



TERMS OF REFERENCE

Mid-term review of the Sanitation Learning Hub

Background and context

For over ten years, IDS's Sanitation Learning Hub (previously the CLTS Knowledge Hub) has been supporting learning and sharing across the international sanitation and hygiene (S&H) sector. The Sanitation Learning Hub (SLH) uses innovative participatory approaches to engage with both practitioners, policy-makers and the communities they wish to serve.

SLH is staffed by:

- Jamie Myers - Research and Learning Manager,
- Naomi Vernon - Programme and Communications Manager,
- Samantha Reddin - Programme and Communications Manager (maternity cover for Naomi),
- Elaine Mercer - Communications and Networking Officer,
- Mimi Coultas - Research Officer,
- Ruhil Iyer - Research Officer,
- Gian Melloni - Research Officer (maternity cover for Mimi),
- Stacey Townsend - Programme Officer,
- Alice Webb - Communications and Impact Officer.

SLH is currently in year 3 of a 4-year Swedish International Development Cooperation (Sida) funded project running from 2019 - 2023.

Aim: The overarching aim of SLH is to support and strengthen the sanitation and hygiene sector in tackling the complex challenges it faces in achieving universal safely managed sanitation by 2030.

Mission: We believe that achieving safely managed sanitation and hygiene for all by 2030 requires timely, relevant and actionable learning. The speed of implementation and change needed means that rapidly learning about what is needed, what works and what does not, filling gaps in knowledge, and finding answers that provide practical ideas for policy and practice, can have exceptionally widespread impact. Our mission is to enable the S&H sector to innovate, adapt and collaborate in a rapidly evolving landscape, feeding learning into policies and practice. Our vision is that everyone is able to realise their right to safely managed sanitation and hygiene, making sure no one is left behind in the drive to end open defecation for good.

Objectives: SLH has two core objectives defined in its Results Matrix:

- Objective 1: To advance knowledge and capacity within the sanitation and hygiene sector to innovate and strengthen practices and policies that lead to sustainable and inclusive sanitation for all.
- Objective 2: To contribute to learning processes, cross-organisational collaboration and capacity development in the sanitation and hygiene sector.

What we do:

We believe that tackling the complex challenge of achieving safely managed sanitation and hygiene for all requires timely, relevant and actionable learning. We cut

across organisational and geographical barriers, encouraging honest reflections of what works and what does not outside of people's usual silos. Key activities include:

- Co-convening global, regional and thematic [workshops](#) for reflecting, sharing and learning.
- Innovating 'Rapid Action Learning' (RAL) participatory approaches and methodologies.
- Co-producing action-orientated [research, publications and tools](#). A recent example is the '[Handwashing Compendium for Low-Resource Settings](#)', written rapidly in response to the COVID-19 crisis.
- Providing timely and relevant digital communications via our website <https://sanitationlearninghub.org/>, newsletter and social media.

Purpose

The purpose of the MTR is to conduct a formative evaluation and independently assess the relevance, efficiency, effectiveness and sustainability of the programme. The evaluators shall use the OECD DAC evaluation criteria for these 4 areas. The MTR will highlight successes and challenges since the current project funding phase began in 2019 and will seek to measure the progress towards the intended outcomes and objectives of the programme. This should focus on to what extent our programme is fulfilling our mission 'To enable the Sanitation and Health sector to innovate, adapt and collaborate in a rapidly evolving landscape, feeding learning into policies and practice'.

The MTR is also expected to document lessons learnt and make recommendations on how to improve the effectiveness of the programme for the remainder of this funding phase, (until September 2023) and beyond (as we will be applying for future funding).

Remit and scope

The review's focus will be on the time-period 1 October 2019 – December 2021 but the consultant may be required to familiarise themselves with the previous phase of the SLH (the CLTS Knowledge Hub) to contextualise the review's findings.

The review will include, but is not necessarily limited to the following thematic areas/questions:

EFFECTIVENESS

- How is SLH performing in relation to its agreed Results Matrix outcomes? (Please see Annex A for the Results Matrix)
- How are the overall roles and arrangements for programme monitoring, evaluation and learning working, and are any changes necessary?
- To what extent has SLH reached out efficiently and effectively to a diversified range of stakeholders, how has this outreach taken place?
- Is SLH inclusive, participatory and sensitive in its approach?

RELEVANCE

- To what extent are the activities and outputs relevant to achieving the stated outcomes of the programme?
- How is SLH perceived by its target stakeholders? Do they find the outputs/publications/events to be useful and of relevance and what is the level of quality?
- To what extent is the programme Results Matrix fit for purpose? Should any changes be made to the programme Results Matrix and framework?

- Is SLH adequately focussing on issues of sustainability throughout its work? If not, why not, and how can it do more? Is there any duplication of this work by other institutions? How is SLH unique in this work?
- Given performance and achievement to date, does SLH have the right strategy and capabilities to achieve agreed Results Matrix outcomes by the end of the project period? And for a longer period?
- To what extent has the Hub influenced partners' policy development? Provide examples and details of the influencing factors.

EFFICIENCY AND SUSTAINABILITY

- How appropriate and effective is the Hub's organisational structure and staffing profile for the implementation of our work?
- How sustainable is the Hub's programme of work?

Approach

The MTR should consist largely of a desk-based study, including interviews.

The review will include:

- Kick-off online or face-to-face meetings with Sida and the SLH team (depending on the location of the consultant).
- Online interviews with a range of stakeholders (up to 20). In selecting the interviewees, the consultant should strike a balance in terms of the geographical spread of the interviewees globally and their position and relationship to the Hub. We are looking for comments from a range of people, those who have engaged regularly with the hub and those who are more on the sidelines. The consultant should seek to minimise the number of stakeholders they interview for this MTR who have already been interviewed by a SLH team member as part of the ongoing internal monitoring of the programme. The consultant will propose a list of stakeholders for discussion with SLH and Sida in the work plan (submitted 2 weeks after contract signature) demonstrating a clear and objective method for selecting them.
- Online interviews with SLH staff (as a group, by areas of work or individually).
- Desk review of relevant literature: including SLH Annual Progress Reports; previous independent evaluation reports, the Results Matrix; key SLH outputs, including newsletters and publications; 2021 SLH User Survey results (all of which will be made available to the successful consultant.)
- An analysis of who uses our literature, attends our workshops and what impact our work is having.

Expected deliverables & timeframe

The MTR will take 3 months and ideally be carried out from 1 February 2022 – 30 April 2022 (but this timescale can be discussed as part of the interview process, prior to contracting) and we expect this to take 20 days of personnel time. It will be guided by the terms of reference and the workplan, which will be submitted 2 weeks after the MTR commences. It is expected that the workplan will be based on the methodology and approach put forward in the consultant's proposal, an initial review of key documentation, and the kick-off calls with both the SLH team and Sida. SLH and Sida will have the opportunity to provide comments on the workplan, which will need to be approved by Sida.

The draft MTR, with findings and provisional conclusions and recommendations, will be submitted to Sida and SLH by 4th April 2021. This report should be no longer than 20 pages,

excluding Annexes. Written comments on the draft MTR Report will be provided by SLH and Sida within 2 weeks of the report submission. A face-to-face and/or telephone meeting with SLH members and Sida may also be necessary to discuss the draft report.

The final MTR report will be submitted to Sida and SLH by 30 April. The report should be no longer than 25 pages, excluding Annexes. The final report should contain a 2-page executive summary, references, and a 1-page summary of key recommendations. An additional supporting document should also be submitted to demonstrate how the comments on the draft report have been addressed in the final report. **The timeline can be discussed as part of the interview process prior to contracting.**

Summary table of deliverables:

Deliverable / Activity	Provisional Timeframe
Detailed workplan submitted (based on initial document review and kick-off meetings with SLH staff and Sida).	2 weeks after contract signature
Draft MTR Report	4 th April 2022
Comments on MTR Report from Sida and SLH	18 th April 2022 (Two weeks after Draft MTR Report is submitted.)
Final MTR Report	30 April 2022 (Two weeks after comments on the Draft MTR are submitted.)

Budget & implementation arrangements

The consultant will be responsible for all logistic arrangements required to conduct the Review. SLH staff will facilitate meetings and interviews where necessary. All relevant expenses should be covered by the review contract budget.

The SLH contact person is Samantha Reddin (Programme and Communications Manager). The Sida contact is Ana Gren and Tove Löfholm (Controller).

The MTR will be contracted by IDS through the SLH budget, however this is an independent review and the consultant should retain their independence throughout.

Qualifications/competency & expertise requirements

The review requires an individual (or a small team) including an expert with a minimum of 8 years of evaluation experience and some experience of working on or evaluating projects on sanitation, WASH, CLTS or related fields.

Proposal

Consultants are requested to submit a short technical proposal consisting of:

1. Executive Summary
2. Qualifications to the Terms of Reference
3. Previous relevant experience
4. Technical response (including approach, methodology, and proposed list of evaluation questions)
5. Timeline/work plan
6. Personnel Inputs (include person days without any reference to fees)
7. A sample of previous evaluation work (preferably a mid-term review)
8. CVs

9. 2 referees

The Financial Proposal should be submitted in a separate document following the template provided in Annex B.

Bidders should submit their proposals to SLH@ids.ac.uk on or before **6 December 2021**. SLH will follow due IDS diligence processes for procurement of consultants. Proposals will be reviewed by a panel and scored on a matrix according to how appropriately they meet the criteria and address the TOR. Shortlisted applicants will then be contacted to discuss their proposal further. Any proposals received after this date and time will not be considered. The successful bidder will be notified on or before **15th December 2021**.

Any questions should also be sent to Samantha Reddin SLH@ids.ac.uk.

Reference materials

- <https://sanitationlearninghub.org/>
- Sanitation Learning Hub Strategic Multi-Year Key Results Matrix (Annex A)

ANNEX A - Sanitation Learning Hub Strategic Multi-Year Key Results Matrix

Overarching Objective: To support and strengthen the sanitation and hygiene sector in tackling the complex challenges it faces in achieving universal safely managed sanitation by 2030		
Impact	<p>Impact: Sector-wide improved practice, and institutional and government policy changes leading to stronger more equitable and sustainable sanitation outcomes for all.</p> <ul style="list-style-type: none"> • <i>Examples of policies / practices / initiatives / strategies influenced to which contributions may have been made by the Hub, including those that are geared towards gender, equity and inclusion and/or sustainability.</i> • <i>Examples of policies / practices / initiatives / strategies influenced in India to which contributions may have been made by the Hub, including those that are geared towards gender, equity and inclusion and/or sustainability.</i> 	
Objectives	<p>Objective 1: To advance knowledge and capacity within the S&H sector to innovate and strengthen practices and policies that lead to sustainable and inclusive sanitation for all.</p>	<p>Objective 2: To contribute to learning processes, cross-organisational collaboration and capacity development in the S&H sector.</p>
Outcomes	<p>Outcome 1.1: Enhanced stakeholder knowledge and capacity to implement sanitation and hygiene programmes sustainably and at scale AND/OR influence relevant policies / practices / initiatives / strategies.</p> <ul style="list-style-type: none"> • % of individual stakeholders whose interaction with the Hub and its associated outputs has improved their knowledge and capacity to implement sanitation and hygiene programmes sustainably and at scale. • % of stakeholders who have used their improved knowledge and capacity to influence relevant policies / practices / initiatives / strategies after utilising the Hub the website, workshops, publications and/or newsletter (disaggregated by policies / practices / initiatives / strategies). • <i>Examples of support provided to national/state/district level decision-makers in India.</i> • <i>Examples of high level interactions taken part in (disaggregated by India and non-India interactions).</i> • % annual increase in total unique page views of the Hub website. • % increase of new newsletter subscribers. • % of annual increase in the newsletter Click to Open Rate* (CTOR). • # of references to the Hub website. • # of citations of key Hub publications and Frontiers. • % increase of downloads of key Hub publications and Frontiers. 	<p>Outcome 2.1: New, better and quicker ways of recognising and sharing innovations and experiences are adopted/adapted by stakeholders.</p> <ul style="list-style-type: none"> • <i>Examples of Hub methodologies and action learning approaches used by governments and organisation.</i> <p>Outcome 2.2: Increased collaboration between actors.</p> <ul style="list-style-type: none"> • # of collaborations between the Hub and other actors. • # of requests for services and invitations to collaborate (disaggregated by number of requests related to gender, equity and sustainability initiatives). • <i>Examples of collaborations between non-Hub actors as a result of Hub activities.</i>
Outputs	<p>Output 1.1.1: New knowledge is generated and shared in prioritised areas.</p> <ul style="list-style-type: none"> • # of Hub knowledge outputs generated and shared, disaggregated by Frontiers issues, action learning and research studies and action learning studies focusing on India (% cover issues of gender, equity and inclusion, sustainability). • % of Hub publications peer reviewed. • # of Hub audio-visual outputs (% of which address issues of gender, equity and inclusion, and/or sustainability). <p>Output 1.1.2: Functional and user-friendly website.</p> <ul style="list-style-type: none"> • % of users considering the website user-friendly. <p>Output 1.1.3: Stakeholders collectively learn, share and develop new insights and solutions</p> <ul style="list-style-type: none"> • # participants on average per workshop (week-long workshops, one day sharing and learning workshops respectively). • <i>Extent to which workshops had appropriate diversity of participants composite assessment of: gender balance, sectors/organisations present, levels of government, geographic distribution).</i> • % of participants that indicate they acquired knowledge of new insights and solutions in a Hub workshop (disaggregated by the % of those reporting new knowledge with improved understanding of equity and inclusion as a result of their participation in Hub organised event). 	<p>Output 2.1.1: New methodologies are tested and developed through Hub research activities.</p> <ul style="list-style-type: none"> • # of Hub publications and other outputs sharing and using new methodologies and action-learning approaches. <p>Output 2.2.1: Interactions and knowledge sharing between stakeholders is increased.</p> <ul style="list-style-type: none"> • # of blogs/reports sharing experiences and lessons • % of stakeholders reporting new connections to other actors as a result of their participation in Hub organised events. <p>Output 2.2.2: Improved liaison with other knowledge networks/providers and other stakeholders/ actors.</p> <ul style="list-style-type: none"> • # of meetings with the Action and Learning Group or other UK based networking forums (e.g. SanCop). • <i>Examples of Hub relationships with non-Hub actors that have been build, strengthened or maintained.</i> • # of early career researchers sponsored to attend events (disaggregated by gender and global south/north).

ANNEX B – FINANCIAL PROPOSAL TEMPLATE

Table 1: Summary of fee rates and expenses

Total Fees	£
Total Expenses	£
TOTAL	£

Table 2: Breakdown of personnel inputs and fee rates

Name	Position	Country	No. Days	Daily Fee Rate	Cost
1.					
2.					
3.					
4.					
TOTAL FEES					

Table 3: Breakdown of project expenses

Category	Details	No.	Rate	Cost
International Travel				£
Other travel costs				£
Daily subsistence				£
Other (please specify)				£
TOTAL PROJECT EXPENSES				£