

Terms of Reference

Country Programme Evaluation: WaterAid [Tanzania]

Strategic Cycle

1. Background

WaterAid Tanzania Country Strategy covers the period from April 2016 to April 2021. This evaluation considers the period of 2016 to 2021.

The Country Strategy focusses on the following Strategic Objectives (SOs):

SO 1: Influencing for greater accountability

SO 2: Mainstreaming WASH for effective partnerships

SO 3: Building capacity for strengthened WASH delivery systems

SO 4: Knowledge brokering for evidence-based decision making

SO 5: Innovation to solve problems and promote sustainability

The Country Strategy has been implemented in the following areas: Arusha, Geita, Singida, Manyara, Dar Es Salaam Regions in Tanzania mainland and Unguja in Zanzibar.

In addition, WaterAid has undertaken activities at the national level in collaboration with Ministry of Water (MoW), Rural Water Supply and Sanitation Agency (RUWASA), Ministry of Education Science and Technology (MoEST) and Ministry of Health, Community Development, Gender, Elderly and Children (MoHCDGEC), Media institutions, INGOs, academia, and research institutions.

The learning captured through the evaluation will provide a key input into the design of the next Country Strategy. As the Country Strategy is coming to an end, WaterAid is hiring a consultant to conduct an evaluation of the Country Strategy in close collaboration with WaterAid staff.

2. Purpose

The purpose of the Country Programme evaluation is to¹:

- Assess the **contextual relevance** of the current Country Strategy against the backdrop of changes that have occurred in the external environment.
- Assess the **effectiveness** against the Country Strategic Objectives².

¹ You may need to add additional bullets if CP specific evaluation criteria are added

² Or alternative benchmark (see section 2.2 of the '[How-To Guide – Country Programme Evaluation](#)') if appropriate

- Assess the **added value and synergy³** of WaterAid's programmes with regard to the WASH sector in Tanzania.
- Capture the **lessons learnt** from the implementation of the Country Strategy and reflect on the **implications for the development of the next Country Strategy**.

3. Audience and use of findings

The Country Programme Evaluation will generate insights on what has worked, where WaterAid's niche has developed, and the challenges faced. These findings will inform the development of the next Country Strategy.

The primary audience of the Country Programme Evaluation report is WaterAid Tanzania staff and will inform the development of the next Country Strategy. A summary external version will also be produced (by WaterAid) to meet local accountability needs and support wider learning.

4. Evaluation questions

WaterAid Tanzania's strategic objectives (defined in section 1) have been identified as the benchmark against which the strategy should be evaluated

The questions below have been developed to address the purpose of the evaluation which is to

- Assess the **contextual relevance** of the current Country Strategy against the backdrop of changes that have occurred in the external environment.
- Assess the **effectiveness** against the Country Strategic Objectives.
- Assess the **added value and synergy⁴** of WaterAid's programmes with regard to the WASH sector in the country.
- Capture the **lessons learnt** from the implementation of the Country Strategy and reflect on the **implications for the development of the next Country Strategy**.

Contextual relevance

The following questions should be answered looking at the Strategic Objectives collectively:

- To what extent have the Strategic Objectives been relevant to the key WASH issues in Tanzania?
- To what extent have the Strategic Objectives been aligned with national and local priorities?

³ Described in the Evaluation Policy as "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."

⁴ Described in the Evaluation Policy as "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."

- How has the context changed over the strategic period and how has the Country Programme adapted?
- What are the main lessons learnt?
- What are the implications for the next Country Strategy?

Effectiveness

The following questions should be answered with respect to **each Strategic Objective**
Looking back:

- To what extent has this Strategic Objective been a focus during the strategy period (in relation to the other strategic objectives)?
- What are the main projects that have contributed to the Strategic Objective?

The following the questions should considered at the community, sub-national and national levels:

- What have been the main results of WaterAid's work against the Strategic Objective
- To what extent has the Strategic Objective focussed on and benefitted the most marginalised?
- To what extent has the Country Strategy addressed gender inequalities?
- To what extent are the results likely to be sustained?
- What have been the contributing factors? Consider programmatic approaches, context-related issues, funding, partnerships, WaterAid capacity, etc.
- What have been the main challenges? Apart from programme strategy and context-related issues, also consider issues such as funding, partnerships, capacity, etc.

Looking forward:

- What are the main lessons learnt?
- What are the implications for the next Country Strategy?

WaterAid's added value and synergy:

The following questions should be answered looking at the strategic period as a whole:

- What has been the value-added - that is unique to WaterAid's role and capacity - of WaterAid to the WASH sector in Tanzania?
- How effectively (or not) has WaterAid's work complemented the work of other actors in the WASH sector?
- What are the main lessons learnt?
- What opportunities exist to enhance WaterAid's value-add?
- What are the implications for the next Country Strategy?

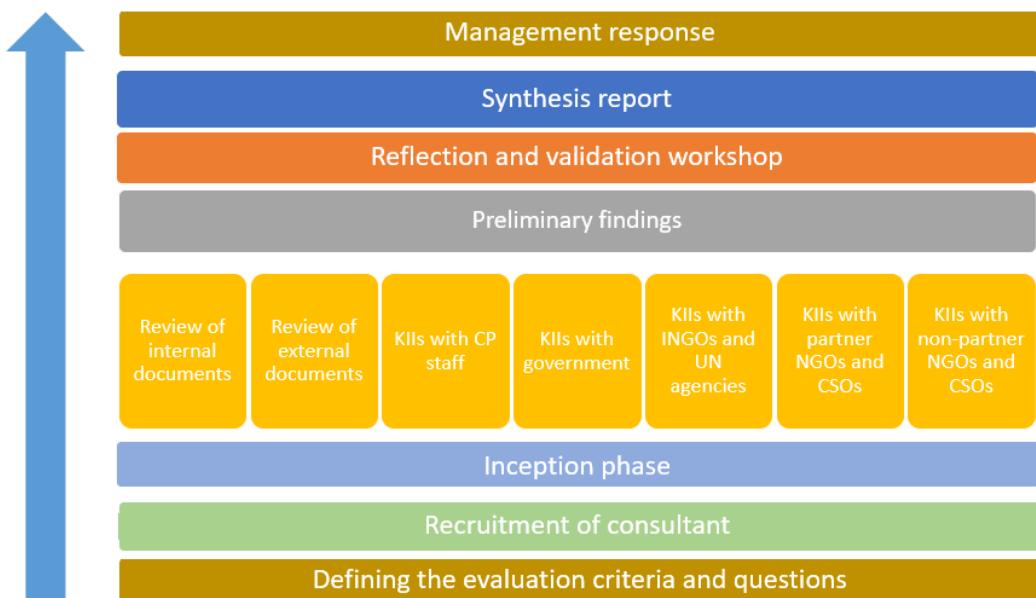
5. Suggested process and methodology

The evaluation will commence with a joint **inception phase** between WaterAid and the consultant to review the evaluation questions, develop the methodology, identify key documents for review and key informants for interview. Following the inception phase the consultant will submit a short inception report for review.

The evaluation will use a **mix of qualitative methodologies**, with emphasis on the analysis of the *existing* body of evidence (internal and external documents). The gathering of primary data will be limited to interviews with key internal and external stakeholders (Ministry of Water (MoW), Rural Water Supply and Sanitation Agency (RUWASA), Ministry of Education Science and Technology (MoEST) and Ministry of Health, Community Development, Gender, Elderly and Children (MoHCDGEC) and local and national government, local and national NGOs, UN Agencies, Media institutions, academia and research institutions).

The preliminary findings will be consolidated and validated during a **reflection and validation workshop** with WaterAid staff.

The following diagram outlines the proposed process:



6. Ethics and risks

The consultant is expected to comply with WaterAid's [Global Evaluation Policy](#) (in particular '4.2 Standards') and [safeguarding standards, policies and procedures](#) at all times.

The consultant is expected to adhere to government regulations and WaterAid local security protocols.

The consultant is expected to provide details on how the risk of COVID-19 will be mitigated to ensure the safety of WaterAid staff, key informants and the consultant e.g. conducting interviews virtually, following WaterAid and government COVID-19/health and safety procedures etc.

7. Outputs and timeline

The following outputs are required as part of the evaluation:

- **Inception Report:** A template for completion will be shared with the selected consultant.
- **Reflection and Validation Workshop:** The consultant is expected to prepare for and facilitate a one or two-day reflection and validation workshop as a key activity for answering the evaluation questions.
- **Final Report:** A template for the completion of a short report (approx. 20 pages) will be shared with the selected consultant. The report will be structured around the Evaluation criteria. The stated outputs will need to be delivered by the deadlines below. The exact deadlines can be finalised as part of the inception phase:

Output	Deadline
Inception Phase	19 April 2021
Inception report submitted by consultant	21 April 2021
WA inception report feedback submitted	23 April 2021
Revised inception report submitted	25 April 2021
Key Informant Interviews	26 April to 16 May 2021
Reflection and validation workshop	21 May 2021
Draft review/evaluation report	24 May 2021
WA report feedback and management response submitted	29 May 2021
Final review/evaluation report	4 June 2021

Gantt Chart of the activity

S/N	Activity	April	May	June	Responsible
1	CP Evaluation Country 1 st meeting				PMER
2	Formation of CP Evaluation Country Team				SMT and PMER
3	WAT CP Evaluation ToR customized <ul style="list-style-type: none"> • Development CP evaluation RACI • Proposed Evaluation questions 				PMER and DTS and CP evaluation Country team
4	Advertisement				Procurement/Admin
5	Bid Evaluation and selection of a consultant or Consulting Firm				CP evaluation Country Team, PMER Regional
6	Inception Meeting with Consultant <ul style="list-style-type: none"> • Discussion on methodology sample and tools 				CP evaluation Country Team, PMER Regional
7	Field Work				Consultant, PMER and Program
8	CP Evaluation report processing				Consultant
9	CP Evaluation report sharing and incorporating comments from reviewers				Consultant and PMER
10	CP evaluation report presented to staff and partners				Consultant
11	WAT Management Response and submission of the report				WAT SMT and PMER
12	Final CP Evaluation Report submission				Consultant PMER

8. Roles and responsibilities

The role of the consultant is to:

- Use the evaluation questions defined by the Country Programme as a starting point, refine the evaluation questions in consultation with the CP;
- Build on the guidelines, develop a detailed methodology for conducting the evaluation of the Country Strategy. The detailed methodology will include the supporting tools such as the analytical framework for document review, topic guides for conducting Key Informant Interviews, etc.;
- Submit an inception report, to be revised based on WaterAid's feedback;
- Analyse and synthesize internal documentation;
- Identify and analyse of relevant external documents;
- Interview with WaterAid staff, government officials, INGOs, UN agencies, partners and CSOs
- Preparation of preliminary findings.
- Facilitation of reflection and validation workshop.
- Compilation of the final report using the template provided by WaterAid.

The role of WaterAid is to:

- Coordinate the Country Programme Evaluation.
- Refine and approve the final set of evaluation questions in consultation with the consultant.
- Agree with the consultant on the methodology and tools to be used for the Country Strategy evaluation.
- Compile the internal background documentation for review by the consultant.
- Facilitate contact between the consultant and relevant WaterAid staff.
- Facilitate contact between the consultant and relevant government departments, partner organisations and other external stakeholders.
- Identify and convene relevant participants for the reflection and validation workshop.
- Coordinate and consolidate feedback from relevant staff and stakeholders on the inception and draft report.
- Sign off the final report.
- Provide overall quality assurance of the evaluation process.
- Prepare a management response that shows which and how the findings and lessons learnt will be considered during the development of the next Country Strategy.

9. Profile

WaterAid is looking for a consultant who meets the following requirements:

- Experience in conducting evaluations of strategic plans and/or large, multi-faceted programmes.

- Strong analytical skills in qualitative information.
- Knowledge of the WASH sector in the country (but not necessarily a WASH expert).
- Experience in policy analysis; Experience in conducting interviews with different types of Key Informants including government officials, Ministry of Water (MoW), Rural Water Supply and Sanitation Agency (RUWASA), Ministry of Education Science and Technology (MoEST) and Ministry of Health, Community Development, Gender, Elderly and Children (MoHCDGEC), INGOs, NGOs, and CSOs.
- Experience in facilitating participatory workshops.
- Good writing and presentation skills.
- Good communication skills.

10. Budget

It is anticipated that the consultancy will take between 15 and 20 days. Please submit a budget separating *consultancy fees* and *reimbursable expenses*. The budget should be inclusive of all required taxes stipulated by Tanzania Revenue Authority (TRA).

11. Expression of interest

If you are interested in this consultancy, please submit your Expression of Interest to NduhuralInnocent@wateraid.org and CC NicombolweKidagho@wateraid.org and [ZuenaMasumay@wateraid.org](mailto>ZuenaMasumay@wateraid.org)

Following a review of the Expressions of Interest submitted, shortlisted candidates will be invited for a short interview during the week commencing **26.4.2021**, from which a final candidate will be selected.

Please make sure your expression of interest includes the following:

- **Short cover letter** explaining your motivation, relevant expertise and experience (max 2 pages).
- **Proposed approach**, building on the methodology proposed in the TOR. This should also explore how the consultant will mitigate the risk of COVID19 (max 1 page).
- **Three examples of your written work in relation to Country Strategy Devaluation.**
- **Budget**, with the distinction between your consultancy fees and reimbursable expenses.
- **Curriculum Vitae**.
- The contact details for **three referees**.