

WORLD EVALUATION CASE COMPETITION

2018



**Assessing the value added by a partnership approach
to improving water governance around the world**

Welcome to the 2018 Pilot Competition!

The scenario

Your consulting firm is one of six that have been invited to respond to a Request for Proposals for an evaluation of Global Water Partnership's (GWP) partnership approach to improving water governance.

GWP wants to know the value added by its partnership approach to promoting integrated water resources management around the world. Your task is to explain how your firm would develop a monitoring and evaluation framework that will help GWP document and understand the benefits, obstacles and limitations of its approach. GWP will be especially interested in your initial conception of the framework, that is, what the framework might look like and how it would work.

An international panel of evaluation experts will assess all proposals and identify the one that, in their opinion, most effectively outlines an evaluation approach that will respond to the needs of GWP. The firm that prepared the most promising bid will be declared the current World Champion Evaluation Case Team.

Preparing a submission

- **Language:** Submissions should be in English.
- **Amount of time:** The competition organizers will have informed teams in advance about their language designation. A team designated as "English Language" will have up to 5.5 hours to prepare and submit a proposal. A team designated "Other Language" will have up to 7.0 hours.
- **Anonymity:** Teams should take care to ensure that they do not include any identifying information in their submission. The judges must not be able to identify the country from which a submission originates. Be sure that the name or logo of the team's consulting firm does not give away its location.
- **Inputs:** Teams are free to access the Internet but may not use offline materials such as textbooks or articles. They are not allowed to consult with their coach or any other advisor while preparing the submission.
- **File format:** The submission must be provided as a portable document file (pdf). Label the file with the name of the team's consulting company.
- **Submitting:** Address the submission to the Case Competition Organizers and send it by email to organizers@worldcasecomp.one. Teams may expect an acknowledgement of receipt within 48 hours.

- **Dealing with problems:** If the team encounters serious unexpected difficulties, such as a long period without internet connection, ensure that someone outside the team, such as the coach, verifies the nature and duration of the disruption. Extend the preparation period by the amount of time that the team was unable to work. Attach a separate file providing a full explanation of the disturbance along with verification from the independent witness.

Disclaimer

The Request for Proposals in this document was developed specifically for the World Evaluation Case Competition with material provided by Global Water Partnership. It does not entail any commitment on the part of that organization.

Credits

The competition organizers gratefully acknowledge the assistance of Ralph Philip, Sara Oppenheimer and Joshua Newton in preparing the case.

The Case



Request for Proposals

Assessing the value added by a partnership approach to improving water governance around the world

1. Background

[Global Water Partnership](#) (GWP) was created in 1996 to foster Integrated Water Resources Management (IWRM), which aims to ensure the co-ordinated development and management of water, land, and related resources by maximising economic and social welfare without compromising the sustainability of vital environmental systems. GWP supports countries to achieve sustainable human, environmental, and economic development by facilitating implementation of the water-related Sustainable Development Goals (SDGs) and targets, using the comparative advantage of an on-the-ground multi-stakeholder network and 20 years of knowledge and experience on integrated approaches of multi-level partnerships.

More specifically, GWP's work is most closely relevant to SDG No. 6 – *“to ensure availability and sustainable management of water and sanitation for all”*. SDG 6 provides a high-level political commitment to an integrated approach to water security. Target 6.5 is the denominator that GWP Partners in all their diversity have in common: *“By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate”*. The basis of the Integrated Water Resources Management (IWRM) approach that GWP has helped embed into policy-making worldwide is the need to tackle trade-offs and establish cooperation based on a fair and efficient allocation of water resources. Inclusive water governance is the key that connects multiple targets within Goal 6 as well as with other relevant goals and targets, especially to Goal 17, Means of Implementation.¹

¹ GWP. (2016). *Briefing note. Global Water Partnership: a key global asset.* ([link](#))

GWP: A partnership with distinctive capabilities

- A flexible and inclusive network operating at many levels, cultivating trust, and building human and institutional capacity;
- A link between governments and citizens, providing a means for consultation and collaboration with stakeholders from many constituencies and sectors;
- A global public policy forum for evidence-based decision-making for integrated water resources management and governance;
- A permanently evolving community of practice and knowledge base for integrated approaches that overcome complexity in water management, balancing economic and social development while safeguarding the environment;
- A global thought leader providing trustworthy, independent, and innovative thinking.

GWP is an international network open to all organisations involved in water resources management: developed and developing country government institutions, agencies of the United Nations, bi- and multilateral development banks, professional associations, research institutions, non-governmental organisations, and the private sector. It currently has over 3,000 Partner organisations in 183 countries. The GWP network is organised in 63 [Country Water Partnerships](#) and 13 [Regional Water Partnerships](#) through which it promotes Integrated Water Resources Management (IWRM) by creating fora at multiple levels, designed to support stakeholders to strengthen water governance thereby fostering socio-economic and environmental benefits.

GWP works to create the enabling environment for an integrated approach: high-level political commitment, evidence-based policies, and strong partners from different types of stakeholders. To that effect, GWP has three interdependent strategic goals: Goal 1 (Catalyse Change in Policies and Practice) and Goal 2 (Generate and Communicate Knowledge), which depend on Goal 3 (Strengthen Partnerships). The GWP gender and youth strategies cut across these goals to ensure women's equal participation and intergenerational cooperation.

The potential benefits of the multi-stakeholder partnership approach adopted by GWP as a means of strengthening water governance and improving water resources management are well documented. These include:

- Providing a neutral, unbiased platform through which to identify and address trade-offs and potential conflict in water resources management
- Giving a voice to diverse needs/priorities from across the water sector and broader society, including groups typically excluded, as input to decision-making processes
- Identifying more sustainable water management solutions through engagement with impacted actors and targeted beneficiaries
- Generating common buy-in and ownership of water resources management investments and interventions among a broad range of stakeholders

- Facilitating collaboration and the pooling of resources (financial, human, knowledge, etc.) to achieve common aims.

The relationship between GWP's approach and its result chain is further depicted in Appendix 1.

An example of GWP regional partnership work

GWP South Asia (GWP-SAS) is one of the 13 Regional Water Partnerships pertaining to the GWP network. GWP-SAS together with country water partnerships (CWP) of the region were responsible for Development of a Regional and Country Water Vision 2025 and Framework for Action and guiding priority identification and policy formulation in countries and the region. Three South Asia Water Forums and Asia Day events at four World Water Forums were organized by the Region and CWPs. An Inter-Regional Consultative meeting at Manila in 2007 and several other mega events helped the region in sharing best practices on water resources and increasing visibility of the region. GWP-SAS also built strategic alliances and partnerships with global and regional networks, United Nations System institutions, donors and other GWP regions.

South Asia pioneered the concept of Area Water Partnerships (AWPs) and Zonal Water Partnerships (ZWPs) now fully integrated in the global operational strategy of GWP. There are currently over 30 working AWPs in the region providing broad neutral platforms to include all stakeholders and bring fresh insights to local issues building rapport between adversarial groups and competing interests. These help upscale local issues to policy level and vice versa (e.g., Ground water governance and water productivity enhancement in Pakistan) while promoting Integrated Water Resources Management (IWRM) and the work of CWPs.



Nepal Water Partnership (NWP) took the lead role in developing Nepal's Water Vision 2025 that guides many policy initiatives. NWP provides forums, facilitates knowledge sharing and promotes IWRM. NWP Chair was coordinating expert in preparation of Nepal's National Water Plan and development of 10-year Hydropower Policy with Vice chair NWP coordinating hydropower plan preparation indicating its important role. NWP initiated the concept of Local Water Parliament (LWP) a stakeholder body that formulates and implements local IWRM development plans. NWP also organised the first South Asia Water Forum (SAWAF) in Kathmandu in 2002. A Constituent Assembly in Nepal is currently preparing its new constitution and NWP is instrumental in providing the conceptual framework on water resources development that will be included in the constitution and is of major significance for water resources development as Nepal moves from a unitary to a federal system of governance. NWP in addition is currently focussing on issues of trans boundary rivers and climate change adaptation as major concerns.

GWP-SAS. Meeting Water Challenges Through Partnerships. Briefing Note.

GWP Budget²

Financial partners

Austria
 China
 Denmark
 France
 Germany
 Netherlands
 Norway
 Sweden
 Switzerland
 United Kingdom
 European Commission
 FAO
 UNICEF
 UNDP
 UNESCO
 UN Environment/DHI
 World Bank

Global. In 2017, 17 financial partners contributed a total of €12.0 million, of which €2.0 million was for designated activities, through the Global Water Partnership Organisation (GWPO).

Local. GWP regions and countries raise funds through governments, aid agencies, United Nations organisations, private companies, and others. During 2017, regions and countries raised €3 million.

In-kind. GWP recognizes in-kind contributions as a substantial source of funding. GWPO received in-kind contributions from France at an estimated value of €90,000 as well as €120,000 from other sources during 2017. GWP Regional Water Partnerships reported in-kind contributions of €2.4 million in 2017.

Value creation through partnership

The importance of partnership has been recognized fully by the United Nations, by business and by all leading institutions in international development. The 2030 Sustainable Development Goals (SDGs) represent a fundamental shift in thinking, explicitly acknowledging the interconnectedness of prosperous business, a thriving society and a healthy environment. They name all societal sectors as key development actors and require an unprecedented level of cooperation and collaboration among civil society, business, government, NGOs, foundations and others for their achievement.

The Partnering Initiative (TPI) and the United Nations Department of Economic and Social Affairs (UNDESA) distinguish between value-add of the partnership as a whole and the value that a partnership brings to each partner individually. The distinction is explained in the following table.

² GWP. (2018). *GWP in Action. 2017 Annual Report*. ([link](#))

	The value-add of the partnership as a whole	The value to each partner individually
Input added value	The Collaborative Advantage : The extra 'power', the intrinsic value partnership can bring towards delivering a goal;	Towards achieving the partner's strategic mission ;
Output added value	The Partnership Delta (ΔP) the achievement of outcomes and impact greater than the sum of the parts (i.e. the difference between what a partnership approach can achieve compared with single organisation approaches) – including ancillary benefits.	Gains by the organisation itself (capacity, funding, positioning etc.).

TPI and UNDESA further highlight ten major ways through which partnership has the potential to create additional value:

1. Bringing together essential complementary resources and instruments
2. Convening diverse, holistic range of actors
3. Exploiting synergies
4. Creating sufficient weight of action
5. Collective learning and capability building
6. Innovation from combining diverse resources
7. Legitimacy and knowledge to create norms, standards and policies
8. Combining the three intrinsic strands of sustainability
9. Scalability through combining delivery capacity across geographies.
10. Networking, connecting, building relationships and catalysing action

For more information on value creation through partnership, and definitions of the categories outlined above, consult the 2018 [TPI and UNDESA Guide](#).

Evaluation requirements

Whereas the [results achieved by GWP](#) have been systematically documented and regularly evaluated, the role and added value of the partner base (as outlined in one of the organisation's three strategic goals), and decentralised partnership approach more generally, in achieving these results has not been extensively explored.

GWP would like a framework for assessing the benefits, obstacles and limitations of a partnership approach to improving water governance³. The task

³ Web of policies, institutional arrangements and management instruments mobilised by the actors making decisions impacting on water resources management of a given territory.

of the consulting team is to demonstrate that it has the capacity to achieve the following:

- Design a monitoring and evaluation framework to better document and understand:
 - The extent to which partnership benefits are being successfully facilitated (or not) by GWP; and,
 - The attribution of the partnership approach to water governance improvements and, ultimately, socio-economic and environmental impact.
- Define how GWP can best demonstrate, in a tangible and transparent manner, the value of its partnership approach using data extracted through the proposed M&E framework.
- Outline a reporting and feedback mechanism through which lessons learned through deployment of the framework can be embedded in the future operations of a diverse, decentralised network.

The proposal should address the following areas:

- The bidder's understanding of the work of the Global Water Partnership and GWP's requirement
- The Theory of Change underlying GWP work with an emphasis on partnership as a mechanism for delivering change. A narrative should clearly outline underlying assumptions, risks and external factors that influence whether added value is created through the partnership approach
- A draft evaluation matrix including key evaluation questions and the indicators for each question. The matrix should also include proposed sources and methods for collecting quantitative and qualitative data
- Identification of major challenges anticipated in the development and use of the framework and mitigating strategies.

Bidders are not expected to provide a budget as part of this technical proposal. However, we would appreciate an estimate of the person-days required to fully develop a framework and to implement an initial study focused on the value added by the GWP partnership approach.

It is recommended that bidders aim for precision and economy of words in texts, tables and graphics. Superfluous text or overly-complex graphics can reduce the accessibility of bidders' ideas. The framework should be easy to explain to GWP's funders and its partners around the world. It should be reasonably straightforward to implement.

Judging the Proposals

The panel of judges will not know which team produced a given submission.

As a first step in their assessment, judges will independently rate each submission using a benchmarked scale that covers the following criteria.

Assessment Area	Criteria	Weight
		<i>Percent of total score</i>
▪ Situation analysis	○ Evaluation context and objectives	20
	○ Relevant studies	5
▪ Logic, methodological strength and practicality of proposal	○ Theory of Change	15
	○ Evaluation questions, indicators (qualitative and quantitative) and sources	15
	○ Feasibility and efficiency of proposed data collection methods	20
	○ Sharing of findings and lessons learned	5
	○ Challenges and mitigating strategies	5
▪ Effectiveness of presentation	○ Clarity	5
	○ Simplicity	5
	○ Coherence	5
		100

At a first online meeting, the panel will discuss their initial ratings and rankings and develop specific follow-up questions for each team.

Teams can expect to receive the judges' questions within six weeks from receipt of the proposals. Teams will have 24 hours to respond.

At a second online meeting, having considered the teams' responses to questions, the panel of judges will reach a consensus decision on the ranking of submissions. They will send their ranked list to the organizing committee for announcement of the competition results.

Teams will be provided with feedback from the judges on their submissions.

Appendix 1: Infographic

