

Terms of Reference - Impact Stories Report on ‘What Works in Water Governance’

Background

The UNDP Water & Ocean Governance Programme (WOGP) helps countries achieve integrated, climate-resilient, sustainable and equitable management of water and ocean resources, and universal access to safe water supply and sanitation. It comprises a sizeable, coordinated portfolio of projects operating in over 100 countries, at local, national, regional and global levels, and works with and through a wide range of implementation partners, including governments, UN system, intergovernmental organization, NGOs and the private sector. Focusing on governance, WOGP supports the enabling environments and long-term and comprehensive partnerships for the sustainable use and protection of freshwater and marine resources, and the efficient and equitable provision of related services. The present review is to look into a set of selected successful projects, and distil *what worked* in terms of producing the desired outcomes.

WOGP is looking for a consultant to prepare the 2018 Impact Stories Report, based on a set of selected WOGP projects. The report will be an important knowledge management and learning tool for understanding ‘what works in water governance’. It is to guide the design of future projects and aid ongoing projects to achieve desired governance reform impact. The report will also be used for outreach and advocacy purposes to provide information and visibility of WOGP projects and activities and convince partners, including national governments, donors and civil society representatives, about the importance of investing in governance frameworks and processes.

The Impact Stories Report will highlight key factors, which contributed to success in water governance interventions, demonstrate its overall results and identify how these may have impacted the lives of beneficiaries and/or contributed to environmental quality improvements. Special emphasis will be placed on illustrating the added value and specific contribution to the success by WOGP project and partner activities. It is also important to highlight what factors of success and enablers fall beyond the scope of the project, and illustrate how, and the extent to which, the project has been able to capitalize on those to achieve desired governance reform impacts.

The review will include a purposefully selected subset of projects, both completed and/or ongoing, and will be presented as an Impact Stories Report with a few pages per projects to illustrate key information and methodology of projects, a summary of the broader context of operations, highlights of results and impact and impacts, along with the analysis of what were the key factors of success, i.e. 'what works in water governance'.

Requirements on the tenderer

The report production and consultancy will be managed by the constituent delivery mechanism of the WOGP, the UNDP-SIWI Water Governance Facility (WGF). The consultancy entails daily interaction with the WGF team on the content, writing, and commitment to deadlines. The Consultant will work also closely with project contacts at regional and/or country level in order to draw relevant information for the report.

Under the supervision and overall guidance of the WOGP Senior Water Advisor, and in close collaboration with the WGF Programme Manager, the consultant will perform the following tasks:

- 1) Review existing documentation about selected projects (desk review), and complement and question existing conclusions and results through (skype/virtual/email) interviews with relevant project staff and partners. The review will be carried out in collaboration with and discussed with relevant project staff, as appropriate. Each project review will be documented in a way to identify sources consulted and main findings.
- 2) Produce approximately ten impact stories of 2-3 flyer-style pages each – including charts, graphs, and illustrative quotes from emails/interviews, including key information and methodology of projects, a summary of the broader context of operations, highlights of results and impact and impacts, along with the analysis of what were the key factors of success, i.e. 'what works in water governance'.
- 3) The consultant will further support the WGF Programme Manager in vetting the content of impact stories and drawing broader conclusions for the overarching report within which the impact stories will be used for the full report based on research, consultations with project contacts as well as with relevant project and external stakeholders. This involves developing also overarching conclusions on «what works in water governance.”
- 4) After the draft text is reviewed by the relevant WOGP team, including the Senior Advisor, the consultant will incorporate revisions related to content, design and/or language. The text will adhere to UNDP's branding standards for language and presentation.

- 5) The consultant will work closely with the WGF Programme Manager and the graphic designer selected to develop ideas for graphics and charts that creatively convey key messages/data in the Impact Stories, as well as write captions for the photos in the publication.

- 6) The consultant will also proof read the texts as they are laid out by the designer.

Requirements on the supplies/services

Time-frame and fees:

The consultant will work for 45 working days spread out from 1 April 2017 through 31 August 2018, with the most intensive work period estimated to April, May and early June. It is noted that due to the nature of the project, there will be periods of time when no actual writing or research will occur because the writer will be waiting for either text clearances from UNDP and/or layouts from the designer. Fees will be paid according to the Table under Deliverables.

<u>Deliverables</u>	Expected time (days)	Deadline 2018	Percentage of payment
Report of case research and complementary interviews and information search	15	End April	20
Draft Impact Stories 'two-pagers' outline template as a Word document, including photo captions and credit information	15	End May	40
Convert/package the draft impact stories outline flayers into the Report outline	5	End June	40
Proofread design layouts (in collaboration with graphic designer)	5	End July	
Complete report	5	End July	

The bidder **should meet the following competences:**

Education

Masters' Degree in Public Relations, English Language or Literature, Communications, Journalism or Creative Writing with at least five (5) years' experience.

Functional Competencies:

- Strong research and excellent writing skills in English;
- Excellent organizational skills;
- Experience in producing corporate products;
- Understanding of UN, including UNDP and the Global Environment Facility (GEF), International Waters in particular;
- Knowledge of UN terms, language and style;
- Demonstrated ability to meet deadlines and work under pressure.

Behavioral Competencies:

- Ability to be flexible and respond to changes to text/layout as part of the review and feedback process;
- Strong interpersonal skills, able to communicate and work with diverse people;
- Participate effectively in team-based, information-sharing environment, collaborating and cooperating with others;
- Focus on impact and results for the client.

Tendering

SIWI must have received the tender by **31 March 2018**

The tender **must** contain the following information:

- A description of your organisation and previous relevant assignments
- Comments/suggestions on the herewith draft outline story template
- A description of the supplies/services offered;
- All prices (net of VAT), and payment terms;
- Estimated delivery time;
- Draft agreement;
- Name and contact information of point of contact;

The tender must be submitted to the following email address:
Ivan.draganic@siwi.org (Cc watergovernance@siwi.org)

The subject of the email should be

Consultant Writer for Impact Stories Illustrated Report on 'What Works in Water Governance'

We look forward to receiving your tender that we will evaluate on both, technical and financial aspect of proposal.

Template outline for WOGP illustrated impact story

Introduction

Each story should as much as possible specify key success factors in the early assessment, analysis and consensus-building process that contributed to success in terms of what works in governance. Each story should outline the process on identification of weaknesses and bottlenecks of existing water and ocean governance processes, including transboundary diagnostic analyses and seeking agreement on priority issues.

SECTION	QUESTIONS	WORD LIMIT
Context	Please describe what the context was and what were the enabling conditions that have been preconditioned for the tangible impact to come through? What were the objectives within a given context?	200
Commitment and Planning for reform	How the project facilitated commitment for water and ocean governance reform? Which type of water governance reform was agreed? What was the project aiming for? Please specify the success factors that contributed to long-term positive impacts?	300

	<p>Which type of action has been applied in the respective case?</p> <p>Was it through a programme delivery whereas most directly, programmes, projects and initiatives were directly supporting governments and other stakeholders in the transformational steps of a policy reform?</p> <p>Was it through knowledge and capacity development whereas programme delivery was strengthened by the development of knowledge products, trainings and other type of long-term stakeholders' engagement?</p> <p>How were the project focal points encouraged to link their actions to the global policy work that is closely related to learning, knowledge management and capacity development?</p>	
Implementation	<p>How did the reform outcome look like?</p> <p>Was it through the implementation of policies, laws, regulation, strategies, and institutional frameworks (including transparency, accountability measures)?</p> <p>Was it through fusion of public and private investments?</p>	300
Impact	<p>What are the highlights and impact coming out of your achievements?</p> <p>What is the actual impact on beneficiaries?</p> <p>What are the impact interlinkages with other SDGs?</p> <p>What concrete enabling environment functions have been improved?</p> <p>How much of a leverage effect such impact has resulted in?</p> <p>Do the beneficiaries acknowledge such impact?</p> <p>Does the government and other stakeholders recognize its results?</p>	200

	Have the project impact caused a chained effect (snowball) in other areas and aspects of a given context?	
Conclusion	Why was the particular case successful? Was it specific (internal or external) enabling condition that contributed to success or other particular aspects of water governance innovative/especially successful?	200