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**ANNEX I – TERMS OF REFERENCE**

**Consultant for the Execution of Activity 4.2: TDA/SAP methodology updated and expanded with good practices from existing SAP implementation and waterbody-specific guidance**

for

**GEF International Waters: Learning Exchange and Resource Network (GEF IW:LEARN)**  
**GEF Project Number: 5729, UNESCO Project Number: 00095356**

**A GEF Full-Sized Project,**

**Implemented by UNDP and Executed by UNESCO-Intergovernmental Oceanographic Commission (IOC)**

**1. BACKGROUND INFORMATION ON THE PROJECT AND ASSIGNMENT**

Within the overall framework of the UNESCO-IOC Programme and Budget 2016-2017, in particular ER 6 of MPII MLA3 and in particular GLO0095356 - IW:Learn 4 - International Waters: Learning Exchange and Resource Network (IW:LEARN), the consultant will pursue activities consistent with their role in the governing project document.

The GEF International Waters: Learning Exchange and Resources Network (GEF IW:LEARN)'s latest phase commenced in 2016, with the endorsement of a fourth phase of the project (IW:LEARN4). IW:LEARN4 will be implemented from March 2016 until approximately March 2020. The project is based on the outcomes of a three successful full-sized projects (as well as a single Component of one project) operating from 2000 to 2014, as well as recommendations from the Global Environment Facility (GEF) Agencies and their partners engaged in International Waters projects. Multiple critical and independent evaluations also inform the project. This latest phase scales up successful IW:LEARN initiatives and services. The project represents a cooperative effort between the UN Development Programme and UN Environment Programme, but with the involvement of all GEF Agencies.

The Global Environment Facility (GEF) is a global partnership among 183 countries, international institutions, non-governmental organizations (NGOs), and the private sector to address global environmental issues while supporting national sustainable development initiatives. It provides grants for projects related to six focal areas: biodiversity, climate change, international waters, land degradation, the ozone layer, and persistent organic pollutants. The GEF international waters focal area targets transboundary water systems, such as river basins with water flowing from one country to another, groundwater resources shared by several countries, or marine ecosystems bounded by more than one nation.

In pursuit of its global and regional objectives, IW:LEARN seeks to strengthen knowledge management capacity and promote scale-up learning of disseminated experiences, tools and methodologies for transboundary water management - across and beyond the GEF IW portfolio, together with a global network of partners - in order to improve the effectiveness of GEF IW and partner projects to deliver tangible results and scaled-up investments..

The project will achieve this through the following 3 components:

- ◆ Component 1: Support the Harvesting, Standardization, Dissemination and Replication of Portfolio & Partner Results, Data and Experience
- ◆ Component 2: Share Knowledge and Results Across Projects and Partners (Through Dialogue Processes and Face-to-Face Capacity Building) to Advance Transboundary Water Management
- ◆ Component 3: Expand Global Freshwater Communities of Practice to Advance Conjunctive Management of Surface and Groundwaters, & Source-to-Sea linkages with Marine waters and Partner with New Enterprises on Initiatives to Better Manage International Waters
- ◆ Component 4: Launch Programmatic Tools to Improve Portfolio Performance and Sustain Project Interventions

More information about GEF IW:LEARN is available at [www.iwlearn.net/abt\\_iwlearn](http://www.iwlearn.net/abt_iwlearn). Further background on the activity described can be obtained from the IW:LEARN Project Document.

More than 30 Strategic Action Programmes have been adopted by countries at ministerial-level since the start of the GEF International Waters Programme, and during the current GEF replenishment (GEF6) at least 12 SAP implementation Projects will be executed. To date there has been little investigation of how well the governance measures and other actions proposed in SAPs have actually worked. Good SAP implementation practices need to be shared and scaled up for greater impact in the IW portfolio. Where appropriate, links will be made to State of the Environment Reports to assist with SAP implementation monitoring of status indicators.

Activity 4.2 aims to improve the quality of IW SAPs by creating guidance to help ensure that they are focused on actions that can realistically be implemented. This will focus initially with a review of the effectiveness of existing SAPs, assessing both their implementation readiness and their use of activities from the community to regional levels to achieve the management actions within the SAP. The guidance will consider good practices with regard to the SAPs that have been more clearly mainstreamed at the local, national and regional levels, from both GEF (IW and other Focal Areas) and partners' activities. The activity will also take note of the role of NAPs in SAP implementation with a survey of NAP implementation and effectiveness. The activity will capture good practices in SAP implementation based on a review of follow-up of provisions in existing SAPs and NAPs (what elements have been implemented effectively, and what has not) as well as review of SAP implementation status reports/equivalent.

This activity will improve and strengthen the TDA/SAP methodology ([manuals.iwlearn.net/tdasap](http://manuals.iwlearn.net/tdasap)) and provide recommendations for improvement in incorporating and mainstreaming cross-sectoral, participatory, integrated, ecosystem-based approaches. The activity will also improve the existing methodology in a number of ways. Results will be used from the Transboundary Waters Assessment Program (TWAP) recommendations ([geftwap.org](http://geftwap.org)), including specific guidance on ecosystem-specific considerations in the process. Moreover the work of TWAP, as well as related processes and meetings with regard to the development of enhanced indicators sets for measuring progress in SAP

implementation and the SDG targets (particularly for decision-makers and communities) will be incorporated.

Gender mainstreaming will also be addressed in the context of the TDA-SAP methodology (working with partner leads WWF-US and UNESCO-WWAP). Projects such as Partnership Interventions for the Implementation of the Strategic Action Programme for Lake Tanganyika, for example, have explicitly addressed the need for implementing principles of Gender Equity, recognizing the roles of both women and men in environmental management. Implementation of the Principle of Gender Equity in activities of this project was particularly strong in Zambia and Tanzania. Also critically, the sub-component will link also closely to the works undertaken in 4.1 on economic valuation (working with partner lead UNIDO), and specifically incorporate specific guidance and toolboxes arising from Activity 4.1.2 on how to incorporate economic valuation into the TDA-SAP methodology.

The activity has the following specific objectives:

- ◆ Improve SAP formulation and implementation (and thus portfolio performance) by supporting the mainstreaming of improved guidance and analysis of good practices in SAPs
- ◆ Address a gap in understanding of how well governance measures have been changed in the context priority actions endorsed in the existing thirty-odd Strategic Action Programmes

The Consultant will lead and manage the implementation of the activities based on the UNDP Project Document, with specific activities and deadlines as summarized in the next section. Key deliverables for the Partner include:

- ◆ Activity #1: Produce a review of existing SAPs
- ◆ Activity #2: Produce a guidance on Good Practices with SAP implementation

The review of existing SAPs, taking account of community and other local level actions, SAP readiness for implementation, etc. and the draft guidance on SAP implementation will be presented at IWCs and regional workshops as appropriate. This will engage the wider IW portfolio in both the identification of appropriate actions and as a means of disseminating the good practices adopted outside IW (especially with regards to more local involvement). It is expected that activities in this activity will support the component outcome by increasing capacity of beneficiary governments, intergovernmental bodies and GEF projects to implement agreed actions identified in existing Strategic Action Programs, through disseminating the proposed guidance and knowledge on how they are best implemented. The PCU will work with partners, on the activity and supervise consultant(s) to produce the guidance

The GEF approved targets for the overall sub-component include (but do not apply only to the Consultant):

- ◆ 100% new SAP projects follow the guidance prepared by IWL on enhancing implementation of SAPs

## **2. DESCRIPTION OF REQUIRED ACTIVITIES**

The Consultant will lead and manage the implementation of the activities based on the UNDP Project Document, with specific activities and deadlines as summarized in the next section. Key tasks for the Partner over the period from signature through 31 December 2017 include:

### **Activity A: Produce a review of existing SAP implementation good practices**

*UNDP has hired a consultant to undertake a review of Strategic Action Programmes developed, endorsed and implemented in the large marine ecosystem water bodies. The Consultant will work closely with this UNDP consultant to support their work, as well as to extract relevant information regarding marine-ecosystem-based SAPs for this Consultancy's final product. The TDA-SAP Methodology covers all water bodies and so shall the guidance.*

- ◆ #1. The Consultant will produce a comprehensive retrospective analysis of existing freshwater SAPs. This will still include examining and categorizing the roughly thirty approved SAP's in the GEF international waters focal area of both freshwater and marine water bodies. The Consultant will reference existing work done under the afore-mentioned UNDP consultancy. The Consultant will examine each SAP, considering the following elements:
  - Collectively rank common typologies of SAP actions (policy, legal, institutional reforms, investments).
  - Determine how many countries signed/endorsed/ratified the SAP?
  - Which countries enacted specific policy changes in accordance with the SAP? Were they approved in the context of a National Action Programme? Was that linked to the regional SAP in any way?
  - Are those national policy changes effective and enforced? If yes, what were the success factors behind their approval and enforcement?
  - Were the policy changes linked to broader changes in environmental policy? Was there any link to agreements in other focal areas (such as land degradation, biodiversity, climate change or chemicals? Was that a reason for their success?
  - Were any community or municipal level actions contained in the SAP or were any approved? If not prescribed in the SAP, what actions took place at the community or municipal level in conjunction with national or regional governance processes launched by the SAP? What community-based management models could be recommended?
  - The first output will consist of two documents: first, a guidance document, containing lessons learned and good practices from the implementation of present SAPs (both successful and unsuccessful cases). The document should help identify 'best practice' in SAP implementation vis a vis effective delivery of governance reforms and investments committed to under SAPs. The second document will be a specific set of recommendations on the success (and also potential pitfalls elements of developing approvable and sustainably implementing SAPs (and associated national plans), with an eye to what future projects might consider when facilitating negotiations on these documents.

#### **Activity B: Improvement and revision of the existing TDA-SAP Methodology**

- ◆ #1. The Consultant will review outputs of the GEF-UNEP project "Transboundary Waters Assessment Programme", for any specific guidance on ecosystem-specific recommendations to be incorporated into the Methodology. Moreover the work of TWAP, the work of UNEP-DHI and WWF on indicator sets, as well as related processes and meetings with regard to the development of enhanced indicators sets for measuring progress in SAP implementation, especially vis-à-vis the SDGs (particularly for decision-makers and communities) will be incorporated into the revised methodology.
- ◆ #2. The Consultant will arrange dialogues and work with UNIDO and its designated consultants to incorporate into the methodology, specific recommendations and methodological steps

incorporating the valuation of ecosystem services as a critical step in the TDA-SAP Process. The Consultant will work with UNIDO to extract specific language from the methodology developed as part of IW:LEARN Activity 4.1

- ◆ #3: The Consultant will arrange dialogue and work with UNESCO-WWAP and WWF-US to incorporate into the methodology, specific recommendations and methodological steps to address the mainstreaming of gender considerations as part of the development and implementation of SAPs.
- ◆ #4: The consultant will liaise with the GEF Secretariat and individual agency representatives in the GEF International Waters Task Force to further identify gaps in the current methodology. The Consultant will make specific recommendations to the PCU and IWTF for revisions, which will be endorsed by the IWTF and then produced by the Consultant.

### 3. SUMMARY OF ACTIVITIES, DEADLINES, PAYMENTS, MONITORING AND PROGRESS CONTROL

The schedule of activities and payments is as follows:

No.	Activity	Due date for submission	
1	Submission of workplan for the completion of activity	31/03/2017	
2	Report on lessons-learned with regard to SAP Implementation	30/4/2017	
3	Guidance for SAP Implementation Projects	31/5/2017	
4	Agreed revisions to the TDA-SAP Methodology	31/7/2017	

This final schedule of activities and payments could be revised with the approval of the IW:LEARN PCU or UNDP Project Supervisor and, as appropriate, the IW:LEARN Steering Committee.

### 4. IMPLEMENTATION AND WORK ARRANGEMENTS

#### Time-frame

The IW:LEARN project will officially operate until March 2020. It is expected that this assignment will last about six months.

#### Work place

Works taking place under this ToR will be executed from the Consultant's location, as well as on official missions. The Consultant will make its own travel arrangements unless otherwise agreed in advance by the PCU on behalf of UNESCO-IOC.

#### Coordination arrangements

The GEF IW:LEARN PCU will assume the overall supervision and coordination role. For purposes of programmatic guidance and execution of activities, the Consultant will coordinate with the IW:LEARN Project Manager and also the UNDP Regional Technical Advisor (Supervisor) of the Project. The Consultant will report on financial matters to UNESCO-IOC. The PCU may also provide direction from IW:LEARN's Steering Committee (SC) to the Consultant and, as needed, solicit progress reports, monitoring and evaluation data, etc., from the Consultant in order to keep the SC apprised of all project activities. UNDP and/or UNESCO-IOC shall be considered as the legal representative of the IW:LEARN project. At no point should the Consultant make representations or act on behalf of UNDP,

UNESCO-IOC or the IW:LEARN project without coordination with the UNDP Regional Technical Advisor and/or the IW:LEARN PCU.

### **Skills and Experience Required**

- Advanced degree in environmental, natural or social sciences, international relations, economics, development studies or related fields, or equivalent demonstrated Project Manager experience;
- At least five years demonstrated global project management experience (with at least one year of demonstrated senior management of a GEF International Waters project) and familiarity with the transboundary waters regions and associated issues; international experience with GEF IW project development;
- Experience with the development of TDA/SAP's for GEF IW projects and overall knowledge of the TDA/SAP process, IWRM, etc.
- Strong analytical, reporting and writing abilities and experience with researching and writing on international environment and/or international development issues;
- Good organizational skills and demonstrated ability to organize and facilitate training workshops; Also desirable is demonstrated experience with the development of training courses and the training of working professionals
- Excellent ability to work and write in English and proficiency in at least one other UN language (Arabic, Chinese, French, Spanish or Russian) is an asset.
- Demonstrated ability to communicate effectively and reliably contribute to a geographically distributed work environment (via phone and email), including accountability to remotely located manager(s)
- Teamwork – Strong inter-personnel skills and ability to establish and maintain effective partnerships and working relations in a multi-cultural environment with sensitivity and respect for diversity
- Experience with researching and writing on international environment and/or international development issues.

Also Desired:

- Familiarity with transboundary waters regions and associated issues.
- Familiarity with or, ideally, work experience in GEF International Waters recipient countries and/or with donors or related NGOs;
- Proficiency in at least one other UN language (Arabic, Chinese, French, Spanish or Russian).

### **5. SOLICITATION OF REQUEST**

Interested candidates are requested to submit the following in writing:

- (a) an up-to-date curriculum vitae;
- (b) a statement indicating how their qualifications and experience make them suitable for the assignment;
- (c) an indication of the approach he/she would adopt to carry out the assignment, including any inputs that may be required from UNESCO;
- (d) the overall cost of the assignment, expressed as an overall lump-sum. Any travel and subsistence requirements should be indicated separately.

Written submissions should be sent to [m.hamid@unesco.org](mailto:m.hamid@unesco.org) by **15 March 2017**.