

# EXTERNAL EVALUATION EXECUTIVE SUMMARY

An External Evaluation of the initiative “El Agua nos Une – SuizAgua” (2016-2020) was carried out from January and March 2020 by LPIC International Consulting S.A.S. The goal was to determine five aspects: The pertinence of the initiative; the impact resulting from fulfilling objectives; the efficiency in using resources; the effectiveness of the products and the appropriation by partners; as well as, the actions’ sustainability. The following lessons learnt and recommendations are proposed as an additional purpose for a possible new intervention in the SDC Global Programme Water.

Table 1. Evaluation method

GRADING SCALE	LEVEL OF COMPLIANCE
5	 Very high Compliance
4 - 4.99	 High Compliance
3 - 3.99	 Medium Compliance
2 - 2.99	 Compliant
1 - 1.99	 Very low Compliance

“Agua nos Une” carried out by the Swiss Agency for Development and Cooperation (COSUDE when referred to in Spanish) seeks to influence water governance through **four Lines of action**:

- i) Corporate water stewardship in 5 countries: México, Colombia, Peru, Chile & Brazil.
- ii) Community of Practice on water management in Latin America.
- iii) Strengthening instruments of Public Policy, I, in Colombia.
- iv) Investment on eco-systemic services in Colombia: “miPáramo”.

The criteria applied to identified the main findings of the External Evaluation are based on the Organization for Economic Cooperation and Development (OECD) guidelines, as follows:

Table 2. Score results per line item of action

CRITERIA	CORPORATE WATER STEWARDSHIP	COMMUNITY OF PRACTICE	PUBLIC POLICY INSTRUMENTS	miPáramo	PROJECTS' TOTAL EVALUATION SCORE
Pertinence	 4,88	 5	 5	 4,71	 4,96
Impact	 4,31	 4	 5	 4,71	 4,5
Efficiency	 4,58	 4	 4	 5	 4,52
Effectiveness	 4,36	 4	 4,5	 4,57	 4,31
Sustainability	 4	 4	 4	 4,71	 4,18
					

---

## PERTINENCE

At a global level, pertinence can be established as the **Response to the priorities established in the Sustainable Development Goals (SDG)**, in particular goals 6 & 12, OECD's declaration on green growth and the interest of the Pacific Alliance (i.e. the "Alianza Pacífico"). Domestically, given the partners, one highlights a valued coherence with public policy in five countries. Also, they are a response to the goals of Strategy 2017 – 2020 of the SDC Global Programme Water, in particular, in the component Innovative Solutions. That is how, **"Agua nos Une" operates as a public private partnership** that works in identifying and tackling water related risks, in the evaluation and in the reduction of the water footprint in productive processes; in motivating companies to do their own investments to improve the efficiency in use, in treatment and in reuse of water. Simultaneously, to strengthen the implementation of public policies to analyse the use and the control of water pollutants, as well as, the preservation of strategic ecosystems. Furthermore, they share structurally the experiences and the knowledge generated.

According to the documentary analysis and the fieldwork, the actors recognized and evidenced a high added value resulting from the Swiss cooperation, for being a mediator and an articulator, with Innovative Solutions and standardization. In general, the project has a high score in pertinence.

---

## IMPACT

The project managed to comply with the framework impacts proposed in the initiative since they contributed to valuing efficiency in using water and preventing water pollution (SDG 6.3 & 6.4), generating changes in the decisions of companies that are tied to the project, including the branch offices they have in other countries. Productive relations were generated with institutions and entrepreneurial associations between 2016 and 2020, managing to have the participation of 51 companies in 5 countries. An active venue of professionals in Latin America called Community of Practice was created, and they published the company results on the platform called Water Action Hub of Global Pact to structurally share the acquired knowledge.

Also, one highlights the configuration of new public policy instruments, such as Blue Certificate in Peru (i.e. "Certificado Azul") and the contribution with the National Water Study in Colombia (associated with SDG 6.3, 6.4 & 6.5) as a policy instrument to geographically analyse water uses and risks. Along the same line, the Water Quantity and Quality Monitoring Institutional programme (PIRMA for its initials in Spanish) was formulated in a participative manner, as a national pilot programme (PIRMA). In terms of preserving and restoring key ecosystems for water (SDG 6.6) one managed to create and implement "miPáramo", in a scheme of investing in environmental services for the highlands of "Santurbán" in Colombia.

In as far as engaging the gender equity focus and encouraging the participation of young people, in the initiative, it is possible to state that there is a concrete effort and a specific cross-the-board component throughout the project.

---

## EFFICIENCY

In terms of execution, the budget line item executed in Colombia, Mexico and the Community of Practice, during the period 2016 – 2020, reflects that there is a percentage of execution (as of December 2019) of 90% of the total of resources. For Peru, Chile & Brazil, the actual percentage of execution is 76% of the total (as of December 2019). Under the premise of the yearly average of scheduled execution, it is considered that close follow-up must be performed in the second case to optimally execute the resources, in order to comply with the available funds' execution. From the players' standpoint, efficiency is considered very high and all of them coincided with the Compliance Times and the goals set within the framework of the project.

---

## EFFECTIVENESS

Effectiveness can be seen through the achievements that the Project had in as far as impacting policy, making the most of alliances to improve water

management and changes in the regions that were intervened. In this sense, territorial actions generated changes in the region that were intervened by impacting families and communities through educational support projects and concrete actions. The actors concur on the effectiveness of knowledge management within the project, of its partners and those outside, which has enabled upscaling the project: as well as engaging topics of the Pacific Alliance (i.e. the “Alianza del Pacífico”) to generate common guidelines in managing water resources. It was evident that all partners were able to surpass initial expectations and the project was qualified as highly effective. It was also, evidenced that financial resources were enthused and multiple wills were changed among actors in all the lines of action.

---

## SUSTAINABILITY

A very high participation of companies and entrepreneurial partners was evidenced, who have upscaled the best practices to other levels of their companies and promoted relations outside of the project. Also, there has been investment processes in technology and standardization of protocols, in mobilizing resources and collaborative platforms that strengthen sustainability. The project transformed the ways of acting, it placed the topics of sustainable water management on the agenda and it enabled practical cases and pilots that offer elements and tools to replicate in the different regions. It also managed to engage and to have local partners and institutions’ buy-in. One points out the empowerment of the different local levels in preserving water and in collective management schemes.

---

## LESSONS LEARNT

The main lessons learnt compiled in the Evaluation were: **i)** the success of the model “*El Agua nos Une*”, based on hard documenting district teaching

players where implementers participated; business sector companies of interest that were invited – participated; public institutions and local organizations and communities also participated; **ii)** the technical quality of the implementer was central to supporting the technical personnel and government institutions and to add companies. This gives quality and legitimacy, establishing multi-player dialogues; **iii)** alliances with Global Compact of the United Nations and its Water Action Hub, as well as, the relevance that the issue has had in the Pacific Alliance with signs of upscaling to global and political venues; **iv)** structured work and clear objectives at companies lead them to be motivated to broaden the field of action **v)** evidence of the clarity of message and of the defined public objective to disseminate the information through the Community of Practice; **vi)** project flexibility and capacity to adapt to local context; **vii)** Swiss cooperation’s vision, position and neutrality have been key to summon capacity and interest of Latin American players: and **viii)** there has been consistency and persistence seen in the work as well as in the leadership.

---

## RECOMMENDATIONS

The main recommendations of the project are listed under the following topics:

**1.** Guaranteeing to continue to have the lines of action that have had good results in the current project. The recommendation is: **i)** strengthening the project’s strategy with large companies, so that they include it as a requirement of their value chain (Small and medium size companies i.e “PYMES”), focusing on sectors that are located in high risk basins (shortages, pollution); **ii)** generating a testimonial strategy of companies, pointing out investments made and savings generated; **iii)** In Peru and Chile, accompanying the processes of “Certificado Azul” for it to be consolidated; **iv)** taking the concepts of water footprint and actions in the territories (basins) and citizens; **v)** the suggestion is to make alliances with companies that own metering software of the water footprint to increase access; **vi)** Increasing events to disseminate among countries involved, pursuant to exchanging lessons and at times to even carry out sectorial comparative analysis;

**vii)** continuing to broadcast virtually to the Community of Practice and generating spaces with greater amounts of openings to courses so that dissemination can increase; **viii)** continuing with the company commitment to collective work with the communities; **ix)** consolidating the PIR-MA, as a water monitoring, facilitating the standardization of protocols and qualifying the Natural Resource Management Institutions or “Corporaciones Autónomas Regionales”; and **x)** Strengthening the model of “miPáramo”, to guarantee sustainability.

**2.** Deepening the knowledge and the project’s influence worldwide. The recommendation is: **i)** engaging more actors in the framework of SDC Global Programme Water to find allies and to share and to learn with other regions of the world; **ii)** engaging with key players at the global level, in respect of the initiative’s positive results and added value, this might allow to turn the “El Agua Nos Une – SuizAgua” , into a world movement; **iii)** creating ties and inviting internal actors of the Swiss cooperation worldwide to broaden the knowledge and the possibilities of replicating it in other places.

**3.** Broadening coverage and impact within current countries. The recommendation is: **i)** broadening coverage to medium size companies and their value chains; **ii)** creating a strategy that enables the transfer of part of the savings generated by companies to the creation of a fund that facilitates upscaling; **iii)** exchanging experiences among countries to disseminate best practices around Corporate Water Management; **iv)** guaranteeing greater representativity and rapprochement by the Swiss cooperation in Mexico with public institutions and with company leaders to assure sustainability and upscaling; **v)** extending the experience of “miPáramo” to the entire highland complex of Santurbán and prioritizing the crea-

tion of an investment model for environmental services in one additional Highland; **vi)** promoting the creation and inclusion of public policy instruments on Corporate Water Management, monitoring water resources and investing in eco-systemic services, in countries where similar steps have not been able to be achieved.

**4.** Increasing the number of countries in the region. **i)** identifying needs in Latin America and the Caribbean; and **ii)** selecting one or two countries in Latin America that have pressing needs in preserving water resources to broaden action in those places.

**5.** Strengthening the sustainability strategy and appropriating the results of the project by the actors involved. The suggestion is: **i)** increasing installed capacity to attract new companies to the project; **ii)** creating resource funds to encourage the companies and to guarantee the operation of the subject matter locally; **iii)** encouraging the implementation of current legislative tools that participating countries have and promoting the drafting of new ones; and **iv)** consolidating the model “miPáramo” and assuring continuous improvement.



CRITERIA	CORPORATE WATER STEWARDSHIP- POLICY ADVOCACY	COMMUNITY OF PRACTICE	STRENGTHENING INSTRUMENTS OF PUBLIC POLICY	INVESTING IN ECOSYSTEM SERVICES (MI PÁRAMO)
Global Relevance	* Challenges in managing water globally — Sustainable Development Goals (6 y 12)			
	* National regional and local priorities			
	* 2017-2020 Strategy of the SDC Global Programme Water, cross the board pillar at COSUDE: Gender equity, youngsters and Action Without Harming			
Relevance	Water risk management companies – basins – consumers (Physical reputational and regulatory)	* Principles and shared knowledge in Corporate Water Management	* Alignment with national and international policies (National policy on water resources)	* Alignment with national and international policies (Decree1076 dated 2015, PND 2018-2022)
		* Priorities of the Pacific Alliance	* Need for institutional monitoring on water use and water quality	* Financial alternatives to preserve water
Efficiency	* Times schedule compliance according to ML			
	* Budget execution compliance according to ML			
Effectiveness	* Company implementation ISO	* Generating community and participation in the platform		* Alliances with the public and private sector
	* Partner companies of the project	* Exchange of knowledge and instruments generated for the water management	* Contribution to the national study on water (ENA) 2018	* Voluntary agreement on conservation (AVC) Signed
	* Public and private institutions involved	* Generate a consensus (Guides generated with CADIS, Online courses with CapNET UNDP, CNPML & Quantis, Bulletins and documents published)	* Estimating the water requirement for 5 crops with UPRA equipment. Aligning with policies of the forming sector (UPRA)	* Number of participating families
	* Alliances or formalizing agreements		* Contributing with monitoring water quality and quantity (Cormagdalena 2017 & CAM 2018-2020)	
	* Coffee's footprint in Colombia (tied to CEPAL)		* Complementary achievements: virtual game "Aventura YAKU", Guidelines on environmental obligations for Mayors and governors	
	* Scope of communication campaigns			
Impact	* Water management and use: consumption, pollution and territorial management	* Number of countries and participants involved	* Policy instruments executed	* Number of hectares in conservation and reforestation
	* Articulating with the Pacific Alliance	* Knowledge Evaluation	* Institutional articulation (Min. Environment-IDEAM-CAM)	* Leveraging financial resources
	* Leveraging financial, technical and Human resources.	* Developing capabilities	* Enforcing institutional monitoring	* Unplanned: Entrepreneurship: Cooking and Fashion for "miPáramo")
Sustainability	*Empowering: companies and local organizations	*Appropriating and enforcing the knowledge generated	* Enforcing the legislation	* Development of endogenous conservation schemes
	*Norms:– National Water Authority "Certificado Azul" (Perú)		* Implementing the monitoring programme Regionally /locally by authorities with jurisdiction	
	*Walter Scenarios2030 (Chile)		* Knowledge management with other Regional Autonomous Corporations (CARs)	* Broadening the area of influence and the # of. participating families in "miPáramo")
	*Appropriating ISO the philosophy of Corporate Water Management			
				