

Evaluation of the 2030 Water Resources Group Model & Lessons Learned for Achieving the SDGs



Final Report

Prepared by the association

Hydroconseil - Partnerships in Practice

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List of Acronyms

2030 WRG	2030 Water Resources Group
ACT	Analyze-Convence-Transform Model
AWS	Alliance for Water Stewardship
CCA	Water Advisory Council (Mexico)
CDP	Formerly known as the Carbon Disclosure Project
CSO	Civil Society Organizations
ETF	Evaluation Task Force
FGD	Focus Group Discussion
GGGI	Global Green Growth Institute
HEA	Hydro-Economic Analysis
IFC	International Finance Corporation
IWRM	Integrated Water Resources Management
KII	Key Informant Interview
M&E	Monitoring and Evaluation
MSP	Multi-Stakeholder Platform
PPP	Public Private Partnership
PRAGATI	Participatory Rural Agricultural Advancement through Increased Incomes (Uttar Pradesh)
OAS	Organization of American States
SDG	Sustainable Development Goal
STC	Short Term Consultants
SWPN	Strategic Water Partners Network (South Africa)
UPCERA	Uttar Pradesh COVID Economic Recovery Alliance
WASH	Water, Sanitation and Hygiene
WBCSD	World Business Council for Sustainable Development
WEF	World Economic Forum
WGP	World Bank Water Global Practice
WRM	Water Resources Management
WWF	World Wide Fund for Nature
WWT	Waste Water Treatment
WWTP	Waste Water Treatment Plant

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Many thanks as well to the Evaluation Task Force, which made instructive inputs into the design of the methodology and the joint review of emerging findings, the 2030 WRG Steering Board for helpful comments on the approach and findings at different stages in the process, and to the many MSP and global level key informants who graciously provided their time to discuss openly and frankly their perceptions and experience of 2030 WRG.

Authors Details

Ken Caplan's introduction to the water sector was as the coordinator from 1999 and then director of a global multi-stakeholder platform operating in the WASH space - *Business Partners for Development* renamed *Building Partnerships for Development in Water and Sanitation (BPD)*. Both within **BPD** and **Partnerships in Practice (PiP)**, its successor organization, Ken has supported a wide range of Multi-Stakeholder Platforms (MSP) in the water sector through strategic advisory, review and facilitation services. Much of Ken's work also consisted in extracting and synthesizing lessons learned for sharing with wider audiences.

Ken has been part of the growing conversation on water stewardship since 2012. A "trained-consultant" member of AWS, he has supported numerous development partners' water stewardship work at a variety of levels.

Jacques-Edouard Tiberghien works as senior expert at **Hydroconseil**, a French consultancy firm well-known for its contribution to the WASH and IWRM sectors. Jacques' fields of expertise include WASH, IWRM, water stewardship, and the partnership dynamics associated with these sectors. Jacques has performed over fifteen major evaluations, including mid-term reviews and final evaluations of water stewardship, IWRM and WASH strategies, programs (national and multi-country) and projects. In the past 7 years, Jacques increasingly engaged in water stewardship work. In 2017 and 2018, as an advisor for GIZ's IWasP Ethiopia, Jacques designed and managed a sub-national MSP.

Former colleagues at BPD and PiP, Jacques and Ken have a 7-year experience of teaming-up on MSP reviews and program evaluations.

Disclaimer

This assignment was conducted on behalf of and the report drafted for the 2030 WRG Steering Board. The report incorporates views of a wide range of stakeholders. The interpretation of the findings and analysis and subsequent recommendations, however, reflect the views of the evaluation team.

1. Executive Summary

A forward-looking review of the 2030 WRG's strategy and approach

- **Launched in 2008, the 2030 Water Resources Group (2030 WRG) aims to help countries facilitate collective action among government, the private sector, and civil society to improve water resources management (WRM).** 2030 WRG does this by: a) Creating the wider political economy conditions and momentum for change in water sector reform; b) Facilitating collaboration and awareness building within the water resources community, including the private sector; and c) Improving the design and implementation of a comprehensive and innovative set of policies, programs and projects in selected countries or regions to increase their water security. The World Bank Water Global Practice has hosted 2030 WRG since 2017.
- **The Analyze-Convene-Transform (ACT) approach guides 2030 WRG's work, translating analysis and consultative dialogue processes into transformative impact.** With 900 partners mobilized across 14 countries and states, **2030 WRG has developed its model of multi-stakeholder platforms (MSPs) at national and sub-national levels to foster public-private-civil society dialogues and collaborations around jointly defined objectives.**
- **This forward looking evaluation has sought to provide concrete recommendations to enhance the program strategy and tactics** to better deliver on the SDGs and tackle water resource challenges in a post-2020 world. The review combined a standard evaluation approach with a participatory peer-learning process, involving 12 of the 14 MSPs of the 2030 WRG portfolio. This engagement of the 2030 WRG team supported in-depth inquiries within and across MSP contexts, and helped develop a sense of ownership of the evaluation results amongst the team. A two-pronged analytical framework focused on the relevance and effectiveness of the program guided data collection and analysis at both macro and MSP-levels.

Relevance of 2030 WRG mission, model and approach at a strategic level

- **2030 WRG's work contributes directly to addressing a wide range of SDGs**, including the goals concerned with food security (SDG2), health and well-being (SDG3), gender equality (SDG5), access to clean water and sanitation (SDG6), industry (SDG9), community resilience (SDG11), responsible production (SD12), nature conservation (SDGs 13-15), and peace (SDG16). Through its core agents, the MSPs, the program contributes to developing national and subnational multi-stakeholder partnership capacities, a key SDG 17 objective. **Greater efforts are needed, however, to position water as a key lever.** By leveraging its corporate partners with the World Bank and other critical stakeholders, 2030 WRG is well placed and can do more to forge a greater sense of urgency around and recognition of water's role at the heart of adaptation and resilience. Updating the landmark *Charting Our Water Future* report from 2009 and revisiting 2030 WRG's water gap lens could be one way of galvanizing momentum.
- **The relevance of 2030 WRG's mission and objectives remain very strong in light of global trends and current disruptions in the international context:** public awareness of the nature and magnitude of water security risks is growing, alongside the concern for environmental protection. The current juncture is also characterized in many regions by an increasing political polarization

that may be reflected in a weakening of the state. In such contexts, MSPs play a much-needed stabilizing force and guarantee a continued effort towards expanding a constructive water-related dialogue across sector boundaries and political divides. This evaluation coincided with the COVID-19 crisis, which provided 2030 WRG with a stress-test of the agility and responsiveness of the multi-stakeholder platforms.

- The review reveals a **strong alignment between the mission and objectives of the program and country and sub-national needs. 2030 WRG’s broadly defined thematic strategic priorities and key focus areas are highly relevant to country needs. So also are its contributions to addressing cross-cutting sector bottlenecks**, such as: weak governance, institutional fragmentation, limited water-awareness and capacities, lack of connection and dialogue across stakeholder groups, limited private sector engagement, and insufficient innovation to tackle the issues.
- **There is growing recognition of water risk in the corporate sector, with access to water becoming increasingly competitive in many contexts.** Major corporations are under increasing pressure from consumers, investors, and employees alike to behave in a way that is in the best interests of sustainability. 2030 WRG is helping businesses to understand the wider ecosystem and linkages in terms of national policy and governance and contribute to greater water security in the geographies in which they operate.
- **Many viewed the disruptive and transformational nature of 2030 WRG’s work is actually the difficult task of bringing stakeholders together who are not used to sitting around the same table.** Building that collaborative capital by creating a safe space, facilitating those conversations, and holding the anxiety of the stakeholders is in many contexts truly disruptive. The value attached to these spaces is underappreciated. In this context, 2030 WRG’s key role is seen as providing a “playground” to pilot and determine the implications of embedding an innovation, but perhaps without the long-term resources and wherewithal to fully embed them in all instances.
- While seeking to be responsive to what emerges as key priorities for MSPs, given the engagement with corporates (as key water users in their supply and value chains), **the majority of global-level respondents suggested that 2030 WRG should continue to focus primarily on: 1) agriculture** as the primary user of water, by, as one example, reducing or eliminating perverse water use by water intensive crops in water scarce environments; **and 2) agricultural and industrial water pollution.** There will be instances, like in Sao Paolo, where it makes sense to address other issues like urban sanitation, but most global interviewees wanted to see a clearer connection to corporate water use – corporates being a key constituency of 2030 WRG – in order to leverage and maximize solutions along the supply and value chains.
- **2030 WRG needs to invest most heavily where it is likely to succeed as a model (where the stars align) and then look for the domino effect.** Thus, 2030 WRG should identify what are likely parameters of success. Some contexts/countries may be more conducive to and appropriate for the MSP approach to be productive. Key criteria could include a robust and engaged private sector, a dynamic civil society with capacity to engage at the national level on strategic issues, and a public sector that is willing to work with them both. A sense of urgency around the need to resolve water security issues helps to bring organizations to the table.
- **The Analyze-Convener-Transform (ACT) model conveys a reasonably good idea of how 2030 WRG’s convening and analytical efforts contribute to its transformative action.** While it helped standardize 2030 WRG’s approach, it tends to oversimplify it, which is then revealed in the

inadequacy of the program's M&E system. ACT needs to be contextualized and interpreted with flexibility, and indicators need to be determined that not just capture contribution but help guide the program and the MSPs going forward.

Relevance of the model and approach at an operational level

- **2030 WRG's primary role with regard to analysis is to forge a conversation among stakeholders, rather than to generate definitive research and analyses.** Its added value stems from the credibility of the technical expertise it enlists, the salience of the analysis it supports, and the legitimacy its neutrality and independence brings to the MSP-level information producing process and resulting decision-making. Formal MSP-level analytical work tends to strongly focus on techno-economic analyses. In contrast, critical political economy aspects are mainly analyzed as an on-going "background process" and discussed informally internally. Making these aspects more explicit, e.g. forging a greater appreciation of incentives and disincentives to alter the status quo, constitutes an important first step towards collective action.
- **The current M&E system fails to capture the essence of the work carried out at MSP level, and appears to be primarily designed to capture impact metrics at a global scale** and less to assist in informing decision-making at an MSP level or for 2030 WRG.
- **The scales at which 2030 WRG operates via its MSPs are appropriate given the contexts.** National MSPs often appears a must. State-level MSPs provide a natural response in large countries with geographies not so intricately linked with regard to water, and where decentralization confers sub-national government with significant power. River basin MSPs are relevant where the government is demonstrably committed to concretizing the IWRM agenda.
- **2030 WRG secures the membership of senior representation from across different stakeholder groups.** Civil society organizations (CSO), more active in sub-national MSPs, are less well represented at national level and global level, where their influence seems limited.
- **The hosting arrangement at the World Bank brings 2030 WRG clear benefits** in terms of links to government as well as branding and convening power, but alignment needs perfecting: **there is a symbiosis that has not yet been fully exploited or leveraged.**

Effectiveness of the model and approach at an operational level

- **2030 WRG proves a very effective convener and neutral facilitator as well as a good advocate.** Its incremental and participatory analytical work helps MSPs identify critical challenges and solutions, bringing a holistic perspective to water resources management (WRM) that is appreciated by government.
- **As a promoter of innovative ways of working and solutions, 2030 WRG and the MSPs it supports lift many of the institutional barriers and preconceived ideas, which have historically prevented a productive dialogue and collaborations to take place among stakeholder groups and government departments.** For most MSP participants, engaging in such MSP work is a new and very significant experience, part of the transformation 2030 WRG aims to foster. However, many note that tangible transformation is slow, affected by the relative inertia of government and the pace of policy change.

- Imperfections aside, when flexibly applied, the ACT model works, leading to outcomes supporting systemic change. **2030 WRG tangibly enhances the enabling environment for sustainable WRM through its influence on: a) Individual and organizational mindsets and worldviews; b) Sector institutions (e.g. capacities, processes, systems, collaborations); c) Sector rules (e.g. regulations, policies, programs, approaches, multi-stakeholder processes); and d) Water-related practices in the agricultural, urban, and industrial spaces.**
- Two key benefits of the MSP approach are that: 1) by institutionalizing both the space but also the proposed solutions, continuity and institutional memory are protected as individuals come and go; and 2) forging familiarity and trust in one area (water security) can model behaviors for and spillover into other thematic areas, thus creating a virtuous cycle of engagement between and among stakeholders.

Cross-cutting insights, core tensions, and tools to unlock them

- **There is a tension surrounding the specific roles played by 2030 WRG and partnership work.** Survey respondents and interviewees at MSP and global level alike all acknowledge the relevance of 2030 WRG's mission and objectives. But despite this validation, **many MSP-level and global-level stakeholders appear to have a limited or inaccurate understanding of the nature of 2030 WRG's actual roles.** This echoes the findings from an evaluation conducted by Dalberg in 2014, which noted that the difficulty of 2030 WRG to precisely define its unique value-addition allowed divergent views and expectations to emerge with regard to its key contributions.
- Also, in spite of a strong consensus around the value of adopting a partnership approach to complex water issues, there is some tension around partnership work. The multi-stakeholder dialogue and partnership lexicon has lost much of its hype and some of its substance, too. **Stakeholders are sometimes skeptical at the mention of partnership approaches. They often ignore or underestimate the effort needed to make these partnerships work. Facilitators often need to position their work for participants so they understand where they are in the process and the process goals they are trying to reach.**
- **Remediating these tensions chiefly calls for reaffirming the essence of 2030 WRG and fully owning its unique contribution as a partnership broker.** That said, **there is neither an analytical framework provided nor explicit mention of a formal assessment of the partnering context.** Thus a significant part of the work conducted in the pursuit of formally stated goals does not find any formal expression and is not monitored. More deliberative political economy and partnership framing is needed to guide staff and MSP participants alike. **The evaluation introduces conceptual tools designed to sharpen 2030 WRG's framing of its work** with regard to: 1) how it goes about its influencing role using MSP constructs to shift rules and roles, behaviors and mindsets; and 2) identifying the ambition, positioning, trajectories and expectations of the MSPs it fosters. Whichever tools 2030 WRG decides to use, these need to allow for contextualization given the wide variety of situations 2030 WRG MSPs are seeking to address.

Recommendations

Foreword

Throughout the evaluation process, all key informants highlighted the relevance of 2030 WRG as a global construct aimed at supporting resolution of water security issues at the national level through MSPs. Systemic failure with political or power imbalances makes initiatives like 2030 WRG that foster action-oriented dialogue all the more important. Indeed, without efforts to forge familiarity and some level of trust among stakeholders, it is easy to see water risk “descending into a blame game”. **This review underscores the high relevance of 2030 WRG’s strategy and approach from the perspective of the SDG agenda in responding to national and sub-national needs.**

This evaluation also provides evidence of the significant tangible and intangible improvements brought about by the program in the enabling environment for WRM. Ultimately, given its positive influence on water resilience, 2030 WRG is a viable mechanism contributing to “healthy people, healthy economies, and a healthy planet”. Among other significant benefits resulting from the MSP approach, it is worth stressing here that by institutionalizing both the MSP space but also the proposed solutions, continuity and institutional memory are protected as individuals come and go. Also, forging familiarity and trust in one area (water security) can model behaviors for and spillover into other thematic areas, thus creating a virtuous cycle of engagement between and among stakeholders.

Whether and how 2030 WRG should transfer its approach and know-how to other fields and sectors is an important issue for the program. Applying its approach to new sectors might well be an agenda worth pursuing in the future. However, such a development appears premature at this stage. While 2030 WRG has delivered the proof of its relevance and effectiveness, the evaluation team agrees with the perceptions of global level stakeholders that the program has not yet reached its potential in elevating and scaling water as being at the heart of resilience and adaptation.

This review sheds light on areas to address in order to unleash this potential more effectively. This calls for consolidating the conceptual foundations of the program, its approach, tools and processes. This will allow the program to build greater momentum at national and subnational levels, further institutionalizing its processes and solutions, and scaling up its water-security activities. Such a consolidation also involves greater organizational learning capacity, more productive cross-country exchanges and perhaps the development of communities of practices, which would foster a domino effect and facilitate geographical expansion of the portfolio with the formation of MSPs in new states and countries. 2030 WRG has many stories to tell but these need to be woven into a wider narrative that span beyond the metrics of water. Beyond mastering these communications, it also needs to contribute to designing conversations at a global level to raise the profile that sees the SDGs through a water lens.

Strategic recommendations

► Know thyself and communicate on your uniqueness

1. **Clarify the essence of the program and its modus operandi** - Highlight the collaborative capital being built. Stress the deliberative and participatory nature of your approach. Explain how this expresses in medium- to long-term processes influencing individual and organizational mindsets and behaviors, and leading to systemic changes in sector rules and water-related practices. Stress

how the inclusive nature of these processes emerging from within the sector renders them more sustainable.

2. **Strengthen the conceptual foundations of the approach** - Alongside a possible upgrade of the ACT model (possibly complementing this Theory of Change with a Theory of Action describing the underlying strategies/tactics, stages/activities, inputs/resources, outputs/results), strengthen the theoretical basis and analysis around the partnership approach elaborating on the barriers and opportunities for collective action. Determine the most appropriate partnership frameworks for the program to structure and guide its policy network activation and partnership brokering work through the MSPs.
3. **Fully own and value the nature of 2030 WRG's work** - Don't shy away from communicating the difficult and time consuming, but vital behind the scenes work. Explain methodically what partnership building, brokering and management entail, and formalize this as a key unique offering. This also means continuing to forge and strengthen a clear identity and branding.

► **Expand**

4. **Expand your potential by leveraging the resources of the World Bank** – Seek greater alignment with your host by: a) agreeing on when 2030 WRG represents itself as the World Bank, as 2030 WRG, and/or as the MSP; b) agreeing on guiding principles (i.e. recognizing that 2030 WRG is neutral, independent and accountable to MSPs); and c) continuing to jointly explore synergies where objectives align.
5. **Do more by leveraging participating companies and encourage more companies to join** – There is scope to leverage more companies from the insurance and financial sectors, who many believe have a major role to play in driving the water security agenda. Given their impact on water, efforts should be made to attract more companies from the agriculture and the extractive industries. Data analytics companies like Microsoft and Google could play a useful role.
6. **Stick to water but open up the narrative to reach a much wider audience** – Expand the influence of the program towards other sectors by further stressing how 2030 WRG's work impacts other fields (food security, livelihoods, and health, for example). Use water statistics (e.g. cubic meters of water saved) as mere illustrations supporting more accessible and inspiring narratives highlighting the growth-enabling effects of 2030 WRG's work, depicting water as the great connector, the beating heart of resilience and adaptation. 2030 WRG can best support its case and justify its "raison d'être" by framing the bigger sustainable development picture through a water lens.
7. **Define a strategy to modulate support to MSPs** – None of the 14 MSPs, even among the most mature, has yet reached a level of institutional maturity indicating a capacity to operate autonomously without 2030 WRG's support. The convening and neutral facilitation functions of the program seem irreplaceable in all MSPs reviewed through this evaluation. The program should nonetheless define a differentiated strategy of support to MSPs, gradually declining as they gain capacity and autonomy. A minimum level of strategic advisory support - light steering touch - might need to be sustained for a long period of time. Franchising or handover scenarios should be explored depending on the context, particularly below the national level, as they represent a means

to reach scale. Decisions on scaling-back or exiting should follow a due participation and negotiation protocol with the respective MSPs and/or government.

8. **Define what success means** – Base all decisions affecting the level of support to MSPs on a rigorous monitoring of progress against a joint and contextualized definition of success. MSP members need to agree on a phased strategy, with objectives and targets on all four areas of influence of 2030 WRG. Such framing should not affect the agility and responsiveness of the program. Its opportunistic behavior and capacity to seize emerging opportunities as contexts change is indeed one of its greatest assets.

► **Keep refining your stakeholder engagement strategy**

9. **Strive to ensure inclusive representation and participation of all stakeholder groups** – The legitimacy and authority of the MSPs relies on being truly inclusive and participatory. More care should be taken through recurrent stakeholder and issue mapping processes of including all the relevant stakeholders and affected parties – giving voice to all interests in a balanced, but also effective way so as not to over-politicize the space. Further explore possible strategic roles for and further contributions of CSOs at the national and global level.
10. **Tailor communications to the private sector** – Map private sector participation across the program and determine if there are ways to break down messages for different parts of the private sector (investors, manufacturing/producers, service industry), and also operations and commercial parts of the business so as to boost awareness of the contributions increasingly expected that they will play in a water secure world. Frame the work with corporations as both risk mitigation and opportunity.
11. **Broker negotiations** – Rather than seeking open commitments, ensure reciprocity and accountability by approaching negotiations among stakeholders at the MSP level from a “we will do X, if you do Y” to ensure ownership, and forge the linkages between contributions – include 2030 WRG in those same style of negotiations.
12. **Continue to strengthen the linkages** to other global groups and initiatives (e.g. CDP, WBCSD, AWS) so as to foster strategic alliances based on careful and realistic assessments of comparative advantages and unique contributions.

Operational recommendations

► **Sharpen your tools**

13. **Incorporate a more robust stakeholder mapping and political analysis approach in the HEAs and other entry point analytics** – There is need for a more explicit rather than implicit stakeholder analysis addressing incentives, likely behaviors vis-à-vis the MSP, expected roles and functions, perspectives and opinions, as well as resources and power dynamics, etc. Making these aspects explicit is an important first step towards collective action. Some form of entry-point political economy or governance analytics will be extremely helpful to understand the main factors -the prospects and challenges- of creating enabling environments for policy change and institutional reform through collective action.

14. **Revisit and strengthen the M&E framework** to accurately measure the linkages - causality chains and conditions for emergence - between the interventions of the program through its MSPs and the existing results/outputs, as well as the intermediate impacts/outcomes. Allow for more tailored M&E to guide and adjust 2030 WRGs interventions, as well as MSP's direction.

► **Boost organizational learning**

15. **Keep “scouring the landscape” to find and translate relevant experiences from one context to another.** 2030 WRG is reaching a stage where a knowledge management strategy would certainly facilitate its work across regions and countries (e.g. guidelines for new staff and stakeholders establishing new MSPs). Intensify cross-program exchange within 2030 WRG but also with also with the World Bank and other related initiatives to boost the sharing of experience and learning.
16. **Forge a stronger community at the global level around lesson sharing** and use this community in wider forums to communicate 2030 WRG's key messages and learning. Use 2030 WRG experience as the basis for designing sharper conversations that view the SDGs through a water lens.

2. Introduction

2.1. The 2030 WRG Program

2.1.1. Mission and approach

Launched in 2008, the 2030 Water Resources Group (2030 WRG) aims to facilitate collective action among government, the private sector and civil society to improve water resources management. As per the Terms of Reference for this evaluation (See Annex 6.3), 2030 WRG does this by:

- Creating the wider political economy conditions and momentum for change in water sector reform;
- Facilitating collaboration and awareness building within the water resources community, including the private sector; and
- Improving the design and implementation of a comprehensive and innovative set of policies, programs and projects in selected countries or regions to increase their water security.

2030 WRG three Strategic Priorities are:

1. Transforming Value Chains;
2. Promoting Circular Economies Through Wastewater Treatment and Reuse; and
3. Water Security and Resilience Planning

Its three Key Focus Areas are:

1. Urban Water Management;
2. Industrial Water Management; and
3. Agricultural and Rural Water Management, across all dimensions of resource management: efficiency, loss reduction, treatment, reuse, etc.

2030 WRG's Analyze-Convvene-Transform (ACT) approach and model (See Section 6.1 of the Appendices) guides its work, translating analysis and consultative dialogue processes into transformative impact. With 900 partners mobilized across 14 countries and states, 2030 WRG has developed its model of multi-stakeholder platforms (MSPs) to reach tangible water impacts. 2030 WRG MSPs are voluntary, inclusive and institutionalized public-private-civil society collaborations that provide a space for deliberating openly on the water resource challenges that stakeholders face and deploying different cooperative actions and initiatives to address them. The platforms are aimed at exchanging information, realizing common visions, recognizing interdependence between stakeholders, setting priorities, and then problem-solving by enabling joint action, and providing feedback to policymakers.

2.1.2. Historical background

Initially hosted in the World Economic Forum (WEF), 2030 WRG's first phase of development of 2008-2011 was an informal collaboration among WEF, the International Finance Corporation (IFC), several multilateral and bilateral agencies (including the Inter-American Development Bank, Swiss Development Cooperation Agency, Swedish International Development Agency, and the United States Agency for International Development, among others), private sector companies (including Nestle, PepsiCo Inc., SABMiller Plc., The Coca-Cola Company) and other organizations (WWF, GGGI). In 2012-2017, 2030 WRG formalized its structure and moved from WEF to being hosted by the IFC. During this time, 2030 WRG developed its MSP model across Asia, Latin America and Africa. In 2014, a third-party evaluation was conducted by Dalberg that included an assessment of 2030 WRG achievements to date, the derivation of major lessons learned, and the formulation of recommendations for steering 2030 WRG's future endeavors. 2030 WRG then worked to address the recommendations through the formulation of a new Strategy 2018-2023 that guides 2030 WRG's current structure and program of work. In 2017, following a case study of 2030 WRG developed

by the Harvard Kennedy School of Government, which reiterated the leading role that governments must play when it comes to water sector reforms, 2030 WRG moved to being hosted by the World Bank Water Global Practice.

2.1.3. A timely review

Since its transition to the World Bank in January 2018, 2030 WRG has continued to develop the 2030 WRG MSP model; align, where appropriate, with World Bank country programs; develop its strategic priorities and key focus areas; and begin scoping of new countries and states. The *Charting Our Water Future* report helped launch 2030 WRG by identifying a global water supply-demand gap of 40 percent by 2030. In 2020 and 2021, reports indicate that the state of the world's water is worsening, both in terms of quality and quantity issues. At a macro scale, the global community is struggling to meet the Sustainable Development Goals, including SDG 6 on water and sanitation. SDG 17 underpins all the goals through recognition that multi-stakeholder partnerships are needed to achieve the SDGs. With less than 10 years to meet the SDGs, 2020-21 is a key period to evaluate the 2030 WRG model, delivering insights and arguments towards the value of its approach as well as the enabling conditions required for successful development and application of MSPs.

Governance

The 2030 WRG's governance structure comprises a Governing Council, Steering Board, and Secretariat.

The Governing Council consists of senior executives of development partners, partner government representatives, and corporate and civil society executives, who guide the strategic direction of 2030 WRG. They also help to promote 2030 WRG and its activities within their extensive networks. The Governing Council appoints the members of the Steering Board, which oversees the management of 2030 WRG.

The Steering Board reviews and then submits the strategic plan and budget annually to the Governing Council. The Board also supervises the Secretariat; approves its plan, budget, and proposed country programs; supervises funding and resource development within countries; and agrees the 2030 WRG's work program.

2.2. Reviewing the program strategy and tactics

The objectives of this evaluation are manifold:

1. To harness the lessons learned from the 2030 WRG model to evaluate possibilities for how to take 2030 WRG to the next level of its evolution;
2. To identify and distil the key determinants of sustainable MSP initiatives to consolidate and sustain the momentum at national and sub-national levels, including in countries outside of 2030 WRG's direct engagement;
3. To understand enabling factors to facilitate innovation in water and other development sectors;
4. To consider the model's application at different scales and with various sectors to accelerate action on the SDGs; and
5. To provide directionality with regard to 2030 WRG scaling up and exit strategies as well as hosting arrangement for the program at both global and national levels.

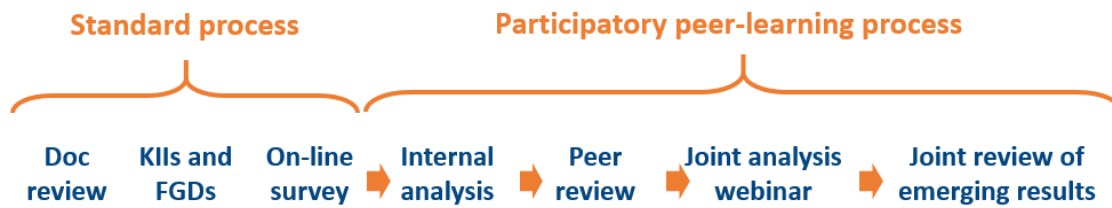
To summarize, this evaluation is chiefly about reviewing the program strategy and tactics, with an MSP-level focus complemented by global-level perspectives. This review is intended to serve as a forward-looking assessment and provide insights to internal and external stakeholders as to whether the 2030 WRG MSP engagement model is fit for purpose in delivering on the SDGs and tackling water resource challenges in a post-2020 world.

3. Methodology

3.1. Overview

The evaluation followed a relatively standard four-stage approach – Inception, Data collection and analysis, Joint review of emerging results, and Reporting – combined with a participatory peer-learning process.

Figure 1. Combining a standard evaluation process with a participatory peer-learning process



The *standard process* saw the evaluation team collect data through: a) the review of program documentation, b) a series of conversations (Key Informants Interviews (KII) and Focus Group Discussions [FGD]) with MSP-level and global-level informants, and c) the application of an on-line survey to gather the views of a large sample of MSP-level partners. The results of a preliminary analysis of the MSP-level data collected were encapsulated in a series of twelve “Survey and KII Highlights” reports, which served as an input for the peer learning process.

The *participatory peer-learning process* allowed for an active engagement of twelve 2030 WRG MSP teams (See Table 1 below). They all conducted an internal analysis against a tailored analytical framework designed to encourage a constructive critical introspective review of the program strategy and tactics. A peer-review of these rich internal analysis reports set the stage for a series of four webinars involving eight MSP teams engaging in critical conversations around selected themes. The preliminary results from this process were then presented to the Steering Board and discussed with the Evaluation Task Force, a five-person group convened by the Steering Board to support the evaluation.

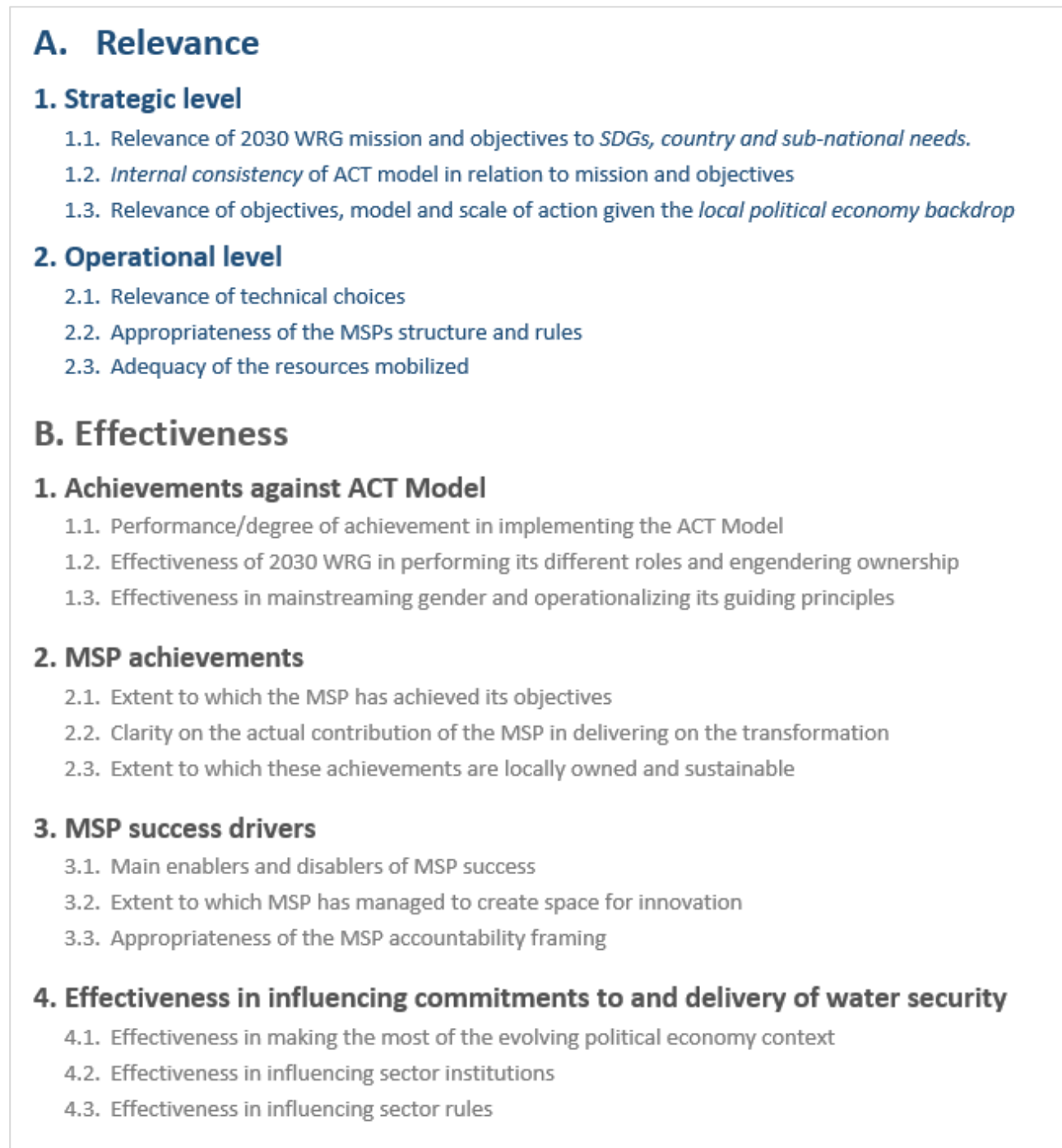
Table 1. Twelve MSPs engaged in the evaluation

Group	Participating MSPs
1- Mature countries	Peru, Bangladesh, Kenya, Karnataka (India)
2 - Newly engaged	Uttar Pradesh (India), Sao Paulo (Brazil), Vietnam
3 - Specific model	Mexico
4 - Sub-national	Mongolia, Hindon Basin (India), Kilimanjaro (Tanzania), Barind (Bangladesh)

3.2. Analytical framework

Based on the objectives of the evaluation, an analytical framework was designed to reflect on the relevance and effectiveness of the program. Primary emphasis has been placed on assessing 2030 WRG’s Analyze-Convener-Transform (ACT) Theory of Change and its core agent, the Multi-Stakeholder Platforms (MSP). Figure 2 below presents an abridged version of the analytical framework (the full version is presented in Annex 6.4)

Figure 2. Analytical Framework (abridged)



3.3. Standard process

This section presents key characteristics of the data collection and analysis activities performed by the evaluation team as part of the standard elements of the evaluation process.

3.3.1. Data collection

45 documents covering all time periods, geographies and scales of 2030 WRG's interventions were

reviewed (See Annex 6.5).¹ This included, among others, 2030 WRG’s strategic plan, internal and external evaluations and reviews, annual reports, country and MSP work plans, as well as the internal MSP analyses provided by country teams during the peer-learning process.

Conversations with local-level stakeholders provided another critical means of collecting MSP-related information. The evaluation team conducted 21 such Key Informant Interviews (KIIs) with MSP partners and four Focus Group Discussions (FGD) involving 5-8 MSP-stakeholders each.² The evaluation team and 2030 WRG MSP teams targeted key informants on the basis of their MSP-related experience and knowledge of the water sector. While the focus of this evaluation was primarily at the in-country MSP level, over 30 global-level interviews were conducted to distil views on 2030 WRG’s relevance and effectiveness (See Annex 6.5). A series of questions guided semi-structured interviews on 2030 WRG’s strategic focus and priority areas; the scope, scale and perceived impact of 2030 WRG’s efforts; the initiative’s role in and contribution to current political economy discourse; among other lines of inquiry. Interviewees were diverse in their exposure to and angle on 2030 WRG’s activities. Interviewees were thoughtful, frank and open in their appraisal of 2030 WRG’s strengths and weaknesses. (As a governance review had recently been conducted, interview questions did not purposefully incorporate such aspects.)

Completed by 79 national-level MSP partners from across the stakeholder groups and active in different workstreams, the on-line survey was used to collect both quantitative and qualitative inputs. The questionnaire aligned with the analytical framework (except for slight amendments to match the distinct MSP approach followed by the program in Sao Paulo). In each MSP, the selection of the survey respondents responded to the need to ensure balanced responses of the 6-9 stakeholders equally distributed across the public sector, the private sector, and civil society.³

3.3.2. Coding and analysis

The evaluation team first conducted an analysis of the survey results and a preliminary review of the KII transcripts to produce twelve MSP-specific Survey and KII Highlights reports, which served as an input for MSP teams to engage in the peer-learning process (See Section 3.4 below). The findings and recommendations presented in this report stem from the systematic coding of all data collected (project documentation, KII and FGD transcripts, internal notes, MSP internal analysis, notes from webinars) using Dedoose.⁴ This tool helped organize the significant amount of data collected and allowed the systematic linking of data points and corresponding sources to different lines of inquiry. The in-depth analysis of the coded data and integration of findings involved the tracking of patterns, and their confirmation through triangulation. A set of preliminary findings and recommendations were presented and discussed with the Steering Board, the Evaluation Task Force and the participating MSP teams.

¹ Half of the documents consulted address content at a national level. The other half is equally distributed amongst documents addressing global-level content and state or regional content. This distribution reflects the emphasis sought on the MSP level of analysis. Most of these documents are very recent: almost 85 percent of them date from 2020 or 2021. Documents from the 2014-2019 were instrumental in tracking the institutional development of the program and its expanding operations.

² These semi-structured interviews were guided by a questionnaire tailored to each informant and based on the analytical framework. The KIIs and FGDs were preceded by introductory meetings with MSP teams aiming to equip the evaluation team with background knowledge on each MSP (i.e. context, achievements, challenges, etc.).

³ The sample of survey respondents was found to be representative of the membership of MSPs in terms of sector distribution. See Annex 6.5 for the complete list of respondents. It should be noted that respondents generally reflected more engaged MSP participants, which may have introduced a bias. From a distance, the team was unable to gauge the view of less active or less interested respondents.

⁴ [Dedoose](#) is a web-based application for mixed methods research developed by academics from UCLA.

3.4. Peer learning process

A key working assumption made by the evaluation team from the outset is that a standard evaluation process would hardly suffice to meet the objectives of this review, particularly under COVID-19-related travel restrictions. Given that this review was framed as an opportunity to trigger meaningful organizational reflection, a strong participatory peer-learning process was deemed to be critical. The peer-learning process was designed to engage 2030 WRG staff in an introspective analysis of their work, a review of the experience of their peers, and a joint analysis leading to the identification of meaningful patterns related to the program strategy and approach, shared understandings of existing and upcoming challenges and opportunities, and logical recommendations.

3.4.1. Optimizing MSP engagement

Budget constraints did not allow the evaluation to review all MSPs, much less engage them at the same level throughout the peer learning process. 12 of the 14 MSPs in the 2030 WRG portfolio were thus included in the evaluation and grouped for the peer-learning process in a way to foster productive exchanges amongst teams. The primary criteria retained for the selection and grouping of MSPs relate to their maturity (i.e., age of platform and institutional development), the variation in their model, and their scale of action (national, sub-national). As a result, the following MSPs were selected:

1. *Mature Countries/States*: Peru, Bangladesh, Kenya, Karnataka (India)
2. *Newly engaged*: Uttar Pradesh (India), Sao Paulo (Brazil), Vietnam
3. *Specific model*: Mexico
4. *Sub-national*: Mongolia, Hindon basin (India), Kilimanjaro (Tanzania), and Barind (Bangladesh)

Table 2. Data sources relative contribution to each step of the evaluation

Steps ▶	Standard process			Participatory peer-learning process			
	Doc review	KIIs and FGDs	On-line survey	Internal analysis	Peer review	Joint analysis webinar	Joint review of emerging results
▼ Scope							
Global level	●	●				●	●
1- Mature countries Peru, Bangladesh, Kenya, Karnataka (India)	●	●	●	●	●	●	●
2 - Newly engaged Uttar Pradesh (India), Sao Paulo (Brazil), Vietnam	●	●	●	●	●	●	●
3 - Specific model Mexico	●	●	●	●	●	●	●
4 - Sub-national Mongolia, Hindon Basin (India), Kilimanjaro (Tanzania), Barind (Bangladesh)	●	●	●	●			●

The South Africa⁵, Ethiopia and Maharashtra (India) MSPs did not join the process. In the case of South Africa, a comprehensive evaluation was already ongoing; for Ethiopia, it was deemed premature to engage

⁵ The evaluation team deemed it valuable to take into account the singularities of the South Africa platform. It reviewed the 2020 Strategic Water Partners Network (SWPN) Dalberg Evaluation report and participated in a FGD on the South Africa MSP.

in an exercise of this nature; and as two other Indian states were already included, it was agreed with 2030 WRG not to include Maharashtra. Table 2 provides an overview of the type of activities carried out to gain macro insights. It shows that these findings mostly stem from the review of global-scale documentation and the consultation of global-level informants through KIIs and FGDs. Exchanges with MSP teams during joint analysis webinars also contributed to form overarching insights into the program.

Table 2 also provides insights into the extent to which each MSP team engaged in each step of the evaluation. More mature MSPs, newly engaged MSPs, and Mexico (with its different MSP construct) participated in all activities. The sub-national MSP group had some of their stakeholders participate in the KIIs and the on-line survey. The corresponding 2030 WRG teams produced their internal analysis and joined the peer-to-peer review.

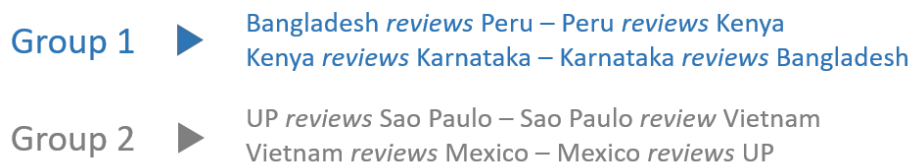
3.4.2. Internal analysis - Peer review - Joint analysis webinar

All twelve participating country/MSP teams engaged in a critical introspective analysis of their work. The chief purpose of this self-analysis and the following peer-review and joint analysis was to dig deeper into important and challenging aspects of MSP formation and maintenance that are not described in much detail in project documents or discussed during conversations with MSP stakeholders.

Each team tapped into their own project documentation, the “Survey and KII Highlights” report produced by the evaluation team, and their own experience to conduct this introspective reflection. The twelve teams performed their analysis based on a standardized framework (essentially a portion of the core analytical framework) and reporting template.

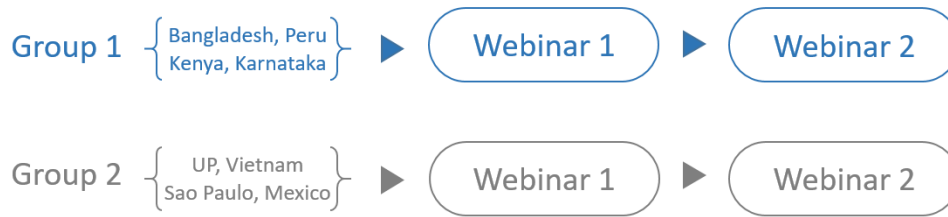
The eight MSPs involved in the full participatory learning process included the more mature and newly engaged MSPs (Mexico joined the second group). The evaluation team twinned each of the eight MSPs with another MSP in the portfolio, instructing them how to perform the peer review of their twin’s internal analysis report. To support the following joint analysis, each MSP prepared a list of observations categorized as either confirming, challenging or surprising.⁶

Figure 3. Peer-review of the internal analysis reports



Each of the eight MSP teams then participated in two cross-country webinars, which provided them with a rare opportunity to discuss critical aspects of their work, reflecting upon strengths and weaknesses of 2030 WRG strategy and approach, and highlight scope for progress. Whereas the first webinar aimed at listing, prioritizing, and discussing key issues emerging from the various individual reports, the second engaged the team in deeper analysis on selected more overarching issues, consolidating findings, and formulating initial recommendations applicable at sub-national, national, or global level.

⁶ *Confirming*: validating aspects of the strategy and approach that are widely recognized as strengths, weaknesses, or areas for improvement; or *Challenging/dissonant*: highlighting aspects that challenge commonly held viewpoints or assumptions within the program; or *Surprising*: highlighting aspects that are neither positive nor negative but are unexpected and trigger curiosity about their universality or implications for the program more generally. MSPs were also encouraged to rate on a scale of 0-10: a) the significance of the raised issue to 2030 WRG as a whole, and b) how problematic / controversial the issue is.

Figure 4. Joint analysis webinars

3.5. Inputs from the Evaluation Task Force

As noted above, 2030 WRG formed a five-person Evaluation Task Force including Steering Board members and World Bank colleagues to support the evaluation team at different junctures of the evaluation. Prior to validating the inception report, the Evaluation Task Force suggested amendments to strengthen the methodology and the analytical framework. Emerging findings were also presented to the Evaluation Task Force members who made recommendations on sharpening and clarifying particular results areas.

3.6. Comments on the approach

In hindsight, the evaluation team views the approach followed for this evaluation as labor-intensive for all involved, but necessary to draw out key findings, particularly given the limitations on travel to see the work and relationships in situ. While the findings emerging from the standard process reflected a very positive outlook on the program, they lacked a more nuanced angle, especially at MSP level. Complementary insights, constructive yet critical, emerged from global KII and the peer-learning process. The highly participatory nature of the review resulted in arguably more robust findings and more meaningful recommendations. The participatory process made it possible to single out within the analytical framework the most significant lines of inquiry, the most problematic issues and/or those most promising to address to improve the program strategy and tactics.

4. Findings and Analysis

4.1. Notes to Reader

Achieving the objectives of this evaluation of reviewing 2030 WRG's relevance and effectiveness required an in-depth understanding of MSP-level work across the 2030 WRG portfolio. Equally significant, conversations with global-level informants provided a wealth of higher-level insights into and perceptions of 2030 WRG's global and regional positioning, challenges and areas of opportunity (*provided in green text boxes*). With these two primary sets of inputs, the review was carried out against an analytical framework designed to ensure sufficient breadth and depth. A significant amount of data was gathered and analyzed, all of which cannot be presented here. The core part of the analysis revolved around identifying patterns across the MSP portfolio and then supporting or divergent views among the global perspectives. Where relevant, information on specific MSPs, aggregated survey results and the perspectives from stakeholders are presented to illustrate key patterns and findings.

This section is framed against the two-pronged structure of the analytical framework: Findings on the relevance of 2030 WRG are presented first, followed by findings on the effectiveness of the program strategy and approach. **Inherent tensions** are presented. **Cross-cutting insights and recommendations** are proposed in response. **Global-level perspectives** are disseminated throughout, providing the reader with insights into perceived strengths and weaknesses of the program strategy and approach and more macro outlooks of its challenges and opportunities. The reader will note that in some instances these global perceptions are not consistent with what is happening at the MSP-level and thereby reflect a communications requirement for 2030 WRG, which are in part reflected in the recommendations to the program.

Many readers will naturally be keen to understand the full tangible and measurable achievements and impact of 2030 WRG. Using the analytical framework as a guide, a wide range of examples of its concrete influence has been provided in the effectiveness section of the report (Section 4.3). It is important to note, however, that much of 2030 WRG's actual work and indeed achievements are of a less tangible nature. Yet, these milestones below the surface set the conditions for the (often slow) unfolding of endogenous dynamics leading to wider and more sustainable impacts. Thus, the authors encourage the reader not to skip over the more elemental sections of the report, but to engage with the inherent challenges and tensions that emerge for 2030 WRG as partnership brokers. Much of this is captured in the sections addressing the relevance of the program.

4.2. Relevance

4.2.1. Relevance of 2030 WRG mission, model and approach at a strategic level

a) Relevance of 2030 WRG's mission and objectives to the SDGs

Centered on improving Water Resources Management (WRM) in a world where water security risks continue to increase, **2030 WRG's diverse portfolio contributes directly to addressing a wide range of Sustainable Development Goal (SDG)**. Among others, this includes the goals concerned with food security (SDG2), health and well-being (SDG3), gender equality (SDG5), access to clean water and sanitation (SDG6),

industry (SDG9), community resilience (SDG11), responsible production (SD12), nature conservation (SDGs 13-15), and peace (SDG16). Water being so pervasive and its availability and quality so essential to life in all its expression means that it is possible to establish relationships between the mission of 2030 WRG and virtually all SDGs. Of particular significance, however, through its core agents - the multi-stakeholder platforms (MSPs) - the program contributes to developing international, national and subnational multi-stakeholder partnership capacities, a key SDG 17 objective.

The relevance of 2030 WRG's mission and objectives remain very strong in light of global trends and current disruptions in the international context:

public awareness of the nature and magnitude of *water security risks keeps growing*, alongside the concern for *environmental protection*. Society in general and elements of the private sector increasingly are reflecting upon the role that business should play in relation to sustainable development. 2030 WRG fosters the proactive engagement of the private sector on scalable initiatives addressing these concerns. Specifically, the three strategic priorities of 2030 WRG - Transforming Value Chains, Promoting Circular Economies through Wastewater Treatment and Reuse, and Water Security and Resilience Planning – are widely viewed as key components of a systemic set of solutions to water and environmental crises.

The current juncture is also characterized in many regions by an increasing political polarization that may be reflected in a weakening of the state. In several countries, such as Mexico (where the president elected in December 2018 is promising a radical transformation of the water sector) or Peru (experiencing a level of political instability “bordering on chaos”), MSPs play a much needed stabilizing force and guarantee a continued effort towards expanding a constructive water-related dialogue across sector boundaries and political divides.

Furthermore, the public aspiration for more transparent, inclusive and participatory decision-making processes affecting public spending is another characteristic of our times. While this global trend is not as evident in every country (it appears particularly strong in Latin America, according to interviewees) and although it has perhaps moved to the back burner since the COVID crisis, it remains a powerful trend. MSPs provide a forum with neutral and independent facilitation to help navigate through these shifting expectations.

Water at the heart of adaptation and resilience – Global perceptions

The general sense of all global interviewees (most of them “water people”, admittedly) is that water is at the heart of adaptation and resilience. While outside of the water sector, “people may not have grasped water as the enabler that it is,” there is “very little that is only water – water and climate, water and health, water and biodiversity, etc.” Thus solving water issues is “not something that one water minister or department or water project can address.” Greater efforts are thus needed to position water as a key lever for a wide range of SDGs and 2030 WRG's connections to government priorities at different levels and across different ministries need to be emphasized further.

Accompanying paradigm shift – Global perceptions

In the current global climate with the challenge to and “fundamental erosion of long-held truths with regard to the systems and environments we operate in”, several interviewees noted a sense that systemic failure with political or power imbalances makes initiatives like 2030 WRG that foster action-oriented dialogue all the more important. Without efforts to forge familiarity and some level of trust among stakeholders, it is easy to see water risk “descending into a blame game” with both government and the private sector suggesting that the other had not gone far enough to safeguard the resource when a crisis hits. 2030 WRG is seen as a viable mechanism aimed ultimately at ensuring “healthy people, healthy economies, and a healthy planet” with water resilience at the core.

"There was no such platform in the country, there was no such forum in Peru. I was working for the regulatory agency, and there was no way I could meet with the Minister of Housing except through the MSP. This is its great strength. I still think so. And they also achieve the participation of civil society in these conversation, and notably the Universities."

"This is the first approach of its kind in the Hindon basin: this type of stakeholder integration has never been done before and it is perfect for our situation in the Hindon."

b) Relevance to country and sub-national needs

A review of the program documentation and conversations with informants reveal a **strong alignment between the mission and objectives of 2030 WRG and country and sub-national needs**. This applies as much to the thematically distinct strategic priorities and key focus areas of the program as it does to its more overarching contributions to the sector. Indeed, survey respondents and interviewees alike all highlight the important work of the program targeting key sector bottlenecks such as: weak governance, institutional fragmentation, limited

water-awareness and capacities, lack of connection and dialogue across stakeholder groups, limited private sector engagement, and a lack of innovation. **MSP stakeholders from all countries and regions of intervention consistently stress how valuable the MSPs are in their context**. Indeed, in many cases, the program helps forge a conversation where there has never been one or where conversations were adversarial.

High-level government endorsement of the MSPs shows their willingness to promote the development of such platforms. Such multi-stakeholder forums allow government officials to safely engage with the private sector in countries where these types of exchanges have often been very rare and difficult thus far. In certain regions such as Latin America, MSP processes also respond to rising expectations from society for more participatory approaches.

The strategic priorities and key focus areas of 2030 WRG are highly relevant to country needs. They are defined in a way that address a large set of issues, many of which have often become more acute in the past decade and are requiring urgent action in the countries of intervention. Unsurprisingly, informants thus concur in acknowledging the timeliness of these objectives and their relevance to country needs. This is the case in Vietnam, with one observer noting:

"These three goals remain highly relevant: the Vietnamese economy is rapidly developing, with detrimental effects on the environment and notably water resources. 2030 WRG's mandate is potentially very relevant and brings complementarities in the form of linkages with the private sector and CSOs, which goes beyond what the Bank typically does."

2030 WRG three Strategic Priorities are:

1. Transforming Value Chains;
2. Promoting Circular Economies Through Wastewater Treatment and Reuse;
3. Resilience Planning

Its three Key Focus Areas are:

1. Urban Water Management;
2. Industrial Water Management; and
3. Agricultural and Rural Water Management, across all dimensions of resource management: efficiency, loss reduction, treatment, reuse, etc.

Focusing on a few key areas? – Global perceptions

Some interviewees noted the need to choose a few key areas on which to focus and then build a deeper engagement. Others were unclear what the overarching strategy and ambition is and revealed that partners at the global level may be "unsure how to use 2030 WRG to maximum effect."

Some suggested that it is hard to create an overarching vision when selling a "country-led" model and thus, while 2030 WRG is seen as actively engaged at resolving water security issues, "it needs a more convincing tagline, even if the model and 2030 WRG as a delivery agent resonates."

Similarly, 2030 WRG's strategic priorities appear highly relevant in the Latin American context, judging by the views of an interviewee:

"[They] are all aligned with what we see that countries want. Whenever talking about water management, one of the three key focus areas will always come out as the top priority. Water Security and Resilience is the most important and it somehow includes the other two – so perhaps it should be a priority topline focus."

Broadly defined as they are, the focus areas and strategic priorities of the program are thus very relevant to country and sub-national needs and allow the program to maintain thematic coherence across countries and regions and over time (as working group activities evolve over the lifetime of MSPs). Several informants note that good alignment of MSP objectives with country needs does not, however, mean that the MSP agenda actually addresses the country's most immediate needs. MSP members, and notably the private sector, can influence priority setting in a way that "responds to country needs, but with a tilt to private sector needs and interests." Such negotiation of priorities appears inevitable and if it engages those parts of the private sector that can have the most positive influence on solving water security issues at scale, then their engagement is to be welcomed. Regardless of the neutral facilitation and independent partnership brokering of the program, the power balance and interplay of influences amongst MSP members varies across MSPs and needs to be managed carefully. A key focus for 2030 WRG needs to be, however, on supporting governments in precisely identifying its own needs and priority areas. This is notably the case in the Indian States of Karnataka and Uttar Pradesh, where the program helped the State to identify critical focus areas and strategies.

c) 2030 WRG and the COVID-19 crisis

The current macro context marked by the COVID crisis has affected program activities in most countries and led MSPs to leverage online platforms for communications. The crisis has shed a bright light on the fundamental public health importance of hygiene and sound water management. Interestingly, one of the chronic challenges faced by 2030 WRG (and the water sector generally) is to create a sense of urgency and ownership in the face of only gradual shifts in stakeholder expectations and demands. In this respect, periods of acute crises can actually drastically accelerate this process. In a sense, the COVID context has provided the program with a stress-test of the agility and responsiveness of the multi-stakeholder platforms. (This could be reviewed more systematically over the coming period.)

Many MSPs actually integrated the COVID response agenda in working group planning. In Peru, 2030 WRG supported joint actions with the World Bank Water Global Practice (WGP) and the private sector around school hygiene promotion as well as water access and handwashing initiatives led by local companies. In Kenya, the program and WGP developed joint plans to provide technical support to water utilities in post-COVID-19 emergency planning and resilience building. In Sao Paulo, 2030 WRG joined forces with Global Compact Brazil/Water and the PCJ Consortium of Municipalities on a WASH-COVID response initiative consisting of getting donations of hygiene products from industries to be distributed to families in vulnerable conditions. As a response to the crisis, the Maharashtra MSP in India expanded its outreach activities to support food security. The Uttar Pradesh COVID Economic Recovery Alliance (UPCERA) and the Participatory Rural Agricultural Advancement through Increased Incomes (PRAGATI) Project have also been important MSP contributions designed in the COVID context.

In Mexico, the MSP helped the National Water Commission analyze the policy options available to convey greater resilience to the water allocation regime. In the face of significant pressure, one of the options

deemed appropriate by the Commission was to reallocate water belonging to private companies to domestic uses as part of emergency measures.

Would a move beyond water dilute 2030 WRG's relevance? – Global perceptions

While it may be tempting to “move beyond water,” aligning and rebranding as, for example, a climate initiative, interviewees across the board noted the strength that 2030 WRG brings as a connector with a unique view on the world through a multi-stakeholder water lens. That said, a number of respondents questioned whether the partnership was not already diluting its relevance by being spread too thinly within the water space – with a view that “strategy is as much about deciding what you won't do as what you will” and “if you take too many things in your hand, you will not be able to hold anything.” Admittedly, key priorities and focus areas emerge from a multi-stakeholder process in country, and the MSP will want to respond to these. Some questioned, however, whether 2030 WRG was the best positioned to deliver on whatever might emerge from those processes, rather than being more selective and providing more steer. (This is perhaps where the conversations around 2030 WRG least converged at the global level with different views on what 2030 WRG should set as priority areas.) Given the engagement with corporates (as key water users in their supply and value chains), the majority of respondents suggested that 2030 WRG should continue to focus primarily on: 1) agriculture as the primary user of water, by, as one example, reducing or eliminating perverse water use by water hungry crops in water scarce environments; and 2) agricultural and industrial water pollution. There will be instances, like in Sao Paulo, where it makes sense to address other issues like urban sanitation, but most global interviewees wanted to see a clearer connection to corporate water use – corporates being a key constituency of 2030 WRG – in order to maximize leverage of solutions across private sector use throughout supply chains.

Water security and resilience are generally seen as useful topline framing, but certainly with the understanding that the solutions are likely to play out differently in different contexts. Given that 2030 WRG is able to sit with both the public and private sectors to navigate and negotiate, some interviewees were more specific, encouraging 2030 WRG to engage the state to frame the policy, but then work with the state to encourage companies to commit to, for example, purchasing from producers using water resilient methods and water-sensitive crops. Although its role received less attention in the discussions, civil society would be brought in to work directly with producers and help expand and advocate for this approach.

While beyond the scope of this exercise, some respondents suggested that 2030 WRG's water gap lens – looking at available supply and likely emerging demand – was no longer fit for purpose, as a simplistic response would seek to find the supply to meet demand rather than doing the difficult work of renegotiating an economy's relationship to water. This approach needs to be reassessed and updated, revisiting the initial thinking behind the formation of 2030 WRG captured in the original *Charting Our Water Future* report (2009) through more of a regenerative or sustainability lens, a financial distress and equity lens, or other framing. The perception is that 2030 WRG is well positioned to convene and facilitate those debates and could be more active in terms of highlighting the issues around water scarcity, water and poverty in the supply chain (noting that there is much discussion around WASH and poverty, but not much in terms of WRM and poverty, which looks at the effect of pollutants (agriculture, industry, extractives, etc.) on health, agricultural productivity, and other related aspects. More immediately, COVID-19 economic recovery efforts may also not recognize the links with or squeeze out efforts aimed at more effective water resources management.

2030 WRG Relevance through a Corporate Engagement Lens – Global Perceptions

With regard to 2030 WRG's relevance in relation to engaging corporations, a number of interesting threads emerged from the global interviews. Water continues to feature heavily in the World Economic Forum Global Risk Report. Growing recognition of water risk sees companies seeking to understand which initiative(s) (around standards, disclosure, project-based commitments, and policy dialogue, etc.) will yield the greater benefits to the company. 2030 WRG is helping businesses to understand the wider system and linkages in terms of national policy and governance.

Major corporations are under increasing pressure from consumers, investors, and employees alike to behave in a way that is in the best interests of sustainability. The interest of Credit Suisse in 2030 WRG is a clear indication that investors are starting to recognize the impact of water-related challenges in their portfolios. Certification and disclosure schemes are gaining in strength. (Expansion in the certification of sites by the Alliance for Water Stewardship and disclosure to CDP's annual corporate water survey are clear indications that companies are starting to take water seriously.) While there are no "fair water use" labels at present, given the complexity of designing one that meets a multitude of contexts, presumably it is only a matter of time before more explicit public connections are made regarding brands and water use or water pollution in the supply chain. It is not unthinkable that like with carbon emissions, corporate water use will be analyzed based on the equivalent of Scope 1 – direct water use in production, Scope 2 – water use in the supply chain, and Scope 3 – water use amongst consumers – but with a pollution lens added.

Interviewees brought mixed views as to whether 2030 WRG should be a conduit for challenging current corporate business models with regard to water use. Several interviewees noted that 2030 WRG should provide a mechanism to test ways to strengthen the policy environment for a "business ecosystem" that fosters a more holistic approach to water management in a country. MSPs could focus on incentivizing the elimination of perverse water use, like growing water hungry crops in water scarce environments, and strengthening the oversight and regulation over polluting industries. Companies would then respond to these risks, or rising costs of doing business, accordingly. Interestingly, one corporate respondent noted that 2030 WRG can serve as a risk mitigation mechanism both for industry as well as for the World Bank by helping to "socialize" project and policy ideas – to vet them through a multi-stakeholder process that is managed by a neutral party.

There is much discussion in the water stewardship space as to whether framing water security issues as a risk to business is more effective than framing as opportunity. Clearly both tactics are needed, but the implication is that different people from the company get involved depending on the framing. Once conversations turn to risk, then the Chief Financial Officer and operations staff get involved. Positioning as opportunity brings more of a commercial angle. In terms of managing risk, a number of interviewees noted that many companies have made significant progress in improving water efficiencies "within the fenceline" of company operations. Indeed, there is a growing recognition that accessing water will become increasingly competitive in many contexts with business coming under increasing scrutiny with regard to the water they use directly as well as the water needed for their supply and value chains. 2030 WRG is uniquely positioned to plug into the business in different contexts if they can get both the operations and commercial teams involved.

The key challenges lie either in the supply chain (referring to agriculture in particular as the biggest user of water globally) or in how the company's products are used in terms of volumes of water. Most viewed supply chains as a key focal area for 2030 WRG. To its credit, 2030 WRG is able to "sit with the large water users and have meaningful input on these kinds of discussions" and can then translate supply and value chain issues into a policy context. The expectation is that 2030 WRG can leverage the bigger multinationals to draw in local private sector.

Reflecting on 2030 WRG-supported activities, examining and disaggregating corporate engagement at country level in more detail would be helpful. (This was beyond the scope of this exercise.) Some corporate respondents were adamant that 2030 WRG should not pursue projects that link to a particular company's supply chain, and others were keen to see 2030 WRG move from beyond the Corporate Social Responsibility type activities to engage more with the commercial and operational arms of the companies. This can be done, for example, through pre-competitive partnership arrangements where companies work in tandem to reduce overall abstractions in a basin (through, for example, on-selling of water from one user to another) or investing in joint wastewater treatment infrastructure. 2030 WRG has a clear role to play in working with governments to incentivize companies to pursue these kinds of joint solutions.

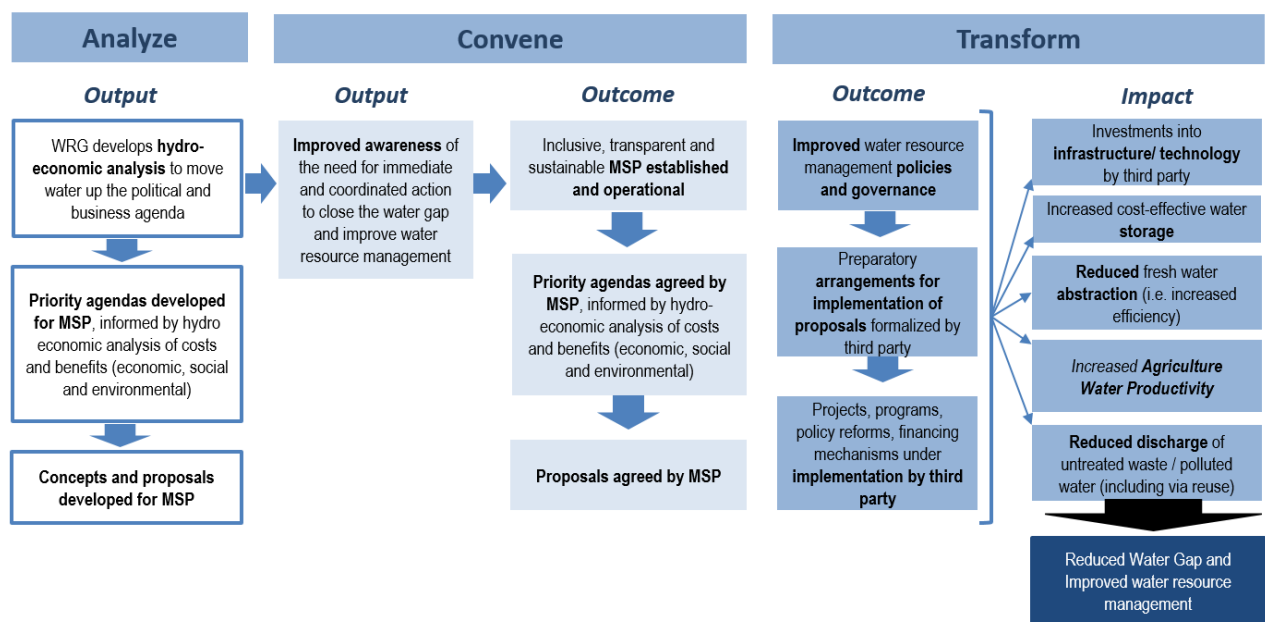
d) Internal consistency of ACT model in relation to mission and objectives

The Analyze-Convener-Transform (ACT) Theory of Change was designed in 2016-2017 and presented in 2030 WRG’s 2018-2023 Strategic Plan. Its development resulted from recommendations of the 2014 external evaluation to: a) clarify 2030 WRG’s decision-making process in-country; and b) define the sequence of steps followed by 2030 WRG and the MSPs to achieve their desired impact to reduce water gaps and improve water resource management.

Twin promises of the MSP approach - Global perceptions
 In theory at least, two key benefits of the MSP approach is that:
 1) by institutionalizing both the space but also the proposed solutions, continuity and institutional memory are protected as individuals (politicians, civil servants, corporate CEOs, development partner staff, etc.) come and go; and
 2) forging familiarity and trust in one area (in 2030 WRG’s case - water security) can model behaviors for and spillover into other thematic areas, thus creating a virtuous cycle of engagement between and among stakeholders.

The ACT model presented in Figure 5 (See Annex 6.1 for an enlarged version) plays a central function in framing and mainstreaming the engagement and dialogue approach of 2030 WRG in-country. It provides guidance to the teams and, critically, represents the very foundation of the program’s Monitoring and Evaluation (M&E) system. Consisting of a fairly simple and coherent sequence of steps, it conveys a reasonably good idea of how 2030 WRG’s convening and analytical efforts contribute to its transformative action. 2030 WRG MSP team members acknowledge the usefulness of the model, its practical simplicity, and note its value as a guidance tool to induct new team members into the program. They also stress the value of its action-oriented acronym.

Figure 5. 2030 WRG ACT model



While helping to bring some degree of standardization in the 2030 WRG approach, there is still room for improvement, however, as 2030 WRG MSP team members (the main users of this tool) note that the ACT model oversimplifies the actual approach in several ways:

- *The ACT model omits key steps:* at the very outset of work in country, there is a phase of introducing 2030 WRG to government and key stakeholders with a resultant letter of invitation from government. There is the drafting of a Memorandum of Understanding, the mapping of stakeholders, and the beginning of what will become on-going networking efforts. The ACT model does not mention a key

element of 2030 WRG's work – the formation of a partnership – whereby 2030 WRG and MSP members agree upon formal partnership structures and rules for their platform.

- *The model suggests a linear A-C-T sequence* rather than the usual, more cyclical and iterative process with frequent overlap and feedback loops between components. Treating the Analysis component as independent from the Convene component (where relationships with and amongst partners are built and nurtured) is misleading.⁷ Likewise, regarding the analytical work as the necessary entry point can be detrimental to 2030 WRG and MSP dynamics, particularly in contexts where water sector institutions are mature and sufficient data is already available.
- *The ACT model merely provides an overview of the change process.* It fails to articulate the practical processes and mechanisms needed to implement the theory of change. It does not make reference to the painstaking efforts directed towards often intangible outcomes of building collaborative capital, which is a key condition for success. Indeed, 2030 WRG team members and MSP stakeholders stress the significant influence of the approach on stakeholders' awareness, perceptions and attitudes towards a particular issue as well as the growing familiarity with other organizations. The significance of such outcomes and the work "below the surface" to achieve them is largely ignored by the model.

Many multi-stakeholder partnerships are in fact mere contractual arrangements amongst donors and implementing partners. Or they may consist of networks and alliances with a level of stakeholder engagement much lower than that witnessed in 2030 WRG MSPs, and where on-going dialogues, as useful as they may be, do not necessarily result in systemic change.

According to stakeholder testimony, the platforms supported by 2030 WRG foster a deeper and more sustained engagement of their members in a process all directed towards transformation. While some MSPs are more transformative than others, they all manifest genuine and ambitious partnership approaches to addressing complex water issues.

"...they need to adapt the same processes to each context and work on simplifying their jargon and terminology because that gets confusing. Now MSPs make total sense but it takes a lot of time to get used to the jargon." (World Bank WGP expert)

By and large, ACT remains a relevant conceptual tool amongst others to describe the 2030 WRG approach. The processes it describes, however, need to be contextualized and interpreted with flexibility. There is much value in expanding or complementing this high-level Theory of Change with a Theory of Action, particularly given how this ACT model has influenced the current M&E system (See Section 4.2.2)

e) Key Finding - Inherent tension #1: on the specific roles played by the program

Survey respondents and interviewees at MSP and global level alike all validate the relevance of 2030 WRG's mission and objectives, acknowledging both the relevance of its focus areas and strategic priorities and the value of a multi-stakeholder approach to address them. **Despite this validation of the purpose of the program, many MSP-level and global-level stakeholders appear to have a limited or inaccurate understanding of the nature of 2030 WRG's actual roles.** MSP-level stakeholders have a very good understanding of the content of their working group activities, but their awareness of the full spectrum of 2030 WRG action is more limited. The evaluation conducted by Dalberg in 2014 noted that the failure of 2030 WRG to precisely define its unique value-addition allowed divergent views to emerge with regard to the activities most important to the program's operations and to the relative importance of each pillar of

⁷ A good example of this is the Vision Document that the MSP has developed for the Government of Uttar Pradesh (GoUP), which built on existing analytical pieces and information as shared by other stakeholders.

the ACT model. This review shows that while the convening role of 2030 WRG is obvious to all, misunderstandings often arise as to the practical roles 2030 WRG should play, as, for example, with regard to analysis. Likewise, as discussed in more detail below, diverging meanings are attached to the catalyst role 2030 WRG is expected to play in relation to innovation, disruption and transformation.

While there is a very strong consensus around the value of adopting a partnership approach to complex water issues, there is some tension around the notion of partnership work. The multi-stakeholder dialogue and partnership lexicon has lost much of its hype and some of its substance, too. The past decades saw legions of self-proclaimed innovative partnerships and alleged groundbreaking multi-stakeholder dialogues fail to deliver on their promise, leaving a sour taste with participants, who are understandably somewhat skeptical at the mention of yet another partnership approach to solving the world's problems.

A tension is thus perceptible between stakeholders' general appreciation of 2030 WRG's purpose and their frequent sub-optimal understanding of 2030 WRG's behind the scenes roles and the nature of partnership working. Unrealistic expectations can be formed leading to the need to build the partnership at the same time as extracting immediate, tangible benefits from it. (Section 4.2.3 suggests how this first tension can be addressed, thereby unleashing much potential through increased collaborative capital.)

4.2.2. Relevance of the model and approach at an operational level

The previous section presented key findings on the relevance of the 2030 WRG model and approach at a strategic level. This section examines the relevance of this model and approach in their operationalization at MSP level. The operationalization entails *some degree* of standardization of technical choices and practices, but with much experimentation and contextualization. Indeed, the ACT model needs to be customized to the local context to be most relevant and effective. The most salient findings are organized as follows:

- a. Key technical choices made by the program
- b. Key characteristics of the partnership vehicles put in place
- c. The resources mobilized to operationalize the 2030 WRG model at MSP level

a) Relevance of key technical choices made by the program

How the program performs its analytical function and monitors its progress at MSP level stand out as two critical aspects of the operationalization of the 2030 WRG model in the context of this evaluation, and areas where the findings point towards scope for sharpening or clarifying the approach.

► Appropriateness of the analytical work performed at MSP-level

The technical choices and principles guiding the Analysis component of the ACT model not only have significant bearing on the thematic agenda adopted by MSPs, but also shape perceptions of 2030 WRG and the MSP.

HEAs – More or less since inception, the Hydro-Economic Analyses (HEA), high-level analyses routinely conducted by the program as it launched its activities in a new country, have been a hallmark of 2030 WRG. A legacy from a collaboration with McKinsey in the early stages of the initiative, HEAs were regarded as ground-breaking at the time. Accordingly, they often proved a good entry point for 2030 WRG in new countries. In Kenya, the HEA report was instrumental in early awareness-raising efforts and bringing stakeholders together around common issues. In Bangladesh, the initial high-level analyses conducted by the program have been noted by stakeholders as the first reports capturing an overview of the entire water

sector. Stressing the nature and magnitude of the country's challenges, they provided a narrative supporting 2030 WRG's action, and helped gain traction with the public and private sectors. In Peru, while the HEA represented a useful baseline, it did not, however, influence the framing of the MSP priority topics and working groups.

The Dalberg review of the program in 2014 stressed limitations and risks associated with HEAs, including: a) the fact that they did not properly leverage existing local data, knowledge and expertise; b) a perceived lack of transparency of the underlying assumptions used; and c) an excessive emphasis put on economic and financial matters at the expense of a more comprehensive political economy review of the water sector.

Inputs from MSP teams confirm that HEAs are less relevant in some contexts. This is the case, for example, in Mexico and Sao Paulo, where the knowledge brought by HEAs is not needed. Echoing the findings of the Dalberg report, a water expert from the World Bank questioned the objectivity of these high-level studies, perceiving risks of bias – *“It is as if the focal areas were a bit predetermined... as if the analysis is used to help them construct a narrative rather than the other way around.”* MSP teams stress that the format of traditional HEAs tend to overlook needed analysis of other important dimensions. For instance, the Sao Paulo team reckons that HEAs tend to ignore much of the complexity of water challenges, and do not sufficiently analyze IWRM-WASH linkages. Thus, there is broad consensus emerging around the need for more political economy insights into the analytical work supported by the program. One 2030 WRG country team stressed how HEAs generally fail to examine stakeholders as agents. They see a **need for more analysis of stakeholders' incentives and likely behaviors vis-à-vis the MSP, their perspectives and opinions, with making these aspects explicit being an important first step towards collective action.**

Bridging the knowledge gap at different scales – The HEA type of analyses can remain relevant notably in contexts where bridging knowledge gaps will allow defining priorities on the basis of much more objective analyses. In such circumstances, found in Mongolia and Vietnam for instance, traditional HEAs still add value. Such high-level analyses also prove very relevant at sub-national scales (e.g. water basins, economic zones) where some MSPs now operate and baseline studies may be missing.

Action-oriented studies - High-level analysis can be very relevant if resolutely action-oriented. The Bangladesh team suggests combining a high-level descriptive analysis of the context and challenges with an analysis of possible solutions. The relevance of the analytical work of 2030 WRG in Uttar Pradesh stemmed in part from the decisively action-oriented nature of the vision document that 2030 WRG stakeholders helped develop with the government. It includes a high-level vision, strategy and

“HEA as a methodology was innovative in Mongolia and the methodology evaluates the current status of water resources and supplies, to estimate water demand and determine solutions through a set of economic, social and environmental criteria, and to prioritize cost-efficient solutions. These steps are the basis for policy level and project decisions on investment.” (2030 WRG Internal Analysis Mongolia, 2021)

“In discussion with other countries, it is not obvious that the HEA is the starting point for engagement... There is such a wealth of information regarding water for so many countries readily available, especially with the increased monitoring on various SDG6 indicators. Going forward, it might not be necessary for the HEA to be the signature product of 2030 WRG. Moreover, 2030 WRG usually doesn't have the in-house capacity to develop it and so it is just another consultancy report.” (2030 WRG Staff)

“Maybe it made sense to mainstream these hydro-economic studies when they launched the 2017 Strategic Plan. But here [...] and in many other countries the Bank already had a pretty deep analytical engagement of the water sector, and if not the Bank, then other players and the governments, and so I am not very sure of the value addition of these studies.” (Water expert, World Bank)

corresponding actionable plan to organize collective action in the Hindon River Basin and in the Bundelkhand.

MSP teams see their initial high-level analyses as the starting point to help forge a conversation and cement a consensus around the nature and magnitude of the problem and the urgency needed to address it. 2030 WRG can then facilitate at working group level more targeted and incremental studies focusing on specific issues. In Mexico, analytical work was all about conducting objective diagnostics, putting forward innovative ideas and concrete recommendations, then jointly focusing on a particular sub-issue and further analyzing in a way leading to action. In Sao Paulo, 2030 WRG's analytical work has sought to "shorten the distance between the plans' proposals and the effective actions to implement them" and largely consists in targeted assessments "to deepen technical discussions on some relevant issues for WRM, such as water charges and the economic impact of water scarcity."

A participatory process - Participatory processes add considerable value to MSP-level analytical work by providing an effective means of building a consensus around a vision and towards action. This exemplifies how the Analysis and Convene component of the ACT model overlap ideally. The experience of the program in various countries is that "getting the mandate and buy-in from stakeholders is more important than the analysis itself". This underlines the importance of the process and suggests that the most critical role of the program in this Analysis component of the model goes far beyond facilitating the production of objective and credible knowledge.

This insight is important. **The primary role of the Analysis component may, in fact, not be to generate authoritative research and analysis, but to forge a conversation among stakeholders.**

► **Appropriateness of the Monitoring and Evaluation system**

The M&E system implemented by 2030 WRG is central to how progress is tracked and then communicated to external audiences. It also has a role to play in confirming or correcting the course and strategy of MSPs throughout their lifecycle. Significantly, it influences how resources (e.g. staff time, financial resources) are allocated across the different elements of 2030 WRG work at MSP level. In early 2021, 2030 WRG mobilized a task force team and hired a consultant to revamp its M&E system, aware of the need to better capture and communicate the essence of the program. This evaluation leaves the detailed analysis to that exercise but a few observations can be made.

General considerations – The current M&E framework defined in 2030 WRG's 2018-2023 Strategic Plan follows the logic of the ACT model. It articulates how various inputs are used to design activities resulting in outputs (e.g. analytics that improve knowledge) leading to outcomes (e.g. proposals for reforms), which contribute to impacts (e.g. reduced fresh water abstraction). A monitoring team comprised of an overall global lead and three team members responsible for each region coordinates the collection and collation of monitoring data.

"One colleague noted: "I remember that the last documents I filled was very depressing since it appeared we had not done anything because most of the work we did couldn't fit into any of those pre-defined criteria. This now begs the question whether we just didn't align our work with our expected KPIs/targets or whether the performance indicators in the reporting framework were not adequately adjusted to our work environment and realities." (Internal Analysis, Country MSP Team)

"The 2030 WRG ACT approach is about the creation of enabling environments for multi-stakeholder, cooperative, deliberative and policy network governance [which] can produce a host of positive effects on the water polity [...] Still the M&E and performance indicators do not capture this. This is an important drawback that has not been addressed or treated as a priority concern." (Internal Analysis, Country MSP Team)

The key message emerging is that the current M&E system: a) fails to capture the essence of the work carried out at MSP level, b) appears to be primarily designed to capture impact metrics at a global scale and less to assist in determining impact or informing decision-making at an MSP level, and c) needs to account for different MSP contexts, entry points, and the varied time horizons of MSP work.

The case study carried out on 2030 WRG's behalf by the Harvard Kennedy School in 2017 already underlined the M&E challenges faced by organizations not primarily tasked with executing projects but that focus on facilitating systems change driven by local stakeholders engaged on a voluntary basis. These challenges, the study explained, relate to the relative unpredictability of stakeholder behavior, the dynamic and often non-linear nature of system change processes (often lying well beyond the control of the partnership), and the difficulty to attribute with accuracy the results to any one organization or program of activity. The tensions that 2030 WRG is experiencing with respect to its M&E system thereby do not come as a surprise. The type of on-going partnership brokering and facilitation work that 2030 WRG teams perform behind the scenes is analogous to that of a referee on a football pitch: unless there is controversy, such a referee may often be quite invisible, although he/she is covering a lot of ground!

Reconciling the needs of different audiences – The monitoring team tracks and aggregates MSP and regional results for presentation to 2030 WRG's Steering Board and a broad global audience, which will typically require a digestible overview of operations across the MSP portfolio.

The needs of 2030 WRG MSP teams and MSP members differ: they require more granular M&E tools providing guidance and shedding light on the progress achieved at MSP and working group levels, tracking progress against jointly negotiated milestones and objectives. These audiences have common expectations, however:

a) Bi-directionality (feedback loops) in the M&E process ensures that bi-annual reporting and progress monitoring informs decision-making in existing and future programming; and

b) M&E results support effective communications internally and externally, i.e. adequately conveying the nature and achievements of the program.

“How can the program properly monitor its progress? How to ensure you are working towards tangible results through these platforms? I have seen the team [...] doing bits and pieces and there is not really a way to measure the success of the platform. What are the feedback mechanisms? You can run in circles that way.” (KII)

“The process of enabling a stakeholder environment for nesting and growing a project involves activities that are hard to capture by M&E quantitative indicators, and that might be frustrating to those in the field and at the office. However, advocacy efforts must deliver outcomes with time, such as those defined in the ACT model. If partial results or transformative actions do not come in a reasonable term, it indicates that the advocacy strategy should be revised.” (Internal Analysis, 2030 WRG Staff)

“To show progress, the current ACT framework creates an implicit need to show new initiatives, while transformations on the reform and strategic level require long time horizons, as well as an extensive development phase including continued stakeholder interactions.” (Internal Analysis, 2030 WRG Staff)

“In terms of the information that we report on, the focus is quantitative and leaves out important qualitative information – the value-add of the process. Workstream leads sometimes felt that there is so much more happening than the monitoring framework is able to capture, like policy work, building relationships/trust among partners, etc.

There are lots of “soft” outputs that are arguably difficult to provide clear evidence for but such is the nature of running MSPs. There is such a high transaction cost, which ultimately relates to resources, staff time etc. which is not properly captured in the reporting framework. (Internal Analysis, 2030 WRG)

Harnessing an M&E framework that does full justice to 2030 WRG's work – The M&E system is based on a framework matching the ACT model and a process aligned with the World Bank, whereby MSPs need to report their contribution to World Bank Country Strategy Frameworks using indicators for governance policy reform. Correspondingly, the current M&E framework is project-centric and misleading: it can suggest that 2030 WRG's core business consists in conceptualizing and implementing projects and incentivizes MSP teams to keep initiating new projects at the expense of the continued and less visible partnership building work.

A revised M&E framework is needed that provides a measure of progress on the building of collaborative capital, institutional strengthening, as well as progress along more traditional and tangible project-specific lines. Some degree of standardization is of course needed for aggregation at regional and global levels, but this should not prevent contextualization. This could translate into a common set of indicators complemented with a drop-down menu of indicators reflecting local circumstances.

Measuring MSP impact - Global perceptions

Can the impact of the MSPs be measured in a meaningful way? While activities may result in cubic meters of water saved or reused, farmers getting access to water of a higher volume and quality, etc., the sense is that 2030 WRG builds awareness and common understanding around water security issues, bridges the familiarity gap among stakeholders, and then galvanizes joint action (the latter of which it may or may not have any control or direct contribution to).

From a partnership perspective, it has been notoriously difficult to assess the collaborative capital that has been generated as a result of a partnership broker's efforts.

Frameworks are still emerging for how best to do this with the challenge that the fruits of these efforts may not be seen for several years down the road. Thus, while there is a tension about not wanting to be "a talk shop", several interviewees suggested that the value of these spaces is underappreciated in setting the stage for impact.

b) Key Finding - Inherent Tension #2 – a core part of the work is performed "behind the scenes"

The overarching goal of 2030 WRG is to help countries facilitate collective action among government, the private sector and civil society to improve water resources management. The program does so by pursuing the two following objectives: a) to create the wider *political economy conditions and momentum for change* in water sector reform, and b) to facilitate *collaboration and awareness building* within the water resources community. The above findings on key technical aspects of the operationalization of the 2030 WRG model reveal that the pursuit of these two objectives through *formal* analytical work and their monitoring via the M&E system are relatively weak. This discrepancy unveils a disabling tension.

Considering a definition of political economy analysis as encompassing the review of structural settings and historical legacies, power relations and institutions, decision logics and choices, as well as dynamic features of change processes, it appears that the *formal* analytical work performed at MSP level - HEAs or otherwise - tends to strongly focus on techno-economic analyses. Yet, all suggest that MSP teams are primarily busy seeking, compiling and analyzing political economy information, and pondering on sector, institutional and individual dynamics. This analysis largely occurs as an on-going "background process" and is shared internally in an *informal* manner.

The same remark applies to the analysis of the context for building collaborative capital and increasing awareness. **There is neither an analytical framework provided nor explicit mention of a formal assessment of the partnering context** – i.e., of organizational attitudes, risks and incentives, loyalties and trust in relation to their engagement in multi-stakeholder and cross-sector partnerships. The tension here is that a significant part of the work conducted in the pursuit of formally stated goals does not find any formal expression and is not monitored. This is disabling in the sense that:

- The MSP loses the opportunity to jointly identify and address limiting factors/areas of growth, which often constitute structural – sometimes taboo and thus partly unconscious – bottlenecks;
- It puts 2030 WRG teams in the uncomfortable position of feeling compelled to carry out informally some essential legwork (e.g. analysis, relationship building, awareness creation, partnership brokering...), which is considered of no or minimal value against the M&E framework.
- It prevents 2030 WRG from communicating explicitly and effectively on critical aspects of its work and its added value in the sector.

c) Appropriateness of the partnership vehicles put in place

► Scale of intervention

2030 WRG MSPs are typically set up at national level (10), state level (4), river basin level (25+) or other subnational level (5+) (See Annex 6.2 for a complete overview). Some countries, such as Bangladesh and Mongolia, host both national and subnational platforms.

Establishing an MSP at national level often appears a must – National MSPs and the high-level official endorsement they usually secure tends to grant them significant and lasting legitimacy, which boosts public sector engagement. The national level is also often the preferred level of action to influence public policy. Private sector partners, keen to strengthen their policy influence at the highest level, typically regard national-level MSPs as the most legitimate and transparent channels to do so. Yet, official endorsement of national level MSPs cannot be taken for granted. In Vietnam, setting up an MSP at the national-level is logical given the centralized governance structures and with the government being very clear about avoiding initiatives that run parallel to government processes.

Sometimes establishing a national level MSP ends up not being the best strategy. In Brazil, the vastness of the national territory and the need to showcase successful solutions to very specific water-related challenges led 2030 WRG to adopt a different strategy: the program decided to focus on the State of Sao Paulo, an area of more manageable scale and which provided a more enabling environment.

State-level MSP options - Setting up State-level MSPs appears a natural development in large countries with very diverse geographies that may not be so intricately linked with regard to water, and notably where decentralization confers sub-national governments with significant power in the definition of their water-related policies, plans, and budgets. In India, the influence at the national-level is relayed from state-level MSPs established in Karnataka, Uttar-Pradesh, and Maharashtra.

In Mexico, governments of the States of Nuevo Leon, Guerrero, and Jalisco have requested the support of the CCA (Water Advisory Council), the national-level MSP supported by 2030 WRG. This trend, which CCA addressed in Jalisco by setting up a local MSP branch, has triggered reflections around a scaling up strategy in Mexico. Many Mexican states are already facing notoriously acute water security challenges. Some are becoming more aware of the imperative to own and address the water agenda as they witness the gradual collapse of federal water management capacities and the growing threat of radical water policy reforms at federal level.

Local presence matters – Bangladesh applies the ACT model at both the national and regional levels: the national MSP allows an effective engagement on policy influence and institutional reform processes while the regional Barind MSP provides an optimal set up to develop local initiatives with water users. River basins are often “where the rubber hits the road” for 2030 WRG. These hydrographic units can thus represent preferred areas of intervention, hence the development of one river-basin based MSP in Hindon (India), two in Tanzania and the support to 24 such MSPs in Mongolia.

Supporting government efforts to implement their IWRM policies makes a lot of sense, as this entails strengthening the capacities of water basin institutions and fostering multi-stakeholder processes. Yet, given the wide capacity gaps frequently observed in such institutions and the long time horizon associated with bridging them, engaging in a relevant fashion at this level requires sufficient resources to support a sustainable action. For these reasons, setting up such river basin MSPs appears most relevant in countries where authorities are demonstrably committed to concretizing the IWRM agenda. The program may want to prioritize water catchments where partnerships with companies and development partners can be leveraged on a long enough timeframe and companies have direct interest. The Kilimanjaro MSP demonstrates the value of such prioritization. Its MSP team also stresses how critical private sector and media engagement at national level are to boosting the visibility of basin-level initiatives and ensure continued buy-in.

City-level MSP – The review did not yield much insight into the appropriateness of setting up city-level MSPs and was not able or tasked with a specific evaluation of the impact of these interventions. The limited inputs collected on this topic reflect divergent perspectives. Several informants from the global level regard agricultural water and industrial water as clear priority strategic areas of focus for 2030 WRG, particularly given the corporate membership of the program. Global level informants question whether the program has the capacities needed (technical expertise, track record, and connections) to properly engage at scale in urban (utility) water programs aimed at domestic water supply and sanitation. Others suggest that cities represent the nexus where the program can simultaneously address urban, agricultural and industrial concerns particularly from the perspective of wastewater treatment and reuse, like with the water pollution fee law and reuse in Mongolia, and wastewater treatment and reuse public private partnerships in Ganga and Bangladesh. The experience of 2030 WRG in the State of Sao Paulo demonstrates that the program can

[With regard to] setting up a national MSP in India, such an overarching body would likely bring large MNEs. You might not manage to replicate the closeness of interaction between peers we have at state level, but the entire system would be incentivized to engage: many of the Indian multi-national companies – TATA and the like - are not based in Bangalore. We wanted to have them come in a big way, which has not yet happened. [...] A cross-ministry group assessed the opportunity of a national-level MSP and concluded that its scope of work would be too broad. Water is a State-level matter in India. Indian States are very diverse and given their high level of autonomy they operate almost as separate countries. One opinion that came out is that although a national-level MSP is perhaps the way forward this is not perhaps the right time. (2030 WRG team, India)

“The approach followed by the program needs to be adaptable to the context, able to be scaled down and more specific. I think that the platform could be made particular in each country that you work with.” (WGP water expert)

The state scale is quite appropriate to our network and allows 2030 WRG to be known nationally, as the State of São Paulo is always a main reference on water, sanitation and environmental policies in Brazil. It also allows for regional and practical applications of World Bank/WGP’s policies, concepts and guidelines for the water and sanitation sector in the local level, without competing with them. [...] We have been supporting the development and implementation of proposals mostly in the state and basin levels, but our ongoing study on water charges, despite being focused on the PCJ basin case, will present analysis, conclusions and recommendations that will be replicable to the national level too. (Internal Analysis, Sao Paulo MSP)

make very effective and appreciated contributions to the urban WASH agenda by focusing on its core facilitator and partnership broker roles and leveraging technical expertise from the World Bank and otherwise as needed. Non-revenue water reduction work with utilities in Kenya and South Africa were also mentioned as areas of impact for 2030 WRG.

► **MSP structure**

Avoid duplicating existing structures – Conversations with 2030 WRG team members and other stakeholders indicate that the program has been keen to mainstream the formation of national-level MSPs. Flexibility is warranted in countries already endowed with effective multi-stakeholder water platforms (i.e., with inclusive, balanced and relatively active stakeholder representation, with a relatively good track record, and guided by principles compatible with those of 2030 WRG). The program encountered this situation in Mexico in 2011, and decided to join the CCA (Water Advisory Council), a multi-stakeholder water platform founded a decade earlier by a prominent businessmen, philanthropists and the Mexican President at the time. The alternative was to establish a separate entity competing with the officially mandated CCA, an option that would have undermined 2030 WRG’s legitimacy and probably irreversibly damaged its reputation. In supporting the CCA, the program was able to further stimulate and leverage, albeit with limited local resources, the strong collaborative capital in place and rapidly ensure a high level of ownership of the initiatives supported by stakeholders.

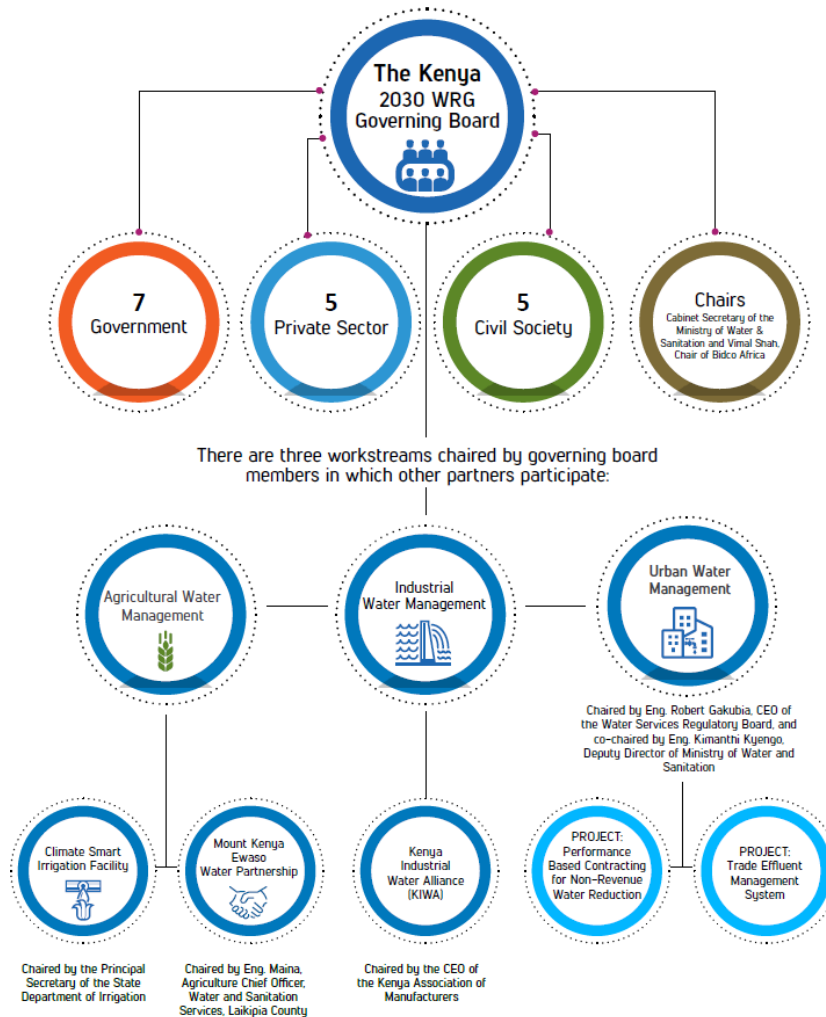
Similarly, as 2030 WRG reflected upon its entry strategy in Brazil, it acknowledged the presence of very structured legal and institutional frameworks for WRM at the national, state and river basin levels, and the existence of committees and councils with participation of public, private and civil society stakeholders. In such a context, the program revisited its initial intention to form its own national-MSP and established relationships with the existing institutions instead. Embedding the program fully in these entities was not deemed appropriate either, considering that their somewhat politicized and bureaucratic modus operandi might work against 2030 WRG’s drive towards fostering innovation and systemic transformation. The program thus opted for the creation of independent and agile working groups of targeted stakeholders constituted around very specific objectives. 2030 WRG has since launched a steering committee to harness the collaborative capital of the working groups with a view to wider policy influence. This approach, building on ad-hoc project-based working groups set up as agile vehicles, is worth considering according to some informants, and may well be appropriate in countries where governments are reluctant to officially endorse a national platform before it demonstrates its value and compatibility with public institutions.

Standard structure – Most MSPs set up by the program adopt a structure similar to that of the Kenya MSP presented in Figure 6 below. The inquiry did not spur any debate nor reveal any particular weakness, as it appears to meet the needs of the stakeholders. 2030 WRG typically facilitates the formation of an apex body (governing board, steering board or steering committee); ensures the balanced representation of its members across public, private and civil society organizations; and strives to secure a “high-caliber” chair and co-chair who command respect and authority; and contributes to the convening power of the platform. The representatives sitting at the apex body of the Bangladesh MSP exemplifies this point well. The National Steering Board, chaired by the Cabinet Secretary and co-chaired by the International Chamber of Commerce (private sector) and BRAC (civil society), includes high-level representation from government (15), the private sector (6), nongovernmental organizations, civil society, and academia (9).

The workstreams and working groups are constituted around thematic areas selected as priorities by the MSP (i.e. responding to priority needs and aligned with policies), and which generally align well with 2030

WRG strategic priorities and key focus areas. It is thus fairly standard to find MSPs hosting working groups addressing agricultural, industrial and urban water issues.

Figure 6. Standard MSP governance structure (Kenya MSP example)



The Kenya MSP governance structure consists of:

- **A Governing Board:** Apex body for priority setting, partnerships development, new partner recruitment, working group monitoring, implementation oversight and budget approvals; Meets twice a year.
- **Workstreams:** Technical workstreams established for the development of specific programs, projects, financing mechanisms, and policy initiatives through drafting of detailed implementation roadmaps and budget proposals, and organization of stakeholder consultations. Quarterly meetings.
- **Secretariat:** Coordination of the partnership, organizing meetings and workshops and supporting working groups.

► MSP membership

Balancing representation – From a legitimacy perspective, an initial framing relates to the balance across the partnership of the effective engagement of different stakeholder groups. In general terms, 2030 WRG is very effective in securing the membership of senior representation from across different stakeholder groups. Global interviewees brought different vantage points on this question, however. Some suggested that 2030 WRG appears to work most closely with the public sector to ensure relevance and coordinated ownership across different ministries and government departments. (In order to frame this needed coordination, one suggestion that emerged was that 2030 WRG could do more to elaborate how government policies and regulations may compete with each other across different government objectives and commitments.) This is seen as a clear differentiation from others working in this space like the CEO Water Mandate, CDP, WWF, AWS, and the strong ties to and emphasis on policy is what brings companies to the table. While the focus may be on governments, it was suggested that portfolio country governments could be better represented in the global governing structures of the initiative, with some suggestion that more coordinated learning exchange across participating governments would be helpful, building on exchanges between Peru and Mongolia on mining and the various knowledge sharing webinars in 2020 and 2021.

The perception is that 2030 WRG is largely a conversation at the global level between global development

“Several MSP members are key high-level personnel from leading organizations across varied sectors in the state. This mix of experienced stakeholders lends credibility to the MSP thereby making it a trusted partner of the government of Uttar Pradesh. A key example of such kind of an engagement were the recent stakeholder consultations organized by 2030 WRG as part of the process for drafting the state water policy wherein valuable insights were gathered from various stakeholders and analyzed by 2030 WRG.” (UP Government Representative, Uttar Pradesh MSP)

“The people at the table were seniors and so every organization was compelled to nominate seniors who can speak for their organizations.” (Karnataka MSP Participant)

partners, like the World Bank, and the corporate sector, with the influence and engagement of civil society more limited. Based on the information received by the evaluation team, in some places, civil society organizations (CSO) appear to be comparatively less well represented at national level. CSOs seem to be more active in subnational MSPs and in the workstreams. In their evaluation of the South Africa SWPN MSP in 2020, Dalberg suggest that broadening the partner mix through a greater engagement of civil society could add value to the platform, warning however of possible risks this might bring in terms of making the relationship between SWPN and government more confrontational. This review prompts to further explore strategic roles for and further contributions of CSOs to ensure balance. This probably requires deeper and recurrent stakeholder and context analyses to understand more deeply how civil society organizations are currently involved and what approaches could bring them to the table. Providing spaces for civil society to share information at the global level across the portfolio could also provide an important contribution from 2030 WRG.

Among others like Uttar Pradesh, Hindon and Mongolia, the Mexican MSP may provide some clues as it is very inclusive, and comprises representatives of the private sector (national and transnational firms), academia (public and private universities), several CSOs, representatives of indigenous populations, and private individuals. Radicalization in the socio-political and institutional context is pressuring the MSP to include groups with more extreme visions of social change and efforts are being made to engage in constructive dialogue.

There were other forums and platforms set up by the donors, such as the Water Roundtable (Mesa del Agua), but they did not work: donors, ministries of Agriculture and of Housing were attending, but not the private sector.

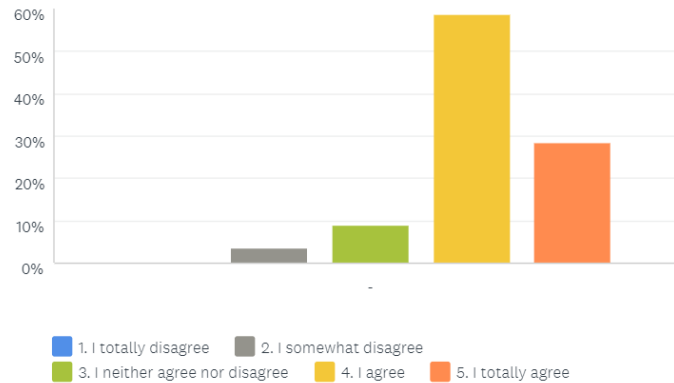
It was a donor-led thing. They were looking for alignment and harmonization across their strategies but it was not the same. There was no such willingness to reflect and work together. (MSP stakeholder, civil society and formerly public sector, Peru)

Of course, balance is not only determined by the number of seats at the table. The Bangladesh team observes that despite the inclusiveness of the platform and a good representation of all stakeholder groups, the public sector tends to dominate discussions, leaving a small window of opportunity for companies and CSOs to contribute and enter in a creative dialogue. This, the team reckons, may partly come as a consequence of a senior government official chairing the MSPs, and it is the responsibility of 2030 WRG as a neutral facilitator to put in place strategies and protocols to address this imbalance. The data collected through the survey (See Figure 7) and KIIs indicate that MSP participants (across all MSPs and in each MSP) are satisfied or very satisfied with the profile of the member representatives. Successful MSPs indeed typically bring together members with adequate expertise to engage in productive exchanges and close enough to the seat of decision-making to arrive at joint resolutions at MSP level. Sustaining stakeholder participation in MSPs is an on-going issue in many if not most platforms, stresses a member of the 2030 WRG team, who notes that this challenge “can only be addressed properly by making the MSPs functional, relevant, practical, legitimate, accountable, and effective.”

Figure 7. MSP participants agree that MSPs attract member representatives with adequate profiles

The MSP managed to attract member representatives with adequate profiles

Answered: 56 Skipped: 3



► MSP resources

Putting the right teams together – Members of the 2030 WRG team and some of their World Bank colleagues in-country repeatedly stressed the importance of mobilizing the right team with the right skills to successfully manage the formation and the operation of MSPs. It is as much about capacity – ideally locals – as it is about bringing the mix of talents and skillsets needed at the particular juncture of the MSP lifecycle. The 2030 WRG 2018-2023 Strategic Plan lists skills and background needed for successful MSP work.⁸ The review confirms the emphasis on very strong networking and convening capacities, facilitation skills combined with a strong and versatile water background, as well as some entrepreneur spirit to push for the concretization of projects.

In 2014 the Dalberg evaluation mentioned as an issue the lack of staff to support its global and country operations. More recent program reviews within IFC and the World Bank IEG evaluations carried out in Asia and Latin American further confirmed it, suggesting that the resulting capacity constraints could affect 2030 WRG convening power and pace of implementation.

Resources for transformation – An issue frequently raised by MSP teams and some MSP stakeholders relates to managing expectations around the ability of the MSP (and 2030 WRG) to support the Transformation component of the ACT in the form of pilot projects, which often constitute a springboard for transformation at scale. The Bangladesh national MSP stresses that their transformative power is constrained in this way. They highlight the risk of spending significant time and effort developing transformative initiatives that cannot come into being due to a lack of funds for implementation. Strategies are thus needed to gauge the ambition of the MSP and then to mobilize resources from government, development partners and the private sector accordingly. The team further stresses that, “care needs to be taken that limited resources for the Transformative stage will not create a bottleneck to the ACT model. Strategies on how to solve these resource challenges are urgently required.”

► Leveraging member resources and aligning with member interests (including the host)

⁸ a) Multi-Stakeholder/Partnership process experience, b) Coordination/Program Management, c) Water specialist, d) Experience from working in or with Private sector, e) Experience from working in or with Public sector, in particular on water governance, e) Civil society expertise (background), f) Experience in developing countries, g) Financial specialist in particular with experience from various forms of blended finance and PPPs, h) Languages, i) Gender balance.

2030 WRG seeks to mobilize resources from across its MSP memberships. This can typically include financial and technical resources for the government, funds from the private sector (often through the Corporate Social Responsibility arm), development banks and international development agencies, as well as technical resources from CSOs. Kenya notes that resourcing from the program global trust fund has been crucial in the past, and enabled the MSP to reach a level of maturity allowing it to transition towards greater financial reliance on regional (private sector especially) and local stakeholders.

“Managed Aquifer Recharge (MAR) is an ambitious program; once the pilot level initiatives are successful, it may be urgently scaled up. Similarly, the Urban Waste Management is an ambitious program. Mobilization of adequate resource remains a major challenge” (National Bangladesh MSP member)

“I cannot say the program's Transformation is truly exceptional because, although we did collaborate well in our working groups, we have could not concretise our cooperation and consensus. In the case of our group, what has been missing is our capacity to mobilise significant resources. (Peru MSP member)

Expectations need to be managed around the ability of the MSP to mobilize resources, particularly from the private sector. As a case in point, a representative from the Government of Bangladesh in charge of SDG affairs expressed a slight disappointment at the level of resources mobilized from the private sector. It is not uncommon for government stakeholders to form high expectations of the MSP, which they regard as a novel mechanism to mobilize resources more systematically and significantly from the private sector to support joint development goals.

This is a logical evolution for all MSPs, and one that will require the program to maintain a high degree of vigilance on the risks associated with its fundraising activities for the MSP. Exchanges with MSP team members highlight the risks of capture of the MSP by government or companies. 2030 WRG and MSPs need to be open about these risks, as otherwise they may put the perceived neutrality and independence of the program, and the legitimacy of the platforms at stake. In Peru, the program adopts a strict policy avoiding local fundraising to forestall all suspicion of capture. In India, in response to requests from the Maharashtra and Karnataka government, the program addressees the risks of capture or perceived capture by the private sector by engaging private sector associations rather than individual companies. Indeed, each MSP needs to create its own resource mobilization charter that meets its own contextual situation.

What skillsets are needed? – Global perception

“So much depends on having the right staff with the right skills in country.” These are complicated positions to fill with the need to know the players and the context, but also the technical levers to “identify the gaps and where synergies can really work.” Among a wide range of largely behind the scenes and often under-appreciated skills, 2030 WRG staff members at least need to be able to speak the language of different stakeholders, collect and interpret data for different stakeholders, keep stakeholders engaged and monitor which new stakeholders need to be brought on board, sell ideas, navigate through changing contexts.

There are often debates about whether a good facilitator can facilitate on any subject by following the principles of inclusiveness and balance. The counter argument is that some expertise is needed to understand what and whose voices to prioritize. Towards this end, several interviewees reflected on the need for 2030 WRG to ensure staff bring technical expertise related to water, but with a further thematic focus on governance and partnerships as well as stakeholder and context analysis.

While not a specific line of inquiry for this evaluation, in terms of alignment and leveraging resources, the topic of 2030 WRG's relationship with its host, the World Bank, emerged quite naturally in all of the global conversations and during exchanges with 2030 WRG team members. While highlighting the clear benefits

resulting from the hosting arrangement in terms of branding and convening power, numerous interviewees flagged that both the World Bank and 2030 WRG are understandably still navigating this relatively new institutional set up. 2030 WRG staff bring great skill in being able to speak the languages of the public and private sectors, but, by all accounts, they may still be learning the language of the World Bank. This is reflected in part in that clear rules have not been established for when 2030 WRG staff and affiliates say they are part of or representing the World Bank and when they are not. The sense is that government counterparts may not make a distinction between the World Bank and 2030 WRG. So 2030 WRG comes “with a certain set of priorities and then the World Bank comes along with other priorities, which is confusing for governments.” According to some, organizational alignment faced by 2030 WRG as a quasi-independent body within a huge multilateral structure boils down to differences in the ways of working, the operational versus less tangible nature of each other’s approach, and the client base with the Bank focused primarily on government and 2030 WRG with its MSP participants, including government.

From the global conversations emerges a sense that there is a symbiosis that has not yet been fully exploited or leveraged. As 2030 WRG operates at the request of government and given the World Bank’s obvious links to government and expertise in governance, policy reform work, etc., embedding in the World Bank makes sense. Without doubt, the World Bank brings authority and knowledge, positioning, and the potential to connect to funding sources for investment ideas that emerge. 2030 WRG brings new ideas and stakeholder perspectives into the World Bank. In this way, as one senior World Bank official noted, 2030 WRG can also “help the Bank lift its game.”

Alongside this policy-level connection, the full strategic intent of why 2030 WRG, a relatively small even if potentially influential initiative, was put into a technical / operational unit of the World Bank was less obvious to many global-level interviewees. An element of this line of questioning was captured well by one interviewee whereby, in one sense, the “shift [from the World Economic Forum] to being hosted by the IFC [seemed to show] intent to leverage private sector finance, which perhaps did not work so well. So the move into the World Bank was to leverage public sector finance? Does that mean that expectations on private sector finance are reduced? What signals is it sending on this level?” Another interviewee suggested that the new arrangement is far from exclusive. Although the main hosting arrangement is now in the Water Global Practice of the World Bank, there is no reason why 2030 WRG could not still “tee up equity or debt-based investments for the IFC” and also leverage funding and resources from other development partners.

From a programmatic perspective, if the priorities determined by the MSP align with the WB Country Partnership Frameworks (which given their relative breadth is perceived as not difficult), the World Bank can help bring in a coordinated response across different thematic areas, like agriculture, energy and water, that have been filtered through a multi-stakeholder process. The sense from the outside is that this would help some operational World Bank staff to more clearly “see how their work connects to wider policy goals.” (A simple example given was whereby water saved by doing X on energy could be diverted to agricultural or domestic water use.) This can help all involved to “dig a bit deeper for impact” – an often heard request. This aligns with the World Bank’s push for multi-sector projects, albeit with perhaps a downside in that “the water people then have a smaller level of influence.”

The links to World Bank lending were mentioned on numerous occasions, with some questioning that if there is no connection to its lending operations, then why is the World Bank hosting 2030 WRG. Indeed, the links to lending are “more powerful, and the policy agenda can be supported by both Technical Assistance and lending as a package.” One senior World Bank official noted, however, that “trying to bring consensus is hard to manage in a massive lending system. [Thereby, there is a] need for a set of vehicles that go beyond the technical assistance and knowledge exchange to support dialogue” that feeds into a

visioning exercise for the future. In a related sense, one respondent suggested that 2030 WRG's work could be seen as a form of risk management facility, to help create and promote the conditions to make projects / investments more acceptable and less likely to fail. This idea was tested on different interviewees and, while the framing may have been slightly different for each, the idea was seen to have some credence.

While it is important to be leveraging the World Bank both in terms of the expertise that it brings but also the visibility, it was reiterated by numerous interviewees that 2030 WRG "can't be seen to be owned by the World Bank," but rather that the World Bank "needs to see itself as a shareholder and be clear about and then see how best to get dividends from it." Towards that end and to create more familiarity within the World Bank, several senior World Bank staff members mentioned that it would be helpful for Bank staff to rotate in to 2030 WRG. One noted that this would help Bank staff to "learn the art of dialogue and multi-stakeholder engagement and how best to take forward a relationship as opposed to delivering a project." This would need to be managed carefully as the priority needs to be on maintaining the robustness of the MSPs and the priorities in country. Thus efforts would need to be made to ensure that incoming staff bring the right skillsets to navigate with the MSPs and also that continuity in both support and trust is not lost.

In terms of the expected symbiosis mentioned above, an outsider expressed the perception that 2030 WRG seems to "speak for the Bank, behaves like the Bank, but doesn't really capitalize on the Bank's skills." Another suggested that the World Bank is "putting the same parameters, benchmarks and policies in place that they would for other operations, with a view to pulling 2030 WRG more into the WB ecosystem and orbit."

From inside the World Bank, there is the opposite view – i.e., that 2030 WRG staff "don't have to do all that we have to do in the Bank in terms of reporting, safeguards, structuring technical assistance, and then the lending." Bank staff feel that the same quality standards may not apply, and 2030 WRG staff feel that oversight slows efforts down, hampering their ability to respond with agility and speed to a country's requests. World Bank Practice Managers feel a sense of responsibility for 2030 WRG initiatives and the quality of the products produced, but 2030 WRG staff do not report to them, so they have little control over the initiatives' activities.

Referring to the MSP approach of 2030 WRG, several World Bank staff suggested that, although they see the potential, a convincing case had still not been made about how to reach scale through this kind of mechanism. They noted the less tangible, concrete and operational nature of 2030 WRG's day-to-day work. It was also noted that the World Bank has global leads on circular economy, irrigation, and other related issues, but they may not have been approached by 2030 WRG and, at present, given already full portfolios of work, the incentives for them to engage with 2030 WRG are unclear. Unsolicited, practically all World Bank staff mentioned, as a point of tension, the need to build on the analytical work done by the Bank.

With regard to the partners, by their own admission, World Bank staff expressed that the private sector involved in 2030 WRG are not "the usual suspects for the Water Global Practice," being historically more familiar with multinational water providers than water users. Companies sense this and suggest that efforts could be made to create greater familiarity. One corporate respondent suggested that jointly designing a proper code of engagement with the private sector could be useful for the World Bank more generally. The IFC could, no doubt, contribute to such an exercise given that it has more "in-born vehicles to engage with private sector users of water."

Although beyond the remit of this exercise, the modalities of 2030 WRG within the World Bank could perhaps be explored further. If 2030 WRG were to be cast as a fund, there are numerous models like the Public Private Infrastructure Advisory (PPIAF) or the Global Facility for Disaster Reduction and Recovery

(GFDRR) that could be instructive. There are, however, seemingly fewer examples of multi-stakeholder type partnerships similar to 2030 WRG that are hosted *inside* the World Bank. By their own admission, World Bank staff noted in various ways that if 2030 WRG’s aim is to be agile and nimble, it is difficult “to be entrepreneurial in essentially a non-entrepreneurial space.” If the staffing and transaction costs are an issue, there may be a way of blending the finance, through say an innovation fund that is managed outside the World Bank with potentially more flexibility.

Another issue that arose in numerous conversations was the handover and exit strategy for 2030 WRG. The view from World Bank staff is that more mature MSPs can be spun off to local ownership with 2030 WRG playing more of a behind the scenes supporting role, enhancing capacity and providing technical support where needed, rather than more directly fulfilling a secretariat role. Such MSPs would still be branded under the 2030 WRG banner and remain part of the wider 2030 WRG family with some oversight to ensure transparency and fealty to the principles enshrined in the brand. A review of global partnerships may very well reveal examples of where this kind of model has worked well.

Ultimately there appeared to be agreement across the board that the goal is for 2030 WRG to reach a higher level of ambition that is more focused and can “dig deeper”. The World Bank is certainly in a position to support and leverage these efforts.

4.2.3. Cross-cutting insights

a) *Unleashing the creative potential of potentially disabling tensions*

As noted above, the review of the relevance of the strategy and model of the 2030 WRG unearthed two significant areas of inconsistency, or tensions, described with likely effects in Table 3 below:

Table 3. Disabling tensions (1/2) and their effects

Disabling tension	Effect
1. Despite a strong validation of the purpose and approach of the program by most informants, many MSP-level and global-level stakeholders appear to lack an accurate understanding of the exact nature of 2030 WRG roles and contributions, and of what partnership brokering work actually entails	<ul style="list-style-type: none"> • Failure to understand the exact nature of 2030 WRG’s analytical and other roles can lead stakeholders to form and spread negative judgments about the program. • 2030 WRG teams may struggle to manage stakeholders’ expectations with regard to the innovative and disruptive ambitions of the program, and the type of transformation it catalyzes. • Stakeholders can be confused by the hermetic partnership lingo and/or equate partnership work with pejorative perceptions reducing it to lengthy and mostly unproductive dialogue.
2. Much of the work conducted by MSP teams in the pursuit of two 2030 WRG core stated goals - influencing political economy conditions and building collaborative capital - does not find any formal expression and is not properly captured or monitored.	<ul style="list-style-type: none"> • The MSP loses the opportunity to jointly analyze and address key bottlenecks. • 2030 WRG teams face the dilemma of having to carry out informally essential legwork, which is not valued in the M&E framework. • 2030 WRG cannot communicate explicitly and effectively on the unique nature of its work and its added value in the sector.

Remediating these tensions chiefly calls for reaffirming the essence of 2030 WRG and fully owning its unique contribution.

b) Why reaffirm the essence of 2030 WRG

Reaffirming the essence of the program and fully owning its unique contribution appears critical from a number of perspectives. Firstly, 2030 WRG's operations include a vast patchwork of interventions taking place in very different contexts. On the surface, the program can seem to be pursuing very disparate objectives through very different means. All understand that 2030 WRG is about water security and closing the water supply-demand gap and that it does this through partnerships, but beyond the buzzwords, numerous interviewees conveyed the challenge of grasping 2030 WRG's unique essence (as well as its limits or boundaries).

An effort to better communicate its essence is also likely to be useful for many members of 2030 WRG team (staff and STCs). While they have a very good understanding of what the program is seeking to do, part of this understanding remains intuitive. There is thus much value in promoting within the whole team a more structured understanding of those key features of 2030 WRG's approach that typically remain implicit with clear frameworks that define a partnership paradigm. This shall also facilitate the development of a more fit-for-purpose M&E system, allowing for a more structured, accurate and accessible description of the "soft" aspects of 2030 WRG's contribution.

c) Avenues for clarifying the essence of 2030 WRG and key features of its operations

What the program does and how it does it

At its core, 2030 WRG seeks to:

- Build collaborative capital through neutral and independent multi-stakeholder platforms that forge shared awareness, the incubation of ideas, and collaboration towards the resolution of water-related challenges in a context where conflicting water-related interests prevail.
- Overcome institutional fragmentation in the water sector by bringing continuity and efficiencies, forging local ownership, and fostering greater awareness around and more joined up policy reform and influencing business practices.

2030 WRG fosters these two contributions by:

- Applying a resolutely deliberative and participatory approach, expressed in medium- to long-term processes typically characterized by voluntary engagement;
- Utilizing partnership brokering skills and political economy awareness; and
- Enlisting and leveraging technical expertise to support analysis, design and implementation activities.

2030 WRG's analyst and transformation catalyst roles

The nature of 2030 WRG's "Analyst" role also deserves some clarification, and in this respect it needs highlighting that its added-value lies in:

- The *credibility* of the technical expertise it enlists;
- The *salience* (relevance) of the analysis it supports: 2030 WRG facilitates the timely extraction or production of critical information accessible to MSPs and reframed in a way that fosters engagement; and
- The *legitimacy* its neutrality and independence brings to the MSP-level information producing process and resulting influence on decision-making.

Build on existing analyses - Global perceptions

Several interviewees (particularly but not exclusively from the World Bank) noted the need to identify and rely on solid expertise and data analytics that may likely already exist and “not to recreate the wheel”. The message was fairly clear that, while the facilitator needs to understand the issues, 2030 WRG staff should be careful not to conflate the roles of facilitator and translator with that of the expert. Similarly, 2030 WRG needs to remain mindful of strengthening what institutional relationships already exist rather than creating competing platforms.

As far as its catalyst role in fostering transformation, 2030 WRG should make more explicit what it means by transformation, presumably starting with defining it at the MSP level. Likewise, if the program aims for an innovative and disruptive influence in the sector, these terms need to be further explained, if only to keep stakeholder expectations in check. On this topic, it is important to underscore the following:

- The program seeks to shift behaviors, striving to change “hearts and minds” at individual and organizational levels. The path towards this goal requires a deliberate approach to influencing perceptions, beliefs, narrative, values, etc. and thereby influencing institutional development, policies, investments, and actions at the level of water users.
- The resources and sphere of influence of the program are limited. Stakeholders engage in the MSP on a voluntary basis. The program strives to build shared awareness and a collaborative capital, creating more fertile ground for positive systemic changes. Timing the concretization of this transformation is generally beyond 2030 WRG’s control, however, and the pilot initiatives it supports are like seedlings planted and watered to showcase the value and feasibility of transformative actions.
- As 2030 WRG staff will attest, there are few real shortcuts to building collaborative capital and joint resolution towards concrete change. Partnership-based projects can be delivered rapidly and on-demand, and can wither just as rapidly. Conversely, sustainable systemic changes result from an endogenous transformation, which is generally time consuming. Periods of acute crises can drastically accelerate the process, however, and one of the key challenges of the program is to create a sense of urgency and ownership in the face of only gradual shifts in stakeholder commitments.

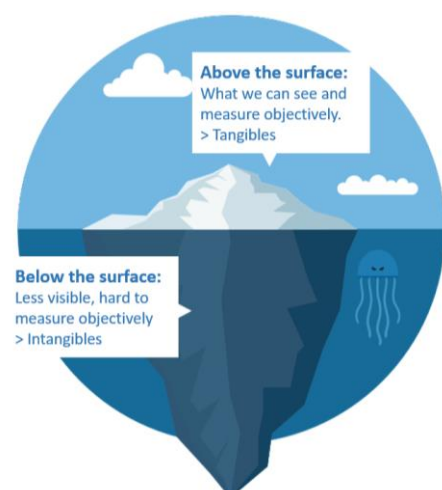
d) Suggested approach and tools to help frame this clarification

This section introduces two conceptual tools designed to sharpen 2030 WRG’s political economy and partnership framing of its work in a way that hopefully captures the complexity while remaining accessible and user-friendly.

► The four-quadrant “iceberg”

Figure 8 provides a first glimpse of the tool, depicting a partly immersed iceberg. This image is used to acknowledge that while a good part of ACT processes, milestones and outcomes consist of tangible, measurable, “above the surface” realities, much of 2030 WRG’s added value results from its influence “below the surface”, on far less tangible aspects. By allowing a systematic analysis of these complementary areas of influence of the program, the proposed conceptual tool can help clarify and communicate the distinctive nature of 2030 WRG.

Figure 8. Above and below the surface realities

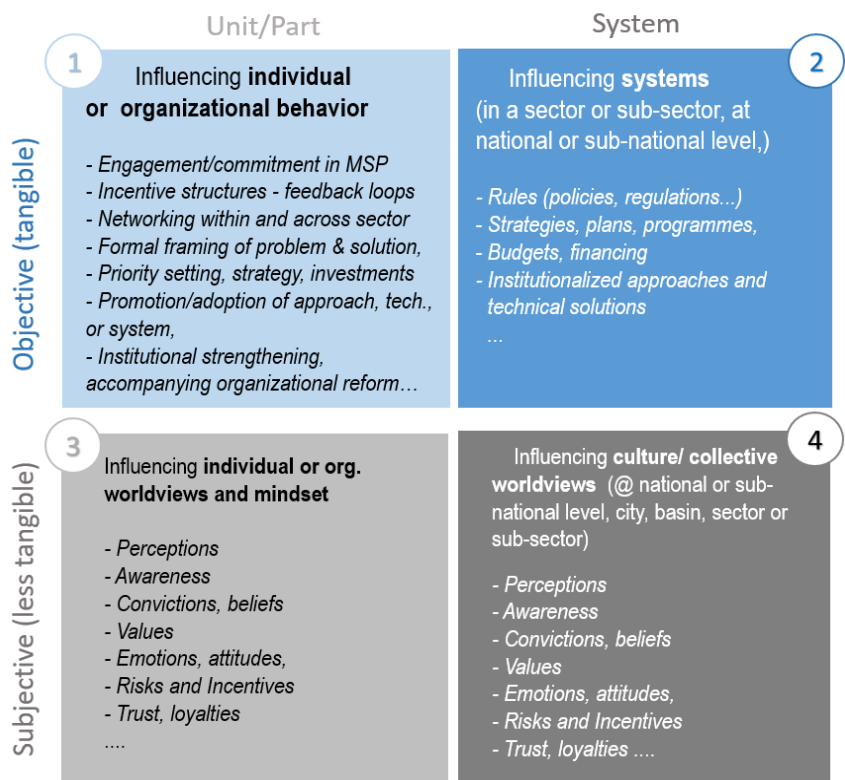


The conceptual tool builds upon the metaphor of the iceberg. It consists of the 4-quadrant framework presented in Figure 9. The two upper quadrants (above sea level) describe tangible, objective realities and areas of influence of the program. The two lower quadrants (immersed) describe subjective and much less tangible realities, equally critical to influence for the program. A vertical axis breaks down 2030 WRG’s areas of influence a step further distinguishing the units or individual entities that 2030 WRG seeks to influence (e.g. an MSP member, or the organization s/he represents) from the system they are a part of (e.g. a sub-sector or sector at national or sub-national level)

In its endeavor to improve the enabling environment for water resource management, 2030 WRG seeks to change systems (quadrant #2), i.e. rules, strategies, plans, programs, budgets, financing models, institutionalized approaches and solutions.

Bringing about such concrete change in the way the system is governed and operates requires influencing the behaviors of its parts (quadrant #1) i.e. individuals or separate organizations. This is the area of influence where the program seeks to secure the engagement and commitments of key stakeholders, help them network and challenge their perspectives, influence their framing of the problems, solutions proposed and decision-making, strengthen their capacities and accompany their reforms.

Figure 9. A four-quadrant framework



Sustaining and scaling tangible, measurable change “above the surface” requires continuous and progressive influence “below the surface” on the subjective facets of the system (4) and its units (3). This involves influencing individual or organizational worldviews and mindsets through activities and inputs that alter perceptions, awareness, convictions and values, transform attitudes, and reconfigure risks and incentives, loyalties and dependencies. As a result, gradually the program contributes to shifting for the better this inter-subjective space, that is: the culture and collective worldview.

It is hard to overstate the importance of influencing all four quadrants to catalyze meaningful improvement in water resource management. To last and to scale, transformation needs to happen above and below the surface, in both the parts of the system and in the collective. **MSP teams continuously and often simultaneously work on these four complementary areas of influence, but as noted above, their action on the bottom quadrants is generally more informal and less structured. Acknowledging the importance of the work “below the surface” and monitoring it in a systematic way will help the program strengthen its communications and make better-informed strategic decisions at MSP level.**

This tool can be instrumental in many respects. Beyond helping clarify the essence of the program, it can also assist MSP-level programming and monitoring by facilitating an assessment of the relevance and effectiveness of activities as measured by their likely (or measured) influence on each of the four quadrants.

► **Plotting MSP influences**

The notion of 2030 WRG as a disrupter and operating at the transformational end of the spectrum elicited much discussion with global-level interviewees. Some interviewees viewed the disruptive and transformational nature of 2030 WRG’s work as actually the difficult task of bringing stakeholders together who are not used to sitting around the same table. Building that collaborative capital, as mentioned elsewhere in this report, by creating a safe space, facilitating those conversations, and holding the anxiety of the stakeholders is in many contexts truly disruptive.

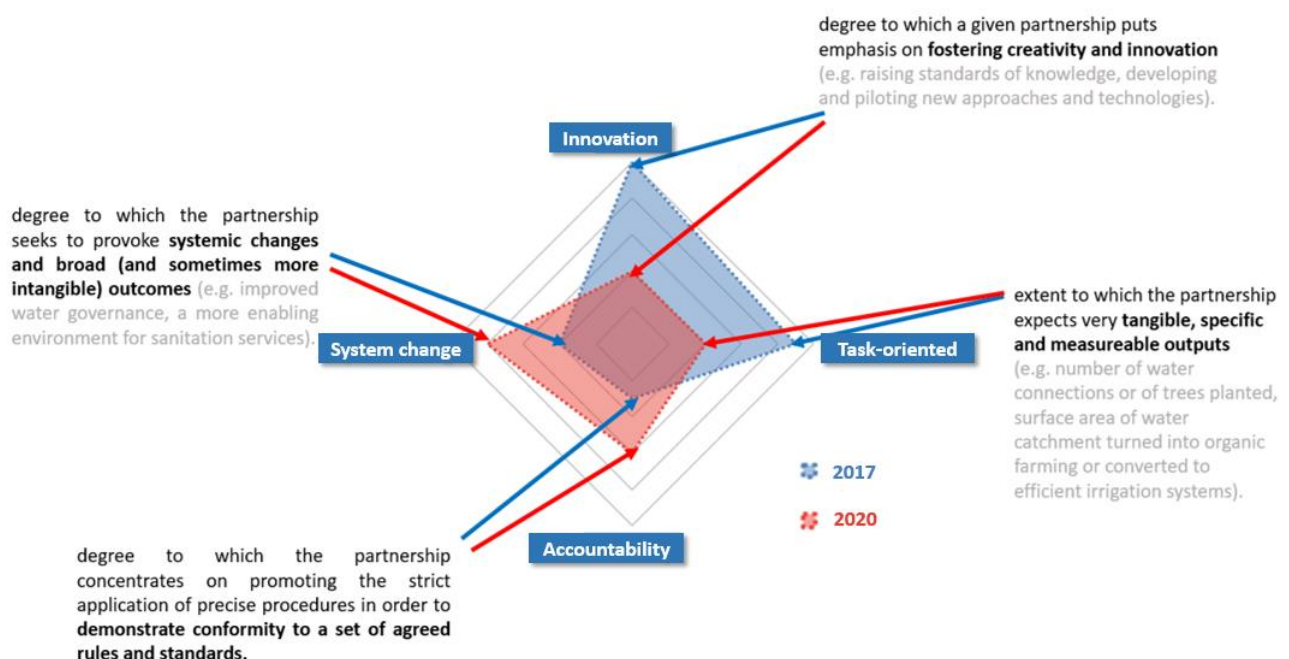
Looking more specifically at the how partnerships introduce new ways of working, a partnership analysis framework that plots MSPs in quadrants based on two spectrums (innovation vs accountability orientation, and project delivery / task orientation versus more long-term systems change orientation) (See Figure 10) could prove useful for underscoring 2030 WRG’s perceived role in the sector.

By way of explanation, in its simplest form, the *Innovation-Task Quadrant* (top right) introduces new technological or process innovations that can be piloted in a specific geographical area. There is a spirit of experimentation as partners come together to brainstorm, explore, and test the efficacy and appropriateness of new ways of doing things – whether that be subsidy mechanisms for a specific set of farmers, new irrigation or wastewater treatment technologies, etc.

The *Innovation-Systems Change Quadrant* (top left) brings stakeholders together to research, debate and flesh out the implications of long-term shifts in policy or regulations, for example. The spirit of this kind of partnership or stage in a partnership’s life is still one of joint experimentation and exploration.

The *Accountability-Task Quadrant* (bottom right) is largely aimed at ensuring that partners deliver on their immediate commitments. It could be aimed at, for example, jointly building capacity so partners can be certified under a particular, existing standard, or providing resources to support partner delivery.

Figure 10. Partnership orientations



The *Accountability-Systems Change Quadrant* (bottom left) is about embedding institutional change into the system through new rules, policies, regulations, standards, etc. The language of this quadrant is largely around governance – determining how compliance will be monitored. In the water sector, a good example of this type of partnership is the Alliance for Water Stewardship, which has, through a multi-stakeholder process, created a certification scheme around corporate water use.

Ideally one would see 2030 WRG MSPs ticking all four boxes, for example, moving around from quadrant to quadrant. As an idea is introduced (like piloting Payment for Ecosystem Services [PES] in a district) (top right), efforts are made to determine the implications of getting PES into policy (top left), governance arrangements are determined for how PES will be funded and monitored (bottom left), and then PES is made mandatory and rolled out across a whole jurisdiction (bottom right). Indeed, in some partnerships, partners may all enter into the partnership with different expectations that could position them differently in the schematic.

In terms of tangible shifts in the sector, most see 2030 WRG's role as being in the top half of this four-quadrant framework – providing the “playground” to pilot and determine the implications of embedding an innovation that responds to water security risks. Innovations could be adaptations from other sectors, bringing local level innovations to the national level and then back down to other localities, as well as from one country to another. This, in itself, is recognized as a very valuable contribution to the sector, creating a safe space, particularly for more risk averse partners, to conduct visioning exercises that capture, balance and translate the perspectives, incentives and disincentives of all relevant stakeholders.

Few saw 2030 WRG as possessing the technical wherewithal and long-term resources to see a major innovation to full fruition through the system across all quadrants and thus fully delivering on the transformation ambition of the program. Thus, while not stated explicitly in the terms of this model, there is an expectation from most of those interviewed that 2030 WRG would need at some stage to hand over the particular innovation to other actors to take it to the next level, while 2030 WRG worked on bringing new innovations into the sector through the MSP.

Speeding up innovation? - Global perceptions

A key expectation is that 2030 WRG will bring innovation into the water sector. While innovations in the water space “usually take a decade or longer to take root”, expectations are that an MSP can accelerate this process to three or four years. In theory, greater ownership and joint commitment can speed up these processes to respond to the urgency of the moment – an urgency that has not yet really been created, however.

Even where there is a sense of urgency, partnership building that forges familiarity and trust takes time. While there may be greater ownership of the way forward, keeping stakeholders on-board while maintaining the vision and keeping an eye on shifts in the context proves challenging. Thus, while there is an emphasis on putting sector reforms in place and an impatience to see change occur more quickly, several interviewees appreciated 2030 WRG's approach seeing the smaller piloting of technologies and approaches as a good way to build momentum to then tackle bigger more contentious issues.

4.3. Effectiveness

4.3.1. Achievements against ACT model

Whereas the prior section presented an assessment of the relevance of 2030 WRG's strategy and approach, this section highlights key findings on the effectiveness of this strategy and model as applied at MSP-level. It assesses whether the ACT model, as relevant as it may be in theory, actually delivers on its promises, examines how well the program fulfills its key roles against the ACT model, and judges its performance as reflected in its actual outcomes and effects in the water sector.⁹

a) Does the ACT model work?

The introduction of the ACT model in the 2018-2023 Strategic Plan helped 2030 WRG rationalize its unique approach and represented a useful conceptual tool for guidance. The data collected in the course of this review coincide with findings from recent evaluations,¹⁰ and indicate that, imperfections aside, the model works and supports 2030 WRG MSPs in delivering on their objectives.

Reflecting upon the experience gained over the past decade, the teams of the more mature 2030 WRG MSPs (Karnataka, Kenya, Mexico) concur that the ACT model is valid and that its flexible application leads to outcomes supporting systemic change (these are described and analyzed in further detail in Section 4.3.2 below).

The experience of more recent MSPs with the ACT model is also generally very positive, as exemplified in Mongolia where the successful demonstration of the ACT model and MSP approach led to its replication across the country.

Strong signals about the importance of effective water governance - Global perceptions

2030 WRG has forged a safe and much needed space to send strong signals about the importance of effective water governance to the smooth running of economies. Interviewees noted that 2030 WRG's profile and portfolio of work continues to elevate an understanding on the need to prioritize water security as a key way of meeting multiple SDGs.

2030 WRG is seen as an expert in convening and translating ideas and perspectives across different stakeholders. Some questioned whether 2030 WRG's ambition, however, has been muted, in part by the overall appetite for risk, but also by "spreading the initiative too thinly across sub-themes and disparate geographies."

The reports stemming from the HEA of the mining sector were widely used for the development of policy documents, feasibility studies on projects, research, and water resources management. The MSP outcomes of approach followed at national level convinced the government to order its replication at the sub-national level, covering the entire country. (Adapted from 2030 WRG Mongolia MSP team, Internal Analysis)

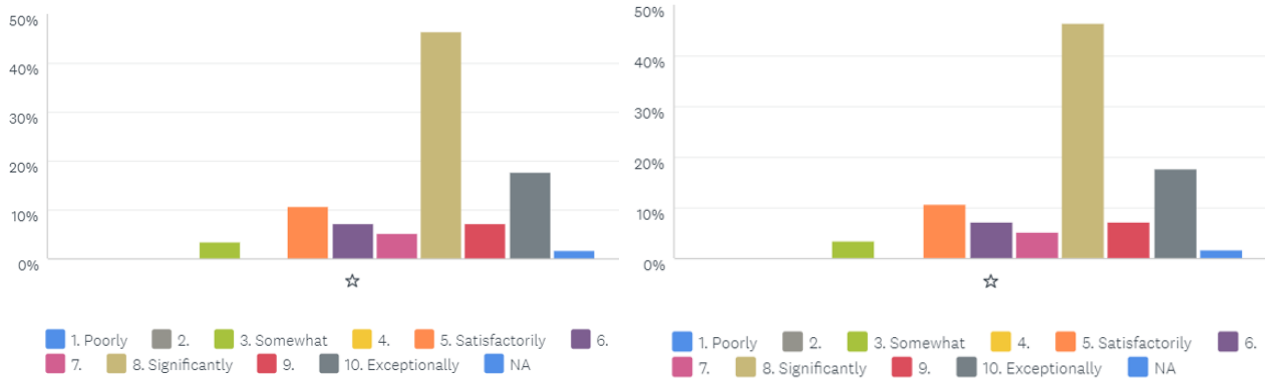
We have established different task forces with participation of the government, associations, industrial park authorities, and big companies... There is free flowing communication without barriers to discussions – it is very open... This is a new kind of platform showing a way for the public sector to discuss with the private sector. (Vietnam MSP, 2030 WRG team consultant)

⁹ It should be noted that the analysis herein does not provide a comprehensive review of each MSP, but provides examples of effectiveness where relevant. Due to travel restrictions as a result of COVID-19, evaluation team members were unable to travel to see MSPs in action and to validate firsthand the information gathered through the process. Efforts were made to triangulate across multiple sources.

¹⁰ In 2018, the World Bank IEG conducted an evaluation of the program, concluding that 2030 WRG's model had allowed the program to achieve its intended outcomes. In the review they conducted in 2020 on SWPN MSP (South Africa), Dalberg notes that the program has created a valued platform for knowledge sharing and agenda shaping, and has delivered viable and innovative proofs of concept.

MSP stakeholders, who experience first-hand the unfolding of 2030 WRG’s approach consider that it significantly improves the conditions for stakeholder collaboration and influences water sector reforms (See Table 4). In flexibly applying its ACT approach, the program has achieved impact on rules, institutions and practices, and influenced mindsets, created awareness, and built trust and collaborative capital. Section 4.3.2 examines these impacts “above the surface” and influences “below the surface”.

Table 4. MSP members find 2030 WRG's multi-stakeholder approach effective



Graph 1. How did 2030 WRG manage to influence water sector reforms (sector governance, policies, regulation, budget, planning, and programs) in your country or region to increase water security?

Graph 2. Did 2030 WRG manage to foster more transparent and trustful dialogue amongst relevant sector organizations, and new forms of cooperation between them?

“The drafting of the Water Policy [...] was a significant milestone, and came after a gap of 20 years. 2030 WRG played a key supportive role including integrating inputs and suggestions from important and relevant stakeholders including the private sector, academic institutions, experts, civil society and international organizations.” (Uttar Pradesh MSP Participant)

“This MSP approach allows the integration of top-down and bottom-up processes and we have been working on three of the major tributaries of Hindon and our actions have led to a reduction of water contamination levels to the point that the norm is being met in these areas, which is quite unheard of.” (Uttar Pradesh MSP Participant)

“I headed the regulatory agency and as we prepared the reform of groundwater tariffs I had to stress its importance to public and private sector actors. We used the MSP to conduct the study, supervising the consultants and validating their methodology, and to present the tariff [reform] to everyone. Thanks to this process, what could have created very strong opposition went very all. I think it also depends on your capacity as a leader to make the most of such a platform.” (Peru MSP Participant)

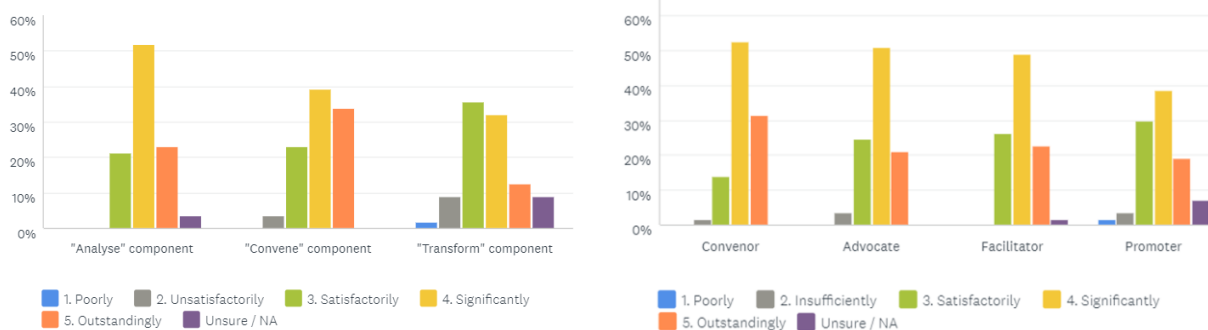
“I might give the MSP an overall score of 7.5/10 with 9/10 for the analysis and 8/10 for the convening. And the transformation... well, it takes a lot of time, it is difficult, and they have been here for two years only. It is time-oriented, it is not a mission, it is not a software program that you control, the protocols and processes take their own time.” (Uttar Pradesh MSP Participant)

b) How well does the program fulfill its roles on the different components of the model?

By and large, survey respondents judge as very satisfactory the performance of the program in fulfilling its roles of convener, advocate, facilitator and promoter/innovator against the three pillars of the ACT model (See Table 5). The 2030 WRG-supported MSPs are genuinely valued by their participants who note the lack of other alternatives to engage in such productive multi-stakeholder exchanges aimed at bridging sectoral divides. The quality of the convening, facilitation, analysis and advocacy brought by the teams is generally seen to be of a high caliber compared to national standards. Survey respondents and key informants assess

in a more nuanced way the performance of the program in its role of promoting more disruptive and transformative elements. A breakdown of the analysis of the program across its different roles is provided below.

Table 5. MSP members’ appreciation of the roles played by 2030 WRG on the ACT model



Graph 1. Based on your experience, how would you rate the performance of the 2030 WRG in implementing the three components of the ACT model?

“Analyze” component: Did the studies supported by the 2030 WRG help understand and address policy issues, enabling innovative project conceptualization and development?

“Convene” component: Has the 2030 WRG created a functional and inclusive deliberative arena where actors can communicate openly about complex and contested policy issues?

“Transform” component: Has the 2030 WRG supported changes in policy and institutions, and/or new projects and programs to improve how water resources are managed?

Graph 2. How effectively does 2030 WRG perform the following roles:

Convener - able to bring the right groups together at the right level to address the issues

Advocate – able to create awareness on the need for urgent and coordinated action

Facilitator - able to foster constructive dialogue across stakeholder groups that moves the agenda on

Promoter of disruptive MSPs – able to promote innovative ways of working and solutions

► Excellent convening and neutral facilitation

“2030 WRG excels at convening” – This is the type of recurrent feedback provided by key informants across the sub-national, national and global levels. They underscore the strong capacity of the program to engage key stakeholders from all sectors and to secure the participation of the individuals bringing appropriate seniority and expertise. Some highlight that the hosting arrangement of the program at the World Bank gives it a brand and confers it a degree of authority and credibility benefitting its convening power.

2030 WRG MSPs tend to distinguish themselves from other multi-stakeholder platforms by the strong engagement of the private sector. Some interviewees suggested that 2030 WRG works particularly closely with the private sector, in what a few suggested was a “pay-to-play” modality and with some cautions raised around allowing too much influence to big corporations on water governance. As with any global multi-stakeholder initiative, this needs to be managed carefully with regard to perceived or real influence on the program but also on its views on policy and regulation. The premise is that an MSP approach is more transparent (as more people are watching), and thus, less likely to be accused of collusion or conflicts of interest. At the global level, 2030 WRG thereby is seen primarily as a sounding board to test private sector views on the implications of introducing certain policy initiatives, but also to engage the private sector in testing new approaches.

A representative from the World Bank observes, however, that the primary actor in water and water resources management is the State, and that the real power needed to craft state policy framework comes less from leveraging the private sector than from engaging the State and the different tiers of government down to the farmers and citizens. Framing the context, indeed, is still the responsibility of government and so emphasis on strong government involvement and ownership in 2030 WRG is critical. Interviewees expressed the view that the World Bank and other outside actors can help to emphasize this ownership, but also to reinforce a longer-term vision that might otherwise be clouded by election or financial cycles. (An interviewee recommended that WRG could also go deeper and do more to elaborate how government policies and regulations may compete with each other across different government objectives and commitments.)

This review suggests that 2030 WRG generally ticks this box as well, establishing typically strong linkages with and within the government, securing high-level official endorsement, and the participation of the relevant public sector agencies. The experience described by one member of the Karnataka MSP in his role as a representative of the government of Karnataka is telling: “In the Steering Board, we are bringing all the stakeholders and 2030 WRG plays a key role in this. In the government, there are different departments... but none of them focuses on the integrated management of water.

“The convening power of the MSP is very high. And we manage to create alignment on a lot of issues. Convening is quite crucial: it is not something you must have initially but you need to develop it. Participants start enjoying the MSP, which makes them all look good! (Kenya MSP Participant)

“I wish I had access to such a group in 2002! [...] As an investor with limited time available, having access to all these stakeholders in the same forum is a real plus. The platform is an asset for the mining sector and other sectors as it brings around the table all the key stakeholder to discuss investment opportunities or to drive changes in the legislation, among others.” (Peru MSP Participant)

“Of all the water sector platforms in Kenya, 2030 WRG’s is the strongest when it comes to private sector participation. There are many platforms but none that brings government, PS and CS together. Efforts of 2030 WRG have made this happen at national level and workstream levels. (Kenya MSP, Internal Analysis)

Translating perspectives across stakeholder groups – Global perceptions

Interviewees acknowledged the challenging task of balancing stakeholder views to drive an agenda and achieve impact. Stakeholders all want something different from 2030 WRG and, thus, MSPs are very labor intensive and require particular skillsets to forge and then embed collaborative behaviors around an integrated conversation.

2030 WRG is seen as being good at speaking the language of and translating perspectives across stakeholder groups in country. It is perhaps less good at bubbling up these lessons at an international level, both internally (i.e., within the network where there is an assumption that people know, for example, what drives corporate decision-making on water or understand how the World Bank works), but also for external audiences.

They all focus merely on their own specific uses and issues... They have no vision of what is available and no holistic approach... So the program successfully brings all stakeholders to the table to break the invisible barriers between the different sectors, to discuss the challenges and find amicable solutions on how to manage very efficiently this very scarce resource. This is how the program is very actively supporting and steering the whole water sector. Without 2030 WRG all these government departments and water users – those dealing with agriculture, livestock, industry, bottling water, you name it - would be working on their own.”

Ensure the MSP composition does not become too static – Global perceptions

Questions were raised about whether the composition of MSPs at the country level is seeing sufficient growth and movement. This needs to be validated but a perception is that, while the context in a country is not static, the MSP composition might be. Thus, there is a need to ensure that local participation is as robust as possible. In small countries in particular, there may be a “small elite who all went to the same schools and know each other socially.”

If 2030 WRG is mainly bringing these people together, then that is not sufficient to shift the discourse. In other words, “if your main contribution is the connecting part, then you need to keep questioning whether you are bringing the right people into the room.” Thus, there is a sense that the strategy of who 2030 WRG brings together could be clearer and more deliberative – mapping who is coming and why as well as who is not showing up.

Private sector engagement – Global perceptions

A key message from interviewees is that while the initiative has clearly attracted and engaged a number of important and influential companies, are these the biggest water users and water polluters? And thus, is 2030 WRG doing enough to target different industries and maximizing its impact on transforming value chains? To its credit, with significant outreach to companies in recent years, two major corporations have newly come on board – Unilever plc and Credit Suisse. Towards that end, an inventory across the portfolio would help to see where the strengths and gaps of the initiative lie with regard to private sector engagement. Combined with disaggregated messages for the manufacturing and production oriented sectors, the services sector, and investors, such an inventory may also help private sector partners to leverage their industries more effectively.

The sense from some was that working more closely with groups like the World Business Council for Sustainable Development (WBCSD), CDP, and the Alliance for Water Stewardship (AWS) may also help get messages out. Similarly, even if the transaction costs might be high for such an approach, a more flexible membership model that allowed companies to join in the first year or two at a national or regional level may also open more doors for engagement and influence.

As discussed above under relevance, there are some differences in opinion at the global level about how engaged companies should be on the ground, particularly to avoid being accused of benefiting directly from the initiative. Companies, however, are often making more strategic choices about which initiatives to support based on some assessment of benefit either to reputation or operations. Towards that end, several conversations suggested a need to get both corporate operational and commercial teams more involved in the activities of 2030 WRG and that some form of typology would be helpful to underscore in a more transparent manner what companies might be seeking from their engagement with MSPs.

“Neutral facilitation is in its DNA” – alongside its recognized role as a convener, 2030 WRG is consistently referred to as a very good neutral facilitator. This came up strongly in the 2018 World Bank IEG evaluation reports, and is fully confirmed by numerous testimonials of key informants interviewed in this review. The initiative’s “DNA is their neutrality and facilitation role”. 2030 WRG forges familiarity and “makes sure that all have their say and make their contribution.” This balance implicitly notes representation, not only across

stakeholder groups, but also across areas of expertise like policy and regulation, public finance, technology transfer, market development, behavior change, and other aspects.

2030 WRG must maintain a visibly high degree of independence as it facilitates the work in MSPs: its credibility is at stake and with it the legitimacy of the platforms. The chair of the Peru MSP, reflecting upon the effect of this facilitation on the stakeholder relationships, concludes that the MSP has allowed the development of “a new way of relationships [whereby] we are overcoming the fear, the fear of working with the private sector.” One of her MSP colleagues, a CSO representative, wonders: “Would the platform work without the 2030 WRG?” and comes to the conclusion: “The truth is that it wouldn’t. It is very difficult to replace the program and find an actor playing such a neutral and independent partnership broker and facilitator role.”

An informant, who chose to remain anonymous, witnesses with optimism that the MSP is fostering more transparency in a context where public-private sector exchanges tended to be very opaque. The head of a water-related business from Sao Paulo praises the program for setting up conditions for pre-competitive exchanges: “We operate neighboring systems. We are competitors. But in this project - and this is here a great value of the program - we are working together as a precompetitive thing and [the country coordinator] helps a lot with such connection in a good way... we don’t feel that the program has a particular bias in favor of public or private sector water management. We feel that this is working to join all the players together. [...] This program is really necessary, very helpful – as a Brazilian guy, I feel proud of doing this work with them and we are bringing intelligence on things.”

“As a civil servant, we are accustomed to working with government officials, and we don’t feel very comfortable and don’t think about engaging with the private sector and civil society. Yet, we found that this group could create an atmosphere very favorable to such collaboration, including with big private players like Coca-Cola, in the Industry workstream. (Bangladesh MSP, GOB Participant)

“The 2030 WRG has generated trust and respect amongst multiple stakeholders and experts, as it enables open and transparent dialogues and inputs. [...] It was able to navigate different stakeholder groups, balance interests and provide a platform for meaningful dialogue and consultations.

This helped us with very useful insights, which were incorporated with the help from 2030 WRG into the final draft of the State Water Policy. (Uttar Pradesh MSP Participant)

From another angle, the Mexico MSP participants consistently stress how the program, through its neutral facilitation, is supporting a constructive political environment. The country coordinator thus notes that “the CCA - as an MSP supported by 2030 WRG - has played a critical role as a “strategic political entity”, that is non-partisan, neutral, autonomous, technically competent, and networked in the Mexican water polity.[...] The CCA MSP’s autonomy and independence from government allows it to also function as a form of countervailing power, when it has become necessary to be critical of government’s and other stakeholders’ decisions and actions.”

Preserving independence and ensuring legitimacy through representativeness – Global perceptions

As noted above, some interviewees noted a particular closeness between 2030 WRG and the private sector. Others suggested that 2030 WRG, under the new hosting arrangements, may be too closely aligned with the World Bank and biased towards that institution's solutions. Needless to say, no one suggested that 2030 WRG is too close to civil society, which has minimal "skin in the game", particularly at the global level.

Efforts are needed to make the initiative more relevant for different elements of civil society (advocacy, research, project implementation, etc.) both to shore up channels for such voices in the initiative, but also to ensure balance and hence legitimacy. One channel worth exploring is how best to bolster the participation of "non-traditional" civil society, who bring different forms of expertise, referring to organizations like CDP.

Although beyond the remit of this review, from the perspective of legitimacy, 2030 WRG will want to continue its review of the composition at the global level. There is scope to leverage more companies from the insurance and financial sectors, who some believe have a major role to play in driving the water security agenda. Given their impact on water, agriculture and the extractive industries representation could be strengthened. Data analytics companies like Microsoft and Google could play a useful role. Efforts to expand the membership in this way, though, also will rely on more capacity in-house to engage more assertively and strategically at the global level with global partnerships and other global actors.

► Performing the Analyst role: valuable support to identify and analyze strategic issues

Some strengths and limitations of 2030 WRG's analytical role are noted in sections above under relevance. Section 4.2.3 underscores that the core added value of 2030 WRG's Analyst role lies in its capacity to: a) enlist/connect the MSP to credible technical expertise, b) ensure the salience of the analytical work, and c) guarantee through its neutrality the legitimacy of this information producing process and resulting influence on decision-making.

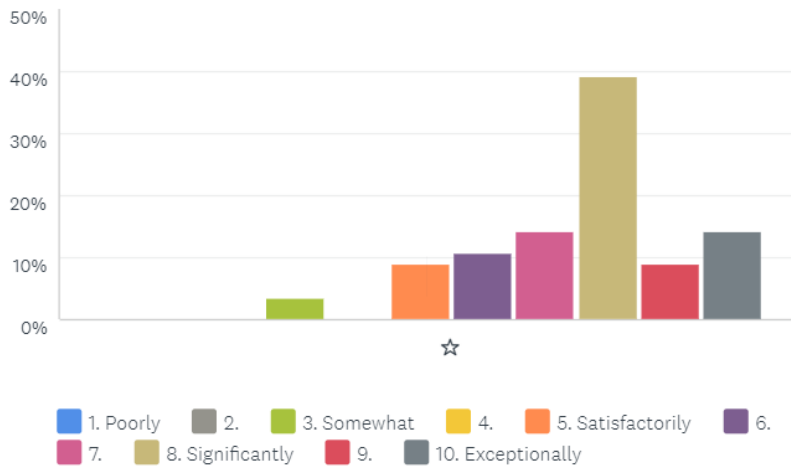
The responses from the survey indicate that MSP participants are generally very satisfied with the analytical support provided by the program (See Table 6). In many MSPs, the program has brought a more holistic perspective to water resource management, supporting an integrated water management approach, introducing economic data analytics allowing joint reflection around the valuation of water, etc. It also often plays the critical role of translating and making more accessible studies and data analytics from a range of groups.

Several members of the World Bank WGP team stress that the quality of the analyses performed by the program largely depends on the level of expertise brought by the consultants hired to conduct the studies. The quality of the analysis and ultimately its influence in driving change also largely depend on the extent to which 2030 WRG teams manage to engage MSP members in the analytical process, notably through the design of terms of reference and work supervision. This calls for technical expertise and didactic skills.

Focus group discussions with members of working groups of the Mexico MSP and consultants hired to conduct analyses highlighted the strength of their incremental approach to analytical work. Working groups start by undertaking general studies providing an overview of the issues at stake, which they complement

with increasingly targeted analyses. In this way, the program manages to keep its working groups fully on board and have them own and build upon the results of participatory analytical work.^{11,12}

Table 6. 2030 WRG is significantly helping MSPs identify and analyze their strategic issues



“2030 WRG brings very significant knowledge through the holistic water expertise of the country coordinator. His skills are a key added value for the MSP... Also we have been tapping into the worldwide experience of 2030 WRG. This is a must! We are learning from others, and now with all this, the limit is our mind within the MSP...”

“Through the program, we have access to knowledge from the World Bank think tank – but it does not come to us in its raw form straight from the Bank: it is “filtered” for us in a most positive way by 2030 WRG.” (Mexico MSP Participant)

Graph 1. Has 2030 WRG helped to identify strategic and relevant issues, and the challenges and opportunities surrounding those issues?

“We need to move out of NATO (No Action, Talk Only) and into MAD (Make A Difference). We do not need more of these too lofty studies from the World Bank, consultants, and even McKinsey. We need studies that bring hands-on experience and know-how. [...] These studies need to involve more the private sector, be more in-depth and lead to concrete action. We need consultants who feel responsible for solving the problem. If you don’t have skin in the game, it is a problem.” (Kenya MSP, private sector member)

“The thematic choices are surgically defined – right on the spot! This is a big part of the success of the program. Dealing with the need for optimization of wastewater plants is another very important theme to address because of an absolutely terrible technical culture in the country in terms of operations and maintenance. It was a very good choice because it is a cultural weakness we have to face.” (Sao Paulo MSP, member from academia)

The need to meet the now higher expectations on the quality of the analytical work – Global perceptions

Global-level interviewees noted variability in 2030 WRG’s analysis depending on the design of the brief, the quality of the consultants, and other factors. Several noted that 2030 WRG’s work should be seen as “conversation starters” – i.e., certainly good enough to get ideas on the table and to understand what the big issues are. In previous years, “people may have questioned 2030 WRG’s analysis, but it didn’t matter as it got people talking.” Now as it is seen as part of the World Bank, the expectations are higher, however, with regard to the level and quality of analysis.

Thus, when it comes time for deeper discussions, good quality assurance is needed with more effort to engage with data that may already exist and experts that have been steeped in data analytics for some time. Admittedly this may slow the conversation down when there is pressure to push quickly for progress, but others may be better positioned to do the analysis. This requires clear strategies on the direction of travel, how best to measure success, and close dialogue with stakeholders (including development partners) to understand 2030 WRG’s most useful role and positioning.

¹¹ Stakeholders from the Mexico MSP also highlight the very fast modality of action of the program as one of its distinctive strengths, noting: “on the first collaboration, it only took three months to plan everything for the three components we wanted to do – same thing for the hiring of the consultants, we got them almost immediately, and the benefits have been very significant. The recommendations they made were followed and we have significantly strengthened the project portfolio.”

¹² This is the value the HEAs bring to MSPs when conducted in a participatory way and when forming a baseline for the pursuit of more specific and increasingly action-oriented studies.

► **A good advocate**

Beyond the very positive feedback from survey respondents on the advocacy role played by the program (framed as the creation of awareness on the need for urgent and coordinated action), insights from MSP stakeholders into this facet of 2030 WRG's work have been relatively few. The Sao Paulo MSP team reckons that current advocacy efforts largely build on prior personal networking, and that the lack of resources prevents public awareness actions through campaigns and media work that would allow some broadcasting of 2030 WRG's and the MSP's work. The chair of the Peru MSP Steering Committee depicts how MSP advocacy efforts trickle down organizations, as MSP members share their conviction and create awareness within their own institutions. The experience from the Kenya team is that the success of advocacy efforts depends largely on who is bringing the message, stressing the critical importance of identifying a solid champion or ally before engaging on any particular issue.

“Keeping people, planet and economies healthy”: Framing 2030 WRG's advocacy work – Global perceptions

Much of the focus of the global interviews was around how 2030 WRG needs to invest, not in “telling water stories in the more traditional way”, but in framing its work in a way that tells the stories of “keeping people, planet and economies healthy”. Ultimately, 2030 WRG will require dedicated resources to draw out the lessons from its varied portfolio and make the connections with the wider “water security ecosystem” to fit all the pieces together (e.g., emerging priorities for investors, incentivizing new technology and business approaches on the ground through public policy, new expectations from consumers, etc.).

The key task for the initiative, though, is not to master the communications, but to design a conversation (starting internally first) that engages and brings key stakeholders along – “creating a community or a movement at the global level.”

A more prominent role to play to drive the agenda? – Global perceptions

In terms of visibility, the overarching perception is that, while the communications are professionally produced, 2030 WRG could do more to drive the agenda and narrative at the global level. This might mean a deeper analysis of who they are trying to reach and a clearer message on the strategic role that 2030 WRG plays. 2030 WRG could do more to contribute to or even guide the debates at the global level. This would rely on more concerted effort at aggregating the lessons learned, while finding ways to share them that are straightforward for different audiences.

There may be a need for the next iteration of the *Charting Our Water Future* report. This could help to revitalize that “light bulb moment” for companies” but also engage governments (particularly finance and planning ministries) to underscore the linkages between water and other economic and environmental drivers, potentially telling the story more through a financing lens.

Finding ways to use the global partners more effectively was also mentioned as a strategy going forward by several interviewees. Ultimately, 2030 WRG needs to straddle the difficult terrain of fostering greater global visibility, while, like any good facilitator, becoming more invisible at the country level as the conversation flows more directly between stakeholders rather than through 2030 WRG.

► **Promoter of innovative ways of working and solutions**

In contrast somewhat to global informants, survey respondents judge very favorably the capacity of the program to promote disruptive MSPs (See Graph 2 in Table 5.) – this capacity being framed as “fostering innovative ways of working and solutions”. In this context, as the above sections have described, there is a high level of appreciation and support of MSP members for the multi-stakeholder approach. For a great majority of participants, the experience of engaging in a dialogue and collaboration that bridges divides across (and within) sectors, is new, very significant, and part of the transformation 2030 WRG brings.

While MSP stakeholders highly rate the performance of the program on the Transform component of the ACT model, their degree of appreciation is slightly more mixed. A more nuanced message emerging from the accompanying comments and feedback from KIIs is that despite consistently “proactive and objective efforts” and “very active participation from MSP members”, tangible transformation is slow as it largely depends on government and policy change, which typically takes time.

There is generally a positive view of the MSPs’ capacity to perform high-level policy influencing. Promising results are already visible in recently established platforms. The achievements of the program across all MSPs demonstrate its capacity to gradually improve the enabling environment for improved water resources management. Whether these influences, in the form of institutional strengthening measures, policy reform, or promotion of technologies, constitute disruptive solutions is debatable.

2030 WRG’s contribution to disruption and transformation – Global perceptions

Discussions at the global level around whether 2030 WRG is disruptive and transformative elicited interesting responses from interviewees. Most viewed 2030 WRG as effective because it brings scale, solid relationships and a clear process to engage stakeholders. From the perspective that 2030 WRG forges new, genuinely inclusive conversations among stakeholders, this was definitely seen as potentially disruptive and transformative in portfolio countries. While there are sector working groups and other forums in country, few of these constructs are seen to be as balanced across stakeholder groups as the MSPs that 2030 WRG, as a more objective and neutral facilitator, has put in place or helped to strengthen. As an aside, a few interviewees mentioned that, given the huge shifts in ways of working, communicating and collecting information during these COVID times, 2030 WRG should be looking into more innovative ways of using cutting edge technology to drive its approach (for example, using drones to develop HEAs, using different communication portals to foster more continuous rather than incremental conversations among stakeholders).

There is a clear sense that “scouring the landscape” to find and translate experiences from one context to another should be a stronger part of 2030 WRG’s offering. In essence, 2030 WRG is seen as orchestrating, capturing and disseminating disruptions, rather than being the actual disrupter. Some respondents felt that 2030 WRG plays too much in its own and involved stakeholder comfort zones. Several expressed a view that the initiative has become “buried in bureaucracy”, mired in the detail, busy trying to keep all stakeholders engaged and happy, and thus spread too thinly. As a result, 2030 WRG finds it more difficult to constantly remind stakeholders of the wider, more ambitious goals and potential of a more joined up approach.

While the workstreams that emerge at country level are helpful in moving the agenda forward, some suggested that the MSPs could take more of a strategic negotiating stance that uses the safe space created to get stakeholders to position and connect their own contributions in a more ambitious way and to challenge other stakeholders to do the same. This would, for example, see the private sector making a commitment to do X, if the public sector would commit to doing Y, and civil society would commit to doing Z. The public and civil society sectors would also put their commitments on the table in this same way.

Others took a more literal view in defining and interpreting the term “disruptive”, noting that a truly disruptive and transformative initiative would be destroying the status quo and replacing it with new approaches and new models. 2030 WRG is not seen as bringing this level of ambition, in part because it does not have the wherewithal in most instances to go beyond introducing innovations towards embedding them. As mentioned, part of this challenge is balancing the breadth versus depth aspect of 2030 WRG’s work in a model that is meant to be responsive to all stakeholder interests. In practical terms, it is difficult to focus on even three or four issues in any depth. Thereby some strategic focus and difficult choices are needed that move a country along but with an eye on the potential for a domino effect in terms of influencing other sectors and industries, neighboring countries, or other issues.

4.3.2. Improving the enabling environment for water resources management

The purpose of this evaluation was not to take stock of the progress of 2030 WRG MSPs against their specific objectives but rather to review the extent to which 2030 WRG’s strategy, MSP approaches and the ACT model allow it to achieve meaningful and durable change in the enabling environment for water resources management of its portfolio countries. Rather than providing a catalogue of the accomplishments of the MSPs, this section presents a representative overview of how 2030 WRG manages to positively influence this enabling environment. This overview is structured against the 4-quadrants introduced in section 4.2.3.

a) Influencing individual and organizational mindsets and worldviews

Evidence provided in prior sections and many other testimonials from MSP stakeholders unambiguously assert the influence of the program on the bottom quadrants of the framework, describing changes they witness within themselves and among their peers in the inter-subjective space.

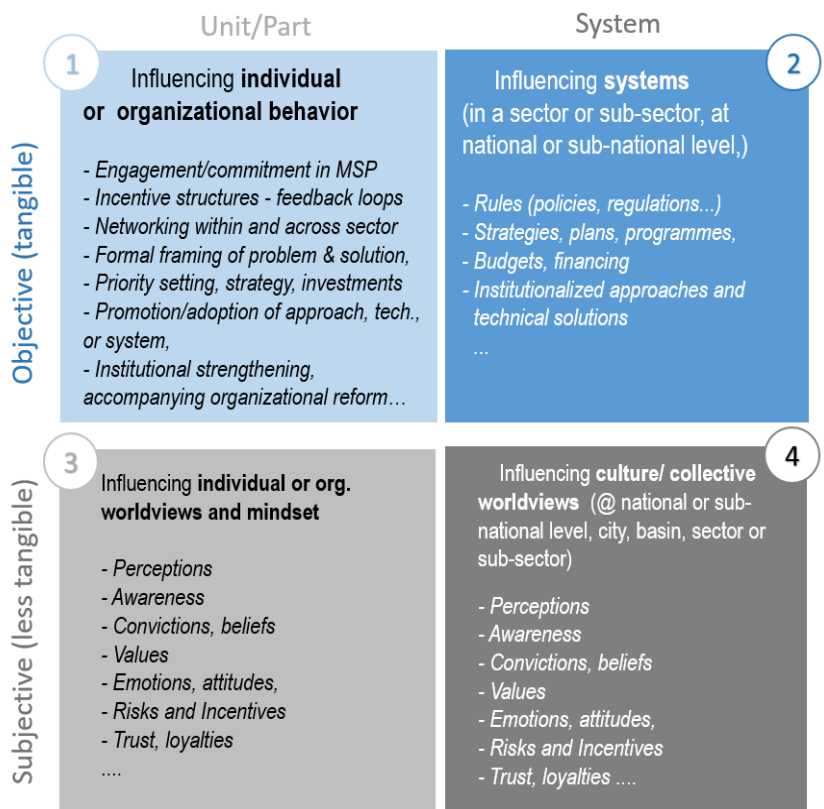
Indeed, MSP participants describe with enthusiasm how the platform is lifting institutional barriers and preconceived ideas, which have historically prevented a productive dialogue and collaborations to take place among stakeholder groups and government departments.

Suddenly, engaging with the private sector becomes much safer, is no longer taboo, and rival companies themselves establish pre-competitive agreements.

As mistrust gradually dissipates, trust and optimism grow and stakeholders share their perspectives more freely, allowing perceptions to evolve and the narrative to be reframed. Views on how to address complex situations can gradually converge. The ideas of adopting a more integrated approach to water management and collaborating towards this goal through a multi-stakeholder approach gain traction among stakeholders.

These fresh beliefs get tested as bottlenecks – e.g. lack of leadership, unfavorable political juncture – delay projects. The promise of the MSP may appear elusive at times. Conviction erodes but then builds again as successful pilot projects and the promise of scale lead the government to institutionalize MSPs, enshrine their processes in policy, and scale up solutions introduced by the MSP. This type of feedback loop and interplay between areas of influence above and below the surface are playing out in MSPs and represent the core dynamics responsible for the sustainability of the platform, even in some very unstable political environments.

Figure 11 (Revisited). A four-quadrant framework



b) Effectiveness in influencing sector institutions

The more tangible influence of the program in the upper quadrants of the framework is often perceived first in the form of organizational changes (first quadrant). The increased participation of a stakeholder in the MSP through a given working group(s) paves the way for concrete support to collective action on a whole range of projects targeting changes in sector rules (e.g. policies, regulations; second quadrant; See Section c.) or in water management practices (e.g. technologies for more efficient agricultural water use or more effective wastewater treatment; first quadrant too). Also, very often, as a result of their participation in the platform, stakeholders engage in a process of internal institutional strengthening and reform. The following examples of successful institutional strengthening supported by 2030 WRG MSPs in Bangladesh, Mexico, Kenya and Sao Paulo are emblematic of this type of influence on the enabling environment for water resources management.

Strengthening national WRM planning capacities in Bangladesh - As ambitious and forward looking as it was, the Bangladesh Water Act 2013 lacked the second tier of legislation, rules and guidelines needed to implement it. WARPO (the Water Resources Planning Organization), as the custodian of the Water Act, was supposed to play a central role in regulating the water sector, but deprived from the capacity needed to perform its mission, it remained a bit of an empty shell. As part of its efforts to catalyze the application of the Water Act, the national Bangladesh MSP conducted activities to build WARPO's capacities. The official endorsement of the MSP at the highest level and the presence of influential officials among its members helped its advocacy efforts. The MSP raised the awareness of the sector on the need for a "shift from rudimentary, siloes thinking of water towards a more integrated approach" and for strengthening WARPO. Among the concrete results stemming from these activities, the MSP team mentions: a) the online issuance of water clearance certificate, b) the establishment of water user groups at local to regional level to facilitate WRM planning, c) a drive towards ecosystem-based adaptive WRM in the Haor area, and d) ecological restoration support to rivers and canals around Dhaka.

Upgrading CONAGUA systems and processes in Mexico – CONAGUA, the National Water Commission, is the central institution in charge of WRM in Mexico. Once a paramount organization with a colossal budget to manage, CONAGUA has seen its resources and capacities steadily decline in the past decades. In the latest phase of its program in Mexico, 2030 WRG, the CCA (the Mexico MSP), and CONAGUA signed a

tri-partite cooperation framework, which has resulted in three initiatives targeted at strengthening CONAGUA. One of them is the *Capital Investment Prioritization System Initiative*, which significantly strengthened CONAGUA's water resources planning and financial programming capabilities by developing

"What triggered this Capital Investment Prioritisation System Initiative is the fact that since 2015 the Ministry of Finance has required us [CONAGUA] to undertake a real prioritisation – ranking from 1 to n - of projects... There used to be such a robust prioritisation process running for decades, some of it put together with support from the World Bank, but institutions such as Conagua lost much of their capacity and it was abandoned.

This was a very difficult process initially with competing interests amongst departments, but our champion had a very good relationship with the general director of Conagua. He moved things up, explained the project and then it all trickled down from the top, and all departments were instructed to engage in the process.

[This was] truly one of the few projects really useful that I have seen in consultancy. Conagua owned the process from the onset, and institutionalising the result was a mere formality because they felt they had participated in the design of the system... As a result, we have had much stronger and better studied projects, and the rapprochement with MoF has been significant in that we now have weekly meetings with them to review the projects. And on agriwater projects, we have been able to move to multi-year projects. This is also a great tool to avoid personal conflicts stemming from favouritism." (Mexico MSP, FGD)

a new capital investment prioritization system. On a side note, it is also important to emphasize the significant contribution that 2030 WRG has made to the CCA, the Mexico MSP that 2030 WRG appropriately chose to join and support. The program helped professionalize the CCA, sharpen its capacity to identify and examine policy issues of relevance for the country, and improve its capacity to harness technical knowledge and follow processes conducive to change in the policy space.

Accompanying the decentralization process in Kenya – Much of the work of 2030 WRG in Kenya is about accompanying the decentralization process. “Investment, management and leadership have been devolved, and there is nothing you can achieve without the county government” observes the MSP team, noting that “since 2002, the level of capacity of the national government on water matters had really grown substantially, and it was not difficult to convene stakeholders and address sophisticated issues, but when the county government came in, we figured out that they had very little knowledge on water issues, regarding municipal water losses for instance, and we strived to get a few counties to build such capacities.” The team further stress that the water agenda is not a low hanging fruit as it requires deep understanding for someone to see it as an area for political gain.

Optimizing SABESP wastewater treatment operations in Sao Paulo - The 2030 WRG Sao Paulo MSP is focusing much of its activity in addressing sanitation and water reuse challenges in the State of Sao Paulo. The program supported an initiative to improve the wastewater treatment performance of SABESP, the sanitation concessionaire operating in half of the municipalities of the State. Following an in-depth technical audit undertaken by a highly qualified consultant enlisted by 2030 WRG, SABESP implemented the optimization program in four of its wastewater treatment plants (WWTP) in the metropolitan area of São Paulo. Corresponding investments have allowed for improvements to the operational efficiency and quality of the effluent, reducing the discharge of organic load in the Tietê River by the Barueri WWTP, one of the largest sewage treatment plants in the world. The chances of replicating the program in other localities are real, reckons the new Director for Regional Systems, and the Director of ANA, the National Water Agency, has also expressed interest on the projects and their potential replication at the national level.

In the beginning of 2019, we organized a series of technical workshops in partnership with SABESP, most precisely with the São Paulo Metropolitan Board and its Sewage Division, with the objective of evaluating opportunities to introduce circular economy processes in the main WWTPs of the Metropolitan Area of São Paulo. We hired an international consultant to visit these plants, collect information and give preliminary recommendations regarding their performances.

This initial analysis showed that SABESP would need first to improve the efficiency of the existing infrastructures before thinking on investing in more sophisticated technologies to treat wastewater and in circular economy strategies as well. It means that the basics of sewage treatment process were not being managed efficiently and should be significantly improved...

Some important preliminary recommendations during the first phase were immediately accepted and implemented in the field. These preliminary investments already allowed SABESP to reduce significantly the amount of organic load discharged into the Tietê River. The consultant estimated that this reduction was comparable to avoid discharging around 140m³ of raw sewage into the river, the equivalent to 56 thousand Olympic pools. This is a highly replicable project...

The final audit report should be finalized in the end of 2021. This audit program was accepted by the World Bank Water Practice in Brazil as a counterpart from SABESP under another contract with the Bank. 2030 WRG strategic intermediation on this was essential. (Sao Paulo MSP team – FGD)

c) Effectiveness in influencing sector rules

Just as MSPs foster and accompany concrete and measurable institutional change among their member organizations and beyond, they also demonstrate a catalytic role in changing formal sector rules (second

quadrant of the framework in Figure 9). A review of the MSP programs reveals indeed a broad range of achievements. The sample of experiences presented below provides an overview of MSP-led or MSP-supported initiatives targeting changes in regulations and other policies. It also provides examples of institutionalization of multi-stakeholder forums and of official adoption of guiding principles and approaches promoted by the program.

► **Regulation reform**

Water reuse regulations in Sao Paulo - The first working group created by the Sao Paulo MSP targeted a reform of a recently approved regulation on treated wastewater reuse for urban purposes. Although this norm had taken ten years to be issued, it was considered counterproductive by representatives of sanitation utilities given the unrealistically high and prohibitively expensive water quality monitoring requirements it imposed.

2030 WRG convened key actors of public and private concessionaires and created a working group to propose some changes to this regulation to the regulatory agencies. Discussions took place, involving various public and private institutions (SANASA, SABESP and BRK, FIESP, CIESP, regulatory agencies and the State Government), facilitated by 2030 WRG, which presented analyses, guidelines and helped visualize scenarios. After two years of negotiations, the final proposal was accepted and the new regulation was issued by the State Government in the beginning of 2020.

Proper tariffs to protect aquifers in Lima - The Peru MSP formed a working group involving public authorities, representatives of the private sector and civil society, as well as international technical consultants to support the design and implementation of the new groundwater management and monitoring services tariff in the country. The process was successful, and the regulation published in 2016. The MSP then helped create a neutral space for constructive dialogue around groundwater governance between industrial and the mandated public agencies (the National Water Authority, SUNASS, SEDAPAL, the Minister of Housing, Construction, and Sanitation, and the Minister of Environment).

Water tariffs in Ulaanbaatar - In the same vein, 2030 WRG recently supported the national MSP to conduct an assessment of Mongolia's water tariff and provide recommendations on an effective water tariff system in urban areas, focusing on Ulaanbaatar. The result of this study, taken forward by the Millennium

"This regulation was prohibitively costly for us as we needed to make so many quality tests for each truck, each test cost more than the revenue derived from the sale of water! So we stopped selling water for construction works (e.g. subway) and cleaning streets. We could meet the quality standards because we used ultrafiltration and reverse osmosis but the number of tests and their cost was excessive. This was the beginning of our relation with the program."

In the second project, we are trying to develop this water reuse project for three cities, and 2030 WRG brings SABESP and SANA municipal company... We are competitors, but in this project, and here this is a great value of the program, we are working together as a precompetitive thing... It is really positive because we don't feel that the program has a particular bias in favor of public or private sector water management... The diplomatic approach and facilitation skills are very strong assets of the program... This achievement is great for us, not just BRK or SP but for all Brazil. (Sao Paulo MSP Participant)

"I headed the regulatory agency and as we prepared the reform of groundwater tariffs I had to stress its importance to public and private sector actors. We used the MSP to conduct the study, supervising the consultants and validating their methodology, and to present the tariff [reform] to everyone.

Thanks to this process, what could have created very strong opposition went very well. I think it also depends on your capacity as a leader to make the most of such a platform." (Peru MSP Participant)

Challenge Corporation, will support regulatory changes in a way that should improve the financial viability of the operations of water utilities through a full recovery of the depreciation and operational and maintenance costs.

► **Policy development**

Policy development in Indian State - MSPs have been supporting the revision or development of numerous policies. In the Indian State of Uttar Pradesh, one of the landmark achievements of the recently established MSP is the key role it has played in supporting the development of the new water policy. A government official stressed how much of a milestone this new policy is, bridging a gap of 20 years, and noted the key supportive role played by 2030 WRG in convening all relevant stakeholders from all sectors and integrating their inputs and suggestions.

Also in India, 2030 WRG supported the development of the Karnataka Urban Waste Water Reuse Policy through multi-stakeholder exchanges involving the government, industries, civil society organizations and academia. Following the approval of this policy in 2017, the program supported its implementation phase by conducting a study identifying projects in three towns. A budget of USD 3M was allocated by the Government of Karnataka in February 2020 for the implementation of the Waste Water Reuse Project, which will see the participation of the private sector, an innovative feature promoted by the program. The Karnataka MSP also made technical contributions to the Industrial Policy 2020-25, which focuses on responsible processes, and incentivizes water security to achieve water-secure industrial growth. The policy, released in August 2020, takes on board recommendations supported by 2030 WRG, including incentives for wastewater reuse, rainwater harvesting, and water audits for industrial areas.

New standards for treated wastewater reuse and water pollution fee law in Mongolia - 2030 WRG achieved significant policy influence milestones in Mongolia through the national MSP. Key outcomes of this successful cooperation are the National Standards for Treated Wastewater Reuse and the Water Pollution Fee Law. The development of the national standards emerged from a public-private-civil society process facilitated by 2030 WRG in 2017-18. As for the water pollution fee law, although adopted in 2012, its implementation remained elusive until the government, supported by the MSP, engaged in its revision.

► **Institutionalization of multi-stakeholder forums, principles and approaches**

The systemic influence of the program is also manifest in the institutionalization of key processes, guiding principles and conceptual approaches 2030 WRG promotes through the MSPs. Such marks of adoption are further signs of a sense of ownership achieved at sector level. This is the result of a gradual process, which typically starts with a shift of mindset at the level of individual MSP participants, who as they build conviction start spreading new memes in their institutions. Once concrete evidence is brought of the added value of these new processes, principles and approaches, they start permeating the sector to the point that they can be institutionalized.

One frequent challenge in MSPs relates to their capacity to sustain leadership in their platform as champions come and go. MSPs provide examples of contexts where such risks are addressed with institutional leadership complementing and/or replacing champion leadership. The 2020 Dalberg evaluation of the South African SWPN MSP revealed a high level of institutional commitment beyond the initial individual engagement. Several other MSPs provide similar examples.

Enshrined in the law - In some countries like Bangladesh and Mexico, the MSP has enjoyed from the onset a legal status and high-level official endorsement, which has institutionalized it from the beginning. The Bangladesh National MSP team often stresses how significant the gazetting of the platform has been and

the quasi-legal status it thereby has acquired. They underline how Steering Board resolutions are signed off by the Cabinet Secretary and explicitly inform the country's water agenda.

In Mexico, the CCA, founded by a businessman, philanthropists and the Mexican President himself, was established in the national water law to advise government to generate dialogue among stakeholders around policy change. What the Mexico country coordinator explains is that the support of 2030 WRG has enabled the CCA to expand the scope of its legally defined action by playing an advisory role, working with and at the service of the legislative branch of the Mexican government, and crafting new relationships with State governments. This expansion of the role of the MSP is largely attributable to 2030 WRG pushing the CCA to reframe its official role so that it can play an advisory role for the legislative and judiciary portion of the system.

Templates for the government – As noted above, in Bangladesh as in many other countries, the analyses conducted and exchanges held at MSP level have helped trigger a “paradigm shift from rudimentary thinking – [a siloed approach to water management] to an integrated approach”. This shift in thinking is often accompanied with the experimentation of new approaches.

Such a process is exemplified by the Mount Kenya-Ewaso Water Partnership, a forum created as the tool needed for addressing WRM across different counties within the catchment as opposed to the approach of addressing challenges within the political boundaries of the counties. The Water Resource Authority officially accepted to pilot the Water Resource User Association approach in Mount Kenya catchment. This approach introduces significant institutional changes on how WRM and regulations enforcement is done in the country.

Many MSPs, while not written in the law, enjoy a strong official endorsement, and provide government a good template for the sort of multi-stakeholder forum, processes and principles that they eventually will adopt in legal terms.

The Hindon Tributary Management supported by the program is as a first-of-its-kind government-led, attempt at multi-stakeholder-based tributary management in India. With the potential for replication in 7 other sub-basins of Ganga and other large river systems in India, the concept has been endorsed by the National Mission for Clean Ganga (NMCG) and the Government of Uttar Pradesh. In Mongolia, 2030 WRG supported the establishment of 24 new river basin councils based on the development of official guidelines. These new guidelines, adopted in 2018, led to the reorganization of the river basin councils countrywide based on 2030 WRG MSP approaches and principles. Likewise, the Government of Tanzania through the Ministry of Water has adopted the Kilimanjaro Water Stewardship Platform supported by the program as the MSP model to replicate in all water basins country-wide.

The principles of cross-sector partnership and private sector participation pushed by the program are making their way into policies and projects. In Karnataka and Uttar Pradesh, the policies developed with the support of the program make explicit mention of the relevance of fostering a greater involvement of the private sector.

d) Improving water-related practices

Section b) above provided an overview of how the program influences and strengthens sector institutions. This section provides insights into how the influence of 2030 WRG on all four quadrants of the framework presented in Section 4.2.3 d) also manifests in a tangible and measurable improvement of water-related practices. For convenience, the examples provided are grouped under 2030 WRG's three key focus areas: a) Urban Water Management, b) Industrial Water Management, and c) Agricultural Water Management

► **Change in practices - Urban water management**

The Sao Paulo MSP is probably the platform that has most focused its attention on urban WASH, and the achievements brought about by such a lean team in such a short timeframe are commendable. As noted, the main WWT plants operated by SABESP in the metropolitan area of São Paulo were not functioning properly for years, notably due to the lack of proper operations and maintenance (O&M) (a systemic issue in the country). As a result of the initiative led by 2030 WRG, SABESP increased the general performance of its four main plants, effectively reducing pollution discharge on the Tietê River.

The Indian Uttar Pradesh MSP team successfully piloted decentralized WWT plants (DEWATS) in Saharanpur District. While this type of infrastructure is much more modest in size than the systems operated by SABESP in Sao Paulo, they can be easily replicated and the 2030 WRG team received requests from a neighboring district for such support.

The work carried out by the Mongolia National MSP on wastewater reuse and water pollution fee policies, noted above, is accompanied by initiatives showcasing the likely impact resulting from the application of these policies. These policies, which incentivize pre-treatment of wastewater before discharge into central sewers, have resulted in project interventions on wastewater reuse by private sector and development partners, such as Oyu Tolgoi, South Gobi Sands LLC, MCS Coca-Cola and others, with freshwater abstraction avoided of 22.2 million m³ and discharge of untreated wastewater expected to be avoided of 77.3 million m³.

2030 WRG has also concluded a new demonstration project for wastewater reuse at the Ulaanbaatar Teachers' House, with funding from the Ulaanbaatar Mayor's Office, and has received funding from Korean agencies to develop a new wastewater reuse project in Ulaanbaatar, treating over-melting ice and untreated wastewater for reuse in power generation, thereby promoting circular economy solutions. 2030 WRG's hydro-economic analysis for Ulaanbaatar led to the prioritization of wastewater reuse in the Millennium Challenge Corporation (MCC) second compact agreement for Mongolia, with close to US\$100 million allocated for wastewater reuse in the central heat and power plants, a central recommendation of the analysis.

In 2015 and 2016, on the Peruvian Minister of Housing, Construction, and Sanitation's request, 2030 WRG provided technical assistance to improve the institution's legal framework for regulating the internal process for approving and prioritizing projects. This included streamlining the process, which resulted in the creation of an initial project portfolio of US\$400 million for public investment projects in water and sanitation, and four agreements with private companies for investment projects valued at \$55 million up to 2019.

Since January 2019, 2030 WRG has facilitated the multi-stakeholder platform for the project "Invierte Agua," which is being implemented by the NGO Agualimpia and financed by the Inter-American Development Bank.

The project was created to provide technical assistance and advisory services to support 24 water and sanitation infrastructure projects through the Works for Taxes mechanism from 2019 to 2021. (2030 WRG Accelerating and scaling solutions in water – Five years of 2030 WRG in Peru (2014-2019))

Finally, the efforts of the Peru MSP to render water-related works eligible under the Works for Taxes scheme is worth a mention. This innovative approach was set up in 2008 to boost infrastructure investment by allowing private firms to "pay" their income taxes upfront through the execution of public works projects. By accepting infrastructure projects in lieu of future taxes, national, regional, and local governments forego mobilization of public funds and reduce the burden on government budgets, as the private sector assumes the upfront costs and management of new infrastructure projects.

► **Change in practices – Industrial water management**

Among the handful of initiatives supported by the program which directly target industrial water management, the work conducted by the Peru MSP team stand out. The Peru MSP provided an active advocacy platform to help the National Water Authority (ANA) scale its Blue Certificate scheme. This water stewardship initiative, which emerged from multi-stakeholder exchanges in 2014, is now an official scheme rewarding those companies that: 1) actively measure their corporate water footprint, 2) have set up a water reduction plan for their operations, and 3) have developed a shared valued project for their surrounding communities. So far, 13 companies have either received certification or are in the process of getting certified. ANA is expecting to save 79,000m³ of water and reuse 137,000m³ of wastewater per year through the Blue Certificate initiative. More than US\$ 1.3 million will be invested by the companies involved in the certification process, benefiting 30,000 citizens. To amplify the impact of the Blue Certificate initiative, the Peruvian Government will work to expand the initiative to other regions in Peru.

► **Change in practices – Agricultural water management**

Agricultural water management is a clear focus area of the program and thus unsurprisingly one where its “four-quadrant” influence is giving rise to particularly diverse and innovative initiatives, ranging from small pilot projects to state-level programs, and resulting in measurably improved water use practices.

The experience of 2030 WRG Karnataka MSP around the DMAC program and Ramthal drip irrigation project is particularly exemplar. The PRAGATI initiative in Uttar Pradesh and IWET project in Bangladesh also deserve mention. Likewise, the Mexican PPP pilot project at the interface between urban and agricultural water, as challenging as it may be, provides promising scaling-up potential. The willingness to set up the DMAC (Drip to Market Agro Corridor) program took root in the Karnataka MSP in 2017. DMAC creates market linkages as a means to incentivize farmers to adopt more efficient and sustainable irrigation practices. The GoK approved the formation of a dedicated project implementation unit and allocated a

“One study undertaken by 2030 WRG helped us realize how much water was actually wasted by farmers due to the type of irrigation. It highlighted the advantages of micro-irrigation, indicating efficiency gains in the region of up to 90%... We rolled out the largest community-based drip irrigation programme in the world! It is call the Ramthal Drip Irrigation Project. We almost doubled the irrigated surface. We also enhanced the quality of the agriproduce...

2030 WRG conducted the prefeasibility study that informed the whole program. It was successfully implemented for 2-3 seasons. 2030 WRG did a kind of hand holding from the concept design to the planning and commissioning process and into the implementation... We will improve the project design before rolling it out in the whole State of Karnataka. 2030 WRG is very, very instrumental in producing scientifically-based information to demonstrate the value of the approach to the stakeholders and in particular the farmers community, which you need to convince in the first place – seeing is believing.

The 2nd program demonstrates how we can convert the current surface irrigation practiced on sugar cane to micro-irrigation. A 2030 WRG study concluded that 70% farmers cannot mobilise the financial resources to engage in such a technological conversion. So they facilitated the funding through a tripartite approach involving the government, the beneficiaries, and sugar factories. It was implemented as a pilot project under government spending over 10k hectares. Now, interestingly, the water saving side of things is not a major concern for farmers, but their yields also doubled, which matters to them. [...] They were failing to properly meet crop water requirements.” (Karnataka MSP Participant)

budget support of US\$1.5M. In 2019, DMAC expanded, and its budget doubled to develop infrastructure, cold storage, and processing units for sustainable farmer-company market linkages. DMAC has become synonymous with water savings, higher crop productivity, and improved farmer income. Under DMAC, the Ramthal Drip Irrigation project has helped achieve annual water savings of up to 40 percent, very significant considering the 24,000-hectar surface area of intervention of the Ramthal Project. The project is being replicated in other areas.

The IWET (Introducing Water Efficient Technologies) project supported by the Bangladesh MSP pursued similar water use efficiency objectives in the geographical area of the Barind tract, where drip irrigation is a novel approach. The project, which targets rice and mango farmers and integrates a strong gender dimension, has led to a significant 30 percent saving of water. These results have encouraged the Department of Agricultural Extension (DAE), Ministry of Agriculture, and the Bangladesh Agricultural Research Institute (BARI) to expand the area of influence of the project by broadcasting project knowledge to farmers active beyond the intervention zone. Not only does this result in impact spill over but it also demonstrates the institutional strength an MSP structure brings together with a conventional project operation strategy.

Finally, Mexico MSP's PPPs for Agri-water Initiative provides a promising example of how the program can catalyze change at the interface between urban and agricultural water. The initiative focuses on designing and introducing innovative financing mechanisms for agri-water infrastructure and circular economy. The second phase of this initiative consists of piloting such a PPP mechanism in a wine growing area of Guadalupe valley, in the State of Baja California. The place is known for the alarming on-going over-abstraction of water. 2030 WRG supported the state authorities, the Valley of Guadalupe wine producing association, and ODIS Adversa - a construction and water services provision company - in a contractual revision to support a water reuse for wine production.

The project is extremely relevant technically, financially, and represents a solid opportunity to showcase the potential of PPPs for agri-water to CONAGUA, which has traditionally steered clear from engaging in such arrangements.

“Setting up PPPs is difficult and requires high institutional capacities because there are many dimensions to address. And there is little capacity in CONAGUA to form such PPP projects. They acknowledge the need for it given their budgetary situation and the macro-economic context. Their budget keeps decreasing and so they realize the need to mobilize private sector resources to meet their public policy objectives. And part of what the World Bank and 2030 WRG are doing with CONAGUA is working on the architecture of water sector financing: strengthening their institutional capacity to be able to set up PPP projects, and setting up a dedicated office for it.

Everyone is looking for government money and are afraid to engage in a PPP scheme because they fear that they are going to get into trouble. They will consider the PPP approach last.

It is difficult to change because successful PPPs require political buy-in. It is not that they don't want to do it but that it is far easier to do through a subsidy-based approach. That being said, there is a lot to do in Mexico on PPP for water reuse (Mexico MSP Participants – Focus Group Discussion)

5. Recommendations

5.1. Foreword

Throughout the evaluation process, all key informants highlighted the relevance of 2030 WRG as a global construct aimed at supporting resolution of water security issues at the national level through MSPs. Systemic failure with political or power imbalances makes initiatives like 2030 WRG that foster action-oriented dialogue all the more important. Indeed, without efforts to forge familiarity and some level of trust among stakeholders, it is easy to see water risk “descending into a blame game”. **This review underscores the high relevance of 2030 WRG’s strategy and approach from the perspective of the SDG agenda in responding to national and sub-national needs.**

This evaluation also provides evidence of the significant tangible and intangible improvements brought about by the program in the enabling environment for WRM. Ultimately, given its positive influence on water resilience, 2030 WRG is a viable mechanism contributing to “healthy people, healthy economies, and a healthy planet”. Among other significant benefits resulting from the MSP approach, it is worth stressing here that by institutionalizing both the MSP space but also the proposed solutions, continuity and institutional memory are protected as individuals come and go. Also, forging familiarity and trust in one area (water security) can model behaviors for and spillover into other thematic areas, thus creating a virtuous cycle of engagement between and among stakeholders.

Whether and how 2030 WRG should transfer its approach and know-how to other fields and sectors is an important issue for the program. Applying its approach to new sectors might well be an agenda worth pursuing in the future. However, such a development appears premature at this stage. While 2030 WRG has delivered the proof of its relevance and effectiveness, the evaluation team agrees with the perceptions of global level stakeholders that the program has not yet reached its potential in elevating and scaling water as being at the heart of resilience and adaptation.

This review sheds light on areas to address in order to unleash this potential more effectively. This calls for consolidating the conceptual foundations of the program, its approach, tools and processes. This will allow the program to build greater momentum at national and subnational levels, further institutionalizing its processes and solutions, and scaling up its water-security activities. Such a consolidation also involves greater organizational learning capacity, more productive cross-country exchanges and perhaps the development of communities of practices, which would foster a domino effect and facilitate geographical expansion of the portfolio with the formation of MSPs in new states and countries. 2030 WRG has many stories to tell but these need to be woven into a wider narrative that span beyond the metrics of water. Beyond mastering these communications, it also needs to contribute to designing conversations at a global level to raise the profile that sees the SDGs through a water lens.

5.2. Strategic recommendations

Know thyself and communicate on your uniqueness

1. **Clarify the essence of the program and its modus operandi** - Highlight the collaborative capital being built. Stress the deliberative and participatory nature of your approach. Explain how this expresses in medium- to long-term processes influencing individual and organizational mindsets and behaviors, and leading to systemic changes in sector rules and water-related practices. Stress how the inclusive nature of these processes emerging from within the sector renders them more sustainable.
2. **Strengthen the conceptual foundations of the approach** - Alongside a possible upgrade of the ACT model (possibly complementing this Theory of Change with a Theory of Action describing the underlying strategies/tactics, stages/activities, inputs/resources, outputs/results), strengthen the theoretical basis and analysis around the partnership approach elaborating on the barriers and opportunities for collective action. Determine the most appropriate partnership frameworks for the program to structure and guide its policy network activation and partnership brokering work through the MSPs.
3. **Fully own and value the nature of 2030 WRG's work** - Don't shy away from communicating the difficult and time consuming, but vital behind the scenes work. Explain methodically what partnership building, brokering and management entail, and formalize this as a key unique offering. This also means continuing to forge and strengthen a clear identity and branding.

Expand

4. **Expand your potential by leveraging the resources of the World Bank** – Seek greater alignment with your host by: a) agreeing on when 2030 WRG represents itself as the World Bank, as 2030 WRG, and/or as the MSP; b) agreeing on guiding principles (i.e. recognizing that 2030 WRG is neutral, independent and accountable to MSPs); and c) continuing to jointly explore synergies where objectives align.
5. **Do more by leveraging participating companies and encourage more companies to join** – There is scope to leverage more companies from the insurance and financial sectors, who many believe have a major role to play in driving the water security agenda. Given their impact on water, efforts should be made to attract more companies from the agriculture and the extractive industries. Data analytics companies like Microsoft and Google could play a useful role.
6. **Stick to water but open up the narrative to reach a much wider audience** – Expand the influence of the program towards other sectors by further stressing how 2030 WRG's work impacts other fields (food security, livelihoods, and health, for example). Use water statistics (e.g. cubic meters of water saved) as mere illustrations supporting more accessible and inspiring narratives highlighting the growth-enabling effects of 2030 WRG's work, depicting water as the great connector, the beating heart of resilience and adaptation. 2030 WRG can best support its case and justify its "raison d'être" by framing the bigger sustainable development picture through a water lens.

7. **Define a strategy to modulate support to MSPs** – None of the 14 MSPs, even among the most mature, has yet reached a level of institutional maturity indicating a capacity to operate autonomously without 2030 WRG’s support. The convening and neutral facilitation functions of the program seem irreplaceable in all MSPs reviewed through this evaluation. The program should nonetheless define a differentiated strategy of support to MSPs, gradually declining as they gain capacity and autonomy. A minimum level of strategic advisory support - light steering touch - might need to be sustained for a long period of time. Franchising or handover scenarios should be explored depending on the context, particularly below the national level, as they represent a means to reach scale. Decisions on scaling-back or exiting should follow a due participation and negotiation protocol with the respective MSPs and/or government.
8. **Define what success means** – Base all decisions affecting the level of support to MSPs on a rigorous monitoring of progress against a joint and contextualized definition of success. MSP members need to agree on a phased strategy, with objectives and targets on all four areas of influence of 2030 WRG. Such framing should not affect the agility and responsiveness of the program. Its opportunistic behavior and capacity to seize emerging opportunities as contexts change is indeed one of its greatest assets.

Keep refining your stakeholder engagement strategy

9. **Strive to ensure inclusive representation and participation of all stakeholder groups** – The legitimacy and authority of the MSPs relies on being truly inclusive and participatory. More care should be taken through recurrent stakeholder and issue mapping processes of including all the relevant stakeholders and affected parties – giving voice to all interests in a balanced, but also effective way so as not to over-politicize the space. Further explore possible strategic roles for and further contributions of CSOs at the national and global level.
10. **Tailor communications to the private sector** – Map private sector participation across the program and determine if there are ways to break down messages for different parts of the private sector (investors, manufacturing/producers, service industry), and also operations and commercial parts of the business so as to boost awareness of the contributions increasingly expected that they will play in a water secure world. Frame the work with corporations as both risk mitigation and opportunity.
11. **Broker negotiations** – Rather than seeking open commitments, ensure reciprocity and accountability by approaching negotiations among stakeholders at the MSP level from a “we will do X, if you do Y” to ensure ownership, and forge the linkages between contributions – include 2030 WRG in those same style of negotiations.
12. **Continue to strengthen the linkages** to other global groups and initiatives (e.g. CDP, WBCSD, AWS) so as to foster strategic alliances based on careful and realistic assessments of comparative advantages and unique contributions.

5.3. Operational recommendations

Sharpen your tools

13. **Incorporate a more robust stakeholder mapping and political analysis approach in the HEAs and other entry point analytics** – There is need for a more explicit rather than implicit stakeholder analysis addressing incentives, likely behaviors vis-à-vis the MSP, expected roles and functions, perspectives and opinions, as well as resources and power dynamics, etc. Making these aspects explicit is an important first step towards collective action. Some form of entry-point political economy or governance analytics will be extremely helpful to understand the main factors -the prospects and challenges- of creating enabling environments for policy change and institutional reform through collective action.
14. **Revisit and strengthen the M&E framework** to accurately measure the linkages - causality chains and conditions for emergence - between the interventions of the program through its MSPs and the existing results/outputs, as well as the intermediate impacts/outcomes. Allow for more tailored M&E to guide and adjust 2030 WRGs interventions, as well as MSP's direction.

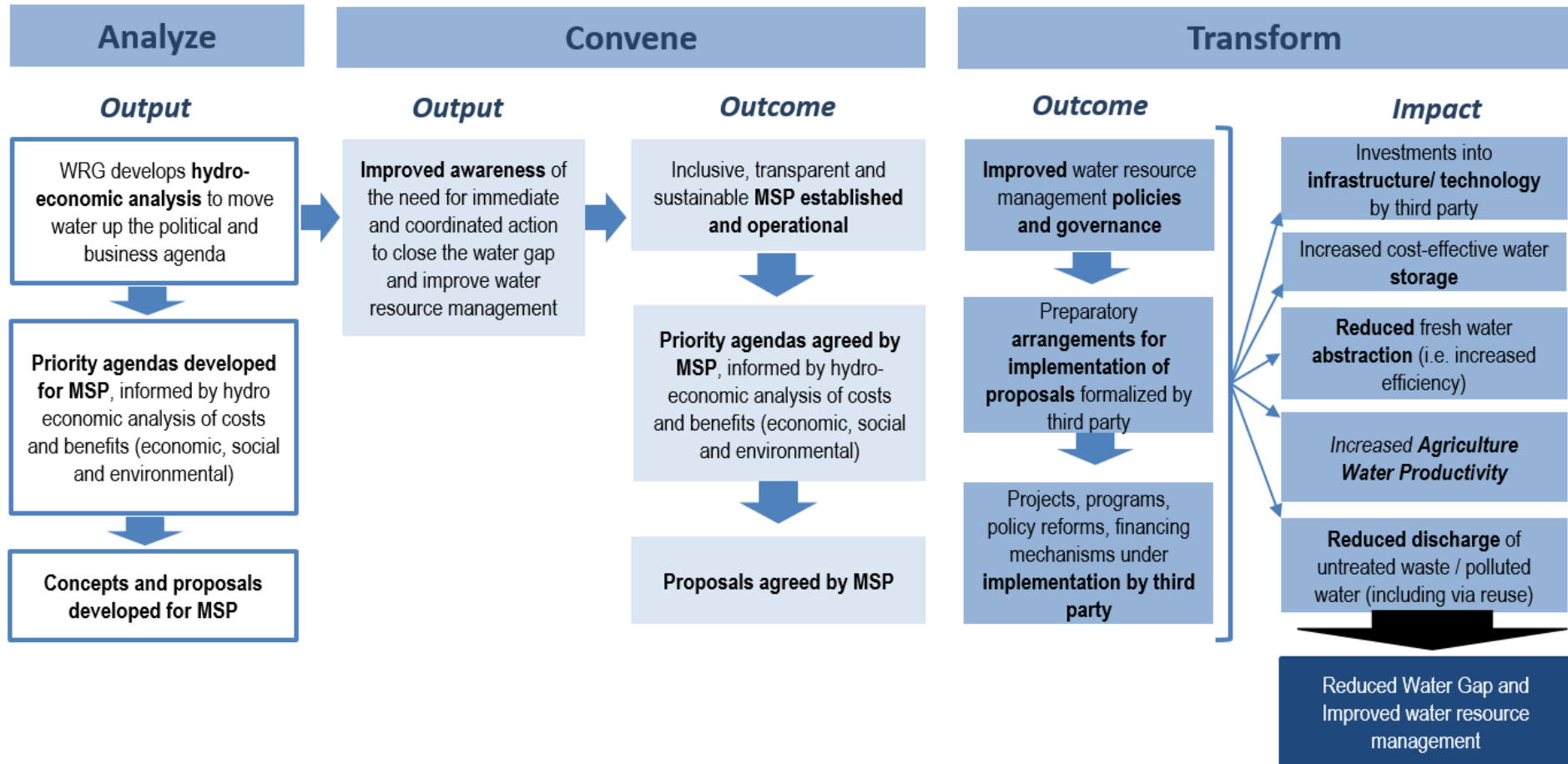
Boost organizational learning

15. **Keep “scouring the landscape” to find and translate relevant experiences from one context to another.** 2030 WRG is reaching a stage where a knowledge management strategy would certainly facilitate its work across regions and countries (e.g. guidelines for new staff and stakeholders establishing new MSPs). Intensify cross-program exchange within 2030 WRG but also with also with the World Bank and other related initiatives to boost the sharing of experience and learning.
16. **Forge a stronger community at the global level around lesson sharing** and use this community in wider forums to communicate 2030 WRG's key messages and learning. Use 2030 WRG experience as the basis for designing sharper conversations that view the SDGs through a water lens.

6. Annexes

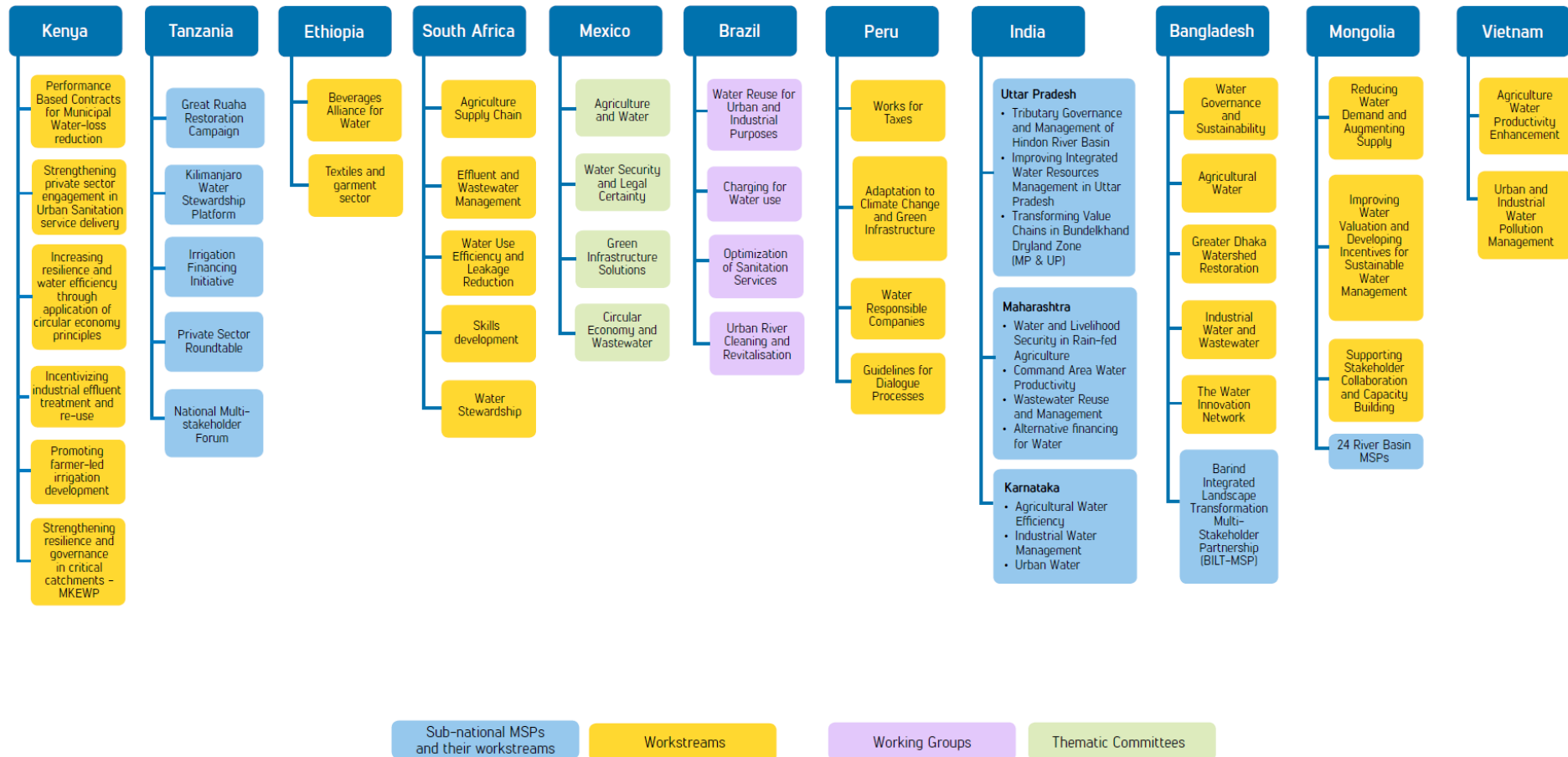


6.1. ACT Approach (2030 WRG Theory of Change)



6.2. National and subnational partnerships and their structures

NATIONAL AND SUBNATIONAL PARTNERSHIPS AND THEIR STRUCTURES



Source: 2030 WRG Annual Report 2020

6.3. Terms of Reference

Evaluation of the 2030 Water Resources Group Model & Lessons Learned for Achieving the SDGs

1. Background

Launched in 2008, the 2030 Water Resources Group (2030 WRG) (<http://www.2030wrg.org>) aims to help countries facilitate collective action among government, the private sector, and civil society to improve water resources management. 2030 WRG does so by: (a) creating the wider political economy conditions and momentum for change in water sector reform; (b) facilitating collaboration and awareness building within the water resources community, including the private sector; and, (c) improving the design and implementation of a comprehensive and innovative set of policies, programs and projects in selected countries or regions in order to increase their water security.

2030 WRG's Analyze-Convener-Transform (ACT) approach guides its work, translating analysis and consultative dialogue processes into transformative impact. With 809 partners mobilized across 14 countries and states,¹³ 2030 WRG has developed its model of multi-stakeholder platforms (MSPs) to reach tangible water impacts. MSPs are institutional settings, formalized as in the case of 2030 WRG, that gather the voluntary and inclusive participation of different stakeholders with the objective of deliberating openly on the water resources challenges they face and deploying different cooperative actions and initiatives to address them. The platforms are aimed at problem-solving and are helpful for exchanging information, realising common visions, recognising interdependence between stakeholders, setting priorities, enabling joint action, providing feedback to policy-makers and enabling social learning processes.

Hosted in the World Economic Forum (WEF), 2030 WRG's initial phase of development of 2008-2011 was an informal collaboration among WEF, the International Finance Corporation (IFC), several multilateral and bilateral agencies (IADB, SDC, SIDA, USAID), private sector companies (Nestle, PepsiCo Inc., SABMiller plc., The Coca-Cola Company) and other organizations (WWF, GGGI). In 2012-2017, 2030 WRG formalized its structure and moved to being hosted by IFC and during this time developed the 2030 WRG model of MSPs across Asia, Latin America and Africa. In 2014, a third-party evaluation was conducted by Dalberg that encompassed an assessment of 2030 WRG achievements to date, the derivation of major lessons learned and the formulation of recommendations for steering 2030 WRG's future endeavours. 2030 WRG then worked to address the recommendations from the evaluation, developing a new Strategy 2018-2023 that guides 2030 WRG's efforts. In 2017, following a case study of 2030 WRG developed by the Harvard Kennedy School of Government where it was clear that governments are in the lead when it comes to water sector reforms, 2030 WRG moved to being hosted by the World Bank Water Global Practice. Since its transition to the World Bank in January 2018, 2030 WRG has continued to develop the 2030 WRG MSP model, align with World Bank country programs, develop leadership areas (e.g., transforming value chains, promoting circular economy solutions, and building resilience), and begin scoping of new countries and states.

The *Charting Our Water Future* report helped launch 2030 WRG by identifying a global water supply-demand gap of 40% by 2030. In 2019, reports indicate that the state of the world's water is worsening, both in terms of quality and quantity issues. At a macro scale, the global community is struggling to meet the Sustainable Development Goals, including SDG 6 on water and sanitation. SDG 17 underpins all the goals through recognition that multi-stakeholder partnerships are needed to achieve the SDGs. With 10 years to meet the SDGs, 2020 is a key year to evaluate the 2030 WRG model, delivering insights and arguments towards the value of the 2030 WRG model as well as the enabling conditions required for successful development and application of MSPs.

¹³ Bangladesh, India (Karnataka, Maharashtra, Uttar Pradesh, national-level), Mongolia, Vietnam, Mexico, Peru, Sao Paulo (Brazil), Ethiopia, Kenya, Tanzania and South Africa.

2. Purpose

The evaluation is intended to serve as a forward-looking assessment and provide insights to a combination of internal and external stakeholders whether the 2030 WRG MSP engagement model is fit for purpose in delivering on the SDGs and tackling water resource challenges in a post-2020 world. The evaluation aims to:

- harness the lessons learned from the 2030 WRG model to evaluate possibilities for how to take 2030 WRG to the next level of its evolution;
- identify and distill the key determinants of sustainable MSP initiatives to consolidate and sustain the momentum at national and sub-national levels, including in countries outside of 2030 WRG's direct engagement;
- understand enabling factors to facilitate innovation in water and other development sectors;
- consider the model's application at different scales and with various sectors to accelerate action on the SDGs.
- provide directionality with regard to 2030WRG scaling up and exit strategies as well as hosting arrangement for the programme at both global and national levels.

To allow for a high degree of independence and neutrality, the exercise is set-up as an external evaluation, conducted outside the operational line responsibility by independent consultants providing a highly relevant mix of expertise from private and public sector. The consultants should employ a qualitatively robust methodology that allows for evaluation of: (a) the convening role played by 2030 WRG in bringing together stakeholders who traditionally do not interact or collaborate, (b) the disruptive and innovative nature of 2030 WRG MSPs that do not follow the traditional path of development practice, and (c) the value of such approaches even in challenging contexts, such as prevalent social conflicts.

3. Audience

The 2030 WRG Evaluation will be useful for a number of audiences, including:

- 2030 WRG donors and partners to understand the key barriers to achieving water-related SDG6, the landscape of initiatives and platforms working toward the water-related SDGs and the role of 2030 WRG to help achieve the water-related SDGs in that context
- 2030 WRG Secretariat on how to evolve the 2030 WRG model in the post-2020 world
- Water and related SDG communities as well as a range of institutions (e.g., development agencies, private sector coalitions and industry associations) to evaluate whether the 2030 WRG model could offer lessons learned on a new approach for tackling challenges at different scales and across sectors

4. Scope and Focus

The scope of the evaluation to be tackled by the consultancy shall encompass an assessment of the 2030 WRG model, including (1) priorities going forward for 2030 WRG to help deliver on the water-related SDGs; (2) identification of the enabling conditions for successful, sustainable, and innovative MSPs, (3) recommendations for the next generation of 2030 WRG & its MSPs, and (4) suggestions for the potential value of multi-stakeholder approaches in other sectors. The exercise is a combination of assessing and reflecting on primarily strategic aspects of 2030 WRG and is aimed to be forward looking. The findings, learnings and related recommendations of the evaluation shall reflect in a balanced way the perceptions and perspectives of the:

- Stakeholders inside 2030 WRG (800+ partners)
- Stakeholders outside 2030 WRG
- Consultants themselves.

The focus of the evaluation may be on the following fields of observation, to be narrowed by the Evaluation Task Force, comprised of the 2030 WRG Program Manager, a staff representative of each 2030 WRG region, and several donor members of the Steering Board or designates:

(1) Priorities going forward:

- What are the key barriers to achieving SDGs related to water?
- Is the 2030 WRG theory of change (attached), aimed at helping stakeholders design actions (e.g., policy reforms, projects) to close the gap between supply and demand of water, sufficient to help achieve water-related SDGs?
- Are the thematic focus areas for 2030 WRG (transforming value chains, promoting circular economies, and building resilience) relevant to help deliver on the SDGs?
- What other sectors should 2030 WRG bring together beyond those already engaged?
- Are there any gaps to be addressed by the 2030 WRG model to help in achieving water-related SDGs?
- What innovations are other similar platforms/initiatives engaged in to offer lessons learned for 2030 WRG?
- Is there a need for a change in scope/ scale of solutions in 2030 WRG to address water security challenges?

(2) Enabling conditions for sustainable and successful MSPs:

- What factors have influenced the establishment, evolution and the performance of 2030 WRG MSPs? What factors can be considered essential for ensuring MSP sustainability (e.g., contextual and internal factors, conditions to ensure MSPs survive changes in government, leadership in companies and governments, and changes in global sentiments on the value of cooperation) and do 2030 WRG MSPs meet these?
- Is the 2030 WRG Sustainability Score Card for MSPs (under development) on the right track for building out a better understanding of conditions for MSP success or are there areas that need to be modified/improved?
- How adaptive are the MSPs to evolve according to changing challenges and priorities?
- What are considerations for exit strategy of 2030 WRG in terms of whether and how could that be done effectively in countries/states?

(3) Recommendations for next generation of 2030 WRG and its MSPs:

- What potential modalities are there for 2030 WRG to further integrate objectives of gender equality, poverty eradication and social inclusion in the solutions prioritized by its MSPs?
- What could be done by 2030 WRG to increase replicability of solutions to reach scale?
- What options exist for 2030 WRG to secure sustainable funding for the future?
- How could the functionality of the Secretariat be strengthened yet kept streamlined, particularly when considering expansion of 2030 WRG to more countries/states?
- What is the potential for the 2030 WRG model to be applied at different scales (e.g., cities) and how can 2030 WRG strengthen the model in new contexts?
- How can 2030 WRG best assess the performance of MSPs in their contributions to strengthening governing processes in the water sector?
- What additional factors could sustain greater innovation in 2030 WRG in the future?

(4) Potential value of multi-stakeholder approaches in other sectors:

- Is the multi-stakeholder approach useful for application in other sectors for SDG achievement?
- How can additional stakeholder actions be catalysed outside 2030 WRG's networks to accelerate achievement of the SDGs?
- How can development partners best synergize and leverage their respective tools and models to amplify impacts?

4. Process and Deliverables

The approach to – and a more detailed methodology for - the evaluation to effectively achieve its purpose and objectives shall be specified by the bidding consultant teams. The evaluation will be participatory in nature and

will involve 12 WRG 2030 partner countries/states (final selection of countries/states to be made with Evaluation Task Force). Fostering the engagement of 2030WRG staff at all stages of the process will support in-depth inquiries with strong validity within and across MSP contexts, and develop a sense of ownership of the results of the evaluation amongst the team. The overall process and expected deliverables of the consultancy are as follows:

- Briefing session (by phone conference) with the Evaluation Task Force
- Desk study - review of documentation, refinement of methodology/approach, preparation of assessment tools (the consultants will engage the country teams in the design of the data collection tools and their tailoring to maximize their relevance to distinct contexts and specific audiences), organisation of exchanges/interviews with stakeholders targeted
- **Inception Report summarizing the findings of the desk study, including methodology that will be used by the evaluation to assess strategic relevance of the 2030 WRG and suggested future engagement approaches.**
- Exchanges/interviews with targeted stakeholders from the desk, and meeting with representatives of all 12 selected 2030 WRG country/state teams for a detailed intro to each MSP;
- Country level Key Informant Interviews (KIIs), tailored FGDs, and on-line survey (translated in different language as needed) for all 12 selected 2030 WRG partner countries/ states to inform the development of recommendations.
- Participatory evaluation process involving joint analysis and peer-review for the 12 WRG 2030 partner countries/states. Coordination, guidance, and communications to support this peer-learning process (this includes the production of bespoke guidance tools, complemented with ad-hoc one-to-one troubleshooting and guidance)
- Extensive (circa 30) global interviews with 2030 WRG Steering Board members, World Bank colleagues, and water sector organizations to gather a wide range of high-level perspectives on the relevance of 2030 WRG's approaches for the water sector, on the positioning of the programme and strategic opportunities.
- Frequent touch points with 2030WRG team (management, core staff, entire team), the Steering Board and Evaluation Task Force for presentations of progress updates, emerging findings, and discussions around varied topics of relevance.
- **Draft assessment of findings and reporting (including power point presentation) - Draft Evaluation Report providing all findings, learning and related recommendations**
- Debriefing session with 2030WRG staff and Steering Board
- **Final assessment and reporting (including power point presentation) - Final Evaluation Report providing all findings, learning and related recommendations, including consolidation based on debriefing sessions**

5. Schedule and Time Budget

The proposed time schedule for the evaluation is as follows:

Step	Deadline/Period
Expected work start date	July 8, 2020
Briefing session with Evaluation Task Force	Week of July 13, 2020
Submission of Inception Report	Week of July 27, 2020
Submission of Report on Stakeholder Interviews and Exchanges	September 30, 2020
Submission of Draft Evaluation Report	May 6, 2021

Debriefing session with staff	May 10, 2021
Submission of final Evaluation	May 14, 2021
Debriefing meeting with Steering Board	May 26, 2021

The following time budget for the evaluation is set: Total expected level of effort for the assignment is ~105 days.

6. Qualifications and Bidding Requirements

The consultant team shall gather the following qualifications and expertise:

- Qualifications within business and development cooperation contexts;
- Thematic expertise (water resources management, public-private development partnerships, policy change, institutional reform, organizational and behaviour change);
- Methodological expertise (evaluation of governance processes, partnerships, networks and institutions; participatory evaluation; facilitation of peer-learning processes);
- Innovation/thought leadership on non-traditional paths of development/catalytic and disruptive approaches.

The documents required for constituting a receivable offer are as follows:

- 1) Technical proposal (proposed approach, methodology, work plan and proof of eligibility)
- 2) CVs of the consultancy team (qualifications and expertise made available)
- 3) References from similar mandates
- 4) Financial proposal (fees and expenses).

The eligibility and award criteria to be applied by the Evaluation Task Force will be developed and agreed upon by the Evaluation Task Force.

6.4. Analytical framework

A. RELEVANCE

1. Strategic level

- 1.1. **Relevance of 2030 WRG mission and objectives (including strategic priorities and thematic focus areas) to SDGs, country and sub-national needs.**
- 1.2. **Internal consistency of ACT model in relation to mission and objectives**
- 1.3. **Relevance of objectives, model and scale of action given the *local political economy backdrop*, and notably considering:**
 - a) **The broader context** - structural settings (natural, economic, demographic), historical legacies, power relationships, and rules
 - b) **The institutions:** actors' decision logic, political attitudes towards sector issues, capacities and choices, strategies and interventions of other stakeholders (global such as multi and bilateral development agencies, WBG...) and national policies (e.g. strategies, plans, and programs)
 - c) **The room for maneuver:** dynamic features of change processes (e.g. shifts in information flows and alliances, options for self-motivation or facilitation, changes in incentives due to SDG agenda, crisis or exogenous shocks such as climate change, drought etc.)

Relevance of the scale of application of ACT model given evolving official mandates, decentralisation, level of buy-in, potential for impact

Appropriateness of priorities, focus area and ACT model across time - change in 2030 WRG discourse and priorities, or change in national priorities or stakeholders expectations

2. Operational level

- 2.1. **Relevance of technical choices** - relevance of: analyses; advocacy and awareness creation; approach to stakeholder engagement, MSP formation and formalization; solutions; approach to assess MSP EE and sustainability risks; adequacy of M&E indicators
- 2.2. **Appropriateness of the MSPs structure and rules** - to what extent are enabling factors in place for successful MSPs (appropriate structure, accountability mechanisms, incentive structures...)
- 2.3. **Adequacy of the resources mobilized** to implement the strategy and the ACT model (resources mobilized at country level plus support from regional coordination and HQ)

B. EFFECTIVENESS/ PERFORMANCE

1. Achievements against ACT Model

- 1.1. **Performance/degree of achievement in implementing the ACT Model.** Challenges, delays, reasons...
- 1.2. **Effectiveness of 2030 WRG in performing its different roles and engendering ownership:** as convener, advocate, facilitator, promoter of disruptive MSPs, and catalyst of innovative approaches in challenging contexts. Challenges, delays, reasons...
- 1.3. **Effectiveness of 2030 WRG in mainstreaming gender and operationalizing its guiding principles**

2. MSP achievements

- 2.1. **Extent to which the MSP has achieved its objectives.** Challenges, delays, reasons?
- 2.2. **Clarity on the actual contribution of the MSP in delivering on the transformation**
- 2.3. **Extent to which these achievements are locally owned and sustainable:** institutionalization of MSP structure (as appropriate), approach, or program; replication or scaling up of pilot projects; 2030 WRG exit strategy

3. MSP success drivers

- 3.1. **Main enablers and disablers of MSP success.** Factors that have helped build momentum or conversely stalled efforts or drained energy
- 3.2. **Extent to which MSP has managed to create space for innovation by ensuring:**
 - a) Cohesion across partners' vision and mission, interests and incentives (individual and organizational) and willingness to engage; Level of ambition; Partner's representative authority, capacity, and availability
 - b) Strong relationships between partners
- 3.3. **Appropriateness of the MSP accountability framing**
 - a) Appropriateness and timeliness of formalization of the MSP structure and rules
 - b) MSP's capacity to agree on and then hold partners to their commitments
 - c) MSP's ability to communicate with the right level of transparency internally and externally
 - d) MSP's ability to respond to new information as it becomes available

4. Effectiveness in influencing commitments to and delivery of water security

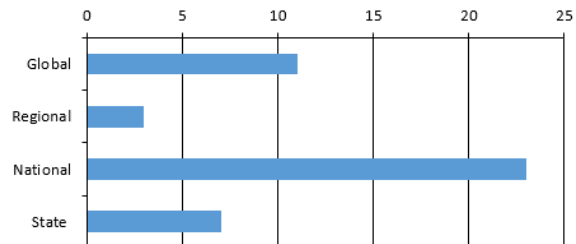
- 4.1. **Effectiveness in understanding the evolving political economy context and making the most of existing room for maneuver:** accompanying and catalyzing favorable features of change processes - Challenges, delays, reasons...
- 4.2. **Effectiveness in influencing sector institutions:** actors' decision logic, capacities and choices, behavior (including around for e.g. poverty and gender approaches) - Challenges, delays, reasons...
- 4.3. **Effectiveness in influencing sector rules:** sector governance, policies, budget, planning, programs - Challenges, delays, reasons...

6.5. Information sources

Table 7. Project documents reviewed and their distribution per date of publication and scale

D_C_Bangladesh_National_FY20-21_Work Plan 2020 - Copie.docx	D_G_Report final August 2020.pdf
D_C_Brazil_Sao Paulo_State_FY20-21_Work Plan 2020 - Copie.docx	D_G_WRG 2030 Governing Council Meeting November 2020.pdf
D_C_Ethiopia_National_FY20-21_Work Plan 2020 - Copie.docx	D_G_WRG-Strategic-Plan_2018-2023_2017.pdf
D_C_India_National_FY20-21_Work Plan 2020 - Copie.docx	D_R_EastAsia_IJEG Evaluation 2018.pdf
D_C_India_Karnataka_State_FY20-21_Work Plan 2020.docx	D_R_Latin America_IJEG Evaluation 2018.pdf
D_C_India_Madhia Pradesh_State_FY20-21_Work Plan 2020.docx	D_R_South Asia_IJEG Evaluation 2018.pdf
D_C_India_Maharashtra_State_FY20-21_Work Plan 2020.docx	
D_C_Internal_Analysis_Bangladesh National.docx	
D_C_Internal_Analysis_Bangladesh_BILT.doc	
D_C_Internal_Analysis_Brazil-Sao Paulo - 2.docx	
D_C_Internal_Analysis_Karnataka.docx	
D_C_Internal_Analysis_Kenya.docx	
D_C_Internal_Analysis_Mexico.docx	
D_C_Internal_Analysis_Mongolia.docx	
D_C_Internal_Analysis_Peru - 2.docx	
D_C_Internal_Analysis_Tanzania.doc	
D_C_Internal_Analysis_Uttar Pradesh.docx	
D_C_Internal_Analysis_Vietnam.docx	
D_C_Internal_Analysis_Vietnam_revised.docx	
D_C_Kenya_National_FY20-21_Work Plan 2020.docx	
D_C_Key findings from webinars (both groups both sessions).docx	
D_C_Mexico_Country Programme brief (updated) - JET.docx	
D_C_Mexico_COVID_WGP-2030WRG Joint Programme FY21(Draft)_2020.docx	
D_C_Mexico_National_FY21 Work Plan_2020.docx	
D_C_Mongolia_National_FY21 Work Plan_2020.docx	
D_C_Peru_National_FY21 Work Plan_2020.docx	
D_C_Rwanda_National_FY21 Work Plan_2020.docx	
D_C_South Africa_National_FY20-21_Work Plan 2020.docx	
D_C_South Africa_SWPN_Dalberg_Evaluation_Report 2020.pdf	
D_C_Tanzania_National_FY20-21_Work Plan 2020.docx	
D_C_Uttar Pradesh_State_FY20-21_Work Plan 2020.docx	
D_C_Vietnam_National_FY20-21_Work Plan 2020.docx	
D_G_Annual Report_2018.pdf	
D_G_Dalberg_Evaluation_2014.pdf	
D_G_Harvard-Kennedy-School-Case-Study_2017.pdf	
D_G_M&E - Terms of Reference - 2020.docx	
D_G_Organigram - FY21 2030 WRG Staff and STC 100+ day List ver 8.6.pdf	
D_G_Report final August 2020.docx	
D_G_Report final August 2020.pdf	

Distribution of the documents consulted according to geographic scale



Distribution of the documents consulted per date of publication

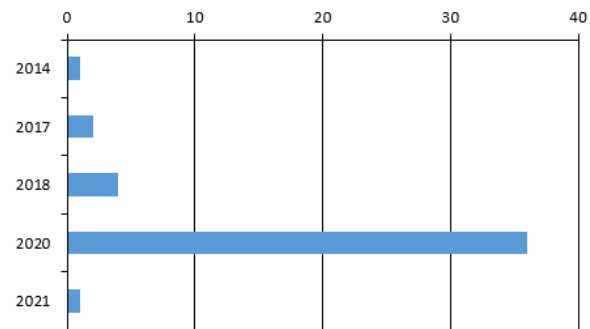


Table 8. MSP-level informants consulted through KIIs, FGDs and on-line survey

MSP	Name	Organisation	Title/Function	
Peru	Mercedes Castro	NGO Agualimpia	General Manager	KII
	Fernando Momiy	Forest Trends	Chief of Party, Natural Infrastructure for Water Security	KII
	Veronica Bonifaz	Arca Continental Lindley	Director of Sustainability and Public Affairs	KII
	Julia Torreblanca	Minera Cerro Verde	VP Sustainability and External Relations	KII
	Francisco Dumler	Sedapal	President of the Board of Directors	Survey
	Fernando Ghersi	TNC	Director de Perú	Survey
	Guido Bocchio	Southern Peru Copper Corporation	Legal Manager and Natural Resources	Survey
Bangladesh	Deo Marcel	World Bank Water GP Bangladesh	Cluster lead, Bangladesh Water GP	Survey
	Kabir Bin Anwar	Ministry of Water Resources	Senior Secretary (ministry lead)	KII
	Ajay Bathija	Coca-Cola Bangladesh Limited	Managing Director	Survey
	Naquib Khan	Nestle Bangladesh Limited	Corporate Affairs Director	Survey
	Shamima Akhter	Unilever Bangladesh Ltd.	Head - Corporate Affairs, Partnerships & Comms	Survey
	Mohammed Rezaur Rahman	Bangladesh Uni.of Engineering & Tech.	Professor - Institute of Water and Flood Management	Survey
	Ainun Nishat, PhD	BRAC University	Head of Centre for CC and Environmental Research	Survey
	Abul Kalam Azad	Climate Vulnerability Forum	Special Envoy of the Climate Vulnerable Forum Presidency of Bangladesh	KII
	Mohammad Shafiu Alam	The World Bank	Alternate Executive Director - Bangladesh	KII
	Raquibul Amin	IUCN	Country Representative	Survey
Kenya	Peter Hetz	MKWEP	CEO Laikipia Wildlife Forum	Survey
	Kimanthi Kyengo	MoWSI	Dir. of Sanitation and Head of Development Partners Desk	Survey
	Vimal Shah	BIDCO Africa	Chairman and Co-Chair 2030WRG Governing Board	KII
	Richard Fox	Flaming Flowers	Director and member of 2030WRG GB	Survey
	Phyllis Wakiaga	Kenya Association of Manufacturers	CEO and member 2030WRG GB	Survey
Karnataka	Mr. Shekar Viswanathan	Toyota Kirloskar Motors Limited	Vice Chairman, Whole Time Director,	KII
	Mr. Anurag Priyadarshi	Tata Consumer Products Limited	Chief Sustainability Officer	Survey
	SMR Prasad	Jindal Steel Works Limited	Consultant Environment	Survey
	Mr. Prof. M S Mohan Kumar	Indian Institute of Science	Professor	Survey
	Mr. Prof. G Ramesh	Indian Institute of Management Bangalore	Professor, Chair - Centre for Public Policy	Survey
	Mr. N Vishwanath	Biome Environmental Trust	Director	Survey
	Mr. Prof. Aravind Galagali	KLE Technical Society	Professor	KII
UP	Susheel Kumar	Water Mgmt and Regulatory Commission	Chairman	KII
	V.K. Upadhyaya	UP Groundwater	Director	Survey
	K.V. Raju	Government of UP	Chief Economic Advisor	KII
	Sanjay Singh	Parmarth Samaj Sewi Sansthan	Founder	KII
	Aneesh Jain	Gram Unnati	Founder and CEO	Survey
	Aswin Kumar	Dalmia Bharat Foundation	Group Lead, CSR and Sustainability	Survey
	Krishan Tyagi	GIZ	Technical Expert	Survey
	Siddharth Bhardwaj	Social Alpha	Portfolio and Innovation Team	Survey
Vietnam	David Malcolm Lord	Water GP	Cluster Coordinator	KII
	Hoang Van Thang	WRG	Strategic Advisor	KII
	Hoang Van Thuc	Vietnam Environmental Administration	Deputy Director General	KII
	Hoang Duong Tung	WRG	Strategic Advisor	Survey
	Nguyen Ngoc Ly	CECR	Advisor	Survey
	Viet Hoang	IDH	Senior Officer	Survey

	Vu Minh Hieu	MPI	Senior Officer	Survey
	Hoang Ngoc Anh	VITAS	Acting General Secretary	Survey
	Le Tu Cam Ly	Coca Cola	Director, Legal, Public Affairs and Communications	Survey
	Le Xuan Thinh	Vietnam Centre for Cleaner Production	Director	Survey
Sao Paulo	Rosa Maria Formiga Johnsson	Rio de Janeiro State University	PhD in Envir. Science and Techniques	KII
	Marcos Asseburg	BRK Ambiental	Diretor Novas Fontes	KII
	Nivaldo Rodrigues Da Costa Jr	SABESP	Superintendent of Sewage Treatment	KII
	Ricardo Borsari	SABESP	Director, Water and Sewage of the Metropolitan Area of SP	Survey
	Thiago Terada	Aegea	Diretor Presidente MT/PA	Survey
	Daniel A Nolasco	NOLASCO y Asociados S. A	Presidente	Survey
	Giuliana Moreira	Pacto Global	Assessora de Gestão Corporativa da Água	Survey
	Jorge Antonio Mercanti	Câmara Técnica do Uso e Conservação da Água na Indústria	Coordenador	Survey
	Adriana Lagrotta Leles	SANASA	Preseident advisor	Survey
Mexico	Mr Victor Lichtinger (CCAs President), Mr Eduardo Mestre (CCAs Member of the Executive Commission, CCAs Head of the Social Pact for Water Process and of the National Water Law Working Group) and Mr Jorge Fuentes (CCAs Programme Manager).			FGD1
	Mr. Edgar Gullamin, the CCAs Leader for the Initiative (and VP of Constellation Brands); Oscar Galvez (Heineken Senior Director for Public Affairs); Sergio Valdivia (Heineken's Manager for Public Affairs and Congress Relations); Mr. Eugenio Barrios (former Deputy Director of Water Management of CONAGUA; and Ms Marcela Animas and Marisol Galarza (consultants)			FGD2
	Francisco Mayorga (Private sector; CEO Agriculturalist; Former Leader of CCAs Water and Agriculture TC, SB Member); Cesar Monroy (PWC team member 1st phase); Fernande Benavente (consultor); Salomon Abedrop (Private Sector; Private Fiancieer, CEO; formerly CONAGUA in subdirecton of agriculture infrastrure and subdirection of planning) Leader of the CCAs Water Infrastructure TC; SB Member); Iliana Sotoymayor (Private Sector; S&C Lawyers and Financial Advisory; 2030WRG Technical Adviser)			FGD3
	Salomon Abedrop (CONAGUA; ex-deputy Director for Planning); Grisleda Median (CONAGUA, general manager for international cooperation); Iliana Hernández (CONAGUA; manager of the project prioritisation system); and Scarlet Piantinni (lead technical adviser, private sector)			FGD4
Kilimanjaro	Eng. Mbogo Futakamba	GWP	Chair, National MSP	Survey
	Evans Komu	Serengeti Breweries	HSE Manager	Survey
	Fridtjof Behnsen	GIZ - Natures	Country Coordinator	Survey
	Herbert Kashilila	Shahidi wa Maji/ Water Witness Int	Chair	Survey
	Abraham Yesaya	Pangani Basin Water Board	Community Dev Officer	Survey
Mongolia	Bulgan Tumendemberel	Ministry of Environment and Tourism	Dir. General, Dep. of Green Policy and Strategic Planning	Survey
	Davaanyam Tegshjargal	Water Authority, Min. of Envir. & Tourism	Seniour officer for monitoring and assessment	Survey
	Purevdorj Surenkhorloo	WWF Mongolia office	Freshwater & climate change officer	Survey
	Ganzorig Sharav	Prestige-Engineering Ltd.	CEO	Survey
	Batjargal Danaa	MCS Coca Cola company	Quality confirmation manager	Survey
	Burmaa Zambuu	Khar lake-Khovd RB MSP, University,	Chairman & Assistant Professor	Survey
	Gerelchuluun, J	Water Service Reg. Commission	Department head	Survey
	Tumendelger, M	Future Holding LLC	CEO	Survey
Hindon (UP)	Keshav Verma	Government of UP	Senior Advisor, Govt of UP	KII
	Dr. Umar Saif	Himalayan Community College - Shamli	Director	KII
	Priyank Hirani	Tata Trust, University of Chicago	Team Lead, Water to Cloud Project	Survey
	Manu Bhatnagar	INTACH	Principal Scientist	Survey
	Nirankar Saxena/Eittee Gupta	FICCI	Deputy Secretary General	Survey
	Subhendu Dash	ITC	Senior Program Officer	Survey
	Veena Khanduri	India-Water Partnership (IWP)	Country Coordinator	Survey
	Parul Soni	Thinkthrough Consulting Pvt. Ltd	Founder & CEO	Survey
Barind /RIII T1	Dr. Chowdhury Sarwar Jahan	Rajshahi University	Professor	Survey
	Dr. Asad uz Zaman	Agri Expert	Ex Founder ED BMDA	Survey

Dr. Akram Hossain Chowdhury	BMDA	Chairman	Survey
Dr. Sattar Mandal	Bangladesh Agriculture University	Professor Emeritus	Survey
Dr. F H Ansarey	ACI Agribusiness	CEO & Managing Director	Survey
Dr. M. A. Matin	Rural Development Academy (RDA)	DG (former)	Survey
Md. Akramul Haque	DASCOH	CEO	Survey
Jesmin Akhter	Chairman, Chapai Agro Industries Ltd.	Chairman	Survey

Table 9. Global-level informants

Name	Organisation	Title / Function
Adrian Syms	AWS	CEO
Alex Mung	World Economic Forum	Head of Water Initiative
Andres Sanchez	Organization of American States	Chief, Water Resources, Dept of Sustainable Development
Bjorn Philipp	World Bank / Water Global Practice	Regional Advisor, Water - Andean Region
Carmen Yee Batista	World Bank / Water Global Practice	Senior Advisor, Water and Climate - LAC
Cate Lamb	CDP	Director of Water Security
Catherine Tovey	World Bank / Water Global Practice	Water Practice Manager / East Africa
Dominic Waughrey	World Economic Forum	Managing Director / Co-Chair 2030 WRG Steering Board
Ghislaine Weder	Nestlé	Head, Economics and International Relations
Iris Marmanillo	World Bank / Water Global Practice	Senior Advisor, Water / Peru
James Dalton	IUCN	Director, Global Water Program
Jennifer Sara	World Bank / Water Global Practice	Global Director / Co-Chair 2030 WRG Steering Board
Joel Kolker	World Bank / Global Water Security and Sanitation Partnership	Program Manager
Juergen Voegele	World Bank Group	Vice President for Sustainable Development
Junaid Ahmad	World Bank / Water Global Practice	Country Director / India
Kristin Hughes	Global Plastic Action Partnership	Director
Maeve Hall / Nguyen Hanh	Unilever	Sustainable Manufacturing Manager - Water / Director of New Business Models for People and Planet Platform
Maria Angelica Sotomayor	World Bank / Water Global Practice	Practice Manager
Marianne Fay	World Bank Group	Country Director, Andean Region
Monika Weber-Fahr	World Bank/ Global Water Practice	Recently Director of Global Water Partnership
Parameswaran Iyer	World Bank / Water Global Practice	Senior Advisor (?)
Peter Bulcke	Nestle Chair of the Board	Chairman of the Board / 2030 WRG's GC Co-Chair
Rita Cestti	World Bank / Water Global Practice	Practice Manager
Soma Ghosh Moulik	World Bank / Water Global Practice	Senior Advisor, Water 2030 WRG Evaluation Task Force
Sudipto Sarkar	World Bank / Water Global Practice	Water Practice Manager / East Asia & Pacific Region
Tom Williams	WBCSD	Director, Water
Ulrike Sapiro	The Coca-Cola Company	Senior Director, Water Stewardship & Agriculture
Will Sarni	The Water Foundry	Water Security Expert