



↳ Governance and Financing Review of GWP

Technical & Financial Proposal

30 June 2014

Submitted to:

Global Water Partnership

To:
Ms. Susanne André
Global Water Partnership

30 June 2014

Dear Susanne,

We are pleased to submit our proposal for the governance and financing review of the Global Water Partnership. This document presents an overview of our firm, our relevant experience, proposed approach, team for this assignment, and financial proposal.

Since its inception in 1996, we believe that the Global Water Partnership has played an essential role in supporting the sustainable development and management of water resources at all levels. In response to the fast-changing global and sector context, GWP has recently articulated a new "Strategy Towards 2020", and it now needs to review the adequacy of its governance and financing model with the current environment and its new strategy.

We believe that Dalberg is well positioned to advise GWP, as we bring:

- A deep understanding of global water resource management and familiarity with key sector players, necessary to understand GWP's role and objectives;
- Expertise in both conducting organizational and governance reviews, and developing financing strategies, the core technical requirements for this assignment;
- A proven track record working with complex, global multi-stakeholder partnerships, which will be important to understand the dynamics of the GWP Network and to identify relevant organizational benchmarks;
- Extensive experience helping private sector players engage in development issues and the water sector. While GWP has had limited direct engagement with the private sector so far, private companies represent potential funders and partners for GWP and we believe that an understanding of their perspective might be valuable in this engagement.

We are enthusiastic about this opportunity to support GWP and look forward to hearing back from you.

Sincerely,



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1. Our organization

Commitment to global development and innovation

Established in New York in 2001, Dalberg Global Development Advisors is a strategy and policy advisory firm focused on global development. Our mission is to mobilize effective responses to the most pressing issues in developing countries. We work with private investors and companies, governments, and NGOs to help bring about change that contributes to lasting impact. Our advisory activities include six key services: performance and impact evaluation, organizational design, market analysis, investment analysis, fund and facility creation, and partnership facilitation. We focus on six key sectors: Water and Sanitation, Agriculture, Energy, Global Health, Education, and Access to Finance. GWP's emphasis on bringing together various types of players cutting across sectors to generate holistic solutions to the water crisis resonates with the nature of our own work and client base.

Geographic footprint

As illustrated below, Dalberg has a network of 11 offices located in every region, which includes San Francisco, Washington, D.C., and New York; Dakar, Johannesburg, and Nairobi; London, Copenhagen and Geneva; Mumbai and Singapore. Our presence across geographies enables us to analyze and understand sector trends, while our strong local roots and sector expertise puts us in a position to effectively assess interventions locally; as a result, Dalberg is frequently retained by development agencies for conducting program or project evaluations. For this project, our global footprint means that we are better able to understand the working context and development challenges faced by GWP's network and partners.

Figure 1: Dalberg's Global Presence



Our team

The key driver of Dalberg's success is the quality of our consulting staff. Our team includes over 150 consultants combining a unique depth of development expertise with experience from top-tier professional services firms and leading academic institutions. The background of our consultants typically encompasses:

- Work experience at leading management consultancy firms (such as McKinsey, BCG, Bain);
- Academic qualifications in policy, management, economics, and engineering from leading institutions such as Harvard, MIT, Cambridge, Oxford, Yale;
- First-hand experience implementing programs and initiatives in developing countries.

Track record

Dalberg has an extensive track record of success and innovation across public, nonprofit and corporate sectors. During the last 13 years, Dalberg has successfully completed more than 1,000 engagements for more than 400 leading multilateral institutions, international agencies, foundations, NGOs, governments and global corporations operating or investing in frontier and emerging markets. We also have experience of working with several of GWP's donor organizations such as SIDA, the Global Green Growth Institute, the Government of Denmark and UNDP.

A list of selected Dalberg clients is presented below.

Figure 2: Selected Dalberg Global Development Advisors clients

UN Agencies	Development Finance Institutions	Foundations & NGOs	Governments & Government Agencies	Private Sector
<ul style="list-style-type: none"> • WHO • UNICEF • Food and Agriculture Organization • UNAIDS • UN Commission for the Private Sector and Development • UN Development Operations Coordination Office • UN Development Program • UN Economic Commission for Africa • UNEP • UN Global Compact • UN Habitat • UN High Commissioner for Refugees • UN Office for the Coordination of Humanitarian Affairs • UN Population Fund • World Food Program 	<ul style="list-style-type: none"> • Private Infrastructure Development Group • African Development Bank • Asian Development Bank • European Bank for Reconstruction and Development • Grassroots Business Fund • Inter-American Development Bank • International Finance Corporation • International Monetary Fund • Norfund • Organization for Economic Co-operation and Development (OECD) • World Bank 	<ul style="list-style-type: none"> • 2030 Water Resources Group • Bill & Melinda Gates Foundation • The Coca-Cola Foundation for Africa • Clinton Global Initiative • Center for Global Development • FINCA • Ford Foundation • GAVI Alliance • Global AIDS Alliance • Alliance for a Green Revolution in Africa • Aspen Institute • Global Business Coalition on HIV/AIDS • Global Fund to Fight AIDS, Tuberculosis and Malaria • Hewlett Foundation • Human Rights Watch • IFPMA • International Federation of the Red Cross • Mercy Corps • PACT • Rockefeller Foundation • Roll Back Malaria Partnership • Skoll Foundation • Soros Foundation • World Economic Forum 	<ul style="list-style-type: none"> • African Center for Economic Transformation • Chilean Ministries of Mining & Energy • Chilean National Energy Commission • Chilean Production Development Corporation (CORFO) • DANIDA • Danish Ministry of Foreign Affairs • East African Community • Ethiopian Agriculture Transformation Agency • Ethiopian Ministry of Trade and Industry • GTZ • Irish Aid • Millennium Challenge Corporation • New Partnership for Africa's Development (NEPAD) • UK Department for International Development • US Agency for International Development • US Overseas Private Investment Corporation 	<ul style="list-style-type: none"> • LIXIL • AMSCO • Equity Bank • Global Seawater Incorporated • Husk Power Systems • Intel • Novo Nordisk • Pepsi • Vodafone • <i>+30 more confidential clients</i>

For further information and copies of our most recent research and reports, please visit www.dalberg.com.

2. Our relevant experience

We believe that Dalberg is well-positioned to advise GWP for four key reasons, as we bring:

- A deep understanding of global water resource management and familiarity with key sector players, necessary to understand GWP's role and objectives;
- Expertise in both conducting organizational and governance reviews, and developing financing strategies, the core technical requirements for this assignment;
- A proven track record working with complex, global multi-stakeholder partnerships, which will be important to understand the dynamics of the GWP Network and to identify relevant organizational benchmarks;
- Extensive experience helping private sector players engage in development issues and the water sector. While GWP has had limited engagement with the private sector so far, private companies represent potential funders and partners for GWP and we believe that an understanding of their perspective might be valuable in this engagement.

The paragraphs below illustrate our project experience in these areas.

1/ A deep understanding of global water resource management and familiarity with key sector players; this will be necessary to understand GWP's role and objectives. We understand the multi-disciplinary nature of an effective effort in water resource management; our team and project experience covers both water issues, and connected sectors, such as agriculture and energy. Our experience also covers working on these issues with both public and private actors. Illustrations of our project experience include:

- **Bill and Melinda Gates Foundation – Water Management Strategy**

Context: Dalberg worked closely with BMGF to refine a water management strategy that articulated a prioritized set of interventions and illuminated areas of further required research and learning. Thereafter we assisted BMGF with a series of complementary agricultural strategies including the development of goals for the agriculture advocacy team.

Dalberg approach and impact: Our team analyzed the supply and demand of global aid towards agriculture to understand which of Gates' agricultural development priorities were being relatively under-resourced, and translated these gaps into priorities and initiatives for the program advocacy team.

- **IFC – Guinea-Bissau Private Sector Participation in Energy and Water**

Context: Dalberg worked with IFC and the Government of Guinea-Bissau to introduce Private Sector Participation (PSP) with the aim to improve the reliability and quality of electricity and water supply in the capital city (Bissau).

Dalberg approach and impact: The team prepared an implementation plan, which provided: (i) strategic guidance for approaching affected Stakeholders and the media, (ii) tools to raise awareness of the PSP scheme through explaining the objectives and process for PSP and emphasizing the benefits of sector reform and PSP in general. To support the public relationship process, Dalberg (i) organized a stakeholder's forum for all key stakeholders held at the beginning of Phase 1. The objective was to sensitize participants on PSP and sound out Stakeholders for their views on the power and water sectors which affected the outcome of the Transaction; (ii) prepared a project teaser to present the project to potential private sector operators and donors to generate interest; (iii) prepared an article on the transaction that can be shared with external stakeholders.

- **A Global Consortium of Multinationals (Confidential Client) - Water strategy review**

Context: Dalberg conducted a strategic review of the network's 2011-2013 Water Business Plan.

Dalberg approach and impact: Dalberg conducted targeted interviews with the network's staff and corporate partners in order to review current progress and facilitated a one-day workshop to revise the business plan. Post that, the team developed a one-page theory of change and strategic communication materials explaining how project activities linked to desired impact.

- **A Global Consortium of Multinationals (Confidential Client) - National Market Participation Study**

Context: A global consortium of multinationals engaged Dalberg Global Development Advisors to develop a framework for dialogue between companies and governments. This framework would help member companies negotiate with governments regarding their investments in country, ideally yielding agreements which incorporated shared objectives and implemented policy and project actions that would maximize development impact and increase competitiveness.

Dalberg approach and impact: Dalberg conducted background research on national market participation, including the issues of local content regulation and supplier competitiveness. Dalberg also delivered background papers and framework for dialogue to the client for distribution and use by its ~200 member companies.

- **Confidential Client – Strategic Evaluation of the Client's Corporate Water Management Program**

Context: Established in 2001, the client's corporate foundation supports environmental and social initiatives across Africa, including 42 water management projects across 27 African countries.

Dalberg approach and impact: Dalberg conducted a detailed organizational review, focusing on: (i) reviewing its strategic direction and M&E systems; (ii) refining and testing M&E tools across 10 African countries; and (iii) identifying potential partnerships for the initiatives. At the completion of this ongoing engagement, the team synthesized findings into reports and presented recommendations to the Trustees.

2/ Expertise in both conducting organizational and governance reviews, and developing financing strategies - the core technical requirements for this assignment. Dalberg has extensive evaluation experience, particularly in conducting governance reviews. We have undertaken over 100 evaluations for corporate organizations and development players, including global and regional partnerships and networks. We use internationally recognized best practice frameworks such as the World Bank and OECD/DAC evaluation framework for our diagnostic reviews. We have also done extensive work in assessing, developing and strengthening financing sources, mechanisms and fundraising methods for non-profit organizations around the world. We have illustrated below our project experience in each of these 2 areas:

Organizational and governance reviews:

- **Swiss Agency for Development and Cooperation – Strategic Evaluation of the 2030 Water Resources Group**

Context: The 2030 Water Resource Group (2030 WRG) is an innovative public-private-civil society platform of members such as GWP, SIDA, IFC, IADB, Coca-Cola, PepsiCo, and WWF that helps governments catalyze sustainable water sector transformations in support of their economic growth plans. As the group was about to enter its next cycle of growth, it hired

Dalberg, through SDC, to conduct a strategic evaluation of the program as an input to its strategic planning.

Dalberg approach and impact: The Dalberg team (i) conducted a comprehensive evaluation of the program by assessing its relevance, effectiveness, efficiency, impact, and sustainability through desk research, field visits in South Africa, Tanzania, and Mongolia, and interviews with 50+ key stakeholders, and (ii) analyzed the findings to provide recommendations that will inform WRG's strategic plan for the years 2014-17

- **United Nations, United Nations Environment Program – Mediterranean Action Plan Evaluation**

Context: Dalberg supported the United Nations Environment Program Mediterranean Action Plan (UNEP MAP) with a review of its mandate, governance, strategic priorities and delivery model. The review aimed to bring back focus and efficiency to the activities of the UNEP MAP system in areas such as prevention, preparedness and response to water management, pollution emergencies, biodiversity, sustainable production and integrated coastal zone management.

Dalberg approach and impact: Dalberg mapped the main issues in the Mediterranean, identified where UNEP MAP has a comparative advantage and developed three scenarios for its strategic positioning. For each of the scenarios, the Dalberg team developed detailed recommendations for changes to governance, strategic priorities and delivery model. As a result of this project, the UNEP Mediterranean Action Plan has a more flexible funding model that allows them to shift funding to priorities and performance.

- **UNCDF – Governance for the Better Than Cash Alliance (BTCA)**

Context: Dalberg supported the Better Than Cash Alliance, a multi-stakeholder partnership housed at UNCDF, in conducting a governance review, facilitating stakeholder discussion and making recommendations for a governance structure to maximize the impact of alliance for the next 4 year period.

Dalberg approach and impact: Dalberg reviewed existing governance and operating systems and benchmarked BTCA against other multi-stakeholder partnerships for best practices and lessons learned. Dalberg facilitated discussions and a workshop between the funding partners of the Alliance (Omidyar Network, Citibank, Ford Foundation, Visa Inc, MasterCard Worldwide, USAID, Bill and Melinda Gates Foundation) and made governance recommendations aligned to the core strategy of BTCA to accelerate transition to electronic payments around the world. The team drafted governance documents, including a governance structure, organization chart, committee and sub-committee articles and terms of reference and conflicts of interest policy.

- **Latin American Venture Capital Association – Revision of Global Strategy and Governance**

Context: Dalberg supported the newly appointed CEO on the revision of LAVCA's governance structure, operation and performance as well as its global strategy, aiming to increase the influence of the organization on the development of regional venture capital and private equity industries.

Dalberg approach and impact: Dalberg reviewed the best practices of other nonprofit institutions and VC associations, as well as interviewed the current and prospect members, Board Directors and representatives of other organizations. The main conclusions were presented by the CEO to the Board and helped shape the new strategy of LAVCA.

- **World Intellectual Property Organization – Strategic Support to WIPO's Strategic Realignment Program**

Context: Dalberg supported WIPO's strategic realignment program by implementing a governance and management structure, designed by our firm in a previous engagement.

Dalberg approach and impact: Dalberg implemented the governance and management structure, following a meeting WIPO's senior management in order to understand concerns and generate support and contribution to the program. We defined a communications and involvement plan, aimed at raising awareness, avoiding misconceptions and getting staff's involvement on the realignment. Finally, the team conducted a series of stakeholder interviews and meetings in order to get their insight and buy in. Concluding the engagement, Dalberg developed a results-based framework for measuring the progress of each of the program's initiatives, which was subsequently implemented at WIPO.

- **UNDP Bureau of Crisis Prevention and Recovery - Organizational Review & Change Management**

Context: The Bureau of Crisis Prevention and Recovery (BCPR) engaged Dalberg to provide support through the duration of its internal change management process, allowing BCPR to develop and implement a new organizational structure and set of business processes to better align with strategic priorities. Among the key challenges addressed were the increasing shift towards regionalization, the appropriate mix of specialist vs. generalist capabilities and mechanisms for more flexible responses to natural disasters and conflicts.

Dalberg approach and impact: The team analyzed BCPR's current structure, key business processes, financial trends and strategic direction to develop both a new structure as well as a participatory approach to change management that would best align the organization with emerging trends. Activities included: drafting and implementing a new organizational design, developing a change management process to implement the new design, developing of a communication strategy to keep staff informed about the change management process, identifying the skills and behavior that will be needed to support the proposed design, completing a functional analysis, and facilitating workshops for BCPR staff.

Developing Financing Strategies

- **Global Fund to Fight AIDS, TB and Malaria – Quantitative Analysis of Allocative Funding Model**

Context: As part of the Global Fund's reorganization, the Fund asked Dalberg to evaluate the implications of an allocation model across the organization, including grant management, resource mobilization and treasury. Dalberg was working closely with the replenishment and grant management teams to answer if the allocation model was feasible under current assumptions of donor commitments and country funding.

Dalberg approach and impact: The Dalberg team created a financial model, which simulates potential outcomes of an allocation model, using Monte Carlo simulations. With this model, the team created a set of scenarios in order to show the influence of different input variables, such as donor income and country funding, on the probability to run into issues, for example solvency and liquidity issues. The results showed that the allocation model could be made operational and the team gave specific recommendations on how to implement it.

- **Global Fund to Fight AIDS, TB and Malaria – Review of Replenishment Mechanism**

Context: Dalberg was asked to examine Global Fund's current replenishment mechanism to identify options for a new model.

Dalberg approach and impact: Our team synthesized best practices from previous Global Fund work, and conducted a review of benchmark organizations including foundations and multilateral development banks. We held a series of interviews with stakeholders in multiple benchmark as well as donor organizations. A set of recommendations for a revised replenishment mechanism was developed and presented to the senior management team.

- **International Federation of the Red Cross – Market Research and Analysis of the Environment for Humanitarian Aid Funding**

Context: The purpose of the project was to acquire an understanding of the humanitarian donor market which would provide the basis for the development of a global fundraising and resource mobilization strategy.

Dalberg approach and impact: Dalberg reviewed the resource mobilization landscape from two angles: the external environment for humanitarian aid funding, and the resource generation of international NGOs. We analyzed how the wider humanitarian network is funded, specifically seeking data on: Governments, multilateral institutions, individuals, high net worth individuals, foundations and corporations. We also obtained insight into how other international NGOs are funded and how they support the development of income generation internationally.

- **Food & Agricultural Organization – Review of Innovative Financing Mechanisms for Food Security and Agricultural development**

Context: FAO commissioned a report to Dalberg, with expert advisory from the Millennium Foundation, as main background paper for a High-Level Panel discussion on innovative financing mechanisms for food security and agricultural development. The report reviewed and identified promising innovative financing mechanisms for food security and agricultural development.

Dalberg approach and impact: The approach combined a top-down review of emerging themes and ideas in development finance with a bottom-up collection of ideas from FAO and expert interviews. Interviews to inform this report included stakeholders from different departments at FAO as well as across major international institutions, and were complemented by an extensive literature review of innovative financing. Based on expert interviews within and outside FAO, secondary research, and relatively simple assessment criteria, we matched key agricultural development and food security goals to several, high-potential innovative financing mechanisms.

- **Reproductive Health Supplies Coalition – Designing a Global Financing And Volume Guarantee Mechanism For Reproductive Health Supplies**

Context: Dalberg worked with the Reproductive Health Supplies Coalition to build on prior work that had identified inferior and costly outcomes arising from donor volatility and procurement inefficiency. The Pledge Guarantee mechanism provided a donor-backed loan to customers so that they may begin purchasing commodities soon after a pledge is made. This helped improve procurement by reducing the amount of time between a pledge and "money in the bank."

Dalberg approach and impact: Dalberg worked with the Reproductive Health Supplies Coalition to reduce donor and procurement volatility through two mechanisms: a Pledge Guarantee and a Minimum Volume Guarantee (MVG). The MVG had a significant impact on reproductive health commodity security by increasing access to optimal pricing and delivery terms, improving consistency of product quality, and minimizing supply chain complexity for reproductive health commodities. At the conclusion of the project, the RHSC received a technical report and plan for implementation of the MVG and pledge guarantee. Once implemented, both mechanisms will generate an estimated USD 20-30 M in benefits.

- **UNITAID – Independent Review of the VSC project**

Context: Dalberg Supported UNITAID through an independent evaluation of the Voluntary Solidarity Contribution Project, an innovative financing approach to raise micro contributions from individuals to finance medicines in the fight against HIV/AIDS, TB and malaria.

Dalberg approach and impact: The evaluation assessed progress of the project to date and made recommendations on the way forward. The team reviewed the business model and its

implementation as well as the governance arrangements underlying the VSC project, and gave its recommendations on the way forward based on benchmarking and market research.

- **International Committee of the Red Cross – Support to the Innovation & Finance Working Group**

Context: Dalberg worked with ICRC to support their Working Group for Innovation and Private Sector Financing in formulating strategies, goals and operational plans.

Dalberg approach and impact: The Dalberg team consulted with internal staff, board members and Dalberg and external experts to help craft financing strategies. In particular they worked in four areas: (i) Innovation: The team helped the organization understand what it would mean to become "innovative" (including trade-offs) and how to enable it throughout the organization, in HQ and in the field; (ii) HNWI: Dalberg helped plot a process and tools to engage HNWI, including potential narratives to use when approaching them; (iii) Innovative Finance: They helped the organization plan suitable projects and structure possible instruments for innovative investments (e.g. Humanitarian Impact Bonds); (iv) Finally, we helped the organization identify mechanisms to strengthen its links and partnerships with corporate and private donors.

3/ A proven track record working with complex, global multi-stakeholder partnerships: We have conducted over 80 engagements of global partnerships over the past decade, including for programs sharing challenges similar to GWP's. Our ample experience in this area will be important to understand the dynamics of the GWP Network and to identify relevant organizational benchmarks. Illustrations of our project experience include:

- **United Nations – Evaluation of UN.GIFT Public Private Partnership**

Context: Dalberg supported the Independent Evaluation Unit (IEU) of the United Nations Office of Drugs and Crime (UNODC) with an evaluation of the United Nations Global Initiative to Fight Trafficking (UN.GIFT). The project aimed to help UN.GIFT reflect on lessons learned during the first three years of the initiative in order to develop a revised strategy going forward.

Dalberg approach and impact: The Dalberg team was responsible for (i) assessing stakeholder opinion through a series of interviews and an online quantitative survey; (ii) reviewing initial case studies in Serbia and India; and (iii) performing a desk review of project materials and outputs in order to draft a final evaluation, in collaboration with the IEU, to inform decisions on the continuation of the UN.GIFT.

- **Global Alliance for Vaccines and Immunizations – Process and Design Evaluation of the Advance Market Commitment for Pneumococcal Vaccine**

Context: Dalberg was engaged by GAVI, the Global Alliance for Vaccines and Immunizations, to conduct a Process and Design Evaluation of the Advanced Market Commitment for the pneumococcal vaccine. The evaluation covered the AMC's process, design, and implementation, as well as the consequences of those design choices from 2005 to 2012.

Dalberg approach and impact: The Dalberg evaluation included the use of existing literature as well as interviews with a number of key stakeholders, including the following groups: GAVI internal, Donors, Partners (World Bank, UNICEF, WHO), Groups and committees (TPP Expert Committee, IAC members, etc.), Manufacturers, Civil society, and External experts. The evaluation limited the analysis to the immediate consequences of the design choices, leaving the broader discussion of the overall impact of the AMC to the Outcome evaluation scheduled to take place in 2014.

- **Swedish International Development Cooperation Agency (SIDA) – UNICEF Results Based Management Assessment**

Context: Dalberg was commissioned by the Danish Ministry of Foreign Affairs in association with DFID, SIDA, CIDA, Norad and the Foreign Ministries of the Netherlands and Finland to assess the quality of UNICEF's results-based management system for the purpose of performance measurement.

Dalberg approach and impact: Dalberg reviewed UNICEF's internal documentation on results-based management, and interviewed staff at UNICEF and donors to understand UNICEF's results-based management processes and accountability mechanism to identify areas for improvement. Dalberg's inclusive approach enabled the delivery of a report which facilitated productive collaboration between donors and UNICEF on improving results-based management together.

- **Global Green Growth Institute (GGGI) – Strategic Plan**

Context: Dalberg supported the development of GGGI's 3-year strategic plan and its implementation plan. The project had two objectives. The first objective was to create a full strategic plan, for approval by the Board, which will act as a guiding document for GGGI's management and staff over the period 2012-14. The second objective was to launch the implementation of the strategy.

Dalberg approach and impact: Dalberg created an implementation plan, with timeframes and milestones as well as clear assignments of responsibilities across GGGI's management team. The Strategic and Implementation Plans were developed through extensive consultation with GGGI. The consultation included interviews with most of GGGI's staff and relevant stakeholders, and extensive desk research and analysis of existing documentation. Dalberg engaged closely with managers and staff in order to communicate the plans, and launch the implementation by the end of the engagement.

- **Global Fund to Fight AIDS, TB and Malaria – Implementation plan for the Affordable Medicines Facility – malaria**

Context: At the 17th meeting of the Global Fund Board in April 2008 the Board requested that the Secretariat continue to work with the Roll Back Malaria Partnership, UNITAID, endemic countries, and other relevant stakeholders to develop and present to the Board at its 18th Meeting for decision: i) The policy framework and implementation plan for managing the Affordable Medicines Facility – malaria (AMFm), including monitoring and evaluation arrangements; ii) Recommended arrangements for governance of the AMFm; iii) A statement of the resources available; iv) The organizational and budgetary requirements for managing the AMFm in its initial phase of operation; v) Any required technical changes to the AMFm design and business plan.

Dalberg approach and impact: Dalberg undertook developed the Global Fund policy framework, governance arrangements and implementation plan; drafted new policies or changes to existing policies required for implementation of the AMFm in line with Board defined principles; developed a plan for resource mobilization; worked with technical partners and endemic countries on outstanding design issues; conducted pre-negotiations with manufacturers; outlined the terms of a strategic partnership with UNITAID; developed a framework for setting co-payment level and supplier pre-negotiations; developed a demand forecasting model. Through this work, Dalberg enabled the Global Fund Board to make an informed, final decision on launching the AMFm as a business line within the Global Fund at its 18th meeting.

- **UNOPS – Global Sanitation Fund Review**

Context: GSF is a department within the Water Supply and Sanitation Collaborative Council's (WSSCC) Secretariat and is administratively and legally hosted by the United Nations Office for

Project Services (UNOPS). Dalberg worked closely with WSSCC staff in the Global Secretariat, UNOPS staff and in-country program actors in three countries to streamline current operational processes and propose organizational restructuring.

Dalberg approach and impact: Dalberg's role was to develop an operations manual which (1) explains how GSF works, (2) codifies key processes of the GSF grant cycle and (3) includes specific guidance on how to select, launch, implement, monitor, and close a country program. The operations manual incorporated the process changes proposed by Dalberg and made reference to the associated guidelines, templates and reference material. During a three month project extension, Dalberg aligned the Global Sanitation Fund reference materials with the operations manual; developed training material and an implementation plan. The material procured by Dalberg was used to structurally reorganize GSF and guide the program's expansion into additional countries. Dalberg optimized the management systems of the Global Sanitation Fund enabling them to scale up to twice as many program countries in the next five years as initially considered.

- **Roll Back Malaria – Strategic Evaluation**

Context: Dalberg was commissioned to conduct the second independent evaluation of the Roll Back Malaria Partnership, a public-private partnership dedicated to fighting Malaria. The evaluation was to assess the Partnership's governance and management systems; stakeholder coordination; impact on country level malaria efforts; and provided recommendations to improve its impact, effectiveness and efficiency over the next 5 years.

Dalberg approach and impact: The team conducted an extensive desk review; developed a global and country-level survey with 200 respondents, interviewed 200 stakeholders; undertook six country visits including Nigeria, Tanzania and Burkina Faso; and coordinated consultation meetings with the Performance Sub-Committee overseeing the evaluation. The team synthesized the methodology, findings and recommendations into a report which was endorsed by the Roll Back Malaria Board. The Board subsequently created three task forces to act on the recommendations.

4/ Extensive experience helping private sector players engage in development issues and the water sector. While GWP has had limited engagement with the private sector so far, private companies represent potential funders and partners for GWP and we believe that an understanding of their perspective might be valuable in this engagement. As indicated in the overview of our client base in Section 1, we have worked with multiple MNCs and their foundations, including Intel, Novo Nordisk, PepsiCo and Vodafone, and our team members typically combine professional experience at both corporate players and development agencies. Some illustrations of our work with corporate players is detailed below:

- **Johnson & Johnson Foundation – mHealth Demand Strategy for Nigeria**

Context: Dalberg supported the Johnson & Johnson Foundation to identify a mobile solution to generate demand for maternal health services in Nigeria.

Dalberg approach and impact: Dalberg conducted the analysis in three phases. The first phase focused on understanding the context, nature of demand and identifying options for implementation. This phase also included extensive stakeholder engagement (government, private sector, NGOs and Foundations) to assess which option was more viable, and to map potential implementing partners. In the second phase, the project focused on vetting potential partners, while the last phase focused on assembling the consortium of implementing partners and assisting with the overall planning for roll-out. The project resulted in a mobile solution to activate and support demand for maternal health services in Nigeria. This project also provided a

platform for engagement with a range of actors in Nigeria's health sector, including the government, thus laying a foundation for future engagements.

- **JP Morgan Chase Foundation – SME Catalyst for Growth Programme Support**

Context: Following an initial market analysis of the SME sector in South Africa, Dalberg developed a recommended program approach for JP Morgan Foundation to invest in the sector. Dalberg is providing additional support to the Foundation over a 2-year period to support the implementation of its SME Business Development Support (BDS) Pilot Programme in South Africa.

Dalberg approach and impact: Our team is working closely with the Foundation to provide on-the-ground support, including detailed program design, partner selection, and monitoring and evaluation. In the short-medium term, it is helping 20 SMEs grow and create jobs in South Africa, and in the longer term, building a public platform/ rating system to share comprehensive information on the performance of BDS providers in this market; and link the BDS support to financial investors

- **MasterCard Foundation – Economic Opportunities for Youth Due Diligence**

Context: Dalberg assisted the MasterCard Foundation with an objective analysis of potential partner organizations' suitability for the proposed Economic Opportunities for Youth program.

Dalberg approach and impact: This project team assessed potential partner organizations, conducted interviews and project visits, and provided the Foundation with detailed consortia reports synthesizing the outcome of the due diligence process. Dalberg then supported the organization of a workshop for shortlisted consortia and the ultimate selection of consortia to receive funding as part of the program.

- **Confidential Client – Water Technology Investment Strategy Support**

Context: Dalberg investigated the commercial potential of a new technology to identify groundwater for a large private equity fund.

Dalberg approach and impact: The Dalberg team: (i) identified priority African countries where such technology could be deployed; (ii) outlined different business models across the water value chain and prioritized them based on commercial viability and social impact; (iii) identified opportunities to intervene in the water sector in some of the priority countries. Ultimately, the team provided a report detailing the client's potential investment strategy that guided the investment decision.

Figure 3: Summary of the selected Dalberg projects presented

Project Title	Water Resource Management	Governance and organizational Review	Financing Strategy	Multi-stakeholder environment	Private Sector Experience
Bill & Melinda Gates Foundation – Water Management Strategy	✓			✓	✓
A Global Consortium of Multinationals (Confidential Client) - Water strategy review	✓	✓		✓	✓
A Global Consortium of Multinationals (Confidential Client) - National Market Participation Study	✓			✓	✓
IFC – Guinea-Bissau Private Sector Participation in Energy and Water	✓		✓	✓	✓
Confidential Client – Strategic Evaluation of the Client’s Corporate Water Management Program	✓	✓			
SDC – Strategic Evaluation of 2030 Water Resources Group	✓	✓		✓	
United Nations Environment Program – Mediterranean Action Plan Evaluation	✓	✓	✓		
UNCDF – Governance for Better than Cash Alliance		✓		✓	✓
Latin American Venture Capital Association – Revision of Global Strategy & Governance		✓		✓	✓
World Intellectual Property Organization – Strategic Support to WIPO SRP		✓		✓	
UNDP BCPR – Organizational Review and Change Management		✓			
Global Fund to Fight AIDS, TB and Malaria – Quantitative Analysis of Allocative Funding Model			✓	✓	
Global Fund to Fight AIDS, TB and Malaria – Review of Replenishment Mechanism			✓	✓	
IFRC - Market Research and Analysis of the Environment for Humanitarian Aid Funding			✓	✓	
FAO – Review of Innovative Financing Mechanisms for Food Security and Agricultural Development			✓	✓	
Reproductive Health Supplies Coalition – Designing a Global Financing And Volume Guarantee Mechanism For			✓	✓	

Governance and Financing Review of GWP

Project Title	Water Resource Management	Governance and organizational Review	Financing Strategy	Multi-stakeholder environment	Private Sector Experience
Reproductive Health Supplies					
UNITAID – Independent review of the VSC project		✓	✓	✓	
ICRC – Support to the Innovation and Finance Working Group			✓	✓	
United Nations – Evaluation of UN.GIFT public private partnership		✓		✓	
GAVI – Process and Design Evaluation of the Advance Market Commitment for Pneumococcal Vaccine		✓		✓	
SIDA – UNICEF Results Based Management Assessment		✓	✓	✓	
GGGI – Strategic Plan				✓	
Global Fund to Fight AIDS, TB and Malaria – Implementation Plan for the Affordable Medicines Facility - malaria		✓		✓	
UNOPS – Global Sanitation Fund Review	✓	✓	✓	✓	
Roll Back Malaria – Strategic Evaluation		✓		✓	
Johnson & Johnson Foundation – mHealth Demand Strategy for Nigeria				✓	✓
JP Morgan Chase Foundation – SME Catalyst for Growth Programme Support				✓	✓
MasterCard Foundation – Economic Opportunities for Youth				✓	✓
Confidential Client – Water Technology Investment Strategy Support	✓			✓	✓

3. Proposed approach

3.1. Our understanding of this assignment's context and objectives

The organization

Global Water Partnership is an international network created to foster the implementation of integrated water resources management. GWP was set up in 1996, and its structure revised in 2002. It consists in two main components, the Global Water Partnership Network (GWPN) and the Global Water Partnership Organisation (GWPO) and is currently organized as described below.

The Network.

The Global Water Partnership is a multi-donor funded, non-profit action network with a focus on water resources management and development, which aims to support countries in change processes for the sustainable management of their water resources. GWP provides a mechanism for harmonization across different national actors and internationally across different external support agencies, and a platform for multi-stakeholder dialogue at global, national and local levels. The Partnership helps countries connect water resources planning and operations at different scales – trans-boundary, regional, basin, national and local – so that actions are coherent and sustainable.

The GWP Network is open to all organisations which recognise the principles of integrated water resources management endorsed by the network and which are committed to these principles. Its membership is very diverse: it includes states, government institutions (national, regional and local), intergovernmental organisations, international and national non-governmental organisations, academic and research institutions, companies, and service providers in the public sector. It currently includes over 2,900 Partners in over 150 countries.

GWPN is organized in 13 Regional Water Partnerships (RWPs) and more than 80 Country Water Partnerships. These bring together various sectors and interest groups to identify and discuss common water problems and to develop action plans based on integrated water resources management. Each RWP, and the Country Water Partnerships, Area Water Partnerships, City Water Partnerships and River Basin Partnerships that may be established in the regions, has its own operational strategy, work programme and administrative structure. The RWPs may be attached to host institutions that administer funds and employ staff on their behalf.

The GWP Organisation

GWPO was established as an intergovernmental agency in Sweden in 1996 and its operations are supported by several committees. It is managed by an Executive Secretary who is answerable to the Steering Committee (SC).

The GWPO Secretariat: It acts as the 'network hub' for GWP. The Secretariat manages GWP's finances and reports on funding received at the global level. It also helps with the exchange of knowledge, resources, and ensures communication and coherence across the Network. The Secretariat of GWPO is located in Stockholm, Sweden. The Secretariat staff force normally stands at around 30 staff members recruited from all parts of the world, and the staff is composed of both administrative and operational/scientific/technical positions.

The Steering Committee: It oversees policy and approves the work programme and budget of the GWPO. The Steering Committee and its Chair are appointed by the Sponsoring Partners, comprising the ten founding members of the GWPO.

The GWP Technical Committee: It is the ‘technical hub’ of the network. At the global level, the GWP Technical Committee’s mandate is to guide policy makers with clear insights on emerging issues, drawing on the forward thinking of acknowledged world experts. For water resource practitioners at all levels, the GWP Technical Committee aims to provide high quality, peer-reviewed and evidence-based information and background material.

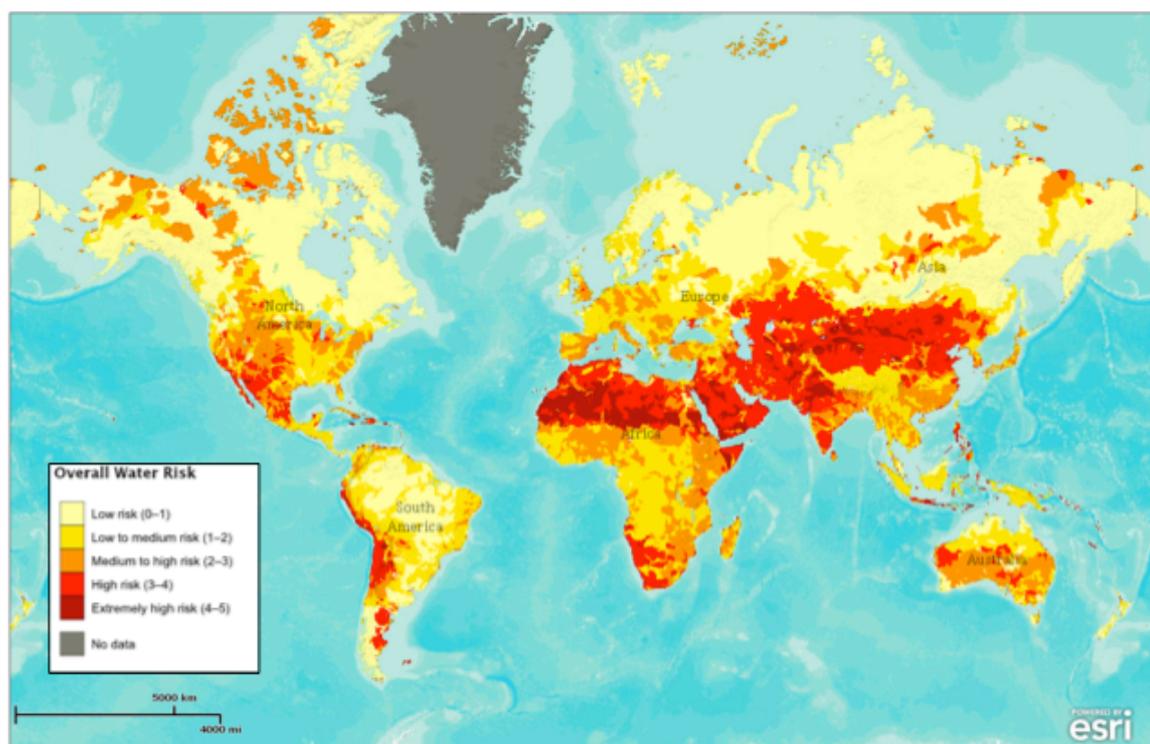
Sector context

Since the GWP Network was established, the global and sector context have changed significantly, impacting the nature of the demands on GWP in supporting the sustainable development and management of water resources.

Key global trends include:

- **Demographic growth:** The global population is growing rapidly, particularly in DAC I-II-II countries where it is growing six times as fast as the rest of the world, generating a sustained increase in water demand.
- **Economic transition:** Industrialization and the dietary changes induced by higher income levels will lead to higher water needs and increase the competition for water resources between industrial, agricultural and domestic needs.
- **Urbanization:** The urban population is expanding fast, generating new needs and creating a massive need for new infrastructures and new practices. Urbanization is particularly rapid in the developing world; by 2030, the urban population in developing countries will grow by 50%, reaching 3.9 billion people (vs. 2.6 billion today).
- **Climate change:** Water scarcity challenges are exacerbated by the impact of climate change, particularly developing countries where water scarcity issues are already the most acute. Figure 3 illustrates the overall water risk across the globe.

Figure 4: Global Water Risk



The practices of key actors in the sector are evolving as well:

- Integrated management of water resources or integrated water resources management is now widely recognized as a key process for addressing competing demands from agriculture, industry, energy, domestic consumption, and ecosystems; planning for an integrated approach need also to focus on specific thematic areas and define investment plans that will lead to water security. This requires new skills from our GWP Partners.
- Access to funding for developing agencies has become increasingly competitive, and at the same time traditional donors have to face a reduction of resources because of the financial crisis or change in priorities. Water organization must thus seek new funding sources, and innovative arrangements with new partners.

GWP's new strategy

In this changing environment GWP has sought to adapt by expanding its advocacy and knowledge management work. It has implemented specific thematic programmes in order to respond to the growing needs for integrated water management knowledge at the local, national, regional and global level. The new "Strategy Towards 2020" builds on GWP's work during the last 17 years and outlines a new direction; its focus is placed on the need for innovative and multi-sectorial approaches to adequately address the threats and opportunities relating to the sustainable management of water resources.

At the same time, it is more challenging to adapt the governance and organizational structure within the evolving environment. The number of GWP Partners has increased to 2,900, spread across more than 150 countries. The launch of GWP's new Strategy for the 2014-2020 period offers an opportunity to review whether GWP is equipped to function effectively in these rapidly changing global conditions.

Objectives of this assignment

In light of the above, the consultant is asked to carry out a review to determine how the governance and organisational structures of the GWP Network and GWPO could better respond to the emerging global challenges within the context of its Strategy. The assignment will pursue two specific objectives:

- Review and assess the effectiveness of each of the governance roles of GWP and develop options in a cohesive manner. In doing so, the implications of proposed changes to one governance entity and its interconnectedness with other governance entities must also be considered, as well as the implications for the wording of the Statutes which govern GWP/GWPO.
- Review different options for organising the financing of GWP/GWPO operations so that the Global Water Partnership is sustainable in the future.

3.2. Our comments on the Terms of Reference

We found the terms of reference to be clear and appropriate to a project of this nature, but wanted to comment on two aspects of the ToR:

Interviewees and interview method

The ToR indicates that "interviews will take place by electronic means and by telephone/skype". Instead, we suggest that interviews with GWP staff are conducted in person in Stockholm, in order to allow for better inputs. All other stakeholders to be interviewed could be done over phone or Skype. Our initial assumption is that there would be two trips: a trip during the diagnostic phase, and a trip toward the conclusion of the project. We have included the first trip during the diagnostic

phase in the total fees for the project; however, we have left the second trip at the end of the report optional. We would validate with the GWP whether they believe that there would be value in a second trip toward the end of the project, and therefore whether this justifies the additional expense.

We propose to complete ~25- 35 interviews, subject to further discussions and agreement during the inception phase. Our initial draft interviewee mix is presented below:

Figure 5: Draft interviewee list

Selection approach	Type of stakeholders	# Interviews
<ul style="list-style-type: none"> • GWPO – including the secretariat, sponsoring partners, the nomination committee, the steering committee, senior leadership roles (GWP Chair, Chair of the Technical Committee Executive Secretary, Deputy Executive Secretary) and the Financing Partners Group 	GWPO Secretariat	5-7
<ul style="list-style-type: none"> • GWP Network and Partners – including regional and country water partnerships representatives 	Sponsoring Partners	3-4
<ul style="list-style-type: none"> • External funders – to discuss financing and their perception on governance issues 	Nomination Committee	1-2
<ul style="list-style-type: none"> • Comparative organizations – similar organizations to GWP / interesting organizations to benchmark from a governance or financing perspective 	Steering Committee	3-4
	Senior Leadership Roles	3-4
	Financing Partners Group	3-4
	Regional Country Partnerships	2
	Country Partnerships	1-2
	External funders	1-2
	Comparative organizations	3-4
	Total	25-35

Benchmarking

The GWP has identified a set of organizations that could be considered in the organizational and funding benchmarking: WWC/WWF; IUCN; IWA Bangkok; IWMI; SIWI; IFPRI Washington, DC; IDEA; Council of Baltic Sea States; and CGIAR.

If selected for this assignment, we will work with GWP to refine and prioritize the list. In particular, GWP notes in the ToR that “Water organization must thus seek new funding sources, and innovative arrangements with new partners”. However, most of the organizations selected rely primarily on public sector funding; in consultation with the GWPO team, we would aim to also include some organizations more heavily reliant on private funding to provide a diverse set of comparison points.

3.3. Our methodology

In this section, we first outline the instruments we will use to gather information, followed by the frameworks we will use to conduct both the governance and financing review.

Overview of information sources:

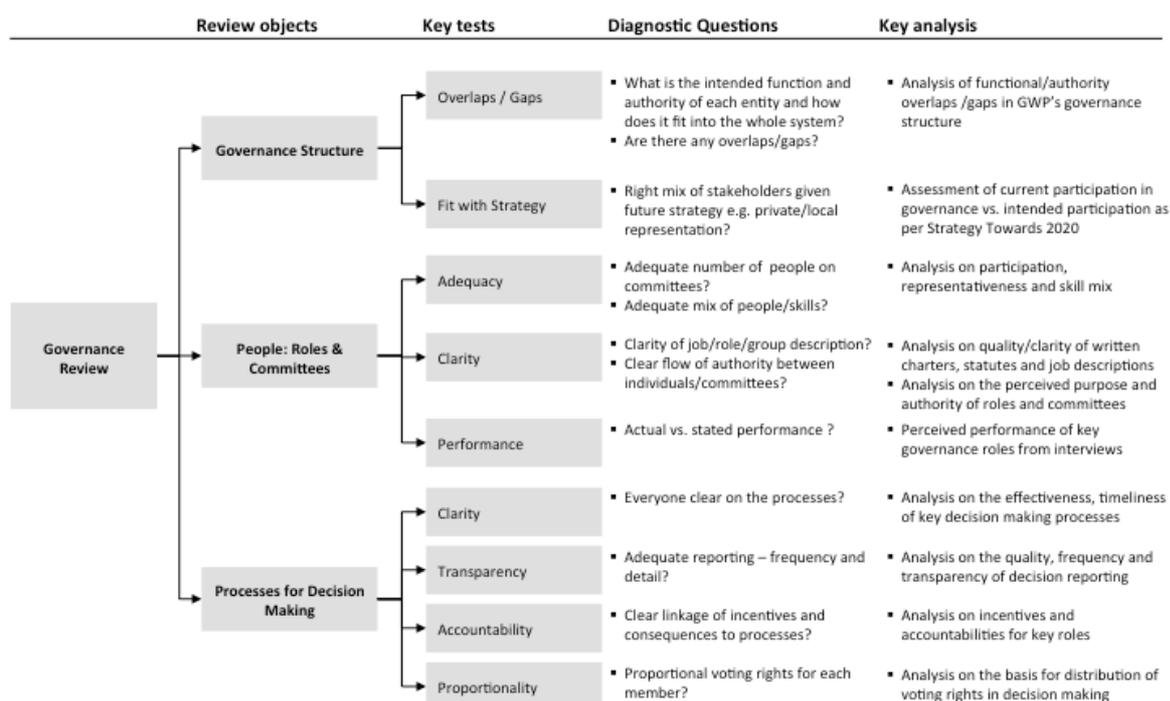
- Document review – We plan to review existing governance and financing documentation available from the GWPO.

- In-person or phone interviews – As mentioned above, we propose to conduct between 25-35 interviews across the baseline and diagnostic phase in order to create a solid understanding of the present governance and financing structure and challenges faced by GWPO, and of potential benchmarks.
- Desk research (external benchmarking) – We plan to conduct a benchmarking exercise, predominantly through desk research, reviewing the governance and financing structures of comparable organizations. This benchmarking exercise will also be supplemented by interviews as mentioned above.
- Consultations facilitated by GWPO Secretariat – In the ToR, there is mention of consultations with Regional Water Partnerships, strategic allies, funders, selected GWP Partners and the GWPO Secretariat. We believe these consultations will be highly useful and understanding the current situation, its challenges and developing recommendations.

Governance Review Methodology

Our proposed framework will provide a holistic review of the effectiveness of GWP’s governance, reviewing three objects: GWP’s governance structure, its governance entities (roles/committees) and its decision-making processes.

Figure 6: Proposed diagnostic framework for Governance Review



Reviewing Governance Structure:

Understanding that governance entities exist in an interconnected system, we will map the overall ‘structure’ of governance entities within GWP, review how clear and effective the overall structure is, and how suitable it is given GWP’s new strategy. Here, we seek to perform two tests:

- Overlaps/Gaps: We will look to develop a clear understanding on what decisions and activities need to be performed in order to effectively run GWP. Second, we will categorize and map each governance entity in GWP according to what role it performs i.e. does it provide an oversight,

decision-making or advisory function? Having mapped the intended purpose of each entity, we can then assess any overlaps and gaps in purpose or authority.

- **Fit with Strategy:** As the organization moves to implement its Strategy Towards 2020, we ask whether the current 'mix' of entities is the right mix given the desired stakeholder participation and increase of expertise needed to fulfill GWP's new strategy. We will review GWP's strategy and distill key implications for governance and assess any gaps between intent and reality.

In addition to reviewing GWP's governance structure, we will also look at the governance structure of comparable organizations during our external benchmarking to develop key insights on how GWP could improve.

Reviewing Governance Entities (Roles and Committees):

Here, we will deep dive into understanding specific entities (roles and committees) and review the effectiveness of each of these governance entities in terms of how adequate they are, how clearly their purpose is defined, and how well they currently perform:

- **Adequacy:** Here we will whether each entity has the right mix of skills and representation in order to fulfill their intended task.
- **Clarity of purpose and authority:** We will also look at how well the purpose and level of authority of each entity is defined. We review both perception through interviews and clarity in official documentation.
- **Performance:** Within this, we will look at intent vs. reality and review how well each entity is performing its intended role. We will review the documentation to understand the intended role, and on interviews to understand the effectiveness of their role.

Reviewing Decision-making Processes:

In this part of the diagnostic, we will review GWP's decision-making processes, evaluating each process based on four criteria of clarity, transparency, accountability and proportionality:

- **Clarity:** We will analyze for each key process how process stakeholders understand how decisions are made and how the roles are delineated.
- **Transparency:** Transparency is about how clear the decision making process is to stakeholders who are not involved directly in the process, but are affected by the results of the decision. We will analyze the information flow through the organization regarding key decisions.
- **Accountability:** We will map how individuals and committees involved in the decision making process are accountable for their decision, in terms of whether their performance is met with appropriate incentives and consequences.
- **Proportionality:** To test proportionality, we will compare decision making powers within committees with the weight of the concerned stakeholders in terms of funding, organizations represented, regions/populations represented, etc. We will also formulate alternative suggestions for how GWP might revise the existing balance.

Similarly to reviewing structure, we will also look externally through benchmarking the decision making processes of GWP against comparable organizations.

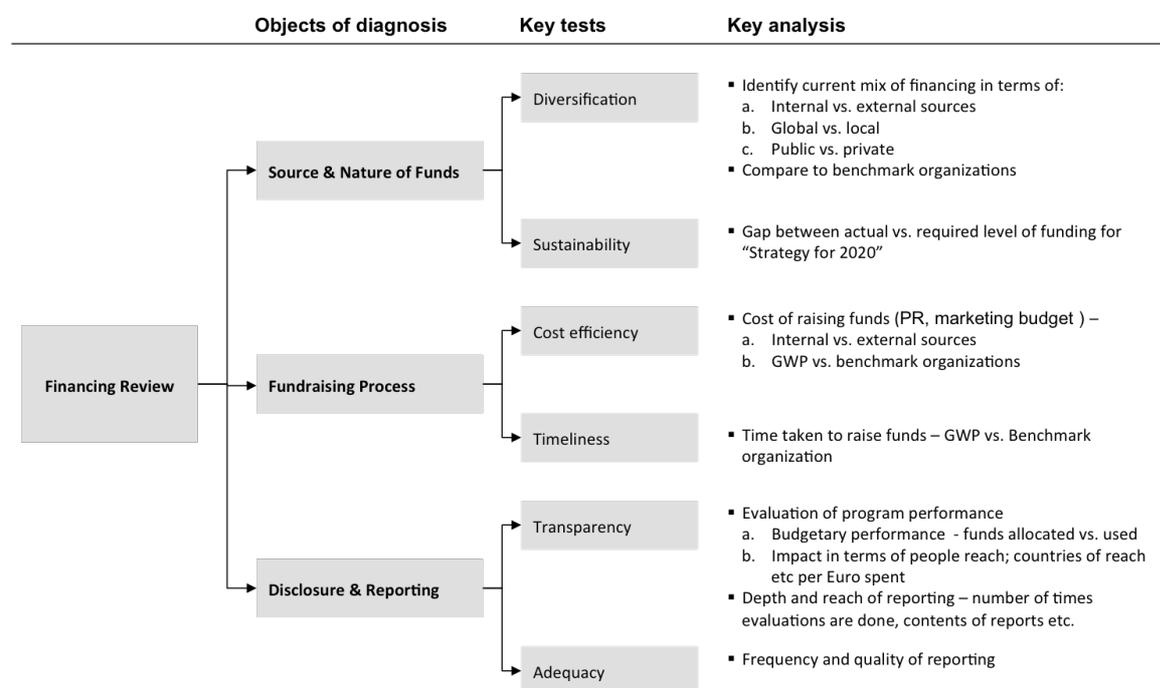
Financing Review Methodology

To conduct the financing review, we will consider three main objects – the source and nature of funds, the fundraising process, and the disclosure and reporting of funds. We will assess the current state in the organization, and benchmarks of practices in other organizations to be provided by the

GWP, as per the TOR. The result of our review will be a clear understanding of the present issues and options to be considered for financing the organization in the future.

The illustration below highlights the key aspects of our proposed diagnosis and analysis:

Figure 7: Proposed diagnostic framework for the Financing Review



Reviewing source and nature of funds:

To study the current sources and nature of funds, we will look at the organization’s current mix of financing across three dimensions: a) internal vs. external sources: where we look at GWP’s non-mandatory funding set up internally and understand its dependence on internal vs. external sources; b) global vs. local: where we look at the current mix of GWP’s funding from global vs. local sources and GWP’s ability to attract local funding; and c) public vs. private: where we review GWP’s current mix of public vs. private funding and evaluate GWP’s ability to attract private sector funding.

Once we understand the overall mix, we will perform two tests:

- Diversification – We will look at the reliability of GWP’s financing based on its current diversification across the various sources of funding.
- Sustainability – We will analyze the gap between the current and desired mix of funds based on its future strategy.

Reviewing the fundraising process:

The objective for this review will be to understand the current financing process and systems, and how this can be adapted as the organization seeks to diversify its financing sources. Specifically, we will look to test:

- Cost efficiency – We will look at how efficiently GWP raises funds in terms of its fundraising expenditure vs. funds raised.
- Timeliness – We will review the timeliness of GWP’s fundraising processes and its ability to balance its needs over time.

Reviewing disclosure and reporting:

The objective here will be to understand the current reporting practices, and how reporting can be a tool to engage with partners and potential financiers to raise more funds. To do this, we will look at the following aspects:

- Adequacy – We will look at the overall frequency, reach and quality of reporting on GWP’s finances and gather perspectives from GWP funders.
- Transparency – We will review key reporting in terms of its transparency and clarity on important issues such as expenditure and budgetary performance.

3.4. Our approach and work plan

Based on our understanding of context and objectives, we suggest a 4-step approach to completing this assignment. The elements of our proposed approach are outlined in more detail below:

1. Inception: During the inception phase we propose to conduct our kick-off meeting and consultation to finalize our approach and methodology, and align on key sources and inputs/data needed. We will discuss the list of people to be interviewed, documents to be reviewed, GWP programs to be covered, and organizations to include in our benchmark. Finally, we will propose an outline of the structure of the final report. These details will be shared with GWP team through an inception report.

2. Baseline Review: The objective of the baseline review will be to create a solid understanding of the present governance and financing structure and challenges faced by GWPO. For the Governance review, we will map the current governance and organization structure including people’s roles and group/committee descriptions and responsibilities, and process maps and descriptions. We will also review suggested GWP programs to get a better sense of how these roles and processes function in practice at the different levels of the GWP network.

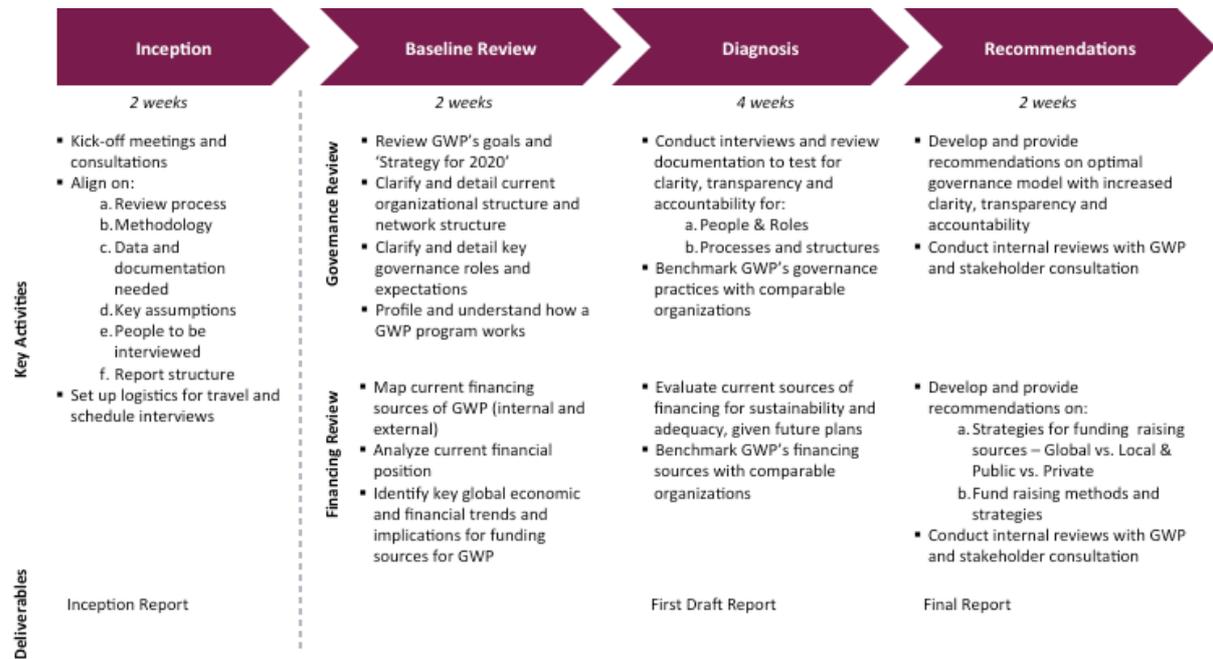
For the financial review, we will map the current financing sources, analyze the current financial position of the GWP, review key trends affecting financing, and financing prospects with existing key donors, and discuss any raising from locally raised income (EUR 2.1 million in 2013 as per the 2013 annual report).

3. Diagnosis: The next step will be to conduct our interviews and review GWP’s documentation in detail in order to test it against the criteria of clarity, transparency and accountability. We will also benchmark GWP against an agreed set of comparative organizations, highlighting best practices and opportunities for improvement. We will similarly conduct benchmarking on the financing sources and mix of comparative organizations, highlighting opportunities for GWP to integrate new financing processes and systems.

4. Recommendations: In this phase, we will synthesize the findings from the project into clear, actionable recommendations for how GWP’s governance and organizational structures can be adjusted to effectively implement its Strategy Towards 2020. This will include consultations and reviews with the GWP to align on a pragmatic plan of action for governance and financing.

The exhibit below details the process as described above:

Figure 8: Suggested Approach for GWP Governance & Financing Review



We believe that the project can be completed in about 10 weeks, but its duration could be increased to leave greater time for syndication, for example creating a longer review period for senior GWP stakeholders to review and comment on the document during our recommendation phase, before the finalization of our recommendations.

4. Organization and Staffing

4.1. Team composition

We have identified four skills as critical for completing the assignment: Expertise in Water Resource Management, Proficiency in governance and organizational reviews, expertise in financing strategies, and a successful track record of working in working global multi-stakeholder environments. We believe that the proposed core team is a great fit for the requirements of this assignment, and brings the requisite skill sets to deliver on the evaluation exercise:

- **Adrien Couton** is head of Dalberg’s water practice. He has experience with various facets of water resources management and connected agricultural issues from his current work at Dalberg (e.g., on-going evaluation conducted for IFC-SSAWA), his former experiences as CEO of a water JV between Danone and Naandi Foundation and as Global Manager for Acumen’s water portfolio and agriculture portfolio and working on water issues at the World Bank. He has led multiple strategic evaluations, including for the IFC, major foundations (e.g., BMGF), and corporate groups. He has strong experience in organizational change from his work at Dalberg and prior experience at McKinsey. He has work experience in across developing countries in Africa and Asia.
- **Wijnand De Wit** is head of Dalberg’s strategy and performance practice. He has extensive experience conducting strategic evaluations for a large number of evaluations with multi-lateral organisations and the private sector, including for UNEP and the Water Supply and Sanitation Collaborative Council. He has supported numerous organizations across the developing countries with governance issues, strategic planning, organizational design and business process improvement, including the International Organization for Migration, the International Federation of Red Cross and Red Crescent Societies, ILO, WHO, UNEP and UNDP.
- **Warren Ang:** Warren is a Project Manager at Dalberg based in our Mumbai office focused on strategy and organizational performance for our clients in Asia. Warren worked on the 2030 WRG Evaluation with Adrien and Wijnand and has worked on multiple projects in the water sector. Prior to Dalberg, Warren was the Executive Director of an NGO in Southwest China, where he was responsible for the overall design and implementation of strategy and governance across the organization’s 200 employees, 24 projects and 8 offices. He has also conducted governance reviews in a consulting capacity, including a review of the decision-making effectiveness of the C-suite of a large Australian bank during his prior work with PricewaterhouseCoopers Australia.
- **Krishna Mathur:** Krishna is a Consultant at Dalberg based in our Mumbai office. She has recently worked on the evaluation program for a large Indian Non-Profit’s leadership development program for social entrepreneurs. She has previous experience at McKinsey and Company working on strategy and financing.

The table below summarizes the qualifications for this assignment of the proposed core team.

Figure 9: Relevant expertise of the Dalberg team

Team members	Organization & governance reviews/ Evaluation	Financing Strategy	Water management experience	Multi-Stakeholder Projects
Adrien Couton	✓	✓	✓	✓
Wijnand De Wit	✓	✓	✓	✓
Warren Ang	✓	✓	✓	✓
Krishna Mathur	✓	✓		

4.2. Team structure

Given the intensity of senior interactions on this assignment, our team is top-heavy, with 2 co-Directors (Adrien Couton and Wijnand De Wit), a manager (Warren Ang) and a consultant Krishna Mathur). The role of each team member is detailed below.

Figure 10: Team structure

The following section provides more detail on the bios for each team member.

Team Member	Responsibility
<p>Adrien Couton Wijnand De Wit Co- Directors</p>	<ul style="list-style-type: none"> ▪ Provide overall leadership on engagement ▪ Provide quality assurance throughout the project ▪ Provide expertise on Water Resource Management and Governance/Financing ▪ Conduct field visits and interviews (senior level)
<p>Warren Ang Project Manager</p>	<ul style="list-style-type: none"> ▪ Day to day project leadership ▪ Manage project work stream and adherence to time lines ▪ Contribute to overall deliverables ▪ Conduct field visits and interviews (as needed)
<p>Krishna Mathur Consultant</p>	<ul style="list-style-type: none"> ▪ Contribute to overall deliverables ▪ Conduct field visits and interviews (as needed)

4.3. Short team bios

Adrien Couton, Partner and Water Practice Head; Co-Director

Adrien is a Partner in Dalberg’s Mumbai office and he leads Dalberg’s Water Practice. He has also conducted multiple high-profile impact evaluations in India and East Africa for social incubators and large foundations.

Some of his recent assignments include: conducting a strategic evaluation of IFC’s flagship water and sanitation market transformation; supporting the Sasakawa Peace Foundation and UNDP in an assignment aiming to identify opportunities to involve Japanese companies in the BoP water and sanitation ventures across developing countries; an engagement for IFC/PIDG to assess the commercial and impact investment potential of the water and sanitation market in low and middle income countries; a strategic evaluation for a multinational corporation’s foundation in Africa, which has funded 42 water projects across 27 African countries; supporting the XPrize Foundation in the development of an innovation prize on “the value of sanitation”; a strategic evaluations for India’s #1 and #2 social incubators.

Before joining Dalberg, Adrien was based in Hyderabad (Andhra Pradesh) as the CEO of Naandi Water, the largest BoP water utility in India, set up as a joint venture between a leading Indian NGO, Naandi Foundation, and food and beverage MNC Danone. Naandi Water operates in 5 states across India, serving an estimated 2.1 million end users through 500 water centers.

His earlier experience includes working for Acumen Fund as Global Manager of the Water & Sanitation and Agriculture portfolios, funded through grants of US\$ 4 million and US\$ 7 million from the Bill & Melinda Gates Foundation, respectively. As the Portfolio Manager, he identified social

investments in the water and sanitation sector and the agriculture sector and provided management assistance to support their scale-up.

He was previously a consultant at McKinsey & Company where he supported European utilities on organizational and strategic questions and assisted the Sri Lankan government in re-establishing basic services in the aftermath of the 2004 Tsunami. While at McKinsey, Adrien took a 6-month leave of absence to work with the World Bank's Water and Sanitation Program in Delhi.

Adrien holds a Masters in Management from HEC, Paris, a Masters in Political Science from La Sorbonne University, Paris, and a Masters in Public Administration from the Kennedy School of Government at Harvard University. He is an Acumen Fund Fellow, a Yale World Fellow and an Asia Society's Asia 21 Delegate.

Wijnand De Wit, Partner and Strategy & Performance Practice Head; Co-Director

Wijnand is a Partner at Dalberg, co-leader of the Strategy & Performance practice area and Regional Director for Europe. He advises international organizations, corporations, developing and developed country governments, private sector companies, foundations and NGOs on evaluations, strategic planning, organizational transformation, financial management, performance management and information technology. He has close to fifteen years of experience in strategy consulting serving organizations such as the Global Fund, EU Commission, World Health Organization and the UN Secretariat.

He is currently overseeing Dalberg's work for the EU commission on extending its blending facilities to better engage the private sector. He has recently finished an engagement with the Global Sanitation Fund reviewing its operating model and preparing for scale up of their activities. Before that, he concluded an organization wide review of the service delivery model for operational support at the World Health Organization. He also led the evaluation of the UN Mediterranean Action Plan. The review aimed to bring back focus and efficiency to the activities of the UNEP Mediterranean Action Plan system in areas such as prevention, preparedness and response to water management, pollution emergencies, biodiversity, sustainable production and integrated coastal zone management.

In the past, he supported numerous organizations with governance issues, strategic planning, organizational design and business process improvement, including the International Organization for Migration, the International Federation of Red Cross and Red Crescent Societies, ILO, WHO, UNEP and UNDP. He has helped set up new initiatives, as part of existing organizations or stand alone, including the Affordable Medicines Facility for malaria and the Global Green Growth Institute.

Before joining Dalberg, Wijnand worked with KPMG Consulting in the Netherlands on financial management in the public and private sector. He has advised several large public sector organizations, including the Netherlands Ministry of Finance and the Ministry of Infrastructure on the implementation of enterprise resource planning applications and on the implementation of results based management. Wijnand holds an MBA from Nyenrode University, a Bachelor's degree in Engineering and is a Certified Management Accountant. He is fluent in written and spoken English, French and Dutch and proficient in German.

Warren Ang, Project Leader

Warren is a Project Leader in Dalberg's Mumbai office, working primarily in strategy development and organizational design for our clients across Asia. Warren worked on the 2030 WRG Evaluation with Adrien and Wijnand and has worked on multiple projects in the water sector, including an innovative financing review with CEPT University on water and sanitation issues. At Dalberg, Warren has also proven effective in multi-stakeholder environments. He was the project-lead on our strategy and market assessment project for the Global Alliance for Clean Cookstoves and the

People's Republic of China's Ministry of Agriculture, which involved managing and aligning complex stakeholders on a 10-month project focused on catalyzing the clean stove industry in rural China.

Prior to joining Dalberg, Warren was the Executive Director of an NGO in Southwest China, where he was responsible for the overall design and implementation of strategy and governance across the organization's 170 employees, 24 projects and 8 offices. The NGO focused on healthcare, community development, water and agriculture, and children's services.

Prior to that, Warren worked as a Senior Consultant in PricewaterhouseCoopers' Strategy Consulting Practice, based in Sydney, Australia. At PwC, he advised companies in retail, telecommunications, healthcare, financial services and not for profit sector on issues of strategy, governance, market entry and performance improvement. Notably, he conducted a governance review for a major Australian bank, assessing the quality of their single point accountability and overall effectiveness of their governance and decision making at the C-suite level.

Warren holds an MBA with Distinction from INSEAD and a B.Comm (with a major in Economics, Marketing and Accounting) from the University of Sydney. He speaks Mandarin at a practical level and is a native English speaker

Krishna Mathur, Consultant

Krishna is a Consultant in Dalberg's Mumbai office. She has recently worked on an evaluation and monitoring program for a large Indian non-profit's leadership development program for social entrepreneurs. She worked on developing and designing evaluation program methodology, an evaluation manual and surveys.

Prior to Dalberg, she worked as a Research Analyst at McKinsey & Company, in the Corporate & Investment Banking practice. There she led a large proprietary asset on corporate banking market sizing across 13 Asian countries. The results were used to develop market entry and expansion strategies, strategic business model development, and evaluation for large banking clients. She worked on multiple client engagements on these topics, including with global banks entering Asia and local banks trying to expand across the region. She has also worked on due diligence and market evaluation projects.

She has completed her Post Graduate Program in Management from the Indian School of Business. As a part of her consulting project at the campus, she worked on a performance evaluation of the effectiveness of teaching-learning material developed by an education sector non-profit. She worked on developing the evaluation methodology and conducted a pilot run for the impact assessment program, and set up the program for implementation the next year.

Krishna graduated from the University of Delhi with a Bachelor's degree in Financial & Investment Analysis. She is also the recipient of the Citibank Woman Leader Award 2014.

5. Financial proposal

We have respected the indicative budget ceiling in the ToR of EUR 40,000 and present our proposal and cost-breakdown below at **EUR 39,938**. Openly, the budget is tight for the work and expertise involved; however, we see a strong opportunity for GWP to achieve greater impact if it undertakes a quality review on its governance and financing options.

Total Consulting Fees

	Phase 1: Inception	Phase 2: Baseline	Phase 3: Diagnosis	Phase 4: Recommendations	Total
Total Fees EUR	4,457	6,932	16,836	8,913	37,138
Travel & Accommodation					2,800
Total in EUR					39,938

Breakdown of Approximate Travel & Accommodation Cost (included)

Our budget includes one trip for five nights during the diagnostic phase to conduct in person interviews and consultations in Stockholm. We believe that in-person trips, particularly for important interviews with GWPO stakeholders, will help improve understanding and increase the quality of inputs.

Travel	Cost per person (in EUR)	Quantity	Total
Return flights (Mumbai to Stockholm)	650	1	650
Return Flights (Geneva to Stockholm)	150	1	150
Accommodation and food	200	10	2,000
Total in EUR			2,800

Optional trip at end of project

We would recommend a second trip for additional stakeholder consultation with GWP regarding the recommendations of our report toward the end of our project. We have outlined the costs for the second trip below, however, please note that this is optional and dependent on GWP's decision.

Travel	Cost per person (in EUR)	Quantity	Total
Return flights (Mumbai to Stockholm)	650	1	650
Return Flights (Geneva to Stockholm)	150	1	150
Accommodation and food	200	4	800
Total in EUR			1,600

Appendix: Curriculum Vitae of the proposed team members

Certification

- Adrien Couton
- Wijnand De Wit
- Warren Ang
- Krisha Mathur

We, the undersigned, certify that to the best of our knowledge and belief, the following CVs correctly describe the above staff members, their qualifications, and their experience. I understand that any willful misstatement described herein may lead to our disqualification or dismissal, if engaged.

Sincerely,



Adrien Couton

Water Practice Head, Dalberg
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T: +91 99 20 988 661



Wijnand de Wit

Strategy & Performance Practice Head, Dalberg
E: wijnand.dewit@dalberg.com
T: +41 22 809 9908

ADRIEN COUTON

1.	Proposed Position	Project Director
2.	Name of Firm	Dalberg Global Development Advisors
3.	Name of Staff	Adrien Couton
4.	Date of Birth	19 May 1977
5.	Nationality	French
6.	Education	Yale University World Fellows Program, 2011 Harvard Kennedy School Masters in Public Administration, 2002 - 2004 HEC Paris BA and Masters in Management, 1996 – 2000
7.	Membership of Professional Associations	N/A
8.	Other Training	N/A
9.	Countries of Work Experience	France, Belgium, Cambodia, Italy, USA, India, Pakistan, Sri Lanka, Kenya, Uganda, Senegal, Tanzania, South Africa, Morocco, Mozambique, Egypt, Haiti
10.	Languages	English (Speaking: Fluent; Reading: Fluent; Writing: Fluent) French (Speaking: Fluent; Reading: Fluent; Writing: Fluent) Spanish (Speaking: Fluent; Reading: Fluent; Writing: Fluent) German (Speaking: Fair; Reading: Fair; Writing: Fair)
11.	Publications	N/A

12.	Employment Record	Detailed below
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Partner	DALBERG GLOBAL DEVELOPMENT ADVISORS
2012 - Present	(MUMBAI, INDIA)

Adrien Couton leads the global water practice area of Dalberg

- Led an engagement for the International Financial Corporation to assess the commercial and impact investment potential of the water and sanitation market in low and low/middle income countries and recommend an organizational design for the Private Infrastructure Development Group (PIDG) to establish a facility to address the sector. Conducted a feasibility study identifying current supply and demand for finance and the constraints to private sector investment, recommended a design for the fund in alignment with PIDG’s strategic objectives and organizational structure and identified concrete pipeline opportunities in 14 countries through consultations with more than 200 experts from over 58 organizations.
- Project Director for a PPAIF/ IFC funded project, “Supporting the development of Dlo Haiti”. Dlo Haiti is a social venture setting up a network of safe drinking water centers in Haiti. Based on information gathered via primary research, stakeholder interviews, and best practices from a range of other community water models, the team analyzed the company’s initial business plan and helped detail and strengthened it ahead of an investment round syndicated by the IFC.
- Recently supported XPrize Foundation in the development of an innovation prize on the “Value of Sanitation XPrize.” He provided expertise on sanitation in developing countries, advised on

the subject and scope of challenge, connected the foundation to more than 100 experts in the field, facilitated a workshop to finalize the prize concept, and helped the XPrize team prepare the ideation report outlining the parameters of the prize.

- Managed an assessment of a beverage MNC’s Foundation, which implements 42 water projects in 27 African countries.
- Recently managed an engagement with Sasakawa Peace Foundation to help identify impactful and viable opportunities for Japanese firms to participate in BoP markets for clean energy and water.

CEO	Naandi Water
2009 –2011	(Hyderabad, India)

- Managed the operation of 420 community water systems as at December 2010, making safe water available to 2.1 million people in five Indian States
- Prepared and presented to investors the business plan for spinning off Naandi Foundation’s safe water activities into a social for-profit, leading to the creation of NCWS as a joint venture between Danone.
- Led the transformation of the company’s structure from a foundation to a for-profit structure, reorganizing processes and restructuring a team of 140 people and 600 contractors. Leveraged Danone’s expertise to develop innovative promotion approaches to increase safe water adoption and meet a target yearly growth of 100%

Global Portfolio Manager	Acumen Fund
2006 – 2009	(New York, USA / Hyderabad, India)

- Developed a strategy for the growth of Acumen Fund’s water portfolio and worked with country teams in India, Pakistan and Kenya to implement it, resulting in a growth of the water portfolio from \$1.6m to \$5m over 2 years under funding from the Bill & Melinda Gates Foundation and other funders.

Consultant	World Bank, Water and Sanitation Program
2004 – 2004 (While on leave from McKinsey)	(Delhi, India)

- Benchmarked the practices of the Delhi Water Board towards the poor with international good practices and contributed to defining an approach to serve 2 million unconnected poor in Delhi; proposal integrated in a comprehensive \$180 million reform plan of the Water Board sponsored by the World Bank
- Led a \$50,000 study on “Land Tenure and Service Provision” to improve slum upgrading in India through greater involvement of utilities and presented conclusions to the global head of WSP; conclusions were integrated into WSP’s slum strategy in India.
- Participated in the organization of PPP workshops in India

Business Associate	McKinsey & Company
2000 – 2006	(Paris, France)

- Conducted multiple strategy assignments

WIJNAND DE WIT

1.	Proposed Position	Expert Advisor
2.	Name of Firm	Dalberg Global Development Advisors
3.	Name of Staff	Wijnand De Wit
4.	Date of Birth	12 July 1973
5.	Nationality	Dutch
6.	Education	Nyenrode University, The Netherlands Business School MSc, Financial Management (1997 – 1998) Rijswijk Polytechnic, Technical Business Administration BA, Logistics Management (1992 – 1997)
7.	Countries of Work Experience	Albania; Bangladesh; Bosnia & Herzegovina; Finland; France; Germany; Greece; India; Italy; Kenya; Netherlands; Portugal; Senegal; Spain; Switzerland; Tanzania; The Gambia; Turkey; United Kingdom; and the United States
8.	Languages	Dutch (Speaking: Fluent; Reading: Fluent; Writing: Fluent); English (Speaking: Fluent; Reading: Fluent; Writing: Fluent); French (Speaking: Good; Reading: Good; Writing: Good); German (Speaking: Fair; Reading: Fair; Writing: Fair);

12. Employment Record Detailed below

Partner 2004 - Present	DALBERG GLOBAL DEVELOPMENT ADVISORS (GENEVA, SWITZERLAND)
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Joined Dalberg as a Project Manager in 2004. Now a Partner serving UN agencies, foundations, corporations, and developed country governments

Strategic planning and evaluation

- Supported the European Commission with a study of the opportunities to extend their blending facilities (financing mechanisms for developing countries) to attract more private sector funding, increase its scope in terms of geography and sectors
- Conducted the five year evaluation for a humanitarian UN organization. Team leader for an evaluation of the efficiency, effectiveness, relevance and impact of an organization active in disaster prevention and relief.
- Developed donor strategies to govern DANIDA's (Danish development agency) support for two international institutions, The Global Fund and UNAIDS.
- Supported the Global Green Growth Institute (GGGI), a newly established Korean non-for-profit organization aiming to become a leader of environmentally sustainable global growth driven by emerging countries, to develop an operating model that clearly differentiates GGGI as a forward looking international organization that is efficient, effective and highly responsive to beneficiary and donor needs.
- Supported the World Intellectual Property Organization's strategic realignment program, which included: implementing a new governance and management structure, managing a communications strategy, and developing a results framework to measure the progress of each of the program's initiatives.
- Conducted an independent evaluation of the Voluntary Solidarity Contribution Project for UNITAID.
- Evaluated performance of DFID Central Research Department to identify key development

needs for the 2008-2013 strategy. The evaluation concentrated on research needs and ideas for dissemination.

- Conducted a Review of Management & Administration for the Office for the Coordination of Humanitarian Affairs. Managed the team that conducted a four month review of scope, organizational structure, roles and responsibilities etc. to identify improvements and efficiencies in service delivery and decision making.
- Developed a five year strategy for the International Programme for the Elimination of Child Labour. Worked together with the Senior Management Team of the International Labour Organization to set priorities and develop a resource mobilization strategy.
- Calculated the economic value of volunteers working with the Red Cross Red Crescent (RCRC) Societies and to write a report describing the economic and social value of RCRC volunteers.
- Conducted a review of the impact of Development Aid on the private sector, including on trade flows between donor and recipient countries for the Danish Ministry of Foreign Affairs.

Energy, environment and water management

- Supported the Water & Sanitation Supply Collaborative Council - Global Sanitation Fund with a review of its governance, operating model, and procedures and proposed changes to prepare for a scale up of its activities
- Evaluated the United Nations Environment Programme Mediterranean Action Plan with a review of its mandate, governance, strategic priorities and delivery model. The review aimed to bring back focus and efficiency to the activities of the UNEP MAP system in areas such as prevention, preparedness and response to water management, pollution emergencies, biodiversity, sustainable production and integrated coastal zone management.
- Conducted an independent study on the destabilizing effects on society of illegal wildlife trade in support of the World Wildlife Fund's (WWF) first global campaign to place the issue on the global agenda.
- Assisted the Global Green Growth Institute (GGGI) with its strategic plan 2012-2014 as well as the operational model and procedures for the implementation of the plan.
- Developed the five year strategy for the Stockholm Convention on Persistent Organic Pollutants. As part of the work, we supported the Secretariat with the design and launch of the global alliance for alternatives to DDT, a public private partnership
- Conducted a study of the Economic Value of Virunga National Park for the World Wildlife Fund's (WWF) global campaign against oil exploration in World Heritage Sites.
- Compiled a report for the UN Leadership Forum on Climate Change when more than 100 business and civil society leaders met with heads of state to discuss climate change convened by the UN Secretary General on September 22, 2009.

Global health

- Supported the UNITAID Secretariat with the preparation of content and facilitation of the March 2011 Partner and Executive Board retreat. As part of the assignment, we developed Board pre-read material on the global health architecture, latest developments in the three diseases (also informed by the Partner day) and UNITAID positioning.
- Assessed the Southern African Roll Back Malaria Network (SARN) and provided recommendations to improve the network functioning and performance.
- Developed the governance model and operating model for establishment of the AMFm as a business line within the Global Fund. Managed the team that was responsible for evaluating the feasibility of AMFm as a business line in the Global Fund and developed the governance and operating model for implementation.
- Advised the team conducting the Roll Back Malaria Partnership. Supported the team leader with

the development of the methodology, in particular the evaluation questions and emerging findings and recommendations.

- Developed a five year strategy for the World Heart Federation. Worked together with the Executive Director of the World Heart Federation to develop a five year strategy effectively setting the priority on prevention, and opening up opportunities for collaboration with other NGOs.
- Supported a leading pharmaceuticals firm to develop a framework for its global access-to-medicine strategy to boost its ranking in the field of global health.

Education

- Facilitated a Board Retreat of the International Baccalaureate Organization. Designed and facilitated a workshop focused on a single question: “Should the IBO develop a separate line of activities focused completely on development”.
- Developed a business model for the International Baccalaureate Teacher Volunteers program.
- Developed a funding proposal for UNESCO to support journalism schools in Africa.
- Reviewed IBO’s Communications Organizational Structure, evaluating reporting lines for marketing, communications and external relations in the organizational structure based on a clear articulation of global and regional roles and responsibilities supported by case studies of other similar organizations.

**Senior Consultant
1999 – 2004**

**KPMG
Amsterdam, the Netherlands**

Joined KPMG Consulting as an Associate Consultant in 1999 – left as a manager in 2004 to join Dalberg in Geneva. Served primarily large government institutions, including the Ministry of Finance and the Ministry of Infrastructure and Transport with initiative to improve results based management.

WARREN ANG

1.	Proposed Position	Project Manager
2.	Name of Firm	Dalberg Global Development Advisors
3.	Name of Staff	Warren Ang
4.	Date of Birth	05 May 1986
5.	Nationality	Australian
6.	Education	INSEAD MBA (2012 – 2013), Dean’s List University of Sydney B.Comm, Economics, Marketing and Accounting (2004 – 2006)
7.	Membership of Professional Associations	N/A
8.	Other Training	N/A
9.	Countries of Work Experience	Australia, China, India
10.	Languages	English (Speaking: Fluent; Reading: Fluent; Writing: Fluent) Chinese (Speaking: Fair; Reading: Poor; Writing: Poor) Bahasa Melayu (Speaking: Poor; Reading: Poor; Writing: Poor)
11.	Publications	N/A

12.	Employment Record	Detailed below
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Project Leader	DALBERG GLOBAL DEVELOPMENT ADVISORS
2013 - Present	(MUMBAI, INDIA)

Warren joined Dalberg in 2013 as a Project Leader, with significant past experience in organizational re-design

Experience working in Asia

- Identified opportunities to develop new business models and attract innovative financing to address the issues of sanitation in urban Maharashtra, in conjunction with CEPT University.
- Advised a team on the development of sanitation improvement strategy for three small and medium towns working with CEPTI University, local town authorities and the Bill and Melinda Gates Foundation
- Managed a strategy engagement toward catalyzing adoption of clean cookstoves in rural China for the Global Alliance for Clean Cookstoves and the Chinese Ministry of Agriculture.

Executive Director
2010 – 2012

BLESS CHINA INTERNATIONAL
(YUNNAN PROVINCE, CHINA)

Director to 170 employees under supervision, 7 direct reports, 8 offices, 24 projects, annual budget of ~11m RMB. Challenged to turnaround BCI to improve performance on its mission and institute effective management.

Strategic Planning and Vision Setting

- Oversaw and successfully managed the ‘Founder to CEO’ leadership transition (BCI was founded in 1994).
- Led the organisation through its first centralised transformational strategy. Overcame strong resistance to change and achieved collective buy-in from multi-disciplinary, cross-cultural, and historically decentralised field offices.
- Communicated vision, mission and strategy consistently through weekly memos, regular site visits, quarterly strategy workshops and annual conferences.
- Aligned operations to strategy resulting in the transition of the two largest offices to indigenous leadership, successfully removing dependence on foreign leaders.
- Wrote and presented fundraising proposals to key donors, securing \$750k USD for strategic initiatives.

Organizational Re-design

- Restructured entire organisation and reallocated leadership roles based on fit, skills and experience.
- Introduced centralised performance measurement and evaluation system, with 360-degree feedback.
- Clarified and documented decision rules and lines of authority, restoring broken linkages and trust.
- Reduced head office fixed costs by 50% through restructuring and removing unnecessary resources.
- Led teams of 2-3 to redesign head office functions (Accounting, HR, and Administration) and train key leaders. Cut delays in month-end accounting processes from 3mths to 1mth and increased reporting accuracy.

Results-focused performance and people management

- Mediated interpersonal conflict resolution between head office leaders and one of our site office teams that resulted in restored trust and commitment after 8+ years of heavy resistance.
- Led a core change team of 30 to implement strategy through 10 simultaneous change initiatives.
- Coached, mentored direct reports. Regularly travelled to support leaders personally and professionally.
- Designed and delivered formal training courses in listening, problem-solving, management and leadership. Trained successors to deliver courses in Chinese.

Senior Consultant
2007 – 2010

Price Waterhouse Coopers
(SYDNEY, AUSTRALIA)

As a Senior Consultant at PwC, Sydney, Warren was responsible for strategy, capacity building and business model development across multiple sectors.

Market Analysis, Evaluation and Business Strategy Support

- Conducted a “High Reliability Organisations” governance review for a major Australian bank, assessing the effectiveness of their governance and decision-making at the C-suite level. Interviewed executives and recommended changes to improve structural clarity and institutionalise single point accountability.
- Conducted customer segmentation analysis for a leading international micro-finance organisation. Presented insights to the CEO and leadership, resulting in an overhaul of their marketing strategy.
- Led cross-functional client teams in a Lean Improvement diagnostic across 4 hospitals. Identified over 100 waste issues and delivered targeted reductions in patient wait time and administration costs.
- Evaluated the competitive position of a Taiwanese electronics retailer looking to enter the Australian market, resulting in prevented losses (>\$3m p.a.) associated with unsuccessful market entry.
- Developed the product strategy as part of a market entry study for a large supermarket retailer, delivering an expected \$7m to \$29m annual profit improvement potential.

KRISHA MATHUR

1.	Proposed Position	Consultant
2.	Name of Firm	Dalberg Global Development Advisors
3.	Name of Staff	Krishna Mathur
4.	Date of Birth	14 June 1989
5.	Nationality	Indian
6.	Education	Indian School of Business MBA, Strategy & Leadership (2013 – 2014) College of Business Studies, Delhi University BFIA, Finance & Investment Management (2007 – 2010)
7.	Membership of Professional Associations	N/A
8.	Other Training	N/A
9.	Countries of Work Experience	India
10.	Languages	English (Speaking: Fluent; Reading: Fluent; Writing: Fluent) Hindi (Speaking: Fluent; Reading: Fluent; Writing: Good) Spanish (Speaking: Poor; Reading: Poor; Writing: Poor)
11.	Publications	N/A

12. **Employment Record** Detailed below

Choose current position 2014 - Present	DALBERG GLOBAL DEVELOPMENT ADVISORS (MUMBAI, INDIA)
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Krishna joined Dalberg in 2014 as a Consultant, with past experience in strategy and financial analysis

Monitoring and Evaluation

- Worked with a large social development non-profit for designing a strategic monitoring and evaluation program for their Leadership Development Program aimed at social entrepreneurs in India. Worked on designing the evaluation survey and manual for conducting the evaluation program.

Research Analyst 2010 – 2013	McKINSEY & COMPANY (GURGAON, INDIA)
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As a Research Analyst focused on Corporate & Investment Banking, Krishna was responsible for providing in-depth industry knowledge and research as well as financial analysis and implications for client on indentifying market entry and expansion strategies, organizational efficiency and optimizing business models , new product strategies, and exploiting competitive advantage.

Complex Problem Solving & Quantitative Analysis

- Managed an analytical tool used to size various market and product opportunities in various Asian markets. Managed data collation and analysis, developed analytical tool, problem solved with team and experts within the firm to derive results. Results used to develop market entry strategies, optimize business models and drive strategic re-alignment.
- Worked on developing strategy for large South East Asian bank, created market sizing models,

developed market forecasts, benchmarked products and business models to recommendations for expansion strategy in Indonesia

- Developed investment banking market expansion strategy of Indian NBFC, performed benchmarking exercises, mapped addressable market size, worked on sizing and expansion options in other Asian countries
- Consulted on SME financing opportunity for Indian NBFC. Benchmarked current competitive landscape, analyzed specific product opportunities; created analytical model to gauge potential profitability
- Conducted Private Equity due diligence to provide investment advisory on Indian Commodities space, created and sized trading opportunity across Indian commodities space, mapped current landscape, conducted competitive benchmarking, and potential future profitability analysis

Results-focused performance and people management

- Led a 6-7 member analyst team spread across Asia on key proprietary asset. Managed the program of the asset through the year, delegated data collection and analysis with analysts. Validated the results with industry experts. results presented to senior partners at McKinsey and key clients across Asia
 - Worked on large CEO conferences, developed presentation content, problem solved with large cross regional team and senior firm partners. Co-authored several conference documents
 - Conducted new hire trainings on presentation and communication skills; trained and managed 5 new hires within the team over 6 months
-