

Terms of Reference

WaterAid East Africa Regional Strategy Evaluation

1. INTRODUCTION

1.1. About WaterAid

WaterAid is an international not-for-profit organisation, determined to make clean water, decent toilets and good hygiene normal for everyone, everywhere. In the last four decades, WaterAid has directly reached nearly 30 million people with clean water and decent toilets. Through our work, we have made good hygiene a part of everyday life for more than 20 million people and reached 180 million people with hygiene promotion in our COVID-19 responses. WaterAid has also contributed to water, sanitation and hygiene (WASH) access for tens of millions of people through strengthening sector capacity and influencing hundreds of millions of individuals, governments and multiple organisations on the power of universal, sustainable and safe WASH services. In the next ten years, WaterAid will act as a catalyst for change on a much larger scale – focusing on strengthening national and local WASH systems to support the acceleration towards universal, sustainable and safe WASH; and steadily increasing its efforts in urbanised areas that account for half of its works.

WaterAid East Africa Regional Team works towards achieving *‘a region well governed, sustained and contributing to everyone everywhere having access to clean water, sanitation and hygiene by 2030’*. East African countries stand among the fastest growing economies in the world, and they are striving to achieve middle income status. Countries currently supported under the Water East African region include Ethiopia, Kenya, Rwanda, Tanzania and Uganda.

WaterAid East Africa Regional Strategy for 2019/20- 2022/23 is in its final year of implementation and will be completed by end of March 2023. WaterAid East Africa plans to conduct a final evaluation of this strategy, with results from the evaluation used to inform the development of a new strategy. This term of reference therefore aims at providing information that will help eligible consultancy firm in developing technical and financial proposals to participate in the bid process for the strategy evaluation.

1.2. Background information

WaterAid East Africa Regional Team developed its first strategy in 2019 in alignment with the previous WaterAid global strategy 2016 -2021. The regional strategy runs for the period of four year from 2019/20 – 2022/23. It has four strategic priorities, including (i) climate change resilient WASH, (ii) integrated WASH, (iii) civil society strengthening, and (iv) institutional development, program support and capacity building.

Under the first strategic priority, the regional office aimed at strengthening adaptive and transformative capacities of vulnerable communities in East Africa through sustainable climate resilient WASH services by 2022/23. The strategic direction (i) incorporated threats to water security into programmatic work and its potential climate impacts, (ii) integrated climate resilience national WASH strategies and plans, and (iii) strengthened multi-stakeholder’s fora that promote learning and best practices in climate resilient WASH development.

The focus of the strategic priority #2 *‘integrated WASH’* was on WASH in healthcare facilities and WASH in wider development, the intended goal was to foster integrated WASH in health and the broader development policies and practices by 2022/23. There were four strategic

directions planned to be pursued – (i) improved evidence to inform advocacy and support investments and implementation of WASH in healthcare facilities within the region, (ii) improved engagement of a broad coalition of allies to promote integrated WASH policies, (iii) increased understanding of the importance of integrated WASH among key stakeholders, and (iv) increased funding for integrated WASH through the communication and modelling of the added values of cross-sector approaches.

The strategic priority #3, i.e., *civil society strengthening*, aimed at contributing to a strong and vibrant civil society network that is empowered to influence policies, budgetary allocations and decision-making process around inclusive, sustainable WASH within the region by 2022/23. The key areas of strategic directions planned to be pursued include: (i) empowered civil society networks advocating for the realisation of SDG 6, and (ii) strengthened civil society and NGO advocacy capacity to influence policies and legislative frameworks at all levels, promoting WASH rights for the most marginalised and vulnerable groups.

The fourth strategic priority aimed at leading, supporting and maximising the potential of WaterAid East Africa systems and processes to realise quality programming, build a diversified sustainable funding portfolio, and attracting and retaining the best people by 2022/23. The strategic directions planned include: (i) improved quality programming and implementation in country programs, (ii) strengthening institutional and human resources capacities to optimise performance, and (iii) increased restricted and unrestricted fund portfolio within the region. Under this broad priority initiatives were geared towards promoting strategic thinking, strengthening and using the internal existing systems, structures and processes within the organisation to create an enabling environment for results.

WaterAid East Africa Regional Team committed itself to work with key players in the region to deliver the above results and contribute towards the achievement of universal access to WASH and the SDG 6.

Now that the strategy is in its final year of implementation, WaterAid East Africa Regional office plans to conduct a final evaluation in order to document success, learning, best practices as well as inform the focus of the next strategy.

1.3. Evaluation objectives

General objectives

The overall objective is to conduct final evaluation of the regional strategy based on the WaterAid global evaluation policy and standards, and generate evidence on the relevance, efficiency, effectiveness/performance, impact and sustainability of the strategy implementation. The findings from this evaluation will feed into the development of the new regional strategy.

Specific objectives

- ✓ Evaluate the relevance of the regional strategy (in terms of addressing policy objectives, community challenges, value addition to work of East African country programmes etc)
- ✓ Evaluate the performance / effectiveness of the regional strategy implementation (progress towards regional strategic objectives and priorities),
- ✓ Evaluate the efficiency of the regional strategy implementation (cost effectiveness, reaching vulnerable and marginalised communities, etc),

- ✓ Evaluate the impact of the regional strategy implementation (to the civil society originations/partner organisations, to the life of people, policies changes, practices, behaviours, etc),
- ✓ Evaluate the mechanisms to sustain the outputs/outcomes of the regional strategy implementations
- ✓ Document partnerships, lessons learnt out of the implementation of the regional strategy
- ✓ Forward recommendations for the development of the new regional strategy

1.4. Scope of the work

Geographic scope

This final regional strategy evaluation will be conducted at regional level and in WaterAid intervention countries of East Africa, namely, Ethiopia, Rwanda, Tanzania and Uganda. Some of the regional partners are in Kenya. The successful bidder will travel to few countries (2 or 3 countries) and reach out to other countries through virtual meetings and any other relevant mechanisms to collect data.

Content wise, this evaluation will cover the relevance, efficiency, effectiveness, impact, sustainability mechanisms, successes, lessons learnt and best practices. The consulting will perform the following tasks, but not limited to:

- Contextual relevance: examines the appropriateness of the intervention design, partnerships and approaches in addressing the identified problems, considering the implementation context.
- Results measures the extent to which the interventions have achieved or likely to achieve intended, immediate results (outputs and outcomes). This involves identifying factors contributing to the achievement and/or non-achievement of the results, to inform the development of the new regional strategy.
- Quality – examine the extent to which the intervention meets WaterAid’s quality program standards. This involves assessing the extent to which the strategy has met the relevant risk-critical minimum standards and the minimum program quality standards.
- Evaluate the performance of the implementation of the regional strategy in relation to the set strategic priorities and objectives. This includes documentations of success and achievements related to climate resilient WASH, integration of WASH in health, civil society strengthening and organisational effectiveness
- Evaluate the impacts due to the implementation of the regional strategy in terms of life saved through increased access to safe WASH, changes in policies and practices as a result of advocacy and influencing works, strengthening the WASH systems, and improved capacities of individuals/groups/organisations, etc.
- Provide analysis on whether the outputs/outcomes of the regional strategy implementation could be sustainable beyond the strategy period. This involves assessing the strength of the sustainability plan put in place by the regional team and identifying factors contributing to the sustainability of the outputs/outcomes related to the climate resilience WASH, integration of WASH in health facilities, civil society strengthening and organisational effectiveness.
- WaterAid added value and synergy – assess what WaterAid contributes to the work that is unique to WaterAid; its role and capacity; and the extent to which our interventions complement interventions from other actors.

- Coherence: that focuses on the extent to which an intervention contributes to WaterAid’s mission and vision. Assess the coherence between interventions, regional strategy and global strategy
- Value for money: that measures the extent to which results have been delivered in accordance with WaterAid’s definition of value for money
- Transformative change: that assess the potential for, or contribution and progress made in achieving lasting solutions and behaviours changes through assessing the (i) catalytic effect, (ii) scalability and ((iii) sustainability of interventions
- Document the lessons learnt from the implementation of the strategy – from the success and failures (and use as input to the new strategy)
- Identify best practices from the implementation of the regional strategy and document for the scale up (use in the new strategy)
- Forward recommendations for the development of the new strategy include proposing the strategic priorities and strategic directions for each priority.

1.5. Key deliverables

Inception report

Within the first ten calendar days from the date of contract signing, the consultancy firm will produce inception report (a maximum of 15 pages, excluding the annexes), including the preliminary findings of the desk review, details of the approaches and methodologies (sample size and sampling procedures, methods and tools for data collection, data analysis plan, ethics and data quality assurance), evaluation protocols/instruments, work schedules, and staffing plans. The ten days include submission of the draft inception report and tools, receive feedback from East African regional team, incorporate the feedback and submission of the final inception report.

Evaluation Report

The consultancy firm will produce the draft evaluation report on the regional strategy within two months from the date of signing the contract. The evaluation report will have a maximum of 20 pages, describing the findings of the evaluation including the relevance, efficiency, effectiveness, impact and sustainability of the outputs/outcomes, as well as the lessons learnt and best practices from the implementation of the strategy; with concise conclusions and recommendations that will inform the development of the new strategy. The consulting firm will prepare power point and make presentation during a virtual meeting to be organised by WaterAid East Africa Regional office. The consulting firm will produce the final evaluation report based on the comments.

Validation workshop

WaterAid East Africa Regional Team will organise a validation workshop by inviting key stakeholders in the region. The consulting firm will present the key findings of the strategy evaluation to the launching workshop.

2. EVALUATION METHODOLOGY

2.1. Evaluation design

Though the consulting firm will produce clear evaluation design, it is recommended that the design should capture collection of both primary and secondary data and guide collection of information from secondary sources. The evaluation will use a mix of methods, including quantitative and qualitative methodologies to collect the data.

The evaluation process will start with the inception meeting to discuss on outstanding issues, design and methodology proposed, the timeline for the deliverables and others as appropriate. This will be followed by the development of inception report that provides the roadmap of implementing the evaluation, which include a brief background, objectives, scope and limitations, methodology, evaluation protocols (survey questionnaires, interview guides, focus group discussion guides, etc), detailed implementation plans and the descriptions of the evaluation team.

2.2. Sampling procedure

The consulting firm will develop a sampling procedure to identify evaluation study participants. It is, however, required that the samples represent the target population, and that equal chance will be given to the study population.

The population for the evaluation includes:

- (i) WASH service users with a special focus on women, girls and people with disabilities.
- (ii) WASH service providers (government, non-government), policy makers, financiers, technical experts, private sectors, and others as appropriate.

The sampling procedures needs to include all relevant persons, groups and organisations those are audiences for the regional strategy.

Under this section the sampling procedures for quantitative and qualitative data collection needs to be explicitly discussed. The sample size calculation formula and the variables to be considered needs to be well articulated, and the criteria for inclusion of sampling units should be discussed.

2.3. Methods of data collection

The methods for this evaluation will be developed by the consulting firm, but it is recommended that the evaluation will use participatory qualitative and quantitative survey to collect the data required to answer the evaluation questions. The methods to be developed by the consulting firm needs to build on the following, which among others include:

- Desk review of relevant documents
- Interviews with representative samples of households, health care facilities, government officials and development partners
- In-depth interviews with persons knowing about the regional strategy implementations
- Focus group discussions of community groups benefited from the implementation of the regional strategy
- Samples physical observations of facilities constructed based on the support related to the regional strategic priorities
- Case stories of individuals, groups or organisations impacted through the implementation of the regional strategy.

2.4. Ethical consideration

The Consulting firm shall respect the ethics and keep confidential all matters relating to this Terms of Reference while conducting the assignment, including management of either commercially and/or organizationally sensitive information and/or data.

The consulting firm will comply with all applicable global and national laws on processing data, and protection of persons involved in the study. The consulting firm will not disclose personal data and keep them confidential throughout the study and will not misuse it.

The consulting firm will comply with WaterAid global policies, code of conduct and child safeguarding, which will be provided during the inception phase, along with the contract agreement.

3. BID ASSESSMENT

WaterAid will score bids based on technical proposal (80%) and financial proposal (20%). The first three bidders with the highest technical points will be considered for the next round where the financial proposal will be assessed. The proposal with the highest combined technical and financial score will be selected. WaterAid has the right to negotiate with the bidders, if required.

The proposals will be assessed against the following criteria:

1. Overall understanding of the terms of reference
2. Proposed methodology
3. Proposed team and organisation capacity
4. Clear and realistic financial proposal

PAYMENT MODALITY

The payment for this consultancy work will be made in three phases. The first phase will be 30% of the total contract price to be paid following the approval of the inception report. Second instalment will be 40% which will be paid upon submission and acceptance of draft evaluation report. The third instalment will be 30% and will be paid after submission and approval of the final evaluation report.

4. LOGISTICS AND SERVICES

WaterAid will provide the logistical support throughout the evaluation period. This includes transport, accommodation and per diem for pre-approved official travels during the evaluation exercise. All other costs to be incurred in the performance of the assignment shall be pre-approved by WaterAid. Therefore, the consulting firm's financial proposal shall consider professional fees only. The firm shall be required to have their own working space, tools and equipment to support the exercise.

5. TIMELINE

This strategy evaluation will be completed within 40 days from the date of signing the contract.

6. CRITERIA FOR THE SELECTION OF A BIDDER

WaterAid will consider the following criteria to select the best bidder, which among others include:

- Strong background knowledge and experiences of international programmes, projects and strategies development, implementation and evaluation processes
- Excellent skills in conducting national and regional quantitative and qualitative research and surveys
- Good report writing and analytical skills to clearly synthesise, present findings, draw conclusions and make clear recommendations
- Track record in evaluation of WASH and other integrated sector strategies, programs or projects
- Knowledge of the social, cultural, economic, political and environmental contexts of the target countries
- A minimum of master's degree in water resources management, water engineering, economics, sociology/anthropology, environmental health or public health with more than 10 years' work experience
- Ability to work in countries stated in these terms of reference
- Knowledge of two or more languages spoken across the East African region is advantageous
- Experience doing similar assignments would be an added advantage
- Legal background of the consulting firm

7. APPLICATION PROCEDURE

Eligible consultancy firms fulfilling the above requirements shall submit their technical and financial proposals in separate files, which are signed and stamped to the email: EArecruitments@wateraid.org on or before 22nd January, 2023.