

Terms of Reference

Country Programme Evaluation: WaterAid Liberia

1. Background

WaterAid Liberia is planning to conduct an evaluation of its programme against its Country Strategy for the period, April ,2016 year to March 2020. The Country Strategy was developed to better position WaterAid to meaningfully contribute to expanding and sustaining access to safe water, sanitation and hygiene services in vulnerable rural and informal urban communities by doing some service delivery and influencing the rest to improve WASH governance and capacity for better health and livelihood outcomes .The Country Strategy was developed as a Transboundary Strategy for Liberia and Sierra Leone and was designed to respond to country specific needs and peculiarities. This evaluation will focus on Liberia

Reflecting on the country WASH context analysis at the time, the Country Strategy envisioned the following conditions for change to happen: 1) accountable governments, 2), effective WASH Institutions and governance, 3) empowered communities and their CBOs demanding their rights and taking collective actions 4) changing hygiene behaviours.

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

- **SO1:** Improving water, sanitation and hygiene governance
- **SO1:** Empowered citizens demanding rights and taking collective actions
- **SO3** Improved and sustained hygiene behaviours
- **SO4** Improving access to equitable and sustainable safe water and sanitation

Contribution to Global Aims	CP Strategic Aims	Strategic Objectives
Sustainable WASH Services	Improving WASH governance	Strengthening government WASH institutions to be more responsive t local WASH needs
		Improving effectiveness and efficiency among local partners as organs of civil society
		Influencing cross-border themes for enhanced access to quality WASHand public health services in both countries
	Empowering citizens	Improving community participation & ownership of WASH facilities
Improving community awareness of their rights and responsibilities in WASH services		
Reducing Inequalities	Improving access to equitable and sustainable safe water andsanitation	Increasing access and equity to sustainable sanitation and safe water among rural and urban populations
	Integrating WASH for Improved health and learning	Integrating WASH in health and learning institutions, and non-farm income enterprises
Hygiene Behaviour Change	Improving sustained hygiene behaviours	Promoting hygiene behavior change among local populations

The Country Strategy has been implemented in the following areas: Grand Cape Mount, Montserrado, Grand Kru and River Gee counties and at national level. During this period,

WaterAid Liberia has been working with our partners to provide access to safe water, sanitation and hygiene facilities, promoting lasting hygiene behaviour change and strengthening WASH governance. WaterAid has empowered citizens by working with their civil society organisations and Legislature and helping them to organise formidable structures to advocacy for rights to water, sanitation and hygiene for poor people. WAL have also supported the institutional strengthening and sector capacity as well as providing access to safe water, sanitation and hygiene facilities, promoting lasting hygiene behaviour change for vulnerable poor in poor rural and urban communities

We've channelled our program through three interconnected and mutually reinforcing work streams including: 1) governance and 2) capacity strengthening and 3) direct service delivery.

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 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 Objectives¹.
- Assess the **added value and synergy** of WaterAid's programmes with regard to the WASH sector in 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**.
- Assess the added value of WaterAid Liberia Transboundary approach

3. Audience and use of findings

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

The primary audience of the Country Programme Evaluation report is internal, for use by staff leading 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

The CP'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 evaluation²:

- Assess the **contextual relevance** of the current Country Strategy against the backdrop of changes that have occurred in the external environment.
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- Assess the **effectiveness** against the Country Strategic Objectives.
- Assess the **added value and synergy** of WaterAid's programmes with regard to the WASH sector in 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 the country?
- To what extent have the Strategic Objectives been aligned with national and local priorities?
- 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** (or alternative benchmarks):

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 and programmes that have contributed to the Strategic Objective?
- What are the main intervention approaches that have contributed to the Strategic Objective?

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

- What have been the main results and impacts 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 and other social 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 country?
- 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 added?
- What are the implications for the next Country Strategy?

Add any additional Evaluation criteria:**Appropriateness:**

- To what extent the program activities are tailored to local needs, increasing ownership, accountability and cost-effectiveness?
- To what extent the number of persons targeted were reached

Connectedness:

- To what degree the COVID-19 emergency response has been carried out in a way that takes longer-term and interconnected problems into account?

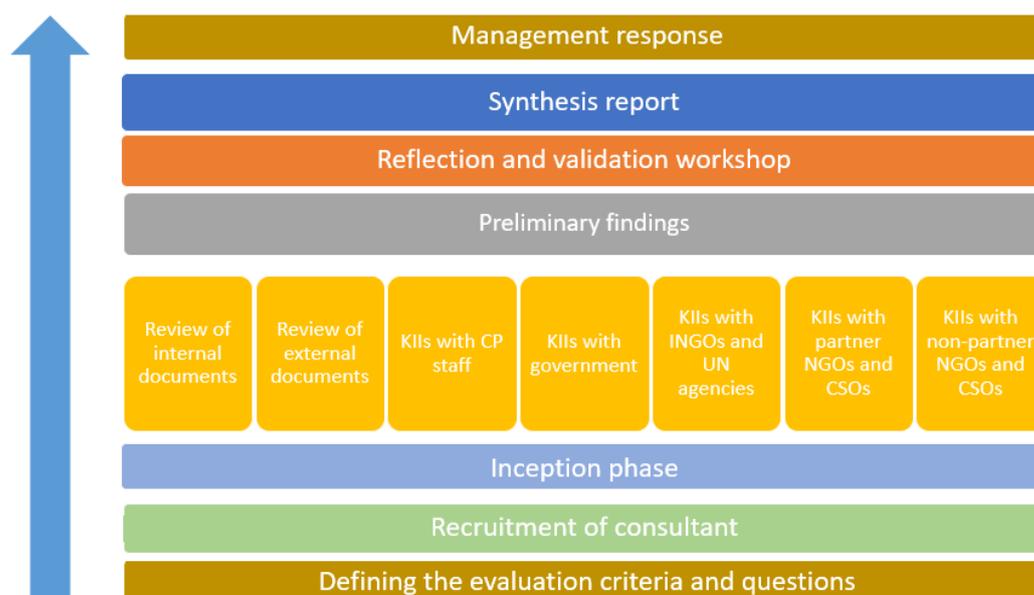
5. Suggested process and methodology

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. WAL will provide a list of stakeholders. 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 focus on interviews with key internal and external stakeholders (local and national government, local and national NGOs, UN agencies and academia. Efforts will be made to visit and observe intervention communities and sites and possibly hold few interviews with users to complement and triangulate data from stakeholders and internal documents.

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 policies and procedures at all times. **These are annexed to this document.** The evaluation process should be inclusive and unbiased, cause no harm and strictly maintains confidentiality.

The consultant is expected to adhere to government regulations and WaterAid local security protocols. COVID-19 pandemic is still a public health threat in Liberia, this implies that the evaluation exercise will firmly adhere to health protocols at all times to reduce risk to participants of the evaluation.

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 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:

Abridged version – produce a shorter report (3-5 pages max) that articulates core elements of the original report without omitting key contents. This will include a SWOT analysis that articulates a synthesis of the findings.

Output	Deadline
Inception Phase	April 30, 2021
Inception report submitted by consultant	May 4, 2021
WA inception report feedback submitted	May 6, 2021

Revised inception report submitted	May11,2021
Key Informant Interviews/ review of internal and external documents.	June 15,2021
Compilation of preliminary findings	June 25,2021
Reflection and validation workshop	July 1,2021
Draft review/evaluation report	July 12,2021
WA report feedback and management response submitted	July 20,2021
Final review/evaluation report+ synthesis report	July 27,2021

8. Roles and responsibilities

The role of the consultant is to:

- Using the evaluation questions defined by the Country Programme as a starting point, refine the evaluation questions in consultation with WaterAid
- Building 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.;
- Submission of an inception report, to be revised based on WaterAid feedback;
- Analysis and synthesis of internal documentation;
- Identification and analysis of relevant external documents;
- Interviews 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 reports using the template provided by WaterAid.
- Planning and setting interview schedules with participants in collaboration with 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 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.

- Provide logistics for travels and meetings /workshops

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 of qualitative information;
- Knowledge of the WASH sector in country (but not necessarily a WASH expert).
- Experience in policy analysis;
- Experience in conducting interviews with different types of Key Informants including government officials, INGOs, NGOs, CSOs, etc.;
- Experience in facilitating participatory workshops;
- Good writing and presentation skills;
- Good communication skills.
- Ability to synthesize and present complex ideas in a simple way.
- Must be covered by self-financed health insurance
- Should have no criminal record
- Should possess all legal requirements for conducting such exercise in Liberia. e.g., business registration and tax clearance etc.

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. It should indicate cost category and line items. The budget should have a concise budget note that explains the rationale for each budget line.

11. Expression of interest

The recruitment of consultants will be a two-step process:

- Shortlisting exercise based on reviewing expressions of interest;
- Interviews with shortlisted candidates.

Overall, the recruitment process will be aligned with WaterAid procurement policies for contracting the best consultant for the job.

If you are interested in this consultancy, please submit your Expression of Interest to recruitmentwli@wateraid.org by April 23, 2021.

Following a review of the Expressions of Interest submitted, shortlisted candidates will be invited for a short interview during the week commencing April 26th, 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).
- **Two examples of your written work.**
- **Budget**, with distinction between your consultancy fees and reimbursable expenses.
- **Curriculum Vitae.**
- The contact details for **two referees.**
- **Insurance certificates**
- **Criminal record check or similar** is desirable.