



CONSULTANT-TERMS OF REFERENCE

Title:	Country Strategic Review
Country of Assignment:	Nigeria
Duty Station	Physical/remote/CP
Duration of Assignment:	30 consulting days between September and November 2026

1. Background

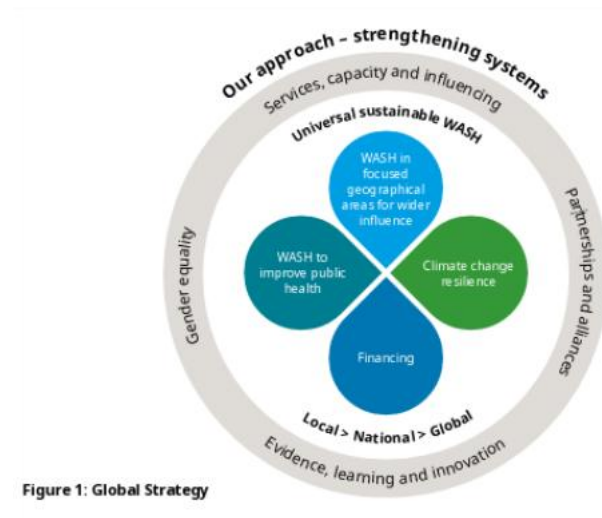
1.1 WaterAid's Global Strategy 2022-2032

In 2022 WaterAid International launched its [Global Strategy](#): *Ending the water, sanitation and hygiene crisis together – for everyone, everywhere*. The strategy covers the period from 2022 until 2032. The Global Strategy identifies the following four strategic Aims:

- **Aim 1:** Achieve universal, sustainable and safe services in focused geographic areas to influence wider change.
- **Aim 2:** Prioritise WASH across the health sector to improve public health.
- **Aim 3:** Strengthen the resilience of WASH to climate change.
- **Aim 4:** Increase the quantity and quality of financing.

To deliver on the four Aims, the overarching approach of WaterAid's programmes focuses on systems strengthening. The four key aspects of the approach are:

1. Services, capacity and influencing.
2. Partnerships and alliances.
3. Gender equality.
4. Evidence, learning and innovation.



1.2 Country Programme Strategy and Country Programmes Plans and Strategic Implementation Framework

At country level, the 10-year Global Strategy is implemented through two Country Strategy cycles, each covering a 5-year period. Cycle I covers the period from FY23/24 to FY27/28, Cycle II covers the period from FY28/29 to FY32/33. This strategic review focuses on the current country strategy FY23-24 to FY27-28 which is 5-year period. The findings and lessons learnt will inform the development of the new country strategy FY28-29 to FY32-33 and the annual plans 2027-2028. Each Country Programme had identified the Aims and the programmes they are focusing on during the current strategic cycle FY23-24 to FY27-28. For each Aim selected, a Programme Plan, Strategic Implementation Framework and Strategy Resource plans were developed.

Each Programme Plan covers the following sections: situation analysis; programme Theory of Change; programme results and intervention approaches; learning, monitoring and evaluation; partnership; risks; transition and sustainability; resources required, including funding and people.

WaterAid Nigeria Country Programme Strategy Summary

In the past 27 years, WaterAid Nigeria has been working towards the day when everyone in the country has access to sustainable and safe WASH services. Whilst some progress has been made, facilitated by political will at Federal level, it is necessary to support the development of a strong enabling environment to create the nationwide impact required. Our new strategy, bolder and more ambitious than the last, lays out our blueprint for maximising the emerging

opportunities through systemic change and accelerating impact over the next five years.

Our ambition as a country programme

Nigeria is a country of global importance for achieving universal access to WASH due to its size, population, economic strength, geostrategic significance, and influence beyond its borders. Achieving universal WASH coverage in Nigeria therefore has the potential to create a ripple effect of transformational change across the region and continent.

By 2028, our ambition is to reach 10,000,000 people directly through our interventions with basic WASH services and behaviours. Working collaboratively with the government of Nigeria and other key partners in development, media, academia, private sector, and civil society space, we further seek to influence improved basic WASH access for 17,000,000 more people.

To achieve this, we will align our work over the next five years with two strategic aims:

Aim 1: Achieve universal, sustainable, and safe services in focused geographic areas to influence wider change.

Aim 2: Strengthen the resilience of WASH to climate change.

Central to this ambition is our support to the Federal, State and Local Governments of Nigeria and collaboration with targeted communities, to deliver and scale-up WASH solutions that are sustainable, climate-resilient, gender-responsive and address key cross-cutting elements of other development goals including health, education, poverty, economic growth, and nutrition.

Partnerships will form the bedrock of our approach. We will be deliberate in collaborating and building linkages with government institutions, donors, researchers, think tanks, innovation hubs, communities, youth groups, civil society organisations, private sector players, development sector actors, and a diverse range of stakeholders. Through this, we will galvanise efforts and mobilise human, financial, intellectual and social resources in every Local Government Area (LGA) and city where we work as a foundation to improving the WASH sector and transforming the lives of Nigerians. We will measure our collective success with our partners and allies reaching millions of people through strengthening the system to deliver sustainable WASH services.

We will be the catalyst for sustainable and safe WASH for communities in specified LGAs in Bauchi and Lagos states, supporting and influencing service

providers and government authorities to deliver change. We will also engage sudden emerging opportunities to maximise impact in other states.

We will be a thought and practice leader with a clear, well-recognised distinctive role in elevating WASH issues and putting them at the forefront of the development agenda. We will work to influence donors and governments to invest more in WASH and seek to improve integration and prioritisation of WASH into other sectors such as health and education with the aim delivering nationwide sustainable access to WASH.

Crucially, across all our work, we will advance gender equality through changes in norms and systems. We will drive cutting-edge programmes of exceptional quality, demonstrate effect of climate change on WASH, anchor learning initiatives through our impactful work on the ground and use these experiences to influence positive change.

Key shifts

To achieve our strategic objectives, WANG will build on its strengths and adapt to respond to ongoing changes. There are a number of systematic changes that we will introduce or strengthen in our work.

WASH in Climate: we will strengthen our integration of climate change considerations, ensuring WASH services are more resilient, and that WASH is prioritized and strategically positioned in climate change adaptation strategies.

Circular sanitation economy: our approach to sanitation will be more holistic, focusing on all the links of the sanitation service chain and supporting government deliver safely managed sanitation and derive the wider impacts that sanitation could contribute to overall economic growth in other sectors such as agriculture, area-wide multiple water use, environment and climate change.

Public private partnerships: we will increase our focus on building long lasting partnerships that harness the strengths of public and private sectors to drive business potentials in WASH.

Comparator states: we will be more deliberate in working with states that border our focal states by providing technical assistance and supporting them to be part of our implementation process as a route to keep scaling up improved WASH access.

Gender: As a non-negotiable principle, we will be more deliberate to work

with gender-focused partners and groups in planning and delivering our programme. We will build on our experience of empowering women economically by strengthening skill and capacity to operate and manage water schemes and village level operations and management. We will ensure that various dimensions of their social and biological roles are reflected in institutional service delivery. Another focus will be on gender-based analysis, budgeting and monitoring to continuously learn and improve on women and girls' representation and decision-making roles on their WASH needs.

Rationale for the selection of Aim 1

Realising universal and sustainable WASH access with a route to scale calls for a comprehensive and holistic approach that targets to reach everyone with services. Based on our situational analyses, we have selected to focus our intervention on two states: Bauchi and Lagos, both in urgent need of increasing and improving WASH services and behaviours. In Bauchi, 2021 WASHNORM statistics, basic access to water is 67%, sanitation is 60% and hygiene just 19%. In Lagos, basic water access is 96%, sanitation is 62% and hygiene is 35%.

Rationale for the selection of Aim 2

There is strong evidence that climate change is exacerbating existing barriers and creating new challenges to meeting the Sustainable Development Goal (SDG) 13 and 6 targets. It is causing increased vulnerabilities for communities already struggling with poor access to WASH and negatively impacting their resilience. There is need to ensure that progress is delivered in a way that helps to manage existing and future threats and strengthen the environment to enables services and behaviours to be renewed quickly after shock events.

This aim also directly aligns with Aim 1 as universal, sustainable and safe WASH can only be achieved if it is delivered in a way that manages existing and future climate threats. In delivering this aim, we will work at national, state, and local government levels.

The National Climate Change Policy, NCCP (2021), Climate Change Act (2021), updated National Determined Contribution, NDC (2022), National Climate Resilient Action plan, 2050 Long-Term Vision for Nigeria (LTV-2050) and National Climate-Resilient Water Management Plan (NCRWMP) all presents opportunities as entry points for us to effectively engage.

Our Approaches

- **Service Delivery, Capacity Building & Influence:** Deliver sustainable, climate-resilient and inclusive WASH services, build capacities in the process, while influencing policies, standards and investments.
- **Gender, Disability and & Social Inclusion:** Promote gender equality, women's leadership, menstrual health, and inclusion of people with disabilities.
- **Partnerships:** Work with government, civil society, private sector, media, youth groups and development partners to scale impact.
- **Evidence & Innovation:** Generate evidence, share learning and promote innovative solutions that can be replicated and scaled.
- **Local Government Wide Approach:** Support WASH improvements across entire LGAs to strengthen accountability, sustainability and integration into development plans.
- **System Strengthening:** Strengthen institutions, policies, financing, capacity and coordination to achieve lasting WASH services.
- **Security-Sensitive Programming:** Use adaptive, risk-aware approaches and strong local partnerships to operate effectively in fragile contexts.

WaterAid combines service delivery, advocacy, partnerships, innovation and system strengthening to achieve sustainable and equitable WASH access across Nigeria.

2. Purpose and characteristics of the strategic review

As part of WaterAid's strategic cycle, the Country Programmes will conduct a strategic review of their current Country Strategy and the Programmes through which the strategy is implemented. Throughout this document this will be referred to as Country Strategic Review.

The Country Strategic Review process is owned and driven by Country Programmes (CP), with opportunities for consultation with, and support from, the Regional and Global Teams. The process will be overseen by the Country Director, supported by the CP Senior management who will play a key role in supporting staff engagement with the process, in enabling honest reflection, and in the identification of clear, specific implications for the next

country strategy. As per the [Global Evaluation Policy](#), the Country Strategic Review will be facilitated by an external consultant or groups of consultants. The primary role of the external consultant(s) is to bring evidence and different perspectives together, facilitate the process of reflection and learning involving key stakeholders, and pull together the final report with the main findings, lessons learnt and key implications for the development of the next strategy.

2.1 Purpose of the Country Strategic Review

The purpose of the Country Strategic Review is for Country Programmes to:

1. Reflect on the **relevance**¹ of the Country strategy 2023-2028 and the Country Programme Plans through which the Country Strategy is implemented.
2. Assess the **effectiveness**² against the programme outcomes articulated in each of the Country Programme Plans and identify factors that have contributed to or impeded the delivery of the expected outcomes.
3. Assess the **added value and synergy**³ of WaterAid's programmes in the WASH sector and related sectors in country.
4. Assess the **resource availability** (funding, skills, expertise and processes/systems) to deliver the Programmes.
5. Capture the **lessons learnt**, reflect on and identify key **implications for the development of the next Country Strategy**.

These **review criteria** will provide the overarching framework for the Country Strategic Review.

2.2 Characteristics of the Country Strategic Review

First and foremost, the Country Strategic Review is an opportunity for Country Programmes to **reflect on** the relevance, effectiveness, added value and synergy of the current Country Programme Strategy. It is a **safe space** where different sources of evidence and different perspectives are brought together and discussed, to reflect on the **lessons learnt**, **identify key parameters** and their **implications** for the development of the next Country Programme Strategy. To that effect, stakeholders participating in the Country Strategic Review are encouraged to be open about what has and has not worked. To encourage this openness the report generated will be an **internal document**⁴.

The Country Strategic Review is pitched at a **strategic level**. In other words, it is neither an in-depth assessment of programme performance nor a detailed assessment of the contribution of the Country Programme to the implementation of the Global Strategy. Based on the above, we are looking to recruit a consultant to facilitate the process including development of an

inception report, data collection, facilitation of a reflection workshop and writing up the findings, lessons learned and implications of the review for the country programme.

3. Approach and Methodology

The review process uses a mixture of methodologies that culminate in a participatory review workshop with WaterAid staff. This will include review and analysis of internal and external documents, Internal and external¹ key informant interviews (KIIs) and Focus Group Discussions (FGDs), consolidation of preliminary findings into a draft report to present in the Participatory Review workshop, and final reporting. The consultant will develop an inception report with a detailed methodology and approach as guided by the Country team. Core evaluation questions are listed in Annex 1.

4. Use of the Country Strategic Review

The findings of the Country Strategic Review will:

- Inform the development of the next Country Strategy (2028-2032) and supporting Programme Plans.
- Inform the annual planning process for FY27-28.
- Input into the Mid-Term Review of the Global Strategy 2022-2032, which will take place during FY26-27.

5. Audience

The primary audience of the report generated is the Country Programme itself, since its staff will be leading the development of the next Country Strategy and will therefore be the primary users of the lessons learnt. Other users of the report include Regional Teams, International Programmes Department (IPD) support functions (Programme Operation Team, Programme Support & Knowledge Team, Philanthropy Fundraising & Partnerships), Global Policy and Campaigns , fundraising teams and International Programmes Department Senior Management Team at WaterAid UK, as well as other members of WaterAid International.

6. Timeline and working Arrangements

¹ External KIIs could include for example: key government departments responsible for WASH, utility partners, CSOs/NGOs, academia and research.

It is anticipated that the overall process will span across three months, but the consultant's level of effort would be approximately 30 days maximum.

The selected consultant will work with a Country Strategic Review working group to facilitate the process led by the Country Director.

7. Responsibilities of the consultant

As a minimum, the responsibilities of the consultant(s) include the following:

- Review the Terms of Reference and agree on the scope of work.
- Participate in a short inception meeting.
- Review the background information provided by WaterAid.
- Prepare a short inception report outlining the approach and methodology proposed for conducting the Country Strategic Review. This should include the identification of additional information to be sourced (both internally and externally) beyond the information initially provided by WaterAid, the identification of key stakeholders to be interviewed (both internally and externally), topic guides for conducting Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs), and a proposed outline and methodology for the participatory review workshops.
- Source additional information, both internally and externally. The collection of primary quantitative data is **not necessary** for the Strategic Review.
- Review the internal and external information and consolidate the main findings in a way that is accessible and can be shared as input for the participatory review workshops.
- Conduct KIIs and FGDs with the internal and external stakeholders identified and consolidate the main findings from the KIIs and/or FGDs in a way that is accessible and can be shared as input for the participatory review workshops.
- Facilitate participatory workshops to validate the findings and identify lessons learnt and implications for the next country strategy and final year of implementation.
- Draft the final report summarising the process and capturing the main findings of the Country Strategic Review, including the lessons learnt and implications for the development of the next strategy.
- Respond to feedback on the draft report and submit final report.

8. Deliverables

Deliverable	Estimated deadline	Estimated # of consultancy days
Inception report	15/09/2026	5
Data collection and analysis	29/09/2026	10
Summary findings for reflections	2/10/2026	3
Facilitate Participatory Reflection and Validation Workshop	7/10/2026	5
Draft report	12/10/2026	5
Final Report	15/10/2026	2
Total		30

The specific outputs for the assignment include:

- An **inception report** and a work plan with activity timelines and methodology and approach for conducting the Strategic Review Process presented to WaterAid for input within 5 days of signing the contract
- **Data collection and analysis** completed.
- **Preliminary findings** for reflection are completed incorporating all the key emerging aspects, shared with WaterAid before workshop.
- Organise and facilitate a **participatory workshop** to validate the preliminary findings as prepared and reflect on the lessons learnt and the implications for the development of the next County Strategy and Programme Plans.
- Compile a **draft report** after participatory validation and reflection workshop is completed and submission of the draft report to WaterAid for input and comments.
- Presentation of **final report** to WaterAid for sign off and approval.
- Submit a soft copy and summary power point slide deck of the highlights in the final report to WaterAid

9. Qualifications

For this Strategic Review, the primary role of the consultant(s) is to review internal and external information and consolidate main findings, facilitate the participatory review process for the Country Programme Strategy and Country Programme Plans (including hosting a workshop) to support the WANG CP to assess progress against strategic ambitions, identify implications for the next and to create a safe space for reflection.

The preferred consultant(s) should therefore have the following qualifications, experience, and competencies:

- A strong background in the facilitation of participatory processes.
- Track record in conducting reviews at a strategic level.
- Experience in mixed methods for multistakeholder Reflection and Learning and ability to tease out key learning insights.
- Understanding of the WASH situation / dynamics in country, the key players in the Nigerian WASH sector and other sectors that are relevant for the Country Programme Strategy.
- Thorough knowledge of the various frameworks guiding Nigeria's WASH sector development and reform process, as well as those at the Regional and Continental levels.
- Strong qualitative analytical skills and ability to review a significant volume of information from different sources to identify and extract key issues that are relevant for the Country Strategic Review.
- Strong report writing and presentation skills.
- Good communication skills.
- Fluent in English.
- Familiarity with WaterAid and the way it works would be an advantage.
- Good facilitation skills and of facilitating focus group discussions with a range of stakeholders.
- Advanced degree in one or more of the following areas: Public Policy, Public Health, WASH, Climate Change or Environmental Studies, International Development or any related discipline.

10. Submission of Applications

Interested and qualified candidates (teams or individuals) should submit their completed Expression of Interest / proposal (consisting of narrative and financial proposal, together with a letter of interest and pertinent documents on or before 8 September to procurementng@wateraid.org

Submission should include previous relevant experience, particularly in relation to participatory methods and contactable references.

Please indicate “[Nigeria] Strategic Review” in the subject line.

11. Additional considerations:

- Applications received after the closing date will not be considered.
- All applications to be electronically submitted

- Only short-listed applicants will be invited for further discussions.
- Qualified female consultants and those with disabilities are strongly encouraged to apply.
- Consultants to provide maximum 2-page profile
- Provide online links to or copy of similar work delivered