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## TERMS OF REFERENCE

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### Feasibility Study of the program:

### “Global Program on WASH and Human Rights”

### (India, Nepal and Uganda)

Malteser International is seeking to hire a consultant for a feasibility study of a Global Program on WASH and Human Rights proposed with German government funding for India, Nepal and Uganda.

#### Background Information and Rationale

Since 2010 water & sanitation are recognized as human rights (United Nations resolution 64/292); SDG 6 commits to ensuring access to water & sanitation for all. While substantial progress has been made in increasing access, still billions of people mostly in Africa and South Asia still lack access to water & sanitation services. The challenge of services for all is principally characterized by persisting inequalities and a lack of sustainability or service functionality over time leading to conflict between rightsholders and generally marginalized groups are over-represented in the numbers on lack of access to water and sanitation. The WASH sector has changed its rhetoric in support of water & sanitation services as a matter of rights: rights holders are encouraged to demand services from providers (often local government institutions). These service providers in fragile contexts are however often not equipped or supported enough by national governments to assure access to water and sanitation. This approach has led to clashes between civil society and government institutions, which is the opposite of the preferred situation in which collaboration leads to improved water and sanitation services for rightsholders. In order to reach SDG 6 by 2030, WASH approaches must address these systemic challenges to provide services for all (leave no one behind), especially for the most vulnerable groups with limited influence on decision making. Rights to water and sanitation should be reached through collaboration of civil society and government institutions simultaneously at multiple levels.

#### Programmatic approach

##### **Making rights real as part of strengthened WASH systems**

To address the above mentioned systemic challenges with a focus on addressing access to water and sanitation as human rights, this program combines the **Making Rights Real (MRR) approach** (jointly developed by experts on human rights, WASH and communication, through a process informed by design thinking) and a **WASH Systems approach**. The Making Rights Real (MRR) approach translates the human rights to water and sanitation into practical tools that authorities can use to address systemic challenges to services for all (leaving no one behind), including inequalities, sustainability and accountability. It is applied through a process of constructive engagement between civil society organisations and government authorities. The MRR approach feeds into the overarching WASH systems approach (see figure 1).



**Figure 1 Suggested process for implementing the Making Rights Real (MRR) approach (Infographic copied<sup>1</sup> and adapted by introducing the CSO's specific for this program)**

The essence of WASH Systems is to move away from short-term interventions towards developing resilient WASH systems: a network of people and things working together to deliver WASH services. A WASH system needs to be looked at as a whole, through the lens of nine critical "building blocks" (see figure 2) and the links with the wider context (e.g. impacts of WASH services on health and livelihoods).

WASH systems approaches typically focus on strengthening government systems and leadership at multiple levels simultaneously. This proposed global programme aims to demonstrate how strengthening WASH systems through human rights can empower authorities to implement the national policies which embrace water and sanitation as human rights, and catalyse progress towards SDG 6.



**Figure 2 WASH Systems approach building blocks<sup>2</sup>**

MI has developed a concept note on “Implementation of human rights to water and sanitation in Africa and Asia through WASH systems with a special focus on underserved areas”. This document outlines

<sup>1</sup> Carrard, N.; Neumeyer, H.; Pati, B.K.; Siddique, S.; Choden, T.; Abraham, T.; Gosling, L.; Roaf, V.; Alvarez-Sala Torreano, J.; Bruhn, S. Designing Human Rights for Duty Bearers: Making the Human Rights to Water and Sanitation Part of Everyday Practice at the Local Government Level. *Water* **2020**, *12*, 378.

<sup>2</sup> <https://www.ircwash.org/washsystems>

the concept for the “Global Program for WASH and Human Rights in India, Nepal and Uganda”, and forms the basis for the feasibility study requested through this consultancy.

## Objective of the Feasibility Study

The main purpose of the consultancy is to conduct a feasibility study to provide a sound basis for the elaboration and optimization of the program concept for the Global Program for WASH and Human Rights. The study should clarify prerequisites, opportunities and risks. In particular, the aim is to assess the feasibility of the program and to systematically check the extent to which the project approach can achieve the planned changes under the existing conditions.

## Expected Outcome and reporting:

The study should present the context at several levels (micro, meso, macro) and also include essential baseline data relevant to the program in the intervention countries in relation to access to water and sanitation and WASH services functionality.

The study should include an analysis of the proposed application of the WASH Systems and MRR approaches for addressing the issues outlined under the background an programmatic approach sections, aiming at solving the problems of the target groups and other actors. The following OECD DAC criteria need to be assessed:

- relevance,
  - effectiveness,
  - efficiency,
  - impacts and
  - sustainability
- (<http://www.oecd.org/dac/evaluation/49756382.pdf>).

On this basis, concrete recommendations for any required adjustments to the specific project concept need to be presented.

The report on the feasibility study should be maximum 30 pages and must contain;

- a summary,
- introductory sections (presentation of purpose and objective, information on the experts, e.g. by means of a CV, and on the services provided,
- information on methodology,
- an analysis (context, capacities of the project executing agency, project-relevant needs of the target group, other actors, etc.),
- a section with final evaluations according to the OECD DAC criteria, and
- a separate section with derived, concrete recommendations on the project concept.

Annex of main supporting documents, agenda, interview guidelines, questionnaires etc.

The report and all background documentation will remain the property of Malteser International and will be promulgated as appropriate by Malteser International.

### **1. purpose, objectives and use of the feasibility study**

The specific reason for this feasibility study is to assess the scope of conducting a Global Program for WASH and Human Rights based on the WASH Systems and MRR methodologies.

The feasibility study will be conducted during a 4? weeks period, to be completed by January 31<sup>st</sup>, 2021.

### **2. Methodology**

Methods, instruments and resources used for data collection and analysis should be specified in the report.

Actors directly involved in the information gathering process should be described.

### **3. Initial situation and problem analysis (at macro, meso and micro level)**

The (initial) situation related to the status of the Human Rights to water and sanitation and the status of the sustainability and functionality of WASH Systems in the three country intervention areas should be described, including details on the socio-economic, political, cultural context.

Identified problems should be identified, including causes and what impact do they have on the living conditions of target groups. Details should be included on needs identified through a problem analysis? How was/is it determined?

Any socio-cultural obstacles to the MRR and WASH Systems approach to be identified with details on how can these be overcome.

Any other identified risks to be specified with recommendations on how can these be addressed.

### **4. Program implementing agencies in the program countries (local implementing agencies)**

Assess if potential local organisations can be considered as implementation partners, with justifications. Assess what skills and experience (institutional, technical, personnel, financial capacities) they have and if any relevant skills may be lacking.

Identify measures required to strengthen the organisation and capacities of the local partners.

Identify the relationship between the local partners and the target groups and other actors to establish their legitimacy of selection as program partner. Are there any convergences or conflicts of interest, and how can the interaction be improved?

### **5. target groups and other actors (at micro, meso and macro level)**

Describe the target group in the intervention countries, and the criteria for selection. Outline how are do-no-harm aspects can be taken into account.

Detail the composition of the respective target groups in the program countries. Report how homogeneous or heterogeneous the target groups are in terms of factors such as gender, ethnicity, age, sexual orientation, language, capacities etc. and to what extent the project has to take this into account.

Specify the specific needs of the target groups and how can these be addressed.

Identify what potential the respective target groups have, especially with regard to self-initiative, self-help efforts and local problem-solving capacities, and how these can be strengthened.

Report on the important state and non-state actors in the field of Human Rights to Water and Sanitation and WASH Systems functionality and sustainability in the planned program area and country level.

What is the relationship to the government's development strategy in the project country?

What interests do the actors have? Are there any conflicts of interest? What are the interactions with other projects of the actors? How do they find their way into the project concept?

Do the actors have a common understanding of the problems and the resulting objectives of the project?

How strong is the support of the different actors for the project? What are their possibilities of influencing the project? Are there already agreements between actors?

## **6. Assess the planned program according to OECD DAC criteria (cf. <http://www.oecd.org/dac/evaluation/49756382.pdf>)**

### **a) Relevance:**

Does the planned program approach in the three target countries address targeted issues of access to water and sanitation by all and WASH systems sustainability?

Is the orientation of the planned program geared to the needs of the target groups?

What concrete changes should the program have brought about after the end of the project term?

### **b) Effectiveness:**

How does the planned program contribute to the strategies and programmes of concerned state actors in relation to the Human Rights to Water and Sanitation and WASH Systems sustainability.

Are the planned measures and the chosen methodological approach (MRR and WASH Systems) suitable to achieve the program's objectives? Which activities at meso and/or macro level (multi-level approach) are to be planned to increase sustainability?

Are synergy effects used with measures of other donors or programmes?

What other measures does the study recommend for achieving the objectives?

What impact logic/ impact hypotheses should the project be based on? Who checks the impacts, when and at what intervals; how are the changes measured? (impact monitoring)

### **c) Efficiency:** To what extent will the planned program achieve its objectives in economic terms?

What financial, structural and human resources are required?

To what extent can the planned measures be implemented with the funds provided in the planned duration and the desired effects achieved efficiently (cost-benefit), economically and thriftily? On what basis is the assessment made?

**d) Significance/ overarching developmental impact:** To what extent does the planned program contribute to achieving overarching developmental impacts?

Which objectives and impacts derived from the problem/needs analysis are to be achieved for which target group?

To what extent does the planned project have a structure-building, model and broad-based impact? Does a multi-level approach (micro, meso, macro level) lend itself to increasing significance and effectiveness?

To what extent does the objective take into account gender-sensitive, inclusive, culture- and conflict-sensitive and human rights-based aspects?

**e) Sustainability:** To what extent will the positive impacts (without further external funding) continue to exist after project completion?

How can the sustainability of the results and impacts be ensured and strengthened (structurally, economically, socially, ecologically)?

What role/responsibility do state and/or civil society structures assume? To what extent can local potentials, structures and procedures be built upon? Which measures and instruments are best suited to use and strengthen local initiative, participation and capacities?

What negative consequences and effects could program measures or sub-goals entail? To what extent can this be taken into account in the program (concept) (e.g. do-no-harm approach, conflict-sensitive impact monitoring, etc.)?

What risks (personnel risks for the implementing agency, institutional and reputational risks, contextual risks) exist during program implementation that also influence sustainability, and how can they be minimised?

## **7. Recommendations:**

What concrete proposals can be made for the concept of the program in the specific context on the basis of the main findings on the thematic areas 1. to 5. and the evaluation according to the DAC criteria (section 6)?

Which components may be missing from the program concept in order to achieve the planned objectives on a sustainable basis?

Which planned components are not suitable and for what reasons?

Do the assumptions on impacts and sustainability on which the program concept is based appear plausible and viable for the program concept; how might they need to be adjusted?

Which fields of observation are suitable for the development of qualitative and quantitative indicators that reflect the changes for the SMART target group? What findings and baseline data from the study are recommended as a basis for incorporating them into the program logic (impact matrix)?

## Feasibility Study Methodology

- Review MI concept note
- Consult partner agencies in Germany and program countries in India and Nepal (virtual meetings due to Coronavirus travel restrictions of these countries) and Uganda (face to face meetings) on program concept and feasibility.
- Desk study on country policies related to rights to water and sanitation in program countries.
- In coordination with Malteser International, the consultant will elaborate a list of the specific meetings/calls to conduct with program stakeholders
- A briefing call with representatives of Malteser International is foreseen in order to finalize the organization of the feasibility study.

## Timeframe

The consultancy work is expected to be completed by January 31st, 2021, with the following preliminary timeframe requirements to be specified in the bid:

	Days
Preparation and desk study	
International travel to and from Uganda	
Briefing and de-briefing with Malteser International representatives	
Exchange calls with program stakeholders in India and Nepal	
Exchange meetings/visit with program stakeholders in Uganda	
Reporting	
<b>Total</b>	

## Required Expertise

*Essential:*

- Demonstrated capacity and experience (at least 3 years) in conducting program preparation studies for development projects, preferably in East Africa and South Asian context
- Sound knowledge of the WASH Systems approach and clear understanding of Human Rights issues related to WASH.
- Technical knowledge and experience in WASH and one or more of the following fields: Development studies, Human Rights, Public Administration.
- Fluency in English (spoken/written)
- Experience in working with (local and international) non-governmental organizations

- Demonstrated oral and written communication skills
- Demonstrated cross-cultural skills

*Desirable:*

- Previous work experience in concerned program countries
- Familiarity with WASH projects in fragile and complex environments.

## Tenders

Bids must include:

- 1) 1-2 pages outline covering: a) overall framework proposed for feasibility study and b) methodologies that will be applied.
- 2) CV(s) and evidence/references of past program preparation and/or feasibility studies.
- 3) Work plan and proposed budget for the feasibility study covering consultancy fees, travel to Uganda and per diem. The budget should present consultancy fee costs according to number of expected working days over the entire period.

Bids should be submitted *electronically* to Arno Coerver, Global Advisor for WASH, Environment and Infrastructure, Malteser International, Regional Support Office Kampala (Uganda) by the **closing date of 3 December 2020** to:

[arno.coerver@malteser-international.org](mailto:arno.coerver@malteser-international.org)

Kampala, 23<sup>rd</sup> November 2020