Request for Proposals: Mid-term review of Water Supply and Sanitation Collaborative Council’s medium-term strategic plan (2012-2016)

3ie Sanitation and Hygiene Thematic Window RFP TW11.01

Issue date: 4 February 2015
Deadline: 23:59 GMT, 12 March 2015

1. Introduction

The International Initiative for Impact Evaluation (3ie) requests research organisations or consortia to submit proposals for an evaluation grant under 3ie’s Sanitation and Hygiene Thematic Window. This window is aimed at promoting strategic planning and rigorous evaluation in sanitation and hygiene policy and programming.

The grant is to conduct a mid-term review (MTR) of the Water Supply and Sanitation Collaborative Council’s (WSSCC) medium-term strategic plan (MTSP) for 2012-16. The proposal should cover in-depth case studies, surveys of documents and key stakeholders and advisory support for the WSSCC monitoring and evaluation (M&E) framework.

3ie has been commissioned by WSSCC to undertake an evidence programme. The goal of the programme is to inform and increase the evidence that supports the effective allocation of funds in sanitation and hygiene, improve accountability and enhance the likelihood that interventions addressing sanitation and hygiene are able to reduce mortality and morbidity effectively and increase the rights and dignity of people across the developing world.

The evidence programme activities will include 3ie-managed requests for proposals and quality assurance for impact evaluations, systematic reviews and the MTR of the current WSSCC MTSP. In consultation with WSSCC, 3ie has established an advisory committee for the impact evaluation programme, comprising experts in the water, sanitation and hygiene sector (WASH), evaluation and policy experts, donor constituency and senior staff from implementing agencies, including WSSCC.
2. Background

WSSCC was established in 1991. Its vision is of a world where everybody has sustained water supply, sanitation and hygiene. WSSCC, together with its members, staff, partners and donors, strives to achieve this vision. Such a vision is centred upon a belief that sanitation, hygiene and water supply coverage is a universal human right; that people and communities are catalysts of change and can be the focus of transformative action; and that the impact of sound sanitation and hygiene will positively benefit people’s health, dignity, security, livelihoods, as well as economic status. To fulfil its mission, WSSCC undertakes global and national advocacy and coordinates international apparatus to promote sanitation and hygiene. It also provides grants to sanitation and hygiene programmes in these countries through the Global Sanitation Fund.

2.1 Overview of WSSCC’s strategy

WSSCC was created to accelerate the achievement of sustainable sanitation and hygiene for people across the developing world. According to the WSSCC’s Medium-Term Strategic Plan (MTSP) 2012-16 “The overall goal (of WSSCC) remains...that all people use, and continue to use, improved toilets and practice good hygienic behavior.” Over its current strategy period, the WSSCC is committed to “contributing substantially to global efforts to improve sanitation and hygiene for poor and vulnerable people, predominantly in Africa and Asia.”

WSSCC has five practical outcomes outlined in its MTSP that are outlined below:

- Access and use of improved sanitation and (aiding the) adoption of hygienic behaviour;
- Preferential support to the poor and marginalised;
- Encouragement to more individuals and organisations to become involved in sanitation and hygiene work;
- Improvement in the knowledge and skills of individuals and agencies working in hygiene and sanitation; and
- Effective provision of resources to and governance of WSSCC to deliver these outcomes.

2.2 WSSCC organisational structure and modus operandi

WSSCC maintains a global network of stakeholders, including a coalition of 35 countries, individual members in more than 160 countries and a Geneva-based secretariat hosted by the United Nations Office for Project Services (UNOPS).

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1 Ibid
WSSCC is focusing its efforts in 35 priority developing countries: Niger, Sierra Leone, Mali, Burkina Faso, Burundi, Zimbabwe, Mozambique, Ethiopia, Guinea, Liberia, Rwanda, Senegal, Zambia, Benin, Malawi, Togo, Nigeria, Uganda, Mauritania, Cameroon, Ghana, Tanzania, Sudan, Papua New Guinea, Kenya, Bangladesh, Madagascar, Nepal, Angola, Pakistan, Myanmar, Cambodia, Congo, India and Lao PDR.

WSSCC has four main departments that are described below.

1) Networking and Knowledge Management department: WSSCC provides a neutral space in which individuals and organisations concerned with water, sanitation and hygiene for poor people in developing countries can network and share ideas. Members and professionals in the sector network at the national level through National WASH Coalitions, at the regional level through regional conferences and initiatives, and globally through conferences, thematic networking, and a dedicated Community of Practice on Sanitation and Hygiene (CoP). The department’s main functions are the following: capacity development; policy advocacy; coordination; applied research and analysis; collaboration and partnership; monitoring, evaluation, learning and documentation; and networking and events.

2) The Global Sanitation Fund (GSF) department: Established in 2008, GSF department manages the Global Sanitation Fund that provides grants to sanitation and hygiene programmes in developing countries. Through the Global Sanitation Fund, WSSCC supports national efforts to help large numbers of poor people attain sustainable access to basic sanitation and to adopt good hygiene practices. GSF programmes specifically target poor populations in developing countries that lack basic sanitation and works with them and other stakeholders using an innovative collaborative approach.

3) Advocacy and Communications department: WSSCC promotes global and national efforts by members and partners to ensure that the issues of water supply, adequate sanitation and hygiene are firmly on the international political agenda. It highlights the effective and life-changing work underway to provide access to those who are currently not served, especially the poorest members of society, excluded groups, women and children. It also draws attention to the serious consequences on health and development when good sanitation and hygiene are missing. The corporate communications work supports the organisation’s branding, positioning, identity and messaging. The department’s main functions are the following: global advocacy; advocacy and communications support to national engagement; corporate communications; production of print and audio-visual materials; and outreach to external and internal audiences.

4) Governance and Management department (directorate): Through its Governance and Management Department (including the directorate for internal leadership, management and donor relations), WSSCC aims continually to improve the enabling environment for its advocacy, capacity building, communications, grants management (Global Sanitation Fund), knowledge management, membership, networking, policy and research. Governance and Management also facilitates the interaction with WSSCC’s Secretariat host, UNOPS, to ensure effective delivery of finance, administration and human resources management.
services. For external affairs, the directorate manages relations with existing and prospective donors and fosters inter-institutional relations with other key partner agencies and organisations. The department's main functions are the following: leadership and administration; Governance mechanisms and accountability; positioning; resource mobilisation; private sector engagement; membership strategy; monitoring and evaluation; and special Projects.

WSSCC’s four departments carry out a set of programmes to achieve the WSSCC MTSP outcomes. It will make its annual plans and the most recent biennial plan for 2015/16 available during the inception phase of the MTR.

3. Scope of the evaluation

3.1 Objectives

3ie is seeking a suitable team to carry out an MTR of WSSCC against its MTSP, 2012-2016.

The MTR aims to assess the progress made towards the realisation of planned MTSP outcomes, document experiences and lessons learned. The purpose is to determine if any adjustments are required during the second half of the MTSP, as well as for the next MTSP to strengthen WSSCC’s relevance and effectiveness in the post-Millennium Development Goals period starting in 2015 (post-2015). It will also be an opportunity to analyse key determinants enabling or hindering progress and to systematically identify bottlenecks that will be addressed and monitored during the second half of the MTSP.

These are the overall objectives of the MTR:
1. Assess and analyse both progress and constraints in the achievement of the planned MTSP results;
2. Identify any lessons learned during the first half of the MTSP implementation;
3. Recommend, if required, adjustments to planned strategies, results, indicators and/or targets of the MTSP, bearing in mind the post-2015 scenario.
4. Appraise the existing M&E system and make recommendations for development of the framework to enable the production of useful evidence to aid programming and policy going forward.

4. Evaluation questions

The MTR will assess WSSCC according to standard evaluation criteria as elaborated below. A list of suggested evaluation questions are also presented under each criteria.

The selected agency is expected to fine tune and further develop these evaluation questions and articulate the data collection and analysis design during the inception phase of the
evaluation.

**Relevance:** The MTR will assess whether WSSCC’s strategy and its programmes-- including its M&E architecture, remain relevant to the sector’s needs and challenges, particularly in the post-2015 scenario. It should also assess whether the current strategy is relevant to addresses its mandate, both in terms of the strategic work areas prioritised and the weight given to each area. Suggested evaluation questions are as follows:

1. **Concerning the strategy adopted in the form of MTSP:**
   - Has it remained relevant to the changing context (national, regional as well as global)?
   - Has WSSCC adapted its strategic focus (including work areas prioritised and weight given to each area), operations and results framework to the changing environment?
   - Does the strategy allow WSSCC to address its mandate to meet the relevant challenges, both in terms of the strategic work areas prioritised and the weight given to each area?
   - Is the theory of change of WSSCC, which links inputs and activities to specific outputs, outcomes and impacts, clearly articulated and operationalised?
   - Is the results framework fit for purpose?
     - Are the selected outputs, outcomes and impacts relevant to the sector challenges?
     - Are the selected inputs and activities consistent with the selected outputs, outcomes and impacts?

2. **To what extent has WSSCC met the priority concerns of developing country policymakers and other members of WSSCC?**

3. **To what extent are WSSCC’s programmes aligned with national development goals?**

**Effectiveness:** The MTR will assess and appraise the achievement of objectives and expected results against the MTSP output and outcome indicators. To this end, the team will conduct in-depth case studies of WSSCC programmes (outlined in box 1), that are at different levels of maturity to assess the successes, failures and lessons learned. It will assess WSSCC’s effectiveness by covering a range of questions along the programme theory, from inputs and activities through to outputs and outcomes. Suggested evaluation questions for specific areas of interest are presented below.

1. **Description of results:**
   - What is actual progress and achievement against planned output milestones as outlined in the MTSP and subsequent programme planning documents?
   - What is actual progress and achievement against planned outcome milestones as outlined in the MTSP and subsequent programme planning documents?

2. **Analysis of results at the organisation level:**
Which activities are yielding desired results, which are not and what are the reasons for differences in performance?

To what extent has the organisational structure and capacity of WSSCC been appropriate to achieve the planned results?

What are the key challenges (including emerging ones) to achievement of the overall results? Have any necessary corrective measures been identified and implemented by WSSCC?

How robust is the planning for results practice in WSSCC, including the process of programme identification and development to ensure that the causal links between any new initiative and the MTSP outcomes are well established?

How appropriate is WSSCC’s results-based management? What are the opportunities and challenges to effective results-based management, given that much of WSSCC’s work is tactical and opportunistic?

Should changes be made in WSSCC’s planning, monitoring, evaluation and reporting systems and procedures?

How robust are the programme completion mechanisms of WSSCC, and how effective are the corporate processes for logically concluding a piece of work and disseminating the learnings from that programme through the entire organisation?

What are the factors determining WSSCC’s programme choices and scale-ups, and to what extent are these evidence- and resource-informed?

To what extent have the activities undertaken by WSSCC, and the balance of time and resources between them, been appropriate?

3. Analysis of results at the programme level:

What is WSSCC’s influence on policymaking and practice, and in what ways, if any, has WSSCC improved sanitation policy and programmes of national governments and regional and international policymakers?

To what extent do WSSCC’s activities, particularly relating to its advocacy programme, reflect its comparative advantage in the sector?

To what extent is the approach used by WSSCC’s programmes to ensure research uptake and lesson learning effective?

What changes might WSSCC undertake to enhance its impact on policies and programmes in the future?

Efficiency: The MTR will assess cost and time efficiency of the results in relation to the inputs. The main evaluation question is to assess the extent that WSSCC is investing its resources (financial and human) efficiently. In each of these areas, the evaluation will assess the current functioning (and improvements done over time) and recommend improvements, if applicable. Suggested evaluation questions for specific areas are presented below.

1. Programme efficiency:
• How are regional and global projects identified and budgeted? To what extent do systems, processes and procedures enable WSSCC to plan and respond effectively?
• To what extent are internal procedures (procurement procedures, financial procedures, human resources) followed, to enhance efficiency of programme implementation?
• To what extent do WSSCC’s mechanisms of vertical coordination with implementing partners enable it to deliver efficiently on results?
• How efficient are WSSCC’s efforts in coordinating activities with other regional and global organisations and initiatives for avoiding duplication and fostering synergy, and how can coordination be improved?
• How effective have attempts been to reduce unit programme costs and increase the efficiency of resource use, including innovative approaches, such as entering partnerships?

2. Organisational efficiency and value for money
• What is WSSCC’s financial viability and how is this determined by locational issues, structural arrangements, working of the hosting arrangement with UNOPS?
• To what extent (and how regularly) are the WSSCC programmes and initiatives subjected to cost effectiveness measurement?
• How do financial forecasts compare to actual expenditure? If costs are off track, how robust are the remedial actions?
• How effective is the implementation of the organisational (financial and programmatic) risk management strategy?
• To what extent does WSSCC’s organisational structure enable it to deliver efficiently on results? How efficiently does WSSCC coordinate horizontally across departments and units, and where are the inefficiencies or gaps?
• How effective are processes for reviewing programmes that offer poor value for money?
• Overall, does WSSCC represent value for money in relation to the results achieved?

Governance, Accountability and Transparency: The following are suggested evaluation questions:
• To what extent is the governance structure and functioning (including performance of WSSCC’s board and members) fit for purpose?
• How effective are the mechanisms of accountability of WSSCC to its Board, members and donors?
• How consistent is WSSCC in publishing strategy documents, including policies, plans, project data, documentation, results, evaluations and research, to enable the public to judge whether WSSCC is delivering value for money?
• Considering that UNOPS is a part of the multi-stakeholder consortium hosting the International Aid Transparency Initiative, what can WSSCC do to strengthen the International Aid Transparency Initiative?
Monitoring and Evaluation: The MTR should look at the monitoring and evaluation strategy of WSSCC and benchmark that to the WASH-sector M&E architecture more broadly. Approaches to measuring use of sanitation facilities and hygiene practices by all, especially the most vulnerable and excluded groups, and the sustainability of behaviour change, should be included. Recommendations as to how to strengthen the WSSCC M&E system as well as for the WASH sector M&E architecture should be provided. Suggested evaluation Questions:

1. *The M&E architecture:*
   - To what extent is the WASH-sector M&E architecture fit for purpose?
   - What are the relative advantages and disadvantages of the WSSCC M&E framework, compared to other M&E approaches in the WASH-sector and beyond?
   - What concrete recommendations can be made to improve WSSCC and WASH sector M&E systems?

2. *The monitoring function:*
   - To what extent are the processes and quality of data collection and use of data for programmatic and management decisions appropriate?
   - What direct feedback do we collect from the programme stakeholders about results and what does this tell us about the project’s performance?
   - How integral is monitoring data collection and use to the design, implementation and close of a project or programme?

3. *The evaluation function:*
   - To what extent, and how appropriately, does WSSCC prioritise and invest in the task of evidence gathering to determine and inform areas of work?
   - Is the evaluation function sufficiently independent?
   - Are the evaluation findings utilised for learning and course corrections? Is there a robust culture of formulating management responses and follow-up to evaluations findings within the organisation?

Sustainability: The MTR will assess WSSCC’s approach to ensure the results of its programmes continue when its direct support comes to an end. Suggested evaluation questions include:

- To what extent are national stakeholders and WSSCC partners consulted in the design, implementation and reporting of results of WSSCC secretariat's programmes and policies?
- To what extent are global and regional programmes coordinated by the secretariat consistent with national priorities?
- To what extent does WSSCC pay sufficient attention to strengthening the enabling
environment for sustainability, including sufficient capacity-building activities so that national stakeholders have the capacity to continue their activities without WSSCC secretariat’s support, and have a focus on enhancing local knowledge development?

- What are the major factors that have influenced (or can influence) the achievement or non-achievement of WSSCC’s programme sustainability (link to the organisational theory of change)?
- To what extent does WSSCC focus on bringing forth institutional and cultural changes?
- How effectively designed and implemented are WSSCC’s strategies for exit or transition?

**Impact:** Counterfactual impact evaluation is not the focus of the MTR. However, the following evaluation questions are suggested:

- How many people have been affected by WSSCC programmes? What is the evidence on the net impact of the programmes on behaviour change and welfare outcomes?
- Have there been any unanticipated positive or negative impacts resulting from WSSCC’s work?
- What evidence is available on the impact of WSSCC in the global fight for sanitation and hygiene? What geographic and thematic coverage is provided?
- Is WSSCC cooperating and coordinating its efforts with relevant institutions and actors to maximise its impact?

5. **Methodology**

In order to address the above questions, primary data will have to be collected and secondary information sources analysed. Observation (field visits and participation in WSSCC activities), document review, interviews and surveys are suggested. The following elements are envisaged to be a part of that design.

- Review of the WSSCC’s annual planning reports, progress reports (2012, 2013 and 2014), Operational Plan for 2015-16, country strategic engagement plans, monitoring and financial data, evidence generated through evaluations, assessments and research, programme reports and studies, short films, media coverage, training or workshop reports, stakeholders’ feedback reports or any other relevant documentation provided to the evaluation team by WSSCC which may add value to the MTR.
- Key informant interviews with the WSSCC board, its members, policymakers in countries with WSSCC-supported programmes, grantees, WSSCC’s WASH and non-WASH partners, staff and other major actors in the WASH field. Data collection guidance, comprising proposed survey respondents and interview topics must be included in the inception report.
- A sector mapping to help establish and demonstrate the niche and comparative advantage of WSSCC in the sector.
• At least four in-depth evaluation case studies. These constitute an important component of the MTR to determine the value addition and effectiveness of particular programmes and areas of work at global, regional and national levels. The team will conduct in-depth evaluations of WSSCC programmes that are at different levels of maturity to inform this work, which should involve missions to a sample of WSSCC focus countries to evaluate WSSCC’s programmes. The programmes will be selected at the inception phase in consultation with WSSCC. At least one mission to the South Asian region, and one mission to the West African region or southern, eastern or central African region will be mandatory. Box 1 provides more information about the requirements of the evaluation case studies.

• Collection of data on WASH-sector monitoring and evaluation architecture and comparative benchmarking of WSSCC’s M&E system with similar bodies (including UNICEF, UNFPA, WaterAid and World Health Organization). Document review to ascertain information on numbers of people affected by WSSCC programmes and information on behaviour change and net welfare effects.

• Innovative engagement methods, such as global workshops, group discussions, policy advocacy dialogue and so on. Participation in ongoing activities such as a sample training programme, conferences during the 2015 UN Year of Evaluation are also encouraged.

**Box 1 Terms of reference for evaluation case studies**

In-depth evaluation case studies of WSSCC programmes or projects are a required component of the WSSCC evaluation. These programmes or projects will represent WSSCC’s portfolio of work at different levels of maturity. The design of the process evaluations should comprise:

- Evaluation questions (substantive questions can be developed and presented as a part of the inception report);
- Retrospective theory of change;
- Data collection strategy (including key informants and documentation), at global, regional and country levels, as relevant, including sampling framework if relevant;
- Approach to ensuring ethical engagement with programme beneficiaries if relevant, including obtaining informed consent;
- Approach to analysis, in particular integration of quantitative and qualitative methods;
- Approach to engagement with WSSCC and partners in design and dissemination; and
- Costs, including field visits.

**5.1 Evaluation of WSSCC M&E framework**

This component should also draw on the benchmarking exercise and assess the extent to which the current M&E framework(s) and systems facilitate better evidence gathering throughout the results chain (including inputs, activities, outputs, outcomes and impacts).
6. Application information

6.1. Eligibility

Only legally registered organisations, not individuals, may apply. For-profit organisations are eligible to apply, but are restricted to the same indirect cost limits as non-profit organisations and they may not charge an administrative fee. The grant-holding organisation and principal investigators may be located in any country.

The proposal must be submitted by a single organisation that may include others as sub-grantees or sub-contractors (subject to 3ie’s direct and indirect cost policies). Organisations may submit more than one proposal and may be included on more than one proposal. They should, however, have the capacity to implement any grant awarded to them under the window.

The applicant organisation must be able to sign the 3ie grant agreement.

6.2. Skills and competencies

WSSCC expects the MTR to be conducted by a multidisciplinary team that demonstrates the following competencies and skills:

- Knowledge and proven experience of conducting organisational evaluation;
- Monitoring and evaluation of advocacy programmes, campaigns, research programmes, learning and knowledge management as well as formal and informal partnerships;
- Knowledge of WASH sector and its M&E architecture, familiarity with needs and challenges of the sector in the post-2015 development scenario;
- Knowledge and experience in appraisal of M&E systems and processes, proven expertise in evaluation and/or development and/or operationalisation of organisational M&E framework(s) to facilitate better evidence gathering throughout the results chain (including inputs, activities, outputs, outcomes and impacts);
- Strong qualitative and quantitative research skills;
- Excellent evaluation management skills including strong participatory and team work skills, excellent communication skills including ability to communicate with different stakeholders such as the country partners, senior management team as well as the WSSCC board members, knowledge of French is desirable; and
- The team is required to have representation from developing countries.

In addition, principal investigator(s) should have this experience:

- At least 10 years of relevant and proven experience at the international level in their fields of expertise and substantial in-country experience;
• Relevant sector experience in WASH and substantive knowledge of gender-related issues;
• Excellent writing and verbal communication skills in English;
• Previous experience in conducting or taking part in independent evaluations; and
• Respect for the UN values that include respect for equality and diversity.

6.3. Inception and delivery

The MTR team should hold at least one workshop during the inception period to build capacity within WSSCC for increasing the understanding of evaluation amongst the staff. This workshop can form part of the process of selecting projects to be evaluated, developing the theory of change and discussing possible evaluation designs. The workshop should take place at the WSSCC headquarters in Geneva in May 2015.

The selected evaluation team should engage with WSSCC and associated implementing agencies at all levels to explain the rationale for conducting the MTR, what will be learned from it and the implications for programme design, data collection, analysis and use of results.

During the inception phase, the research team is required to ensure the cooperation and agreement of WSSCC and associated implementing agency programme staff for the chosen evaluation questions and projects. The workshops for implementing partner staff and other key stakeholders may form the basis for an ongoing dialogue between the implementing agency staff and the research team throughout the evaluation.

The workshop(s) and discussions with the implementing agency staff should cover the following:

• Determine detailed evaluation questions, case studies and timeframes for evaluation;
• Discuss a feasible evaluation design, including for in-depth case studies;
• Discuss data collection methods;
• Identify key stakeholders and appropriate survey methods;
• Identify key documents including existing M&E strategy; and
• Carry out scoping and source other background information needed to develop a policy engagement and research communication plan, using 3ie guidance and templates.

The MTR team should take stock of administrative and existing survey and other data that may be of use for the evaluation.

The team must demonstrate their ability to conduct the evaluation for which they win an award and their availability to start and finish the evaluation within the timeframe indicated in this RFP.

A second workshop should be held to present the findings of the MTR to WSSCC stakeholders.
6.4. Budget

The budget for the evaluation is expected to be up to US$350,000. The tranche payment schedule is finalised in consultation with the applicants. As a benchmark, 3ie grants are usually paid in at least four tranches. The first tranche (20 per cent of approved budget) is paid on contract signing. The second tranche (20 per cent of approved budget) is paid on delivery and approval of the inception report. The third tranche (20 per cent) is paid after approval of the draft report. The fourth tranche of (40 per cent) is paid after review and approval of the final report.

6.5. Timeline

Proposals are due by 12 March 2015. 3ie plans to announce the prospective award by the end of March 2015. The inception report, including the complete evaluation design, is to be submitted by the successful team within four weeks of the award of contract. Applicants should be prepared to submit their inception report by 15 May 2015. The report will be discussed with the evidence programme advisory committee, and it has to be approved by them before the MTR proceeds.

The draft mid-term review report will have to be provided during January 2016 and the final report submitted by end of March 2016. This report is expected to feed into the end-term review of WSSCC (March-July 2016). The MTR team should be available for consultations with key stakeholders at mid-term and end-term phases, which will be carried out under the supervision of the evidence programme advisory committee. The M&E framework reviews and recommendations should be presented in December 2015. The specific work components required for the evaluation are listed in table 1.

Table 1 Outputs and deliverables

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<th>Item</th>
<th>Unit</th>
<th>Delivery date (indicative)</th>
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<tbody>
<tr>
<td>1. Inception report, incorporating full evaluation design including: final evaluation questions; methodology (stakeholder survey, field visits and observation plan, document survey and M&amp;E advisory work); work plan including time-lines; plan for developing and finalising a policy influence plan (PIP) for engagement, dissemination and evaluation uptake; report template.</td>
<td>1</td>
<td>15 May 2015</td>
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2. (1) Draft report on the M&E assessment. This will include:
   - Assessment of WASH-sector M&E architecture
   - Benchmarking of WSSCC against relevant organisations
   - Clear recommendations on strengthening the WASH M&E architecture and WSSCC M&E architecture

   (2) Fully developed policy influence plan

3. At least 4 in-depth evaluation case studies of global, regional and national programmes and projects

4. Draft mid-term review report, including methods of data collection and analysis, findings and recommendations including details as to how the latter may be implemented, and report on the process (based on the PIP) by which findings will be shared and discussed with stakeholders, including those who are benefitting from the project and the process by which any resulting changes in the report will be included.

5. A consultative workshop on the draft findings with WSSCC: An aide memoire (including key findings and recommendations).

6. Final report incorporating the feedback from 3ie and WSSCC with a compliance note addressing how the feedback was addressed and incorporated; short versions for dissemination of findings of the report and a final report on the results of the PIP.
Please note that the all the data files and relevant literature will be transferred to 3ie.

### 6.6. Selection criteria

Proposals will be reviewed and scored by at least one 3ie internal reviewer and at least two external reviewers, including one reviewer from WSSCC. 3ie may provide comments and request applicants to make changes to their proposal. 3ie reserves the right to **not** award any grant in case no applicant meets the requirements.

Table 2 provides the evaluation criteria and weights for the assessment of proposals.

**Table 2 Proposal evaluation criteria**

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<th>Evaluation criteria</th>
<th>Weight (%)</th>
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<tr>
<td>1. Qualifications of research team as outlined in section 7.2</td>
<td>20</td>
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<tr>
<td>2. Involvement of evaluators and organisations from low- or middle-income countries (LMICs) in the team and proposed work</td>
<td>15</td>
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<tr>
<td>3. Quality of technical proposal</td>
<td>25</td>
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<tr>
<td>4. Approach to ensuring relevance of review to the needs of WSSCC and potential for uptake of evaluation findings</td>
<td>25</td>
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<tr>
<td>5. Cost</td>
<td>10</td>
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<tr>
<td>6. Associate membership of 3ie</td>
<td>5</td>
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7. Instructions for applicants

Proposals must include the following information:

1. Completed proposal form submitted through 3ie’s online grant management system. The proposal form will be activated online from 24 February 2015. A pdf of the application form is available for reference on the 3ie website.

2. Proposed budget is not to exceed US$350,000. The proposed budget must follow 3ie’s direct cost and indirect cost policies, and include the cost of two workshops, costs of engagement with WSSCC and 3ie and dissemination, and costs of report production.

3. Curriculum vitae (CV, not to exceed three pages each) of all proposed PIs. It is expected that these PIs will participate in the proposed evaluation. Applicants are required to provide only information relevant to the grant in their CV.

4. If applicable, include CVs (not to exceed three pages each) of additional researchers who will be involved in conducting the evaluation, if approved. Applicants need to provide only information relevant to the grant in their CV.

5. Copies of up to three evaluation reports or publications relevant for this call, with proposed PIs as named authors.

8. Submission guidelines

- Proposals must be submitted through 3ie’s online grant management system no later than 23:59 GMT, 12 March 2015. Proposals submitted by any other method will not be accepted.

- The sample evaluation studies relevant to the grant may be submitted as separate pdf file uploads.

- The budget should be presented in 3ie budget format and follow 3ie budget guidelines. Budget notes may be submitted as a separate Microsoft® Word or .rtf file in font size equal to or larger than 11.

Please direct any questions related to this RFP to tw11@3ieimpact.org by 23:59 GMT on 24 February 2015. By 27 February 2015, a single document with all questions and answers will be made publicly available on the 3ie website.

This RFP does not constitute a guarantee of an award.