



Terms of Reference (ToR)

Multi-Country Project Evaluation

Beyond the Finish Line Programme – SNV Bhutan, Nepal and Lao PDR, 2018-2022

Organisation	SNV Netherlands Development Organisation
Project	Beyond the finish Line: Sustainable Sanitation and Hygiene for All
Assignment	External Evaluation of the Multi-Country Project in Bhutan, Nepal and Lao PDR
Location	Remotely, Bhutan, Nepal and Lao PDR
Duration	October-November
Reporting to/working with	Multi-Country Project Manager and Country Project Leaders
Timeframe	October – December 2022

Background

SNV in collaboration with the Institute of Sustainable Futures, University of Technology Sydney (ISF-UTS) and CBM Australia, the governments of Nepal, Bhutan and Lao PDR and local partners are implementing a multi-country project within a 5-year agreement with a combined investment of AUD \$13,309.362. The project is supported by the Australian Government's Water for Women (WfW) Fund¹ which aims to improve the health, gender equality and well-being of Asian and Pacific communities through inclusive, sustainable water, sanitation and hygiene (WASH) programs. Through this, it intentionally seeks to "raise the bar in terms of gender and socially inclusive analysis, design and program delivery in WASH", and in doing so to lead practice globally in terms of gender and social inclusion practice². The Beyond the Finish Line project summaries are provided in Annex 1.

SNV Netherlands Development Organisation

SNV is an international non-profit organization working in over 30 countries in Africa, Asia and Latin America, including in Bhutan, Nepal and Lao PDR. Our goal is poverty alleviation which we aim to achieve by providing sustainable access to basic services and generating income and employment opportunities in our focus sectors of Food, Energy and Water. We have developed trusted relationships with governments and local partners and our approach is underpinned by a focus on inclusive development, building local ownership and creating systemic change. Within WASH programmes our approach is based on the recognition that access to water and sanitation are human rights. SNV builds the capacity of government duty bearers and stakeholders in civil society and private sector to strengthen sustainable service systems for all.

¹ <https://www.waterforwomenfund.org/en/>

² Within this Fund, gender and social inclusion refer to the inclusion of any social variables, which may result in marginalisation from decision-making around, or access to the use of WASH facilities within the chosen context. As this is the Water for Women Fund, this particularly refers to gender, but may also include age, ability or impairment, ethnicity, religion, indigeneity, sexual orientation, gender identity and expression (SOGIE) and so on.

Introduction

SNV will undertake a final evaluation with three project teams and partners of the multi-country project – Beyond the Finish Line, 2018-2022 as a summative assessment of project achievements and outcomes. These terms of reference present the objective, the methodology, the deliverables and responsibilities of this process. As a final evaluation it will address both project impact and effectiveness to understand the difference the multi-country project has made and how well it has delivered its outcomes. It is also important that the evaluation consider the sustainability of outcomes along with equity, relevance, and efficiency considerations.

Whilst the evaluation is to be conducted externally to provide independence and transparency, it is intended to engage project teams and partners, through for example sense-making processes and facilitated reflection workshops. The process used for the Mid-Term Reviews provide examples of this. With a proposed two year extension period the evaluation will also be used as an opportunity to focus on learnings from implementation and consider how they can be applied in future climate resilient programming. The endline from the current timeframe (2018-2022) will also inform the subsequent baseline in the proposed extension phase (2023-2024).

To enable this, SNV are seeking applications for a Lead Evaluator, or team and Gender Equality, Disability and Social Inclusion (GEDSI) specialist with combined demonstrated experience in undertaking WASH programme evaluations, tailored to the projects focus on capacity building, system strengthening and transformative approaches.

Objectives

The objectives of the evaluation are to:

1. Evaluate the **impact, effectiveness, equity and sustainability** of the three projects' outcomes
2. Support **learning and improvement**,
3. Document and share **knowledge** from implementation³.

Methodology

The evaluation is expected to use suitable qualitative research methods, including review of project documentation and literature. In consultation with SNV, the consultants will develop a detailed evaluation plan that further refines the evaluation questions, data collection methods and includes a detailed planning and a division of roles and tasks between the evaluators, SNV and local consultancy teams (Nepal, Bhutan) which will be contracted by SNV.

The methodology proposed will need to be in line with the project's principles, partnership approaches and m&e plan, ensuring they are fit-for purpose and contextually appropriate. The lead evaluator supported by a dedicated gender and social inclusion specialist will design the approach to respond to the evaluation questions and then support local contracted in-country teams (Bhutan, Nepal) ⁴who will undertake further data collection and analysis whilst in parallel leading the process in Lao PDR. The lead evaluator will then provide the final review and assessment of findings to meet the evaluation objectives with input from the GEDSI specialist. It is envisioned that support is provided as a combination of in-country and remote to maximise efficiencies but that each project will be visited.

The evaluation is expected to draw on existing performance monitoring data which has been collected in line with SNVs Performance Monitoring Guidelines⁵ by SNV teams in October 22 and is not intended to duplicate survey processes. This includes existing household and institution level surveys (baseline, mid-term and endline), annual capacity assessments with government line agencies and SMEs, FGDs with key groups (eg People with disabilities, women, households living in poverty) as well as project deliverables and knowledge and learning products.

³ Water for Women Fund: Mid-Term Review Guidance, August 2020

⁴ Two consultancy teams will be contracted locally in Nepal and Bhutan by SNV to collect any additional data, whilst in Lao this will be undertaken by the Lead Evaluator/team with inputs from the GESI Specialist supported by local translators as required

⁵ These are available online at <https://snv.org/assets/explore/download/2019-1-impact-indicators-ssh4a-performance-monitoring-review.pdf> and <https://snv.org/assets/explore/download/2019-2-outcome-indicators-ssh4a-performance-monitoring-review.pdf>

To provide quality assurance, the Water for Women Funds Quality of Evidence rubric or equivalent is required to make evaluative reasoning explicit.

Evaluation questions (from the M&E Plans)

Impact: How has the project contributed to increased equitable access to and use of WASH services? Has progress been equitable? What service levels were achieved? Where outcomes as expected? Why? Why not? What project strategies were most effective?

Impact: How has the project furthered gender equity and social inclusion/or transformation?

Evidence of uptake of practice, innovation? Successful and unsuccessful outcomes (positive and negative)?

Sustainability: To what extent did national or local authorities, institutions or communities demonstrate an increased capacity and commitment to gender, disability and socially inclusive WASH? How aligned have approaches been to the needs of partner (national, provincial and/or local) governments and communities? Has it stayed relevant? What project strategies were most effective?

Equity: To what extent did the project reach and meaningfully involve the most marginalised and socially excluded people?

Contributing to this, the evaluation should consider the four end of programme outcomes, which are aligned to the overall Water for Women Fund Theory of Change.

End of Programme Outcomes are to be evaluated against each projects agreed results. The following are indicative guidance questions from the m&e plan.

Systems Strengthening: 1 What changes have occurred in the capacity, agency and performance of governments, private sector, community-based organisations (change agents with whom the project has directly interacted), in planning, investing and delivering sustainable, gender and inclusive WASH services?

Access to WASH Services 2. To what extent have changes occurred in equitable, universal access to and use of sustainable WASH services, particularly for marginalised communities and community members?

Gender, disability and social inclusion 3. What broader (that is, beyond the domain of water, sanitation and hygiene) social inclusion changes have occurred in households, community and institutions as a result of gender and socially inclusive WASH approaches and outcomes?

Knowledge and Learning 4: In what ways have other CSOs, governments, or other organisations (within and beyond Fund participants) taken up and used Fund-generated documentation, evidence and/or demonstrated practice? How has this informed, influenced or changed policy or practice?

The evaluation will involve 4 stages – design, data collection, synthesis and results sharing. It includes both individual project level processes with in country workshops, and the overarching multi-country programme level. These stages and their roles are described as follows.

The following are the key indicative tasks aligned to the different stages

Design

- Consultation with Multi-Country Project Manager, Country team leads, partners to determine the overall evaluation approach, roles and responsibilities.
- Online workshop and follow up - At the workshop, and subsequently via email, agree/refine key evaluation questions, methodology, and plans
- Refined methodology for evaluation and supporting tools developed to guide in-country data collection supported by evaluation plans (3)

- Quality assurance review - A quality assurer provides feedback on methodology, tools and evaluation plans and input is sort from the WfW Fund Coordinator, with reference to the Quality of Evidence Tool.
- National consultants (contracted by SNV) orientated to conduct data collection and collate existing data to respond to the evaluation methodology, questions and aligned to evaluation plans (Bhutan and Nepal) by the Lead Evaluator.

Project level data collection

- SNV Project teams compile all available data, including from the performance monitoring which includes surveys, FGDs, capacity assessments and KIIs to provide evidence for evaluation questions.
- Lead evaluator conducts data collection with key stakeholders at multi-country level (eg ISF-UTS, CBM) and in Lao PDR.
- Quality-assurance check-in with Evaluation lead and GEDSI specialist.
- National consultants team conduct data collection with key stakeholders in Nepal and Bhutan with oversight by lead evaluator and logistically supported by SNV.

Interpretation

- Data synthesis - The country evaluation teams, together with the Evaluation Lead and GEDSI specialist synthesize and analyze data collected.
- Sense-making workshops (3) – engaging each project at the country level together with key stakeholders, partners, to share and reflect on the findings.
- Combined multi-country programme level workshop (1) brings all actors together, to present findings, reflect on and agree any overall review findings and recommendations.

Results Sharing

- Presentation of findings – senior management team
- Drafting the country level report and recommendations for review
- The MPM, partners, peer reviewers provide two rounds of substantive comments.
- The quality assurer writes a separate report on the appropriateness and robustness of the process and findings. This is included in the evaluation reports.
- Communication Outputs - The evaluation lead finalises the report and produces supporting outputs –a five-page summary and 1 presentation per project (3).
- Final report and supporting outputs to be completed by Dec 31st 22.

Follow up

- Follow up actions agreed.
- Implementation of the actions will be monitored between the project Manager and the Project Director in the regular PRR.

Key Roles aligned to tasks

Evaluation Lead (LOE 50 Days) or team plus an additional 15 days support from a *Gender, Disability and Social Inclusion Specialist* (LOE 15 Days) and travel.

Design Phase (5 Days)

- Prepare for assignment (reading of relevant documents such as project document, baseline survey report, annual reports, etc.)
- Determine overall evaluation approach, with country team leads, MPM, partners.
- Facilitate in design workshop (online 0.5 day)
- Finalise evaluation approach, revised evaluation questions and scope of additional data collection requirements
- Orientate Bhutan and Nepal local teams on data collection processes and tools.

Project data collection (5 Days Remote + 5 Days in country)

- Provide advice, oversight and backup support on demand to in country teams

- Collect data at multi-country level (eg ISF-UTS)
- Collect data in country – Lao PDR with support from local translators/team.

Interpretation (15 Days plus travel)

- Lead data synthesis and data analysis (3)
- Lead preparation of 3 country level sense-making workshops
- Facilitate 3 x 1 Day sense-making workshops – *in country*
- Lead preparation for programme level workshop (0.5 day online)
- Facilitate combined programme level workshop (0.5)

Results Sharing (20 Days)

- Lead the drafting of the 3 country evaluation report and recommendations (2)
- Finalise the 3 country evaluation reports
- Produce supporting outputs (a five-page summary and presentation) (4)
- Overall project management and consultations with country teams and MPM
- Final presentation to management team (2 hours)

Tasks for Country Evaluation Teams– 10 days per country project (Nepal, Bhutan)

Design Phase

- Prepare for assignment (reading of relevant documents such as project document, baseline survey report, annual reports, etc.)
- Participate in the 3 Hr Design workshop
- Further define data collection tools based on consultations with country based teams, evaluation lead and GEDSI specialist
- Develop evaluation plan, methodology and further information needed to build on existing data

Project data collection

- Complete data collection process in country in coordination with country teams and with oversight from evaluation lead.
- Complete data cleaning and provide raw data files.

Interpretation

- Support data synthesis and data analysis and collaboratively identify key findings and actions
- Participate in country level sense-making workshops (1)

Results Sharing

- Review country level evaluation report for consistency.

Key Deliverables

The main deliverables of the Evaluation are:

- Design Workshop (1)
- Evaluation Methodology (1), supporting data collection tools
- Country Evaluation Plans (3)
- Sense making workshops (3 minimum) and combined Programme Level Workshop (1)
- Draft Evaluation Reports (3)
- Quality assurance reporting
- Summary presentations (3) and Project Summary Briefs (3)
- Final Review reports (3) including follow up actions.

SNV teams will provide logistical support throughout the process and facilitate meetings with key government partners, stakeholders and partners as required.

Further resources

To help inform and guide evaluation methods and approaches there are many resources available including the recent [IDS M&E Framework](#) for rural sanitation and hygiene and the [DFAT M&E standards](#). Additional guidance is available from the Fund on disability measurement, knowledge updated as well as ISF-UTSs on [qualitative approaches](#) for understanding GESI changes. In addition there is a wealth of knowledge that has been produced through the Fund such as learning briefs on [Safely Managed services](#) and [climate resilient WASH](#) that can be drawn upon.

Timeline and Duration

The assignment is estimated to cover 50 days for an Evaluation Lead or team approach, plus an additional 15 days support from a *Gender, Disability and Social Inclusion Specialist* (LOE 15 Days) and international travel.

The entire assignment is anticipated to commence at the start of October with the final deliverables to be submitted to SNV on or before 31st December 2022.

Payment Terms and Conditions

The payment schedule shall be as follows:

- 25% upon signing of contract
- 45% upon completion of the interpretation phase
- 30% upon submission of final approved deliverables.

The payment and contracting of country level teams will be managed separately by SNV.

SNV are seeking applications for a lead evaluation or team and GEDSI specialist with demonstrated experience in undertaking WASH programme evaluations, with a focus on capacity building, system strengthening and transformative approaches. The lead evaluator must have availability throughout the duration of the project and bring excellent evaluation, coordination and communication skills and a demonstrated ability to work across culturally diverse settings and teams. Experience in facilitating remote sessions and processes preferred.

Composition of the evaluation team

The evaluation team is expected to be a Lead Evaluator and a GEDSI specialist but a team approach may also be appropriate with adequate steering.

The lead should meet the following criteria:

- At least 10 years of experience within the field of international development cooperation;
- A strong background in evaluation and research, including applied to WASH programming;
- Experience with qualitative research methods.

All team members should meet the criteria below:

- Demonstrable familiarity with the domain of civil society strengthening, evidence generation and dissemination, and advocacy in WASH programming;
- Experience in ensuring inclusive evaluation processes and an understanding of ensuring accessibility and reasonable accommodation in evaluation processes (or similar).
- Familiarity with the (political) local context of the to-be-visited countries;
- Familiarity with the sector the project is operating in;
- Fluency in English communication, reporting and presentation skills.

Evaluation Criteria

- Experience in similar work with evidence (40%), preferably in the focus countries
- Competencies (40%)

- Financial (20%).

Due Diligence

The consultant shall comply with the SNV Code of Conduct and the Child Protection Policy during the assignment period.

Submission of proposal

Through this request SNV invites interested parties to submit a concise proposal that:

- Expresses understanding of the purpose of the evaluation
- Proposes a broad outline of approach and methods to be employed
- Provides daily consultancy fees, travel budget and an overall budget on headlines
- Includes consultants' competencies and proof thereof (include 2 evaluation/research reports related to the subject), evaluators' CVs, company profile
- Declares consultants' availability in the period October 2022 – December 2022
- Includes a declaration of no conflict of interests by persons and organizations involved in the evaluation.

Application Requirements

Interested parties are requested to submit the following to SNV at email: bhutan@snv.org

Subject: External evaluation of Beyond Finish Line Programme

- Proposal responding to the TOR, including number of work days and breakdowns per role and task area.
- Curriculum Vitae for Lead Evaluation Specialist, team members and GEDSI Specialist
- Portfolio (link to website preferred)
- Three equivalent examples of work, including references
- Proposed day rate per position and travel budget.
- Availability.

Deadline for applications is on 7th October, 2022.

For more information, please email: ghalcrow@snv.org

Annex A Project Summaries

Beyond the Finish Line - Sustainable Sanitation and Hygiene for All in Bhutan

<https://snv.org/project/ssh4a-bhutan>

Beyond the Finish Line will realize progress for equitable, universal access to safely managed sanitation and hygiene for 190,000 people, through strategic partnerships and innovations that build on a proven embedded approach. Bhutan has made significant progress in rural sanitation and hygiene, supported by high levels of ownership, uptake of innovations and an emerging water, sanitation and hygiene (WASH) sector. The Ministry of Health (MoH), with SNV, developed the national Rural Sustainable Sanitation and Hygiene Programme (RSAHP), reaching half the country's 20 districts within one Five Year Plan (FYP 2013-18): three districts achieving 99% improved access and usage. Phases of accelerated uptake bring inherent challenges requiring safeguards. This project will use a phased approach, aligned with the upcoming FYP, to support government and partners strengthen focus on quality and attention to disadvantaged groups, leveraging political commitments, decentralization and cost-sharing mechanisms to double outreach across four underserved districts. Responding to emerging issues, it will support the RSAHP to look beyond the finish line, towards safely managed sanitation services and universal access for all; seeking to influence social norms and underlying attitudes, strengthen emerging civil society organisations (CSOs) in the WASH sector and invest in women's leadership and institutional change.

Beyond the Finish Line - Sustainable Sanitation and Hygiene for All in Lao PDR

<https://snv.org/project/ssh4a-lao-pdr>

Beyond the Finish Line aims to improve health, gender equality, and wellbeing of 200,000 people in three districts of Savannakhet Province in Lao PDR, by 2022 by equitably increasing access and use of safe sanitation and hygiene for all. A collaboration between the Ministry of Health (MoH) and SNV Lao, together with its local partners, CARE, the Gender Development Association (GDA) and with technical support from IRC and ISF, the project will strengthen capacities of the provincial government and three districts in social and behaviour change communication (SBCC) and sanitation demand creation methodologies adapted to the Lao context, as well as private sector-led sanitation and hygiene supply chains. Building on SNV's successful experience in Savannakhet in working with the Provincial and District stakeholders, the project will mobilise multiple local sector agencies beyond health to align and work on sanitation and hygiene, aiming to develop a provincial scaling strategy.

Looking beyond coverage, towards safely managed sanitation, intra-household issues and universal access in schools and health care facilities, the project will strategically engage disadvantaged groups, including ethnic minority women and people with disabilities, to strengthen their voice and leadership, creating positive role models for households, communities and local institutions.

Beyond the Finish Line - Inclusive and Sustainable Rural Water Supply Services in Nepal

<https://snv.org/project/inclusive-and-sustainable-rural-water-supply-services-nepal>

The project aims to use the opportunity of decentralization in Nepal to develop inclusive, sustainable and resilient rural water supply services and hygiene behaviour change communication for households, schools and health facilities (40,000 people, 30 institutions) in two districts as a role model for inclusive WASH services in two provinces of 6.5 million people.

Although Nepal has a high coverage of water supply (87%), only 25% of those systems are well functioning as per national monitoring indicators. The challenge is therefore, beyond the finish line, in sustaining hygiene behaviours as well as the quantity, quality, accessibility and reliability (QAR) of water supply services. The burden of poor hygiene and water lies disproportionately with women/girls, poor, low-caste and ethnic minority groups.

Building on its experience in strengthening gravity-fed rural water supply services, SNV will engage with the new local bodies formulated in Nepal to address gender and social inclusion within WASH governance, water supply service systems, and hygiene promotion in both gravity-fed and groundwater areas.