



water for people

## **WATER FOR PEOPLE SUSTAINABILITY SERVICES CHECKLIST EXTERNAL EVALUATOR**

### **TERMS OF REFERENCE**

**CONSULTANCY:** Assess the level of sustainability of water and sanitation services using Water For People's Sustainable Services Checklist (SSC), according to Water For People's indicators and methodology, assigning a score for each metric in Water For People's SSC tool in 4 Water For People countries in Africa across 15 partner area districts:

**Malawi:** Chikwawa, Chiradzulu, Peri-Urban Blantyre, Neno and Ntchisi

**Rwanda:** Karongi, Kicukiro, Gicumbi, Gisagara, Rulindo, Nyamagabe

**Tanzania:** Mtwara

**Uganda:** Kamwenge, Luuka, Buikwe

### **I. INSTITUTIONAL BACKGROUND:**

Water For People promotes the development of high-quality drinking water and sanitation services, accessible to all and sustained in the long term. Since 2011 Water For People has implemented the Everyone Forever model in nine countries around the world: Bolivia, Guatemala, Honduras, India, Peru, Malawi, Rwanda, Tanzania and Uganda.

Water For People's Everyone Forever model encompasses all water, sanitation and hygiene (WASH) services with targeted interventions within specific geographic boundaries (districts), sanitation interventions within and outside district boundaries, depending on market needs and opportunities. We work with local governments, community organizations, businesses, and citizens, providing the necessary support to strengthen the operating environment for service delivery. In that sense, Everyone means that every community, family, and public institution – for example, schools and health centers – in the districts where we work have access to safe and reliable WASH services.

The model also has a focus on the sustainability of services (Forever). We establish partnerships and agreements with districts to support them. Forever means that the service authorities (the most basic district or administrative level responsible for the provision of services), the service provider (the boards, committees or private operators responsible for the daily operation) and citizens, are equipped with the knowledge necessary for the financing, planning, operation, maintenance and monitoring of their systems and dedicate resources towards the proper management of water resources in the district.

### **Water**

For the water component, three milestones must be achieved. This means achieving universal coverage with an intermediate or high level of service in at least 90% of community systems, 95% of public institutions and 95% of households per our annual monitoring service levels.

Reaching the **Water Forever milestone** means reaching an intermediate or high level of sustainability for eight indicators within the Sustainability Services Checklist (SSC), which are divided into three categories:

- **Service Authority:** Refers to the local entity responsible for the administration, financing, and monitoring of water services in the district. In addition, they are responsible for multi-year planning of major WASH expenditure investments.
- **Service Provider:** Refers to the entity responsible for operation and maintenance of the day-to-day water services, including financing and administration through the calculation and collection of fees, attention to minor repairs, and water treatment.
- **Water Resources Management:** Refers to the capacity of the responsible authorities to guarantee the long-term quality and quantity of water sources in a district.

## Sanitation

For sanitation, the Everyone milestones include reaching a basic level of service in at least 90% of homes and 75% of safe sludge management annual monitoring service levels. Reaching the **Sanitation Forever milestone** means reaching an intermediate or high level of sustainability for three indicators within the SSC, which are organized into a single category:

- **Service Authority:** Refers to the local entity to ensure the administration, financing, and monitoring of sanitation services in the district.

## Scoring in the SSC

Below is a chart of how to reach each sustainable services level. There is a separate document with specific minimum criteria which will be provided to the awarded consultant.

| Scoring Key: Sustainable Services    |   |
|--------------------------------------|---|
| Level of Sustainability              | Scoring Method  |
| Inadequate Level of Sustainability   | Metrics received scores less than 50% of minimum criteria requirements    |
| Basic Level of Sustainability        | Metrics received scores greater than 50% of minimum criteria requirements |
| Intermediate Level of Sustainability | All metrics received scores that meet minimum criteria                    |
| High Level of Sustainability         | All metrics received full scores  |

## Road to Achieve Everyone Forever

Water For People proposes the following **Road to achieve Everyone Forever**, shown in Figure 1. There are four stages with milestones – Everyone Milestones do not have to be completed prior to Forever Milestones being completed. Forever Milestones must be completed prior to Transition to Exit, except in some cases where a Strategic Exit occurs due to the specific context within a district.

## THE ROAD TO EVERYONE FOREVER IN DISTRICTS

Toward universal and sustainable water, sanitation, and hygiene (WASH) services



Figure 1. Water For People's Road to Everyone Forever

- 1. Developing Everyone Forever:** Strengthening market systems, monitoring services including a baseline, collection of annual service levels and reflection workshops, local capacity building, financial assessments, multi-year investment plans, water resource management planning, infrastructure construction and rehabilitation, equity and inclusion assessments, institutional strengthening and advocacy.
- 2. Forever Focus:** Market Systems Development, Capacity Building, Institutional Strengthening, Annual Monitoring and Reflection.
- 3. Transition to Exit:** Once services are sustainable, Water For People takes on a consulting role.
- 4. Exit:** Water For People does not support or invest, because there are universal and sustainable WASH services.

Within this framework, the Water For People SSC is used to assess the current environment of and long-term sustainability of the sector, taking into account the various actors responsible for its provision, including the water and sanitation services authority, the water service provider and the local long-term water resources management from the perspective of the sustainability of the service at the district level.

The SSC is a contextualized list of qualitative data that is collected, analyzed, and quantified to indicate when partner area service delivery systems have reached a point where external support is no longer necessary to improve and sustain services in the long-term. While the primary audience for these results includes Water For People staff and district, regional, and national government partners, we are committed to data transparency. As such, Water For People shares these results with end users of water, sanitation, and hygiene (WASH) services, generous donors who support our work, and implementing partners, such as other One For All Alliance members. In addition, Water For People often produces knowledge pieces and technical notes to present via blogs or at conferences. Data collected as part of the SSC facilitates several processes, including:

- Supporting data-driven decisions and adaptation related to service delivery and sustainability in partner areas.

- Promoting advances along the Roadmap to Everyone Forever to Transition to Exit and eventual Exit from partner areas.
- Highlighting challenges to the Everyone Forever model that require conversations and decisions.
- Identifying bottlenecks and ethical questions related to the sustainability of service delivery in the long-term.

## II. OBJECTIVE

Assess the level of sustainability of water and sanitation services using Water For People's Sustainability Services Checklist (SSC), according to Water For People's indicators and methodology, assigning a score for each metric in Water For People's SSC tool in 4 Water For People countries in Africa across 14 partner area districts.

### 2.1. SPECIFIC OBJECTIVES

- **Specific objectives of the consultant will include:**
  - Assessing and scoring the progress the country program(s) have made on their WASH sustainability levels using the SSC.
  - Validating the data with the country program(s) Review Team and any necessary stakeholders.
  - Examining factors which are hindering or enabling sustainability and pathways to Exit or requiring Strategic Exit where blockages are beyond Water For People's scope or sphere of control. In addition to using the data from the SSC, specific questions to ask team members should be predetermined by the evaluator to better understand bottlenecks or blockages to reaching at least an Intermediate Score on all metrics within the SSC. These findings shall be a major component of the final report.
  - Identifying best practices and providing recommendations on what country programs and districts can do for specific metrics including new ways of working – that will help us to achieve sustainability and Exit.
  - Collating findings and disseminating the results as per agreed with the Country Program team.
  - Assessing the SSC tool and evaluation process itself as compared to other similar tools used to measure sustainability. This should also include whether current metrics, especially those specific to a particular country program, are well positioned to measure indicator progress and overall progress towards sustainability.

### 2.2 SCOPE OF WORK

1. Participate in an orientation with the Water For People Sustainability Managers (or equivalent) and the Regional Program Officer (RPO) on the organization of both the Everyone Forever model and its implementation in 4 Water For People countries in Africa across 15 partner area districts. This orientation consists of:
  - a. Consultant's desktop review and study of the Country Program(s), Everyone Forever model, and the WASH sector operation in the local context, supported by the Water For People team.

- b. Visits to a sample of water systems in communities, public institutions and/or homes.
  - c. Visits to a sample of household sanitation facilities, a wastewater treatment plant, and/or other relevant projects in each country program.
  - d. Introductory meetings with service provider or management entity which will include a review by the country program team of the Everyone Forever model, Everyone and Forever Milestones, and the SSC tool.
2. Develop a 3-month work plan utilizing the example workplan in section XIII to implement Water For People's validated methodology and process for scoring the SSC in the 15 partner area districts, including timelines of key activities and deliverables. Update and revise the workplan according to conversations with and feedback from the Country Program. Coordinate the analysis and entry of the service provider surveys with the Monitoring and Evaluation Specialist(s), the Regional Monitoring and Evaluation Manager and the RPO (aka Review Team).
3. Collect the necessary data for the assessment through face-to-face interviews with service authorities, and in Uganda, also with the service providers. Verify interview information with documentation provided by district partners to inform scores for each metric within the SSC.
4. Review and integrate into the SSC the data from the separate survey of service providers collected by the trained enumerators and the monitoring and evaluation team (with support from the Water For People country program teams).
5. Use the SSC tool to assess services and assign a preliminary score for each metric within the SSC for 15 districts. Facilitate asynchronous review between the Water For People country program teams, the RPO and the Regional Monitoring and Evaluation Manager and facilitate a review and validation meeting with these individuals.
6. Finalize the SSC scores for each district, compare with previous year's scores, benchmarking results where possible, and develop a report with interpretation on the precision and accuracy of the scores compared to their observations, perceptions, and recommendations related to the sustainability and verification process.
7. Present a qualitative closing report that includes the main findings, recommendations and lessons learned including identifying best practices and providing recommendations on what country programs and districts can do - including new ways of working – that will help us to achieve sustainability and prepare for Exit.

### **III. SUPPORT DOCUMENTS FOR THE SSC INDICATORS:**

1. Direct Support Costs: Review and evaluate the funding required for the operation of the Service Authority in each district compared to today.
2. Multi-Year Investment Plan: Review the district's financial investment capacity for major long-term repairs.
3. Water Quality: Confirm preventive actions, e.g. tests performed by the district, and corrective actions, e.g. chlorination or other water treatment.
4. Evaluate historical financial data and investment in sanitation, analyzing any specific data provided by each country program, to verify the feasibility of achieving the Forever milestones.
5. Other relevant documents for finance, sanitation, WRM, E&I or others specific to each Country Program.

#### IV. CONSULTING MILESTONES AND PRODUCTS TO BE DELIVERED

1. Orientation and Incorporation to Water For People: 5 business days
  - Completion of Water For People orientation and the Everyone Forever Model
  - Completion of the Sustainable Services Checklist Orientation
2. Work Plan with Schedule of Activities and Key Deliverables: 6 business days
  - Creation and confirmation of the final Work Plan
  - Review and analysis of SSC documentation, including supporting documents
  - Training, feedback and coordination meeting
3. Execution Plan: 42 working days
  - Preparation of the form and questions for the recording of information in interviews with Service Authorities (and Service Providers for Uganda only)
  - Preparation of agendas and logistics
  - Coordination meeting and preparation prior to fieldwork
  - Transportation to Everyone Forever municipalities/districts
  - Field visits planned in each district to for consultant to get a sense of our programs prior to evaluating them
  - Interviews with Service Authorities and information gathering
4. Data Validation: 6 business days
  - Initial processing of collected information
  - Sharing of collected information
  - Presentation and exchange of information collected with the country program team
  - Validation and confirmation of final results, the SSC spreadsheet with all the calculations will also be delivered
  - Qualitative Report writing of Executive Summary and PowerPoint
    - An Executive Summary that does not exceed more than two pages in Word and writing a Qualitative Report in PowerPoint that does not exceed more than 10 slides per country covering what is working well in each district, what could be going better, and key takeaways for sustainability to reach Forever in the Everyone Forever Districts.
    - We will provide a report template with executive summary, organization suggestions, and word numbers.
5. Submission and final report: .5 business days
  - Virtual and in-person presentation of final results
    - In the final presentation, the consultant will present what surprised about the results, what was verified and the recommendations for evaluating sustainability
  - Delivery of Final Template
  - Delivery of Qualitative Report and Recommendations
  - Presentation of final results in Reflection Workshops
  - Final results used in development of Multi-Annual Operational Plans (MOPs)

## **VI. DURATION OF SERVICE**

Maximum: 38 business days in total. *Note field visits and interviews occurring simultaneously across CPs over 14 total days.*

Estimated Start Date: April 1, 2025

Completion Date: May 30, 2025

## **VII. PLACE AND HOURS OF WORK**

The Consultant must be able to conduct interviews using the SSC tool across all four Water For People countries in Africa: Malawi, Rwanda, Tanzania and Uganda. The consultant can be based anywhere in Africa with preference to those based in at least one of the four countries in which we operate or can be based internationally. The consultant must conduct the in-person interviews themselves in each applicable Water For People country or have a consulting partner who is able to conduct the interviews in an applicable Water For People country. Any interviewers must participate in all onboarding and orientation provided by Water For People teams. The interviews will be conducted with logistics coordination support provided by each applicable Water For People country program team.

Water For People will not cover expenses to travel between countries. For planned field visits and interviews where the Consultant must travel to the field in that country or other geographical areas to meet the objectives of the project, the Water For People country program(s) will cover food, travel and accommodation and arrange from the primary city in which we have an office in each country: Blantyre, Kigali, Dodoma, and Kampala, respectively. Food and other travel or accommodation expenses within, to and from the primary cities outside of the interview days (non-field days) must be covered using the service payment to the Contractor.

The orientation (workplan Section I) and review and presentation of the preliminary results (workplan Sections IV and V) can be carried out virtually with an option to present from one of the Water For People offices or another place in person according to the discretion and availability of both sides, as the tasks entrusted to them require it. If in-person meetings are chosen for these portions of the Workplan, all costs for travel to offices, accommodation and meals shall be covered by the Contractor using the service payments.

## **VIII. COORDINATION, SUPERVISION**

The consultant will be supervised by a Steering Committee comprised of members across each of the four Water For People Africa country programs. The Consultant will coordinate the activities of the work with their local offices in each country or trusted local partner, who will be supported by the Water For People Country Directors and in parallel with the Water For People Program or Sustainability Managers and Steering Committee.

## **IX. PAYMENT METHOD**

The payment of the service is approximately \$25,500 USD, including taxes and according to the budget below, and will be made by bank transfer and based on the following milestones:

1. First Payment of 10%: Upon award of contract.



2. Second Payment of 10%: Orientation and Incorporation to Water For People and the Work Plan with Schedule of Activities and Deliverables.
3. Third Payment of 50%: At the end of the Execution Plan, which includes: completed interviews with identified actors and review of the documentation provided by the interviewees in each district. Preliminary SSC score assigned for each district.
4. Fourth Payment of 30%: At the end of the Final Results Presentations, Recommendations and the delivery of the Executive Summary in Word and Qualitative Report in PowerPoint.

## **X. CONSULTANT PROFILE**

The consultant shall submit credentials with the proposal packet for all staff, including from participating partners, working on the evaluation.

- Professional with more than 10 years of experience in monitoring and evaluation of plans, programs and projects in the water and sanitation sub sector.
- Professional with a background as Civil Engineer, Commercial Engineer, International Development Specialist, Social Worker, Sociologist, Economist, Social Scientist, or other related professional experience related to the evaluation and monitoring of WASH programs and projects.
- At least 10 years of proven experience in participatory evaluation of programs and projects (validation, prioritization of systematized lessons, application of lessons learned).
- Demonstrate in-depth knowledge of Water For People's monitoring framework, annual monitoring cycles, including the Sustainable Services Checklist tool for water and sanitation, and the methodology for implementing the tool.
- Experience in policy evaluation, public management, strategic and operational implementation processes in development projects.
- Extensive experience in quantitative and qualitative evaluation of programs and projects and interventions in the water and sanitation sector.
- Preferential with specialization in Participatory Community Management and Development Projects (not exclusive).
- Experience in the preparation of district plans such as District Investment Plans, District Water, Sanitation and Hygiene Strategic Investment Plans (DSIPs), or similar.
- Experience in the evaluation of national, departmental and municipal programs of the public sector.
- Experience with WASH evaluation data such as the WASH Building Blocks is a plus, but not required.
- Ability to synthesize and write concisely.
- High communication skills (written and oral).
- Professional experience and knowledge of the different social and geographical contexts of the country or countries.
- High capacity in the management and use of Microsoft software, especially Excel.



## XI. CONSULTANT CRITERIA MATRIX

The evaluation committee shall evaluate the Technical Proposals based on their responsiveness to the Terms of Reference, applying the evaluation criteria, sub-criteria, and point system specified below. Each responsive Proposal will be given a technical score (TS). A Proposal shall be rejected at this stage if it fails to achieve the minimum technical score indicated below.

The consultant and any partnering organizations must

| CRITERIA  | TOTAL POSSIBLE POINTS |
|---|-----------------------|
| Consultant's general experience and competence in the field covered by the TOR  | 20                    |
| Experience and records of the partner organizations or staff members to be assigned to the work align with the experience and competence in the field covered by the TOR  | 30                    |
| Consultant has the skills needed to be successful on the project (i.e., excellent communication and writing skills, proven skills in preparing district plans, etc.)  | 30                    |
| Consultant can complete the tasks as per the work schedule within the allotted timeline and days prescribed in the TOR  | 30                    |
| Consultant aligned the proposal to utilize the Sustainable Services Checklist   | 20                    |
| Consultant is professional as demonstrated in their proposal materials and correspondence   | 20                    |
| Adequacy of the proposed approach, methodology, work plan, and use of the SSC in responding to the TOR including clear knowledge and understanding of Water For People's monitoring framework, annual monitoring cycles, the Sustainable Services Checklist tool for water and sanitation, and the methodology for implementing the tool. | 50                    |
| Extent to which the proposal budget is within the allotted budget   | 30                    |
| <b>TOTAL</b>  | <b>230</b>            |
| <b>Minimum Score Required for Consideration</b>   | <b>180</b>            |

## XII. BUDGET

**Total Budget: \$25,500 USD (service payment) including taxes.**

Days are calculated as 8-hour business days.

| LOCATION | DESCRIPTION  | DAYS | COMMENTS  |
|----------|--|------|---|
| All      | External Evaluator Consultant - non-field days (Workplan sections I,II, IV, and V)           | 30   | Food and other travel or accommodation expenses within, to and from the primary cities outside of the interview days (non-field days) must be covered using the service payment to the Contractor.  |
| Malawi   | External Evaluator Consultant – or Sub-Firm Days in Field in Malawi (Workplan section III)   | 10   | For planned field visits and interviews where the Consultant must travel to the field or other geographical areas to meet the objectives of the project, the country program(s) will coordinate and cover food, travel and accommodation and arrange from the primary city in which we have an office in each country: Blantyre, Kigali, Dodoma, and Kampala, respectively. |
| Rwanda   | External Evaluator Consultant – or Sub-Firm Days in Field in Rwanda (Workplan section III)   | 13   |   |
| Tanzania | External Evaluator Consultant – or Sub-Firm Days in field in Tanzania (Workplan section III) | 2.50 |   |
| Uganda   | External Evaluator Consultant - or Sub-Firm Days in field in Uganda (Workplan section III)   | 8    |   |

### XIII. SAMPLE WORKPLAN

Hours and budget allocations below are estimates. Workplan to be negotiated as part of the proposal process. Days allocated for field work and interviews are non-negotiable. These are times provided by each country program based on years of experience conducting the SSC.

| SSC External Evaluator Work Schedule -- 2025                   |   |   |                      |   |
|--|---|---|----------------------|---|
| I. Orientation and Incorporation into Water For People         |   |   |                      |   |
| Activity   |   | Person Responsible                                    | Total Number of Days | Notes   |
| 1  | Initial orientation to Water For People and the Everyone Forever (EF) model                                     | - Country Program<br>- Regional Program Officer (RPO) | 0.38                 | All Regional Costs will be rolled together and each Country Program cost will be separated. |
| 2  | Review and office study on the EF model   | - Consultant<br>- Country Program (support)           | 1.50                 |   |
| 3  | Orientation and review of the Sustainable Services Checklist tool, including the template and Orientation Guide | - RPO<br>- Country Program                            | 3.00                 | 2 hrs per Country Program   |
|  |   | <b>Total # of Days</b>                                | <b>4.88</b>          |   |
| II. Work Plan with Schedule of Activities and Key Deliverables |   |   |                      |   |
| Activity   |   | Person Responsible                                    | Total Number of Days | Notes   |
| 1  | Creation and confirmation of final Work Plan  | - Consultant  | 2                    |   |

| 2                          | Review and analysis of documentation on the SSC, including supporting documents:<br>- Direct Support Costs<br>- Multi-year Investment Plans<br>- Water Quality Testing<br>- District Budgets<br>- Additional documentation as applicable to each country program | - Consultant<br>-RPO<br>- Country Program | 2.00                        | 3 hrs per Country Program   |
|----------------------------|--|---|-----------------------------|---|
| 3                          | Training, feedback and coordination meetings   |   | 1.63                        | 3 hrs per Country Program   |
|                            |  | <b>Total # of Days</b>                    | <b>5.63</b>                 |   |
| <b>III. Execution Plan</b> |  |   |                             |   |
| <b>Activity</b>            |  | <b>Person Responsible</b>                 | <b>Total Number of Days</b> | <b>Notes</b>  |
| 1                          | Preparation of the form and questions for recording information in interviews with Service Authorities   | - Consultant<br>-RPO<br>- Country Program | 1                           | Primarily to develop standard script for asking SSC questions across CPs        |
| 2                          | Preparation of agendas and logistics   | - Consultant<br>- Country Program         | 0.5                         | 1 hrs per Country Program   |
| 3                          | Coordination and preparation meeting prior to field work   |   | 0.25                        | .5 hrs per Country Program  |
| 4                          | Transportation to Everyone Forever districts   |   | 2.5                         | 5 hrs per Country Program. Extra in case below does not have enough total hours |
| 5                          | Field Visits   | - Consultant<br>- Country                 |                             |   |

|   |   |                                    |
|---|---|------------------------------------|
| 6 | Malawi  | Program<br>- District<br>Authority |
|   | Rwanda  |                                    |
|   | Tanzania  |                                    |
|   | Uganda  |                                    |
|   | Interviews with Service Authorities and information gathering |                                    |
|   | Malawi  |                                    |
|   | Rwanda  |                                    |

|    |  |
|----|--|
| 1  | Can be added on to field time in districts but should occur prior to conducting the survey without taking away from time for the survey itself.  |
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| 1  | Can be added on to field time in districts but should occur prior to conducting the survey without taking away from time for the survey itself.  |
|    |  |
| 10 | Total of 10 days @ 8 hours per day for data collection in all 5 EF Districts as follows; Blantyre 2 days ( Stakeholder offices not at one place like in the rural districts), Chikwawa 1 day, Chiradzulu 1 day, Neno 1 day and Ntchisi 3 days including travelling. With a buffer of 2 days the total number of days allocated for the external evaluator is 10. |
| 13 | Total of 13 days @ 8 hours per day. Rulindo 1 day, Gicumbi 1 day, Kicukiro 1 day, Gisagara 3 days , Karongi 3 days, Nyamagabe 3 days. (including travel times and interviews with District and WASAC).   |

| Tanzania                   |  |  | 2.5                         | Total of 2.5 days @ 8 hours per day. 1 day with local government authority, 1 day with RUWASA and MPWUWSA-Mpwapwa and half day with Wami- Ruvu Basin - Dodoma Town.     |
|----------------------------|--|--|-----------------------------|---|
| Uganda                     |  |  | 8                           | Total of 8 days @ 8 hours per day including 1 day in Luuka, 2 days in Kamwenge, 2 days in Buikwe with long drive times.   |
|                            |  | <b>Total # of Days</b>                               | <b>36.75</b>                | <b>Interviews/field visits</b>  |
| <b>IV. Data Validation</b> |  |  |                             |   |
| <b>Activity</b>            |  | <b>Person Responsible</b>                            | <b>Total Number of Days</b> | <b>Notes</b>  |
| 1                          | Initial processing of collected information (including Service Provider Survey data collected by each country program monitoring and evaluation team or by external evaluator in Uganda) | - Consultant   | 4                           |   |
| 2                          | Sharing of collected information   | - Consultant<br>- External Country Director<br>- RPO | 1                           | 2 hours per Country Program   |
| 3                          | Presentation and exchange of information collected with the country program team   | - Regional Monitoring and Evaluation Manager         | 2.5                         | 3 hours per Country Program (increased with Exit/Strategic Exit Eval to provide for ample time to review with team and get thorough understanding of blockages to Exit) |

|   |  |                        |              |                             |
|---|--|------------------------|--------------|-----------------------------|
| 4 | Validation and confirmation of final results, the SSC spreadsheet with all the calculations will also be delivered   | - Consultant           | 1.75         | 3 hours per Country Program |
| 5 | Qualitative Report writing of Executive Summary and PowerPoint -<br>-An Executive Summary that does not exceed more than two pages in Word and writing a Qualitative Report in PowerPoint that does not exceed more than 10 slides per country covering what is working well in each district, what could be going better, and key takeaways for sustainability to reach Forever in the Everyone Forever Districts.<br>- We will provide a report template with executive summary, organization suggestions, and word numbers. |                        | 1            |                             |
|   |  | <b>Total # of Days</b> | <b>10.25</b> |                             |



|   |   |  |                             |   |
|---|---|--|-----------------------------|---|
|   |   |  |                             |   |
| <b>V. Presentation of Final Results and Recommendations</b> |   |  |                             |   |
|   | <b>Activity</b>   | <b>Person Responsible</b>  | <b>Total Number of Days</b> | <b>Notes</b>  |
| 1   | Virtual and in-person presentation of final results<br>- In the final presentation, the consultant will present what surprised about the results, what was verified and the recommendations for evaluating sustainability | - Consultant<br>- Country Program<br>- RPO<br>- Regional Monitoring and Evaluation Manager | 0.50                        |   |
| 2   | Delivery of Final Template  | - Consultant   | 0.06                        |   |
| 3   | Delivery of Qualitative Report and Recommendations  |  | 0.06                        |   |
| 4   | Presentation of final results in Reflection Workshops   | - Country Program  | n/a                         |   |
| 5   | Final results used in development of Multi-Annual Operational Plans (MOPs)  |  | n/a                         |   |
|   |   | <b>Total # of Days</b>   | <b>0.63</b>                 |   |
| <b>Total Commitment in Business Days</b>                    |   |  | <b>63*</b>                  | <i>*Note field visits and interviews occurring simultaneously across CPs over 14 total days – resulting in maximum of 38 business days. Other activities may also occur simultaneously as needed.</i> |

#### **XIV. HOW TO APPLY**

Please submit your CV and your proposal by **March 14, 2025** to the Hiring Committee via Meghan Prentiss at [mprentiss@waterforpeople.org](mailto:mprentiss@waterforpeople.org).

Your proposal (not to exceed 6 pages without CV(s)) should include at a minimum:

1. Professional references and links to one or more published evaluation report(s) mentioning you as an author or contributor
2. Your approach to this assignment keeping in mind there are staff already in place globally who will assist with orientation and navigation of interview logistics
3. Your budget proposal, including daily consulting rate