



Institutional Consultancy to Conduct a Country-led evaluation of the Myanmar water supply programme in rural areas jointly supported by DRD and UNICEF

1. INTRODUCTION

The Myanmar Department of Rural Development and UNICEF Myanmar Country Office (CO) are commissioning an ***Evaluation of the Myanmar Drinking Water Supply programming in Rural Areas supported by DRD and UNICEF*** to assess situation of drinking water programming in rural areas. This country-led evaluation builds on the recent Global Evaluation of UNICEF's Drinking Water Supply Programming in Rural Areas and Small Towns¹, conducted by the UNICEF Headquarters' Evaluation Office in 2018, which was the first of its kind, and UNICEF Myanmar was unable to participate. Therefore, this evaluation seeks to fill specific knowledge gaps, draw lessons and improve the quality, appropriateness and effectiveness of WASH strategies in Myanmar with UNICEF, DRD and contribution. In doing so, the evaluation will be used to strengthen and refine the rural water supply strategy and investment plan, inform the mid-term review of the 2018-2022 UNICEF Myanmar Country Programme and guide its programming, considering the new Sustainable Development Goals (SDGs) and the 2030 Agenda. The evaluation will also contribute to promote learning in drinking water supply programming, and UNICEF Myanmar's accountability to the Government of Myanmar (GoM) and Development Partners (DPs).

These Terms of Reference (ToR) set out the purpose, objectives, methodological options and operational modalities for an institutional contract of a team of up to **four evaluation consultants** (with no less than two national consultants). **The evaluation is expected to start in October 2020 and to be completed by March 2021, for a total duration of approximately 20 working weeks (100 days).** It will be supervised by an Evaluation Management Team led by an Evaluation Manager (Evaluation Specialist, UNICEF), in collaboration with a DRD official and a UNICEF Myanmar WASH team. It will be supported by UNICEF EAPRO WASH and Evaluation Section.

2. Background

In September 2015, the UN Member States adopted the 2030 Agenda and the 17 new SDGs and targets for the period 2015-2030. Goal 6 is to “ensure availability and sustainable management of water and sanitation for all”, with target 6.1 and 6.2 being “achieve universal and equitable access to safe and affordable drinking water for all by 2030”. This goal of achieving universal and sustainable access for everyone emphasizes the need for Member States and Development Partners to scale up efforts; ensure the quality of drinking water, establish efficient and sustainable management systems, and adopt a stronger equity-lens to leave no one behind. This new SDG agenda gives DRD and UNICEF

¹ https://www.unicef.org/evaluation/index_90263.htmlhttps://www.unicef.org/evaldatabase/index_103361.html
https://www.unicef.org/evaluation/index_90263.html

Myanmar an opportunity to reflect on the quality of its water supply programme portfolio, in rural areas where the organisation mainly operates.

In **Myanmar**, data from the 2009-2010 Multiple Indicator Cluster Surveys (MICS)² show the use of improved sources of drinking water to be 82 per cent. According to the 2014 Census³, five million children still lack access to an improved water supply and major disparities remain in the country, which are linked to underlying social, political and environmental factors. Furthermore, the available water sources remain underdeveloped and include surface water sources that are not considered safe for drinking. The 2014 Myanmar census found that 29% of children (about 5 million) live in households that do not use an improved water source and 25% of children (more than 4 million) live in households that do not use improved toilet facilities. Almost one million children are practicing open defecation. The 2015-16 Demographic Health Survey (DHS) published in March 2017 estimates that 56% of rural households across Myanmar do not have basic sanitation and 14% practice open defecation.

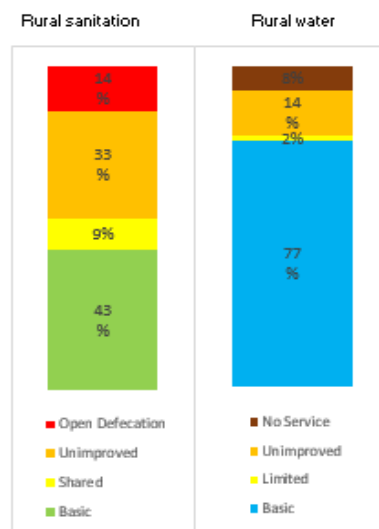


Figure 1, DHS 2016

In 2016, Myanmar was rated as 2nd out of 189 countries on the global Climate Risk index and 12th on the global disaster risk index underlining the large extent to which the country is affected by the impacts of weather-related stresses and shocks. The effects of climate change have elevated the risk of natural and human-induced disasters, threatening economic development and livelihoods.

Under new Sustainable Development Goal (SDG) service ladder classification, the 2017 JMP report indicates that population using basic drinking water service reported as 66% nationwide, while population using basic sanitation services is 65% nationwide, with open defecation at just 5%.

UNICEF's approach

The current vision of UNICEF's WASH programme is laid out in its Global WASH Strategy 2016-2030⁴, with objectives and timeframe aligned with the SDGs (see figure below). It presents how UNICEF intends to contribute to the achievement of the SDGs. It commits UNICEF to continue learning and adapting in water safety, sustainability, and improved access; progress in certain areas such as strengthening the enabling environment for WASH, inter-sectoral programming, and accountability mechanisms; and move in new directions including climate resilient programming, (peri-)urban areas, and the private sector. The SDGs pay attention to the "reaching the last mile" through an equity lens by calling for the provision of at least a basic level of service to the most vulnerable and disadvantaged populations. They also emphasize the need for quality and sustainable WASH services. It was evaluated in the Global UNICEF Rural Water Supply Evaluation of 2018, as well as in the Formative

² Multiple Indicator Cluster Survey 2009-2010, https://mics-surveys-prod.s3.amazonaws.com/MICS3/East%20Asia%20and%20the%20Pacific/Myanmar%2C%20Republic%20of%20the%20Union%20of/2009-2010/Final/Myanmar%202009-10%20MICS_English.pdf

³ Myanmar Census, 2014, <https://myanmar.unfpa.org/en/publications/2014-population-and-housing-census-myanmar-data-sheet>

⁴ Available at : https://www.unicef.org/wash/files/UNICEF_Strategy_for_WASH_2016-2030.pdf

Evaluation of the UNICEF WASH regional and country programming strategies in the East Asia and Pacific Islands Region 2014-2018 .⁵

UNICEF's Strategy for WASH (2016-2030): A Snapshot



In 2019, the EAP region represented 4 per cent of UNICEF's global investment in WASH (slightly less than 50 million USD) with more than half being spent on development programming (and the remainder on humanitarian)⁶. WASH is, however, one of the programmatic priorities for UNICEF in the region.

Overall, the quality of the service, sustainability and inequities constitute three of the most critical WASH challenges in the region. These explain why despite progress, WASH is still a significant contributing factor to high child mortality, under-nutrition and stunting in the region⁷. This represents an unfinished development agenda for government and their development partners including UNICEF: expanding WASH goods and services to the last mile, moving up the ladder, supporting options and mechanisms to increase service quality and sustainability, and advocating for government and private investment to be made where it is needed. Hence the UNICEF EAP Regional Office commissioned an independent, regional evaluation of its WASH programming with focus on relevance, to evaluate and guide UNICEF's WASH programming in the region at a strategic level⁸ that will further guide this evaluation.⁹ The evaluation revealed Myanmar is currently explicitly targeting 'safely managed services' in line with the SDG target but it is recommended to move to more 'upstream' working and alignment with SDG 6 through significant operational shift for COs in both the programmes they design and implement, and how they measure performance and success.

⁵ https://www.unicef.org/evaldatabase/files/Formative_Evaluation_of_UNICEF_WASH_EAPRO_2014_2017-18_Oct_FINAL.pdf

⁶ See UNICEF Global WASH Result Report for 2016: https://www.unicef.org/publicpartnerships/files/2016arr_wash.pdf

⁷ Seven countries have a prevalence of over 30 per cent of children stunted, and two countries with a staggering 50 per cent. The poorest and most deprived children are much more stunted than their wealthier and urban peers. An estimated 18 million children under 5 years are affected in the region.

⁸ https://www.unicef.org/supply/files/LRPS_2017_9135811_WASH_Evaluation_TOR.pdf

⁹ https://www.unicef.org/evaldatabase/index_103770.html

Accordingly, with the UNICEF Myanmar Strategic Plan 2014-2017¹⁰, the CO expanded the mapping of naturally occurring arsenic contamination in groundwater, to address water quality parameters that are potentially hazardous for public health. The 2011-2015¹¹ Country Programme, equally, focussed on setting national drinking water standards and the development of water supply guidelines. Similarly, it sought to promote water treatment at the household level, using affordable technologies suitable to local conditions. UNICEF also continued the expansion of water networks in schools without water facilities. The programme components results were as follows:

- (a) Reduce water and excreta related diseases caused by polluted water and poor hygienic conditions, especially diarrhoea in under-five children in the targeted areas, through hygiene improvement and by closing the access gap to safe and sustainable water supply and sanitation services; and
- (b) Establish and implement supportive policies and legislative frameworks, such as the national drinking water standard and a sound school water and sanitation strategy.

In support of the achievement of the SDG Goal 6.1 and 6.2, UNICEF Myanmar 2018-2022 Country Programme¹², narrowed its focus to provide families and institutions in 7 high burden states and regions¹³ of Myanmar have equitable access to and utilize safe, affordable, adaptive, adequate and equitable WASH services across the lifecycle, especially the most vulnerable children and women, to notably:

- (a) Strengthen political commitment and accountability, and technical and institutional capacity for scaling up safely managed WASH services that are adaptive to cyclical stress and shocks;
- (b) Enhance technical and institutional capacity to deliver equitable, safe, gender sensitive and climate resilient drinking water supply services to vulnerable populations in seven states and regions at scale and
- (c) Increase technical and institutional capacities to build, operate, maintain and monitor WASH services in schools and healthcare centres with national standards.

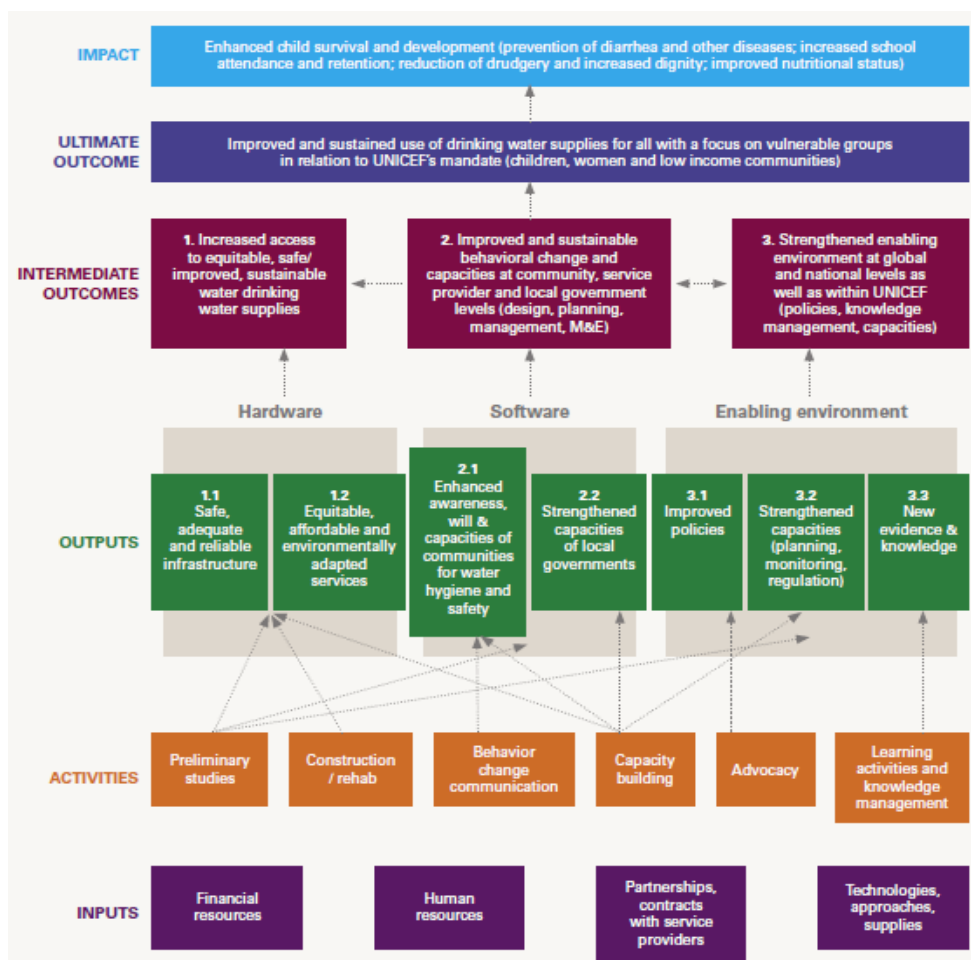
Furthermore, the 2018 Global Evaluation of UNICEF's Drinking Water Supply Programming in Rural Areas and Small Towns developed a Theory of Change that covered the period 2006 to 2016. Notably this period was covered mainly by the MDGs. However, given the scope of the evaluation described in the next section, which will focus on rural water supply projects from 2012-2017, this ToC can be used as a basis to guide the evaluation, but will need to be reviewed and updated by the evaluation team so that it can be applied to the SDG era. Furthermore, ample work has happened globally under ASWA I and ASWA II, which have also covered Myanmar.

¹⁰ https://www.unicef.org/strategicplan/files/UNICEF_Strategic_Plan_2014-2017_e-version.pdf

¹¹ https://www.unicef.org/about/execboard/files/Myanmar_final_approved_CPD_9_Sept_2010.pdf

¹² <https://www.unicef.org/about/execboard/files/2017-PL10-Myanmar-CPD-ODS-EN.pdf>

¹³ The high burden States and Regions were identified based on the analysis of 2014 census report of multi-dimensional indicators such as child mortality, child morbidity, stunting, malnutrition and prevalence of diarrhoeal diseases among U5. The seven high burden states are: Magwe, Shan, Rakhine, Ayeyarwaddy, Sagaing, Kachin and Chin



Guided by global, regional and country programme strategies, UNICEF support has been intending to progressively evolve from a service delivery model (providing financial and technical support for developing WASH infrastructure/services and improving WASH practices in the field) to more focus on upstream support (system strengthening and reinforcing the enabling environment for WASH to scale up the lessons learnt from different WASH programmes as UNICEF Myanmar has successfully demonstrated community managed water supply systems approach for rural water supply together with the Department of Rural Development and community led total sanitation approach for rural sanitation with the Department of Public Health. As a result, the Government of Myanmar has adopted this approach and included it in National Rural WASH Strategy).

The aim of the upstream component is to develop and enforce national policies and strategies for WASH; increase budgeting and financing; improve institutional arrangements for coordination, service delivery and regulation and accountability; reinforce planning, monitoring and review processes; and build capacities at all levels (national and subnational).¹⁴ UNICEF also aims to provide partners access to the best available evidence of most effective WASH policies and programming approaches with a

¹⁴ See the UNICEF website on developing the WASH enabling environment <https://washenablingenvironment.wordpress.com/>, and in particular the Guidance Note published in 2016 <https://washenablingenvironment.files.wordpress.com/2015/11/wash-guidance-note-draft-updated-lr1.pdf> in particular the Enabling Environment Framework (figure 3 page 12)

focus on reaching the poorest and most vulnerable children, and identify, develop and/or test models to inform its policy advocacy and mainstreaming efforts.

Evaluation Object: Rural Water Supply Programme from 2012-2020

UNICEF has piloted a community managed household water metering system together with the Department of Rural Development since 2011 as a community led initiative to improve a water supply system and enhance the sustainability of the systems provided by UNICEF over 20 years ago. The Department of Rural Development has adopted this approach and piloted in some villages of all States and Regions in Myanmar. Its success has shown the way for a potential scaled up approach to make many rural villages self-sufficient in access to safe water. As a result, the Department of Rural Development (allocated US\$17.2 million for 2019/2020 for water supply projects to cover more than 1.5million people from 2,169 communities) and State/Regional Governments (7 million US\$ for 872 water project activities in 801 communities during fiscal year 2018-2019) have increased their own budget and replicated to install more community managed water metered systems in all States and Regions. UNICEF has implemented Accelerating Sanitation and Water for ASWA I project funded by DFID from 2014 to 2017 to replicate and scale up the community managed household water metering systems in 207 villages of Mandalay, Magway and Sagaing Regions. As a result, the learnings and good practices from Accelerating Sanitation and Water for All (ASWA I) were adopted by the Department of Rural Development to scale up in all States and Regions in Myanmar. In addition, the learning was also incorporated in the development of National Rural WASH Strategy and associated Investment Plan (2017-2030) in order to achieve the targets and goals set for SDG 6.



Annex 5 ASWA
I_TheoryofChange_Mj

ASWA II project from 2018 to 2022 is a continuation of ASWA I project with modification in implementation modalities and strategies, inclusion of innovative approaches and strengthening partnership with government departments at national and sub national levels. The ASWA II project continues to demonstrate the successes made in ASWA I project as well as address capacity gaps of implementing partners to fulfil sector roles and responsibilities for sustainable service delivery, establish for development and implementation of long-term human resource development strategy and plan of township level government offices to ensure the sustainability of WASH facilities provided by the government of Myanmar and UNICEF. Establishing SDG model villages is one key component of ASWA II project which include complete package of safe water and sanitation components will be an approach for scaling up of ASWA I successes. The SDG villages will be used as a learning ground for township level government as well as communities and other stakeholders. Rural Health Centre- RHC will be the centre points for sanitation and hygiene promotion and education for creation of ODF communities which will be a major shift in implementation modality of CLTS intervention. ASWA2 projects also aims to use ICT in real time monitoring such as water point mapper, CLTS mapper and WASH in schools monitoring.

ASWA II targets townships within Shan State and Magway Region which include Salin, Ngape, Pwint Phyu, Myo Thit, Myaing, Min Bu and Seik Phyu in Magway Region and Hsiseng, Phekon and Maukmei in Shan State. These areas of the country have been selected in alignment with the new UNICEF Myanmar Country Programme (2018-2022) which prioritizes Kachin, Kayin, Rakhine, Shan, Magway, Ayeyarwaddy and Chin States and regions based upon multisector criteria. The key interventions of ASWA II project are capacity development of government staff to scale up WASH; provision of sustainable water supply services; establishment of open defecation free communities and promotion

of good sanitation and hygiene practices; provision of WASH in schools in targeted communities in Magway and Southern Shan.

The findings of Independent Process Monitoring and Evaluation (IPME) team are:

- Capacity assessment – whilst a request has been made by DRD to UNICEF for support to undertake a capacity assessment such an activity can go from being a small-scale rapid document review of existing support to capacity development through to a comprehensive and integrated review of (but not limited to) associated HR policy and procedure, appropriateness and availability of associated curriculum and training; succession planning.
- Review existing WASH sector monitoring system including Management Information System (MIS) at different levels (Township, District, State/Region and national level) in DRD, DPH, DBE. The sub sectors will include rural water supply, rural sanitation and hygiene, and WASH in schools.
- Identify gaps and needs including institutional and human resource capacity for strengthening WASH sector monitoring system (including MIS).
- Develop roadmap for strengthening WASH sector monitoring system in collaboration with key government partners and WASH stakeholders such as WaterAid that will contribute to monitor the progress of national goals and targets as set under the National rural WASH strategy and SDG 6.0.



2. FINAL Myanmar
Support 290917.pdf

The focus of this evaluation will be mainly on the work and geographical coverage under ASWA I, ASWA II, and other donor funded projects, which covers UNICEF's work on successful implementation of community managed water metered systems for rural water supply in Myanmar between **2012 and 2020**. Majority of water supply projects were funded by DFID/ASWAI, ASWA II and DANIDA.

ASWA has developed a results framework that should guide the indicators for this evaluation. In particular, the impact indicators used by ASWA are suggested to be used to guide impacts measured in this evaluation to allow for comparability with other evidence generated under ASWA. Of the ASWA impact indicators, two are of particular interest to the evaluation:

1. Time saved by women and girls gaining in water safe communities achieved through DFID support, disaggregated by wealth
2. Women in local water and sanitation management organisations and user committees participate in decision making about the provision and management of WASH services in their communities, disaggregated by wealth



The regional Headline Results for the period 2014-2017¹⁵ stress the universal access to safe drinking water, sanitation and hygiene as the cornerstone in realizing the right of every child and particularly the

¹⁵ https://www.unicef.org/publicpartnerships/files/UNICEF_2017_Annual_Results_Report_Briefing_-_WASH.pdf

most vulnerable, development in a safe and sustainable environment, and set WASH specific result monitoring indicators¹⁶.

This evaluation will be conducted in partnership with the GoM and it will inform the 2016-2030 National Strategy for Rural Water Supply, Sanitation and Hygiene in Schools and Health Facilities¹⁷ which aims to improve access to drinking water, particularly in rural areas.

3. PURPOSE, OBJECTIVES AND SCOPE OF WORK

A country-led evaluation of the drinking water supply programming in rural areas in Myanmar which was jointly implemented by UNICEF and the Department of Rural Development was officially identified as a priority by the CO in the Costed Evaluation Plan for 2018-2022¹⁸. The justification for this evaluation is to inform decision-making on revision of rural areas and drinking water supply; enhance UNICEF effectiveness in programme design and implementation; and provide equitable access to and utilize safe, affordable, adaptive, adequate and equitable WASH services across the lifecycle, to especially the most vulnerable children and women, in high burden states and regions in Myanmar by 2022. The strategic use of the evaluation will be its capacity to improve the Rural Water Supply Strategy and Investment Plan, as well as its use for informing the UNICEF WASH programme in the remaining years of the current country programme as well as inform the Country Programme Evaluation and the next Country Programme Document.

The evaluation will be both summative and formative in nature. It will produce reliable, credible and useful evidence on the overall achievements, strengths and weaknesses of UNICEF's drinking water supply programming, its potential added value in the sector, and the broader threats and opportunities (summative). The evaluation is expected to be learning-oriented, identify good practices and innovation, help determine any changes needed to make DRD, UNICEF Myanmar and its partners more capable in drinking water supply programming and inform decisions about the way forward at the CO level (formative). The purpose of this evaluation is twofold:

- Enable evidence-based decision-making, by identifying the strengths and weaknesses of UNICEF's Myanmar drinking water supply programming, its actual and potential added-value in the sector, and the broader threats and opportunities, the evaluation will help determine any changes needed to make UNICEF and its partners more capable in drinking water supply programming and will inform decisions about the way forward at the country office level.
- Promote accountability to donors as well rights-holders by reassuring internal and external stakeholders of the level of performance and quality of the programme they have supported. The evaluation will also contribute to the regional and global learning by presenting evidence on quality programming and innovation for organisations, decision-makers and practitioners involved in water supply programming and other related topics in order that they may improve the programmes they support.

This evaluation will assess the relevance, effectiveness, efficiency, impact and sustainability of the rural water supply programme and the extent the programme is coherent with national priorities, the 2030 Agenda and the SDGs. The evidence-based findings and recommendations will prospectively identify

¹⁶ "Early moments matter (% of population using safely managed sanitation services, including hand-washing facility with soap and water)" and "Children grow up in a safe and sustainable environment (% of population using safely managed drinking water services)."

¹⁷ https://www.unicef.org/myanmar/WASH_Strategy_Final-1.pdf

¹⁸ https://www.unicef.org/about/execboard/files/2017-PL10-Myanmar_CEP-EN-2017.06.19.pdf

Myanmar CO WASH strategic approaches, programmatic components and intervention modalities for the future.

The primary users of the evaluation include the Department of Rural Development, UNICEF Myanmar WASH professionals, who are responsible for the strategy, design, implementation, coordination, monitoring and evaluation (M&E) and learning aspects of the drinking water supply programming, as well as DFID, who are the donors of ASWA. Other UNICEF Myanmar sections (notably Health and Nutrition, Education, Emergency, Communication for Development, Planning and Monitoring) with whom cross-sectoral collaboration happens; national partners within the GoM, whose efforts in the area of drinking water supply programming have been technically and financially supported by UNICEF; donor agencies that have been technically and financially supported by UNICEF Myanmar; strategic and implementing development partners (DPs); and right holders, primarily beneficiaries in communities and institutions where UNICEF Myanmar has intervened and might intervene in the future. Other users include the East Asia and Pacific Regional Office (EAPRO), UNICEF Headquarters, and the broader technical community in WASH that wish to understand what works well and what does not work well in drinking water supply programming.

The objectives of the evaluation include the following:

- To assess DRD- UNICEF Myanmar's performance in drinking water supply programming with a focus on the period 2012-2017, consider how well the programme aligns with the global ToC of drinking water supply programming in rural areas, and update the ToC to fit SDG goals,
- To draw lessons in order to improve the appropriateness of DRD-UNICEF strategies in Myanmar and the quality of programming in the field
- To assess whether limitations and challenges from the 2012-2017 period have been well addressed in the design of the current programming period (2018-2022);
- To determine if, and how, DRD and UNICEF Myanmar can scale-up good practices in its drinking water supply programming; and
- To propose recommendations that will help UNICEF Myanmar CO optimize its contribution to the GoM 2016-2030 National Strategy for Rural Water Supply Sanitation and Hygiene in Schools and Health Facilities.

This evaluation will also strengthen and update the knowledge and evidence base on rural water supply programming in complementary with other initiatives recently completed, on-going or recently launched by UNICEF Myanmar such as:

- The WASH Sustainability Assessment and Community-Led Total Sanitation programme review in Myanmar (completed)
- The WASH Sustainability Assessment 2016 (completed)
- The 2014 and 2016 KAP Survey on WASH in 16 Townships of Myanmar 2014 and 2016 (completed)
- The Review of Water Filters and Outcomes 2017 (completed)
- Myanmar Water, Sanitation and Hygiene Sector Situation Analysis (completed)
- The KAP Survey of DFID-funded WASH Programme at the selected townships in Myanmar (completed)
- Baseline Survey for DFID-funded Accelerating Sanitation and Water for All (ASWA) II Project (ongoing)
- The KAP survey in project areas only
- The ASWA II sustainability check (planned for Q3/Q4 of 2020)

In addition to the above mentioned studies and evidence generation activities, DRD has a functioning Rural Water Supply MIS which can be accessed here: <http://www.rwsmis.com/>. The evaluators are expected to draw as much information from this system as possible.

Evaluation Scope

In terms of scope, the evaluation will concern all drinking water supply related outputs implemented in Central Dry Zone such as Magway, Sagaing and Mandalay Regions of Myanmar from 2012 to 2018 which include completed water supply facilities of ASWA II project in Salin, Ngape, Pwint Phyu, Myo Thit, Myaing, Min Bu and Seik Phyu of Magway Region. . The evaluation will be able to assess the totality of the ASWA I period and will be able to assess ASWA II at its midpoint of implementation. The evaluation will look into how far lessons learned from the 2012-2017 period were incorporated into the programme design of the current country programme as well into ASWA II implementation. Purely humanitarian interventions are excluded, as the focus of the interventions is on the development programme. The interventions will focus on rural water supply strategies and approaches, in communities and community structures (e.g. schools and health care facilities).¹⁹ The scope will also cover the upstream work regarding the use of the UNICEF supported project to the scale up by the government of this programme. It will cover communities in rural areas of Central Dry Zone such as Magway, Sagaing and Mandalay of Myanmar including completed water supply facilities of ASWA II project in Salin, Ngape, Pwint Phyu, Myo Thit, Myaing, Min Bu and Seik Phyu of Magway Region. Drinking water supply in schools and health care facilities is included.

The following are not considered as a priority focus for the evaluation;

- Drinking water supply programming in cities and small town is not included because this type of intervention is less common in the UNICEF Myanmar WASH portfolio.
- Climate change adaption. Other evidence generation activities are currently on-going or planned on these issues and/or they have been less prioritized.

The new sustainable development agenda, the UNICEF Global WASH Strategy, and the increased focus on universal access, sustainability and equity, increasingly make knowledge and evaluation evidence in these areas particularly needed and timely. Although UNICEF Myanmar has gained considerable experience in designing, planning, implementing and M&E these outputs and activities, there are also known challenges. Knowledge gaps and a lack of evaluation evidence has been identified as a shortcoming within the in-scope areas. There is a need to examine them and inform decision about UNICEF's Myanmar level of engagement and possible adjustments going forward.

4. EVALUATION CRITERIA AND FRAMEWORK

4.1. Evaluation Criteria

The evaluation will assess the **relevance, effectiveness, efficiency, impact and sustainability of DRD and UNICEF Myanmar jointly implemented rural water supply interventions**. These criteria are mainly inspired by the Organisation for Economic Co-operation and Development's for the Development Assistance Committee (OECD/DAC) and will be informed by **equity, gender equality**

¹⁹ The main target is piped water systems for rural communities plus schools and health facilities which are connected with piped water from those communities, but the findings will inform the National Strategy which covers all communities, schools and health facilities.

and human rights considerations in line with UNICEF's Evaluation Policy (2018)²⁰ and the United Nations Evaluation Group (UNEG) Norms and Standards²¹ (2016). The criteria chosen will help answer the questions on the programme design itself with relationship to the Myanmar context, its capacity to achieve results and impacts and its potential for sustainable changes and sustainable programmatic approaches. The additional criteria ensure that the focus remains on those who are most left behind.

This country-led evaluation will be a non-experimental, mixed methods and utilization focused, which would benefit from a theory-based approach. The assessment of impact is not expected to address causality or attribution of impact to DRD- UNICEF, as this would require a methodological approach that would potentially exceed the budget of the evaluation or the available data. The aim is to assess whether there is evidence to believe that impact level indicators were achieved after a full cycle of implementation. Aware of the fact that estimation of impacts requires high-quality monitoring data, the firm will be able to explore during the inception phase the feasibility of the inclusion of impact and effectiveness as evaluation criteria as mentioned below. Restructuring of evaluation questions as well as agreeing on the feasible reach and depth with which hard-to measure criteria such as impact and effectiveness can be studied will be part of the inception report.

4.2. Evaluation Framework

Key evaluation questions (and sub-questions) include the following²²:

Relevance of the jointly implemented drinking water supply programming in rural areas to the priorities and policies of the GoM and the needs of children and women in Myanmar, including:

- Was UNICEF WASH programme in support to DRD Rural Water Supply programme responsive to the needs of the population, especially to the most vulnerable populations (including boys and girls, women, marginalized and hard to reach communities, people with disabilities), and to align coherently with national policies and priorities, as well as with the international agendas which were valid at the moment of the programme design and implementation (, UNICEF WASH strategy) and other key documents?
- Has UNICEF Myanmar been a well-positioned, credible partner for the GoM and major DPs, demonstrating credibility, adaptation and complementarity of its activities with those of its partners and of the other major DPs in country?
- To what extent was UNICEF WASH programme in support to DRD Rural Water Supply programme able to incorporate in its design and implementation strategy considerations of scaling-up successful interventions, equity and quality and sustainability of services?

Effectiveness of the DRD-UNICEF jointly implemented drinking water supply programming in rural areas achieving its outputs and outcomes, including:

- Were the expected results achieved (i.e. output and outcome level targets) and to what extent have these contributed to meeting the water-related SDG 6? Key aspects that are suggested to be explored when answering this question to provide analytical depth is suggested to include a look into the effectiveness of partnerships established to reach results, coordination and cooperation with Government counterparts and other development agencies, use of innovative approaches, leveraging of UNICEF's comparative advantages, different level of results

²⁰ https://www.unicef.org/evaldatabase/files/Revised_Evaluation_Policy_Interactive.pdf

²¹ <http://www.unevaluation.org/document/detail/1914>

²² The evaluation questions proposed herein are tentative and they can be revised after the inception mission to reflect the actual learning and accountability priorities.

achievement at local, Union and State levels, strategies used to achieve results (e.g. policy advocacy, capacity building, service delivery, systems strengthening, use of evidence)

- To what extent has there been a progressive evolution of CO WASH programmes from downstream to more upstream (modelling, innovation, system strengthening etc.)? Has this evolution materialized whenever it was appropriate and feasible? Is this evolution visible in the transition between ASWA I and ASWA II?
- What have been the enabling/success factors and constraints/bottlenecks explaining the achievement or non-achievement of intended results? How could success factors be built on and barriers be addressed?

Efficiency of the jointly implemented drinking water supply programming in rural areas outputs and outcomes, in relation to the inputs provided and their integration:

- Have DRD and UNICEF Myanmar CO maximized the costs-results relationship by systematically integrating efficiency considerations in its activities, notably promoting programmatic integration and partnerships with other WASH and non-WASH initiatives? Possible aspects to explore or consider is the cost-sensitive approach to supply programming and procurement,
- Have results been achieved on time? When significant delays have been experienced, and what were the most common reasons?

Contribution of the jointly implemented drinking water supply programming in rural areas in the achievement of **Impact** in terms of positive and negative, intended and unintended changes:

- Is there evidence that the programme has reduced the time spent by women and girls in getting water?
- Is there evidence that the programme has increased women and girls' participation in decision making processes at the community level concerning WASH services?
- Has the impact of rural drinking water supply access extended beyond households, and into community structures such as schools and health facilities?
- Is there evidence of negative impacts stemming from the rural water supply programme?

Sustainability of the output and outcomes of the drinking water supply programming in rural areas have persisted or are likely to persist during a considerable time after external technical and financial support has ended:

- Have DRD and UNICEF Myanmar integrated appropriate measures and tools at all levels and achieved a satisfactory level of sustainability in its drinking water supply programming in rural areas? Is there evidence that some service delivery models and interventions are more successful at supporting sustainability of the water service? Some elements to explore while answering these questions include climate resiliency, the types of partnerships developed for achieving with sustainability, the empowerment of community groups including children and youth, strategies for scale-up through government systems.
- What are the major factors that influence the achievement or non-achievement of sustainability and what are the options/solutions and in which context do they work particularly well?
- What are the lessons learnt in sustaining rural WASH services?

Cross-cutting Considerations:

Equity in distributed resources, goods, services and opportunities produced by the water supply programmes between vulnerable or marginalised groups (e.g. minorities, hard to reach areas, marginalized, poor communities, people with disability) based on their needs and priorities.

- What has been the level of equity-sensitivity in the design, implementation and M&E of activities conducted in-country for both upstream and downstream activities?
- To what extent M&E systems at sector or programme level adopted and effectively used an adequate equity lens in key indicators, data collection, analysis and reporting?
- To what extent water points are accessible and safe for people with disabilities? to what extent the needs of people with disabilities were considered in the design and location of water supply facilities? Were potential barriers to accessing the services identified and addressed?
- Are there lessons learnt on disability inclusiveness of the rural water supply programme? Have the attitudes, awareness knowledge and understanding of disability of programme staff increased? Do people with disabilities have a better understanding of their rights and entitlements as a result of the programme?

Gender considerations in the planning and implementation of rural water supply programming, where the needs and voices of girls and boys, women and men were well taken into account.

- What has been the level of gender sensitivity in the design, implementation and M&E of rural water supply activities in Myanmar?
- What is the extent of satisfaction on the programme contributions of women and girls, men and boys from diverse groups?
- To what extent has the programme contributed to transforming inequalities in the relationships between men and women, girls and boys? How? If so, for better or worse?

5. EVALUATION APPROACH AND METHODOLOGY

Based on the objectives of the evaluation, this section indicates a possible approach, methods, and processes for the evaluation.²³ **Methodological rigor will be given significant consideration in the assessment of proposals. Hence bidders are invited to interrogate the approach and methodology proffered in the ToR and improve on it or propose an approach they deem more appropriate. In their proposal, bidder should clearly refer to triangulation, sampling plan, ethical consideration and methodological limitations and mitigation measures.** Bidders are encouraged to also demonstrate methodological expertise in evaluating initiatives related to safe drinking water supply and sanitation programming in rural areas and small towns.

It is expected that the evaluation will be a non-experimental evaluation. It will employ a theory-based, participatory and a mixed-methods approach drawing on key background documents and the results framework for guidance, as well as include field data collection in the areas where the programme operates and potentially, depending on the methodology proposed, in areas where the programme does not operate (however, large-scale household surveys are not encouraged due to budget limitations).

The evaluation is not expected to include systematic data collection at the water point level, but it is encouraged that truly participatory methods are used to capture the voices of children (both boys and

²³ The proposed methodology is just indicative and based on internal experience in conducting similar evaluations. There will be a need to develop a detailed design, analytical methods and tools during the inception phase based on additional literature review and in consultation with UNICEF Myanmar.

girls), women, men, community leaders as well as government officials and service providers. If possible, inclusion of children, women and people with disabilities in the design of the methodology and during analysis is highly welcomed and recommended for a true picture of equity and gender equality in the evaluation. Bidders are encouraged to use, to as much as possible, existing sources of secondary data, including the DRD Rural Water Supply MIS. Bidders are invited to interrogate the approach and methodology proffered in the ToR, improve on it, or re-construct a theory of change around: access to improved water sources, management of water points and services, programme design, implementation and M&E improvements and their related activities: construction and rehabilitation, behaviour change communication related to water and hygiene, capacity building, strengthening of planning, management models, monitoring and regulation of water supplies, and policy advocacy, and knowledge management.

At minimum, the evaluation will draw on the following methods:

- Literature review of drinking water supply programming in rural areas, with a focus on the East Asia region. The firm is advised to prioritize Myanmar specific resources, as well as to keep the review to the last 5 years, unless strategic documents lie before this time period;
- Desk review of background documents and other relevant data, including operational data, donor reports, annual reports, programme results and financial monitoring data, communication materials, studies, surveys, Rural Water Supply MIS, WASH bottleneck analysis reports, sustainability check reports, value for money assessments, previous evaluations, UNICEF strategies and position papers, sectoral guidance and presentations, household surveys conducted by the GoM such as the Myanmar Living Standards Survey and other statistics produced by international organisations;
- Key Informant Interviews (KIIs) with DRD, UNICEF Myanmar, other GoM officials and other DPs at the national and sub-national level;
- Focus Group Discussions (FGDs) with relevant stakeholders particularly implementing partners, service providers at sub-national level, with representation of programme areas;
- FGDs with community members from different groups and backgrounds, including children, men and women as well as people with disabilities with representation of programme areas;
- Observation of drinking water supply programming in rural areas interventions to get exposure to DRD and UNICEF's drinking water supply programming activities in schools and healthcare centres;
- This analysis will also look at new requirements posed by the SDGs, the Rural Water Supply Strategy and Investment Plan and the new UNICEF Global WASH Strategy;
- Cost-effectiveness analysis (if possible depending on availability of data) ; and
- Small scale surveys (to be proposed as needed by the methodological design such as perception surveys by government and partner's on the rural water supply programme and the role played by UNICEF, online surveys with service providers and implementing partners, short phone surveys of end-beneficiaries).

Although the object of the evaluation is on jointly implemented UNICEF-DRD rural water supply programmes, it would be encouraged to expand data collection to DRD supported programmes that are geographically close to the locations included in the evaluation. This would give insights into the benefits of a joint implementation approach, as well as provide insights into sustainability of rural water supply programmes in the absence of development partner support. Though these interventions will not be evaluated per se, including them in the data collection and analysis could be helpful to deepening the understanding and analysis.

The evaluators are encouraged to apply a participatory approach to the evaluation when it comes to capturing the views of youth and children that goes beyond their participation as respondents. The evaluators are encouraged to co-create the tools and validate responses and findings with beneficiary groups and children. The fact that children and vulnerable populations will be part of the data collection, ethical approval must be sought and is responsibility of the winning firm to do so prior to commencement of field work.

Data collection and analysis should be human rights based and gender sensitive. The data collected should be disaggregated by age, gender, state, ability, etc., where possible. They should be relevant and focus on drinking rural water supply programming activities in schools and healthcare centres; and data triangulation will be of crucial importance. A sampling strategy should be included in the Technical Proposal, setting out how geographic areas and populations, and different stakeholder groups will be sampled.

Likewise, conventional ethical guidelines are to be followed during the evaluation. Specific reference is made to the **UNEG Norms and Standards and Ethical Guidelines, as well as to the UNICEF's Evaluation Policy, the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation, the UN SWAP Evaluation Performance Indicator²⁴, and the UNICEF Procedure for Ethical Standards in Research, Evaluation and Data Collection and Analysis and UNICEF's Evaluation Reporting Standards.²⁵** Note that the standards cover the need for ethical review of evaluation tools. Ethical review from an IRB should be considered in the proposal and in the timeline and are the responsibility of the consultant. Good practices not covered therein are also to be followed. Any sensitive issues or concerns should be raised with the Evaluation Manager as soon as they are identified.

Limitations

Some limitations can already be foreseen and should be taken into consideration in the proposal and in the design of the methodology and approach to be followed. The main limitation is related to Covid-19. Even though data collection is not expected to take place until around September 2020, it is unknown what the level of restrictions or mobility might look like at that point. Alternative scenarios and possibilities to ensure that the evaluation retains its high quality in the face of continued restrictions, as well as its participatory approach need to be considered and included in the proposal. Tied to this are budget considerations as resources are being prioritized for the covid-19 response. Bidders are expected to offer the best possible services while being cost-conscious and looking for alternatives and innovations that can keep costs down while meeting the evaluation objectives. Lastly, there might be limitations in terms of the available monitoring and cost-related information in order to do a full fledged impact and cost-effectiveness analysis. Impact and efficiency criteria and questions can be adjusted to reflect the data availability and data collection possibilities available.

6. MANAGEMENT AND COORDINATION

6.1 EVALUATION MANAGEMENT

The evaluation will be conducted by an external Evaluation Team to be recruited by DRD and UNICEF Myanmar. The Evaluation Team will operate under the supervision of an Evaluation Specialist at UNICEF Myanmar that will act as Evaluation Manager and therefore be responsible for the day-to-day

²⁴ Please refer to: <http://www.unicef.org/evaluation>

²⁵ See: https://www.unicef.org/supply/files/ATTACHMENT_IV-UNICEF_Procedure_for_Ethical_Standards.PDF

oversight and management of the evaluation and for the management of the evaluation budget. The Evaluation Manager will assure the quality and independence of the evaluation and guarantee its alignment with UNEG Norms and Standards and Ethical Guidelines and other relevant procedures, provide quality assurance checking that the evaluation findings and conclusions are relevant; and recommendations are implementable, and contribute to the dissemination of the evaluation findings and follow-up on the management response. The Evaluation Manager will work in collaboration with the a DD focal point and a WASH Specialist (M&E) in the WASH section. Together with the Evaluation Specialist, they will form an Evaluation Management Team. Additional quality assurance will be provided by the Regional Evaluation Advisers (WASH and Evaluation) that will be a member of the Reference Group. The final report will also be approved by the Country Representative at UNICEF Myanmar.

A Reference Group will be established, bringing together a representative of each section involved in rural drinking water supply and sanitation within the GoM, EAPRO, UNICEF Headquarters and up to two external experts in WASH. The Reference Group will have the following roles: contribute to the preparation and design of the evaluation, including providing feedback and comments on the Inception Report and on the technical quality of the work of the consultants; provide comments and substantive feedback to ensure the quality – from a technical point of view – of the draft and final evaluation reports; assist in identifying internal and external stakeholders to be consulted during the evaluation process; participate in review meetings organized by the Evaluation Management Team and with the Evaluation Team as required; play a key role in learning and knowledge sharing from the evaluation results, contributing to disseminating the findings of the evaluation and follow-up on the implementation of the management response.

Quality assurance

Quality assurance plays a vital role in the evaluation and involves a wide range of people. Quality assurance must start from the evaluation team itself, and clear quality assurance considerations must be presented in the proposal and ensured throughout the evaluation. As a minimum, the UNICEF evaluation manager, together with the evaluation management team will also be the first layer of quality assurance. The reference group together with the regional will add a second layer of technical and strategic feedback. Each deliverable will undergo a thorough process of quality assurance. The inception report and final report will go through various rounds of quality assurance, starting with a first review by the evaluation management team internal to the Myanmar country office (1 week). After this review the evaluation firm will have one week turnaround time after which the report must be returned together with the comments matrix. This will then be shared with the regional office and reference group, who have two weeks to review the report and revert with comments. Power point presentations to the management team and reference group will also be given to provide interactive ways to get feedback.

6.2 EVALUATION TEAM PROFILE

The evaluation will be conducted by engaging an institution. The proposed team consists of one (1) senior evaluation expert with specific WASH expertise (Team Leader) to conduct the evaluation that will be supported by at least one (1) intermediate/junior WASH expert (Technical Experts). Maximum two (2) researchers (Team Members) could be considered, keeping budget considerations in mind.

The Team Leader should bring the following competences:

- Having extensive evaluation experience (at least 15 years) with an excellent understanding of evaluation principles and methodologies, including capacity in an array of qualitative and

quantitative evaluation methods, and experience in leading UN evaluations, familiarity with UNICEF and UNEG Norms and Standards.

- Having extensive experience in WASH – planning, implementing, managing or monitoring and evaluation.
- Holding an advanced university degree (Master or higher) in international development, public policy, public administration, development economics or similar, including sound knowledge of WASH programming and familiarity with the rights of children.
- Bringing a strong commitment to delivering timely and high-quality results, i.e., credible evaluations that are used for improving strategic decisions.
- Having in-depth knowledge of the UN's human rights, gender equality and equity agendas.
- Having a dedicated team leadership and management track record, as well as excellent interpersonal, communication and report writing skills to help ensure that the evaluation meets quality standards, is understood and used.
- Specific evaluation experience of WASH is strongly desired but is secondary to a strong mixed-method evaluation background, so long as the WASH expertise of the other team member (see below) is harnessed to ensure the team's collective understanding of issues relating to WASH programming.
- Previous experience of working in an East Asian context is desirable, together with understanding of Myanmar context and cultural dynamics.
- The Team Leader must be committed and willing to work independently, with limited regular supervision; s/he must demonstrate adaptability and flexibility, client orientation, proven ethical practice, initiative, concern for accuracy and quality.
- S/he must have the ability to concisely and clearly express ideas and concepts in written and oral form as well as the ability to communicate with various stakeholders in English.

The Team Leader will be responsible for undertaking the evaluation from start to finish, for managing the evaluation, for the bulk of data collection, analysis and consultations, as well as for report drafting in English and communication of the evaluation results.

One (1) Team Expert:

- Holding advanced university degrees (Master level) in engineering, hydrology, hydrogeology, hydraulics and social sciences;
- Good knowledge of UNICEF programming strategies, field work, procedures and organisational culture;
- Knowledge of additional sectors involved in water supply programming (Health and Nutrition, Education, Communication for Development, etc.);
- Be committed and willing to work in a complex environment and able to produce quality work under limited guidance and supervision.
- Having effective communication, advocacy and people skills and the ability to communicate with various stakeholders and to express concisely and clearly ideas and concepts in written and oral form.
- Excellent English communication and report writing skills.

Two (2) (optional) Team Members in case the below qualifications are not clearly visible in the core two team members:

- Holding advanced university degrees (Master level) in international development, public policy, development economics or similar.

- Hands-on experience in collecting and analysing quantitative and qualitative data, but this is secondary to solid expertise in WASH interventions.
- Strong expertise in equity, gender equality and human rights-based approaches to evaluation and expertise in data presentation and visualisation.
- Be committed and willing to work in a complex environment and able to produce quality work under limited guidance and supervision.
- Having effective communication, advocacy and people skills and the ability to communicate with various stakeholders and to express concisely and clearly ideas and concepts in written and oral form.
- In depth knowledge and understanding of Myanmar
- Excellent Myanmar and English communication and report writing skills.

The Team Member will play a key role in data collection, analysis and presentation, and preparation of the debriefings and will make significant contributions to the writing of the main evaluation report.

The Evaluation Team is expected to be gender and geographically balanced. Back-office support assisting the team with logistics and other administrative matters is also expected. **It is vital that the same individuals that develop the methodology for the RFPS will be involved in conducting the evaluation. In the review of the RFPS, while adequate consideration will be given to the technical methodology, significant weighting will be given to the quality, experience (CV's and written samples of previous evaluations) and relevance of individuals who will be involved in the evaluation.**

a. EVALUATION DELIVERABLES

Evaluation products expected for this exercise are:

- 1) **An Inception Report** (in English), including a summary note in preparation for data collection (in both English and Myanmar);
- 2) **Training (2 days)** to DRD officials on the basics of evaluation. Ideally to be organized in Nay Pyi Taw. The date will be jointly defined with DRD.
- 3) **A summary of initial evaluation findings from primary data collection** (in English), including a desk review analysis and a PowerPoint presentation to facilitate a stakeholder consultation exercise;
- 4) **A draft and final report** of 40 pages plus annexes (in English and Myanmar) that will be revised until approved (incl. a complete first draft to be reviewed by the Evaluation Management Team and UNICEF; a second draft to be reviewed by the Reference Group and Regional Evaluation Adviser within UNICEF EAPRO, and a penultimate draft);
- 5) **A PowerPoint presentation** (in both English and Myanmar) to be used to share findings with the Reference Group in a validation workshop and for use in subsequent dissemination events; and
- 6) **A four-page Evaluation Brief** (in both English and Myanmar) that is distinct from the executive summary in the evaluation report and it is intended for a broader, non-technical and non-UNICEF audience, and should resemble an e-book or infographic as much as possible. The summary of findings and recommendations will also be shared with national and sub national level officials of the Department of Rural Development. The executive summary should also be produced both in text and video versions (video and photo materials should be collected as part of the evaluation to enrich the evaluation dissemination). At the national level a dissemination workshop will also be organized.

Other interim products are:

- Minutes of key meetings with the Evaluation Management Team and the Reference Group;
- Copy of the data collected during the evaluation; and
- Presentation materials for the meetings with the Evaluation Management Team and the Reference Group. These may include PowerPoint summaries of work progress and conclusions to that point.

Outlines and descriptions of each evaluation products are meant to be indicatives, and include:

- Inception Report: The Inception Report will be key in confirming a mutual understanding of what is to be evaluated, including additional insights into executing the evaluation. At this stage, evaluators will refine and confirm evaluation questions, confirm the scope of the evaluation, further improve on the methodology proposed in the ToR and their own evaluation proposal to improve its rigor, as well as develop and validate evaluation instruments. The report will include, among other elements: i) evaluation purpose and scope, confirmation of objectives of the evaluation; ii) evaluation criteria and questions; iii) evaluation methodology (i.e., sampling criteria), along with a description of data collection methods and data sources (incl. a rationale for their selection), draft data collection instruments, for example questionnaires, with a data collection toolkit as an annex, an evaluation matrix that identifies descriptive and normative questions and criteria for evaluating evidence, data analysis methods and a data analysis plan, a discussion on how to enhance the reliability and validity of evaluation conclusions, the field visit approach, a description of the quality review process, a discussion on the limitations of the methodology and ethical considerations; iv) proposed structure of the final report; v) evaluation work plan and timeline, including a revised work and travel plan; vi) resources requirements (i.e., detailed budget allocations, tied to evaluation activities, work plan) deliverables; vii) annexes (i.e., organizing matrix for evaluation questions, data collection toolkit, data analysis framework); and vi) a summary of the evaluation (evaluation briefing note) for external communication purposes. The Inception Report will be 20-30 pages in length (excluding annexes), and will be presented at a formal meeting of the Reference Group.
- At the onset of the evaluation, a 2 day training will be prepared for DRD officials in Nay Pyi Taw. The focus would be providing them with basic knowledge on the basics of evaluation. Key questions of why evaluate, how evaluation fits in the cycle of a programme, and what different alternatives exist for undertaking and evaluation such as the one being commissioned should be covered. The UNICEF evaluation specialist will also provide inputs into the evaluation function in UNICEF and the quality assurance processes in place. The firm is expected to prepare the training material and organize the training, including venue and training materials, for maximum 10 people.
- Initial evaluation findings report: This report will present the initial evaluation findings from primary data collection, comprising the desk-based document review and analysis of the technical support project. The report developed prior to the first drafts of the final report should be 10 pages, in length (excluding annexes, if any), and should be accompanied by a PowerPoint presentation that will be used in a validation workshop with key stakeholders.
- Final evaluation report: The report will not exceed 50 pages, or approximately 20,000 words, excluding the executive summary and annexes; it will be produced both in text and video versions.²⁶

²⁶ UNICEF has instituted the Global Evaluation Report Oversight System (GEROS), a system where final evaluation reports are quality assessed by an external company against UNICEF/UNEG Norms and Standards for

- PowerPoint presentation: Initially prepared and used by the Evaluation Team in their presentation to the Reference Group, a standalone PowerPoint will be submitted to the Evaluation Management Team as part of the evaluation deliverables.
- An evaluation briefing note, data and a four-page executive summary (with infographics) for external users will be submitted to the Evaluation Management Team as part of the evaluation deliverables. It will be delivered in both English and Myanmar.
- Reports will be prepared according to the UNICEF Style Guide, UNICEF Brand Toolkit and UNICEF Publication Toolkit (to be shared with the winning bidder) and UNICEF-Adapted UNEG Evaluation Reports Standards as per GEROS guidelines (referenced before). All deliverables must be in professional level standard English and they must be language-edited/proof-read by a native speaker.
- The first draft of the final report will be received by the Evaluation Management Team who will work with the team leader on necessary revisions. The second draft will be sent to the Reference Group for comments. The Evaluation Manager will consolidate all comments on a response matrix and request the Evaluation Team to indicate actions taken against each comment in the production of the penultimate draft.

Bidders are invited to reflect on each outline and effect the necessary modification to enhance their coverage and clarity. Having said so, products are expected to conform to the stipulated number of pages where that applies.

An estimated budget has been allocated for this evaluation. As reflected in Table 1, the evaluation has a timeline of six months from October 2020 to March 2021. Adequate effort should be allocated to the evaluation to ensure timely submission of all deliverables, approximately 20 weeks (100 days) on the part of the Evaluation Team. The proposal should consider alternatives for meeting the deadlines in the current Covid-19 scenario, including alternative ways of data collection, etc.

Table 1: Proposed evaluation timeline²⁷

ACTIVITY	DELIVERABLE	TIME ESTIMATE	RESPONSIBLE PARTY
1. INCEPTION, DOCUMENT REVIEW AND ANALYSIS		8 weeks	
1. Inception meeting by Skype with the Evaluation Specialist; Chief, WASH; and WASH Specialist (M&E and RWS)	Meeting minutes	Week 1	Evaluation Team, Evaluation Management Team
2. Inception visit (incl. initial data collection and desk review; development of evaluation matrix, methodology and work plan, data collection material, drafting of the Inception Report)	Draft Inception Report	Weeks 2-4	Evaluation Team
3. Draft inception report and present to evaluation manager	PowerPoint presentation	Week 4	Evaluation Team, Evaluation Management Team

evaluation reports. The Evaluation Team is expected to reflect on and conform to these standards as they write their report. The team may choose to share a self-assessment based on the GEROS with the Evaluation Manager.
²⁷ Please note that the timing of the data collection may change depending on the possibility of carrying out KIIs and FGDs and other contextual factors.

4. DRD evaluation training	Training materials and training event	2 days (date to be defined)	Evaluation team Evaluation manager
5. Present revised inception report to reference group	Evaluation commenting matrix	Weeks 6	Evaluation Manager, Reference Group Evaluation team
6. Send revised inception report integrating feedbacks from the reference groups, confirm planning for field visit	Final Inception Report	Weeks 8	Evaluation Team, Evaluation Management Team, Reference Group
2. DATA COLLECTION AND INITIAL ANALYSIS		8 weeks	
1. Pilot data collection tools and conduct field-based data collection	-	Weeks 8-15	Evaluation Team
2. Prepare initial evaluation findings report and	Initial evaluation findings report (incl. desk review), PowerPoint presentation, meeting minutes	Week 16	Evaluation Team, Evaluation Manager, Reference Group
3. ANALYSIS, REPORTING AND COMMUNICATION OF RESULTS		8 weeks, consecutive	
1. Prepare and submit first draft of evaluation report	Draft report	Weeks 17-18	Evaluation Team
2. Receive first draft and feedback to Evaluation Team	Evaluation commenting matrix	Week 19	Evaluation Manager
3. Prepare and submit second draft of evaluation report	Draft report	Week 20	Evaluation Team
4. Prepare presentation for validation workshop to validate findings and conclusions and to prioritize and validate recommendations with the Reference Group and Key stakeholders	PPT Meeting minutes	Week 20 or 21	Evaluation team, Evaluation manager and Reference Group
5. Receive second draft and feedback to Evaluation Team	Evaluation commenting matrix	Weeks 21-22	Evaluation Manager, Reference Group
6. Prepare and submit penultimate draft of evaluation report	Draft report	Weeks 23-24	Evaluation Team
7. Submit and present final report to Reference Group and prepare power point presentation that can be used for dissemination purposes and other materials	Final report, executive summary, PowerPoint presentation, meeting minutes	Week 25	Evaluation Team, Evaluation Manager, Reference Group

8. PAYMENT SCHEDULE

Unless the proposers propose an alternative payment schedule, payments will be as follows:

- Approved Inception Report: 25% of the contractual amount;
- Approved initial evaluation findings report: 35% of the contractual amount;

- Approved final report, final presentation and other materials: 40%;

9. APPLICATION PROCESS

Each proposal will be assessed first on its technical merits and subsequently on its price. In making the final decision, UNICEF considers both **Technical and Financial Proposals**. The Evaluation Team first reviews the Technical Proposals followed by review of the Financial Proposals of the technically compliant firms. The proposal obtaining the highest overall score after adding the scores for the Technical and Financial Proposals together, that offers the best value for money, will be recommended for award of the contract.

The Technical Proposal should include but not be limited to the following:

- a) **Request for Proposals for Services Form** (provided above).
- b) **Presentation of the Bidding Institution** or institutions if a consortium (maximum two institutions will be accepted as part of the consortium), including:
 - Name of the institution;
 - Date and country of registration/incorporation;
 - Summary of corporate structure and business areas;
 - Corporate directions and experience;
 - Location of offices or agents relevant to this proposal;
 - Number and type of employees;
 - In case of a consortium of institutions, the above listed elements shall be provided for each consortium members in addition to the signed consortium agreement; and
 - In case of a consortium, one only must be identified as the organization lead in dealing with UNICEF.
- c) **Narrative Description of the Bidding Institution's Experience and Capacity** in the following areas:
 - Evaluation of WASH interventions, and specifically rural water supply;
 - Summative and formative evaluation of WASH interventions, ideally implemented by UNICEF;
 - Previous assignments in developing countries in general, and related to WASH programmes, preferably in East Asia; and
 - Previous and current assignments using UNEG Norms and Standards for evaluation.
- d) **Relevant References** of the proposer (past and on-going assignments) in the past five years. UNICEF may contact references persons for feedback on services provided by the proposers.
- e) **Samples or Links to Samples of Previous Relevant Work** listed as reference of the proposer (at least three), on which the proposed key personnel directly and actively contributed or authored.
- f) **Methodology**. It should minimize repeating what is stated in the ToR. There is no minimum or maximum length. If in doubt, ensure sufficient detail.
- g) **Work Plan**, which will include as a minimum requirement the following:
 - General work plan based on the one proposed in the ToR, with comments and proposed adjustments, if any; and
 - Detailed timetable by activity (it must be consistent with the general work plan and the financial proposal).
- h) **Evaluation Team:**
 - Summary presentation of proposed experts;

- Description of support staff (number and profile of research and administrative assistants etc.);
- Level of effort of proposed experts by activity (it must be consistent with the financial proposal); and
- CV of each expert proposed to carry out the evaluation.

The Technical Proposal will be submitted in hard copy and electronic (PDF) format.

Please note that the duration of the assignment will be from January to June 2020, and it is foreseen that the Team Leader and the Team Expert/Team Members will devote roughly half of their time to the evaluation. The presence of a conflict of interest of any kind (e.g., having worked for or partnered with UNICEF on WASH in Myanmar on the design or implementation phase will automatically disqualify prospective candidates from consideration).

The Financial Proposal should include but not be limited to the following:

- Resource Costs:** Daily rate multiplied by number of days of the experts involved in the evaluation.
- Conference or Workshop Costs (if any):** Indicate nature and breakdown if possible.
- Travel Costs:** All travel costs should be included as a lump sum fixed cost. For all travel costs, UNICEF will pay as per the lump sum fixed costs provided in the proposal. A breakdown of the lump sum travel costs should be provided in the financial proposal.
- Any Other Costs (if any):** Indicate nature and breakdown.
- Recent Financial Audit Report:** Report should have been carried out in the past two years and be certified by a reputable audit organization.

Bidders are required to estimate travel costs in the Financial Proposal. Please note that: i) travel costs shall be calculated based on economy class fare regardless of the length of travel; and ii) costs for accommodation, meals and incidentals.

The financial proposal must be fully separated from the technical proposal. The financial proposal will be submitted in hard copy. Costs will be formulated in US\$ and free of all taxes.

10. EVALUATION WEIGHTHING CRITERIA

The proposals will be evaluated against the two elements: technical and financial. The ratio between the technical and financial criteria depends on the relative importance of one component to the other. Cumulative Analysis will be used to evaluate and award proposals. The evaluation criteria associated with this ToR is split between technical and financial as follows:

- Weightage for Technical Proposal = 70%
- Weightage for Financial Proposal = 30%
- Total Score = 100%

a. Technical Proposal:

The Technical Proposal should address all aspects and criteria outlined in this Request for Proposal.

Table 2: Evaluation of Technical Proposal

Criteria	Max points per indicator	Rating scale	Indicator
Experience of Company/Institution and Key Personnel (max 30 points)			
1. Range and depth of experience with similar evaluations (reference to similar contracts)	5	5	Information on 5 or more similar evaluations having been undertaken by the company, institution or team of individuals going to be involved in this contract, ideally in Myanmar and preferably in South East Asia
		4	Information on 4 similar evaluations having been undertaken by the company, institution or team of individuals going to be involved in this contract, ideally in Myanmar preferably in South East Asia
		3	Information on 3 similar evaluations having been undertaken by the company, institution or team of individuals going to be involved in this contract, ideally in Myanmar preferably in South East Asia
		2	Information on 2 similar evaluations having been undertaken by the company, institution or team of individuals going to be involved in this contract, ideally in Myanmar preferably in South East Asia
		1	Information on 1 similar evaluations having been undertaken by the company, institution or team of individuals going to be involved in this contract, ideally in Myanmar preferably in South East Asia
		0	Insufficient or no information
	5	5	5 or more recent and current contracts with similar agencies (UN, NGOs) using UNEG Norms and Standards
		4	4 recent and current contracts with similar agencies (UN, NGOs) using UNEG Norms and Standards
		3	3 recent and current contracts with similar agencies (UN, NGOs) using UNEG Norms and Standards
		2	2 recent and current contracts with similar agencies (UN, NGOs) using UNEG Norms and Standards

Criteria	Max points per indicator	Rating scale	Indicator
		1	1 recent and current contracts with similar agencies (UN, NGOs) using UNEG Norms and Standards
		0	Insufficient or no information
2. Team leader (relevant experience, qualifications, certifications)	5	5	10 or more years of relevant professional experience in delivering high-quality evaluations in the field of WASH AND at least some evaluations on rural water supply, ideally in Myanmar or preferably in South East Asia
		4	6-9 years of relevant professional experience in delivering high-quality evaluations in the field of WASH AND at least some evaluations on rural water supply ideally in Myanmar or preferably in South East Asia
		3	6-9 years of relevant professional experience in delivering high-quality evaluations in the field of WASH ideally in Myanmar or preferably in South East Asia
		2	3-5 years of relevant professional experience in delivering high-quality evaluations in the field of child protection or similar, ideally in Myanmar or preferably in South East Asia
		0	Less than 3 years of relevant professional experience or NO experience whatsoever in WASH evaluations Or Insufficient or no information
	4	4	team leader of WASH related evaluations of which at least one is on rural water supply
		2	team leader of WASH related evaluations
		0	Insufficient or no information Or, has not been team leader of any WASH related evaluation
	2	2	Highly satisfactory sample of previous similar work (as per UNICEF reporting standards), ideally an evaluation manuscript

Criteria	Max points per indicator	Rating scale	Indicator
		1	Satisfactory sample of previous similar work (as per UNICEF reporting standards), ideally an evaluation manuscript
		0	Unsatisfactory written sample/insufficient or no information
	2	2	Relevant qualifications/certificates (Master degree or equivalent in engineering, hydrology, hydrogeology, hydraulics and social sciences)
		0	Insufficient or no information
3. National consultant (relevant experience, qualifications, and certifications) qualifications, certifications)	2	2	minimum 3 years of relevant professional experience in evaluations, research or studies, ideally in the area of WASH
		0	Insufficient or no information
	3	3	5 or more years of relevant professional experience in the area WASH
		2	3-4 or more years of relevant professional experience in the area of WASH
		1	1-2 or more years of relevant professional experience in the area of WASH
		0	Insufficient or no information
	2	1	Relevant qualifications/certificates (Master degree or equivalent in international development, public policy, development economics or similar)
		0	Insufficient or no information
Proposed methodology and approach (40)			
4. Methodological approach	25	25	Methodology is complete, high quality and feasible and includes ALL of the following: methodological approach, proposed methods to respond to all evaluation questions, quantitative and qualitative approach to data collection, methodological approach to the evaluability assessment, preliminary evaluation matrix,

Criteria	Max points per indicator	Rating scale	Indicator
			preliminary thoughts on evaluation metrics/rubrics for evaluation questions, preliminary identification of respondents, preliminary sampling design including expected sample size and sample considerations, ethical considerations and covid-19 related considerations
		20	Methodology is complete, high quality and feasible and includes some, but not all of the following: methodological approach, proposed methods to respond to all evaluation questions, quantitative and qualitative approach to data collection, methodological approach to the evaluability assessment, preliminary evaluation matrix, preliminary thoughts on evaluation metrics/rubrics for evaluation questions, preliminary identification of respondents, preliminary sampling design including expected sample size and sample considerations, ethical considerations and covid-19 related considerations
		10	Methodology is presented though has some limitations in quality, completeness, feasibility or innovation, and includes some, but not all of the following: methodological approach, proposed methods to respond to all evaluation questions, quantitative and qualitative approach to data collection, methodological approach to the evaluability assessment, preliminary evaluation matrix, preliminary thoughts on evaluation metrics/rubrics for evaluation questions, preliminary identification of respondents, preliminary sampling design including expected sample size and sample considerations, ethical considerations and covid-19 related considerations
		5	Methodology is presented though has strong limitations in quality, completeness, feasibility or innovation, and includes some, but not all of the following: methodological approach, proposed methods to respond to all evaluation questions, quantitative and qualitative approach to data collection, methodological approach to the evaluability assessment, preliminary evaluation matrix, preliminary

Criteria	Max points per indicator	Rating scale	Indicator
			thoughts on evaluation metrics/rubrics for evaluation questions, preliminary identification of respondents, preliminary sampling design including expected sample size and sample considerations, ethical considerations and covid-19 related considerations
		0	Methodology is incomplete, insufficient or of extreme poor quality
	10	10	Limitations and risks are well noted, alternatives are presented and feasible. The limitations are well thought and adapted to the context of Myanmar and Covid-19 and innovative, feasible and adequate mitigation strategies are clearly developed
		5	Limitations and risks are noted, but appear to be fit-all limitations and not well fitted to the reality of Myanmar or are not explicit enough regarding covid-19
		0	Limitations and risks are not included, or are included without provision of feasible alternatives and mitigation strategies.
	6. Work plan and time frame	5	5
3			Satisfactory and well-planned proposed work plan with partial adherence of the proposed timeframe and work plan to the ToR
0			Insufficient or no information

b. Financial Proposal

The total amount of points allocated for the price component is 30. The maximum number of points will be allotted to the lowest price proposal that is opened and compared among those invited firms/institutions which obtain the threshold points in the evaluation of the technical component.

All other price proposals will receive points in inverse proportion to the lowest price, e.g.,

Max. score for price proposal * Price of lowest priced proposal

Score for price proposal X = -----
Price of proposal X