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BFT

**DRAFT v 1:**  
**TERMS OF REFERENCE for**

**Review of**  
**The Danish - South African**  
**URBAN ENVIRONMENT MANAGEMENT**  
**PROGRAMME (UEMP)**

**1. Background**

The Urban Environment Management Programme represents a number of new approaches of the South-African – Danish cooperation on development.

In line with the very latest international best practice for aid effectiveness, the design of the Programme responds to all the criteria developed in OECD Paris Agenda. This implies that this programme does not use parallel management and reporting systems and that, guided by the priorities and strategies of the South African partners, these take full overall and operational responsibility for ongoing planning and management, overseen by the Programme Steering Committee.

The Programme started up in 2006 and is scheduled to run 2006-2010 with a budget of 220 Mill. DKK or XXX mill ZAR for the 5 year period. As such it is currently the largest single undertaking in the development cooperation between the two countries.

Overall the Programme aims to alleviate poverty, support economic growth and achieve the Millennium Goals. Output wise it's focus is improved service delivery and improved capacity of the public environmental management of urban areas, targeting five themes: Air Quality, Renewable energy, Environmental Health Sustainable spatial planning and Waste Management. It directs its resources to enhancing the capacity for management + service delivery in three spheres of government of RSA: National, provincial and local. In addition it aims to support knowledge organisations and civil society organisations (NGOs) in the fields and to enhance dialogue and collaboration between all of these institutions.

South Africa and Denmark have cooperated on environmental management initiatives since 1995. The cooperation has extended to all spheres of government, private stakeholders and community stakeholders (NGOs). In the first (1995-1998) and second (1998-2002) programme periods the main priority was to assist with environmental policy, planning and regulation through legislative and institutional strengthening and capacity building. In the

current period the priority is to consolidate this and to improve the capacity of implementation, in dialogue with all stakeholders of society. In the period of 1995- 200X. approximately DKK XXX million or ZAR XXX million (as by exchange rate 2007) has been allocated to environmental cooperation between South Africa and Denmark. < to be confirmed by RDE>

Ongoing dialogue has been / is a core principle of the collaboration. At the Annual Consultations on Development Cooperation between South Africa and Denmark, held in Pretoria in 2003, the Department of Environmental Affairs and Tourism indicated that the Urban Environment Management Programme of that time was "well anchored to support both the needs and priorities of the Government". In response to this indication, a UEM Programme of two components (Integrated Water Resources Management, Support to the National Air Quality Management Programme) was developed between the two countries.

Further, in 2004, on the basis of a new Danish Policy on Development Assistance ("A World of Difference", June 2003, and "Strategy for Danish Environmental Assistance in Development Cooperation, 2004-2008") the Danish Embassy in Pretoria initiated the planning of the current Urban Environment Management Programme. This planning took place for two years in collaboration with the ten 10 partner institutions from national, provincial and municipal governments, The South African Cities Network, knowledge organisations and NGOs of the South African republic. In the process the programme was also aligned with Danida's Aid Management Guideline and integrated into the country to country agreement on programme support of 2005.

## **2. Objective**

The objective of the review is to provide the Programme Steering Committee and the Danish Embassy, Pretoria, a technical review with recommendations for progress and impact of the programme.

The review should in particular focus on:

- An assessment of the overall implementation of the Programme and fulfilment of the assumptions on which the programme and its individual activities are based;
- Recommendations for adjustments of programme strategy, design and modalities within the framework of the South African - Danish Partnership agreement (XX?) and the Danida Environment Guide (2006)
- Specific recommendations for initiatives and improvements in relation to the 10 themes identified below.

### 3. Outputs

The mission will provide the following outputs:

- A Mission Preparation Note to be produced before the initiation of the review mission,
- A Debriefing Note, outlining:
  - i) The current status and direction of the dialogue regarding the South African-Danish Urban Environmental Management Programme
  - ii) Recommendations on measures to take in carrying the programme forward in the best possible integration of the Danish support into the relevant South African policies and strategy frameworks, as well as maximising the ownership and commitment of the partners to the proposed activities. The findings of the review will be presented at a workshop comprising the Danish Embassy, Pretoria, and South African partners.
- A Review Report including main recommendations for the programme and, if relevant, proposals for future components.

### 4. Method of work

The review team will consult with the programme partners in national, provincial and municipal government institutions, knowledge institutions and civil society organisations, the National Treasury, and other organisations involved in the present environmental programme and projects. The review team will also consult with other key international partners (donors) involved in support to environmental management in South Africa.

The outcome of the mission will, before departure from South Africa, be presented in a debriefing note and in a debriefing workshop with the programme partners.

### 5. Activities / Issues

The programme review will include, but not necessarily be limited to: **assessment and the formulation of adequate proposals in relation to the following 10 issues:**

1. How the existing and proposed activities fulfil the **objectives of the Urban Environment Management Programme.**
2. **Poverty alleviation through better public service delivery:** An assessment of how the activities of the Programme help to improve the quality and conditions of life of the poor and suggestions for enhancement of this pursuit.

3. **Collaboration and synergies** within the programme i. e. amongst partners of the same sphere of government, partners of different spheres of government, government institutions, knowledge organisations and NGOs. An assessment and tangible proposals for activities to promote this.
4. **Alignment/mainstreaming** of Programme objectives and activities in the partner institutions' policies and strategies for the 5 environmental issues of the programme.
5. The promotion of synergy/linkages between present and future activities and the support to the **private sector and of civil society**.
6. **The integration of the Programmes procedures** in the procedures of the South African partner institutions (in line with the Paris Convention), including the monitoring and evaluation systems used.
7. **The professional and administrative capacity** of the counterparts/partner institutions in relation to the objectives and the work load of the programme, of needs for extra staffing and recommendations for this.
8. **The future allocation of funds** within and between the three components of the programme.
9. **Cross cutting issues** (e.g. gender, human rights, environment) and priority themes in the Danish-South African agreement on environmental cooperation and of the Danida Environmental Guide. An assessment of how the programme addresses / may address these.
10. **An assessment/revision of major assumptions and risks of the programme**, in relation to the programme further implementation and how these may be addressed.

In relation to each of these issues the mission will:

1. Assess the current state and the perspective of progression in relation to the theme
2. Recommend on the adjustments to existing programme activities.
3. Outline proposals for initiatives and improvements
4. Recommend, if adequate, on the formulation of new programme components and the possible inclusion of other activities not already formulated.

## 7. Timing and reporting

The review will take place from xxxx xxth to xxxx xx-th 2007. However, depending on availability, the local consultant/s will commence preparatory consultations with the partner organisations prior to the arrival of the main review team.

Towards the end of the field visit, the team will prepare a concise debriefing note including the main findings and recommendations to be discussed with the partners and the Danish Embassy in Pretoria at a workshop before the mission's departure from South Africa.

The consultants will on this basis prepare a review report, which does not exceed 15 pages plus appendices, including an operational plan for the implementation of the

recommendations (Process Action Plan). A draft report should be submitted to Danida within two weeks after the departure from South Africa. The final report should be elaborated within one week after having received comments from the involved parties.

## 8. Staffing

The review team will consist of the following members:

- Mr./Ms xxxxxxxxxxxx, Team Leader (BFT, Danida)
- Mr./Ms xxxxxxxxxxxx (international consultant)
- Mr./Ms xxxxxxxxxxxx (regional consultant)
- Mr./Ms xxxxxxxxxxxx (local consultant)
- Etc.....

## 9. Documentation

- 1) Programme document for the UEM Programme
- 2) Programme document for the UEM Programme, Component 1
- 3) Programme document for the UEM Programme, Component 2
- 4) Programme document for the UEM Programme, Component 3
- 5) Inception report, 6 m progress reports and 12 m progress reports, 2006-08 C1
- 6) Inception report, 6 m progress reports and 12 m progress reports, 2006-07 C3
- 7) 5 x Minutes of PSC meetings (# 1- #5)
- 8) Technical update, Report 2007 (the CA-report)
- 9) Review Report, Danida Environmental Support Programme for South Africa, June 2004.
  
- 10) Template for review report
- 11) Template for Process Action Plan
- 12) Danidas Guidelines for Programme Management

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Date