**TERMS OF REFERENCE**

Consultancy ToR for WASH Global Strategic Review

**REPORTING TO: Ammar Fawzi – Global WASH Lead**

**DATES:** March – April 2022

*This consultancy is one of two strategic reviews NRC is presently advertising for. One for the WASH Core Competency (CC) and one for the Shelter CC. Most objectives and areas of investigation are common; however, each ToR has additional unique requirements specific to their CC. Collaboration between consultants is expected. This will help to produce consistency and help ensure the final reports are aligned. These ToRs can be applied for separately (individually) or jointly as part of a team or shared consultancy.*

**1.** **BACKGROUND**

In 2022, NRC will develop new global strategies for both the Shelter and WASH Core Competencies (CC) of NRC. This strategic review will aim to assess opportunities, options, and challenges for further development of both CCs, as well as reflect on the representation of and contribution to the new Programme Development Strategy (presently underway). This study is intended to be complementary to the Shelter thematic review[[1]](#footnote-2) and other consolidation exercises conducted by the Global Shelter and WASH Leads during the same timeframe.

Shelter and WASH operations exist in NRC as both standalone CCs but also as combined operations (Shelter/WASH). This is dependent on a number of factors including the history of programmes in country, staffing, finance, response needs etc.

WASH programming is across all 4 operational regions, Central and West Africa, East Africa and Yemen, Middle East and AELA (Asia, Europe, and Latin America)

**2.** **OBJECTIVES**

The primary objective of the Strategic Review is to identify opportunities and constraints of NRC WASH approaches to inform core competency strategy development. This will be achieved through:

1. Reflecting on strategic gaps and challenges in terms of NRC’s global WASH programmes to include:

* Consulting a cross-section of NRC staff on strengths, weaknesses, opportunities (doing more or better of what we are currently doing), and threats of current WASH programmes.
* Understand the view of NRC WASH from different perspectives – Country Directors, Heads of Programmes, the NRC WASH Community of Practice, other CC leads/Specialists, external WASH sector specialists /key stakeholders, key donors
* Why is or when is WASH prioritised as a CC and when is it de-prioritised and why? What are the preconditions of either/ basis of decision making? (for proposals or visibility in strategy)
* Portfolio focus and gaps: Are we meeting WASH needs with our current portfolio? Is it timely and relevant to the present state of the wider WASH sector? SWOT on present portfolio.

1. Analysing gaps (and the driving factors of those gaps) of NRC’s global WASH programmes, including:
   * Activation gaps (difference between when WASH could/should be activated as a Core Competency in NRC Country operations, and it is not; also factors affecting whether it is fully rolled out in Country programmes with WASH programming or only partially). This should include information on if a combined Shelter/WASH CC or standalone WASH and Shelter CCs are most suitable.
   * Performance gaps (difference between expected performance and actual performance of CO WASH programmes),
   * Beneficiaries gaps (difference between total people in need and scale / quality of services NRC actually provides),
   * HR gaps (between required number and quality of required workforce and actual strength in the organisation). How do we operate WASH compared to other key WASH actors? Structure of teams, skill set in teams, global technical support, regional support etc
   * Benchmarking gaps (comparing NRC results against external sector criteria or measurements, e.g. value for money, response timeliness, quality, meeting minimum WASH standards, reputation, etc., and also whether NRC offers any unique / improved comparative advantages against other WASH agencies)
   * Funding trends (donor trends, current suitability of funding streams and strategies at country office level)
   * Support gaps and functionality: does information and guidance reach CO and is it followed? How can this process be improved upon?
   * Suitability and recommendation on stand alone WASH or combined WASH/shelter positions and teams, including recommended staffing structures.
   * Review internal NRC key global data on the Global Output and Outcome Reporting System (GORS) to help inform and present report findings and recommendations.
2. Reflecting on broader benefits of the NRC WASH programmes
   * Highlight areas of convergence with other NRC core competency activities – especially Livelihoods & Food Security, Shelter & Settlements, and Education, including programme and policy advocacy. Include impacts and wider programmatic benefits.
   * Identifying the added value of WASH to NRC strategic ambitions and other priorities/initiatives, in particular to integrated programming, hard to reach, durable solutions and innovation.
3. Reflecting on strategic opportunities and other future directions for the WASH programme
   * Provide insights on the future environment or direction/development including trends of WASH within the wider humanitarian sector
4. Making recommendations on critical issues, strategic areas of focus, and possible new structural or conceptual set up to inform further steps of WASH programme development

Suggested methodology:

* Analysis of WASH key documents, developed by NRC and by the Cluster/Sector.
* Interviews with key informants (one to one or groups), both internal and external to NRC.
* Online surveys or other data collection modalities to include some perspectives from affected population and front-line WASH staff.

The consultant will work closely with the Global WASH Lead. A dedicated Steering Group will provide feedback and recommendations during the inception phase and during the presentation of the draft findings report.

Changes and additions to the ToR may be made after the inception phase period in discussion with the selected consultant.

**3. DELIVERABLES AND PROGRESS PLAN**

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| **Delivery dates** | **Milestone** |
| 1. Induction and Desk review (3 days) | * 1. Briefing with WASH Global Lead   2. Briefing with Global Programme Director   3. Desk reviews of relevant documents (to be identified with the support of the WASH Global Lead) |
| 1. Design tools for research (5 days) | * 1. Design questions for key informant interviews with the support of the WASH Global Lead.   2. Map relevant key informants with the support of the Global WASH Lead.   3. Identify methodology to consult with field staff and beneficiaries (to be conducted by NRC staff).   4. Produce a brief inception report, annexing drafted tools and proposed approach to analysis and present to the Steering Group. |
| 1. Conducting and analyse key informant interviews (20 days) | * 1. Conduct key informant interviews (suggested around 30-40)   2. Launch the online survey   3. Consolidation and analysis of main trends emerging from the interviews. |
| 1. Inputs consolidation and recommendations (6-9 days) | * 1. Draft scoping study report, including findings from key informant interviews   2. Remote feedback session with the Global WASH Lead, the Global Programme Director and the Steering group. |
| 1. Finalise the report (3 days) | * 1. Integrate feedback session inputs into a final report document (20-30 pages max)   2. Develop an internal briefing pack (e.g. slides with notes) to disseminate the findings of the final report   3. Present findings to selected stakeholder groups via Zoom (2) |

1. ADDITIONAL INFORMATION

* The total number of consultancy days will be 40 days.
* Reporting is in English language.
* No subcontracts are expected.

## Duties of NRC:

* Provide a suitable understanding of NRC’s work,
* Provide links to country offices in order to support undertaking of work
* Provide internal documents and resources
* Provide timely feedback to the consultant

## Duties of the consultant:

The consultant will liaise with and report to the Global WASH Lead at regular and agreed times during the development of the report to help ensure timely execution. The consultant is required to retain flexibility and respond to the provided feedback.

## Qualifications of the consultant:

* Relevant qualifications and experience in WASH. Experience of working with NRC is a plus
* Demonstrable experience in similar strategic reviews or consultancies
* The interpersonal skills and ability to collaborate with key persons including the Shelter consultant
* French language skills desirable

## Submission of interest

Interested applicants should submit the following:

* An up-to-date curriculum vitae
* Covering letter including a description of the proposed process and a breakdown of total cost of the deliverable consisting of 4 pages maximum
* Examples of relevant work
* A proposal of how to engage with the appointed Shelter consultant or plan to work as a team if submitting a joint application

5. ENQUIRIES & SUBMISSION

Please send submissions to the Global WASH Lead: [ammar.fawzi@nrc.no](mailto:ammar.fawzi@nrc.no) by COB February 7th 2022

1. The Shelter thematic review will aim to identify trends and achievements within the competency, based on quantitative and qualitative data, coming from NRC country offices programmes. [↑](#footnote-ref-2)