Evaluation of the Sida-funded Project: Support to Increased Capacity in Standardisation and Implementation of Standards in Bolivia – Focus on Water Sector

Evaluation Report

Presented by Nordic Consulting Group – NCG Sweden AB

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Abbreviations and acronyms

AAPS	Authority for the Supervision and Social Control of Drinking Water and Sanitation
AGUATUYA	Fundación AguaTuya
CNI	National Chamber of Industries
COPANT	Pan American Standards Commission
EPSA	Public Sanitation Company
IBNORCA	Bolivian Institute of Standardization and Quality
ISO	International Organisation for Standardisation
M and E	Monitoring and Evaluation
MMAyA	Ministerio de Medio Ambiente y Agua (Ministry of Environment and Water)
OECD DAC	Organisation for Economic Cooperation and Development - Development Assistance Committee
PDES	Plan de Desarrollo Económico y Social 2016-2020
SAGUAPAC	Cooperative of Drinking Water and Basic Sanitation
Sida	Swedish International Development Cooperation Agency
SIS	Swedish Institute for Standards
Swedac	Swedish Board for Accreditation and Conformity Assessment
WASH	Water, Sanitation and Hygiene

Executive summary

Introduction

Since 2018, the Swedish Institute for Standards (SIS) and *IBNORCA* have been implementing a Sida funded project: *Support to increased capacity in standardisation and implementation of standards in Bolivia: Focus on the water sector*. The IBNORCA – SIS project is supported in Strategic Area 3, which aims for the development of tools and opportunities oriented towards the poor population, in order to promote improvement in their livelihoods. The Project also contributes to the other two strategic areas, as it promotes a more sustainable use of water (natural resources), reducing the impact of climate change in Bolivia. As water is a human right in Bolivia, and the project has a gender and indigenous focus, it also contributes to the fulfilment of Strategic Area 1.

On a broader perspective, the project is aligned within the framework of the Social Development Goals (SDGs), particularly SDG 6 - Clean Water and Sanitation and goal 6.3 - By 2030 improve water quality, reducing pollution, eliminating spillage and minimising the emission of chemical substances and hazardous materials, reducing by half the proportion of untreated wastewater and increasing substantially recycling and safe reuse worldwide. The project also takes into account point 73 of Ecuador's declaration of the New Water Agenda (Quito, October 2016): promotion, conservation and sustainable use of water.

The project is focused on the development and use of standards as a contributor to improvements in water quality. Standards, in the form of requirements, specifications, guidelines and characteristics, are seen as best practice solutions in addressing water quality - 950 ISO[1] standards are directly linked to the 17 Sustainable Development Goals and the 'participation of developing countries in international standardisation and implementation of standards is essential to ensure the global relevance of ISO standards. Standards promote a 'rule-based system that contributes to increased transparency and predictability, which facilitates business and investment."

The project is structured around three interconnected components:

- The first component focuses on building capacity within IBNORCA to improve its structure, procedures and processes.
- The second component focuses on the development of standards where Bolivia intends more active engagement in national, regional and international standardisation as well as a further strengthening of their collaboration with private/public stakeholders.
- The third component has an explicit focus on the water sector in Bolivia, with the aim to increasing the practical implementation of standards in regulations and the practical production of safe and clean water.

The project has a national scope, with a budget of 20 MSEK. The original timeframe was January 2018 – June 2020, which has now been extended to March 2021 (3 years and 3 months).

The evaluation

The evaluation covered the whole of the project's implementation period and analysed the full range of OECD DAC evaluation criteria.

The purpose of the evaluation was to assess the project against OECD DAC criteria with the

[1] The International Standards Organisation coordinates the development of international standards.

intention of providing recommendations that are of use in preparing a potential second phase for the project.

Findings and conclusions

The project, particularly the development of IBNORCA itself and of systems for development of standards is ***clearly relevant*** to Bolivia's development, to achieving defined goals in relation to SDG 6 and to Sweden's defined priorities in development and other areas in Bolivia. While a focus on standards in water (and wastewater) has been important, so too has been the development of the concept of standards per se, and the strategic importance to Bolivia's economic development a place in the global market of developing standards and adhering to them. There are clear areas of potential focus for future initiatives that would build on the current activities and contribute to greater relevance going forward. These include further work with the technical committees, to encourage consensus-building in water and wastewater standards and regulations. A particular focus could be with municipalities, and with international organisations working with municipalities on the application of standards in water and wastewater infrastructure and in the treatment of solid waste. In terms of market development, relevance would increase both through a visible adherence to standards and a wider focus of priorities in standards such as inclusion of standards of transparency/ anti-corruption and a focus on their application.

The project, SIS and IBNORCA have had a ***clear focus on developing cohesive approaches*** with other stakeholders, both nationally and internationally. The cohesion at the level of ISO and COPANT is of particular note, both in framing the project and in how it is implemented, as is the strong picture of developing cohesive approaches demonstrated particularly with the water technical committee. Here the engagement with MMAyA, AAPS, CNI, EPSAS, AGUATUYA, SAGUAPAC and the mentioned universities (UMSA, Tomás Frías, EMI, Católica and others) confirms the consensus-based approach. Interactions with the World Bank on wastewater plants and the close correlation with Swedish priorities also demonstrate cohesion.

The project's administrative systems, including budgeting, work planning, and monitoring are ***well-established and efficient***, and make a positive contribution to project implementation. The evaluation team appreciated the cohesiveness of numbering, naming conventions and file naming as these made understanding and analysis more effective. The web portal is a replicable initiative, offering ease-of-access to stakeholders coupled with high levels of transparency. Some improvements with the result framework and with reporting would benefit project efficiency. These are detailed in the main narrative of this report.

The project has done well, particularly in the circumstances of Covid-19, in delivering its intended results. ***Visible outcomes exist*** in the focus on institutional strengthening of IBNORCA (medium outcome 1), in strengthening collaboration nationally and internationally with actors in the standardisation process (medium outcome 2) and in building capacity among Bolivian actors in influencing the regulatory framework and implementing standards in the water sector (medium outcome 3). It is worth briefly mentioning again the membership of ISO, the digitalisation strategy and the ongoing effective development of the water technical committee as three key examples of these outcomes. Going forward, effectiveness would be strengthened by focusing on a wider spectrum of standards and stakeholders.

While there are clear indications that project initiatives are ***'on the road to impact'***, a two-year project that has been impacted by the Covid-19 pandemic cannot realistically be expected to deliver any impact. This requires a longer investment in time. Having said this, developments within IBNORCA, in terms of financial sustainability and the role and functions of the organisation point to impact potential.

As with impact, ***sustainability potential is visible*** but requires some further support and focused engagement to develop. Further, sustainability potential is closely linked to the areas of potential impact: engagement with ISO, engagement with COPANT, engagement with

international organisations and municipalities in water and wastewater infrastructure, further leadership to and development of technical committees and engagement with involved stakeholders in these committees and widening of the focus on standardisation initiatives beyond infrastructure to other areas that have potential for opening the market to Bolivia's private sector. A widening of focus for the project is indicated, with a number of pertinent suggestions being made: the environment, anti-corruption/ transparency – particularly within the framework of market engagement and standards for the disposal of solid waste.

A greater focus on application of developed standards is indicated for future projects. While the standardisation process is important, moving beyond this to actual application, though work with national and/ or local authorities would have a significant positive impact.

Recommendations for the project

All recommendations are discussed in more detail in the Recommendations section.

1. It is recommended that in any further initiatives there be a particular focus on the development of the technical committees, including their composition, systems of functioning and leadership.

2. It is recommended that a further initiative work on standards across a wider range, with a particular emphasis on the use of standards in improving Bolivia's access to wider markets.

3. It is recommended that project design and implementation processes include a direct focus on the specific stakeholders of each sector relevant to the standards that are being developed.

4. It is recommended that further refinements to the project's result framework take place prior to any subsequent funding provision.

5. It is recommended, similarly, that refinements to project reporting take place, with a greater emphasis being placed on how the activity has contributed to defined outputs and to planned outcomes.

6. It is recommended that in any subsequent project the focus on standards be widened beyond water.

7. It is recommended that the project and IBNORCA engage in the development and implementation of a communications strategy with the intent of increasing awareness (general public, government, key private sector actors) of the role and benefits of standards, the standardisation process and the role and successes of IBNORCA to date.

Recommendations for Sida/ Sweden

1. It is recommended that funding be agreed for a second phase of the project.

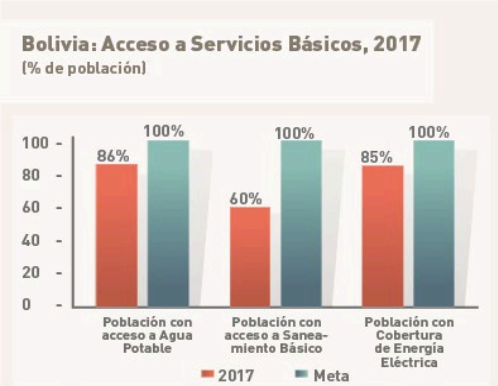
There is significant potential in the work of the project to contribute to the defined development priorities of Sweden in Bolivia, particularly if the project's design is appropriately developed/ refined. The project makes a direct contribution to improvements in the environment, particularly in relation to water quality – these improvements can be significant strengthened if the focus of the project is expanded.

1 Introduction

1.1 Water in Bolivia

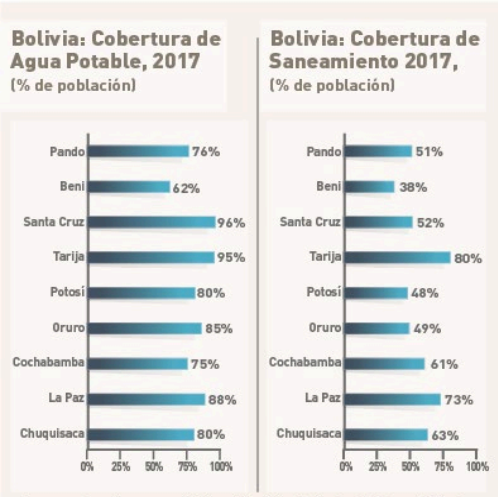
Bolivia is one of the countries in the region with the least access to drinking water and sewerage. According to a recent publication of the Jubilee Foundation (FJ)[2] which analyses the subject based on data of the Atlas Municipal of Sustainable Development Goals in Bolivia (SDSN, 2020),[3] without considering the quality of the water and services 14% of the population, that is 1.6 million inhabitants, do not have access to drinking water. In basic sanitation the situation is even more critical, with 40% of the population (4.5 million people) not connected to sewerage and sanitation services.

As FJ points out, there is a large gap between departments: Santa Cruz, Tarija and La Paz are in better conditions of access to drinking water, ranking above the national average. The departments of Beni, Pando and Cochabamba are below the national average. In the case of basic sanitation, focused on the sewerage service, Tarija, La Paz and Chuquisaca are better positioned, unlike the rest where around half of the population do not have this basic service.



Fuente: Con base en el Atlas Municipal de los ODS en Bolivia 2020, SDNS - Bolivia.

Reality shows that these data can be optimistic, since the lack of these services in rural areas of the country is notable and with the growth of cities and accelerated urbanisation, there is a lag in the development of these services. Several cities, both due to poor management and forecasting of the coverage of services, as well as the effect of climate change, have experienced situations of scarcity, presenting serious problems of water supply to inhabitants.



Fuente: Con base en el Atlas Municipal de los ODS en Bolivia 2020, SDNS - Bolivia.

In several cities, the receivers of sewage are the main rivers that run through the city, where these constitute large sewers that are the dump for sewage from domestic sources, from industries, from hospitals, etc. There is a high scarcity of wastewater treatment plants, with these characterised by traditional approaches to large pools or lagoons with serious problems in the water treatment and high levels of pollution.

In 1999, Bolivia passed law 2029 regulating water and sanitation services; this set up the privatisation process and international corporations began participating in the tendering processes for water provision. According to the 2001 Census, 62% of Bolivian households had access to potable water (83% of urban households, 29% of rural). In Cochabamba, where Aguas del Tunari was setup by the international firm Bechtel, 53,8% had access to potable water (65% urban, 30% rural). Following introduction of the law, tariffs rose between 50%

[2] Jubilee Foundation. 14% of the population does not have access to drinking water and 40% continues without sewerage. 10 Key Issues for the Management of Governors and Municipalities. February 2021.
[3] https://www.sdsnbolivia.org

and 300%[4] in the first year and civil unrest began.

The government responded to the massive protests with military presence. As a result, six people died and 175 were injured. These events are known as the Water War. The government ended the contract with Aguas del Tunari and all water privatisation processes were stopped in 2001. Presidential changes in 2003 brought in a regime committed to relaunching the privatisation processes and a new era of protests began. This again brought change in 2006, with the new (Morales) government prohibiting private enterprises from provision of basic services and proclaiming access to water a basic human right. This right was written into the 2009 Constitution, as was the obligation of the State to provide universal and equitable access to water. The Constitution also confirmed that water and sanitisation services can never be privatised.

The Plan de Desarrollo Económico y Social 2016-2020 (PDES) confirms the importance of access to water in its Pillar 2: Universal access to basic services. It´s goals were:

- 95% of urban population with access to pipeline water and 70% with access to the sanitation services by 2020.
- 80% of rural population with access to water and 60% with access to sanitation services by 2020.

Sanitation is also a key priority in the PDES, and both water and sanitation services are prominent in the long-term Development Plan *Patriotic Agenda 2025,* which sets the goal of access to water and sanitisation services for 100% of Bolivians by 2025.[5] According to the 2019 Household survey on water access,[6] 62,3% of Bolivian households have access to pipeline water (85% of urban households and 13% of rural), but only 39% have it inside the house. All other have access to water on their lot but not in the house itself. Water is provided by 69 enterprises, 21 of which attend populations larger than 50,000 inhabitants and report to the water and sanitation authority: Autoridad de Fiscalización y Control Social de Agua Potable y Saneamiento Básico (AAPS). Enterprises working in towns below 50,000 inhabitants are not included in the AAPS annual report[7] - as a result, there is little information on poorer and less developed cities and small towns.

In this framework, the issue of standardisation and quality certification of access to drinking water and basic sanitation is a major issue in the national reality and in the sector's policies.

1.2 Instituto Boliviano de Normalización y Calidad - IBNORCA

IBNORCA[8] is a private non-profit organisation established in 1993 through Government supreme decree N° 23489. IBNORCA has two main purposes:

- Technical standardisation.
- Conformity assessment.

IBNORCA as the National Standardisation Body represents Bolivia with ISO, COPANT and Codex. Currently, IBNORCA is the only certification body accredited in both product and management system certification by DTA (Dirección Técnica de Acreditación), which is the Bolivian accreditation body.

[4] https://web.archive.org/web/20101214051750/http://www.umss.edu.bo/Academia/Centros/Ceplag/AguaMDLF.PDF#

[5] "Agenda Patriótica 2025. 13 Pilares de la Bolivia Digna y Soberana". Bolivia´s 200 year anniversary of Independence is in 2025, this is the reason for the "long – term" plan.

[6] National Institute of Statistics. Web page.

[7] Indicadores de las EPSA reguladas 2019. AAPS – 2019.

[8] https://www.ibnorca.org

IBNORCA´s objectives are:

- Promote the development of Bolivian technical standards with the participation of local stakeholders and foster Bolivian participation in COPANT.
- Provide certification that promotes commercial Exchange and international cooperation.
- Promote staff participation and client satisfaction[9].

The *Strategy for Sweden's development cooperation with Bolivia 2016-2020* has three strategic areas:

- Strengthened democracy and gender equality, and greater respect for human rights.
- A better environment, reduced climate impact and enhanced resilience to environmental impacts, climate change and natural disasters.
- Better opportunities and tools to enable poor people to improve their living conditions.

Sub-areas within these strategic lines emphasise public participation, strengthening of democratic institutions, capacity development of public institutions and Civil Society Organisations (CSOs). Gender-based violence (GBV) is a specific priority (Strategic Area 1), as are rural development (Strategic Area 2) and trade (Strategic Area 3). The poor population is a general focus, while specific target groups include women, children and indigenous people.

1.3 The Project

Since 2018, the Swedish Institute for Standards (SIS) and *IBNORCA* have been implementing a Sida funded project: *Support to increased capacity in standardisation and implementation of standards in Bolivia: Focus on the water sector*. The IBNORCA – SIS project is supported in Strategic Area 3, which aims for the development of tools and opportunities oriented towards the poor population, in order to promote improvement in their livelihoods.

Sweden is providing complementary support in the Water, Sanitation and Hygiene (WASH) sector:

- The Swedish enterprise Sweco (with funding from Swedfund) is helping to design the first water treatment plant in Bolivia, located in La Paz.
- Support through the Swedish organisation A_2T: 'A_2T are since 2016 cooperating with the Bolivian organisation AGUATUYA, who with support from the Swedish Embassy in La Paz, and with SIDA as benefactor, is building the country's first treatment plant for sludge in Cliza, Cochabamba.'[10]
- Support from Sida, through the Swedish Embassy, to UNICEF.
- Support from Sida, through the Swedish Embassy, to the WATCH project.[11]

The Project also contributes to the other two strategic areas, as it promotes a more sustainable use of water (natural resources), reducing the impact of climate change in Bolivia. As water is a human right in Bolivia, and the project has a gender and indigenous focus, it also contributes to the fulfilment of Strategic Area 1.

[9] http://www.ibnorca.org/es/nosotros
[10] http://a2t.se/partners/
[11] https://www.sei.org/projects-and-tools/projects/bolivia-watch/

On a broader perspective, the project is aligned within the framework of the Social Development Goals (SDGs), particularly SDG 6 - Clean Water and Sanitation and goal 6.3 - By 2030 improve water quality, reducing pollution, eliminating spillage and minimising the emission of chemical substances and hazardous materials, reducing by half the proportion of untreated wastewater and increasing substantially recycling and safe reuse worldwide. The project also takes into account point 73 of Ecuador's declaration of the New Water Agenda (Quito, October 2016): promotion, conservation and sustainable use of water should be done by:

- Rehabilitation of water resources in urban, peri-urban and rural areas.
- Reduction and treatment of wastewater.
- Minimising water losses.
- Promoting the reuse of water and increasing its storage, retention and recharge, taking into account the hydrological cycle and nutrient recovery.

The project is focused on the development and use of standards as a contributor to improvements in water quality, which is a particularly problematic area in Bolivia where drinking water is available to 86% of the population but only 30.5% of municipal and industrial wastewater is treated. According to the evaluation's Terms of Reference, standards, in the form of requirements, specifications, guidelines and characteristics, are seen as best practice solutions in addressing water quality. The Terms of Reference also note the contribution of standards in supporting a 'rule-based system that contributes to increased transparency and predictability, which facilitates business and investment.' The Terms of Reference note that 950 ISO[12] standards are directly linked to the 17 Sustainable Development Goals and that the 'participation of developing countries in international standardization and implementation of standards is essential to ensure the global relevance of ISO standards.'

The project has operated in this context, and in the context of the bilateral strategy for Swedish development cooperation with Bolivia (2016-2020)[13] and is being delivered by a partnership of IBNORCA and SIS. The *aim of the project is to support the work of developing and implementing standards in Bolivia*. The *main goal is to improve the treatment of wastewater and support access to clean and safe water in Bolivia*, but also economic development, trade, and sustainable development are areas mentioned that the project will contribute to in the project document. The project is structured around three interconnected components:

- The first component focuses on building capacity within IBNORCA to improve its structure, procedures and processes.
- The second component focuses on the development of standards where Bolivia intends more active engagement in national, regional and international standardisation as well as a further strengthening of their collaboration with private/public stakeholders.
- The third component has an explicit focus on the water sector in Bolivia, with the aim to increasing the practical implementation of standards in regulations and the practical production of safe and clean water. This third component links the support of the Swedish Embassy and Sida to sustainable development goal 6 on clean water and sanitation, and to pillar 2 on universalization of basic services on water, sewage

[12] The International Standards Organisation coordinates the development of international standards.

[13] https://cdn.openaid.se/app/uploads/2020/09/22114333/strategi-for-sveriges-utvecklingssamarbete-med-bolivia-20162020.pdf

and sanitation in the national development plan of Bolivia 2016-2020.[14]

SIS has overall responsibility for implementation and the budget, although yearly work plans and budgets are co-developed with IBNORCA. Some funds are directly managed by SIS and some by IBNORCA with SIS oversight. These funds go to SIS and from there are provided to IBNORCA. SIS and IBNORCA each have a part-time project manager working on the project, with technical components of the project delivered by SIS and IBNORCA staff, Swedish consultants, Swedac[15] (the Swedish Board for Accreditation and Conformity Assessment) staff and Bolivian consultants.

1.4 Evaluation rationale

In March 2021 the project will end. An evaluation is required prior to project finalisation, with analysis to focus on standard OECD DAC evaluation criteria: relevance, coherence, efficiency, effectiveness, impact and sustainability with the intention of providing recommendations that will be of use to Sida, SIS and IBNORCA in a potential second phase of implementation. This last point is a key consideration – the evaluation team has given specific consideration during the inception phase to refinements to the analytical framework to ensure analysis, conclusions and recommendations are best focused on being of use to project implementers and Sida.

1.5 Evaluation object

The project being evaluated is the Support to increased capacity in standardization and implementation of standards in Bolivia: Focus on water sector project.

- The project has a budget of 20 MSEK.
- The project's timeframe is from January 2018 – March 2021 (3 years and 3 months), having been extended from the original proposal.
- The project has a national scope.

1.6 Evaluation scope

The evaluation covered the whole of the project's implementation period and analysed the full range of OECD DAC evaluation criteria. Per the Terms of Reference, consideration was also given to the project's focus on/ consideration of poverty, human rights, conflict sensitivity, gender equality and the environment.

1.7 Evaluation purpose

As defined in the Terms of Reference, the purpose of the evaluation was to assess the project against OECD DAC criteria with the intention of providing recommendations that are of use in preparing a potential second phase for the project.

[14] Plan de Desarrollo Economico y Social for Bolivia

[15] https://www.swedac.se/?lang=en

2 Evaluation approach and methodology

The evaluation approach included three phases.

2.1 Inception phase (planning)

The inception phase was critical to the overall success of the assignment. During the inception phase all key components of the evaluation were clarified and detailed. Each is briefly described below.

2.1.1 Initial document review

Provided documents were initially reviewed as part of the inception phase, including the project design documentation, the project's inception report, annual reporting working/ reporting documents from activities, a number of relevant documents such as Sida's Bolivia strategy, its recent external evaluation and the project proposal for the new project phase. Based on the initial analysis, some additional documentations was sought, some clarifications were requested and questions raised that provided further structure to field research.

2.1.2 Stakeholder mapping

During the inception phase the evaluation team mapped project stakeholders, based on project documentation and inputs from project staff. The stakeholder map indicates a number of types of stakeholders, including:

- SIS staff
- IBNORCA Staff
- Representatives of the Technical Committee
- Sida and Swedish Embassy representatives in Bolivia
- Other Bolivian beneficiaries/ stakeholders
- International stakeholders/ knowledgeable non-stakeholders

Some details on interviewees can be found at *Annex C: Key Stakeholders* - no personal or identifying data is provided.

2.1.3 Evaluation questions and analytical framework

Proposed valuation questions were set out in the Terms of Reference. The evaluation team gave specific consideration during the inception phase to refinements to the evaluation questions and the overall analytical framework to ensure analysis, conclusions and recommendations are best focused on being of use to project implementers and Sida. Evaluation questions were agreed during the inception phase and an evaluation matrix was then developed. The evaluation matrix can be found at *Annex A: Evaluation Matrix*.

2.1.4 Inception Report

The product of the inception phase was the Inception Report, which detailed all aspects of the evaluation's subsequent steps.

2.2 Field research phase

The field research phase focused on two data-collection methods.

2.2.1 Document review

The document review initiated during the inception phase was extended and completed. During the field phase, documents were revisited to draw out data relevant to the finalised evaluation framework and matrix. Further details were also provided and discussed in relation to the project's M&E system, with detailed analysis of the documentation of the system (and related discussions with the project's M&E expert).

The full list of provided documentation can be found at *Annex B: Key Documentation*.

2.2.2 Stakeholder interviews

Interviews were undertaken with project stakeholders and the knowledgeable non-stakeholders defined during the stakeholder mapping process. The virtual interviewing process particularly focused on a) gathering greater detail and reflection on evaluation questions than is available from secondary sources and b) providing a level of verification of secondary sources. Further, the interview process provided feedback and data from a wider range of sources than just documentation.

Some of the field work was done in country, with direct communication by the national evaluators with appropriate stakeholders. Some work was done online by the international evaluator with appropriate stakeholders. Some field enquiry was done by the whole evaluation team, specifically interviews with key SIS and IBNORCA staff and also the workshop with key stakeholders. The interviews were conducted in an environment of trust and transparency.

2.3 Synthesis and reporting phase

The evaluation team has drawn together its research into this evaluation report. The report has been developed in line with the Sida Decentralised Evaluation Report Template, with a focus on what the evaluation team has found in the context of the evaluation questions (Findings) and what its conclusions are, based on these findings. Both Findings and Conclusions are discussed below, against the OECD/ DAC criteria. Recommendations have been drafted with the intention of being specific, directed at relevant stakeholders (particularly the project's implementing partners and Sida/ the Embassy) and to be of use to stakeholders (utility).

3 Findings

Findings are the core of the evaluation. The Findings section draws together and synthesises the data gathered by the evaluation team in the document review and fieldwork interviews and group sessions. Findings are structured against the OECD DAC criteria and address all defined evaluation questions.

3.1 Relevance: Is the project doing the right thing?

The evaluation found a wide range of evidence in support of the relevance of the project and its approach, in terms of national policies, national development objectives, to Swedish development frameworks and to other actors in the sector in Bolivia. There are two fundamental documents that provide key aspects related to strategic relevance for the project.

The **Plan de Desarrollo Económico y Social 2016-2020** (PDES)[16] –

- Pillar 1: Eradicate extreme poverty – with the objective of eradicating extreme poverty in its material, social and spiritual dimensions, and specifically in terms of 'the absence of access to basic services'.
- Pillar 2 of the PDES describes the 'universalisation of basic services including 'achieving full access for the Bolivian people to basic services with quality and sustainability', which includes 'Expanding the coverage of sustainable water and basic sanitation services … throughout the country …'
- Within Pillar 9 – Environmental sovereignty with integral development, there are clear aspects of relevance in the component on productive activities within the framework of Vivir Bien (Living Well), including the focus on sustainable production and building an 'industrialisation model that is compatible with caring for the environment and Mother Earth on the basis of the management of life systems.'

The **Strategy for Sweden's Development Cooperation with Bolivia 2016–2020.**[17] Providing a clear relevance to the project are the following components which are drawn from the strategy document -

- Improved environment and sustainable use of natural resources
- Limited environmental impact and strengthening resilience
- Democratic social development and improved opportunities for livelihood for people living in poverty.
- Support for a transition from development co-operation to broader relationships.

The project's inception report also responds directly to these strategies, noting the three components of the project:

> *The first component is focusing on building capacity within IBNORCA with improving their structure, procedures and processes. The second component refers more the development of standards where Bolivia would like to become more actively involved in both national, regional and international standardisation as well as further strengthen their collaboration with private/public stakeholders. The third component has an explicit focus on the water sector in Bolivia, with aim to increase the practical implementation of standards both in regulations and practical production of safe and clean water. Through the third component, standards can be more explicitly linked to the overall goal of supporting a sustainable development and improved living situation for people and especially poor people in Bolivia. The third component is also*

[16] https://www.sedem.gob.bo/sites/default/files/2018-07/pdes2016-2020.pdf
[17] https://www.regeringen.se/4aa766/contentassets/3aa24b6e3a304984823e1091336389b8/strategi-for-sveriges-utvecklingssamarbete-med-bolivia-2016-2020.pdf

linking the support the Swedish Government through the Swedish Embassy and Sida is giving to the sustainable development goal, SDG 6 on clean water and sanitation as well as pillar 2 on universalization of basic services on water, sewage and sanitation in the national development plan of Bolivia 2016-2020.[18]

What is of particular importance in terms of relevance to national policies and development objectives is visible in the third component, in terms of sustainable development, SDG 6 and basic services (Pillar 1), but it is also clear that the focus on capacity within IBNORCA and development of standards can and will contribute specifically to Pillar 9 and Pillar 2. These resonate also with the Swedish strategy in Bolivia. This is not surprising, given the cohesion between the Swedish strategy and the national development agenda, and also given the project's design within these frameworks.

The evaluation also found significant stakeholder support for project relevance. One noted area of particular relevance is the use of international standards in a national context – drawing on the international frameworks to develop national standards where there have not been any, and then using these standards to focus on, say, conformity in water quality, which provides a good base from health and safety perspectives. There is a close correlation between the PDES and Sweden's strategy in Bolivia, including links with the Estrategia Nacional de Agua y Saneamiento para el Área Rural (the National Strategy for Water and Sanitation in Rural Areas) and MMAyA's[19] Estrategia Nacional de Tratamiento de Aguas Residuales (ENTAR)[20] (National Strategy on the Treatment of Wastewater). Standards in water and wastewater were either outdated or did not exist, and IBNORCA has entered strategically into this area.

While the focus of the project is more on water, the evaluation found support for development of the full range of standards as contributing to national policies and development objectives, as well as the Swedish development strategy. Standards in relation to corruption/ transparency were provided as one example, as were wider standards in relation to the environment and climate change. There is a flow-on within the trade context, as the absence of standards impacted negatively on Bolivia's ability to operate in the market. While corruption standards are one example, standards also ensure water laboratories can fulfil international standards in contribution to fulfilment of free trade agreements. This remains an area where work and change are needed, and where priorities for future initiatives exist.

All these areas contribute to establishing Bolivia's place in the region while strengthening structural frameworks and improving capabilities in trade relations which will impact potentially on Bolivian goods reaching foreign markets. In this, the project has potential for contributing to the 'broader relations' priority of Swedish development assistance.

Standards and the standardisation process can also be useful in lawmaking. As standards drive down costs, improve management and assure quality they may also help to secure finance and investments, and exchange of technology and know-how. Implementation of standards is of great help to secure water safety, access and sustainability long-term. Standards are jointly agreed solutions to recurrent problems and exist in all areas of society and industry. They help to, e.g., assure efficiency, quality, harmonization, safety, transparency and sustainability. Standards are developed by interested stakeholders and experts and, hence, are likely to be both practical, widely accepted and used. Standards also exist in many areas related to water and are mainly being developed within the framework of the International Standardization Organization (ISO), in which three committees exist exclusively for water standards. These committees contain many working groups and there are also other ISO committees that relate to water in one way or

[18] June 2018. *Draft* Inception report - Support to Increased Capacity in Standardisation and Implementation of Standards in Bolivia – Focus on Water Sector. IBNORCA and SIS.
[19] MMAyA - Ministerio de Medio Ambiente y Agua (Ministry of Environment and Water)
[20] https://www.mmaya.gob.bo/2020/01/mmaya-presenta-estrategia-nacional-de-tratamiento-de-aguas-residuales/

another. Regions and countries also develop their own standards when needed.[21]

There are clear linkages to and relevance with the work of other actors in the sector – with similar priorities for MMAyA, AAPS[22] (the Authority for the Supervision and Social Control of Drinking Water and Sanitation), CNI[23] (the National Chamber of Industries), EPSAS[24] (the Public Sanitation Company) and the Fundacion Agua Tuya (AGUATUYA).[25] The evaluation found confirmation and linkages across the standardisation work of the project, as well as in the capacity development work within IBNORCA, of the relevance of the project across the sector. Clear priorities remain in future developments with development work with municipalities, and particularly in terms of wastewater management.

The project encountered a number of constraints and crises during its implementation. These included the presidential elections and related political unrest that hampered project implementation/ initiatives and the Covid-19 pandemic. To a certain extent, Bolivia is experienced in political difficulties and as a result these were managed with only moderate delays. While these impacts were outside the control of either SIS or IBNORCA, it is noted that IBNORCA and SIS jointly develop and regularly update a risk analysis, a process which assists in how crises and constraints are managed.

The pandemic had a greater impact, as it affected activities for more than half of the project's planned timeframe while the presidential elections only impacted for a relatively short period, causing delays but not threatening overall implementation. However, IBNORCA was already giving consideration and planning to development of virtual platforms and digital versions of standards, where previously standards were purchased from the IBNORCA office it was intended that they become available online. The pandemic forced these processes to be implemented more quickly and so had one positive effect, in accelerating the 'digitisation process.'

For the project specifically, the pandemic did impact on implementation processes with visits by consultants cancelled or delayed and with the need to shift a significant proportion of training and other activities online. There was learning involved in this process, which impacted to a certain extent on efficiency, but the evaluation found that the processes have largely been successful and that training, as well as meetings, have adapted well to the online processes. SIS has provided IBNORCA with a platform for digital sales, as well as assistance in establishing a digital marketing strategy, and has also assisted with relevant software for the running of committee meetings virtually.

3.2 Coherence: How well does the project fit?

The evaluation found a good level of coordination, collaboration and coherence with other actors, both international and national.

At the national level, MMAyA, AAPS, CNI, EPSAS and AGUATUYA were mentioned above, but participation in technical committees is also notable from Universities (UMSA, Tomás Frías, EMI, Católica and others) and SAGUAPAC[26] (Cooperative of Drinking Water and Basic Sanitation). Coordination with MMAyA, in technical committees particularly but not solely, is specifically noted, and indeed the technical committees are noted as being of great value in contributing to coherence. The Federation of Municipal Associations (FAM)[27] was noted in field research, but not extensively.

[21] Project brochure - *Standards as Tools to Support Water Safety, Access and Sustainability in Bolivia.*
[22] http://www.aaps.gob.bo
[23] https://www.google.com/search?client=safari&rls=en&q=CNI+bolivia&ie=UTF-8&oe=UTF-8
[24] https://www.epsas.com.bo/web/
[25] https://aguatuya.org
[26] http://www.saguapac.com.bo
[27] https://bo.linkedin.com/in/fam-bolivia-91797b36

With international organisations the evaluation found a broad range of organisations, projects and frameworks that are of importance, and, just as importantly, are being considered within project planning and processes. The World Bank is contributing to the development of wastewater treatment in Bolivia and is working closely with IBNORCA to ensure the use of international standards. The British Institute of Standards and the Swedish Environment Institute are contributing to this as well. Swedac,[28] the Swedish Board for Accreditation and Conformity Assessment, is making specific contributions to the project in terms of conformity assessment. The World Wildlife Fund (WWF) is executing a project supporting the development of a commercial network for many fruits harvested in the Amazons; one of them: asai. IBNORCA has developed a norm for the commercialisation of asai in coordination with WWF and other stakeholders. This will help the standardisation and possibly the exporting of ssai.

IBNORCA has coordinated a project supported by Sida being implemented by Helvetas and AGUATUYA, two allies of Sida in Bolivia. They both work in the WASH sector with different Projects but participate in the committees set up by IBNORCA. Not only do they participate, but AGUATUYA is taking over as the technical secretary of a water committee, furthering their involvement.

AGUATUYA is an important partner for IBNORCA and the project as it is making strong contributions in the water and wastewater sectors and are solid, regular contributors at meetings and with other types of participation. AGUATUYA leads the water technical committee.

Finally, it is important to mention membership of and coordination and collaboration within the ISO[29] and COPANT.[30] The ISO is the International Organisation for Standardisation, which develops and published international standards. IBNORCA is now an active, well-positioned member of the ISO, having previously been an observer. The project facilitated this full membership, including financially. COPANT, the Comisión Panamericana de Normas Técnicas, is a group of national standards organisations in the Americas.

The evaluation found the role of an international standards organisation, and particularly SIS, to be of specific value to the project's focus, design and implementation and in contributing to the development of the capacity of IBNORCA. There are a number of factors to be noted. Generally, the use of an international organisation with the same or similar background, i.e., a peer-based approach to the beneficiary organisation, is accepted practice with solid grounds for success. SIS, for example, provides the same service in Sweden as IBNORCA does in Bolivia, so can provide both expertise and experience. Sweden uses international systems and standards as its national standards – meaning there is a detailed understanding of and experience with these international frameworks, and there is no possibility of the service-provider's 'national standards' not being specifically aligned to international standards. SIS are a founding member of the ISO, and have been involved for over 100 years, and has been working with Sida since 1953, in Africa, the Middle East and Latin America.

Project alignment with the programmes and strategies of key public and private actors is an important area of discussion and future development/ direction. While the evaluation found a strong alignment at 'higher levels' such as the PDES and ENTAR, strict adherence to/ application of standards in water and wastewater quality is not as apparent. Here, the water technical committee is of particular importance as it involves a wide range of actors, both public (national and municipal) and private (including treatment plants and mining operations). As standards, through the committee, are agreed with consensus, the agreement on and subsequent application of strict standards is not yet being achieved, particularly in relation to wastewater treatment. The evaluation found engagement of all actors in the committee, but the

[28] https://www.swedac.se/?lang=en
[29] https://www.iso.org/home.html
[30] http://www.copant.org/index.php/es/

cost of stricter standards continues to inhibit the necessary acceptance and application of the standards. There is a clear need for further discussions and developments in this area, at project level, within IBNORCA and with all stakeholders.

3.3 Efficiency: How well are resources being used?

In order to discuss efficiency, and the use of resources, analysis will include administrative management (project planning, reporting, finances) and the monitoring and evaluation system.

3.3.1 Planning

The project was impacted by the Covid-19 pandemic. The impacts, as noted above, were significant early on but have been controlled over time and project activities are now ongoing and being implemented efficiently. The project team, including IBNORCA representatives, build annual workplans and budgets, based on the previous year's activities and outputs. This process was actually slow and difficult to establish at project inception, but wrinkles have been worked out and it proceeds efficiently now.

The vast majority of the project's administrative systems are held online in a web portal. The web portal contributes significantly to the efficiency of project management/ administrative systems. Included and available at the portal are workplans, budgets, activity applications, activity reports, project reports and the M and E system. All relevant IBNORCA and SIS stakeholder have access to the web portal, and there is a high level of transparency shared by the project team in both organisations.

In line with the workplan and budget, IBNORCA provides activity applications for each activity that is agreed in the workplan, at the time it is ready for implementation. The project's management system includes a clear naming and numbering of activities in line with the Theory of Change, facilitating administration and analysis of documents as there is excellent clarity about what each activity is, its budget and where it fits in to the overall project design. Activity applications are available at the portal.

3.3.2 Reporting

Activity reports follow the same structure and are also available at the portal.

Project reporting is prepared in line with the agreed activities from the annual workplan and budget. This provides a clear linking between an activity and a short-term outcome as defined in the results framework. In this way, reporting contributes to understanding what was agreed to be done and if it was done. What is not so well described in the project's reports is how this then contributes to the defined short-term outcome in the result framework. Nor does this reporting provide sufficient analysis of contributions to medium-term outcomes. Specifically, reporting language is too heavily focused on activities. For example, the SIS-IBNORCA first half year report 2020, in section 3a. *Medium-term outcome: Enhanced capacity among Bolivian actors in implementing standards within the water sector*, states

> *Regarding activity 3.3.3 (Capacity building sessions for various groups of stakeholders in introducing standards and the practical implementation of standards to support an improved development among market actors in Potosí)) more than 100 participants participated (academia, private sector, public sector, NGOs). This activity helped build capacity among the mining companies as well (companies that have been harder to reach out to and that has shown more resistance to change), and they expressed need for further training.*

While the report says this 'activity helped build capacity among the mining companies as well … and they expressed need for further training', there is no description given of what capacity was built. What is missing is a narrative on the new knowledge and skills that participants/ stakeholders have, or a description of how practice has changed (how things are done differently).

3.3.3 Finances

Activity financial reports and back-up documentation are all available at the web portal. The evaluation did not analyse this documentation but saw that it exists, appears complete and in this context likely contributes to the ease of financial controls and reporting.

The evaluation found a significant emphasis on administrative processes for funding, i.e. for provision of funds for agreed activities, and as a result for lengthy processes for funding to be released.

3.3.4 Monitoring and Evaluation (M and E) System

The project has a very well-developed monitoring framework and system that is also well-resourced. The resourcing is most visible in the person of a monitoring expert funded by the project and the use of the resources and tools developed by the expert in ongoing monitoring and in contributing to project reporting. What are the key resources and tools and how do they add value:

- The web portal – most monitoring tools are available on and accessed through the project's web portal, making the web portal itself an important tool. All activities, outputs and short-term effects from the Theory of Change are included in the portal, so SIS and IBNORCA can check if an activity was executed, as well as the funds planned and used for the activity. Hence, it is a management tool as well as a good tool for accounting and reporting. Some outputs can be verified within this framework, some require annual surveys.
- The Activity application forms.
- The Activity report forms.
- Activity budget requests – these are all done online, within the web portal, facilitating ease of use, transparency and accessibility. All activities must be in accordance with the annual work plan agreed by SIS and IBNORCA.
- Annual surveying which provides a significant amount of inputs on implementation from a variety of stakeholders, including IBNORCA staff, project experts and IBNORCA customers.

All project reporting, narrative and against the results framework, focuses on 'short-term outcomes and 'medium-term outcomes.' This is somewhat confusing to an external reader, as all funding is specifically for activities, and the result framework links activities to outputs in a fairly standard approach to a result framework. Outputs though are largely invisible in activity planning, budgeting and reporting. Once understood this is not a particular problem and the defined 'short-term outcomes' can be seen to be outputs and the related logic of their contribution to medium-term outcomes, and these medium-term outcomes are where results are expected in the first three years.

The evaluation found that the M and E system contributes to implementation and reporting, as it is used in defining activities, in determining results and in the reporting on the project.

3.4 Effectiveness: Is the intervention achieving its objectives?

The evaluation found that notwithstanding the impacts of the Covid-19 pandemic, particularly in delaying certain components, the project is being effective in delivering short-term and medium-term outcomes. These two levels of outcome are where the result focus is, and it is visible that results are being achieved. Some of these results will be highlighted here, but this report will not make a detailed accounting of result against plan.

Medium-term outcome 1 – Strengthen capacity of IBNORCA in standardisation processes -

- IBNORCA is a full member of ISO, will participate in technical committees in the future and has a strategy to pay for its full fee in the next few years.
- IBNORCA has developed a full digital marketing strategy. It involves an online shop and a virtual catalogue for the more efficient sale of standards. This 'commercial perspective' is new to IBNORCA and is seen as a critical component of future development.
- The evaluation also found evidence of wider capacity growth – in IT systems, in management procedures, in strategic management and in communication systems including media approaches.

Medium-term outcome 2 - Strengthen collaboration between national and international actors involved in standardisation processes -

- IBNORCA has been engaged in international technical committees, one example of which is the CASCO (conformity assessment) Technical Committee and recognises the importance of the publications of this committee – certification, validation, accreditation.

- CASCO is a good example of what drives standardisations – competitiveness and facilitation of efficiency – and the need for use of an 'international language' (standards) to facilitate trade. It is this use of Standards that is critical to project (and IBNORCA) results going forward.

- Inputs from Swedac have contributed to the development of the Efficient water management system certification scheme using the ISO Standard 46001 – Certification Scheme for this Standard: Water Efficiency Management System. It is not clear if the certification scheme is operational.

- Inputs from the standardisation expert and water expert have contributed to a range of results in these areas. Some 20 Standards have been adopted, using international standards to create Bolivian standards.

- The EU will support 5 cooperatives in Santa Cruz in the implementation of ISO guides and standards.

Medium-term outcome 3a – Enhanced capacity among Bolivian actors in implementing standards within the water sector -

- The water technical committee itself, as well as types and extent of participation, are indicative of results being achieved in this area. Participation is wide from the sector, including international, public and private sector actors – there are more than 40 institutions involved in the water technical committee. More work is required to reach effective levels of acceptance and implementation of established standards.

- The water committee is structured into four separate sub-committees which mirror the four ISO committees.

Medium-term outcome 3b - Enhanced capacity to influence water regulatory frameworks in Bolivia -

- According to the SIS-IBNORCA first half year report 2020, a new national strategy for wastewater treatment was launched by MMAyA, and IBNORCA is part of this strategy in the standardisation area.

- The water technical committee is expected to develop standards that support this strategy, but this has yet to take place.

When discussing individual and institutional capacity, the evaluation found a range of evidence

that points to this capacity. As indicated above, two key components of this represent the key medium-term outcomes in outcome area 1 – membership of ISO and the digitalisation of IBNORCA's standards systems. An important aspect of this is the direct engagement in peer networks and using these in developing aspects of work on water quality, standards generally and even their own management systems. There are indications of this in regional networks and organisations such as COPANT as well. As a result of IBNORCA´s better capacities, COPANT has invited them to become the treasurer of COPANT in the coming board of directors. Further, IBNORCA was asked to lead an initiative with its peers in the Latin American region, on good practices, risk management and issues related to the pandemic.

These are significant developments that point to sustainable organisational change. The water technical committee too points to sustainable change – more work is required here but the evaluation found significant evidence of stakeholder support to the direction of the committee.

3.4.1 Gender perspective

The project was designed to incorporate a gender focus and approach from the beginning. This was enabled by the engagement of a gender equality consultant whose task was to work with 'incorporating gender and cross-cutting issues (mainly trade related issues) in the project to foster an increased capacity on gender.'[31] Some specific aspects of this focus were:

- Strengthen IBNORCA's gender capacity and awareness and how they can work more proactively with gender internally within their own organisation.
- Support IBNORCA in development of internal structures to incorporate gender as part of the organisation and the standardisation of work.
- Improve outreach to women business stakeholders and women engineers.
- Support the development of a platform for assuring outreach to women and female stakeholders as part of the new digital distribution system.
- Conduct an impact assessment on the effects of international water standards (component 3), focusing on women stakeholders.

Project reporting comments on the project's focus on gender.

- The 2018 Annual Report states 'The gender dimension is of key concern to support a more gender-based and sustainable development. An external gender expert has been contracted in the project. During 2018 the gender expert worked with awareness raising, helped to map the gender equality at IBNORCA and helped IBNORCA to develop a gender policy to be used internally.'[32]
- In 2019 a workshop that included a focus on linking gender with ISO 26000 on Corporate Social Responsibility was held. The workshop also addressed links to the Bolivian national gender equality standard and how standards can improve gender equality.[33]
- Reporting on gender in the 2020 half year report is largely a repetition of the material from 2019.

[31] Extract from the Terms of Reference for the gender equality consultant.

[32] *Draft* 2018 Annual Report, page 10. Support to Increased Capacity in Standardisation and Implementation of Standards in Bolivia. IBNORCA and SIS.

[33] 2019 Annual Report, page 10. Support to Increased Capacity in Standardisation and Implementation of Standards in Bolivia. IBNORCA and SIS.

In work with the gender equality consultant a gender policy for IBNORCA was prepared and approved by IBNORCA staff (in October 2019) and implementation of the policy began from that point. The policy has since received Board approval. IBNORCA's Gender Policy sets out the following principles and goals:

- Gender equality should be integrated in IBNORCA's entire business and daily operations.
- It is the responsibility of IBNORCA as a workplace to ensure that no one is subjected to gender discrimination.
- IBNORCA's board and senior management should be committed to gender equality
- IBNORCA should provide sufficient resources, including knowledge to their personnel, for promoting gender equality.
- IBNORCA should contribute to an enabling corporate environment for promoting gender equality.
- IBNORCA should provide a framework for implementing, monitoring and holding the organization accountable on gender equality.[34]

According to the 2019 Annual Report, 'IBNORCA has also signed the UNECE (United Nations Economic Commission for Europe) declaration on gender responsive standards and standards development (i.e. including the gender dimension in all standards being developed).[35] IBNORCA has developed a norm on gender for organisations and is interested in selling this to all types of institutions. It is currently studying the market for such a norm.

The evaluation did not find a focus on gender that is as strong currently as in the earlier period of the project. This is most visible in that the gender equality consultant is not currently providing inputs to programming and project reporting does not reflect new initiatives or outcomes – as noted above, 2020 reporting largely repeats 2019 reporting.

3.5 Impact: What difference does the intervention make?

The evaluation has found that the project appears to be on the road to impact, within the framework of the longer-term outcomes defined in the project design:

- Improved development of standardisation processes and promotion of standards by Bolivian actors within the water sector.
- Increased implementation of water standards and other standards in Bolivia to support trade facilitation and contribution to SDG 6.

What are the indicators of the potential for longer term change?

Institutional strengthening – the evaluation found evidence of a strengthening of IBNORCA as an institution, coupled with the clear priority to continue this process in coming years. Leadership in the development of, as well as the specific role of the technical committees, noting particularly the water technical committee and its four sub-groups, is a strong indicator of this growth. So too is the design and implementation of the sustainability strategy most visible in the digital marketing strategy which emphasises both income and more straightforward access to Standards through online processes.

ISO engagement – the evaluation found that the levels of participation in ISO activities, as

[34] Ibid, page 18 and IBNORCA_GenderEquality_Extract from discussion_Status on work _201905.

[35] 2019 Annual Report, page 19. Support to Increased Capacity in Standardisation and Implementation of Standards in Bolivia. IBNORCA and SIS.

observer or as participant, as member or as active contributor in committees, include important differences, both in perception and in the actual contributions made and benefits gained, which include a more detailed level of communication with and from other ISO members. The evaluation did find however that the importance of this engagement has not been as well-communicated as could have been done, and that impact will only come from a continuation and strengthening of this engagement.

COPANT role – similarly, the evaluation found levels of participation at COPANT to be indicators of change, including indicating the potential for leadership with standards in Latin America. Acting as COPANT treasurer is a specific indicator of this role and of the potential for future strengthening.

Other areas of engagement also offer insight into potential for impact over the longer term. The construction of wastewater treatment plants according to new standards will impact positively on water quality – while a new, and longer-term process, the potential exists for change. Work in and with municipalities, both in terms of water and wastewater, provides similar opportunities for further impact, particularly given the gap between the number of municipalities (330) and the number of enterprises providing water services (69). IBNORCA has delivered workshops across Bolivia focused on standardisation processes, and the opportunity exists to continue and widen this work – the impact of standards on water and wastewater will have a direct positive impact on the environment, beyond solely the quality of water, and standards in other sectors (tourism, construction, etc.) will impact directly and indirectly in these areas. As indicated above, there is also potential for impact on trade as adherence to international standards will open doors to exports, although this is not a current focus of the project or IBNORCA.

Through all of these areas the project can be seen to be contributing to addressing the levels of poverty in Bolivia. There does appear to be an indirect contribution to improving the living situation in Bolivia as an effect of enhanced performance of water standards and other standards to contribute to SDG 6, as stated in the project's impact statement. This is not however the focus of the project, nor of IBNORCA which is a technical organisation. Better standards create better infrastructure which contributes to a better environment and quality of basic services, but this is neither a direct focus nor are these contributions being analysed. Focus is, appropriately, at medium-term outcome level.

3.6 Sustainability: Will the benefits last?

The evaluation found that the prospects of sustainability of project outcomes appears high. There is a close correlation between the impact potential discussed above and this sustainability potential. The sustainability strategy/ digital marketing strategy indicates a sustainable approach, particularly when considered jointly with the development and influence of the technical committees and where IBNORCA engagement with SIS and COPANT develops further. These initiatives and results tend to support each other, building momentum. In this, IBNORCA itself demonstrates strong sustainability potential. However, the evaluation also found that there is insufficient knowledge among the public of the importance of standards, certification and the role of IBNORCA.

The use of standards in the design and construction of new wastewater plants is also an indicator of sustainability, both in practical, technical terms but also in terms of the momentum of application of standards. While it is understood that the cost of building to standard is difficult in the Bolivian context, moving in this direction appears to be happening and wherever it is happening it is indicative of sustainable outcome. There are many challenges to be overcome in this area, including current technologies in use, costs of sustainable technology implementation (and the priorities of the national budget), the process of moving from a 'standard' to a 'regulation'.

'Buy-in', particularly in relation to water and wastewater, remains both a challenge and a point of growth, and requires ongoing effort if standardisation is to be achieved. The technical committees, and particularly the engagement of a wide range of stakeholders in the water technical committee is indicative of this local and political buy-in. The fabric of alliances established through the committee as well as alliances with other actors, also contributes to SDG 17, enabling the complementarity of capacities such as the appropriation by local actors of the established quality standards and agreements. Buy-in requires nurturing and further development – the agreement on and application of standards, and regulations, will depend to a certain large extent on a growth in the knowledge and participation of all sectoral actors (private sector, public sector, NGOs, universities) in the committee. While IBNORCA's role is recognised in MMAyA policy and strategy, practical application of this role and the relationship between the Ministry and IBNORCA is not so clearly visible.

4 Conclusions and lessons learned

The evaluation team has drawn its conclusions based on the findings of the evaluation.

4.1 Conclusions

4.1.1 Relevance

The project, particularly the development of IBNORCA itself and of systems for development of standards is clearly relevant to Bolivia's development, to achieving defined goals in relation to SDG 6 and to Sweden's defined priorities in development and other areas in Bolivia. While a focus on standards in water (and wastewater) has been important, so too has been the development of the concept of standards per se, and the strategic importance to Bolivia's economic development a place in the global market of developing standards and adhering to them.

There are clear areas of potential focus for future initiatives that would build on the current activities and contribute to greater relevance going forward. These include further work with the technical committees, to encourage consensus-building in water and wastewater standards and regulations. A particular focus could be with municipalities, and with international organisations working with municipalities on the application of standards in water and wastewater infrastructure and in the treatment of solid waste.

In terms of market development, relevance would increase both through a visible adherence to standards and a wider focus of priorities in standards such as inclusion of standards of transparency/ anti-corruption and a focus on their application.

4.1.2 Cohesion

The project, SIS and IBNORCA have had a clear focus on developing cohesive approaches with other stakeholders, both nationally and internationally. The cohesion at the level of ISO and COPANT is of particular note, both in framing the project and in how it is implemented, as is the strong picture of developing cohesive approaches demonstrated particularly with the water technical committee. Here the engagement with MMAyA, AAPS, CNI, EPSAS, AGUATUYA, SAGUAPAC and the mentioned universities (UMSA, Tomás Frías, EMI, Católica and others) confirms the consensus-based approach. Interactions with the World Bank on wastewater plants and the close correlation with Swedish priorities also demonstrate cohesion.

Each of these relationships, and the role played by IBNORCA in each mentioned grouping, requires further emphasis and development. While there are good signs from the project to date, as discussed in the Findings section, the short implementation period coupled with external impacts means further focus on initiatives to build relationships, processes and outcomes is needed.

4.1.3 Efficiency

The project's administrative systems, including budgeting, work planning, and monitoring are well-established and efficient, and make a positive contribution to project implementation. The evaluation team appreciated the cohesiveness of numbering and naming conventions and file naming as these made understanding and analysis more effective. The web portal is a replicable initiative, offering ease-of-access to stakeholders coupled with high levels of transparency.

Some improvements with the result framework and with reporting would benefit project efficiency.

The result framework – the project's result framework is well-structured and logical, with a 'flow' from short-term to medium-term to long-term outcomes that is clear and apparent.

Further, there is value in the clear emphasis on the outcome level, both short and medium term, in project design and reporting. What is not visible is the clear logic from activities (operations) to outputs (results) and then to the short-term outcome level. Links are visible in the project's Theory of Change matrix, but the strength and logic of these links does not appear as well-developed as at the matrix's higher levels. Indeed, the use of outputs does not feature in project documentation other than in the result framework itself and there is no clear logic relationship between outputs and short-term outcomes - a standard result logic would anticipate a number of outputs contributing to/ delivering an outcome. A similar issue exists in the relationship between activities and outputs. These are areas that require some attention going forward – maintaining the emphasis on the outcome level, but providing a clearer logical linking from funded activity to output and then to outcome.

Reporting – narrative reporting has clear reporting on funded activities (and the linking of these activities to short-term outcome areas). However, reporting is much too focused on the activity – i.e., the input – and not on the outcome. While it is important to know for example that a planned training activity has been delivered, this is much less important than knowing how the knowledge or skills of participants have grown. Of even more importance, over the whole of project implementation, is to understand how practice has changed, i.e., how things are done differently and what this has meant for individuals and organisations. Shifting this focus in reporting would also assist in resolving another weakness in current reporting – the absence of a clear linking of activities to the achievement of results. While activities are linked effectively to short-term and medium-term outcomes in the way application forms and reports are structured, there is insufficient analysis of the actual results of activities and of how planned outcomes are actually being delivered.

4.1.4 Effectiveness

The project has done well, particularly in the circumstances of Covid-19, in delivering its intended results. As described in the findings section, visible outcomes exist in the focus on institutional strengthening of IBNORCA (medium outcome 1), in strengthening collaboration nationally and internationally with actors in the standardisation process (medium outcome 2) and in building capacity among Bolivian actors in influencing the regulatory framework and implementing standards in the water sector (medium outcome 3). It is worth briefly mentioning again the membership of ISO, the digitalisation strategy and the ongoing effective development of the water technical committee as three key examples of these outcomes.

Going forward, effectiveness would be strengthened by focusing on a number of areas, including possibly a wider spectrum of standards and stakeholders although without lessening the current focus on water and wastewater. Here the importance is to continue working with standards and standardisation, including with IBNORCA, but to broaden the types of standards as a way of contributing to Bolivia's broader interactions, including in building it market access. The foundations for such an approach have been laid with the current project, and a number of specific examples have been discussed in this report and among stakeholders.

Standardisation processes, and IBNORCA, would also benefit from a greater awareness in the public of the role and benefits of standards, including in improving health through water quality, improvements in accessibility to basic infrastructure, market development that potentially contributes to a greater national income and improvements in interactions with neighbouring countries. In this, greater media coverage of IBNORCA's ISO and COPANT roles would be of benefit, as would a greater coverage of standardisation generally.

4.1.5 Impact

While there are clear indications that project initiatives are 'on the road to impact', a two-year project that has been impacted by the Covid-19 pandemic cannot realistically be expected to

deliver any impact. This requires a longer investment in time. Having said this, developments within IBNORCA, in terms of financial sustainability and the role and functions of the organisation point to impact potential. Particular strength is visible in leadership of technical committees and in engagement with the ISO, particularly but not limited to committee participation. As is discussed in the findings section, all of these areas require further support and development for the changes to become embedded.

A deeper engagement with the World Bank and relevant municipalities on the construction of wastewater treatment plants, in line with developed standards, offers impact potential in terms of water quality.

4.1.6 Sustainability

As with impact, sustainability potential is visible but requires some further support and focused engagement to develop. Further, sustainability potential is closely linked to the areas of potential impact: engagement with ISO, engagement with COPANT, engagement with international organisations and municipalities in water and wastewater infrastructure, further leadership to and development of technical committees and engagement with involved stakeholders in these committees and widening of the focus on standardisation initiatives beyond infrastructure to other areas that have potential for opening the market to Bolivia's private sector.

4.2 Lessons learned

There are indications from the evaluation that engagement in the 'circular economy' can benefit the project and IBNORCA. This was noted as being of particular value in terms of standards for construction materials, linking standards with Bolivian Government development plans and linking all with certification processes.

A focus on the water sector does not seem to be wide enough for the project nor for IBNORCA – a widening of focus is indicated, with a number of pertinent suggestions being made: the environment, anti-corruption/ transparency – particularly within the framework of market engagement and standards for the disposal of solid waste.

A greater focus on application of developed standards is indicated for future projects. While the standardisation process is important, moving beyond this to actual application, through work with national and/ or local authorities would have a significant positive impact. Such work will require a particular emphasis on political dialogue, with the national government and with municipalities, and implies a further development of the dialogue and decision-making processes of the technical committees.

5 Recommendations

5.1 Recommendations for SIS/ IBNORCA

1. It is recommended that in any further initiatives there be a particular focus on the development of the technical committees, including their composition, systems of functioning and leadership.

Of particular interest in future development of the committees is practical approaches to building consensus and the development of approaches that will enable the committees to contribute in moving standards to regulations as appropriate. Further, and particularly with some technical committees, a detailed assessment of and work on expansion of participation is encouraged, for example giving more priority to attention at sub-national levels (governorates and municipalities, and their participation in committees.

2. It is recommended that a further initiative work on standards across a wider range, with a particular emphasis on the use of standards in improving Bolivia's access to wider markets.

3. It is recommended that project design and implementation processes include a direct focus on the specific stakeholders of each sector relevant to the standards that are being developed.

The engagement of a range of relevant stakeholders on the water technical committee offers a model for other standards, and the role played by IBNORCA in this committee offers indications for other sectors – reaching out to and ensuring the engagement of all relevant stakeholders in a given sector will go a long way to ensuring the quality of standards but more importantly the acceptance of standards across a sector.

4. It is recommended that further refinements to the project's result framework take place prior to any subsequent funding provision.

As indicated in the findings and conclusions, the project operates with a solid result framework and monitoring system, but the monitoring framework is hampered by some issues at the 'lower end' of the logic, between activities and outputs and outputs and short-term outcomes. These areas require analysis and development – specifically, it is important that:

- A clear relationship is visible from a set of activities to a single output.
- A clear relationship is visible from a set of outputs to a short-term outcome.

These changes will assist the project team, the donor and external readers to understand how funding, which goes directly to a specific activity, is clearly focused on achieving an output and that outcomes will likely come from a full range of funded activities and their related outputs. It is critical, from the perspective of an external analysis in particular, to see a clearly defined logic from input (money and activity) to output and outcome.

5. It is recommended, similarly, that refinements to project reporting take place, with a greater emphasis being placed on how the activity has contributed to defined outputs and to planned outcomes.

While reporting clearly references the funded activities, and should continue to do so, it is important that it also describe results – results specific to the activity and results in the context of outputs and outcomes. Reporting needs to make the connection between what has been done (and with what funding) and the actual results that are intended to be achieved. While current reporting links activity with short-term and medium-term outcomes, the links are conceptual, not practical. That is, it is possible to see that an activity is being done within a specific outcome area, but it is not generally possible to see how the activity has specifically contributed to the outcome.

6. It is recommended that in any subsequent project the focus on standards be widened

beyond water.

What seems critical in project processes and results is standards, per se, and the growth of capacity within IBNORCA and the technical committees. In this context, result areas can be broadened, and effectiveness extended by including a wider spectrum of standards (and the related larger group of stakeholders). While a number of potential areas have been discussed in the findings and conclusions sections, it would be most appropriate for the project team and IBNORCA to determine priority areas or areas of greatest potential in their own planning sessions.

7. It is recommended that the project and IBNORCA engage in the development and implementation of a communications strategy with the intent of increasing awareness (general public, government, key private sector actors) of the role and benefits of standards, the standardisation process and the role and successes of IBNORCA to date. While greater visibility of projects, of IBNORCA, and of its strategic importance for the country is a challenge, work to develop this visibility has the potential to generate greater buy-in and impact.

5.2 Recommendations for Sida/ Sweden

1. It is recommended that funding be agreed for a second phase of the project.

There is significant potential in the work of the project to contribute to the defined development priorities of Sweden in Bolivia, particularly if the project's design is appropriately developed/ refined. The project makes a direct contribution to improvements in the environment, particularly in relation to water quality – these improvements can be significantly strengthened if the focus of the project is expanded to include a greater focus on:

- Wastewater standards and their implementation.
- Work with the World Bank and municipalities on these wastewater initiatives.
- Solid waste and the circular economy.
- Uptake of standards by government, including the use of standards to establish regulations.
- Standards beyond infrastructure, including related to anti-corruption/ anti-bribery.
- Leadership and management processes, particularly in relation to technical committees.
- Effective engagement in and development of leadership of ISO and COPANT committees.

6 Annexes

6.1 ANNEX 1: EVALUATION MATRIX

The evaluation questions form the core of the evaluation's analytical framework. During the inception phase the evaluation team has constructed an evaluation matrix that will frame the enquiry, based on the agreed questions.

OECD DAC Criteria	Evaluation Question	Indicator (s)	Findings
Relevance: Is the project doing the right thing?	EQ 1a - Is the project relevant to national policies and development objectives? EQ1b - Is the project relevant to Swedish development strategy? EQ1c – Is the project relevant to other actors?	Statements of relevance to the Bolivian development context. Visible reference to: • Bolivia's wider relations • Relations between Sweden and Bolivia • Free and fair trade.	• Wide range of documentary evidence in support of the relevance of the project and its support. Includes – ○ PDES ○ Swedish Strategy for Development Cooperation with Bolivia ○ Project documents – inception report; reporting. • Significant stakeholder support for project relevance – ○ Confirmation of strategic relevance, both with current priorities related to water and wastewater and in future strategies related to wider relations ○ Confirmation of need for standards as a way of increasing development successes ○ Confirmation of links with other key actors (MMAyA, AAPS, CNI, EPSAS, AGUATUYA.
	EQ2 - Has the program been able to adapt to the changed circumstances and risks during the implementation period?	Adjustments in design and implementation to respond to the Covid-19 pandemic. Adjustments to respond to impacts of the presidential election process and outcomes. How the project has analysed, processed and communicated the changes.	• Both the presidential election and the Covid-19 pandemic impacted on the project, but significantly more impact from the pandemic. • Delays were the most significant impact, together with the inability of experts to travel to provide inputs. • Adjustments were made, some of which (such as some aspects of digitalisation) will have a longer-term positive influence.
Coherence: How well does the project fit?	EQ3a - To what extent are activities coordinated with other actors? EQ3b – What potential (and limitations) exist for a greater level of collaboration and coordination with other actors?	Specific systems and processes of coordination/ collaboration. Specific approaches to avoid duplication.	• Good level of coordination, collaboration and coherence with other actors, both international and national • National ○ IBNORCA is the centre of all actors involved in the WASH sector; both private and public. It has been capable of

	EQ3c – Does the project have coherence with (and/ or add value to) other contributions supported by Sida?	Looking for indications of engagement or coordination with, for example, initiatives in: • Environment. • Water management. • Solid waste management. • Gender.	coordinating over 40 institutions in the committees related to water standards o There is great potential for furthering these relations and continuing the development of new standards required by the sector as there are a lot of gaps between national regulation and municipal provision of water o Participation in technical committees in mentioned as demonstrating coordination and collaboration, including with MMAyA, AAPS, CNI, EPSAS, AGUATUYA as well as the Universities of UMSA, Tomás Frías, EMI, Católica. • International o Noted collaboration with the World Bank on standards for wastewater treatment plants o Significant collaboration and cohesion with ISO and COPANT o The collaboration with SIS is itself indicative of international cooperation.
	EQ4 – Does working with a Swedish actor add value to project relevance, design, coherence and implementation?	Comments by key stakeholders (notably IBNORCA, the technical committee and similar) of the specific value of SIS's role.	• As noted above, the with SIS is itself indicative of international cooperation. The SIS history with ISO, and its role there, as well as its experience in development cooperation are all indicative of relevance and cohesion.
	EQ5 – Is the project aligned with programmes and strategies of key public and private actors?	Documentary links between project and government/ municipal strategies. Statements by key stakeholders of the strategic alignment. Note the similarity with EQ1, but the difference as this is specifically about alignment. These are two different perspectives. Ascertain if the project is seen to key public and private actors as being of strategic importance – encouraging their engagement.	• Strong alignment at 'higher levels' such as the PDES and ENTAR. • Strict adherence to/ application of standards in water and wastewater quality is not as apparent. The water technical committee is of particular importance as it involves a wide range of actors, both public (national and municipal) and private (including treatment plants and mining operations). As standards, through the committee, are agreed with consensus, the agreement on and subsequent application of strict standards is not yet being achieved, particularly in relation to wastewater treatment. The evaluation found engagement of all actors in the committee, but the cost of stricter standards continues to inhibit the necessary acceptance and application of the standards. • There is a clear need for further discussions and developments in this area, at project level, within IBNORCA and with all stakeholders.

Efficiency: How well are resources being used?	EQ6a – Does the project have systems and processes in place to ensure, to the extent possible, efficient and transparent use of provided funding? EQ6b – Do the project's organisation, management, administration and coordination contribute to an efficient conversion of inputs (time and financing) into programme outputs and outcomes? • Organisational management. • Financial management. • Reporting/ communication. EQ6c – Are the project Theory of Change and monitoring framework used as ongoing management tools? EQ6d - Do they add value to: • Implementation? • Reporting?	Examples of financial systems and reporting: • SIS internal • With IBNORCA Examples of planning and reporting systems and processes: • SIS internal • With IBNORCA Examples of the use of the ToC in planning, monitoring and reporting. Expressions by stakeholders of the value of the ToC to planning, monitoring and reporting.	• The project was impacted by the Covid-19 pandemic. The impacts were significant early on but have been controlled over time and project activities are now ongoing and being implemented efficiently. • The vast majority of the project's administrative systems are held online in a web portal - the portal contributes significantly to the efficiency of project management/ administrative systems. • In line with the workplan and budget, IBNORCA provides activity applications for each activity that is agreed in the workplan. Activity applications are available at the portal. Activity reports follow the same structure and are also available at the portal. Activity financial reports and back-up documentation are all available at the web portal. • Project reporting is prepared in line with the agreed activities from the annual workplan and budget. This provides a clear linking between an activity and a short-term outcome as defined in the results framework. In this way, reporting contributes to understanding what was agreed to be done and if it was done. What is not so well described in the project's reports is how this then contributes to the defined short-term outcome in the result framework. Nor does this reporting provide sufficient analysis of contributions to medium-term outcomes. Specifically, reporting language is too heavily focused on activities. • The project has a very well-developed monitoring framework and system that is also well-resourced. The resourcing is most visible in the person of a monitoring expert funded by the project and the use of the resources and tools developed by the expert in ongoing monitoring and in contributing to project reporting. The M and E system contributes to implementation and reporting, as it is used in defining activities, in determining results and in the reporting on the project. • All project reporting, narrative and against the results framework, focuses on 'short-term outcomes and 'medium-term outcomes.' This is somewhat confusing to an external reader, as all funding is specifically for activities, and the result framework links activities to outputs in a fairly standard approach to a result framework. Outputs though are largely invisible in activity planning, budgeting and reporting.

Effectiveness: Is the intervention achieving its objectives?	EQ7 – To what degree is the project achieving its objectives and delivering its programmed results (outputs and outcomes)?	Expressions from national stakeholders (IBNORCA, Ministry) on the importance of standards in sustainable water management. Engagement of stakeholders in national and international standardisation. Examples of capacity improvements (knowledge and/ or skills) in involved stakeholders in elaboration and review of standards. Improvements in national (IBNORCA) procedures and guidelines on standardisation.	• The project is being effective in delivering short-term and medium-term outcomes. These two levels of outcome are where the result focus is, and it is visible that results are being achieved.
	EQ8 - To what extent has individual and institutional capacity been built?	Examples of organisational strategies, plans, policies. Examples of organisational change in practice. Statements by individuals of growth in knowledge or skills. Examples of new knowledge or skills. Examples of changes in behavious/ practice.	• Two key components of this represent the key medium-term outcomes in outcome area 1 – membership of ISO and the digitalisation of IBNORCA's standards systems. An important aspect of this is the direct engagement in peer networks and using these in developing ass aspects of work on water quality, standards generally and even their own management systems.
	EQ9a – To what extent has the project integrated a gender perspective in its design, implementation and reporting? EQ9b - To what extent is a gender perspective reflected in outputs and outcomes?	Statements in planning documents and reports that describe projects approaches to gender equality in design and implementation. Evidence in reports of approaches and outcomes focused on gender balance, gender equality and a gender perspective. Statements of stakeholders demonstrating a gender perspective in knowledge, skills and practice	• The project was designed to incorporate a gender focus and approach from the beginning. This was enabled by the engagement of a gender equality consultant whose task was to work with 'incorporating gender and cross-cutting issues (mainly trade related issues) in the project to foster an increased capacity on gender.' • In work with the gender equality consultant a gender policy for IBNORCA was prepared and approved by IBNORCA staff (in October 2019) and implementation of the policy began from that point. The policy has since received Board approval. • The evaluation did not find a focus on gender that is as strong currently as in the earlier period of the project.

Impact: What difference does the intervention make?	EQ10 – Does the project appear to be on the road to the impact described in its design document?	Statements in reporting focused on the outcome level (medium-term and long-term) with evidence of steps toward achieving longer-term results.
		Statements from stakeholders indicating both a longer-term focus and the ability to point to where results have longer-term potential.
			• The project appears to be 'on the road to impact'
			  ○ Evidence of a strengthening of IBNORCA as an institution.
			  ○ Leadership in the development of the technical committees, noting particularly the water technical committee and its four sub-groups.
			  ○ Design and implementation of the sustainability strategy most visible in the digital marketing strategy
			  ○ The levels of participation in ISO activities.

	EQ11 – Is the project assisting in generating a focus on the environment and on water management?	References in reporting (project and stakeholder). Commentary from stakeholders pointing to an uptake of consideration of the environment and of water management.	• The importance of this engagement has not been as well-communicated as could have been done. • Impact will only come from a continuation and strengthening of this engagement.
	EQ12 – Is the project contributing to reducing poverty in Bolivia?	References in reporting (project and stakeholder) pointing to an 'Improved living situation in Bolivia as an effect of enhanced performance of water and sanitation standards contribute to SDG 6. Stakeholder statements that provide evidence of an improved living situation. We are not expecting significant evidence here, if any, but are looking for any indications.	• There does appear to be an indirect contribution to improving the living situation in Bolivia as an effect of enhanced performance of water standards and other standards to contribute to SDG 6. • This is not the focus of the project, nor of IBNORCA which is a technical organisation. Better standards create better infrastructure which contributes to a better environment and quality of basic services, but this is not a direct focus.
Sustainability: Will the benefits last?	EQ13a - What is the likelihood of project outcomes (focus on medium and long-term) being sustainable over time? EQ13b - What is the likelihood of project outcomes leading to necessary investment? EQ13c - What is the likelihood of project outcomes leading to local and/ or national ownership of the developed standards?	References in reporting (project and stakeholder). Commentary from stakeholders pointing to sustainability. Commentary from stakeholders pointing to national ownership.	• The prospects of sustainability of project outcomes appears high, with a close correlation between the impact potential discussed above and sustainability potential. • The sustainability strategy/ digital marketing strategy indicates a sustainable approach, particularly when considered jointly with the development and influence of the technical committees and where IBNORCA engagement with SIS and COPANT develops further. • These initiatives and results tend to support each other, building momentum.

	EQ13d - To what extent is there (local and political) 'buy-in' to the project?		• There is insufficient knowledge among the public of the importance of standards, certification and the role of IBNORCA • 'Buy-in', particularly in relation to water and wastewater, remains both a challenge and a point of growth, and requires ongoing effort if standardisation is to be achieved. • The technical committees, and particularly the engagement of a wide range of stakeholders in the water technical committee is indicative of local and political buy-in - it requires nurturing and further development – the agreement on and application of standards, and regulations, will depend to a certain large extent on a growth in the knowledge and participation of all sectoral actors (private sector, public sector, NGOs, universities) in the committee.

6.2 ANNEX 2: LIST OF KEY DOCUMENTATION

The following documents were analysed by the evaluation team in the framework of the evaluation questions/ matrix. The analysis is incorporated in the Findings section.

October 2017. Technical proposal: Support to increased capacity in standardisation and implementation of standards in Bolivia focus on water and sanitation sector.

June 2018. *Draft* Inception report: Support to increased capacity in standardisation and implementation of standards in Bolivia focus on water sector. IBNORCA, SIS.

2018 Annual Report of the project and related annexes.

2019 Annual Report of the project and related annexes.

2020 Half Year Report of the project and related annexes.

Evaluation Report of the Country Programme of the Embassy (2016-2020)

A selection of documentation on (sub) projects funded by the project – applications and reports.

- Project 1.1.15
- Project 1.4.7
- Project 2.3.7
- Project 3.3.3

Contribution Assessment – AguaTuya

The AguaTuya website information:
https://aguatuya.org/docs/0NyVf5dSOYur1VucCNEhLKsuKbfeUmn5.pdf

The proposal for a new phase of the project and related annex.

Project product: Standards as Tools to Support Water Safety, Access and Sustainability in Bolivia

The Strategy for Sweden's Development Cooperation with Bolivia (2016–2020)

Support to Increased Capacity in Standardisation and Implementation of Standards in Bolivia 2018-2020 - Internal Annual Survey at IBNORCA, Project component 1

SIS-IBNORCA project. Processes and division of labour_200629

SIS IBNORCA_Results Summary_200703 – extract from Web Portal

Annex 1 Water standards under development in Bolivia

Gender Specialist Terms of Reference

Improving Gender Equality in Bolivia

IBNORCA_GenderEquality_Extract from discussion_Status on work _201905.pdf.

IBNORCA Gender Equality – What has been done so far

Extract from answers by Charlotte Kalin to the survey Jonas Norén sent out to consultants working into the project (200121)

Bolivia: Plan de Desarrollo Económico y Social: 2016 - 2020

Bolivia: Agenda Patriótica. Rumbo al bicentenario.

The Web Portal was also visited, with detailed explanations of its content and usage by

project staff.

6.3 ANNEX 3: KEY STAKEHOLDERS

For reasons of privacy the list of interviewed stakeholders is not provided. Communications regarding the stakeholder list was done directly between SIS and the evaluation team. The stakeholder list comprises:

- The project team
- Specialists/ experts both Bolivian and Swedish that provided expertise (training for example) to the project
- IBNORCA key staff
- Representatives of the technical committee
- Sida and Embassy staff in La Paz
- Relevant public and private stakeholders such as
    - National chamber of industries (CNI)
    - AGUATUYA
    - HELVETAS
    - COPANT
    - Fiscalization and social control authority on water and sanitation (AAPS)
    - Ministry of environment and water (MMAyA)

6.4 ANNEX 4: FIELD INSTRUMENT

An interview sheet was prepared for each interview (or group discussion) prior to the interview. The template below includes all questions - some questions were deleted for certain types of stakeholder. The evaluation team retained notes on interviews for the purpose of synthesis of findings and development of conclusions and recommendations. Interview notes remain confidential to the evaluation team.

Interviewee name, organisation and position	
Date, time and method of interview (Zoom etc.)	
Interviewer(s)	

Interviewees introductory comments on engagement with/ role in the project.

-

Question	Notes from interview
EQ 1a - Is the project relevant to national policies and development objectives? EQ1b - Is the project relevant to Swedish development strategy? Examples?	
EQ2 - Has the program been able to adapt to the changed circumstances and risks during the implementation period? (As is visible in the evaluation matrix, specific emphasis here will be placed on the Covid-19 pandemic and on the presidential elections.) Examples?	
EQ3a - To what extent are activities coordinated with other actors? EQ3b – What potential (and limitations) exist for a greater level of collaboration and coordination with other actors? EQ3c – Does the project have coherence with (and/ or add value to) other initiatives supported by Sida?	
EQ4 – Does working with a Swedish actor add value to project relevance, design, coherence and implementation?	
EQ5 – Is the project aligned with programmes and strategies of key public and private actors?	

EQ6a – Does the project have systems and processes in place to ensure, to the extent possible, efficient and transparent use of provided funding? Examples? EQ6b – Do the project's organisation, management, administration and coordination contribute to an efficient conversion of inputs (time and financing) into programme outputs and outcomes? ● Organisational management. ● Financial management. ● Reporting/ communication. EQ6c – Are the project Theory of Change and monitoring framework used as ongoing management tools? EQ6d - Do they add value to: ● Implementation? ● Reporting?	
EQ7 – To what degree is the project achieving its objectives and delivering its programmed results (outputs and outcomes)? Examples?	
EQ8 - To what extent has individual and institutional capacity been built? Examples?	
EQ9a – To what extent has the project integrated a gender perspective in its design and implementation? Examples? EQ9b - To what extent is a gender perspective reflected in outputs and outcomes? Examples?	
EQ10 – Does the project appear to be on the road to the impact described in its design document? Examples?	
EQ11 – Is the project assisting in generating a focus on the environmental and on water management?	
EQ12 – Is the project contributing reducing poverty in Bolivia? (Impact statement is: Improved living situation in Bolivia as an effect of enhanced performance of water and sanitation standards contribute to SDG 6.)	

EQ13a - What is the likelihood of project outcomes (focus on medium and long-term) being sustainable over time? EQ13b - What is the likelihood of project outcomes leading to necessary investment? EQ13c - What is the likelihood of project outcomes leading to local and/ or national ownership of the developed standards? EQ13d - To what extent is there (local and political) 'buy-in' to the project?	