

Terms of Reference

HSBC Water Programme (HWP)

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1. Background

In 2012, the [HSBC Water Programme](#) (HWP) was launched, bringing together the expertise of WaterAid, World Wildlife Fund (WWF) and Earthwatch to help tackle the global water challenge. In the first phase, 2012 – 2017, the programme addressed the challenge through a combination of water provision, protection, education and scientific research. In 2017, the programme was extended with the second phase for another three years, making it an eight-year USD150 million programme, of which USD37 million was allocated to WaterAid. WaterAid is implementing the HWP in six countries: Bangladesh, India, Nepal, Pakistan, Ghana and Nigeria to transform lives and economies through increased access to water, sanitation and hygiene (WASH).

During HWP Phase 1, aligned to WaterAid’s Global Strategy (2009-2015). WaterAid reached more than 1.65 million people with clean water and 2.5 million people with sanitation, as well as supporting water, sanitation and hygiene for those affected by the 2015 earthquake in Nepal, and realised key advocacy achievements.

HWP Phase 2, runs from 2017 to 2020, and has Sustainable Development Goal (SDG) 6 at its core. This phase is aligned to WaterAid’s current Global Strategy (2015-2022) and is built on WaterAid’s 4 strategic pillars of sustainable services, equality, hygiene and integration with other sectors.

HWP Phase 2 has committed to delivering change through four outcomes:

1. Improving WASH services at the community level, reaching the hardest to reach and addressing challenges such as climate change and water security.
2. Enhancing people’s understanding of their rights to water and sanitation and their ability to hold governments and service providers to account.
3. Ensuring that WASH is prioritised in policies, plans and budgets at national, district and local levels to deliver sustainable WASH services for all by 2030.
4. Strengthening integration of WASH in schools and healthcare facilities.

A review of HWP Phase 1 was undertaken in 2017. This evaluation will focus on assessing Phase 2 in more depth to capture the achievements of the whole programme from 2012-2020 and provide the donor (HSBC) with a report on WaterAid’s contributions to the HWP. The evaluation will also provide an assessment of how HWP 2 has contributed to relevant strategies and how the learning generated by WaterAid through the HWP can be applied.

2. Audience and use of findings

Target Audience	Use of findings
<p>WaterAid – the HWP is aligned to WaterAid’s Global Strategic Aims and systems strengthening and empowerment approach. It also</p>	<ul style="list-style-type: none"> • Accountability against commitments made to HSBC donor

Target Audience	Use of findings
incorporates priority thematic areas for the International Programmes Department (IPD) e.g. water security, hygiene behaviour change, rural sanitation and WASH in institutions; and is demonstrating ways of ‘doing some, influencing the rest’ for wider impact.	<ul style="list-style-type: none"> • Illustrative examples of progress / challenges against delivering the Global and Country Strategies • Thematic learning related to key themes to improve future programme design • Learning from HWP partnership to inform future partnerships
HSBC (donor)	<ul style="list-style-type: none"> • Achievements of the HSBC Water Programme (phase 1 & 2) by WA • Illustrative examples of contributions to key themes related to HSBC community investment and sustainability priorities – including climate change, future skills etc. and SDG6 • Learning from HWP partnership to inform future partnerships
Other development organisations and media across relevant sectors WASH, health, environment	<ul style="list-style-type: none"> • Thematic learning and evidence related to key themes • Illustrative examples of how WaterAid is delivering its Global Strategy
Other existing and potential donors – for future funding, influencing investments	<ul style="list-style-type: none"> • Evidence of successful partnerships, programmes, what works and critical gaps or priorities to build on and sustain gains made under HWP. • Demonstration of the value of - and level of impact achievable through – a global, multi-country, cross-regional, and multi-year programme. • Partnership between HSBC and WA
Other country level audiences, to be identified by WaterAid Country Programmes (CPs) e.g. local partners, government, academic institutes, media, parliamentarians, private sector	<ul style="list-style-type: none"> • To be identified based on country context and audience

3. Purpose and objectives

The purpose of this evaluation is to assess the achievements and learning that WaterAid and partners have generated through the HWP considering its design, implementation and results. To do this, the evaluation will focus on addressing the following three objectives.

1. Identify how HWP has contributed towards WaterAid’s Global and Country Strategies and HSBC’s Sustainability Strategy in alignment with relevant SDGs.
2. Assess how HWP projects have demonstrated WaterAid’s approach of ‘delivering some, influencing the rest’.

3. Synthesise learning and provide recommendations (for influencing practice and policy – including WaterAid’s future work) related to the key themes:
 - Water security
 - Rural sanitation
 - WASH in institutions (healthcare facilities and schools)
 - Hygiene behaviour change
 - District Wide Approach (sector strengthening and empowerment approach)

4. Scope

This evaluation will encompass the entire period of the project. However, the focus will be on phase 2. Phase 1 will be considered where projects have explicitly built on work delivered in phase 1 (e.g. either through continuing locations or applying learning from phase 1). The evaluation will cover all six countries and the key themes above as relevant to each country (not all themes are covered by each country) and overall.

The evaluation will consider the following criteria from [WaterAid’s evaluation policy](#) where relevant to each of the objectives above. It is not expected that all the criteria will be applied to each objective.

- a) **Contextual relevance** assesses the appropriateness of the intervention design and approach in addressing the identified problems, considering the implementation context.
- b) **Results** measures the extent to which an intervention has achieved or is likely to achieve its intended, immediate results, i.e. the outputs and outcomes. It also includes identification of major reasons for achievement or non-achievement of results, and key lessons to inform further implementation or future interventions.
- c) **WaterAid added value and synergy** assesses 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.
- d) **Coherence** focuses on the extent to which an intervention contributes to WaterAid’s mission and vision. It assesses the coherence between intervention, country programme and global strategy.
- e) **Transformative change** assesses the potential for, or contribution and progress made in, achieving lasting solutions and behaviour changes through assessing the (a) catalytic effect, (b) scalability and (c) sustainability of interventions.

This review will not assess the evaluation criteria *value for money* and *quality* outlined in WaterAid’s Global Evaluation Policy as these criteria fall outside the scope of this review. However, it will consider quality when assessing the Results criteria.

5. Key questions

1. Identify how HWP has contributed to achieving WaterAid’s Global and Country Strategies and HSBC’s Sustainability Strategy.

- How are HWP projects aligned to Country Strategies and to what extent have the achievements contributed to their results frameworks at programme and/or country level?
 - What are the key contributions from HWP in relation to WaterAid's global aims in terms of results and learning?
 - What are the key contributions from HWP in relation to HSBC's sustainability strategy?
2. Explore how HWP projects have demonstrated WaterAid's approach of 'delivering some, influencing the rest'.
- In what ways and to what extent has WaterAid influenced replication of demonstration models and approaches, as well as built the capacity of local systems and actors to improve WASH services at scale?
 - What strategies and approaches have worked and not worked, and why?
 - What factors influence successful replication?
3. Synthesise learning and provide recommendations (for influencing practice and policy – including WaterAid's future work) related to the key themes.
- What are the key common themes and messages arising from the learning generated by the HWP?
 - How has learning and communications from the HWP been used (or could be used) for local, provincial and national advocacy with specific target audiences?

The consultant/s may propose alternative or additional key questions to be addressed as part of the review during the inception phase.

6. Suggested methodology

It is expected that the consultant/s will develop an evaluation framework based on a collaborative inception phase, which includes attending the HWP workshop with key WaterAid staff members, where the framing and scope of the review will be discussed in further detail.

The evaluation will use a participatory and collaborative methodology with the country, regional and UK teams involved in delivering the HWP. The HWP workshop will be utilised to agree the methodology (broadly), identify relevant data and evidence, and roles and responsibilities. The methodology will incorporate systematic and objective approaches to data analysis (both formal and informal data) so that the potential bias of participants is minimised.

We expect that the consultant/s will triangulate findings through using different sources of information to inform learning, findings and recommendations. The following data sources are expected to be included in the methodology though other data sources may be proposed.

- Desk based literature review – including project documentation, reports, learning and communications materials
- Interviews with key informants (UK, CP and country stakeholders – internal and external)

- 3-6 country visits by the evaluation team (including consultant, representatives from country, regional and UK staff). The consultant may not need to undertake all visits but may provide remote support to the wider team.

7. Ethics and risks

This review must comply with WaterAid’s Global Evaluation Policy, which sets out our ethical considerations when conducting reviews. Additionally, the consultant/s must follow all WaterAid’s other policies relevant to this work as included in our consultancy contracts. The evaluation report will be published externally. The consultancy team should carefully consider any implications this may have for the methodology including the proposed data and information collection methods.

8. Outputs and timeline

The expected outputs are:

1. **Evaluation report** addressing the evaluation objectives and questions with clear and actionable recommendations. (max. 30-40 pages, excluding annexes)
2. **6-12 case studies from across the six countries** that best highlight critical learning, innovative and/or replicable approaches, stories of change or key contributions from HWP to WaterAid or HSBC’s strategies. The case studies should be selected from existing learning documentation.
3. **Presentation of findings and recommendations.** The consultancy team will present the report to WaterAid Country Programmes and federation members. The consultancy team should suggest the format for this presentation in their Expression of Interest.

The proposed timeline for the evaluation is outlined below:

Output	Days estimated	Deadline
Meeting with HWP evaluation team	.5	13 September 2019
Workshop preparation	1.5	27 September 2019
Programme workshop – Accra, Ghana	6	30 Sep – 3 Oct 2019
Inception report	4	31 October 2019
Develop tools and data collection – including coordination with country teams and country visits	50	29 February 2020
Draft evaluation report and compile case studies	5	31 March 2020
Final review/evaluation report	2	15 April 2020
Presentation of report to key audiences	1	30 April 2020
Total days	70	

Consultants should propose a more detailed timeframe and work plan based on the structure of the team and the nature of data and information collection planned.

9. Roles and responsibilities

WaterAid will provide access to all relevant information and arrange logistics for data and information collection at Country Programme level in accordance with the inception report.

It is the responsibility of the consultant/s to deliver the outputs as described above. If working as a consultancy team there should be a team leader, who will be held accountable for the team's deliverables.

We would expect the consultancy team to meet the following criteria:

- Demonstrated, extensive review experience in international development contexts
- Demonstrated expertise in developing customised and solid methodologies using appreciative inquiry approaches and outcome harvesting or similar
- Knowledge and experience with qualitative and quantitative approaches such as interviews, focus groups discussions, observations, surveys etc.
- Experience with the key themes related to WaterAid's Global Strategy and the HWP
- Ability to work as an interdisciplinary team with complementary skills
- Ability to engage with, listen to and learn from a broad range of stakeholders
- Commitment to protecting confidential information
- Ability to communicate fluently in English
- Ability to write concise reports underpinned by rigorous critical analysis of collected data and assembled evidence

WaterAid welcomes Expression of Interests (Eoi) from individuals and teams who meet all the expected criteria. WaterAid may propose to put together a team based on the CVs and Expressions of Interest received from individuals.

Budget

The budget for this evaluation is approximately £25,000 - £28,000 (including VAT if applicable). This does not include reimbursable expenses, which shall be covered separately. Consultant/s will be responsible for any other taxes payable. WaterAid expects the work to require the equivalent of 70 days' work during the period outlined above.

Expressions of interest

Interested consultants or consultancy teams are requested to submit their CVs and an expression of interest to theresemahon@wateraid.org, using the format indicated below, not exceeding five pages:

- Brief understanding of the task
- Summary of the approaches and methods proposed
- Names, roles, responsibilities and key relevant experience of the team members
- Overview of proposed budget and work plan

Due date: Monday 19 August at 10am UK time

Based on these submissions, shortlisted applicants will be invited to an interview before final selection is made.