



Empowered lives.
Resilient nations.

2 June, 2016

Terms of Reference

External Review of Sida's support to UNDP Water and Ocean Governance Programme (WOGP)

"Meeting the needs of people today, without compromising those of future generations, requires governance to rise to new levels of effectiveness and develop new capacities for integrated policy-making around a clear vision for sustainable development."

Helen Clark, UNDP Administrator

1. Background

The Strategic Plan (2014-2017) of the [United Nations Development Programme \(UNDP\)](#) emphasizes the critical links between environmental sustainability and efforts to eradicate poverty, reduce inequalities, and strengthen resilience. The point of departure for UNDP's efforts to achieve equitable and sustainable development is poor people's conditions, needs, interests and capacities. UNDP works to achieve good governance in the water and ocean sectors by promoting a conducive enabling environment within which water and ocean resources are managed equitably and sustainably.

The [Water and Ocean Governance Programme \(WOGP\)](#) of the UNDP is a global programme within the Bureau for Policy & Programme Support (BPPS). The WOGP, assists countries to improve water and ocean governance, build capacities, and mainstream effective water and ocean resources management, and water supply and sanitation policy at local, national, regional and global levels.

UNDP implements the WOGP through strategic partnerships with key organisations and initiatives, including global networks (e.g. UN-Water and the Global Water Partnership) and its specific mechanisms for programme delivery (see below). The portfolio of [UNDP-GEF International Waters](#), funded through the Global Environment Facility (GEF), encompasses the largest share of WOGP activities. Yet, the partnership with the [Swedish International Development Cooperation Agency \(Sida\)](#) has been instrumental for the development and institutionalizing of the WOGP in UNDP and beyond over the past 1½ decade.



The Sida support has enabled UNDP-WOGP to strengthen its assistance to countries through:

- The [UNDP Water Governance Facility \(WGF\) at SIWI](#) which is a resource pool and technical assistance facility established in cooperation with the [Stockholm International Water Institute \(SIWI\)](#). WGF develops water governance knowledge and manages programmes on behalf of UNDP.
- The national-level support mechanism for [Governance, Advocacy and Leadership in Water, Sanitation and Hygiene \(GoAL WaSH\)](#) to enhance the performance of the drinking water and sanitation sectors. More effective, equitable and sustainable service delivery is enabled through the support of governance reform, sector leadership and capacity development.
- [Cap-Net](#), UNDP's global network for capacity development towards sustainable water management. It is made up of a partnership of autonomous international, regional and national institutions and networks committed to capacity development in the water sector.

The present Sida support to WOGP and the three related delivery mechanisms mentioned above has been agreed for the 2014-2017 period. Additional support and collaborations have previously been leveraged by partnering with the private sector (e.g. The Coca-Cola Company's support to [Every Drop Matters](#)), multilateral funding (e.g. the Millennium Development Goals Achievement Fund's support to [knowledge management](#) and [interculturality](#)) and the Dutch Ministry of Foreign Affairs (supporting e.g. Cap-Net). Important ongoing joint efforts with other UN Agencies includes the [Accountability-for-Sustainability](#) collaboration with UNICEF.

Within the framework of improving water governance, the WOGP works within the thematic areas of:

- Integrated Water Resource Management (IWRM),
- Transboundary Waters, and
- Water Supply and Sanitation.

In this work, a range of 'cross-cutting' issues are being addressed:

- Poverty eradication
- Capacity Development
- Knowledge Management
- Climate Change Adaptation
- Integrity & Anti-corruption
- Gender Equality
- Human Rights Based Approaches, and more recently
- Indigenous Peoples.

In line with UNDP poverty alleviation strategies for "empowered lives and resilient nations," solving the water and sanitation crisis among the poorest in a sustainable manner would bring huge humanitarian and economic benefits, and could spur the next leap forward in poverty reduction and human development. Poverty alleviation and water management are also prominent goals in the 2030 Agenda for Sustainable Development, which sets the tone of the future operational environment for much of international development cooperation and fulfilling the Sustainable Development Goals (SDGs).

2. Objectives and Scope of Work

This external review is jointly commissioned by UNDP and Sida, and will provide a basis for a dialogue on Sida's future possible support to the WOGP. The review should provide guidance and support to the identification of:

- a. strategic priority areas of collaboration for WOGP to further promote and improve water governance
- b. strategic partnerships for solidifying the funding base of the programme

The review is to assess the outcome to-date and provide strategic direction for the future with regard to Sida's support to WOGP by:

1. Reviewing the outcomes of the WOGP programme, particularly as implemented through Cap-Net, WGF, and GoAL WaSH, related to the stated objectives and the expected results.¹
2. Assessing the relevance, appropriateness, efficiency, effectiveness and sustainability of results of the WOGP, particularly as produced through its delivery mechanisms of Cap-Net, WGF, and GoAL WaSH.
3. Highlighting particularly strong areas that would merit from additional emphasis and support, along with weaker areas that would merit from rethinking or phasing out.
4. Suggesting ways forward to develop the WOGP, Cap-Net, WGF and GoAL WaSH in the new SDG era, and beyond the present (2014-2017) WOGP strategy period.

A set of more specific questions to be considered in the review include:

- How can UNDP country offices and partners be best supported by these WOGP delivery mechanisms in their WASH and water governance programmes?
- What is the demand from UNDP country offices and partner organizations for WOGP services through Cap-Net, WGF and GoAL WaSH?
- How is the programme responding to new demands and opportunities to promote water governance?
- How effective is Cap-Net's network approach for building local capacity development capacities, developing relevant training materials and delivery of capacity development services?
- How accessible and utilised is the information (publications, training materials and web-sites) generated by the WOGP, Cap-Net, WGF and GoAL WaSH?
- How relevant are the subject matters handled in the programme's knowledge management and capacity development efforts?
- How do the results and products of the programme take into consideration the priorities and cross-cutting issues relating to poverty, gender, inter-culturality, human rights, integrity and climate?
- What can be said about the programme's outputs in terms of quantity, quality and timeliness?
- What can be said about the cost efficiency of WOGP and the subject delivery mechanisms?
- How could the WOGP, Cap-Net, WGF and GoAL WaSH be directed, organized or restructured to improve efficiency?
- How is the programme doing in terms of partnerships development and alignment with other agencies and organisations?
- To what degree has the Sida funding to WOGP been leveraged through other programmes?
- How is the programme contributing to (Sida and) UNDP overall objectives and specific endeavours, as well as the MDG/SDGs, to promote good water governance?

¹ Particularly as relates to the Water and Ocean Governance Programme Contribution to Realizing the UNDP Strategic Plan 2014-2017.

3. Methodology

The Reviewer(s) is expected to prepare a proposal on methods and process for the review as part of the bid. The methodological proposal will be discussed and finalized together with the selected Reviewer(s).

The review shall involve interviews with key staff/coordinators/managers of

- UNDP-WOGP
- Cap-Net
- WGF, and
- GoAL WaSH

as well as representatives from current donors, key partners and beneficiaries of the WOGP.

The 2016 [World Water Week](#) (28 August – 2 September, 2016) will be a key moment for arranging face-to-face meetings with the majority of the persons to be interviewed. The Reviewer(s) hence need to plan to be present in Stockholm during this week.

Further interviewing is expected to be conducted through virtual means.

Documentation to be reviewed include:

- UNDP Strategic Plan (2014-2017) and WOGP Contribution to the Strategic Plan
- Programme documents, work plans and annual reporting, as appropriate
- Programme web-sites and (selected) publications and training materials
- Previous reviews (including Nordic Consulting Group's external review of WGP 2008-2011; J. Soussan's desk evaluation of WOGP 2008-2013; Cap-Net' network peer review and Phase III Joint Donor Review; Strategic Review of GoAL-WaSH Programme in 2012)

4. Time frame

The review is to be carried out from August through October 2016, and is expected to require approximately 25 days of work.

The proposal by the Reviewer(s) should include a detailed time plan, to be discussed and finalised in conjunction with the contracting.

Provisional steps and timing of the full review process include:

May, 2016:	Terms of Reference developed and Call for Reviewer Proposals
June-July:	Appointment and Contracting of Consultant
July-August:	Desk study of literature
WWW-August:	Face-to-face interviews in Stockholm
September:	Draft findings shared and discussed with relevant parties
October:	Draft report submitted to UNDP for comments.
November:	Final Report submitted to UNDP.
December:	Final Report and Management Response submitted by UNDP to Sida.

5. Reporting

The Reviewer(s) will stay in close contact with UNDP-WOGP during the assignment, and report on critical findings and steps in the review, as appropriate.

Initial findings will be shared in an appropriate format, e.g. draft text or powerpoint, for discussions during September for the finalisation of the draft report.

The draft report, to be submitted in October, should have the same format as the final report, to be submitted after UNDP commentary, in November.

The report should include the following:

- Executive summary
- Project description – brief outline of WOGP, Cap-Net, WGF and GoAL WaSH set of programmes
- Findings from assessment of programmes' achievements, relevance and effectiveness
- Conclusion (summary of insights and lessons learned)
- Recommendations for programme future and further improvement
- Annexes:
 - o Terms of reference (as agreed)
 - o Methodology (as conducted)
 - o List of persons met/interviewed
 - o List of documents consulted

The language of the report should be English.

6. Required Competencies and Skills

The Reviewer(s) is expected to have:

- relevant (and documented) evaluation/review experience,
- a good understanding of UNDP and the UN system (as well as of Sida and Swedish Development Assistance priorities,)
- experience from governance and financing modalities within development cooperation,
- experience in international water-related policy development and programme implementation, as well as
- excellent English writing skills.

7. Budget

The ceiling amount for the cost of this review assignment is 25,000 US Dollars only.

8. Bidding

Proposals by reviewer(s) interested in undertaking this assignment should be submitted via email to: watergovernance@siwi.org no later than 20 June, 2016.

Proposals should include:

- CV of reviewer(s)
- Comment to Terms of Reference
- Proposal for method & process to conduct review
- Time Plan

- Full budget, including cost for time and reimbursables²

9. Evaluation

The proposals will be reviewed by UNDP and partners, based on the following criteria and weights:

- 1) Technical – 70%, with the following constituent weights:
 - a. CV(s) – 50%
 - b. proposed methodology – 20%
- 2) Price (value-for-money) – 30%

10. Contracting

The external review is jointly commissioned by UNDP and Sida. It is jointly funded by UNDP and the Sida contribution to WOGP.

The consultant will be contracted by SIWI on behalf of the WOGP, the UNDP Water Governance Facility at SIWI, and Cap-Net UNDP.

The UNDP Water Governance Facility at SIWI will handle all financial and administrative aspect of the review assignment.

The UNDP-WOGP office in Stockholm will serve as the focal point for the Reviewer(s) for information, documents and other technical matters related to the review.

UNDP and Sida shall approve the final report of the Reviewer(s) before final payment is made.

² Including travel and accommodation at Stockholm World Water Week. Registration fee at WWW will however be covered by other budget and provided complimentary to Reviewer(s).