

Request for Proposal  
For

Country Programme Evaluation of  
WaterAid Bangladesh  
2016-2021



**WaterAid Bangladesh Country Office**

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## **SECTION - 1 (Information to Consultant/Consultant team/firm)**

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- 1. Introduction**
- 1.1 All interested and eligible consultants/consultant firms/consultant team<sup>1</sup> (represented by a team leader) with required qualifications and experience can submit their proposal.
- 1.2 Costs of preparing the proposal and attending the pre-bid meeting, if provisioned, are not reimbursable.
- 1.3 Consultant(s) are expected to follow highest ethical standard in their participation in the bidding process; and refrain from influencing the internal process of selection of WaterAid Bangladesh.
- 1.4 Any attempt of undue influence on the evaluation and selection process will lead to cancellation of the proposal from the subsequent process.
- 1.5 Any misrepresentation of facts including the facts on professional/institutional capacity will also lead to cancellation of the proposal.
- 1.5 WaterAid Bangladesh reserves the right to amend and modify the bidding documents and reject any or all proposals submitted for this consultancy work without assigning any reason.
- 2. Preparation of proposals**
- 2.1 Bidders are requested to submit their proposal written in English using font - Arial, size -12.
- 2.2 The technical proposal should contain the following:
- Detailed methodology including work plan
  - Timeframe with specific dates of delivery of the outputs
  - Experience and credibility to undertake the assignment and experience in relation to the methodology proposed
  - Detailed CV of the team leader and key members of the study team
  - Copy of VAT registration certificate (for consulting firm) and TIN certificate
  - Technical proposal must not exceed ten pages (excluding CVs) and be submitted in PDF format.
- 2.3 The bidder is expected to provide justified budget to be consistent with technical proposal.

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<sup>1</sup> Given the volume of work, more than one consultant, represented by a team leader, can join together to undertake this evaluation. This arrangement can be considered for value for money.

- 2.4 The financial proposal should clearly identify, item wise cost for the assignment. The budget should not include income tax as a separate head.
  - 2.5 VAT can be mentioned in the budget as per government regulation.
  - 2.6 WaterAid Bangladesh will deduct VAT and Tax at source according to the government rules and deposit the said amount to government treasury.
- 3. Submission of proposal**
  - 3.1 The technical and financial proposal should be submitted electronically to the following email address:  
[WaterAid-Tender-TA@wateraid.org](mailto:WaterAid-Tender-TA@wateraid.org) with subject line as follows: **Country Programme Evaluation - 2016-2021**
  - 3.2 Proposals submitted to any other e-mail account except the above will not be accepted.
  - 3.3 Deadline for submission of proposal is **2<sup>nd</sup> May 2021**. Proposal submitted after this deadline will not be accepted.
  - 3.4 Technical and financial proposal should be presented in two separate files and submitted with one zip folder with a cover letter addressing the Head of People and Organisation Development, WaterAid Bangladesh.
- 4. Proposal evaluation**
  - 4.1 The evaluation committee will evaluate the proposals in relation to the RFP and the ToR.
  - 4.2 The final selection will be done following a Quality and Cost Based (QCBS) method.
  - 4.3 WaterAid reserves the right to accept and reject any proposal without assigning any reason or whatsoever and may go for re-advertisement.
- 5. Negotiation**
  - 5.1 Once the proposals are evaluated, WaterAid may enter into negotiation, if required, with one or more consultant/firm/team for final selection.
  - 5.2 If negotiation fails, WaterAid Bangladesh may invite the consultant with next highest score to negotiate a contract.
- 6. Contract awarding**

The selected consultant/consultant team/firm is expected to sign an agreement with WAB before commencing the work.
- 7. Confidentiality**

Information relating to evaluation of proposals and selection of consultant/Consultant team/firm will not be disclosed to other participating bidders until the winning consultant/firm has been officially notified of their selection.

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## SECTION - 2 (Terms of Reference for the assignment)

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# Terms of Reference

Strategic Cycle

## Country Programme Evaluation – 2016-2021 WaterAid Bangladesh

April 18, 2021

### 1. Background

WaterAid Bangladesh (WAB) is a leading international development organisation, working in Bangladesh since 1986 to improve access to safe drinking water, sanitation and hygiene (WASH) for poor and marginalised communities. WaterAid Bangladesh' current Country Strategy covers the period from April 2016 to March 2022 including an extension of one year. However, this evaluation will consider the period of April 2016 to March 2021. The Country Strategy focusses on the following Strategic Objectives (SOs):

- » SO1: Promote effective and inclusive WASH solutions with special focus on the poor and excluded.
- » SO2: Improve WASH visibility and importance in public domain, institutional setup and in other sectoral development plans and operations.
- » SO3: Enhance institutional capacity and quality of hygiene interventions to influence effective behavior change.
- » SO4: Sustain source, quality, pro-poor focus and disaster resilience in WASH service delivery.

The Country programme Strategy (CPS) is intended to support four programme components – Urban, Rural, Climate Resilience and Influencing and Enabling. Each programme applies a combination of approaches and address those objectives that are within our niche for service delivery. The last component being crosscutting to other programmes taking a more advocacy and influencing role on broader areas at national and sub-national level.

In addition, WaterAid Bangladesh has undertaken sector capacity building and system strengthening for WASH at national and sub-national level in collaboration with government agencies, municipalities, local government service providers, academia and research institutions. One of the programmatic approaches is to create good examples of sustainable development and encourage others including the permanent actors in government and local government system to replicate.

A mid-term review of the country strategy took place in 2019 to assess high-level progress towards achieving the major outcomes. Critical observations and learnings out of this final evaluation will provide key inputs and guidance into the design of the next Country Strategy which is due to start soon. As the present Country Strategy is

coming to an end, WAB is hiring a consultant to conduct an evaluation of the Country Programme Strategy in close collaboration with CP Evaluation Team and other staff.

## 2. Purpose and scope

The purpose of the CP evaluation is to assess progress and effectiveness of the country programme towards achieving the current strategy. As per WaterAid Global Evaluation Policy, the evaluation will consider criteria like (a) the contextual relevance<sup>2</sup>, (b) effectiveness and coherence<sup>3</sup>, (c) progress towards strategic objectives (results<sup>4</sup>), (d) added value and synergy<sup>5</sup>, (e) transformative change<sup>6</sup>.

The evaluation will capture lessons learnt for the next strategy and refresh our strategic thinking. This will create an opportunity for high-level reflection on progress against CP strategy at the end of a five-year period. This reflection will cover CP performance in its entirety, considering programmatic work, partnership and resourcing.

The evaluation will not dig down with quantitative analysis to provide insight into the progress made against specific indicators in the strategy results framework nor will it validate the CPs reported number of direct or indirect users or the sustainability of infrastructure. However, the evaluation will factor in the COVID-19 impact, both positive and negative, in assessing the results, effectiveness and added value.

## 3. Objectives of the evaluation

- Assess effectiveness of the country strategic plan towards achieving the strategic objectives including strengths and weaknesses in programmatic approach
- Assess the extent to which the Country Programme has been relevant to our national goal on WASH and contributed to four global aims of WaterAid.
- Assess the successes and failures of the Country Programme in driving transformative change (lasting solution)
- Assess how well-aligned is the current organizational structure, financing, skills and capabilities in delivering CPS objectives
- Generate learning, including strengths and weaknesses in organisational process, which can be used to inform WAB's next strategy.

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<sup>2</sup> Contextual relevance assesses the appropriateness of the intervention design and approach in addressing the identified problems, considering the implementation context.

<sup>3</sup> 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.

<sup>4</sup> 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.

<sup>5</sup> 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.

<sup>6</sup> 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.

## 4. Audience and use of findings

The primary audience of the evaluation findings (CP evaluation report) is internal for use by team and staff leading the development of the next Country Strategy. The report will also be shared with WaterAid UK and regional colleagues; and would be accessible by others including supporters of WaterAid.

Insights generated by this evaluation will help WaterAid Bangladesh Country Team to understand what has worked well and what did not; what are our strengths and weaknesses and how our country programme contributed to the global aims of WaterAid. The findings will help CP team realise how relevant are their contributions to the progress identified by the evaluation. More importantly, the findings will inform the development of the next Country Strategy, which is due to start soon.

## 5. Evaluation questions

WAB's strategic objectives (highlighted in section 1) would be the benchmark against which the Country Programme should be evaluated. The following key questions are central to the purpose of this evaluation.

- » **Effectiveness:** How effective was the country programme strategy against the backdrop of the changes that have occurred internally and externally?
- » **Relevance:** How successfully the strategic objectives are addressed and how they have contributed to the national goal on SDG 6 and global aims of WaterAid?
- » **Resourcing:** What are the specific areas of success and failure in resourcing the country programme with structure, human resource, finance and operational systems?
- » **Lessons:** What are the critical lessons including strengths and weaknesses learnt from the implementation of the country strategy that should be considered in the development of the next strategy.

### Assessment of effectiveness:

The following questions should be answered to complete assessment of the effectiveness of the country strategy:

- What are the major changes in the external environment that encouraged and constrained the implementation of the strategy?
- How effective internally was the resourcing (organisational structure, human resource, financing, operational system etc) of the country programme?
- To what extent the programme designs and approaches are aligned with strategic objectives?
- What are the main projects and programmes that have contributed more in the progress attained with strategic objectives?
- What are the main results of WaterAid Bangladesh's work against four strategic objectives and how likely to sustain these results?

- To what extent has the Country Strategy addressed disability and gender inequalities in WASH issues?<sup>7</sup>

### Assessment of relevance:

The following questions should be answered to complete assessment of the relevance of the country strategy:

- To what extent the strategic objectives are relevant to the key WASH issues in the country including SDG6?
- How well the country strategy and results contributed to the national priorities of WASH sector in relation to SDG6 and global aims of WaterAid?
- How has the context changed after mid-term review and over the whole strategy plan period; and how has the Country Programme adapted to that change?
- What have been the values added - that is unique to the WASH sector in country and to WaterAid's role and capacity?
- How effectively has (or not) WaterAid's work complemented the work of the government and other actors in the WASH sector?
- To what extent the country strategy focussed on and benefitted the poor and most marginalised and excluded?<sup>8</sup>

### Assessment of resourcing:

The following questions should be answered to complete assessment of the resourcing status of the country strategy:

- How well the country programme has been financed and how well the resources have been distributed across programmes and teams?
- How effective was the organisational structure and human resource planning to deliver the country strategy?
- To what extent the internal operational systems were effective and supported the implementation of the country strategy?
- Have the support functions (fundraising, monitoring & evaluation, research, finance and administration) including the role of the SMT been adequate to deliver the country strategy?

### Capturing lessons learnt:

The following questions should be answered to complete capturing of critical lessons from implementation of the country strategy:

- What are the main lessons (good or bad experiences) with i) programmatic approaches, ii) resourcing the strategic plan, iii) organisational capacity iv) innovative solutions, v) NGO partnership & vi) partnership of strategic choice?
- What are the implications of the lessons learnt and how the lessons should be used in the next Country Strategy?
- What have been the main challenges in the external environment and how those challenges impacted the results of the country strategy?

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<sup>7</sup> Answer should necessarily focus on objective one but can also touch base other objectives.

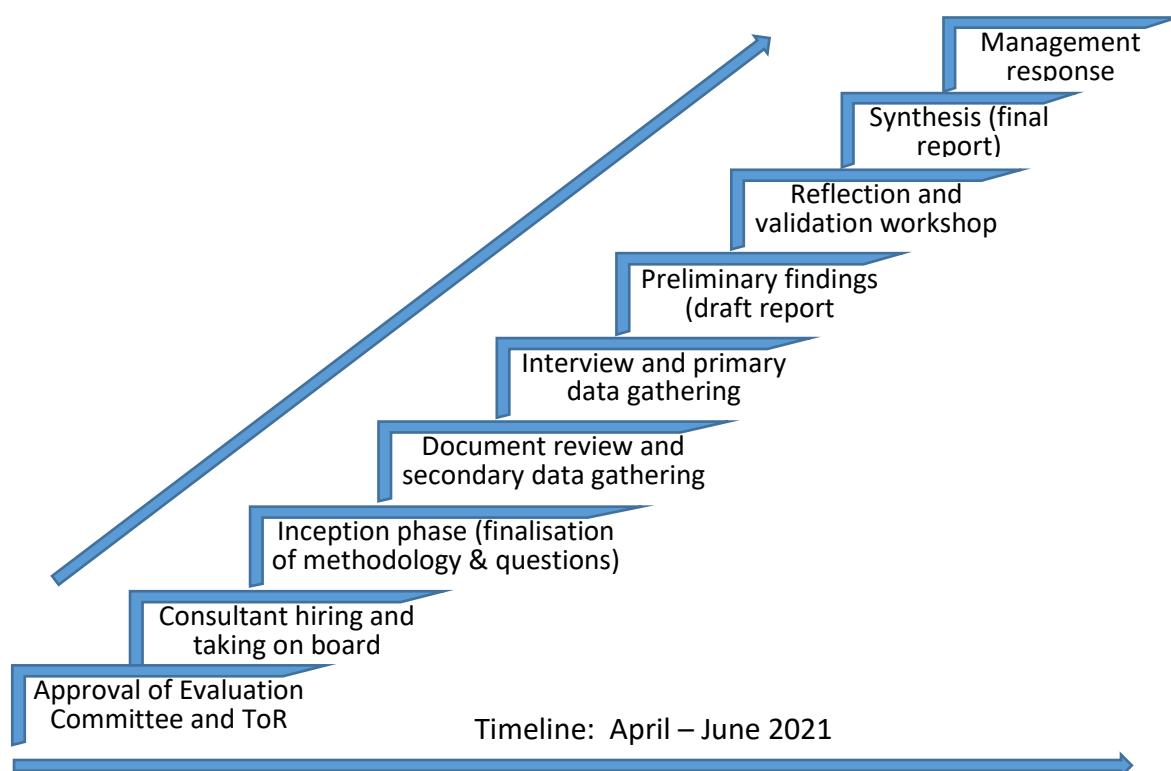
<sup>8</sup> It may be useful to answer this question against first objective but can also touch base other strategic objectives.



## 6. Suggested process and methodology

The evaluation will be coordinated by an Evaluation Committee formed at the CP level and in accordance with this ToR as approved by WAB Senior Management Team. The committee will formulate the evaluation criteria and questions which will be further reviewed by the consultant (or consultant team). A joint inception phase will then begin between WaterAid Bangladesh and the Consultant/team to review the evaluation questions, work out methodology with timeline, identify key documents for review, select key informants for interview and identify workshop needs with participants. Following the inception phase the consultant/team will submit a short inception report for review.

The evaluation will use a mix of qualitative methods with emphasis on the analysis of the existing body of evidence (internal and external documents). Gathering of primary data will be limited to interviews with internal (CP staff, programme participants, community leaders) and external stakeholders (network members, NGO partners, local government agencies, donor representatives, academia and INGOs). Methods of interview and information collection will be flexible depending on the COVID-19 situation in the country and subject to discussion with Evaluation Committee. The preliminary findings will be consolidated and validated during a reflection and validation workshop with WaterAid staff. The following diagram outlines the major steps involved in the whole evaluation proposed process:



## 7. Ethical compliance



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 Bangladesh’s local security protocols including guidelines applicable during COVID-19 pandemic.

## 8. Outputs and timeline

### Timeline

The duration of the assignment is roughly 3 months starting in **May 2021**. The final report submission is expected in **July 2021** latest.

### Deliverables

The following outputs are required as part of the evaluation. Consultant engaged for this evaluation is expected to deliver the following roles and outputs:

- A brief inception report indicating modality, plan and timeline
- A detailed draft report based on the objectives and evaluation questions outlined above and finalised during inception.
- The reporting template to be shared by the consultant with WAB’s Evaluation Committee for endorsement beforehand.
- The consultant will facilitate validation workshop(s) as a key activity for answering the evaluation questions
- A final report after addressing the comments and feedback from the validation workshop(s), UK/regional team and WAB SMT.
- Attach a check list and list of informants for KIIs and documents reviewed (as annex) with the final report.

## 9. Expected profile of the consultant

WaterAid Bangladesh is looking for a consultant team/firm with the following experience, skills and requirements:

- Experience in conducting evaluation of strategic plans and/or large multi-facetted programmes of government/INGO/UN organisation.
- Experience on the use of qualitative methods with strong analytical skills of qualitative information.
- Knowledge of the WASH sector in country (but not necessarily a high-level WASH expert) with clear understanding of the development context in Bangladesh.
- Experience in policy analysis, institutional framework and transformative change would be needed.
- Expertise in conducting interviews with different types of Key Informants including government officials, community leaders, WASH users, NGO and INGO staff, network members.

- Good writing skills in English (not negotiable) along with skills and experience in facilitating participatory discussions and workshops.
- Fair understanding of issues related to gender and inclusivity with good communication and presentation skills.

## 10.Expression of interest

Consultant or Consultant team/firm interested to undertake the evaluation are invited to submit their Expression of Interest to WaterAid Bangladesh by 2 May 2021. The expression of interest should include the following documents and information:

- **Short cover letter** explaining consultant's motivation, relevant expertise and experience (max 2 pages).
- **Proposed approach**, building on the methodology proposed in this TOR. This should also explore how the consultant will mitigate the risk of COVID-19 (max 2 pages).
- **Two examples** of relevant reports written by the consultant(s) of similar work.
- **A tentative budget** with breakdown of costs.
- **Curriculum Vitae** of the consultant(s) with proposed position in the assignment.
- The contact details for **two referees**.

### Contact person at WaterAid Bangladesh

The focal person from WaterAid for this evaluation will be Mahadi Hasan, Manager, M&E. Email- [MahadiHasan@wateraid.org](mailto:MahadiHasan@wateraid.org). Interested bidders may communicate with him for further clarifications on the ToR.