

Building a Fit-For-Future SHF

Management Response
to the Mid-Term Evaluation



SHF Management Response Overview

As SHF prepares its next Strategic Plan (2026–2030), this Mid-Term Review (MTR) offers both affirmation and valuable guidance. We are encouraged that the MTR validates our core approach, catalyzing sustainable sanitation and menstrual health markets through a systems-building lens. It recognizes that SHF's role — as a connector, enabler, and innovator — is more relevant than ever in a development landscape marked by declining bilateral aid, fiscal constraints, and an urgent need for durable, country-owned solutions. With a unique approach, new way of working and agile structure SHF is distinctively positioned to respond at the scale and speed that is demanded.

The MTR affirms SHF's unique positioning at the intersection of public mandates and private delivery, and our commitment to building inclusive, resilient sanitation and menstrual health markets. We welcome this review as a timely and thoughtful contribution to SHF's learning journey. The evaluation provides important insights into how we can improve — particularly in clearly articulating our niche, deepening our partnerships, and demonstrating results through a systems-change lens. We are taking these insights seriously and are already embedding them into the development of our 2026–2030 strategy.

We extend our deep appreciation to the independent evaluators, national and local stakeholders, implementing partners, donors, and community voices who contributed to this thoughtful and forward-looking review. Together with governments, donors, civil society, private sector actors, and the communities we serve, we will continue working to deliver inclusive, lasting, and transformative impact.


The MTR reinforces that SHF's model is not only viable but necessary. The next five years present a critical opportunity to reimagine how sanitation and menstrual health are financed, governed, and delivered — with SHF at the forefront of that transformation.

Our mission remains urgent and unchanged. Together with governments, donors, civil society, the private sector, and our partners across the globe, we will continue working to unlock financing, build systems, and deliver inclusive, lasting, and transformative impact.

Dominic O'Neill

Executive Director, SHF

Key SHF Commitments and Strategic Actions

| Theme | What we learned | What we commit to | |
|---|---|--|---|
| Strategic positioning | SHF's communication approach with partners can be improved. SHF's role and value proposition are not consistently understood across partners. | Sharpen and communicate our strategy and how we work as a catalytic systems actor through a dedicated Communications and Engagement Strategy, as part of strategy 2026-2030. |  |
| Advancing Next Generation Sanitation (NGS) | SHF's NGS model is gaining traction, but expectations around scale and focus must be clarified. | Co-create scaling roadmaps with governments, integrate handover and sustainability plans, expand SANEMAT use, and refine RBF and blended finance approaches for enterprise- and public-sector uptake |  |
| Advancing Capital M | Capital M is widely viewed as a valuable and strategic initiative, but the full breadth of SHF's menstrual health work is not yet well understood across stakeholders. | Strengthen communication of SHF's full MH agenda, including our support for SMEs, improvements to trade data systems, public sector reform, MH-MAT etc. |  |
| Balancing Scale and Depth | Stakeholders expressed support for our ambition but also highlighted that expanding too quickly could dilute SHF's impact and strain resources, while going too deep in a few countries may limit our global influence. Striking the right balance between proof of concept and broader replication is essential. | Apply a phased and data-driven approach using SANEMAT and MH-MMAT to focus resources on a diverse set of countries, building strong models in high-readiness contexts while maintaining catalytic support in others. |  |
| Partnering | SHF is seen as a credible and needed actor, but our partnership model can be clearer and more accessible. | Clarify SHF's model of collaboration in strategy 2026-2030. Continue to strengthen partnerships with governments, and other stakeholders to drive aligned delivery. |  |
| Monitoring and Learning | SHF must strike a careful balance between meeting donor expectations, building country ownership, and generating actionable evidence for strategic learning and adaptation. | Clarify and communicate realistic reporting boundaries. Embed these in an updated results framework as part of strategy 2026-2030, support country-led data systems, and align reporting with SHF's catalytic model. |  |

A detailed response per recommendation, including action plan is available upon request.