



TERMS OF REFERENCE

INDIVIDUAL CONSULTANT

TO REFINE AND FURTHER DEVELOP THE NBI RESULTS BASED SYSTEM AND ESTABLISH BASELINE OF THE TEN YEAR STRATEGY

1.0 Background and rationale

The Nile Basin Initiative (NBI) is a regional partnership that seeks to develop the River Nile in a cooperative manner, share substantial socio-economic benefits and promote regional peace and security. NBI was established on 22 February, 1999 by riparian countries and continues to be led by 10 Member States namely Burundi, DR Congo, Egypt, Ethiopia, Kenya, Rwanda, South Sudan, The Sudan, Tanzania, and Uganda. Eritrea participates as an observer.

For the first time in the Basin's history, an all-inclusive basin-wide institution was established, to provide Basin States with a forum for sustainable management and development of the shared Nile Basin water resources for win-win benefits.

The partnership is guided by a Shared Vision Objective: **'To achieve sustainable socio-economic development through equitable utilization of, and benefit from, the common Nile Basin Water resources'**. The shared belief is that countries can achieve better outcomes for all the peoples of the Basin through cooperation rather than competition. At the heart of this challenge is the imperative to eradicate poverty. The objectives of NBI were set out in the first Strategic Action Program and are the following;

- to develop the Nile Basin water resources in a sustainable and equitable way to ensure prosperity, security, and peace for all its peoples
- to ensure efficient water management and the optimal use of the resources
- to ensure cooperation and joint action between riparian countries, seeking win-win gains
- to target poverty eradication and promote economic integration
- to ensure that the program results in a move from planning to action

To achieve the Shared Vision Objective, NBI has serially formulated strategies that are implemented through generic basin wide programs and in concert with sub-basin programs of Eastern Nile and the Nile Equatorial Lakes Subsidiary Action Programs.

The first strategic action program was implemented in the period 2002 to 2012 and focused on building trust, capacity and creating an enabling environment for countries to work together; as well as preparing investment projects of transboundary significance.

The second strategic Plan was for the five year period beginning 2012 to 2017 and focused on delivering benefits of cooperation to the Member states. A Strategic Action Program II was formulated to translate the five year strategic plan into action. In this period, the NBI approach to work evolved from a project approach to a program approach. A Strategic Action Program II was developed to implement the Strategic Plan 2012 to 2017. Programs were based on the NBI Core

functions of facilitating basin cooperation, Water resources planning, and water resources development.

The third and key to this assignment, the NBI 10-year Strategy has been formulated for the period 2017 to 2027. The Strategy is focused on contributing to basin development goals of enhancing water, energy, and food securities; as well as improving environmental management; response to climate change and transboundary water governance. A 5 year Basin wide Program has been prepared by Nile-SEC to operationalize and guide implementation of the strategy from 2017 to 2022. Similarly, ENTRO and NELSAP CU have prepared centre specific 5 year strategic plans aligned to the NBI 10 year strategy.

In summary, NBI has had three major phases; the first one focused on building confidence and trust in the period 2002 to 2008; the second one focused on institutional strengthening for the period 2008 to 2012; and the third one focused on delivering benefits in the period 2012 to 2017.

At its establishment, NBI did not develop a comprehensive institutional Monitoring and Evaluation Framework for its programs. The Monitoring and evaluation (M&E) systems were project specific with inadequate cross reference to each other. In 2008, NBI developed a results based system for monitoring and evaluation. A results-based system for the NBI is in line with management for development results (MfDR) as stated in the Paris Declaration on Aid Effectiveness (2003)¹. A results chain was developed as well as the tools for monitoring and evaluation. The various interventions have been aligned to that results chain over the years. **(See results chain in annex 1).**

The NBI 10 Year Strategy has a section dedicated to monitoring and evaluation. It envisages results indicators of the six development goals as well as other indicators in global and regional in frameworks (such as SDG, Africa Water Vision 2025), with particular reference to NBI's contribution. The impact of the strategy will also be monitored through the regular reporting "State of Nile River Basin" that is carried once in every 5 years.

The 5 year Basin wide program has a program results chain as well as a performance measurement framework. These will be reviewed and updated as part of the assignment.

NBI is implementing its monitoring and evaluation based on the NBI M&E Policy; and M&E Strategy. Other key sources of earlier work include the Shared Vision Program. Implementation Completion review report (PICRR) and NBI Strategic Plans 2002 – 2017; the Nile Story, and the Nile Basin Trust Fund (NBTF) evaluations.

¹ **Paris Declaration on Aid Effectiveness focuses on Ownership, Harmonization, Alignment, Results and Mutual Accountability; in development funding**, in which: Ministers of developed and developing countries responsible for promoting development, and Heads of multilateral and bilateral development institutions, meeting in Paris on 2 March 2005, resolved to take far reaching and monitorable actions to reform the ways in which aid is delivered and managed, looking ahead to the UN Millennium Declaration and the Millennium Development Goals (MDGs). The declaration recognized that while the volumes of aid and other development resources must increase to achieve these goals, aid effectiveness must increase significantly as well to support partner country efforts to strengthen governance and improve development performance. The declaration followed up on the Declaration adopted at the High-Level Forum on Harmonization in Rome (February 2003) and the core principles put forward at the Marrakech Roundtable on Managing for Development Results (February 2004), all of which will increase the impact aid has in reducing poverty and inequality, increasing growth, building capacity and accelerating achievement of the MDGs.

In implementing the NBI 10-year strategy and centre-specific programs, NBI is keen to establish a baseline for the indicators in the ten year strategy as well as the 5 year Basin wide Program of work. The type of data/information to be collected in the baseline will be informed by desired outcomes and the change indicators that are defined in the monitoring and evaluation framework of the 10 year strategy and 5 year Basin wide program. Baseline information collection will be carried out in such a way that the same type of data will be collected at the end of the implementation period, in order to compare the results and assess the extent of change, or lack thereof. This will be synchronized with the State of basin reporting process.

Further, Nile-SEC intends to develop an automated M&E tool (software application) that will support the function. The consultant will work closely with the Nile-SEC software team in conceptualizing the system, designing the input and output templates, developing and operationalizing the system.

2.0 Specific Objectives of evaluation

The overall objective of this work is to establish updated results based system for the Nile-SEC for the 10 year strategy and the 5 year Basin-wide Program.

3.0 Scope of activities

Phase I: Inception

- Review what is available as background information for the assignment. This includes the NBI RBS M&E tools (NBI Results chain; Log frame; Performance Measurement Framework (PMF); and Work Breakdown Structure (WBS)); the NBI 10 Year Strategy and the 5 Year Basin wide Program.
- Define detailed work program including what will be improved, data and sources, methodology, etc.
- Identify and recommend up to 2 regional organizations of comparable size with sound monitoring and reporting systems that can be used for benchmarking;
- Develop checklist on indicators of sound results based system to be used in the benchmarking;
- If required, assist NBI team in study tour to the select institutions for learning and benchmarking; the findings of the study tour shall be used to refine some of the deliverables of this consultancy within the overall scope of the current ToR;
- Prepare and present inception report to the NBI Management
- Review and Identify existing M&E Software tools that can be adopted by NBI.

Phase II: M and E system development

a) High level results framework:

- Refine and validate the high level results and indicators that NBI has developed as part of the 10 year strategy (Annex 1) based on the results framework, including expanding some of them where needed,
- Integrate results and indicators for interventions in the 10 year strategy focusing advancing infrastructure investment (to be developed under a separate contract to be commissioned by NBI)
- Refine the 10 year results framework based on the outcome from above;

- Develop methodology for evaluating the result indicators;
- Establish baseline for the high level results/indicators
- Develop a high level Performance Measurement Framework for monitoring and reporting of high level results;

b) Development of monitoring and reporting framework

- Refine and validate results, indicators and targets in the 5 year Basin wide Program
- Establish baseline for each of the result indicators of the 5 year basin-wide program;
- Revise the results tables of 5 year Program using the refined results and indicators
- Develop the log frame for the 5 year Basin wide Program
- Improve the PMF based on available information and populate it with the necessary information to have a complete PMF
- Review and improve templates for the (annual and semi-annual) report and work plan

c) Support development of a software application for monitoring and reporting

The Nile-SEC intends to develop a software application for automating monitoring and reporting of results to enhance the efficiency and effectiveness of its program implementation. The software application is planned to be developed by Nile-SEC's in-house team. The Consultant will support the conceptualization, design, development and implementation of the software application bringing in his/her expertise in automating results based systems for monitoring and reporting. The scope of work of the consultant shall include, but not limited to, the following:

- Develop the concept and key requirements from M and E perspective that the software application shall fulfil; these requirements will be used to test the software application; the requirements will include, at a minimum, the following:
 - Types of data/tables and templates the software application shall support;
 - Requirements for supporting data inputs to populate the various tables (such as the PMF);
 - Implement methods for evaluating indicators and, if needed, various statistics;
 - Types of reports (charts, graphs, etc.) the software application shall be able to generate to support monitoring and reporting;
 - Timely flagging of delays with appropriate tool
- Induct the Nile-SEC software team to familiarize them with the key requirements the software application shall fulfil;
- Supervise the development of the Monitoring and Evaluation software application
- Together with the ISS, present to Nile-SEC Management the developed system and how it supports Monitoring and Evaluation activities

Phase III: Synthesis

- Review final version of the software and operationalize
- Migrate all the results based system toolkits into the software
- Prepare and submit final versions of:
 - The PMF populated with all data (high level and operational level)
 - The baseline information (as part of the PMF)
 - Log-frame of the 5 year Basin wide Program

- Guide/support staff in using the software application (input data, reporting types)
- Present the draft final report with related deliverables in a Nile-SEC staff meeting

4.0 Expected outputs

- A refined high level results framework (for the 10 year strategy) complete with its corresponding PMF and other relevant toolkits;
- A refined results framework for the 5 year Basin Wide Program complete with its Log-frame, PMF and other relevant toolkits;
- Results frameworks and PMFs fully populated in the software application;
- Final report covering the following:
 - Methodology for evaluating result indicators
 - Baseline indicator for each result (high level as well as operational level)
 - Recommendations for strengthening the NBI M&E function.

5.0 Duration

30 - Person days staggered in the period April to May 2018.

6.0 Approach and methodology

The assignment will be undertaken by an independent, experienced, individual consultant who will consult with key internal and external stakeholders to the NBI process. Internal stakeholders include the members of governance, NBI staff from the three centres, and representatives of Development partners, NBD, Private sector, other water related regional state and non-state actors among others. An NBI core M&E team will be constituted to work with the consultant.

7.0 Reporting

The consultant will report to the Program Officer, Monitoring and Evaluation at Nile SEC both technically and administratively.

8.0 Budget and payment

NBI has received grant funding from the World Bank under the CIWA funding facility, and from GIZ. A provision for this consultancy has been made and will be administered by the management of NBI. A 10 % payment will be made upon submission of inception report. 50% of payment will be made upon acceptance of the draft report and 40 % upon acceptance of final report.

9.0 Professional qualifications

- An individual consultant with an advanced degree in Management, Project planning, and other relevant fields.
- Experience of more than seven years in program planning and development after attainment of advanced degree
- At least five years continuous work on Results Based Monitoring and evaluation activities of similar nature or five assignments of similar magnitude and scope.

- Working experience on guiding the development and use of automated (software) systems for results based monitoring and reporting;
- 10 years' experience in with institutions of regional cooperation in Africa (Nile Basin, regional cooperation in Africa)
- Good policy analysis, interpretation and writing skills

How to apply:

- Submit your current Curriculum Vitae
- Submit a brief technical proposal expressing your understanding of this assignment, the methodology or approach you will use and the time frame you require and the proposed work-plan
- Daily rate for remuneration.