



Grounded perspective' proposals

A proposed Evaluation of the Multi-level Partnership
Approach of the Global Water Partnership
October 6th, 2018





Global Water Partnership,
PO Box 24177, SE-104 51
Stockholm, Sweden

October 6, 2018

The firm Grounded Perspective is pleased to work with the Global Water Partnership and to serve you finding the top solution for what bring us here: to evaluate the Partnership approach on the global water issue management.

You may found here:

- 1-. An understanding of the work of the Global Water Partnership and GWP's requirement.
- 2-.The Theory of Change underlying GWP work with an emphasis on partnership as a mechanism for delivering change, with its respective assumptions, risks and external factors that influence whether added value is created through the partnership approach.
- 3-. A draft evaluation matrix including key evaluation questions and the indicators for each question. The matrix should also include proposed sources and methods for collecting quantitative and qualitative data.
- 4-.Identification of major challenges anticipated in the development and use of the framework and mitigating strategies.

Grounded Perspective is well known for its approach that we declare, coming from concrete problems toward finding the top solutions. We are pleased you selected us to assessing the approach that GWP has adopted in order to face the global water problems now-a-days. We work under strict ethical considerations caring about diverse population, especially the vulnerable one. Indeed, our team researchers are all well trained to have a special consideration for gender topics and shared global problems. We hope that our present proposal fits appropriately with your requirements.

Regards,

Grounded Perspective

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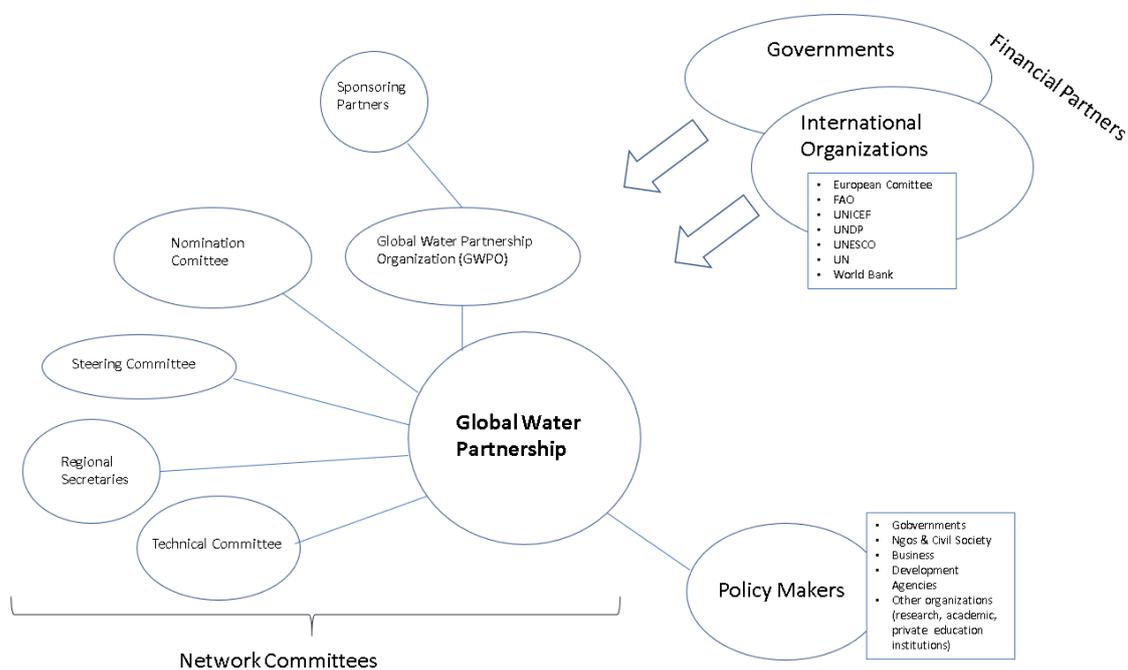
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A. Program presentation

1. Overview

The Global Water Partnership (GWP) is an non-profit global network created in 1996 whose mission is ‘to advance governance and management of water resources for sustainable and equitable development’ (GWP, 2016). Facing the global challenges that water management poses to us all as: the planet warming, the drying of dried areas, the moving of clouds toward the poles, the population increase projection, the depletion of groundwater, the water wasting, among others¹; the GWP works on a multi-level partnership approach. This approach has been highly recognized because of its output added value. It’s that the achievement of outcomes and impact is greater than the sum of the parts.

In order to achieve the stated goals, the GWP operates in a flexible and inclusive network operating at many levels, linking governments and citizenships, providing a means for consultation a collaboration with stakeholders from many constituencies and sectors. For a simple view, the stakeholders involved are represented as follows:



¹ For example, about 80% of the world’s wastewater is discharged back into nature without further treatment or reuse (2017). For more specific information, consult: “7 Reasons We’re Facing a Global Water Crisis”, World Resources Institute. <https://www.wri.org/blog/2017/08/7-reasons-were-facing-global-water-crisis>; Sustainable development goal 6, progress in 2018. <https://sustainabledevelopment.un.org/sdg6>

2. Logic Model and Logic Model Narrative

A Logic Model (LM) is a visual representation of the inputs, activities, desired outputs and outcomes of a designed program. In this regard, Grounded Perspective proposal include a visual review of the activities and outcomes of the program (see Appendix A) and a narrative review of the relations between the different stages of the Theory of Change model (ToCM). In addition, this presentation also refers to risk, assumptions and external factors that are involved in the implementation of the program.

In the design of the program, GWP include the perspective of the Sustainable Development Goals stated by the UN, especially the goal n°6.5 *“By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate”*. In this sense, the GWP state that their aim as organization is *“to ensure the co-ordinated development and management of water, land, and related resources by maximising economic and social welfare without compromising the sustainability of vital environmental systems”*.

To achieve their aim, the organization propose 3 different goals GWP has three interdependent strategic goals: Goal 1 (Catalyse Change in Policies and Practice) and Goal 2 (Generate and Communicate Knowledge), which depend on Goal 3 (Strengthen Partnerships). Each one of this goals is related to specific activities, assumptions and risk, in which the Partnership Approach is the selected method of design and implementation. This approach put emphasis in the collective decision-making and strategizing in order to incorporate the ideas of multiple stakeholders into the development of the community sustainability plan, which involves key partner in implementation².

The structure and implementation of the program is developed in a worldwide vision, accordingly the assumption for a proper implementation to obtain the intermediate outcomes are (1) The programs are replicable in different environmental and social context, (2) All-of-society engagement partnership, (3) Political will for the implementation of the program, and (4) Effects are also results of the GWP visibility and performance. To achieve the long term outcomes, this program assumes that: (1) There is a national and global commitment to develop water management policies, and (2) Other interconnected SDG's are being well accomplished.

Apart from the assumptions, is also possible to recognise risks that may interfere with the proper implementation of the activities and the achievement of goals. These are: (1) Global unawareness of water issues and climate change, (2) Possible unknown climate change effects, (3) Global disinterest on fair distribution of water resources, (4) Stakeholders divergent interests, (5) Incompatibility of GWP with all communities involved development goal in water governance, (6) Inexistence of commitment to turn into a environmental-friendly development model, and (7) Lack of funding.

These risks and assumptions are closely related with expected immediate, intermediate and long term outcomes, including, for example: Up-to-date knowledge and

² For more information, consult: <https://uwaterloo.ca/implementing-sustainable-community-plans/dissemination/partnership-approach>.

capacity for partners to take action on water security, governmental commitment and international partnership, developed regional and country framework for action, achievement of water-related targets, environmental-friendly national development models, sustainable human, environmental and economic development.

It is important to note that this program also clarified that there are other external factors that may play an important role, rival explanation, to the achievement of the goals and explanation of the outcomes. These are: (1) Other similar programs, (2) Others programmes related to water sanitization, and (3) Autonomous national initiatives to manage water distribution. The relevance of stating these other possible explanations lies in the importance of validating this approach as the best possible way, in given circumstances, to achieve the desired goal, which is the main aim of the present proposal.

In the long term, and according to the ToCM, the proper implementations of all the activities related to each one of the stages will lead to the achievement of the main aim of GWP and will contribute to the achievement of the SDG 6, no matter the other external factors.

As Grounded Perspective, we are able to do an In-Depth analysis of the relations established in the LM, determining if the stages, activities and goals are correctly related, identifying key actors, their weight inside the organization and the decision-making process and other important issues related to the program and its development.

B. Evaluation proposal

3. Evaluation approach

a. Evaluation type

To properly evaluate and assess the GWP Water Resources Management Program is important to identify the moments and information in which it is important to analyse and collect data.

Accordingly, the main goal of the present proposal is to propose a framework to understand the extent to which partnership benefits are being successfully facilitated by GWP and the attribution of the partnership approach to water governance improvements and, ultimately, socio-economic and environmental impact.

Given that the GWP has been running for over 20 years and stakeholders would like to focus on the benefits, obstacles and limitations of a partnership approach to improving water governance. In this regard, Grounded Perspective propose both a summative (outcome) evaluation and a formative evaluation to assess the outcomes and framework of the program.

Given, that the stakeholders are interest in the pertinence of the Partnership approach of their program, a Summative analysis would be a great tool to evaluate and assess the resulting outcomes and their relation with the approach, because this type of evaluation focus on “measure program effects in the target population by assessing progress in the outcomes or objectives that the program is to achieve³”. In addition, the stakeholders are interest in knowing the benefits, obstacles and limitations of this approach; because of this, this proposal also includes a Formative Analysis which ensures that the activities of a program are “feasible, appropriate, and acceptable before [being] fully implemented⁴”.

It is important to declare that this proposal do not include and evaluation of the long term outcomes, because they overpass the time frame of this evaluation. In this sense, to do a proper evaluation of these outcomes would require a longer time of implementation of the program, so to evaluate the changes in big time frames. Nonetheless, this proposal includes an in-deep evaluation of the immediate and intermediate, with which we would be able to state some preliminary assumptions of the long term outcomes, without compromising the timeframes and explanation.

b. Evaluation approach

To develop this proposal, we base in two main approaches. The first one is the Utilization focused-evaluation (Patton), and its primary purpose of evaluation is to inform decisions and (2) Use is most likely to occur if the evaluation identifies one or more stakeholders who care about the evaluation and are in a position to use it (personal factor). This approach will help in the bottom-up policy-making, because its main benefits are support goal-oriented knowledge management and learning in organizations and increases the likelihood of the using of evaluation.

The second approach is the Contributive analysis developed by Mayne. This analysis is useful when there is a Package of programs designed to be implemented at the same, and the stakeholders are interested in knowing the effects of and special program in a bigger context. In this case, Grounded Perspective understand that there are other external factors that may explain the resulting outcomes of this program, but the interest is in the effects of the activities of this specific program in a context of world policies (the SDG 6, and the other goals related to water management).

Evaluation Tool: Evaluation Advisory Group (EAG): This proposal includes the creation of an Evaluation Advisory Group integrated by representatives of each group of stakeholders. This is important because the Partnership approach emphasis the active participation of all the stakeholders in the decision-making and policy-making. The EAG will guide the evaluators in validating the logic model and evaluation matrix including clarifying program outcomes and commenting on the appropriateness and feasibility of the evaluation approach, methods and data collection tools.

³ <https://www.cdc.gov/std/Program/pupestd/Types%20of%20Evaluation.pdf>

⁴ <https://www.cdc.gov/std/Program/pupestd/Types%20of%20Evaluation.pdf>

c. Methods

So as to fully develop a framework and to implement an initial study focused on the value added by the GWP partnership approach it is expected to hire a 6 professional researchers team, from Grounded Perspective consulting firm, from different areas of knowledge (law, sociology, political sciences, anthropology, environmental engineering and economics), who will work for 2 months.

The proposed evaluation questions, indicators and methods of data collection are exposed in the evaluation matrix, which can be found in Appendix B. Grounded Perspective proposes a mixed battery of qualitative and quantitative methods in order to response to the evaluative research questions. All these methods have advantages and disadvantages that will be opportunely informed. By triangulating different methods we expect to complement them and avoid leaving unanswered questions. All the data collection process will respond to ethical principles as informed consent, maintaining confidentiality and responsible and truthful treatment of information. Following the utilization-focused approach, the whole process will be carried out closely with the EAG. As an initial proposal we propose 4 research methods explained below:

Documentary review: Grounded Perspective recommends a documentary review of the related policies implemented in order to track if those decision makings have been influenced by a previous shared good practice within the GWP (evaluation question 7); all the documents that exists in all regions about activities, plans of action and minutes of meetings with the objective of identify the real representation of all stakeholders and sectors in the decision making (evaluation question 2 y 3); reports about water management with other approaches to make a comparative analysis with partnership approach (evaluation question 5); systematization of the politics implemented within the GWP (evaluation question 7); also over the base of this data are expected a quantitative analysis measuring relations between environmental conditions and policies implemented, according to each region and country and a longitudinal analysis about water management policies in countries involved (evaluation question 7 and 8). The advantages of this source of information are that it does not interrupt GWP actors labour and that it provides a trustworthy pre-existing data. The disadvantages are that it relies on accuracy and completeness of previously recorded data.

Interviews to key stakeholders: this represents a rich source of information to the extent that it allow the research team to explore if stakeholders are aware of the partnership approach (evaluation question 1); also to know from their experience their perception about the horizontality of the decision making process (evaluation question 2); interviews with local authorities will be held to know if related policies are being implemented (evaluation question 4). The advantage of this technique is that it provides information about the meaning of the action of the key stakeholders, as so as their perception and beliefs. A disadvantage is that some groups could not be represented by this speeches understanding the world wide scope of the GWP. We expect to overcome this difficulty designing a sample agreed with the EAG.

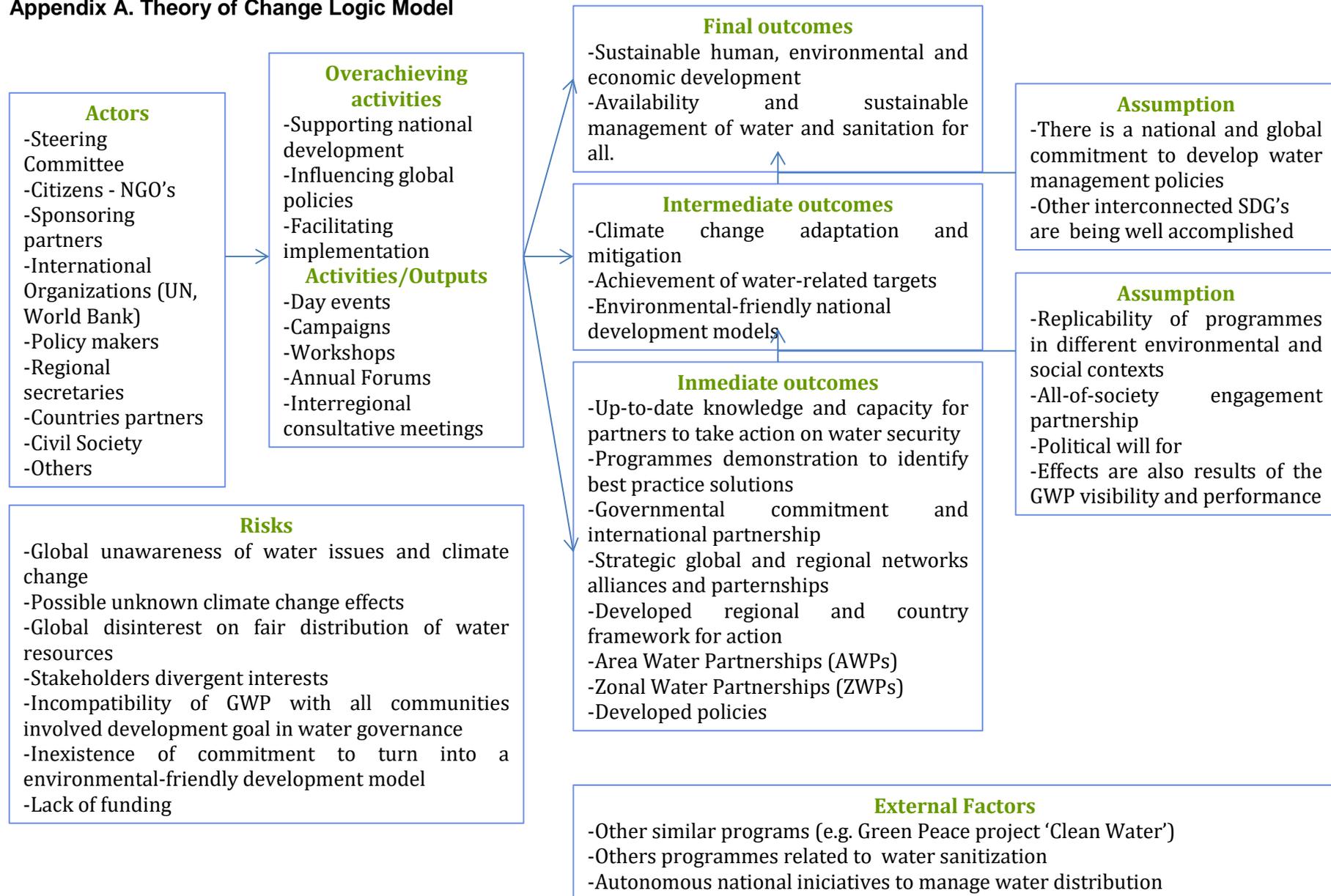
Network analysis: we believe a network analysis could be fruitful because through it we can address the center of the GWP requirement, that is to know to what extent are the diverse sectors being represented in each of the regions, and so to assess if all the parts involved are equally engaged to the different outcomes (evaluation question 3). Advantages of this method it that it can address the complex of understanding what a global network means and a disadvantage is that it could not represent reliably the overview due to its amplitude.

Questionnaire / Online Surveys: a large sample online survey will be held in order to explore if by the date all the partners have access to relevant information (evaluation question 7). We expect it to be representative of all regions, levels of partners and stakeholders. A advantage of this method it's the low cost to implement and that internet is a very good means to spread it. An associated disadvantage is that internet may not get to all regions and that people weren't will to answer it. However it In order tu assure that it will be welcomed, it won't be a long questionnaire and incentive awards can be managed.

4. Challenges and proposed solutions

Potential Challenges	Mitigation Strategies
<p>Working with multiple and diverse partners from different economic and sociocultural backgrounds</p> <ul style="list-style-type: none"> · Difficulty in achieving enough compatibility between the actors for a fluid communication · Difficulty in involving partners in every step of the evaluation having in consideration differences of interests and power resources. 	<p>Having an Evaluation Advisory Group (EAG)</p> <ul style="list-style-type: none"> • To facilitate representation of the different regions and type of actors (business, ngos, civil society, etc.) • To have a continuous feedback from the diverse actors and include their opinions and perspectives through the evaluation <p>In this way, the EAG will improve trust from diverse actors, with the Partnership and with the Evaluation. This is necessary because working with actors from local civil society, to international organizations, involves big power differences and communicating through the EAG puts the role of every partner in an important position.</p>
<p>Complexity of the Water issue</p> <ul style="list-style-type: none"> · Difficulty in approaching a worldwide issue that affects life quality 	<p>In this challenge, the EAG also provides solutions:</p> <ul style="list-style-type: none"> • Having a multidisciplinary team of professionals who can give the issue broader perspective
<p>Political and Organizational changes</p> <ul style="list-style-type: none"> · Difficulty in achieving a continuous and coherent communication with the different stakeholders, taking into consideration changes of government, public authorities and organizations authorities 	<p>Grounded Perspectives will take advantage of the political commitment involving water issues, and proposes a continuous process of sensitization to continue the evaluation, through promotional campaigns involving different social and political actors. Later, is responsibility of our firm to maintain well systematized the process, and have efficient canals of informing problems that may have occurred, and goals already achieved, so that the diverse actors are well updated on the evaluation.</p>

Appendix A. Theory of Change Logic Model



Appendix B: Evaluation Matrix

Evaluation Questions	Indicators	Methods
Approach relevance		
1. Are the actors aware of the approach?	<ul style="list-style-type: none"> Partners knowledge of the approach Partners perceptions and assessment on this approach Partners recognition of benefits achieved through the partnership 	Interviews
2. Is there a horizontal decision-making process?	<ul style="list-style-type: none"> Partners perceptions of the process of decision making and participation of different stakeholders in the partnership Empirical evidence of decision-making processes 	Interviews Documentary Review
3. In what extent are the diverse sectors (business, civil society, etc.) being represented in each of the regions?	<ul style="list-style-type: none"> Evidence of the quantity and role played by every stakeholder in the different regions 	Network analysis (Documentary Review & Interviews)
4. Is the Theory of Change proposed by the program the best understanding of the problem?	<ul style="list-style-type: none"> Evidence collected by the different stakeholders about the local implementation of the policy Empirical evidence supporting the understanding 	Interviews
Program Outcome		
5. Is the partnership approach relevant to achieve a better water management?	<ul style="list-style-type: none"> Empirical evidence from successful and failed programs related to water governance 	Documentary Review
6. Are the good practices associated with the partnership approach being replicated in the different contexts?	<ul style="list-style-type: none"> Evidence of common elements in the public policies implemented in each country & region 	Documentary Review
7. To what extent are the immediate outcomes being achieved?	<ul style="list-style-type: none"> Evidence from programs influenced or with reference to GWP Empirical evidence from political and other organizational actors that may have influence from GWP Evidence of the partners knowledge involving water security actions Evidence of the partners knowledge about GWP activities and different implementations Systematization of developed policies 	Documentary Review (including GWP references review in the web) Questionnaire
8. To what extent are the intermediate outcomes being achieved?	<ul style="list-style-type: none"> Evidence of climate improvements in regions and countries involved in the GWP Evidence from adopted development models in countries involved Empirical evidence of water improvement 	Documentary Review

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World Evaluation Case Competition 2018 Pilot

Team's Answers to Questions from the Judges

Appended November 2018

November 10th, 2018

Replies to Questions from the Judging Panel

World Evaluation Case Competition Pilot 2018

A proposed Evaluation of the multi-level partnership approach of The Global Water Partnership

Please find below a short document where are briefly replied the three questions set by the judging Panel to the initial proposed evaluation of the added value of the partnership approach of The Global Water Partnership (2018). As stated in our cover letter, we, Grounded Perspective firm, appreciate any feedback to this proposal in order to integrate the whole range of different perspectives from the stakeholders. Just by doing so the partnership approach's added value could be identified and observed properly. We expect that the following deepening to our initial proposal clarify you about our way of understanding and managing the present issue.

- How would you enhance consideration of partnerships as the crosscutting issue in this assignment? For example, how could it be emphasized in the evaluation matrix?

Partnership is a main issue in the implementation and correct development of the GWP program across the world. In this regard, it is of utmost importance to considerate and to design the different possible activities and relationships that are centred in the enhancement of this aspect.

In this proposal, we include a guideline of steps that will facilitate the correct application of the Partnership approach in this program and that will, ultimately, enhance the partnership between the different stakeholders.

As for the Theory of Change, as Grounded Perspective, we propose that the enhancement of partnership is in different levels.

Firstly, is included in the actors, as other stakeholders may be included in the organization as key partners. In this regard, UN and OECD take relevance, because they may enhance partnership and the applicability of the programme through the different economic and management aids that they have for sustainable development. Specifically, UN can support through different economic aids that are focused on the accomplishment of the goal number 6 of the SDG, and also centralizing the help and commitment with water issues and water related goals of all the countries and organization involved. As for OECD, they can help through their Total Official Support for Sustainable Development, a new economic aid created to "promote sustainable development in developing countries and to support development enablers or address global challenges at regional or global levels" (OECD, 2018). Is important to consider that these tactics may include a risk in the



relationship between the stakeholders, in this sense, the design must include an approach that does not affect the decision-making process and the relative weight of each organization involved in the application process of the program.

Secondly, is important to include the importance of the enhancement of partnership in the design of the activities of the program. For instance, the program should include work sessions between stakeholders with a global representation, especially with the representation of those stakeholders from the most vulnerable and problematic environments. In this regard, the construction of the EAG, which main objective is to emphasis the active participation of all the stakeholders in the decision-making and policy-making, is crucial to the achievement of this strategy.

Thirdly, the partnership must also be included in the design of the outcomes of the program. In this sense, this evaluation must also enhance the participation in the decision-making process so that the outcomes may be accomplished by all the countries and organizations involved, especially with special attention to war zones, endangered zones and cultural conflictive zones. For this matter, the EAG is of utmost relevance as its primary goal relates to enhance the participation of all the stakeholders in consideration of the different water related conflicts all over the world.

Finally, this proposal also includes an evaluation of the enhancement of partnership between stakeholders and inside the different organizations, as shown in the Evaluation Matrix:

Evaluation questions	Indicator	Methods
1-. Are all the stakeholders participating in the decision-making process?	Attendance of the different stakeholders to the reunions.	Documentary review of the Attendance list.
2-. Are other friend organizations involved in the process of application of the program?	Number of friend organization participating in the application process. Number of sponsor organizations.	Documentary review (including GWP references review in the web).
3-. To what extent are the outcomes of the program related to the enhancement of partnership?	Accomplishment of the outcomes of the program through the enhancement of the partnership?	Documentary review, Interviews and Questionnaire.



- **How would you address gender, social inclusion and ethics in an evaluation of the partnership approach?**

In order to accomplish the evaluation of the partnership approach of the Global Water Partnership caring to leave no one behind, Grounded Perspective works on the basis of specific considerations on two different times of an evaluation: the designing and implementation, and expected results. In fact, we subscribe to the United Nations Evaluation Group UNEG definition of evaluation but directly incorporating principles of gender equality, women's right and the empowerment of the women: "*a systematic and impartial assessment that provides credible and reliable evidence-based information about the extent to which an intervention has resulted in progress (or the lack thereof) towards intended and/or unintended results regarding gender equality and the empowerment of women.*" (UN Women, 2015, p.4). Following this approach, we ensure to uphold key principles that enhance the whole evaluation as: national ownership and leadership, innovation, fair power relations and empowerment, participation and inclusion, independence and impartiality, transparency, and quality and credibility (UN Women, 2015).

About the on-going designing, all the planning (which includes execution and budget) will be guided by equal rights between men and women principles and it'll be put an emphasis in regions and subregions where the water management problems and risks are most critical. About the implementation of the evaluation, the Evaluation Advisory Group EAG members and the professional researcher's team from Grounded Perspective will be selected over participation shares. As said in the original proposal, the EAG will be integrated by representatives of each group of stakeholders, which means that they will act as a sample of the gender-sexuality diversity, ethnic origin, developed/not-developed country and continent, and different age groups from all over the world. About the 6 professional researcher's team, gender shares will be followed. Accordingly, initially 3 men and 3 women will compose this researcher's team; but it is considered the possibility to integrate to the professional's team a non-binary gender person.

About the expected results and evaluation, following the CEDAW (2000) principles, the measures to be taken will be the following: to report on the differential impact of the exercise of resources on women and men; to present the indicators expected on outputs and outcomes differentiated by gender. And especially about gender issues and excluded population it is not enough to guarantee women, stigmatized or disabled people a treatment identical to that of men. Not just the biological differences between this population and first-world men should also be taken into account, but also the differences that society and the culture have created.

Finally, so that these statements arrive at good port, an institutional linking with different NGO's and Global Organizations who work over gender and sexuality, native peoples and vulnerable population is proposed. The role of these organizations is to watch over that an ethic attitude socio-cultural and environmental friendly is guiding the whole evaluation process.



- **What additional references would you cite in support of the evaluation approach that underlies your proposal?**

During our age of information, knowledge and communications, our society has developed an incredible capacity to generate massive amounts of information. However, our problem is keeping up with and using information. As Patton (2008) states, the challenges we face is not producing knowledge but the even greater challenge of getting people to use the knowledge we produce. In this context, the Utilization-Focused Evaluation is relevant to face those situations in which, once an evaluation to a program has come to an end, there is this final question: *What do we have to do to get evaluation results we can actually use?*

Evaluation has become extremely popular, and we have to keep in mind the level of resources invested on it. Of course, this applies to the program we evaluate; as an international network, the level of resources, actors, institutions involved are enormous. Patton (2008) states that utilization studies constantly show low levels of research use in government decision. Therefore, we have to take into account that decision making at a global level is even more complex.

Another challenge faced by UF-E, is the misuse of evaluations. Alkin (1990) has long emphasized that evaluators must attend to appropriate use, not just amount of use, and be concerned about misuse (Alkin, 1990). The increased use of evaluation is itself a risk, as it has become a more subject to manipulation and abuse (Patton, 2008). As a third challenge, we identify the “reality test”. Evaluation test reality. But people are not always welcomed to do reality testing, as their own perceptions tend to guide decision making. As Thomas (1928) states, “what is perceived as real is real in its consequences”. The final step in a utilization-focused evaluation is to follow up our own evaluations and find out how they were used, to engage in our own reality testing and use what we learn to improve our practice (Patton, 2012). Therefore, in a project involving actors from diverse contexts and diverse perceptions, UFE is mandatory to make evaluation results that are relevant and applicable.

Regarding to Contribution Analysis, this is proposed by Mayne (1999) as a series of steps which could be used to address attribution through performance measurement. It includes the development of a results chain and the assessment of alternative explanations for outcomes. In this way, it is possible to produce a ‘performance story’ outlining the degree to which results could be attributed to a program.

One of the values of this analysis, is that in order to create a ‘credible picture of attribution’, complexity is recognized, multiple influences acknowledged, and mixed methods used to ‘gain (an) understanding of what programs work, what parts of which programs work, why they worked, and in what contexts’ (Iverson, 2003). This aspect is substantial when evaluating a global program about a complex issue as the water issue.

It is also useful where it is impractical, inappropriate, or impossible to address the attribution question through an experimental evaluation design (Mayne, 2011). As the program involves stakeholders from around the globe, an experimental design seems impossible.

Some of the advantages recognized in comparison to other theory-based evaluations, are that Mayne in his concept of the “embedded theory of change”, addresses not only a results chain, but also underlying assumptions and risks, influencing factors and



principal competing explanations. It can systematically uncover and specify intervening variables, and to discriminate between theory failure and implementation failure (Dybdal, 2011). This broader approach permits not only to test the program theory's internal causal linkages, but also the influence of other contributing factors or competing explanations (Dybdal, 2011). This is important as the water issue involves countless programs and institutions, and external environmental factors that may have great impact where the program is implemented.



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