

Terms of Reference

Evaluation of WaterAid advocacy during the Post-2015 process

Project Manager: Jayde Bradley (Advocacy Coordinator)

Introduction and background

WaterAid

WaterAid's vision is of a world where everyone has access to safe water and sanitation. The international organisation works in 37 countries across Africa, Asia, Central America and the Pacific Region to transform lives by improving access to safe water, hygiene and sanitation (WASH) in some of the world's poorest communities. Since 1981, WaterAid has reached 23 million people with safe water and, since 2004, 21 million people with sanitation.

In mid-2011, WaterAid identified what would become known as the "post-2015 process" as an advocacy opportunity. Within WaterAid, efforts to influence this process were initially conducted by staff in the policy and campaigns teams within WaterAid UK (WAUK) and also by staff in other WaterAid Country Programmes and members.

In 2012 WaterAid brought together key staff to form an Advocacy Working Group (AWG) to coordinate these efforts. The aims of the post-2015 advocacy working group were to ensure that the post-2015 framework: i) included ambitious targets for achieving universal access to WASH as a basic human right ii) reflected the central importance of WASH to other sectors including health, gender, nutrition and iii) focused on reducing inequalities by targeting the poorest and most marginalized as a first priority.

WaterAid and partners

WaterAid also played an active role in coordinating with partner agencies and organisations to work on the post-2015 process. In May 2011 WHO and UNICEF convened the first of a series of international consultations among WASH sector stakeholders on targets and indicators for monitoring drinking water, sanitation and hygiene (WASH) post-2015, under the auspices of the Joint Monitoring Programme (JMP). This led to a decision to convene diverse working groups of experts, endorsed by over 200 individuals and 70 leading organisations, to discuss what the best outcome for WASH monitoring would be in the new structure, grouped around 4 themes:

- 1) Water
- 2) Sanitation
- 3) Hygiene

4) Equity and Non-Discrimination (END).

In 2013 an Advocacy and Communications Working Group (CAG) was established, linked to the JMP working groups and including staff from many of the organisations involved, with the aim of promoting the outcomes of the working groups and influencing the formal “post-2015 process” to establish a new framework to replace the Millennium Development Goals.

The aim of the JMP Advocacy and Communications Working Group was to ensure that the Global Goals for Sustainable Development included ambitious targets that:

- Achieve universal access to water, sanitation and hygiene (WASH) as a basic human right
- Reflect the central importance of WASH to other sectors including health, gender, education, and nutrition
- Focus on reducing inequalities by targeting the poorest and most marginalized as a first priority.

Initial asks centered on ambitious targets and indicators for WASH through the implementation and monitoring of:

- The elimination of open defecation
- Universal access to basic WASH in homes, schools and health centres
- Halving the proportion of people without safely managed services at home
- Progressively eliminating inequalities in access
- Integration of WASH with other elements of the sustainable development framework, such as i) targets outside of the water and sanitation goal (particularly focusing on health, gender, nutrition, education, livelihoods and inequality) but also ii) within the water and sanitation goal so that WASH targets are connected to “big water” (i.e. water resources management, the water-climate-energy nexus, transboundary water).

The JMP Advocacy and Communications Working Group was initially convened to call for the recommendations proposed in the JMP '12 pager' outcome of the working groups. As the political process progressed, the group adjusted, with specific asks about the presence of a 'Water' goal and the location of WASH indicators, as well as compromises on the initial set of asks in order to achieve priority outcomes.

Required Outcomes of the Project and the Evaluation Team

This evaluation will cover the time period May 2011 to December 2015, when the Inter-Agency and Expert Group on Sustainable Development Goal (IAEG-SDGs) indicators will be at a close to final stage. Whilst our work will continue afterwards, we see the agreement as the major milestone and a point after which advocacy will take a different, increasingly less centrally directed form.

There are two dimensions to this evaluation¹, assessing:

1) The function of WaterAid's internal ways of working vis-à-vis delivery of advocacy activities related to the post-2015 process.

The overall objective of this phase of the evaluation is to document, better understand and learn from WaterAid's advocacy activities and achievements related to the post-2015 process to inform future advocacy initiatives. Required outcomes must include:

1. Internal process: Assessment of the efficiency and effectiveness of the internal processes that underpinned delivery of the post-2015 advocacy work (some example questions for internal stakeholders detailed in Appendix 1)
2. Evaluation of outputs: Evaluation of the advocacy outputs measured against internal plans (for example post-2015 Advocacy Working Group strategies, annual planning documents etc) and measurement of progress in achieving specific results in relation to the implementation of these plans
3. Recommendations for future work: Proposal of a suite of recommendations to enhance future advocacy work (and advocacy evaluation) within organisations involved, including -
 - a. i) link with 'Healthy Start' (current global advocacy priority) M&E initiative which is proposing an organisation-wide process and approach to advocacy M&E
 - b. ii) documentation of lessons learned to form a series of recommendations at several levels (including country-programme, post-2015 Advocacy Working Group) for adoption and integration into any future advocacy/policy related work
4. Summary: A thorough understanding and summary of the following areas (in order to feed into the second phase of the evaluation (see section below)):
 - a. What WaterAid's goals were
 - b. What strategies were prioritised and how responsive/adaptive Wateraid was in relation to changing context/assumptions
 - c. What were the expected results of WaterAid's work according to the strategy employed, and which activities were undertaken
 - d. What learning from the partnership with JMP and WSSCC was internalised and what added value did WaterAid feel they had to give.

¹ Only the first phase of the evaluation is the subject of this ToR. The second phase of the evaluation is not the subject of this ToR and is just included here for information (as some of the inputs from the first phase will be used to inform the second phase of this evaluation, and there will be communications and consultation between the two evaluation teams). Consultants are allowed to bid for both phases of the evaluation (with the same deadline of submitting an expression of interest by 9am 22nd February) - both ToRs can be viewed here:

<https://drive.google.com/folderview?id=0B4lZHfS4rd-IV1JjRkdQVmljc1U&usp=sharing>

2) The impact of WASH sector stakeholders joint advocacy activities in influencing the post-2015 process.

[NB. Only the first phase of the evaluation is the subject of this ToR: the second phase of the evaluation is not the subject of this ToR and is included here for information (see footnote 1 on page 3 for explanation and direction on bidding for both phases.)]

WaterAid, WSSCC and Unicef are also jointly undertaking an external evaluation of WASH sector stakeholders in influencing the post-2015 process. The findings of WaterAid's internal evaluation (the subject of this ToR) will inform the second, external phase of this evaluation.

The consultant undertaking WaterAid's internal evaluation will be required to:

- i) complete the evaluation within the timeframe outlined on page 5
- ii) meet with the consultant for the second phase of the evaluation; and
- iii) compile findings in a pre-agreed format consistent with other partners' evaluation reports, including a summary of findings relevant for the second phase of the evaluation.

NB. Linking the internal and external evaluations in this way is to ensure contact with relevant stakeholders is not duplicated. An important facet to the overall effectiveness of the evaluation is to reduce bias towards any particular organisation, and to maximise learning for all participants in effectively and efficiently achieving advocacy impact.

Expected deliverables of the consultant

- Methodology and approach briefing note
- Review of relevant internal documentation, for example strategies, monitoring documents, records of major decisions etc
- Short review of good practise in advocacy M&E approaches - desk study and any internal good examples from WaterAid or other partners
- Stakeholder questionnaires, or other tools as appropriate
- Interviews with key stakeholders
- Key evidence review to form part of the final report (quality of evidence rating system to be developed)
- Draft reports incorporating up to three rounds of feedback and a final report
- Findings presented to evaluation task force and wider stakeholders chosen by taskforce
- Report in a pre-agreed format.

Proposal to tender and costings

Consultants (single or teams) interested in carrying out this work² must:

- Submit an expression of interest, including the following
 - Cover letter outlining methodology and approach briefing note
 - CV or outline of relevant skills and experience possessed by the consultant who will be carrying out the tasks and any other personnel who will work on the project
 - Example of relevant work
 - The consultancy daily rate
 - Expenses policy of the tendering consultant. Incurred expenses will not be included but will be agreed in advance of any contract signed. It is anticipated that the project will desk based research and some travel to the WaterAid offices to meet staff, phone/skype based research to speak with international staff.
- Be able to complete the project within the timeframe outlined below (no later than 17 April)
- Be able to demonstrate significant experience of developing M&E approaches for advocacy work.

Support from WaterAid

WaterAid will support the facilitation of the evaluation, including by providing:

- Briefing meetings to discuss additional evidence/documents required
- A compilation of all relevant documents
- Details of key informants to be consulted as part of the evaluation
- Timely feedback on the first draft of the report.

Timetable

Output	Timeframe
Call for expressions of interest	By 9am 22nd February
Proposals considered, short-listing and follow up enquiries completed	By 26 February
Consultant selected and first meeting held	1 day (by 4 March)
Field research, stakeholder questionnaires, key evidence review	15 days (by 27 March)
Report drafted	5 days (by 3 April)

² Consultants are allowed to bid for both phases of the evaluation (with the same deadline of submitting an expression of interest by 9am 22nd February) - both ToRs can be viewed here:

<https://drive.google.com/folderview?id=0B4lZHfS4rd-IV1JjRkdQVmljc1U&usp=sharing>

Draft findings presented to task force, revisions incorporated; final report, executive summary and PowerPoint submitted	5 days (by 10 April)
Meet with external evaluators to discuss findings and finalise methodology	1 day (between 11-17 April)

Proposal submission details

Please submit your expression of interest to Jayde Bradley (Advocacy Coordinator) by 9am 22nd February via email to: JaydeBradley@wateraid.org (and queries regarding applications can also be emailed here too). Following a preliminary shortlisting, selected consultants will be approached to participate in a video/skype interview. Appointment will be made shortly after, followed by an inception meeting (location and date TBC).

Appendix 1

Example questions for stakeholders on the effectiveness of the internal processes (outcome 1) may include:

- How were objectives selected and activities to achieve these agreed?
- How did WaterAid staff externally validate their methods?
- Were objectives clear to all throughout?
- Did all staff work from a clearly identified set of objectives?
- Were milestones established?
- How effective was the monitoring, evaluation and learning process: for example were outputs reviewed and monitored systematically to inform re-adjustment of activities? Is there evidence that “learning during” informed the way ahead – or that WaterAid applied learning from previous advocacy projects?
- Were sufficient resources allocated?
- To what extent were Country Programmes and regions involved and was this planned and effective? How was ongoing progress communicated at the different levels? Was evidence from Country Programmes used to inform direction and overall shape of the initiative ? How did this fit with CP priorities?
- Describe the ownership and buy-in to the post-2015 advocacy work by different teams/across departments.
- How effective were internal decision-making processes?
- Describe the roles of units/teams involved and how they contribute?
- Describe how WaterAid monitored ongoing progress of this initiative?
- Were levels of authority and sign off clear and appropriate?
- What was the perceived added value of WaterAid to the process both internally and externally?