



# Completion Report

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Project Number: 46262-001  
Technical Assistance Number: 8601  
September 2016

## Women-Led Sanitation: Driving Change through ADB–CSO Partnerships

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TA Number, Country, and Name:			Amount Approved: \$225,000.00	
TA 8601-REG: Women-Led Sanitation: Driving Change through ADB–CSO Partnerships			Revised Amount: n/a	
Executing Agency: Asian Development Bank		Source of Funding: Water Financing Partnership Facility	Amount Undisbursed: \$203,807.00	Amount Utilized: \$21,193.00
TA Approval Date: 20 December 2013	TA Signing Date: 20 December 2013	Fielding of First Consultant: 7 October 2014	TA Completion Date Original: 31 December 2014 Account Closing Date Original:	Actual: 31 December 2015  Actual: 30 April 2016
<b>Description</b>				
<p>The small-scale research and development technical assistance (TA) aimed to provide a deeper understanding of development outcomes resulting from enhanced local participatory delivery models for community-led sanitation management (linking environmental sanitation and public health) and the sustainability of infrastructure investments. The study also aimed to assess the opportunities for enhancing Asian Development Bank (ADB)–civil society organization (CSO) cooperation in supporting ADB’s sanitation investments throughout the Asia-Pacific region. It was developed on the basis that one solution does not fit each and every country. It recognized that women, particularly young women, are disproportionately affected by poor sanitation. This study aimed to develop a framework for creating strategic partnerships with CSO to address urgent sanitation scale-up requirements, to generate additional funds (or synergies of operations) with CSOs, and to improve ADB’s approach and activities in sanitation-related areas through incorporating CSOs knowledge (e.g., hygiene promotion, community mobilization, etc.) into ADB operations. The study and pilot work initiatives through engagement of a consultant (firm) would (i) promote practical solutions featuring good practices and lessons learned from the region, (ii) analyze the role of women and men in driving this change in sustainable sanitation and better hygiene practices, and (iii) identify innovative collaboration and partnership opportunities to support the sanitation sub-sector.</p>				
<b>Expected Impact, Outcome, and Outputs</b>				
<p>The expected impact of the TA was improved planning, design, and implementation of ADB’s rural sanitation projects. The intended outcome was increased ADB–CSO–developing member country (DMC) collaborations and partnerships on ADB rural sanitation projects. Expected outputs were (i) Output 1: Stakeholder assessments, participation plans, and work planning; (ii) Output 2: Data collection, analyses, and identification of pilot projects (sex-disaggregated data will be collected); (iii) Output 3: Development of pilot activities; (iv) Output 4: Participation of stakeholders and knowledge generation; and (v) Output 5: Knowledge products launch and dissemination. The intended outcome and expected outputs were relevant to regional developmental needs and ADB’s ongoing country programs at the time of design.</p>				
<b>Delivery of Inputs and Conduct of Activities</b>				
<p>The entire TA amount of \$225,000 was contracted with an international NGO (iNGO) on 7 October 2014 following a lengthy procurement process. The main deliverables were: (i) brief inception report with work plan, draft table of contents of proposed publications, and selected case studies; (ii) interim report including data collection and analyses; (iii) technical papers, e.g. case studies, lessons learnt briefs, pilot studies, and social media stories; (iv) draft publications for key international water knowledge event; (v) media material for publications and use of social media platforms, and (vi) final publications for printing. Contract variation no. 1 was approved on 12 January 2015 to replace the Publications/Social Media Specialist.</p>				
<p>A request to use single source selection (SSS) of the iNGO was denied by OSFMD and a competitive bidding process adopted. Recruitment of the consultant (iNGO) through a competitive CQS consulting services contract took over 10 months, only one qualified bidder was evaluated as suitable for undertaking the services. The challenges affecting the slow consulting services procurement were: (i) lengthy discussions on the appropriate bidding process, and (ii) delays in finalizing negotiations of a draft contract. The consultant (firm) was recruited according to ADB consulting services guidelines. The procurement delays in consulting services resulted in some staff changes and significant constraints on ADB resources as the iNGO and Civil Society Center (NGOC) became short of supervisory resources. The Nepal earthquake in April 2015 also made one of the pilot countries unavailable to continue activities.</p>				
<p>The consulting services planned use of services was 8 person-months of international consultants, and 37 person-</p>				

months of national consultants (adjusted to 28 person-months of international consultants, and 17 person-months of national consultants in a contract variation). Actual utilization after early termination was 2.68 person-months of international consultants and 0.20 person-months of national consultants.

Another contract variation was approved on 16 November 2015 to extend contract completion date from 6 October 2015 to 31 December 2015, pursuant to an approved memo dated 21 October 2014 for a minor change in implementation arrangements to extend TA completion date until 31 December 2015, reallocate budget, and upgrade 3 national consultant positions to international. The extension of the services was undertaken because of the slow mobilization caused by initial procurement delays and changes in staff availability. The unexpected earthquake in Nepal and changing portfolio demands in the Southeast Asia countries also required additional dialogue within ADB which caused some delays.

In early 2016, in consideration of the overall TA portfolio of the Sustainable Development and Climate Change Department (SDCC), lack of progress to date, and resources allocation priorities in NGOC, a decision was made not to extend the TA further.

A final contract variation to close the contract was issued on 5 May 2016, and official TA closing date was on 30 April 2016.

The performance of the consultant is partly satisfactory and the performance of ADB as executing agency is unsatisfactory.

#### **Evaluation of Outputs and Achievement of Outcome**

Main outputs of the TA were not achieved as the activities did not advance past the inception phase of the services.

#### **Overall Assessment and Rating**

In light of the closure of the TA prior to completion of the work plan, the overall rating is unsuccessful.

#### **Major Lessons**

The use of consulting services to simply buy expert time from the consulting firm (an iNGO) in this case appeared an inefficient tool due to inherent inflexibilities. SSS could possibly have shortened the consulting services bidding process; the use of SSS would also have sent a message to the iNGO that ADB considered they had unique experience which ADB wished to acquire to undertake the services. Such a clear message would have indicated to the iNGO ADB's intentions, such a communique to an NGO would have provided a higher level of certainty that an engagement was forthcoming. Such a communique could also have been interpreted by the NGO that ADB was, albeit through a consulting services modality, engaging as a partner, a modality that NGOs better understand. Opportunities for possible operational partnerships, with a specific contribution of resources from the iNGO, appeared after the iNGO had been recruited. However, such opportunities need to be identified early in the TA processing cycle and the TA designed accordingly. ADB business processes should be more flexible allowing alternative arrangements to consulting services for TA implementation (in this case, a partnership agreement would have been more suited). Unfortunately, the use of non-consulting services in ADB-NGO engagement processes, at the time of the TA formulation, was considered highly unusual. However, catalyzed by the Midterm Review of Strategy 2020 and Action Plan item 2.31, knowledge partnerships and operational partnerships are now becoming more common. Operational partnerships allowing ADB to work with partners with shared objectives and willingness to contribute knowledge and resources to the TA would provide a valuable alternative implementing arrangement for partnering with iNGOs.

#### **Recommendations and Follow-Up Actions**

Develop business processes to allow partnerships for TA implementation, ensure such partnerships, and appropriate implementing arrangements, are incorporated into TAs prior to approval.

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