

Consulting Services for the Global Water Leadership Programme's finance plan development in 7 countries

TERMS OF REFERENCE

The Global Water Partnership (GWP) is seeking finance consultants, preferably with experience in the water sector, for short-term work in the following countries: Central African Republic (CAR), Malawi, Nepal, Palestine, Rwanda, Uganda, and the United Republic of Tanzania.

Applications are sought from individual consultants for single countries, or from consulting firms for either single or multiple countries.

1. Introduction

GWP's Strategy 2020-2025 emphasizes the urgent need for coordinated action to advance governance and management of water resources for sustainable and equitable development. The Strategy forms the basis of GWP's strategic workplans across the globe to enable a diversity of change processes. As an action network bridging the global to the local and the local to the global, GWP seeks to lead systems changes at all levels as they pertain to providing water solutions, effective policy and financial planning for water, and catalysing climate-resilient development. GWP accomplishes this by initiating steps with its local partners which lead to incremental shifts, resulting in a larger system change.

As an implementing partner of FCDO's "Global Water Leadership in a Changing Climate" (GWL) programme, GWP has designed a set of work packages to contribute to Output 1 (Leadership and Collaboration), Output 2 (Evidence, Norms and Standards) and Output 3 (Identifying systemic and financial constraints) for Integrated Water Resources Management, and where possible, for climate-resilient WASH services. These Outputs further contribute to generating political leadership for water at the national and international levels.

The programme is being conducted in five sub-regions and seven countries: Central African Republic in Central Africa; Rwanda and Uganda in Eastern Africa; Malawi and Tanzania in Southern Africa; Nepal in South Asia; and the State of Palestine in the Mediterranean. UNICEF is additionally implementing the programme in three other countries.

The flagship product of the GWL programme will be government-validated Response Strategies for addressing the most critical bottlenecks to climate-smart water management. Bottlenecks have been identified by national stakeholders, who have prioritised the top 2 to 4 bottlenecks in their respective country. Multistakeholder working groups have been formed – one per bottleneck – each tasked with developing a Response Strategy to address their bottleneck. A Response Strategy contains two components: an Action Plan and a Finance Plan. Without a realistic and achievable Finance Plan, the actions that have been scoped will not be undertaken, and financial considerations are commonly under-considered in the water sector. Building stakeholder capacity in identifying financing options is therefore a key output of the programme.

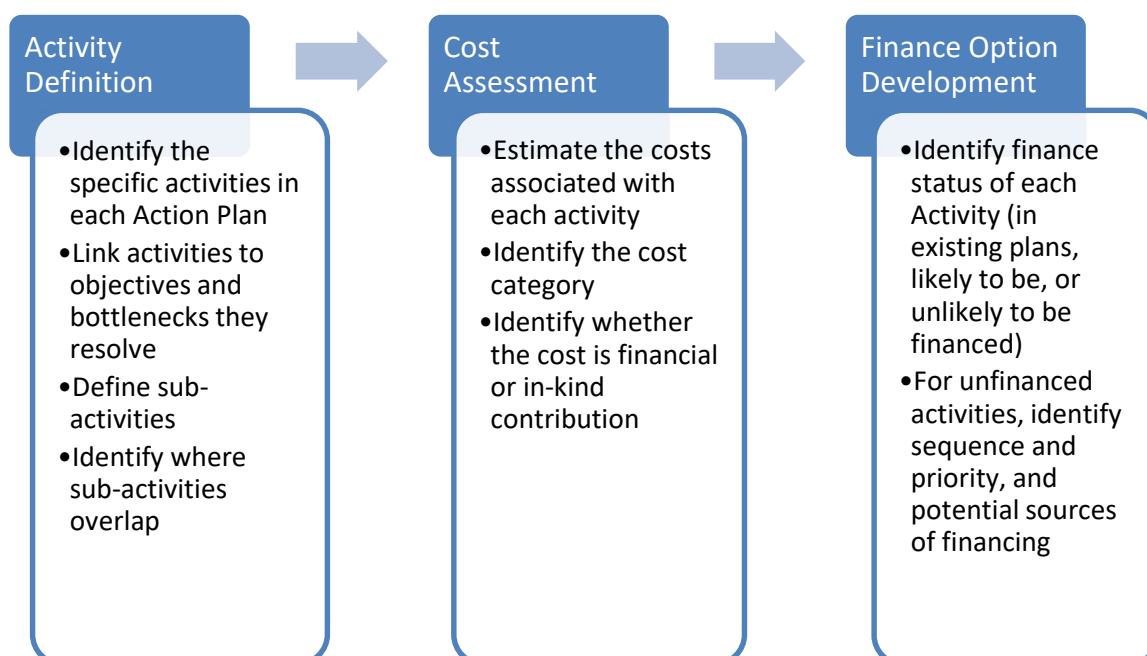
2. Purpose

This consultancy specifically addresses Output 3 of the GWL programme: supporting the development of finance plans for addressing barriers to climate-smart water resources management. The finance plans will address the specific activities that have been identified in the Action Plan to remove major national bottlenecks existing in WRM in each country, cost them, and recommend concrete next steps for national governments and development partners to pursue in financing them. The consultancy is expected to additionally play a capacity-building function that enhances stakeholder familiarity and comfort with finance.

3. Programme approach

Following the investigations of the Working Groups on the root causes of their prioritised bottlenecks, strategic solutions will be proposed that comprise an Action Plan. The finance consultant shall join the working group discussions during this solution development phase to ensure that action plans are formulated in a way that enables specific activities to be identified and the costs of these activities to be assessed. Once the Action Plan has been developed, the Consultant will lead the working groups through the process of determining finance needs, options, preferred sources, and next steps. Figure 1 below shows the three major phases of finance plan development that the consultant shall follow. A Guideline has been developed outlining this process and includes an Excel template tool. The consultant will coordinate with the local GWL team to adapt this guideline, referred to below as The Guideline (“Developing Finance Plans to Accelerate Progress on Water Resources Management: A Country Guideline”), to the country context before using it to guide each working group through the process of developing a finance plan.

Figure 1. Three (sequential) phases for finance plan development



4. Tasks and Time Schedule

Six deliverables comprise this consultancy, as follows:

1. Draft and final inception reports.

- a. The Final Inception Report will include the following: the confirmed methodology for developing the finance plan, with any country-specific modifications to The Guideline, also reflected in the Excel template; structure outlining the main contents of the final product (Response Strategy) of the working groups (including detailed annex, if not included in main report); and a draft "syllabus" of how they plan to move the working groups through the finance plan development process.
- b. The Draft Inception Report will include all components listed for the Final Inception Report above but may have several options as to methodology. The Final Inception Report will therefore reflect the methodology that has been agreed upon in consultation with the GWL Country Coordinator and respective working group chairs.

2. **The Provision of an initial framing/context-setting training to each working group** to inform participants how the finance plan will be developed, drawing on The Guideline, and informing the working group members of their roles in providing inputs and data. The Consultant, GWL Coordinator and respective Working Group Chairs will need to agree on the format of this kick-off training – whether it is a normal working group meeting or an additional event.

3. **Regular guidance to the working groups on finance plan development through facilitating working group meetings dedicated to the finance plan development** and providing key inputs as required. The consultant will submit brief reports of each working group meeting attended to GWP and respective working group Chairs – summarising the discussion as it relates to the finance plan, conclusions, and proposals for next steps. The consultant will add content to fill gaps and research or broker solutions when there is lack of agreement in stakeholder viewpoints or information.

4. **Completed Finance Plan for each working group**, based on the elements covered in The Guideline and summarised in Figure 1 above.

5. **Separate detailed report per working group** highlighting any additional information that needs to be recorded in relation to the submitted finance plan and next steps (as an addendum to the working group report). This may include confidential advice to GWP.

6. **Contribution to the formal approval of the finance plans** of each working group, both directly in meetings and through advising the GWL Coordinator and respective working group Chairs.

Roles and ways of working:

The consultant is expected to coordinate regularly with their respective GWL Country Coordinator and Working Group chairs, as well as the Global Coordinator, throughout their consultancy. They are expected to direct, guide, and shape the development of the respective finance plans, and serve as 'lead author' for the final written products. However, the consultancy is structured to be a capacity-building exercise, with as much of the finance plan content being provided by the participants as possible so that the experience is genuinely one in which water experts learn. While the consultant may need to fill in specific knowledge gaps

that may be beyond the abilities of working group participants to complete, the consultant should resist any efforts or pressure to follow the model in which a consultant drafts a plan in isolation and submits it for working group review. The GWL Coordinators will assist the consultant in setting clear expectations for the group learning aspect of this process.

During the inception phase of the consultancy, the consultant will participate in 1) a training meeting with the international finance consultant to cover the Guideline content and the consultancy objectives; and 2) a meeting with the relevant GWL country team for a briefing and to kick-off the assignment.

Timing and working days:

The timeline varies per country and might take anywhere from 6 to 12 months, potentially more in some cases. The time input of the consultant depends on the number of working groups in their country (see breakdown in Table 1 and working groups per country in Table 2) is estimated as follows:

- 2 working groups: 36 days
- 3 working groups: 53 days
- 4 working groups: 70 days

Table 1. Tasks, deliverables, timeline and time input

Task	Deliverable	Timeline (from start)	Expected no. of days work
Inception report that includes any country-specific adaptations to the Guideline, draft and final	Draft inception report with proposals for how finance plans are to be developed, and final inception report (5 pages) with agreed local adaptations to methodology and Excel template	Within 4 weeks	2 days groundwork plus 2 days per working group
Provision of initial framing/context-setting training to each working group	PPT delivered and brief report of key points raised that affect implementation (2 pages)	Within 8 weeks	1 day per working group
Facilitation of relevant working group (WG) meetings dedicated to developing the finance plans as outlined in their Inception Report	Brief minutes of each meeting with main points that are relevant for the finance plan, with conclusions and next steps (1-2 pages)	Six months	5 days per working group
Finance plan for each working group	Draft finance plan	Six months	4 days per working group
	Revised finance plan	Within 4 weeks of draft	
Detailed report of financing options	Consultant provides additional detail as addendum to WGs main output	Within 2 weeks of final WG reports	3 days per working group

Formal approval of action and finance plans	Contribution to the approval process (meetings, emails)	Within 4 weeks of final WG reports	2 days per working group
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Table 2. Working groups per country

Country	Working Group Bottlenecks to Address
Central Africa Republic	<ol style="list-style-type: none"> 1. Weak application of policies and/or regulations 2. Lack of effective system for monitoring water resources 3. Lack of finance and budget 4. Limited numbers and poor distribution of human resources
Malawi	<ol style="list-style-type: none"> 1. Lack of political will and water leadership 2. Weak coordination, policy enforcement and regulation 3. Low investment in climate resilient water infrastructure and financing
Nepal	<ol style="list-style-type: none"> 1. Poor policy implementation 2. Overlapping responsibilities and inadequate coordination between ministries 3. Insufficient data for effective GCF and other climate finance proposals
Rwanda	<ol style="list-style-type: none"> 1. Limited technical capacity in water demand and supply management and low renewable water resources availability per capita (less than 700 m³/yr), 2. Limited capacity to manage flood risks across different sectors, 3. Limited knowledge/ awareness by the community and private sector on issues affecting water management and their potential contribution in addressing them 4. High siltation of water bodies impacting on water development projects.
Tanzania	<ol style="list-style-type: none"> 1. Water Resources Investment for Resilience 2. Harnessing Technology and Innovation for water resources conservation and protection 3. Strengthening Institutions for improved water governance
Uganda	<ol style="list-style-type: none"> 1. Limited finance for IWRM/WASH in key mandated Institutions 2. Weak legal, policy and institutional frameworks for IWRM and WASH
Palestine	<ol style="list-style-type: none"> 1. Technical implementation – analyse the current implementation performance 2. Institution strengthening (communication, coordination, advocacy), focus climate change 3. Monitoring and evaluation – implementation progress of response strategies and workplans

Further details on bottlenecks and working groups per country, and the proposed methodology, will be provided to the consultant in The Guideline.

5. Expertise sought

We seek candidates with a Masters degree (or higher) in science, social science, economics or finance.

The candidate(s) must have at least 8 years of experience in development finance-related work and resource mobilisation, of which at least 4 years should be in the country (preferably) or region for which the consultant is applying.

Essential experience and skills:

- Facilitating complex processes and managing multiple partners, including government officials, to collectively achieve programme aims
- Costing of development interventions

- Financial analysis of development interventions and familiarity with different financing instruments
- Report writing skills – ability to concisely summarise key findings and messages
- Time management – ability to manage multiple workstreams simultaneously and deliver quality outputs in an efficient and timely manner
- Good communication and team skills and working with multiple agencies with differing objectives

Desirable experience and skills:

- Experience in resource mobilization through national and international financing instruments, including from private sector resources (where applicable)
- Delivering training courses in applied topics
- Knowledge on Integrated Water Resources Management and/or climate change adaptation and/or water, sanitation and hygiene

Fluency in English is required for all countries, except Central African Republic, where fluency in French is required and a strong command of English is highly desired. It is preferred that the consultant also speaks the national language of the country for which they are applying.

Please indicate publication record, listing all relevant technical agency publications or academic publications in your CV.

6. Supervision

The consultant will work under the overall supervision of the GWL Global Coordinator at the GWP Secretariat based in Stockholm. The consultant will be additionally guided by the GWP country and regional teams. All deliverables should be submitted to the Global GWL Coordinator with copy to the Country GWL Coordinator.

7. Application submission

A single application can be submitted for the consultant positions in one or more countries.

The daily fee should be clearly stated for each country, in Euros. Any overheads associated with a multi-country bid should be allocated to the costs associated with each country.

One consultant per country will be recruited. Hence, if submitting a multi-country application, please propose one consultant per country. It should be clearly stated in multi-country applications which consultant name is being submitted for which country.

As this consultancy is part-time over a period of 6-12 months, strong preference will be given to hiring consultants who are physically based in the country for which they have applied, whenever possible. Indication of when a consultant would be available to start should be included in the proposal.

Submissions will be accepted until 8 January 2023, 23:59 CET. Please submit a letter of interest to Ms. Lesley Pories lesley.pories@gwp.org indicating country or countries applied for, candidates per country (with CVs), summary of suitability of candidates for countries proposed, and daily rate(s).