

## **EOI – WATER Development and Sanitation Department (AHWS)**

### **Individual consultant recruitment**

**Title of the assignment: Mid Term Review of the Bank Group Water Strategy 2021-2025**

**Complex:** Vice Presidency for Agriculture, Human and Social Development (AHVP)

**Department:** Water Development and Sanitation (AHWS)

**Reporting line:** Director, Water Development and Sanitation Department (AHWS 0)

**Consultant type:** Individual Consultant

**Consultant Location:** Headquarter, Abidjan, Côte d'Ivoire.

**Publication date:** 22<sup>nd</sup> March-2024

**Closing date:** 4<sup>th</sup> April -2024

The African Development Bank wishes to recruit the services of a highly skilled international consultant to conduct a mid-term review of the Bank Group Water Strategy 2021-2025. The specific objective of the review is to assess progress towards the achievement of the objectives and outcomes as specified in the Bank Water Strategy with the goal of identifying the necessary changes to be made to set the water strategy on-track to achieve its intended results. The review will adapt principles for evaluation based on the OECD DAC standards. It will assess the performance of the AHWS, by assessing its relevance, efficiency, effectiveness, sustainability, and lessons learned.

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### **REQUEST FOR EXPRESSION OF INTEREST**

#### **AFRICAN DEVELOPMENT BANK**

#### **WATER DEVELOPMENT AND SANITATION DEPARTMENT**

#### **TERMS OF REFERENCE**

#### **Mid Term Review of the Bank Group Water Strategy 2021-2025**

#### **Individual Consultant**

### **1. INTRODUCTION**

1.1 The African Development Bank (AfDB), Water Development and Sanitation Department (AHWS) wishes to recruit an individual consultant to support the Water Development and Sanitation Department in undertaking a Midterm Review (MTR) of the African Development Bank Water Strategy (2021-2025) this year. This ToR sets out the expectations for this MTR.

1.2 The AfDB is the premier multi-lateral development finance institution fostering economic growth and social progress in Africa. The AfDB's primary goal is to reduce poverty and improve living standards by mobilizing resources and provision of financial and technical assistance for development projects and programs in Africa. The Bank Group's vision for water security is an Africa where there is an equitable and sustainable use and management of water resources for poverty alleviation, socio-economic development, regional cooperation, and the environment, in line with the Africa Water Vision 2025.

1.3 The Water Development and Sanitation Department (AHWS) and the African Water Facility (AWF) support African countries to attain water security through the provision of financial and technical expertise, generation and dissemination of sector knowledge and fostering partnerships. The AHWS/AWF support regional hubs in the development and promotion of new knowledge, approaches

and tools for green and inclusive water resources development and management, and for improved sanitation.

1.4 The AHWS interventions are mapped along four business lines: (i) Integrated & Transboundary Water Resources Development and Management; (ii) Water Supply and Sanitation for All; (iii) Water for Food and Water for Energy. This includes sector governance; as well as the cross-cutting areas like gender, climate change, private sector engagement and fragility.

1.5 The Bank's sector commitments are aligned to the SDG 6 and the Africa Union Agenda 2063. With an active portfolio of water investments of over \$5 billion and the Bank is uniquely positioned to customize local solutions by sharing global knowledge and amplifying the impact of financing through technical assistance on the ground.

1.6 The Bank Water Strategy (2021-2025) supports the operationalization of its Policy on Water and the 'High 5' goal on improving the quality of life for the people of Africa. It aims to reposition the Bank's support for Regional Member Countries," (RMCs) towards attaining water security, a core objective of the ten-year strategy (TYS.1.0, 2013-22 and the successor Ten Year Strategy 2.0 (2024-2033)), the High 5 priorities, the Africa Water Vision 2025 and the 2023 United Nations Water Action Agenda.

1.7 The Water Strategy contributes towards increasing water security for Africa, through fostering green and inclusive socio-economic growth and development. Its four strategic objectives are crucial to realizing the objective of the Water Strategy: 1) Achieving integrated and sustainable water resource management; 2) Strengthening the delivery of water supply, sanitation, and hygiene (WASH) services; 3) Increasing the availability of sustainable water resources for food production and improved nutrition; and 4) Increasing the sustainable development of water for energy, notably hydropower.

1.8 Chronic water scarcity, hydrological uncertainty, and extreme weather events (floods and droughts) are perceived as some of the biggest threats to global prosperity and stability. According to the World Health Organization (WHO), water scarcity affects 1 in 3 people in the African Region and the situation is deteriorating because of factors such as population growth and urbanization but also climate change. The fragmentation of Africa's water resources also constrains water security. There are 63 transboundary river basins in Africa, covering 64% of the continent's land area). Similarly, across Africa, there are 106 transboundary aquifers, an increase from 72 in the 2015 inventory.

1.9 Rising water stress, large supply variability, inadequate access to safe drinking water and sanitation, and water pollution are already afflicting many parts of Africa. Despite the low per capita supply of resources, "water stress" is characterized by low withdrawals, which translates to both low access rates and low depth of access to water (IMF 2021). Currently, only 5% of this resource is being exploited, with less than 5% of cultivated land being irrigated and only 10% of hydroelectricity potential utilized.

1.10 The latest WHO/UNICEF Joint Monitoring Programme (JMP) report for Water Supply, Sanitation and Hygiene, 2000-2022 notes that in Africa, in 2022, only 40.4% of the population had access to safely managed drinking water services, 30.8% had access to safely managed sanitation and 28.1% had access to basic hygiene. As a result, there is a high incidence of disease that reduces the vitality and economic productivity of Africa. Chief among the reasons for low access to water services is a deficit of infrastructure (including energy), reflecting insufficient, or poorly maintained water storage, distribution, and treatment facilities. The deficit is magnified by poor management, including through poor maintenance, waste, below-cost-recovery tariffs, and low collection rates.

1.11 About \$66 billion/year is needed to address SDG 6 infrastructure backlogs. This is 5 times the annual commitment (\$13 billion/year). An additional \$9-\$14 billion/year is needed to achieve secure water resources in Africa. This calls for increased mobilization of domestic funds and a significant

scaling-up of climate finance to cover gaps. Investments in the water sector need to be supported by sustainable business models and alternative financial mechanisms such as blended finance and revolving funds.

1.12 Bank financed programs between 2021 to 2023 amounting to US\$ 1.8 billion, will lead to provision of basic water services to an estimated additional 50 million people, and additional 17 million people, with access to basic sanitation services. The Bank also helps RMCs to achieve water security through sound and robust water resource management. Water resource management also entails managing water-related risks, including floods, drought, and contamination. The complexity of relationships between water and households, economies, and ecosystems, requires integrated management that accounts for the synergies and tradeoffs of vast water uses and value. The Bank's analytical, advisory, and operational engagements through country water sector diagnostics also help clients achieve their goals of water security.

1.13 The AHWS seeks to recruit a consultant to support the MTR of the Bank Group Water Strategy. The review of the AHWS Strategy comes at an opportune time when most continental policy documents are due for revision. The African Water Vision 2025 will expire in a year's time; the African Union's First Ten-Year Implementation Plan (FTYIP) for agenda 2063 expired in 2023; and the AWF Strategy (2021-2025) will expire in a year's time. Africa needs guidance on how it can steer success to attain SDG goal aspirations. The Bank aims to sustain its critical position as a dependable development partner in the sector, hence the review process will help to improve the quality of work targeting the weak areas.

## **2. OBJECTIVES OF THE MID TERM REVIEW**

2.1 The main objective of the review is to assess progress towards the achievement of the objectives and outcomes as specified in the Bank Water Strategy with the goal of identifying the necessary changes to be made to set the water strategy on-track to achieve its intended results. The review will adapt principles for evaluation based on the OECD DAC standards. It will assess the performance of the AHWS, by assessing its relevance, efficiency, effectiveness, sustainability, and lessons learned. The Mid Term Review report must provide evidence-based information that is credible, dependable, and useful.

2.2 Specific objectives include:

- i) Review the challenges addressed by the strategy and the underlying assumptions.
- ii) Review the strategy design, scope, and implementation. Assess whether the Bank Water Strategy provides the most effective route towards expected/intended results.
- iii) Document the results achieved to date based on the strategy goals and interventions areas in the Results Based Framework. Undertake a critical analysis of the RF indicators and targets and suggest specific amendments, as necessary. Specific case studies should be analysed to validate the results.
- iv) Assess the available resources (human and finance) and their adequacy in line with resource requirements by the strategy vis a vis the achievement of objectives.
- v) Assess the enablers and risks of strategy implementation and their associated mitigation measures.
- vi) Assess the positioning of the strategy and its influence in achieving the objectives of the Bank and other related water policies in Africa and beyond.
- vii) Provide an opinion on how the bank has contributed towards the Africa Water Vision 1; and recommend areas of inputs into the Africa Water Vision 2 which is currently under preparation.
- viii) Provide technical input in reviewing the AWF end of term strategy assessment reports.
- ix) Review the monitoring and evaluation tools currently being used.
- x) Identify the opportunities for corrective and preventive actions and improvements that could be relevant and impactful in designing the new strategy.

- xi) Document lessons, good practices and formulate recommendations based on evidence aimed at value add, high performance, sustainability, and learning. Provide expected input into the African Water Vision 2.

### **3. CRITERIA AND REVIEW QUESTIONS**

3.1 The review will adapt the OECD DAC evaluation standards and guidelines, including the standard evaluation criteria, namely relevance, effectiveness, efficiency, and sustainability and learning. Given the fact that this is a mid-term review, it will be premature to analyse impact. However, the review should make attempts to provide a broader lesson on how the interventions are influencing outcomes and impact.

3.2 In view of the objectives and set criteria, the review will aim at addressing key questions. The consultant has the flexibility to adapt the key questions in agreement with the AHWS during the inception phase. The criteria for the review and the corresponding key questions are detailed below:

Table 1: Review criteria and key questions to answer.

Criteria	Key questions
<b>Relevance:</b> Refers to appropriateness and coherence of the AHWS strategy and any changes (internal and external) and the extent to which the Strategy objectives, and interventions remain relevant to RMCs and stakeholders as well as the extent to which AHWS objectives are aligned with Bank's policies.	<ul style="list-style-type: none"> <li>• To what extent is the strategy aligned with the Bank policies, strategies (H5s; TYS 2.0, gender and the DBDM To what extent is the AHWS strategy aligned with water policies and priorities in Africa and beyond.</li> <li>• To what extent is the strategy still relevant given the changes in the external environment- both regional and global- including effect of the COVID-19 pandemic and post crisis period?</li> <li>• To what extent is the theory of change (TOC) for the Strategy explicit, complete, and still relevant to achieve universal access to water supply and sanitation in Africa (SDG 6 and other continental frameworks)</li> <li>• To what extent is the design of the strategy still adequate in supporting RMCs to have the right policies and plans to achieve SDG 6? How does the strategy compliment and coordinate with other initiatives both internally and externally and how do the interventions add value?</li> <li>• To what extent have different partners and stakeholders been involved in the implementation of the Strategy?</li> <li>• To what extent does the AHWS address the nexus between water sector and sustainable use of water (i.e., safe drinking water and sanitation, improvement of water quality) thus achieving the SDGs?</li> </ul>
<b>Coherence:</b> How well does the strategy fit? Refers to the compatibility of the strategy with other interventions in a country, sector, or institution.	<ul style="list-style-type: none"> <li>• To what extent has the strategy harmonized its processes and tools with those of other initiatives for constructive interaction etc.?</li> <li>• To what extent are the strategy interventions and resources bringing in other players and being leveraged for maximizing development effectiveness at country level?</li> </ul>
<b>Effectiveness and impact:</b> Refers to what extent the AHWS goals and set targets are being achieved, cognizant of its objectives, expected outputs and outcomes, including results.	<ul style="list-style-type: none"> <li>• To what extent is the implementation of the strategy contributing to the intended outcomes based on credible evidence/data? The results measurement framework must be used as reference for this purpose.</li> <li>• To what extent is the strategy being implemented in line with its implementation guidance? Are interventions realistic? Are there any modifications necessary to improve strategy implementation?</li> <li>• How effective is the strategy implementation process (roll out, early results, capacity development, integration into CSPs and RISP, by regional hubs, Bank departments, in corporate reporting)</li> <li>• What are the major contributions of the implementation of strategy to corporate development effectiveness and institutional learning?</li> <li>• What are the constraints to strategy implementation? To what extent did the unintended effects (both positive and negative) occur during AHWS strategy implementation?</li> </ul>

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Criteria	Key questions
	<ul style="list-style-type: none"> <li>• To what extent are the AHWS actions and interventions realistically responding to the level of its aspirational goal?</li> <li>• Are there any corrective measures necessary to improve the implementation of the strategy?</li> </ul>
<b>Efficiency:</b> Refers to the extent to which the AHWS intervention delivers or is likely to deliver expected results in a cost-effective way and timely manner. This aspect will also include assessing operational efficiency of implementation of the strategy.	<ul style="list-style-type: none"> <li>• To what extent were the relevant institutional structures and systems as identified by the strategy adapted for its successful execution?</li> <li>• To what extent have adequate human, material and financial resources been mobilized effectively? How efficiently were these resources used to achieve the target-results?</li> <li>• To what extent are the outcomes achieved in a timely manner and in compliance with operational standards?</li> <li>• What factors (positive and negative) are influencing the efficient implementation of the strategy?</li> </ul>
<b>Sustainability:</b> Refers to which extent the any risk has been addressed and what mechanisms are put in place to ensure that AHWS benefits will last sustainably.	<ul style="list-style-type: none"> <li>• How sustainable are the strategy results both at the institutional and RMC levels?</li> <li>• How visible and influential is the strategy in comparison to similar strategies developed and implemented by others?</li> <li>• To what extend are the risk mitigation measures being managed alongside the implementation process?</li> </ul>
<b>Learning:</b> refers to the experiences (positive and negative) and knowledge gained from AHWS implementation that should be actively considered in future implementation.	<ul style="list-style-type: none"> <li>• What are the relevant lessons, good practices, and recommendations that could be drawn for improving the quality and performance of the AHWS Strategy design and implementation processes?</li> <li>• What are the key learning mechanisms that can foster greater integration of AHWS work in high-level decision-making</li> <li>• What are the key lessons from other MDB's that can provide lessons to the AHWS's commitment to achieving the SDGs in Africa?</li> <li>• What are the key lessons learnt from the implementation context in RMCs?</li> </ul>
<b>Cross cutting issues</b>	<ul style="list-style-type: none"> <li>• To what extent is the AHWS strategy addressing inclusiveness in terms of tackling gender equality, fragility, and regional dimension?</li> <li>• To what extent are the AHWS interventions sustainable?</li> </ul>

## 4. METHODOLOGY

4.1 The review will implement a theory-of change-based evaluation approach, which will evaluate changes at each stage of the theory to determine the linkages (assumptions) between distinct levels of change and ascertain if the theory holds true.

4.2 The overall methodology will cover both physical and desk reviews, interviews, and e-based surveys with major stakeholders, country case studies, data analysis and triangulation. The more elaborate methodology will be prepared by the consultant and will be subjected to approval by AHWS management. The methodology and processes should guarantee data credibility, effective documentation, extensive consultation and representativeness and practical recommendations across the key strategic pillars.

## 5. SCOPE OF WORK

5.1 The evaluation will cover ongoing and completed AHWS interventions approved in the past 3 years. Guided by the questions outlined above, this together will also inform the methodological tools to be used. The five areas below define the scope of the review but are not limited in themselves. Each area should complement each other and should not be conceived as standalone.

5.2 Strategy design and interventions Relevance- *Area 1*: This aspect will provide an overall review of the adequacy of the AHWS strategy considering its design process and interventions and implications of current contextual factors both internally and externally to identify if any refinement is necessary. It will also involve a review of any significant changes to strategy interventions and its implementation that may have occurred within the period due to changes in contextual factors or lessons learned.

5.3 Implementation Effectiveness and Efficiency- *Area 2*: The review will assess the four pillars of the strategy observing the one-bank approach and Development Business and Delivery Model to implementation. It will examine AHWS lending. This will include assessment of the extent of execution of these including:(i) AHWS implementation plan on each intervention area and the required Bank structure, system and processes; (ii) funding to ensure that sufficient financial resources for implementation of the strategy (iii) human resource necessary to oversee all activities; (iv) “One-Bank” approach (support from the internal ecosystem) to implementation and coordination to maximize efficiency and impact; and (v) strategic positioning and partnerships cognizant that the AHWS cannot fulfil specified targets by acting alone and requires conscientious approach to building innovative and catalytic partnerships.

5.4 Results monitoring and achievement- *Area 3*: The assignment will review the progress made on these indicators. The review will further examine the adequacy and appropriateness of all indicators. It will further evaluate the corresponding risks and the associated mitigation actions. The review of progress of results will ensure that the areas of special importance by the strategy such as climate change, gender and fragility are fully examined. In addition, the review will make sure that the results achieved outside of those identified by the strategy are appropriately assessed and documented.

5.5 The review will ensure that quantitative data are from credible and approved or validated sources and can be accessed. In the case of qualitative measures, the review will ensure that source of evidence is verifiable and credible (i.e., valid, dependable, and triangulated) to ensure that the findings and conclusions drawn are robust, rich, comprehensive, and well-developed. Given the one-bank approach to implementation, the review will further assess the extent to which the AHWS performance indicators are incorporated in the corporate Results Measurement Framework and reporting.

5.6 Sustainable outcomes- *Area 4*: This aspect will determine the extent to which processes and results achieved so far by the strategy create long-term success and value effects both in terms of internal corporate alignment and external forces. Areas to be considered include a review of structure, management, and other internal processes of strategy implementation. It will also focus on external partnerships and the potential impact on the economic, environmental, and social impacts of RMCs.

5.7 Lessons learned and good practices- *Area 5*: This aspect of the review will identify the inherent challenges impeding implementation progress and opportunities for enhancement. It will document lessons learned and good practices. The lessons learned must be context grounded underpinned by verifiable evidence that can be triangulated from supporting sources.

5.8 The review will also include selected case studies to assess early results and elaborate on any positive changes arising from strategy executed interventions. It will also attempt to identify good practices learned or in place with specific examples drawn from strategy implementation approach across the four strategic areas in support of implementation.

## **6. DELIVERABLES**

6.1 The estimated level of effort for the assignment is 6 months with effective delivery within 9 months. The Consultant must present a detailed implementation plan in the inception report. The following deliverables are expected from the task:

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6.2 An inception report that will provide a comprehensive overview of the consultant's plan of action and timeline for conducting the review. It will include but not limited to the methodology framework and tools to be used for the assignment, implementation timelines and draft report outline. This will help increase clarity of interpretation of the Terms of Reference.

6.3 A diagnostic note on preliminary findings from the review. The note should also raise any issues of concerns that arose during the data collection and analysis and recommendations for management attention.

6.4 A draft and final Mid Term Review report incorporating reviewers' comments from key stakeholders. The report will include key findings and shall draw up key lessons and recommendations. The primary language of the report will be English. However, the Consultant will submit a final report in both English and French language. The report will not exceed thirty pages including annexes and shall adopt the following outline:

- i) Acknowledgment
- ii) Acronyms
- iii) Executive Summary
- iv) Introduction
- v) Methodology and Limitations
- vi) Overview of AHWS
- vii) The AHWS Strategy (Strategic focus (implementation approach, commitments, Portfolio focus))
- viii) Management and Performance (Relevance and coherence of the AHWS Strategy; AfDB/AHWS contribution to Water Sector in Africa; AHWS effectiveness including cross cutting issues; Bank efficiency and Results sustainability)
- ix) Lessons Learned, challenges opportunities and good practices.
- x) Conclusions and Recommendations
- xi) Bibliography

6.5 Annexes (terms of reference/scope of work; organizations/persons contacted; a discussion of the methodology and its instruments and evidence)

6.6 A succinct Power point presentation with summary findings.

## 7. PROPOSED SCHEDULE

7.1 The following table presents the expected schedule of activities and timeline per delivery.

Table 2: Activities and timeline

<b>Key Activities</b>	<b>Timeline</b>	<b>Responsible</b>
Review and approval of TOR by management	March 2024	AHWS
Issuance of EoI	March ,2024	AHWS
Review of proposals and consultant selection	April, 2024	Consultant
Establish Bank a technical working group to manage and review reports	April /May, 2024	AHWS
Signing of the contract	April/ May, 2024	Consultant
Inception Report and Methodology	May 2024	Consultant
Review of inception report and incorporating comments	June, 2024	AHWS/ Consultant
Data collection, consultations, and stakeholder engagement+ background documents and report writing	July to September, 2024	Consultant
Submission of Diagnostic report showcasing preliminary findings	September 2024	Consultant
Submission of draft Mid-term report, review of report and	October, 2024	Consultant

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<b>Key Activities</b>	<b>Timeline</b>	<b>Responsible</b>
stakeholder validation		
Submission of Final Report	October 2024	Consultant

### **8. CONSULTANT QUALIFICATION AND EXPERIENCE**

- i) At least master's degree in development economics/planning, international development, statistics or related field or equivalent experience. Advanced certificate in monitoring and evaluation will be an added advantage.
- ii) Strong experience in water policy, strategy, and operational landscape of MDBs
- iii) Minimum 10 years of work experience in monitoring and evaluating international development programs. Experience with result-based management evaluation methodologies.
- iv) Proven expertise in quantitative and qualitative methodologies, operations research, management information systems, reporting, data quality assessments, data analysis and presentation and setting up and managing M&E systems that track performance as per the objectives,
- v) Experience in use of M&E systems that are aligned with the principles of the Paris Declaration, i.e., ownership, alignment, harmonization, managing for results and mutual accountability.
- vi) Ability to prepare concise, timely, analytical, and informative documentation.
- vii) Excellent technical skills, including ability to process and analyse data using one or more statistical software packages, including at least one of the following: SPSS, MS Access, Excel, RapidMiner
- viii) Ability to deliver in a timely manner without compromising quality.
- ix) Strong experience in stakeholder engagement, networking, and broad consultations.
- x) Excellent report writing, communication, people skills and data processing.
- xi) Extensive exposure and knowledge on Africa; working experience in Africa is considered a plus.
- xii) Excellent command of English and French (oral/written)

### **9. INSTITUTIONAL AND IMPLEMENTATION ARRANGEMENTS**

9.1 Management: The overall organization and administration of the management mid-term review will be under the oversight of the AHWS Director Office.

9.2 Bank wide coordination: Key resource persons across relevant departments will be identified to review the work. This working Group will help mobilize the necessary department level information in support of the review and contribute to the design methodology tools and approach for the review and provide feedback on the draft report sharing insights into the findings, conclusions, and recommendations.

9.3 The Consultant will prepare a detailed methodology and work plan for validation indicating how the objectives of the assignment will be achieved guided by and in line with the Terms of Reference.

### **10. DURATION OF THE ASSIGNMENT**

The duration of the assignment is 6 months with effective delivery within a period of 9 months. The consultant may be required to travel to Abidjan, the Bank's headquarters, at the start of the assignment.

### **11. REMUNERATION**

The Consultant will negotiate an all-inclusive fee upon contract signature, and in compliance with the Bank's established remuneration scale, considering requisite qualifications and experience. The Bank will cover full costs of any required missions and provide per-diem in accordance with rules

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governing consultant mission travel. The Consultant is responsible for his/her own health insurance and accommodation costs.

The Department invites Individual Consultants to indicate their interest in providing the above-described services. Interested Consultants shall provide information on their qualifications, experience - demonstrating their ability to undertake this Assignment (documents, reference to similar services, experience in similar assignments, etc.) and their references. The eligibility criteria, the establishment of a short list and the selection procedure shall be in conformity with the Bank's Rules and Procedures for the Selection of Corporate Consultants. Please, note that interest expressed by a consultant does not imply any obligation on the part of the Bank to include him/her in the shortlist.

Expressions of interest (EoI) must be received at the address below **no later than 4<sup>th</sup> April 2024, at 23:29 GMT. EoI with more than 5 page-documents will be automatically rejected.**

For the attention of:

The Director,  
Water Development and Sanitation Department,  
African Development Bank Group.

E-Mail : Ms. Jeannette ELLO, [J.ELLO@AFDB.ORG](mailto:J.ELLO@AFDB.ORG)

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**Subject of Email:** EoI for AHWS – Mid Term Review of the Bank Group Water Strategy 2021-2025  
+ Name of consultant