap from a harvesting plant (tank), need to be refilled manually. “The maintenance cost of this rainwater harvesting plan is low. As the school has limited funds it is affordable option”.

Anandaniketon School, Block B:
A CBO collects funds for operation and maintenance of the DEWATS facility. There are no other funds (public or private) which support its maintenance. The CBO currently has 9,000 Taka (around $100) in its bank account, which is not sufficient for regular maintenance needed. Around 24 households are currently using 1 line, if a line gets broken the connected households will be asked to contribute to repairs. “We can’t afford the situation; the community is very poor but we feel we have to pay” the Block B CBO leader discussed. The community discussed that sludge and waste disposal is their biggest problem, and that they highly value the intervention. It costs around 1,200 Taka (around $20), when water is overloaded, to manually desludge the chamber.

Photo 2. DEWATS waste water treatment unit in Baouniabad slum, Dhaka.

3.3.2 Partnerships created with organisations and government entities

A key success factor was the extent to which partnerships were created with local organisations or government entities in order to implement the project. Such partnerships helped ensure that projects matched local needs, provided the staffing and logistics needed for implementation and a platform for ensuring that the work continued after project-end. Short projects, such as those funded under EDM, will only be sustainable if they are adopted by a local entity and ideally integrated with national policy processes. As indicated in Section 3.2.1, around 40% of projects were implemented as part of a programme with existing partnerships. This alone is not sufficient however to ensure sustainability.

Of the remaining 60% of projects, some also established multi-stakeholder partnerships under EDM, but this was more of a challenge due to the length of time needed to mobilise the right partners and to establish multi-stakeholder platforms or groups. Sufficient resources are also needed to allow

coordinated planning and exchange of lessons within the partnerships. While most of the stand-alone projects were handed over to a local government entity at project-end, not all had co-financing or earmarked funds for the continued support by local government. Those that included local government into the project were thought to have a greater likelihood of government promoting the concepts after project-end[26].

Establishing partnerships and networks also increased the likelihood that insights generated by a project would continue to be used and shared. One positive example can be seen through a project in Sri Lanka[27] which took place over three successive programme generations. The EDM project set up a CSO network to champion protection of the Kelani River. The network oversaw the creation of an electronic database to store baseline information on industrial pollutant levels. The data generated by studies commissioned by the EDM project were shared with 150 national stakeholders representing the Ministry of Environment, National Water Supply & Drainage Board, International Union for Conservation of Nature (IUCN), Provincial Ministry of Environment of the Western Province, Board of Investment, the Central Environment Authority, 14 local authorities and several CBOs. Outreach and involvement of CBOs facilitated collective decision making of communities together with local authorities on safe water and availability, good practices and sanitation. A similar network for sharing EDM findings was established with the National Academy of Sciences in Belarus[28]. In contrast, the LHAP project mapped 64 traditional ponds in Jordan but the handover to the Amman Municipality was not very successful. As a result, it is unlikely that the insights generated by that EDM project will continue to be used and shared by other sector stakeholders.

Sustainable impacts are also contingent on the extent that to which EDM projects were integrated into national policy processes. This point is also related to the relevance of the projects, given the national government’s role in providing guidance on policy implementation (see Section 3.1.3). While it is likely that local governments were aware of most EDM projects, only some projects were integrated into policy processes.

3.3.3 Capacity building of implementing partners

In many developing country contexts, CBOs and local government may lack the resources and skills to provide effective support to interventions in communities or schools after a project finishes. As a result, selecting high capacity implementing partners[29] and undertaking active capacity development of CBOs and local government will increase the likelihood of EDM benefits being sustained.

For the EDM projects involving the construction or rehabilitation of hardware, many followed good practice in WASH and WRM by training communities and caretakers on basic maintenance and by setting up procedures for raising funds for O&M. One project in Lebanon[30] for example put posters up next to every rainwater harvesting system installed, to outline the maintenance requirements. However, insofar as could be understood from the project reports, some hardware projects did not follow this good practice approach – resulting in significant risks for sustainability. Training the right person is also an important consideration – in one hardware project the school teachers were trained on how to maintain a rainwater harvesting system, but the maintenance staff were not – this increased the risk of installations not being maintained given the turnover of teachers[31].

Sufficient funds are also needed to sustain activities, especially if the installed hardware is expensive to maintain. It appears that some projects did not choose the most appropriate low-cost solution, and

[26] Examples include the Azraq Reserve in Jordan (3rd generation) and the rehabilitation of natural spring sin Palestine (3rd generation)
[27] “Empowering communities through water” Project (2nd, 3rd and 4th generation)
[28] “Supporting implementation of a management plan - Yelna Reserve” (4th generation)
[29] In Jordan and Bangladesh, proposals from partners with known high capacity were sought.
[30] “Rainbow Drops” (2nd generation)
[31] “Enhancing resilience of the community in Azraq Basin” (3rd generation)

this will have affected the ability of communities to maintain the installed units – for example the faecal sludge treatment units in Bangladesh[32].

One element which was missing from most projects was ensuring local partners or local government had the capacity to monitor the projects, and that the community had access to a network after project-end, where it could get advice and spare parts if hardware broke. This element is good practice in WASH and WRM projects but can be challenging to set up within a short time frame. In the projects visited in Jordan, continued monitoring and support could only be provided where the implementing partner had sufficient funds to personally visit project sites regularly. This approach is unlikely to be sustainable in the long-term though, as it suggests that handover to the local government was incomplete.

The awareness boxes implemented in Bulgaria, Georgia, Romania, Russia and Ukraine seemed particularly successful at directly involving and training local government staff to increase their capacity to continue the work. This was in part due to the additional funding available through the wider programmes within which these projects were embedded (see Section 3.2.1). For example, the Regional Inspectorates of Education and Schools in Bulgaria and National Academy of Pedagogical Sciences in Ukraine implemented training of trainers to ensure sustainability. As part of the awareness box activities, as well as other EDM projects involving schools, the training of teachers and “training of trainers” sessions were particularly successful at fostering sustainability.

[32] “Combining rainwater harvesting and wastewater reuse in urban slums of Dhaka” (2nd generation)

Box 6: Case Study: Review of EDM Projects in Bangladesh

EDM in Bangladesh was managed through the UNDP “Urban Partnerships for Poverty Reduction Project” (UPPRP) Unit. Oversight of EDM projects was provided through a UNDP/ UPPRP focal point who linked with the headquarters’ level technical evaluation committee for project selection. UPPRP’s role in EDM was as focal point for all activities in country, and for project management. Considering funds were channelled directly to national implementing partners, UPPRP staff also described their role as a matchmaker between global EDM and local partners.

All EDM projects complemented UPPRP’s activities, which began in 2008 with funding of $120 million on a cost-sharing basis, by the UK Department for International Development (DFID), Local Government Engineering Department (LGED) and UNDP. Implementers of EDM were all reputable national NGOs with long running experience in the WASH sector: Concern, SPACE, YPSA and DSK. Projects aimed to strengthen WASH in schools and cyclone shelters, including rainwater harvesting and testing of a wastewater treatment option in Dhaka slums

Relevance: EDM projects in Bangladesh were all directly relevant within the national sector context. The projects addressed critical issues that are central to WASH access in the country context. Projects targeted WASH improvements in slum areas, a challenging and complex area that requires testing of different approaches to determine adequate, localized solutions.

WASH in schools, is generally a neglected area in the locations targeted (Tangail, Chandpur and Siranganj). Geographic areas targeted by EDM experience severe problems with water quality (including salinity due to saltwater intrusion in coastal areas in Chittagong, and arsenic in Chandpur) as well as water scarcity during drought. EDM4 in Siranganj has addressed an area that is already experiencing the worst effects of water scarcity, in addition to frequent and more severe floods.

Effectiveness: UNDP has created obvious synergies by integrating EDM with UPPRP, which has enhanced the projects’ effectiveness. This relationship could have been enhanced by going a step further and allowing for better integration between the two programmes. One positive example of effectiveness within EDM (and cross-linked to project sustainability), took up an idea that was generated from UPPRP for implementing the project directly through community groups. UPPRP developed a cadre of women-led “community development committees” (or CDCs). Implementing through CDCs was a first time experience, so the EDM project was used as a trial to gather experiences. Another project, focussed on sludge management in slums, is also a good example of effectiveness. It allowed the implementing partner, DSK, to undertake further testing of an experimental “DEWATS” technology that had already been under development through other external assistance.

Sustainability: The sustainability of EDM projects is a challenge in Bangladesh, largely due to the limited timeframe. This meant that partners could not extensively undertake activities that would ensure long term running of projects. A perhaps unexpected outcome was the use of EDM funds to address the sustainability of the larger, infrastructure based UPPRP projects, through implementing hygiene promotion activities in schools and surrounding communities.

Replication: EDM projects provided substantial capital investment for hardware (i.e. WASH improvements in schools, DEWATS technology in the communities of Baounibad) and, in some cases, complementing software activities. All implementing partners felt project funds for capital investment are a primary requirement for replication and local governments, who would be responsible for water and sanitation on schools, do not budget for such scaling or have insufficient budgets to cover such programming. Many stakeholders felt that capital investment cannot be met by local government (local government does not currently budget for WASH activities in schools to be undertaken at scale), school authorities or local communities.

3.4 Which factors affect the replicability of EDM projects?

Replicability is one element of scaling-up. This can typically involve copying successful projects or elements of success from projects, from one geographic space to another and over time to reach a greater number of people.

Replication has been highlighted as a key aim of the EDM programme, so that projects would "catalyse achievement of the MDGs". This implies that improving the rate or scale of MDG achievements was also an aim of EDM. Replication in development projects typically refers to duplication of an initiative in another geographic location. Scaling-up however not only requires replication or duplication of an initiative but also necessitates other elements. For instance, the "functional" expansion of services involves adding additional areas of engagement, while "vertical" up-scaling involves moving from local or provincial engagement to nation-wide engagement[33]. This section will therefore cover aspects related to both replication and scaling.

Summary Findings:

- Replication has been highlighted as a key aim of the EDM programme, so that projects would "catalyse achievement of the MDGs". However, a key challenge was that the EDM programme did not have a clear theory of change set out for how replication would occur. As a result, the responsibility for finding opportunities for replication was placed with local implementing partners and UNDP focal points in-country.
- One of the key steps to encourage replication was sharing the experiences and lessons of EDM's pilot projects widely with donors and government counterparts to encourage them to replicate successful initiatives. Around two-thirds of projects included some method to disseminate findings beyond the project,
- Given challenges, only around 38% of projects reported replication occurring – though this percentage may be slightly higher, given that for some countries no update could be obtained after project-end via the online survey or via the country visit.
- There are some excellent examples where EDM projects have been able to influence national level processes. Of the 64 projects reviewed, eight projects were recognised in a significant way at national level and three of these made significant contributions to national level policy formation.

3.4.1 Extent of lesson-sharing outside of the project

Sharing and disseminating lessons through local or national government to other implementing stakeholders, transferring methods to government authorities (e.g. project procedures, designs and budgets.), or influencing local or national government to adopt guidelines, manuals or other instructions are all important when looking at the aims of replicating and scaling-up. Sharing information through partnerships is also an important requirement for replication: partners need to work in concert with each other, to join efforts in scaling up, communicate and learn from each other's' lessons and best practices. Feedback, comments or recognition from local or national government or other influential stakeholders can often be an endorsement of a project's acceptance.

In general, a large proportion of the EDM projects had a level of awareness-raising activities as a part of the project, to communicate aspects of the project to local communities. Of 64 EDM project reports reviewed, 73% had used some method to disseminate findings beyond the project. Often these methods included training of trainers, workshops and contributions to sectoral coordination bodies or other sector learning forums, toolkits, pilot visits targeted at authorities, and development of civil society or other stakeholder networks. Development of training centres, or demonstration

[33] Results for Development paper

sites (which included hospitals and public courtyards) were other methods used, which are likely to have a lasting effect beyond ending of the projects. Ideally, an on-going process of learning within a sector structure, such as a WASH coordination group, is more effective than a one-off workshop – although there are few examples of this, due to limited timeframes of projects. If not well integrated within the sector, the "sum of many small parts" may not add up to the scale that is desired from EDM.

Other typical outreach activities took place which included a range of awareness activities through mass-media including radio, TV, film, Internet and social media. By and large, the extent of lesson sharing in this sense was characteristic of smaller to medium size development projects. A more interactive example included the mass distribution of water quality testing kits distributed amongst schools in a project in Sri Lanka[34] and a University, to raise awareness of the project, and of the need to address water quality.

We also looked into whether EDM projects contributed to local policy instruments during the timeframe, which would also indicate very significant potential for replication. Of the 64 projects reviewed, 29% did contribute in some way to local policy instruments, while it would appear that 40 to 63% did not[35]. Many of these local policy instruments included guidelines, toolkits or other types of processes. Although these instruments may not have been formally adopted, they appeared to be in use in some way by local authorities.

For instance, in Uzbekistan[36], experiences of water use plans and monitoring of water allocation between different stakeholders were compiled into three manuals: water metering improvement at the WUA farm level, water use planning and water saving at the farm level, and new agro technologies application and efficiency through piloting experiences in Karmana district (or "*rayon*"). A strategy note and action plan was also disseminated at the national level, with stakeholders including Ministry of Agriculture and Water Resources. In another project in Uzbekistan[37] an "EDM sustainable rural water supply model for 25 rural communities" was recommended for integration into the State General Plan for providing rural water supply in Samarkand and Navoi regions.

3.4.2 Extent of replication and additional funds secured

Assessing the extent of replication that has occurred as a result of EDM projects beyond the end of projects is a constraint due to the lack project monitoring taking place when projects were completed. A further challenge was attributing examples of replication to EDM. There can be multiple reasons which allowed a pilot to go to scale, including factors outside of the project's scope. Additionally, there are many features of pilots that prevent them from going to scale, including unsustainably high levels of attention and resources that can't be replicated in other interventions (see Box 7 below). Pilots often fizzle out, because lessons are not planned to actively feed into larger interventions from the beginning. Therefore, a key aspect of replication in EDM has been whether they were able to secure additional funds for replication or further concept development.

Of the 64 EDM project reports reviewed, 38% of the EDM projects had reported replication occurring, while 41% did not report replication within the timeframe of the final project reports. Given that the final reports were written within a limited timeframe of project completion, this would appear to be a very positive result. There is a wide range in what is considered to be replication. Several projects reported that replication was very "local" in that it occurred without outside assistance, with local funds from government or local private sector, e.g. in the case of Kazakhstan funding for additional connections to water supply[38]. In these cases, there is some significance as this shows strong local ownership of the result of the project, which optimistically would have a wider impact in the future.

[34] "Empowering communities through water" Project (2nd, 3rd and 4th generations)
[35] We were unsure of the project's contribution to policy instruments in 5 of the projects reviewed
[36] Water Use Efficiency in Agriculture and Water Saving Technologies at the Farm Level" Project (3rd generation)
[37] "From Pilot to Implementation – rural water supply management and sanitation hygiene practices in schools" (2nd generation)
[38] "Protecting land and water resources" Project (1st generation)

In many cases, replication was also the onus of the implementing partner, for instance in Bangladesh[39], the partner, a national NGO, was able to secure limited funding from an international bank to replicate the project, to upgrade WASH facilities in designated cyclone shelters/schools in five further schools.

Some of the EDM projects were catalytic to securing larger loans and government money, so there have been examples of “snowballing” from the initial funds. From the online survey of EDM programme managers, Turkey, Uzbekistan, Sri Lanka and Belarus, Kyrgyzstan and Armenia had all indicated significant follow-on funding from UNDP, GEF, European Union (EU) and USAID. For instance, in Armenia[40], the government made the decision to replicate the project in Jermuk city (a tourist area) with funding from EBRD. Some other significant examples of replication or potential for replication was reported through the online survey. Replication that has taken place outside the project timeframe includes:

- In Kyrgyzstan, climate change project coordination platforms and decision makers have taken full ownership of the project results and have been recommending the replication of the best practices, in particular the WUA and partnership mechanisms.

- In Uzbekistan, the sustainable rural water supply and sanitation (WSS) model developed for the Kanalyoka village is used in Nurbod village of Samarkand district.

- In Turkey, a project built the first filter dam in the country, in a northern region. Following this, a second dam was built in a southern location and there are more projects planned to cover all around the country.

- In Belarus, following an inventory of springs, and a research and evaluation process of their condition, the project is now being implemented by the National Academy of Sciences. Documents (scientific and economic substantiation and maintenance standards) for establishing of hydrological natural local monuments were prepared and transmitted to Glybokaje district executive committee for approval. Two local natural land marks were prepared and transmitted to Glybokaje district inspectorate of natural resources and environmental protection.

- In Lebanon, a useful mechanism to demonstrate and pilot new technologies on water management at the local level was developed and have strong potential to input to local and national policies, although not yet endorsed by the government.

- In Bangladesh, experiences with piloting of the DEWATS attached to rehabilitated biodigesters in urban slums has been brought to national discussions with the Ministry of Local Government, with other sector partners, and the experiences of the EDM pilot have inputed into a national guideline for sludge management in slums, currently being elaborated.

The educational boxes, and more specifically the Black Sea Box implemented in five countries[41], through EDM, is perhaps the most significant example of replication in EDM. This is possibly down to the attractive design of the box, the quality of the materials, and the “international” aspect which

[39] “Climate change adaptation by ensuring water and sanitation facilities in Cyclone Shelter” (3rd generation)
[40] “Ditak village community for preventing loss safe drinking water” Project, 4th generation
[41] The Black Sea Box which originated in Turkey through WWF, was implemented through EDM in Russia, Bulgaria, Georgia, Romania and Ukraine.

makes the project more unique given the cooperation between countries. The design of the programme included the development of an educational box that could be easily translated into different languages of the region was one factor in the replication throughout the region. Each country was also able to adapt the content according to the country context. Lessons were shared between countries, and training of trainers through educational institutes led to significant replicability outside the project timeframe, from one school to the next. Different countries took on their own contextual approaches to address replicability throughout the educational system. For instance, in Romania, there have been steps taken to develop the BSB into the official education curriculum.

Photo 3. Demonstrating the climate box in a Sochi school, secondary geography class (Russia)

Box 7: External Learning: Many small-scale interventions are successful because they offer competitive salaries; hire highly motivated, mission driven staff; or provide other non-financial means of reward or recognition. They also often hire staff whose efforts are wholly focused on the project at hand. For scaling up to be successful, these same conditions need to be replicated at scale, or other ways of dealing with issues of motivation and workload need to be addressed. [42]

3.4.1 Contribution to national sector and potential for scaling

To address the ambition of EDM projects to “catalyse achievement of the MDGs”, it is important to understand different pathways to scale from small scale, community based projects. While there are several different elements of this, projects should fit into strong national policy frameworks. Achieving scale often requires a strategy for reaching that scale through intermediate steps, which may or may not involve individual “projects”, and help ensure progress towards the ultimate scale goal[43].

Box 8: External learning: It is important to define up-front the ultimate scale to which an intervention should or could be taken, given the needs of the target population and the nature of the intervention. It is also important to consider realistically the time horizon over which the scaling process needs to extend in order to achieve the desired ultimate scale. [44]

There are a few very good examples of where EDM projects have, in a significant way, been a part of, or been able to influence national level processes. These projects are most likely to have potential to contribute to a scaling plan. Some projects showed very strong intent to scale, through strongly involving relevant Ministry stakeholders to visit projects, and having national consultation workshops. Of the 64 projects reviewed, 8 projects had been recognised in a significant way at the national level. Typically, this would include a formal recognition from relevant Ministries on the project, or strong participation in the project through the Ministry. For instance, in Romania, where the Ministry of Education was actively involved in implementation and promoting the Black Sea Box in country.

Of the 8 EDM projects with significant recognition at the national level, three examples have made significant contributions to national level policy formation. In Uzbekistan, a national strategy note and action plan was developed and disseminated to the Ministry of Agriculture and Water Resources and has been integrated in the National Water Resources Strategy that was in development at the time

[42] Cooley, L and Linn, J. “Taking Innovations to Scale: Methods, Applications and Lessons”. 2014. Results for Development Institute.
[43] Ibid.
[44] Venton, P. “Turning Practice into Policy: Linking good practice community based disaster risk management with government policy and practice”. 2007. Tearfund UK.

by the Ministry. Additionally, a sustainable rural water supply and sanitation (WSS) model developed for the Kanalyoka village is used in Nurbod village of Samarkand district. The project received recognition letters from the Navoi oblast administration, Karmana and Pastdargom district administrations, as well from WUAs, and local activists.

In Kyrgyzstan, a project which mobilized communities to reconstruct failing water supply systems led to a new model for sustainable water supply being developed. The project was implemented and closely coordinated within the National Strategy on Sustainable Development (2013-2017). Meanwhile, UNDP and UNEP have been supporting the Ministry of Economy to launch a local development planning methodology. This model was presented to both local and state administration, and was accepted at the national level debate on sustainable local development initiated by the State Agency on Local Self-governance and Inter-ethnic relations. The model developed has input into the working groups established under the Local Self-Governments of the pilot communities as well as the deputies of the village councils. The model input into a new format of the local development plan process.

In Sri Lanka, the EDM project was integrated into the “Pavithra Ganga” National Clean River Programme (NCRP) under the Ministry of Environment and Renewable Energy with the aim of keeping rivers clean. The EDM project partnered with the NCRP and engaged in community level, as well as advocacy related work, in Local Authorities along the river. Following EDM, the government has used lessons from EDM to expand to other programmes in other rivers. For instance, local authorities now have pollution reduction plans, due to the facilitative role taken through EDM programming. Based on studies that took place through EDM, findings were presented at a national policy dialogue organized by the Environmental Foundation Limited, between the industrial sector and regulatory bodies, to bring all the relevant stakeholders to a common platform to establish responsibilities and collectively develop a long term, proactive solution to prevent future industrial disasters. A national plan for reducing pollution of the Kelani River will be included to the clean river programme of the government, and the CSO developed through EDM (Centre for Environment and Justice) continues to facilitate the Kelani River Protection Network.

4 Lessons and recommendations

According to the Terms of Reference for this review, this report explored what has worked well, the challenges faced when implementing small grant projects, and actions that could be taken to improve future, similar programmes. The report draws out **“lessons and insights”** related to the major areas of EDM’s overarching focus: innovation, sustainability, replication and scaling-up.

Throughout the report the consultant team has drawn out insights into which aspects of EDM projects have been successful. Some of these aspects are more critical than others, and not all of the aspects apply in projects in all cases, and some are not realistic in short, low-budget projects. The team has developed a short summary in the box below of what a good project might look like, and what a good multi-project programme would look like.

Box 9: Aspects of ideal projects, and multi-project programmes

What would a good individual project look like?

Essential

- Is relevant to national sectoral needs, priorities and policies
- Is relevant to the needs of the beneficiaries, organisations or environments which it focusses on
- Has clear and realistic objectives commensurate with the scale and duration of the project
- Is undertaken in a manner which involves appropriate public and stakeholder participation, science and engineering, and communication, depending on the type of project involved
- Contributed to understanding and learning (about what works or doesn’t work), not only by those implementing the project but by others (e.g. beneficiaries, stakeholders or public) too
- Acts, in some way, as a stepping stone (e.g. from previous work to a next stage, or as the first stage in a research or learning process)
- Results in clearly articulated documented outputs setting out the findings, learning and necessary next steps

Desirable

- Led to some form of adoption, replication or scaling up
- Influenced wider policy or practice

What would a good (multi-project) programme look like?

Essential

- In some sense the whole adds up to more than the sum of the parts
- Specifically, there is inter-project learning at the level of project teams, not just Secretariat
- Multiple projects in the same country or region interact in a useful manner
- Multiple projects with similar objectives or focus interact to the benefit of all
- The programme as a whole leads to a coherent integrated report which sets out results, findings, lessons and recommendations for other similar programmes

Desirable

- The guiding principles set out for broad sector multi-project programmes influence the policies of donors and governments

4.1 Lessons related to achieving effectiveness and impact

4.1.1 Co-financing, multi-year funding and attention to policy environments are needed to maximise the benefits of small grants

The EDM programme is presented as “small to medium” scale projects funded in the range of $50,000-$200,000 US, depending on the country. Its aim is in “catalysing achievement of the MDGs”. Much has been left with partners to decide how a small grant can lead to larger results. However, the collective total of successful individual projects at the local level does not necessarily amount to impact at scale. The following factors need to be considered so that projects can move beyond being “small islands of success”:

- Given the level of ambition in the aims of the EDM programme, significant co-financing is required to achieve significant impacts with small grants. While co-financing was explicitly encouraged by EDM, only some projects managed to secure significant co-financing. Typically this occurred, when EDM projects were implemented as part of larger programmes.
- Significant impacts could also be achieved if projects were implemented through multi-year programming. Very few countries[45] chose to implement multi-year programmes. Those that did demonstrated more significant results, with some successfully influencing national policies. There were many opportunities, where having multi-year programmes would have allowed successful EDM projects to focus more activities around achieving scale. This would have overcome the limitation of EDM being a “small and short” programme.
- A more structured and deliberate approach within projects to driving results to scale would have been useful, to ensure political and financial support for scale-up.
- Contributing towards achievement of the MDGs (and now SDGs) requires an approach that not only address project level interventions, but also understands the policies that support universal access. Contributing to this process has been challenging given the short timescale and small scope of most EDM projects. Without explicit alignment within a wider policy agenda, it should be recognised, that many EDM projects can only address one aspect of wider sectoral problems.
- The selection of implementing partners played a role in the types of projects proposed. Only some had an interest or ability to carry on with policy and influencing in the area when a project was completed.
- A more strategic shift in institutional thinking is needed within EDM. This would allow EDM projects to be successfully converted, from individual localised projects, to a pool of effective interventions set within the policy landscape. This could lead to more significant and sustained development impact at macro level.

4.1.2 More benefits could have been derived from the private sector partnership

Overall, the UNDP-TCCF global partnership was well-received, which gave EDM a certain “prestige factor” in country. The application element appeared to be attractive for implementing partners, who were proud to be selected. In those countries where Coca-Cola operated as a “development partner”, with hands-on involvement, this new role was highly valued by the more traditional development partners, despite there being some adverse situations noted[46]. Other points of note are:

- Using UNDP as country focal points has been a great benefit to EDM. In many cases this allowed EDM projects to be integrated within wider, more long-term and larger programming, such as within their GEF programming. UNDP staff had a long-term presence in country, and were able to select reputable implementing partners, and assess whether approaches to be implemented were viable.
- However, UNDP’s role as a country focal point led to many projects being perceived as UNDP projects, implemented through UNDP implementing partners. In reality, the EDM programme

[45] Russia, Uzbekistan, Belarus, Turkey and Sri Lanka were countries that implemented multi-year programmes
[46] For instance, highlighted in Sri Lanka and Croatia in regional EDM programme.

was open to a wide range of implementing partners. There appeared to be misunderstandings between head-office level and national counterparts on the main aims of EDM and how projects should be selected.

- In some countries (e.g. Bangladesh) the partnership between country-level Coca-Cola, UNDP and implementing partners became an asset to EDM. This is because Coca-Cola, at country level, assisted in publicity to the project. This also donated small follow-on funds to assist in monitoring of the project (an oversight in programme design).
- However in most countries, although Coca-Cola is a global leader in consumer marketing, and has a strong business policy that focuses on the consumer, there did not appear to be any direct transfer of skills to EDM projects. The lack of transfer appears to be the result of Coca-Cola staff assuming they were not expected to contribute as an active ‘development partner’.

4.1.3 Partnerships are critical, but so is the selection of implementing partners

The “right selection” of implementing partners, with long running experiences and existing strong relationships with national and sub-national stakeholders was important. Highly experienced partner organizations were often selected. This led to some examples of “local replication” in new areas through the same implementing partner, but outside of EDM project timeframes. Many implementing partners have actively sought additional funding to replicate approaches from their EDM project.

4.1.4 Using EDM to innovate led to greater impact

In those cases where EDM has introduced innovation, EDM projects made significant inputs to national processes compared to projects which followed standard models. Such as, for instance, implementing WASH infrastructure or restoration of wetlands. Notable examples of innovative approaches included testing an experimental faecal sludge management and wastewater treatment technology in Bangladesh; bringing intensive awareness efforts to populations (such as the Climate Box in Russia); or taking on a role as broker/facilitator of multi-stakeholder networks to address an important issue (such as the case of developing networks and awareness to address water pollution in the Kelani River Basin, Sri Lanka). However, some projects were unlikely to be sustainable through a single year implementation window (for instance, establishing water supply projects and implementing hygiene promotion programmes).

Innovation is not necessarily defined by the project types, or “themes to be supported”, listed by the EDM Project Guidelines. Although the potential themes defined by the guidelines were diverse, they were not meant to be exclusive and were means to encourage a wide mix of ideas during the call for proposals. It would have been beneficial to tighten the scope of what EDM would consider and fund as potential projects, while at the same time not being “too prescriptive” about what a project would look like.

4.1.5 Awareness programmes were highly effective, but could have achieved even greater impacts

Projects that were implemented through the awareness pillar all appeared to be highly effective, sustainable, relevant and easily replicable within and across countries. The awareness “box” model was a highly useful and economical use of EDM funds. The Climate Box is noted as a uniquely significant project that brought awareness of climate change to Russian schools for the first time.

- More attention could have been placed on social responsibility for water resource management in the secondary school programme, for older students. Making this link would foster a more direct understanding of environmental citizenship, and how students and their families can be active in their communities using the values they are taught. A UNEP publication states that “an

educated public can be one of the most powerful weapons in the world’s battle against harm to the environment”[47] .

- More emphasis could also have been placed on translating increased awareness into action to undertake local climate change adaptation measures within schools and communities.

4.2 Lessons relating to sustainability

4.2.1 Community ownership is key for ensuring sustainability

- While all EDM projects formally linked to a government institution, some succeeded to a lesser degree to anchor this ownership within the community or school. For example, the likelihood of sustainability would have increased if projects not only worked closely with the local government, but also gave clear responsibilities for maintenance to a grouping within the school (e.g. the environment club, overseen by a dedicated teacher) and to a specific individual within the school (e.g. the maintenance person of the school). If both the environment club and the maintenance person were given detailed training on how to maintain the water system, and given a leaflet or manual as a reminder, sustainability could be increased.
- The sense of ownership within the community can be further strengthened if households contribute a small amount of money to the intervention. While it is important to keep the contribution affordable for poor households, good practice within the sector as well as several positive examples from EDM projects showed this encourages households to maintain the system afterwards.

4.2.2 Implementing within larger programming improves sustainability and the likelihood of scaling-up activities

Implementing within larger programmes allowed EDM projects to build on existing partnerships with experienced implementing organisations. These partnerships enhanced the standing of EDM projects, the management of projects and reporting across partners. UNDP’s focal point role also contributed to some lesson-sharing between EDM projects and the wider programmes within which they were implemented. It is clearly evident that project effectiveness has been given a boost through this association, and such projects were likely better targeted and made more relevant to wider sectoral priorities.

Nonetheless, more could have been done to encourage transfer of lessons, and uptake of best practices from EDM projects to the larger programmes in which they were embedded. This would have allowed the benefits from EDM projects to be more easily sustained beyond project end, also facilitating replication and scaling. It is not clear whether the larger programmes, in which EDM projects were embedded, ear-marked funds to take on monitoring of EDM results after project completion.

4.3 Lessons related to replication and scalability

4.3.1 Scaling requires intensive and intentional planning

Efforts for achieving scale varied greatly across EDM projects. Some appeared to make no concerted effort, while others took more proactive steps to ensure replication and scaling. The latter situated their projects within national policy, participating (or even implementing within) national level

[47] UNEP (2007). *Public Environmental Awareness and Education*. http://www.unep.org/dec/onlinemanual/Enforcement/InstitutionalFrameworks/PublicAwarenessEducation/tabid/99/Default.aspx?page=1

programmes, or included dedicated activities in multi-stakeholder platforms where scale is more likely to be achieved.

EDM projects operated across 21 countries which greatly varied in their political, socio-economic and biophysical contexts. Projects took place in remote or conflict-affected areas for instance, in Pakistan as well as modern cities within Russia and Eastern Europe. While influencing governmental policies in the more politically stable areas was a realistic aim, this can be highly challenging in fragile areas. More emphasis could have been placed at the global level to understand how change is achieved in different contexts, and how to disseminate insights from EDM projects. Other points to note include:

- Where projects focused on producing evidence – for instance collecting scientific data on how new agricultural techniques would lead to improved efficiencies – dedicated efforts are needed to ensure that this data is used by other sector actors.
- Given that implementing partners have the responsibility to scale up successful practices, more effort could have been made to work with local government to influence policy decisions, to build the capacity of local government in addressing similar issues and to ensure lessons from experiences are linked to national sector groups. Successful examples included cultivating relationships with CSOs, government, academic institutions and the private sector to influence policies through awareness raising and sharing of knowledge. Projects require well-planned advocacy activities to ensure replication and scale-up, including lobbying governments for increased funding allocation to specific issues. Increasing the awareness of local governments to the problems that local populations face is also an important element to facilitate scaling-up.
- More efforts could have been made at the global level to support implementing partners on the scaling-up agenda, or to advise projects more directly. Developing a “theory of change” for each of the three pillars, on how replication or scale can be achieved, could have guided implementers to understand how better to target their activities.

4.3.2 Funds need to be earmarked to pull together and share elements suitable for replication (Pillar 1 and 2)

- While the whole approach of a project was not necessarily suitable for replication, each project had some element suitable for replication – for instance a guideline for rehabilitating water supplies, a Water User Association model, or a process for selecting projects designed with local government. In order to enhance the likelihood of replication, EDM could have taken a more targeted approach to pulling out learning on successful elements from each project. It could then have made more effort to facilitate replication or take-up of these elements after project-end.
- The task of securing follow-up funds by implementing partners should have been better resourced and not left to chance. Wider impact could be had if the last months of the project are dedicated to writing up lessons to demonstrate the effectiveness of the approach, sharing these insights and looking for follow-up funding to scale up the work. For example, stand-alone projects such as the sludge management project in Bangladesh are valuable for innovation, provided results are shared with larger knowledge sharing and transfer forums.
- The EDM programme could have facilitated this process by encouraging all implementing partners to use EDM funds to address advocacy and awareness activities. In some cases, this was done by partners using their own funds, but that should not be assumed. Using EDM funds to allow design improvements and further testing, for those projects where technologies were introduced, would have been an effective way to add value and facilitate wider impacts through pilot projects.

4.3.3 Active take-up by government counterparts can encourage replication (Pillar 3)

The high replication success of the awareness boxes depended on strong collaboration or direct implementation through state education or government bodies. Nonetheless earmarked funds are

needed for replication. These funds were more likely to be made available if the government or educational partner had a particular interest in the awareness boxes, or recognised the significance of the boxes. In the case of the Black Sea Box, the significance given to the boxes by the Ministry of Education, in several countries, was clear from the project inception. Replication could also be encouraged if government counterparts actively reviewed, translated and adapted project materials for the local curriculum – this was the approach taken for the Black Sea Box.

These insights from the awareness box are also relevant for other EDM pillars, especially WASH and climate change work done in schools (such as in Bangladesh or Jordan).

4.4 Knowledge management and learning require explicit action

- Simple monitoring activities, through an improved reporting template, which would include clearly documenting project outcomes could have contributed to lesson learning. However, only some final report of projects included a section on how project activities had impacted intended beneficiaries, with many only containing a very short section on lessons learned. Adding a section describing the baseline situation, and the changes at project-end to the standard EDM report template could help document achievements. Some partners may need training on M&E.
- Sharing lessons across EDM countries was facilitated though regional EDM workshops and a Occasional Paper through the UNDP Independent Evaluation Office. Setting up a “community of practice” could have further allowed participating country programmes to learn from one another.
- However, a national level forum for learning would have helped partners to learn between generations. There was no budget line for this, and the onus was on the national UNDP focal point to transfer learning from one generation to the next, and between implementing partners. Facilitating learning across generations was not part of the original programme design but would have contributed to the wider impact of EDM projects by facilitating advocacy work.

4.5 Recommendations

4.5.1 Recommendations for the global EDM programme

Table 9. Recommendations related to Pillar 1 (WASH) and Pillar 2 (WRM and climate change) projects

Theme	Recommendation
Communication within the partnership	More clearly communicate the overarching aims of the EDM programme to UNDP and Coca-Cola country staff to ensure a consistent message in country.
	More clearly communicate to Coca-Cola representatives in country that they could have a more active role in direct implementation, and actively facilitate this role by identifying opportunities for inputs by national Coca-Cola staff.
	Communication between partners could be clearer on expectations and clarifying potential contradictions between the underlying organizational policies of UNDP and TCCF, such as in relation to reporting, financial arrangements, accounting and other potential areas.
Project design	EDM should develop a “theory of change” approach on how scaling could occur under the three pillars to guide implementers on “catalysing achievement of MDGs” and possible replication pathways.
	EDM should ensure that all projects have an advocacy and influencing component, particularly for promising projects that have succeeded in multi-year funding. This would ensure a spread of lessons to influence policy changes needed to achieve SDGs.
Project selection	Eligibility criteria should be modified to screen out project proposals that are unlikely to be sustainable under a 12-18 month grant (such as hygiene awareness activities or other standard WASH interventions); and multi-year projects should be encouraged to successful first year projects.
Project section	Globally, EDM should prioritise those projects with a good possibility of co-financing through larger programmes already focussing on catalysing SDG achievement, such as with GEF funding. Remaining funds could be allocated to promising “stand alone” interventions where there is a specific innovation being developed, with the option for multi-year funding after a successful first year pilot.
Country focal points	More effort should be made to advertise to potential partners, beyond the scope of UNDP operations, to ensure more comprehensive outreach. For instance, this could be through sectoral coordination groups.
Competitive granting approach	EDM could put resources towards country focal points to allow them to undertake more comprehensive activities related to competitive granting in country, undertake strengthened monitoring processes, contribute to learning and to extract lessons and contribute to the national sector (e.g. technical working groups, or sectoral coordination bodies).
Embedding into larger programmes	Implementing EDM projects as part of larger programmes should be more strongly encouraged by the EDM steering committee.
	UNDP could take more actions to ensure learning from those EDM projects embedded within larger programmes is shared within UNDP so that they can play an active role in facilitating the scaling up of EDM initiatives, including within their own larger programmes where applicable.

Scaling	EDM projects should ear-mark funds to pull together success stories and share elements suitable for replication.
Monitoring	Adding a section describing the baseline situation, and the changes at project-end to the standard EDM report template could help document achievements. Some partners may need training on M&E.
	The larger programmes, which EDM projects were embedded in, need to ear-mark funds to take on monitoring of EDM results after project completion.
Knowledge management	EDM could set up a “community of practice” to allow participating country programmes to learn from one another.
	UNDP focal points should earmark funds to hold national-level for a. This would enable lesson-learning across different EDM projects within, and across, generations.
Learning	To allow for better uptake of knowledge in projects, establish a learning agenda across EDM globally. This could strengthen projects as well as contribute to sector learning within countries.

4.5.2 Recommendations for similar small-grants projects

Table 10. Recommendations related to Pillar 1 (WASH) and Pillar 2 (WRM and climate change) projects

Theme	Recommendation
Catalysing achievement of the MDGs	EDM projects need to be clearly positioned within the national planning process for SDG monitoring, and within national water policy and strategies to enhance relevance. Projects should be able to clearly indicate which national policies and strategies their activities would contribute.
Innovation	In projects where a new approach or technology is being applied, projects should have clear working arrangements with authorities (for instance, with the local authority or a local Department for Health) which would better ensure scale up of innovations.
Scaling	EDM projects should include advocacy work with partners to encourage take up of insights from EDM work into national policies. Projects should allocate some funding towards knowledge uptake activities, and participation in (or development of) appropriate sectoral coordination groups or working groups.

Table 11. Recommendations related to Pillar 3 (Awareness) projects

Theme	Recommendation
Closing the awareness-action gap	More efforts should be made to encourage proposals to include activities for turning awareness raised into action on water stewardship and local climate change adaptation activities within schools and communities. Social responsibility elements should feature more strongly in project design.
Scaling up	EDM projects should include funds to allow EDM products to be adapted to national curricula where possible, to facilitate replication and scaling up.
Scaling up	A community of practice between countries (perhaps an online forum) could be developed to share experiences, including lesson plan ideas for adapting the awareness box content between teachers, and could be extended from country to country.

Annex A. Detail on methodology

A1. Quantitative questions used when reviewing programme documentation

- Did the project use a method to disseminate its findings beyond the project? (Yes/No)
- Has the project been replicated? (Yes/No)
- Has the project been recognised at the national level? (Yes/No)
- Has the project contributed to local policy instruments, such as municipal plans, ordinances, guidelines? (Yes/No)
- Has the project contributed to national policy formulation? (Yes/No)
- Has the project led to a different way of implementing projects, such as a new technology being spread, or different way of implementing? (Yes/No)

A2. Questions posed in online survey

Introduction questions:

What is your name?
What country and office do you work in?
What is your job title?

Which types of projects were implemented in your country through EDM:

Community water stewardship
- How many projects?
- Project titles:

Adaptation to climate change through improved water resources management
- How many projects?
- Project titles:

Awareness raising
- How many projects?
- Project titles:

Please answer the following questions, for each project listed:

Questions for community water stewardship and adaptation to climate change through water resources management projects

- How did the project(s) relate to sector priorities in the country? (for instance, addressing water scarcity issues, major water quality problems etc.)
- Was there any funding secured for the project(s) while they were still running, aside from the EDM funds? (Yes/No)
- From where? (please specify for which project)

- To what extent were local authorities, district or national government included in implementation? How have they been involved and at what stages? (e.g. at design stage, during implementation etc.)

- Was the private sector involved in the project(s) and how? Did your project encounter any challenges in working with the private sector?

- To what extent were the project’s experiences shared with other stakeholders, during implementation and/or at project end? Have the project’s impact and lessons been disseminated through any local or national coordination bodies?

- Was there an awareness-raising component? (Yes/No) If yes, has there been any budget allocated for communication of the project to authorities?

- What partnerships were developed with key national or local stakeholders in implementing projects? (for instance, water user associations or national/local government)

- Do you think that the EDM project(s) had an impact on the way the government (i.e. local authority, district or national) operates (1 low -10 high)

- Was a strategy or guideline developed as a result of (or as part of) the project, which was adopted by the local authority/government? Was the approach adopted formally in any way? Please explain.

Questions for Awareness-Raising Projects

- What different groups of stakeholders have you worked with in awareness raising activities?

- What partnerships were developed with key national stakeholders in implementing projects?

- Was the private sector involved in the project and how? Did your project encounter any challenges in working with the private sector?

- Do you think that the EDM project has had an impact on the way the government (i.e. local authority, district or national) operates? (1 low -10 high)

- Were there any new advocates (or champions) that took on the issue targeted as a result of the awareness raising?

- Could you explain how any of the awareness raising activities were adopted by authorities, whether they were directly involved in implementation or not?

- Was there a guideline or manual or other product developed?

- Were there any government policies that were influenced by project activities? Are the policies currently being enforced?

Final questions for all:

Do you think that the EDM projects in your country were effective as demonstration projects for replication? (1 low - 5 high)

Do you think that this EDM project is suitable to be replicated in your country? (Yes/No/Depends)

- If you answered yes, what specific aspects of the project are suitable to replicate to other projects?
- If yes, is there any evidence of the project or part of the project being replicated in other areas in the same country? (Yes/No)
- If yes, how was the project adjusted to suit the new context?
- If no, why don’t you think the project is suitable for replicating?
- If depends, please give details.

Do you have any key insights about the project overall that you could share? Overall reflections on what has worked well and lessons learned?

Would you be available for a follow up email or Skype discussion to clarify any of these issues if needed? If yes, please give your email address.

A3. Semi-structured interview guides used during country-visits

Design and Implementation questions (efficiency and effectiveness):

- How did you choose the projects’ theme? Why is it important in national context? (Note: cross-linked to scale up)
- What aspects of the project were innovative? Was there any aspect of the project that was new (for the location or technology used) or not previously tested?
- What partnerships were developed with key national or local stakeholders in implementing projects? What other stakeholders were involved and how? Were any groups formed? Are these partners/partnerships still active? (cross-linked to sustainability)
- To what extent were local authorities, district or national government included in implementation? How have they been involved and at what stages? (e.g. at design stage, during implementation etc.)
- How was community engagement sustained throughout programme implementation?
- What were the biggest implementation challenges faced by stakeholders throughout the project cycle? What are the lessons for overcoming challenges and taking advantage of opportunities identified in reviewed projects?
- How did key features outside of the programme’s control affect the results achieved, and why? (e.g. change in government policy, insecurity, environmental context)
- Was the project embedded with any larger UNDP (or other) projects that were more long running? (Note: cross linked with sustainability, possibly replicability)

Sustainability:

- How likely is it that the implementing partners can continue activities and sustain these beyond the end of the project?
- To what extent and how has the project built the capacity of community based organizations/civil society/local government?
- To what extent has the project leveraged additional resources (financial and in-kind) from other sources – including contributions from communities as well as government?

Public-Private-Partnerships:

- How was the private sector involved in implementation?
- Were local private actors at all involved in supply chains or generate any service related to the project?
- How was Coca-Cola involved? Were they involved nationally? Did project implementation involve Coca-Cola (for instance, the local bottling rep)?
- Coca-Cola carries a lot of visibility and knowledge in marketing, communications and local water issues and are knowledgeable of water conditions in local areas. Have these benefits been apparent in projects?
- Was there any unforeseen positive or negative outcomes of working with Coca-Cola in communities? Were projects perceived differently, and any outcomes of this?

Policy or “change” influence, coordination with government questions (“relevance”):
Assumptions: the projects have good practice, worthy of policy attention

- How did the project take into account the national institutional (policy) environment in its design? Do the outcomes of the project contribute to any national targets?
- How was the project a part of the sector planning framework? Were there any national targets or plans that the project contributed to? (for instance a basin management plan, major national programmes such as a climate).
- To what extent has the project been disseminated through local or national government, for instance sector coordination groups?
- How has the project been communicated with the government at different levels? (local, regional, national)

- **National influencing:** Has there been any government feedback? Has the project influenced any policy or decision in national government?
- Has the project been recognised by any other influential stakeholders? (any kind of national body or group?)
- **Local policy influencing:** Has the project been included in any (influenced) local development plan for further scale up (district development plan, local investment plan)?
- Has the project developed any method (procedures, designs, investment plan) and handed over to any government authority? Has the project been included in any adopted guideline, manual, or other instruction?
- Was the approach adopted formally in any way? Please explain.
- Do you think that the EDM project(s) had an impact on the way the government (i.e. local authority, district or national) operates? (1 low -10 high)
- **Local and national:** What are the challenges in linking good practice from the project with government policy and practice?

Scalability

- Do you think that the EDM projects in your country were effective as demonstration projects for replication (1 low -10 high)
- Do you think that this EDM project is suitable to be replicated in your country?
- What knowledge or evidence (e.g. evaluations, research, manual to guide implementation, resource centre) is available that could support in defining strategies for meeting national targets for WASH access?
- How likely is it that the project’s approaches can be scaled up? Which factors need to be taken into account when looking to scale of a project in future? (financial aspects, expertise or resources required)
- Is cost of the approach/method/technology a factor in scale up? (I.e. with new technology, is cost an inhibitor?) (Could the technology have been too “high-tech to be scaled up?)

A4. List of people consulted

Global Steering Committee interviews:

- Andrew Hudson, UNDP, Head of Water and Ocean Governance Programme
- Greg Koch, Coca-Cola Company, Head of Water Stewardship
- Joakim Harlin, UNDP, Senior Water Advisor
- Carlos Pagoaga, Coca-Cola Foundation, Group Director, Partnerships - Global Community Affairs

WGF Staff (not interviewed for evaluation but spoken to)

- John Livsey, EDM Project Manager, Water Governance Facility
- Alejandro Jimenez, Programme Manager, Water Governance Facility
- Marianne Kjellen, Programme Director, Water Governance Facility

Bangladesh Trip:

Name	Position	Organization
Azhar Ali	National Project Coordinator	UNDP UPPRP
Ashekur Rahman	Programme Analyst – Urban	UNDP UPPRP
Sandrine Capelle Manuel	Project Manager	UNDP UPPRP
Dayal Debnath	Head of Wash & Health	Concern Universal Bangladesh
Walidul Islam	Programme Coordinator	Concern Universal Bangladesh
Qudratussama	Monitoring & Documentation Manager	SPACE
Md. Abdus Salimul	Deputy Director	SPACE
Md. Arifur Rahman	Chief Executive	YPSA
Nazmul Haider	Program Manager	YPSA
Morshed Chowdhury	Director	YPSA
Md. Eknamul Haque	Project Coordinator	DSK
Md. Jasim Uddin	Program Officer	YPSA
Md. Azahar Ali Pramanik	Executive Director	SPACE
Md. Anowar Hossain	Slum Development Officer	DNCC (Dhaka North City Corporation)
Dib Lok Singhe	Executive Director	DSK
Shamima Akhter	Country Public Affairs and Communications Manager	Coca-Cola Bangladesh
Khairul Islam	Country Representative	WaterAid
Zhidul Islam Mamun	Program Manager	WaterAid
Field Visit: Meeting with SMC of A Block School, Baouniabad		
3 field staff of DSK (names unknown) accompanying throughout	Technical field staff	DSK
Jainal Abedin	President	SMC, A Block, Bouniabad Slum & President of A Block CBO
Ishara Begam	Member	SMC, A Block, Bouniabad Slum & President of B Block CBO

Name	Position	Organization
Afroza Akhter	Assistant Teacher	Urban School, Block A
Shampa Elizabeth Rozario	Assistant Teacher	Urban School, Block A
Shurovi School Visit, A block		
Kamrul Islam	Assistant Teacher	Shurovi School, Block A
Secondary students (12 students)	Class 6-7	Shurovi School, Block A
Jainal Abedin	President	SMC, A Block, Bouniabad Slum & President of A Block CBO
Visiting DEWATS site, Block A, Baouniabad		
Maksuda Begum	Cashier	CBO
Ishara Begam	Member	SMC, A Block, Bouniabad Slum & President of B Block CBO
Jainal Abedin	President	SMC, A Block, Bouniabad Slum & President of A Block CBO
Community members discussion using the DEWATS (around 15-20 community members)	Block A community group	A Block, Bouniabad
Visiting B Block Anandaniketon School, Baouniabad		
Fayezunnesa	Member	CBO, B Block
Ishara Begam	Member	SMC, A Block, Bouniabad Slum & President of B Block CBO

Jordan trip:

Name	Position	Contact details
Mohammad Alatoom	UNDP (Env. Prog. Analyst)	mohammad.alatoom@undp.org
Rana Saleh	UNDP (Env. Prog. Associate)	rana.saleh@undp.org
Mai Dergham	GIZ (Component Manager – Water & Agriculture)	
Nayef Hammad	GIZ (Component Manager – water sector governance)	nayef.hammad@giz.de
Ziyad Alawneh	Project manager of LHAP project	ziyadalawneh@gmail.com; lhapjo2000@gmail.com
Mervat Batarseh	Project manager of RSCN project	mervtbat@rscn.org.jo
Hazam Al Hreisha	Wetland Reserve Manager, RSCN	hazem.khreisha@rscn.org.jo
Sireen Naoum	Project manager of ICARDA project at NCARE	naoum@ncare.gov.jo
Ali Soboh	Secretary General of the Ministry of Water and Irrigation	

Russia trip:

Name	Position	Contact details
Natalia Olofinskaya	Regional Technical Specialist on Adaptation to Climate Change, Portfolio Manager	UNDP Project Support Office in Russia
Irina Bogouk	Environmental Affairs and Sustainability Manager	The Coca-Cola Corporation (Moscow Representation Office)
Viktoria Tserekidze	Deputy Director	Sochi Centre for Education
Olga Medvedeva	Director	Sochi Centre for Education
Elena Malts	Chief of Ecology Centre for additional activities	Sochi Centre for Education
Natalia Vicktornova	Deputy Director of School	School No. 38 (Imerati lowland)
Amalia Kyulyan	Geography Teacher	School No. 38 (Imerati lowland)
Irina Tsyrenko	Deputy of Chief of Implementation	Sochi Centre for Education
Nataliya Uhkum	Primary school teacher	School No. 38 (Imerati lowland)
Nadezhda Drofitcheva	Primary school teacher	School No. 38 (Imerati lowland)
Margarita Terzian	Primary school Teacher	School No. 38 (Imerati lowland)
Ella (last name unknown)	Vice Principal of School	School No. 8 (Sochi city administration)
Gallia (last name unknown)	Primary school teacher	School No. 8 (Sochi city administration)
Kseniya Tchelnaya	Geography methodologist (expert)	Sochi Centre for Education
Five teachers’ presentations from different schools at roundtable + group discussion with further approximately 40 teachers on Black Sea Box	Various teachers	Sochi Centre for Education
Four teachers’ presentations form different schools at roundtable + group discussion with further approximately 35 teachers on Climate Box	Various teachers	Sochi Centre for Education

Annex B. Detail on EDM projects

B1. List of projects reviewed

The following 64 out of the 76 completed projects were reviewed

Table 12. List of projects reviewed

	Country	Generation	Primary Pillar	Project title
1	Armenia	4th	WASH	Ditak village community for preventing loss safe drinking water
2	Bahrain	1st	Climate	Assessment of climate change impacts on water resources in Bahrain: vulnerability and adaptation
3	Bangladesh	1st	WASH	Schools-Led WASH Initiatives for the Urban Slums in Chandpur and Tangail
4	Bangladesh	2nd	WASH	Combining rainwater harvesting and waste water reuse for water supply in urban slums of Dhaka
5	Bangladesh	3rd	WASH	Climate change adaptation by ensuring water and sanitation facilities in Cyclone Shelter
6	Bangladesh	4th	WASH	School-led WASH for Urban Poor in Sirajganj
7	Belarus	1st	Climate	Living water: cleaning springs in Belarus
8	Belarus	2nd	Climate	Springs protection in Glybokaje district
9	Belarus	3rd	Climate	Supporting implementation of the Management Plan of the National Landscape Reserve ‘Yelnya’
10	Belarus	4th	Climate	Supporting implementation of a management plan – Yelnya Reserve
11	Bulgaria	2nd	Awareness	Black sea box
12	Georgia	4th	Awareness	Black sea box
13	Iraq	1st	WASH	Water management at community level in Basak village, Sulaimanyah Iraq
14	Jordan	1st	Climate	Traditional water harvesting renovation improves community resilience and climate change adaptation in Mafraq
15	Jordan	2nd	Climate	Community-based interventions for productive use of greywater in home farming, in Madaba
16	Jordan	3rd	Climate + Awareness	Enhancing resilience of the community in Azraq Basin
17	Kazakhstan	2nd	Climate	Protecting water and land resources
18	Kazakhstan	2nd	WASH	Every drop for human health
19	Kazakhstan	2nd	Awareness	“Caspian Green Pack as an instrument of public awareness and environmental education on water and water-related issues in the Caspian Sea region of Kazakhstan (Atyrau, Mangistau and West Kazakhstan oblasts)”
20	Kazakhstan	3rd	WASH	Aral: Every drop matters to us
21	Kazakhstan	4th	Climate	Improving water resources management in Zhambul through introduction of effective water use system
22	Kazakhstan	4th	WASH	Demonstration of complex approaches to water conservation and sanitation in 6 regional orphanages
23	Kyrkystan	2nd	Climate	Capacity building of government organizations and CSOs for promoting climate resilient and sustainable development planning involving all interest groups at the local level
24	Lebanon	1st	Climate + Awareness	Reclaiming the Traditional Water Conservation Practices in Rural South Lebanon
25	Lebanon	2nd	Climate + Awareness	Introduction of water efficient fixture as a demand side management technique in Lebanon
26	Lebanon	3rd	Climate	Rainbow Drops

27	Lebanon	3rd	Climate + Awareness	Agriculture response for development
28	Nepal	2nd	WASH + Climate	Community land water recharge management project
29	Nepal	3rd	WASH + Climate	Enhancing climate resilient school WATSAN through child centered intervention in Bhaktpur district
30	Nepal	3rd	WASH + Climate	Livelihood enhancement through hydraulic ram pump in Kavrepalanchowk district
31	Pakistan	2nd	WASH	Provision of clean drinking water in squatter area of Malir, Karachi
32	Pakistan	3rd	WASH	Safe drinking water supply project – Solar water pump
33	Pakistan	4th	WASH	Integrated water supply and sanitation
34	Palestine	1st	Climate	Construction of onsite grey wastewater treatment plant at Deir Ammar Club Ramallah
35	Palestine	1st	Climate + Awareness	Use of Wadi Al-Samin wastewater stream in producing woody plants
36	Palestine	3rd	Climate	Efficient WRM to reduce the impact of climate change
37	Palestine	4th	WASH & Climate	Rehabilitation of Auja Spring
38	Palestine	2nd	Climate	Improving the livelihoods of Beit Skarya Village through enhancing the water supply and basic sanitation for poor communities and households
39	Romania	2nd	Awareness	Black sea box
40	Russia	2nd	Awareness	Black Sea project 1: Education and advocacy for water stewardship and sustainability
41	Russia	2nd	Awareness	Baikal project 1: Baikal Lake Community Programme – For a Cleaner Future
42	Russia	3rd	Awareness	Lake Baikal project 2: NGO “Baikal Information Centre “GRAN” - Clean Baikal for a Clean Future
43	Russia	3rd	Awareness	Black Sea project 2: Education and advocacy for water stewardship and sustainability
44	Russia	3rd	Climate	Volograd project 1: Volograd state social and teacher’s training university (VSSTTU)
45	Russia	4th	Awareness	Climate Box project 1: Climate Change and Water Awareness and Education – Climate Box
46	Russia	4th	Awareness	Climate Box project 2: Climate Change and Water Awareness and Education – Climate Box
47	Russia	4th	Awareness	Baikal project 3: NGO “Baikal Information Centre “GRAN”
48	Russia	4th	Climate	Volograd project 2: Federal state budget educational institution of higher professional education “Volograd State Socio-Pedagogical University” (VSSPU)
49	Russia	4th	Climate	Volograd project 3: “Lake, live!: restoration of Lake Zapornoye ecosystem in Volga-Aktuba floodplain”
50	Sri Lanka	2nd	Climate + Awareness	Empowering communities through water
51	Turkey	1st	Climate	More rainwater for the Gediz Basin
52	Turkey	2nd	Climate	Adaptation to climate change in Ankara Isparta region through rainwater harvesting and effective water use
53	Turkey	3rd	Climate	Adapting agriculture to climate change, kahta case for efficient water management
54	Turkey	4th	Climate	Adaptation to climate change in Ankara Isparta region through rainwater harvesting and effective water use
55	Turkey	4th	Climate	Climate resilient agriculture and water in Cihanbeyli
56	UAE	2nd	Climate	Every drop matters
57	Ukraine	1st	Climate	Construction of rain and melted snow drainage system
58	Ukraine	2nd	Climate	Promotion of rational water usage through community based initiatives
59	Ukraine	3rd	WASH	Every drop matters
60	Ukraine	3rd	Awareness	Black sea box

61	Uzbekistan	1st	WASH	Community water stewardship to increase access safe drinking water and sanitation services
62	Uzbekistan	2nd	WASH	From pilot to implementation – rural water supply management and sanitation hygiene practices in schools
63	Uzbekistan	3rd	Climate	WUA and on farm water use efficiency increase at the climate change
64	Uzbekistan	4th	Climate	Water use efficiency in agriculture and water saving technology at the farm level