

Terms of Reference (ToR) for

Mid-term Review of Municipalities Network Policy Advocacy on Sanitation in South Asia (MNAS-SA), Bangladesh Project

1. Introduction of MAB

Municipal Association of Bangladesh (MAB) was initiated in July 2003 with the greater interest of citizens of the urban areas of Bangladesh to strengthen the capacity of the Municipalities.

Since then, the role of MAB became more significant throughout its political life by advocating to develop enabling policies and adequate resource channelling for municipalities. Thus, further opportunities lying with the policy advocacy for MAB would be contribution to developing appropriate regulatory frameworks to address Poverty eradication, Infrastructure provisions, Mapping for regional balance in structuring urbanization, Addressing WASH and Faecal Sludge Management (FSM) and meet increased demand for housing and urban services.

In collaboration with Government departments and Development partners, MAB has been implementing number of development projects for the enhancing the capacity of Municipalities to address Pro poor local Governance. Moreover, addressing the SDG Goal 6 and SDG 11 became integrated part of MAB objectives since Municipalities are playing an important role for achieving these goals in the urban areas of Bangladesh.

2. Background of this project

In 2017, United Cities and Local Governments (UCLG ASPAC) has been mandated and funded by Bill & Melinda Gates Foundation to implement a project titled 'Municipalities Network Policy Advocacy on Sanitation in South Asia (NPAS-SA)' with the goal of strengthening capacity of municipalities and Municipal Associations to contribute in designing and implementing robust and effective policies and in developing sustainable financing strategies on sanitation particularly on Faecal Sludge Management (FSM) and Non-Sewered Sanitation (NSS). In Bangladesh MAB is implementing the project, while SNV Netherlands Development Organisation is the technical partner to this project. The following objectives has been considered to achieve the project goals:

- I. Strengthen capacity of MAB in implementing national policy and strategy on sanitation, with a focus on Faecal Sludge Management (FSM) and Non-Sewered Sanitation (NSS) system in line with SDG 6.
- II. To contribute in improving the urban sanitation policy framework and guideline through collaboration with relevant ministries and stakeholders.
- III. To implement the sanitation plans in 5 model cities/municipalities in each Bangladesh focusing on FSM policies, institutional, financial and regulatory framework
- IV. To develop and improve the accessibility on financial options through different funding mechanisms such as Public-Private Partnerships, cooperation with banks and development agencies and community.

3. Purpose of the External Mid-term Review

Bangladesh has made significant progress in reducing open defecation, from 34% in 1990 to less than 1% of the national population in 2015. However, the current rate of improved sanitation is 64.4%, growing at only 1.1% annually. Planning and service delivery are often supply driven, and government agencies have overlapping functions and pay insufficient attention to operation and maintenance issues causing waterborne diseases are widespread, which fuels rapid transmission of gastrointestinal pathogens that can have disastrous impact on health and nutrition.

Although the problems associated with FSM is widespread, there is limited data and information on FSM practices in urban areas. There are significant differences in institutional set up and FSM practices among and within the Municipalities, and proper understanding of the situation is a pre-requisite for development of workable FSM system.

It is more than two years the NPAS-SA project is being implemented in Bangladesh. We are expecting another phase to be started from next year. Therefore it is time to know whether we are in track in achieving the objectives of the project. It is also necessary to get learning gained during implementation of the project for better re/designing the on-going and upcoming phase.

Therefore, UCLG ASPAC, in collaboration with MAB and SNV, going to conduct a Mid-term review on MNAS-SA project and therefore seeking Qualified individual consultant for this purpose.

4. Scope and focus of the Mid-term Review

The MNAS-SA Project mid-term Review will assess the relevance, effectiveness, efficiency and sustainability of the project implementation strategy. This will include the implementation modalities, coordination issues, partnership arrangements, institutional strengthening, beneficiary participation, replication and sustainability of the project. The review will include Evaluation of the project design, and assumptions made at the beginning of the project development process. It will assess whether the projects results are on track; capacities built, and cross cutting issues e.g. Gender and Climate change and human rights have been addressed. It will also assess whether the project implementation strategy has been optimum and recommend areas for improvement and learning. The review should also take into account the lessons learned from the project.

The following key questions will guide the mid-term review:

i) **Relevance** (The design and focus of the projects)

- To what extent are the stated outcomes and outputs for the MNAS-SA project on track ?
- To what extent have the MNAS-SA project results so far contributed to National Advocacy for SDG 6.2 in the area of Governance?
- What factors have contributed to achieving or hindering achievement of the intended outputs and outcomes?
- Was the strategy adopted and inputs identified, realistic, appropriate and adequate for achievement of the results?
- Has the partnership strategy been appropriate and effective?
- Do the projects continue to be relevant to the GoB SDG 6.2 priorities?

ii) **Effectiveness** (The management processes and their appropriateness in supporting delivery)

- Are the project management strategies effective in delivering desired/planned results?
- Is there a suitable M&E framework to monitor and support the implementation of the targeted results?
- Are the strategies and tools used in projects implementation effective?
- Are the projects effective in responding to the needs of the National Advocacy Platforms and Pilot Municipalities and what results can we show?

iii) **Efficiency** (of Programme Implementation)

- Are the process of achieving results efficient? Specifically did the actual or expected results (outputs and outcomes) justify the costs incurred?
- Were the resources effectively utilized?
- What factors are contributing to implementation efficiency?
- Do projects' activities overlap and duplicate other similar interventions (funded nationally and /or by other donors?
- Are there more efficient ways and means of delivering more and better results (outputs and outcomes) with the available inputs?
- Could a different approach have produced better results?
- How is the project management structure operating?
- How efficient are the management and accountability structures of the projects?
- How did the projects financial management processes and procedures affect projects implementation?
- What are the strengths, weaknesses, opportunities and threats of the projects implementation process?

iv) **Sustainability**

- To what extent are the benefits of the MNAS-SA Project likely to be sustained after the completion of the project?
- What is the likelihood of continuation and sustainability of the project outcomes and benefits after completion of the project?
- How are capacities strengthened of MAB at the individual and organizational level (including contributing factors and constraints)?
- Describe the main lessons that have emerged.
- What are the recommendations for similar support in future?

5. Methodology for Review

The mid-term review of the MNAS-SA project will be carried out in accordance with basic Review Norms and Standards of Evaluation and Ethical Standards as well. This is mid-term review involving qualitative methods to evaluate the MNAS-SA project implementation and their performance and to make recommendations for the remaining implementation period.

Data Collection

The mid-term review of the MNAS-SA project will be carried out through a wide participation of all relevant stakeholders including the GoB Institutions including DPHE and LGED, FSM Network members, and CSOs, . Field visits to selected pilot Municipalities. Data will be mainly collected from various information sources through a comprehensive desk study that will include the analysis of relevant documents, Reports, information, data/statistics, triangulation of different studies etc. Data will also be collected from stakeholder key informants through interviews, discussions, consultative processes, and observations in field missions.

This phase will be comprised of:

- (i) Analysis of relevant documents including the relevant policy related documents of GoB;
- (ii) Result Framework Tracker (RFT) of MNAS-SA project;
- (iii) Critical analysis of available data with regards to the NAP of FSM, IRF, Other national guiding documents.

Basic Documents for Desk Review

The mid-term Review of the MNAS-SA Project will take cognisance of last Annual Report, Tools, MAB EC meeting Decisions, Technical partners supporting documents, City Assessment reports.

6. Time frame and Deliverables

This short-term assignment is estimated to be conducted during a maximum period of 3 months, with maximum 45 working days, starting in mid-August or after signing the contract.

Activity	Deliverable	Time allocated
Evaluation design, methodology and detailed work plan, Inception Meeting Initial briefing	Inception report	5 working days
Documents review and stakeholder consultations, Field Visits, Data analysis, debriefing and presentation of draft review Report, Validation Workshop	Draft report	30 working days
Finalization of Review report incorporating additions and comments provided by all stakeholders and submission	Final review report	10 working days
Total number of working days		45 working days

7. Implementation Arrangements

The consultant will be Accountable to Regional Project Manager UCLG ASPAC of MNAS-SA Project. On Behalf, the consultant will be reportable to the WASH Sector Leader (SNV UrbanSan Programme) for each of the deliverables, and will work closely with the Advocacy Advisor and MNAS-SA SNV's project coordinator, for day to day reporting; and also with other team members and city authority's respective personnel.

Payment will be made to the agreed account in 3 steps upon receiving of invoice:

- 1) 20% upon signing the contract;
- 2) 50% after receiving draft report; and
- 3) 30% on approval of the final report.

SNV will make payments in compliance with the rules of Bangladesh Government. As per income tax law, Tax will be deducted from the main budget amount by SNV (in general for national consultants 10%). VAT will be added to the main budget and kept at source (15%).

8. Required expertise and qualification

An individual consultant with the following expertise and qualification:

- At least master's degree in Public Policy and Management, Public Administration, URP, Development studies, International Development, or any other relevant degree ;

- At least 10 years of experience in working with international organizations and donors;
- Extensive experience of project formulation, monitoring and evaluation;
- Experience in evaluating/reviewing similar projects;
- Excellent written and verbal communication skills in English.

9. Evaluation Criteria

The following criteria will be followed to evaluate technical proposals received:

- Technical Score (75%):
 - Relevant experience: 25%
 - Understanding of the ToR: 20%
 - Methodology: 30%
- Financial Proposal (25%).

10. Application

Interested individual are requested to develop and submit their technical and financial proposals, with detailed methodology including activities and milestones, budget details, work plan. Must submit a CV which is not more than 3 pages.

Electronic copy of the proposal duly signed should be submitted to bangladesh@snv.org with the subject line: **Mid-term Review of Municipalities Network Advocacy on Sanitation in South Asia (MNAS-SA) Project** latest by **15 August 2020**.

For any query related to the ToR, please email to **Shamim Ahsan Chowdhury**, Advocacy Advisor, Email: schowdhury@snv.org to keep CC bangladesh@snv.org.

SNV together with UCLG ASPAC keep the right to select the vendor/consultants, amend or cancel the consultancy service any time with valid reasons.