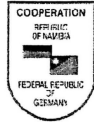




gtz



BGR



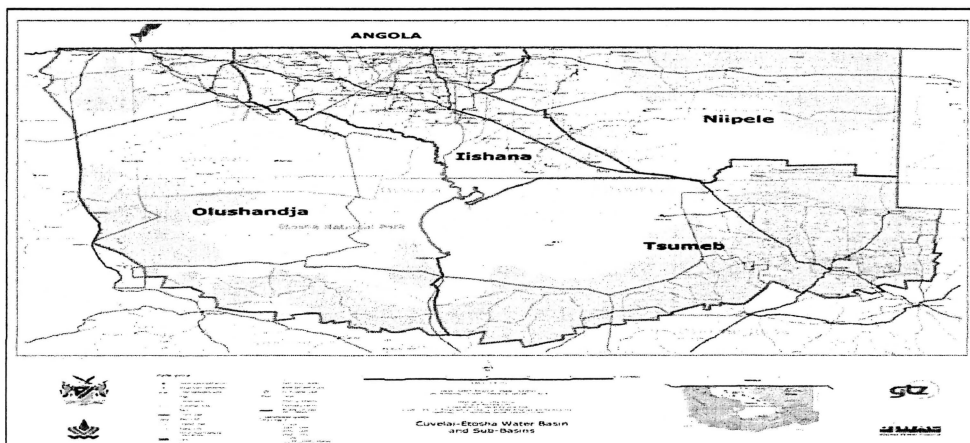
IWRM in the Cuvelai-Etoshia Basin

Terms of Reference

Conducting Stakeholder Analysis in the Cuvelai-Etoshia Basin towards the establishment of the Olushandja, Niipele, and Tsumeb sub-basins respectively

1. Background

The *Integrated Water Resources Management (IWRM) in the Cuvelai-Etoshia Basin*¹ Project (IWRM in CEB Project) has the task to establish four Sub-Basin Management Committees (SBMC) in the Cuvelai-Etoshia Basin (CEB) as described in the *Grant Contract* for the project (12 December 2007), and as provided for in the *Namibian Water Resources Management Act of 2004 -revised through Bill 2009*, and the *National Water Policy* of 2000. The sub-basins (SBs) are: Iishana (already operational), Olushandja, Niipele and Tsumeb, as illustrated in the map below.



Map: Cuvelai-Etoshia Basin in Northern Namibia

¹ The basin covers wholly the Oshana, Omusati, Ohanawana, Oshikoto regions, and parts of Otavi, Outjo and

W. U.

2. Objectives of the Consultancy

It is required that the sub-Basin Management Committees (SBMCs) be established through a dialogue process with stakeholders of the Cuvelai-Etosha Basin (CEB). The dialogue process is intended to achieve understanding of Integrated Water Resources Management (IWRM), positively influence stakeholder attitudes towards IWRM, create process ownership that would lead to the voluntary formation of SBs. For this reason, a Stakeholder Analysis (SHA) is needed with the objectives to:

- 2.1 Identify and evaluate key players in the water and natural resources sectors that need to be taken into consideration when making decisions and implementing IWRM activities in the CEB.
- 2.2 Identify and prioritize the IWRM related problems and challenges of the main stakeholders.
- 2.3 Produce insight into key players in the basin (respective interests, attitudes, powers, influence).
- 2.4 Contribute to an effective stakeholder dialogue and management process.
- 2.5 Identify and assess the CEB stakeholders' IWRM capacity development needs, through a training needs assessment (TNA), identify areas for training and prepare a detailed description of training topics to be covered in training modules.
- 2.6 Investigate alternative sustainable incentive and benefit options for maximizing participation in CEB IWRM process.
- 2.7 Facilitation of various stakeholders dialogues towards the establishment of the other three SBMCs. The dialogues is to: ensure that stakeholders understand, support, and own the IWRM process; encourage sharing and learning amongst stakeholders; create basin management institutions; clarify stakeholder roles and responsibilities; reach consensus; achieve effective representation; and identify water-related challenges and find solutions.

3. Problem Description

Water resources development in Namibia was previously centralized within central government (Ministry of Agriculture and Forestry, MAWF). Moreover, IWRM and basin management is a new concept to CEB. Capacity must be created for efficient implementation of the concept at basin level.

Lesson from stakeholder dialogues so far in CEB is that stakeholder participation in dialogue and basin management activities has been less than expected (lower turnout, low representation, and minimal input). The contributing factor to such attitude and behavior need to be examined.

Except for a contact list, little is known about key actors in the water and natural resources sectors – their respective knowledge base, interest, attitudes, powers, influence, expectations, capacities, strengths and weaknesses in respect of IWRM and basin management. Moreover, stakeholders may be

diverse in socio-economic status, needs, and representation. This may particularly be so for the Tsumeb sub-basin, posing effective participation challenges.

4. Scope of the Assignment

The assignment has four components: *stakeholder identification and evaluation, investigation of incentive and benefit options for maximum stakeholder participation in IWRM process, training needs assessment (TNA), and facilitation of multi-stakeholder dialogues (MSD).*

The task involves the identification and analysis of all relevant stakeholders involved in the planning, development and management of water and natural resources, such as: rural water supply and community based management institutions; socio-economic planning organizations, particularly those at regional and constituency levels; private sector institutions/businesses; CEB IWRM institutions; external stakeholder environment; interactions/relationships between stakeholders and between interests focusing on commonalities and potential conflicts that have influence on project objectives.

The full assignment as described in these ToRs shall focus mainly on Niipele, Tsumeb and Olushandja sub-Basins (SBs). It shall be performed in Iishana SB to a limited scale. This is because a SHA for that basin was completed 2009, and the SB has a training plan in place. The Consultant shall review the relevance of the Iishana SB SHA analysis and training plan at the start of the assignment in order to incorporate crucial gaps for that SB into this assignment.

The TNA should cover all the CEB stakeholders (both organizations and individuals) and their capacities relevant to IWRM. It should consider all key dimensions of IWRM, namely, economic efficiency, ecological sustainability and social equity, including cross cutting issues such as HIV/AIDS, market forces etc. It must investigate ways in which CEB stakeholders can efficiently and effectively collaborate, cooperate and communicate amongst one another.

More specifically, the Consultant will answer these questions:

Stakeholder (SH) Identification and Evaluation

- a. Identify and rank key respective interests/concerns/issues, attitudes and expectations in water and from IWRM; Identify at least five stakeholders interests in IWRM.
- b. Identify and evaluate key perceived impacts of the present water governance and development approach on, and at least three expectations from IWRM in respect of, the five interests/issues.
- c. How well are stakeholders informed about IWRM process in general and in CEB? Identify at least three points. What would they like to know about IWRM in CEB? Identify at least five points.
- d. What role do they see themselves play in IWRM process in CEB, and what role do they see other stakeholders play in order to address/fulfill their interest/issues?
- e. Estimate the level of power and degree of influence of each stakeholder.
- f. Evaluate the need and degree of involvement of each player regarding IWRM in CEB.

Incentives and benefits for maximum stakeholder participation in IWRM in CEB

- a. Identify and evaluate status quo of BMC members and SHs' commitment and participation. Identify, categorize and prioritize all crucial hindrances to SHs' participation and propose sustainable incentive measures for BMCs, given the present and future legal framework and institutional arrangement.
- b. What will it require for SHs to actively and continuously participate in IWRM in CEB and in basin management activities? Survey and evaluate the sustainability of CEB stakeholders' preferred incentive measures. In what ways and under what scenario are proposed measures sustainable, and effective? What are the resource implications of the different scenarios?
- c. Given the different need and degree of involvement of the various stakeholders in IWRM, recommend specific *sustainable* incentive measures that match the different degrees of involvement, describing their expected impacts/ effectiveness for continuous stakeholder participation. The proposed incentive measures/options must have sustainability that stretch beyond the project period.
- d. Prepare well analyzed sustainable alternative scenarios of *incentive options/institutional model for basin management* and give an expert opinion on which scenario would work best in the long-term. Recommendation on institutional model/arrangement should learn from similar local and international experiences in related sectors.
- e. Given the status quo of the CEB water resources management and utilization, what are the potential tangible benefits that can result from implementing, and participating in, IWRM in CEB. These potential benefits must have particular relevance to the particular situation, problems, constraints, etc, of CEB.
- f. In what ways can benefits from participation in basin management activities be demonstrated?
- g. Investigate different institutional arrangements/ conditions under which participation can work best.
- h. Quantify as far as possible the proposed measures and prepare various options.
- i. Evaluate and quantify resource requirements for each proposed option.
- j. Identify and evaluate alternative sources of resource requirement for each incentive and its options.

Stakeholder Training Needs Assessment

- a. Given the need and degree of involvement in IWRM, identify through a dialogue process specific capacity requirements for SHs to fulfill their IWRM roles. What are their existing capacities and future capacity plans? Identify specific capacity needs requiring external support.
- b. Identify and prioritize areas for training/ training modules clearly relating to requirements for external capacity support.

- c. Describe in detail all the training topics that need to be covered in the different training modules.

Stakeholder Dialogue (SHD) Facilitation

- a. The facilitator must ensure: effective participation in SHD; fair and equitable chances to contribute; that shared information is relevant and understood; that key issues and deliberations are captured during the dialogue sessions; achievement of dialogue objectives; momentum in dialogue meetings, workshops, sessions and events; building on the previous consultative dialogues.
- b. The Consultant, in collaboration with the PMU, will:
 - Prepare dialogue plan, agenda/program (objectives, topics, resource persons, etc), as well as required resource material, logistical materials including stationeries, ZOPP material, overhead projector, notebook/laptop, venue etc.
 - facilitate dialogue sessions (meetings, workshop, events, etc) and produce workshop documentations;
 - be aware of the presentation contents and ensure that presentations support the dialogue objectives;
 - register all participants during the workshops;
 - Monitor, document and evaluate the workshop participation dynamics for future improvement, and adjust the facilitation process accordingly.

5. Key Deliverables

Stakeholder Analysis

- a. Matrix of stakeholder in the water and other natural resources sectors per three sub-basins, covering short descriptions of:
 - Mandates, roles, functions, location and area of operation, critical stakeholder relationships/interactions, key interests/issues/concerns, attitudes, powers, influences, expectations, perspectives, views, knowledge/awareness, commonalities, conflicts, capacities, in respect of present water and NR management and IWRM;
- b. Stakeholder's engagement and management plan. The Plan will propose specific measures to strengthen/improve/maintain/harness stakeholder involvement, ownership, commitment, and support and minimize/manage conflicts. In addition, it should propose specific measure on how to equip decision-makers' representatives to report back to their superiors;

Incentive and Benefit Options

- a. Report on status quo of commitment and participation of BMC members and stakeholders around the BMCs.

W.

- b. Specific sustainable incentive options for CEB IWRM process, with quantified resource requirements, and resource plan for incentive option requirements taking into account CEB stakeholders preferred measures.
- c. Alternative incentive options/institutional model for basin management.
- d. Inventory of potential benefits accruing from implementing and participating in IWRM in CEB

Training Needs Assessment

- a. Specific assessment results including performance improvements at all levels of the IWRM cycle;
- b. a description of those capacity needs which call for training;
- c. a detailed description of the training topics that have to be covered in training modules.

Facilitation of Workshop

- a. Workshop Report and stakeholder monitoring report

6. Methodology Considerations

Incentives and benefits: The Consultant is expected to undertake a desk review of national and international experiences through email, fax, telephone and any other cost-effective telecommunication means to clarify issues with relevant persons. No international travelling is foreseen for the exercise except where it can be fully motivated and justified.

Investigations of incentives should be extended to relevant non-IWRM initiatives involving multi-stakeholders engagement with focus on measures for continuous participations. Priority must be given to incentive options and training needs that target basin management institutions (BMCs, CEBMC², SH fora) and key SHs. The proposed incentive measures must draw lessons from national, regional and international best practices and experiences.

Potential benefits must be particularly relevant to the status quo of the water resources management and utilization in CEB. They must demonstrate ways in which problems, challenges and constraints in CEB relating to utilization and management of water can be overcome by implementing IWRM in CEB.

Facilitation: The consultant will develop his/her own method of facilitating stakeholder dialogues, taking into considerations the basin management approach (BMA) guide, and need to maintain interest

² Cuvelai-Etosh Basin Management Committee.

and active participation by all participants. S/he shall further develop a monitoring and evaluation tool to assess the achievement of dialogue and facilitation objectives.

All Components: The assignment and deliverables shall be organized per SB, and summarized at the CEB level. All key stakeholders within and outside the CEB must be identified and analyzed. Stakeholders refer to *institutions and/or groups/organizations*. Key water users not having representation must be identified.

All proposals (measures, plans, etc) in all components must be immediately executable and flexible. A step-by-step Manual on methodology used in order to achieve the deliverables for each component shall be prepared. The Consultant shall prepare a management letter outlining critical points for follow-up, timeframe and responsible persons.

7. Timelines and Reporting

The specific timelines shall be discussed and included in the Contract.

Standard reporting is expected and may cover short Inception Reports, Main Report (drafts & final) in bound hard copies and electronic copies (email, CDs). These will be defined clearly for each component in the contract. Reporting format may also be prescribed and annexed to the Contract.

8. Logistic Support to the Consultant

The local project office has two Nissan Patrol which it can make available to the consultant for use/ transportation within CEB. The local CEB office will provide office space and stationery. Where this is not practical the Consultant(s) is expected to use own office resources taking into account cost-effectiveness. Costs associated with use of own resources shall be included in the expenditure estimates which shall be part of the Consultant(s)'s proposal. It is expected that the Consultant(s) should outline other logistic support s/he might need during the consultancy.

The PMU office will also provide the Consultant(s) with the documents listed under Point 11 of these ToRs.

9. Costs/ Budget

The Consultant(s) shall submit expenditure estimates including the breakdown of all costs to detail for each activity, distinguishing between professional fees and reimbursable expenses such as travelling and kilometers for cars.

W.
X

10. Required Expertise/ Consultant(s)' Profile

The assignment requires one lead Consultant/Consortium with teams to cover the three sub-basins simultaneously. Sub-contracting is possible, but must not compromise quality and efficiency. The following qualifications are expected from the Consultant:

- a. Suitable tertiary level qualifications, preferably in the social science, institutional and human resource development and training;
- b. Hands-on, practical and extensive expertise in:
 - carrying out stakeholder analysis
 - institutional & human resources development, training needs assessment and preparation of training plans and module development;
 - multi-stakeholder dialogue participation, planning and facilitation, and motivation measures
 - evaluating multi-stakeholder participation
 - Expertise in IWRM process and basin management;
- c. Analytical skills;
- d. Excellent communication in languages spoken in CEB;
- e. People skills and socio-cultural sensitivities;
- f. Familiarity with CEB project, IWRM in CEB, socio-cultural aspects of CEB, water and environmental related legal framework;
- g. Fair knowledge of water and natural resources management in SADC region.

The Consultant(s)'s proposal shall have a clear methodology on how to achieve results and deliverables, and shall include the curriculum vitae of all proposed experts and a company or individual profile of the Consultant(s) clearly showing direct links and relevance to the consultancy.

11. Annex

The following list of documents will be provided as background material to the Consultant(s):

- Stakeholder list of Cuvelai – Etosha Basin
- *National Water Policy* of 2000
- *Namibian Water Resources Management Act of 2004*
- CEB Project Documents
- Basin Management Approach Guide book
- Theme Report: Socio-Economic and Financial Issues
- Theme Report: Human Resources Development