

Terms of Reference
Individual Consultant (National)

Title	Sanitation Business Support Consultancy
Purpose	To assist selected Metropolitan, Municipal and District Assemblies to implement sanitation business models to increase access to sanitation products and services
Location/duty station	The Consultant will work from home with travel to programme regions and districts
Duration	11.5 months (241 days)
Expected Start Date	August 2021
Expected Fee	TBD
Reporting to	WASH Specialist (Sanitation & Hygiene)
Budget Code/WBS No	SC 130002 WBS/1620/A0/05/803/007/006
Project and activity codes	Output 7 Activity 7.6
Support to	Selected Metropolitan and Municipal and District Assemblies (MMDAs), Ghana Enterprise Agency (GEA), Department of Community Development and Environmental Health & Sanitation Directorate (EHSD), Ministry of Sanitation and Water Resources (MSWR)

1. Background

UNICEF Ghana has since 2015 been supporting the government of Ghana to roll out Market Based Sanitation (MBS) interventions under the Sanitation Marketing Programme as one of the pillars of the Rural Sanitation Model and Strategy (RSMS) to accelerate access to basic sanitation. The Sanitation Marketing (SanMark) programme has various components namely Technology Support, Business and Entrepreneurship, Sales and Marketing. In this regard, various models have been designed and implemented at national, sub-national and community levels to enhance sanitation service delivery.

Over 1,000 artisans and 4,000 Community Technical Volunteers (CTVs) have been trained and are currently supporting household latrine construction in 46 UNICEF supported programme districts across 8 regions and have collectively constructed over 20,000 latrines since 2017. Similarly, 508 sales agents were in 2019 trained to lead latrine promotional activities in communities. The sales agent model is however evolving, and more targeted engagements will have to be made to make them fully operational. The programme also supported first ever sanitation expos event piloted across programme districts and established Village Savings and Loan Associations (VSLAs) in beneficiary communities to help mobilize individual savings towards latrine acquisition. Through the Ghana Enterprise Agency, (formally National Board for Small Scale Industries, NBSSI), Business Partnership Meetings (BPM) have been held in the districts to nurture sanitation enterprises and service providers. These interventions have been facilitated in partnership with relevant state, private sector and CSO actors.

2. Purpose and Rationale for the Assignment

The purpose of the assignment is to provide technical assistance to selected MMDAs to implement various sanitation business and service delivery models that would increase latrine uptake.

The gains made over the years notwithstanding, systems for delivering sanitation services are still not optimized to accelerate household access to improved latrines. With an average district population of 120,000 and a basic sanitation coverage of 17% (MICS 2017), districts must be able to construct an average of 20,000 toilets to achieve the SDG targets by 2030. The current pace of latrine construction by artisans is slow and therefore not able to catalyze the increasing latrine uptake required to meet the SDG targets. A combination of service delivery models with increased technical capacity of decentralized structures to coordinate and support Micro, Small and Medium Enterprises (MSMEs) are required to achieve the desired results. To do this, different service delivery models that have been tested nationally and globally would be reviewed and contextualized for implementation in selected districts to enhance latrine uptake. These include Network systems – aggregator service delivery model, One stop shop model, Turnkey service provider model and Focal service delivery model.

Furthermore, financing has been one of the barriers to improved latrine acquisition by households. Village Savings and Loans Associations (VSLAs) was integrated into CLTS implementation to address the financing challenge partly. Through the VSLAs, individuals come together to form groups with the objective of mobilizing local resources in the form of savings and loans for their livelihood enhancements and to support improved latrine acquisition. Hundreds of VSLA groups have been established since 2016 as part of the efforts to increase the purchasing power of rural households for latrine products and services. These groups have also served as a platform for disseminating hygiene and handwashing messages. The VSLA platform has further been explored for local soap production businesses to enhance handwashing practices whilst improving the livelihoods of group members. However, the VSLA model results have not been well documented. Anecdotal evidence of its impact has been recorded in various human-interest stories and field reports. These reported results have also not been across the board. Leveraging VSLAs as a vehicle for sanitation uptake and hygiene promotion has become more critical as the sustainability of latrines in CLTS and hand hygiene are being stepped up. A review of the VSLA model is being proposed to help improve on its effectiveness and fit for purpose. A revised guideline will subsequently be developed to inform implementation going forward.

UNICEF is seeking to engage the services of a national consultant to support the roll out of the established national sanitation business models and global service delivery models in ten districts.

The consultant will be expected to provide technical support to District Sanitation Marketing (SanMark) Teams comprising staff of the Ghana Enterprises Agency, the District Works Department, Environmental Health and Community Development to accomplish the tasks. The technical support is expected to cover capacity building, coordination, monitoring and reporting on progress of the specific sanitation business support activities in the MMDAs.

3. Objective and Scope of the Assignment

The overall objective of the assignment is to increase access to affordable and sustainable latrine products and services to rural and peri-urban households through the strengthening of sanitation businesses and service models. Through this assignment, the capacity of relevant decentralized departments and agencies (i.e. GEA, EHSD, DCD) will be enhanced to implement systems for delivering sustainable sanitation services.

Existing models such as VSLAs, Business Partnership Meetings (BPMs), entrepreneurship and sales promotion would be reviewed, finetuned and strengthened and implemented to facilitate efficient sanitation services delivery. A PPP framework for sanitation service delivery at the MMDA level and an M & E system for tracking activities of sanitation businesses would also be operationalized. The assignment will cover 10 selected MMDAs (listed in Annex 2).

4. Methodology

As part of the inception activities, the selected consultant would be expected to propose a detailed methodology and workplan based on the scope and deliverables of the assignment. During this period, the consultant will also review existing sanitation business materials and suggest modifications based on lessons from the field and emerging trends in market-based sanitation. He/S he will be required to develop other relevant tools and materials to aid the implementation of the various tasks by partners. The consultant will work closely with various departments and agencies such as the Ghana Enterprise Agency (GEA), EHSD, MMDAs, Department of Cooperatives, Department of Community Development and RUFINLIT to execute the assignment. In doing so, he/she is expected to consciously build local capacity for implementation and sustainability.

The consultant will develop capacity building plans and packages for districts and liaise with UNICEF WASH Officers to organize trainings. The assignment will adopt an approach that would establish regional level resource teams to support district level trainings, supervision and monitoring. The consultant will provide technical guidance to MMDAs and other partners to ensure activities are implemented according to design.

The consultant will develop monitoring and reporting templates for monitoring the implementation of business support activities. The consultant will collate monitoring data monthly and provide monthly reports to UNICEF, GEA and MSWR on the status of implementation across districts. From the monitoring data, the consultant will be required to identify implementation challenges and work with the districts to address the challenges to facilitate effective implementation of sanitation business support activities. The consultant's support to regions and districts will be done both remotely (through phone calls and online meetings) and on site.

The consultant will document the implementation of sanitation business support activities and their outcomes across the districts. The documentation should highlight peculiarities and adaptations that are made by districts during implementation, highlighting key success factors. These will feed into ongoing review of the RSMS and subsequent scaling up.

The consultant will work under the overall supervision of the WASH Specialist (S&H) with day to day coordination of activities with WASH Officers (S&H) in Accra and Tamale including planning and budgeting for activities. S/he will also hold consultative meetings with the WASH team and officers of the GEA and MSWR as may be required to review and update implementation plans.

5. Tasks to be Completed

The Consultant will work with the support of the UNICEF Team, national, regional and districts partners to accomplish the following tasks in 10 selected districts:

1. Undertake a desk review of relevant programme documents and hold discussions with key stakeholders as input into the development of the methodology and workplan for the assignment
 - Review existing programme documents for deeper appreciation of the SanMark programme and to inform Consultant's approach to the assignment
 - Design methodology and work plan for the assignment
 - Hold meetings with UNICEF team for a joint review of the deliverables, methodology and workplan for the assignment
 - Submit inception report
2. Support Municipal and District Assemblies to implement Sales and Marketing Systems to increase demand for latrine products and services
 - Review the existing sales promotion model and provide practical recommendations for sales agents to work with sanitation entrepreneurs
 - Develop materials and build capacity of MMDAs to roll out training program for sales agents on the revised sales promotion model
 - Coordinate MMDAs' implementation of sales activities and establishment of networking platforms for sales agents and sanitation entrepreneurs
3. Facilitate the piloting of sanitation business and service delivery models to enhance private sector led latrine construction at the district level
 - Review existing sanitation business models such as the local Artisan Model and District Manufacturer model and service delivery models such as the focal point, network, one stop shop and turnkey and develop practical steps and strategies to roll them out in the selected municipalities and districts learning from both international and national experiences
 - Engage with Municipalities and districts to adapt the models to suit the local context
 - Train selected MMDAs to roll out implementation of sanitation service models and provide technical support for the selection of MSMEs
 - Assist GEA to develop and implement a structured coaching and mentoring programme for the sanitation MSMEs
4. Support MDAs and MMDAs, to establish or strengthen networking and coordination platforms for private sector actors in Sanitation
 - Facilitate establishment of association of artisans incorporating models of enterprise group savings and loans where appropriate

- Work with MMDAs to review Business Partnership Meetings (BPMs) and develop a revised and structured framework for BPMs
 - Develop a PPP framework for sanitation service delivery at MMDA level
 - Support MMDAs to launch the PPP framework and invite private sector to support the district ODF agenda
- 5. Support MMDAs to strengthen use of BaSIS for tracking services delivered by sanitation MSMEs
 - Assist with the development of simple tools / forms for use by MSMEs to record and track their sales and other business transactions
 - Assist MMDAs to build capacities of sanitation MSMEs to use tools / forms in selected districts
 - Provide technical assistance to MMDAs to use BaSIS to track activities of MSMEs and trained latrine artisans
- 6. Review the community-based financing scheme (CBFS) including the VSLA model and provide practical recommendations for the uptake of latrines.
 - Assess Community Savings Groups (including VSLAs) and their drive towards sanitation and make recommendations for improvement
 - Review and update booklets and templates for planning sanitation and hygiene improvements as well as IEC materials for sanitation and hygiene promotion among Community Savings Groups
 - Develop a model for Field Facilitators to establish and grow Community Savings Groups (including VSLAs) ensuring the use of Village Agents and integration into the CLTS process
 - Work with MMDAs to roll out the revised model including Household Sanitation Improvement and Financing Planning for all households in CLTS communities
- 7. Review and improve local business ventures that support sanitation and hygiene activities of Village Savings and Loans Associations
 - Develop a growth and results oriented progression plan for VSLAs to improve their socio-economic status with a focus on sanitation and hygiene
 - Develop and test guidelines for VSLA related businesses to promote handwashing with accompanying IEC materials
 - Design an effective system for local private sector led production, supply and management of VSLA tool kits
- 8. Provide technical assistance to Metropolitan, Municipal and District Assemblies (MMDAs) and the Ghana Enterprise Agency (GEA) to convert activities implemented under tasks 2-7 into expected programme outcomes and develop an associated incentive scheme for the effective delivery of programme outcomes
 - Develop monitoring framework / checklist for sanitation businesses and assist districts to use it to assess implementation and undertake remedial action
 - Together with districts establish an incentive scheme for businesses to deliver results
 - Facilitate quarterly virtual review meetings with implementing partners
 - Undertake field level monitoring of implementation of activities
 - Document service delivery models based on implementation

- Conduct exit meetings with MDAs and MMDAs
- Prepare and submit completion report

6. Deliverables and Timeframe

The timelines indicated under each deliverable are tentative and will be firmed up at the time of developing the workplan in consultation with the supervisor.

Task	Deliverables	Means of Verification	Duration (No. of days required)	Estimated delivery date
1	a. Work plan for the assignment developed b. Methodology for the assignment developed c. Inception report submitted	Inception report capturing detailed workplan and methodology for the execution of the assignment	21 days	End of August 2021
2	a. Sales Agent operational model developed b. Sales Agents and Sanitation entrepreneurs from 10 districts trained in the operational model c. 10 districts commence sales activities and establish networking platforms at electoral area level	<ul style="list-style-type: none"> ○ Sales Agents Operational manual ○ Consolidated report on Sales Agents training ○ Progress report on latrine sales activities 	21 days	End of September 2021
3	a. 10 districts call for EOIs for sanitation businesses support and compile list of interested sanitation businesses in the district b. Training held for sanitation businesses on business models c. System for coaching and mentoring developed for sanitation businesses and GEA staff trained d. GEA provides coaching and mentoring to sanitation businesses	<ul style="list-style-type: none"> ○ EOIs for sanitation business support ○ List of interested sanitation businesses per district compiled ○ Consolidated report on training for sanitation businesses ○ Coaching and mentoring framework for sanitation businesses 	18 days	End of October 2021
4	a. At least one association of artisans established per district b. 10 districts develop a detailed annual plan for Business Partnership meetings and commence quarterly meetings c. 10 districts launch a PPP framework for sanitation and sign MoUs with private sector to support the district wide ODF agenda	<ul style="list-style-type: none"> ○ Constitution and registration of associations with relevant state agencies ○ District annual BPM plans ○ Framework for private sector PPPs with MMDAs ○ Signed MoUs between districts and private sector 	36 days	End of December 2021

5	<ul style="list-style-type: none"> a. Database of sanitation and hygiene markets (businesses and actors) compiled b. Training conducted for MSMEs on tools for tracking latrine sales c. 10 districts with up to date data on latrine sales and services provided by sanitation businesses in the district 	<ul style="list-style-type: none"> o Database of sanitation and hygiene markets o Training report on MSMEs use of tools and forms for tracking latrine sales o District specific data on latrine sales and services by sanitation businesses 	18 days	End of January 2022
6	<ul style="list-style-type: none"> a. Report on assessment of VSLAs and their drive towards sanitation with recommendations for improvement b. VSLA booklets and templates for Household Sanitation Improvement and Financing Planning developed for use at community wide level c. Districts trained on revised VSLA model d. Districts commence the use of the model in CLTS communities e. Step by step guide for roll out of the Village Agent model including integration with the CLTS implementation 	<ul style="list-style-type: none"> o Assessment report o Booklets and templates o Consolidated training report on revised VSLA model o Updates on use of revised model by districts o Guiding document for roll out of Village Agents model 	36 days	End of March 2022
7	<ul style="list-style-type: none"> a. RBF progression plan for VSLAs b. Guidelines for VSLA businesses to promote handwashing with accompanying IEC materials c. VSLA related business tested in 10 districts d. Strategy for local supply and management of VSLA tool kits involving communities, districts and private sector 	<ul style="list-style-type: none"> o RBF framework for VSLAs o Guideline document for handwashing promotion by VSLA o VSLA tool kits local supply and management strategy document 	18 days	End of April 2022
8	<ul style="list-style-type: none"> a. Business networking platforms (including PPP network, PPP network meetings, BPMs and Sales network meetings) established in each of the ten districts b. At least 60% of trained sales agents sell a minimum of 5 latrines every quarter 	<ul style="list-style-type: none"> o Report highlighting progress made in 8 deliverables of this task o Revised service delivery models with operational modalities o Monitoring framework for sanitation business support o Incentive scheme for sanitation businesses o Review meeting reports o Exit meetings report 	73.5 days	End of July 2022

	<ul style="list-style-type: none"> c. At least 5 functional sanitation businesses established per district <ul style="list-style-type: none"> a. 1 Network systems – aggregator service delivery model b. 1 One stop shop model c. 1 Turnkey service provider d. 2 Focal service delivery model d. At least one association of sanitation businesses operational in 10 districts e. At least one sanitation business implements MoU with district to support the district wide ODF agenda under the PPP framework f. 80% of communities undergoing CLTS implementation establish community savings groups using revised guidelines g. At least 3 Village Agents identified, trained and supported to establish and coordinate activities of VSLAs in 10 districts h. 10 districts with functional local supply and management models for VSLA boxes and logistics i. Documented service delivery models with operational modalities based on implementation j. Exit meetings conduct with MDAs and MMDAs k. Completion report submitted 	<ul style="list-style-type: none"> o Assignment completion report 		
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7. Supervision and reporting arrangements

The consultant will report to and work under the direct supervision of the WASH Specialist (Sanitation and Hygiene). The Chief of WASH will provide overall technical guidance when required. The consultant will also work with WASH Officers (S&H) in Accra and Tamale for the day to day coordination of activities including planning and budgeting for activities. S/he will also hold consultative meetings with the WASH team and other relevant UNICEF sections as may be required.

8. Payment and Schedule

The contractual amount is to be negotiated between the successful applicant and UNICEF, following established contractual processes.

The consultant will be paid fees based on specified deliverables and schedules of percentage instalments

Proposed payment schedule:

- 10% of fee upon completion of deliverable 1
- 10% of fee upon completion of deliverable 2
- 10% of fee upon completion of deliverable 3
- 20% of fee upon completion of deliverable 4
- 10% of fee upon completion of deliverable 5
- 10% of fee upon completion of deliverable 6
- 10% of fee upon completion of deliverable 7
- 20% of fee upon completion of deliverable 8

Recourse: UNICEF reserves the right to withhold all or a portion of payment if performance is unsatisfactory, if work/outputs is incomplete, not delivered or for failure to meet deadlines.

9. Official Travel Involved:

Field visits are expected for this assignment to programme regions and MMDAs where necessary and where there are no COVID-19 travel restrictions. In view of the current COVID-19 pandemic, all UN protocol procedures and clearances must be confirmed prior to commencing travel. UNICEF will cover the cost for such field visits (based on agreed lumpsum) and/or arrange for transportation where feasible. All travels must be according to the workplan and travel plan approved by supervisor. All remuneration must be within the contract agreement.

10. Expected Qualifications, Experience, specialised knowledge/skills and competencies

The person should have:

- An Advanced University Degree in Business, Marketing, Engineering, Planning, Environmental Management, Public Health, Project Management or related area.
- Relevant experience in marketing will be acceptable for applicants without a qualification in business or marketing
- A minimum of five years progressive professional experience preferably in sanitation and hygiene related areas.
- Hands on experience and knowledge of CLTS and Sanitation Marketing are required
- Demonstrated experience in the field of small business, macro finance, business promotion, product sales, etc. will be an asset.
- Ability to operate computer Microsoft office programs (MS Word, Excel and Power Point)
- Experience in delivering and facilitating training
- Experience with working with staff of government agencies and departments including decentralized institutions will be an advantage

In addition, the consultant must possess the following skills

- Excellent analytical and problem-solving skills with attention to detail and data accuracy

- Strong interpersonal skills and teamwork skills
- Strong planning and organizing skills
- Ability to present and convey results of analyses to various audiences

11. General Conditions: Procedures and Logistics

The consultant will work remotely, with regular meetings with UNICEF staff and travel to the field. He/she is expected to arrange for his/her own transport facilities for commuting to the office. The consultant is expected to use his/her own computer and data storage devices.

12. Policy both parties should be aware of:

- Under the consultancy agreement, a month is defined as 21 working days, and fees are prorated accordingly. Consultants are not paid for weekends or public holidays.
- Consultants are not entitled to payment of overtime. All remuneration must be within the contract agreement.
- No contract may commence unless the contract is signed by both UNICEF and the consultant or Contractor.
- No consultant may travel without a signed travel authorisation prior to the commencement of the journey to the duty station.
- Unless authorized, UNICEF will buy the tickets of the consultant. In exceptional cases, the consultant may be authorized to buy travel tickets and shall be reimbursed at the “most economical and direct route” but this must be agreed upon prior to travel.
- Consultants will not have supervisory responsibilities or authority on UNICEF budget.
- Consultant will be required to sign the Health statement for consultants/Individual contractor prior to taking up the assignment, and to document that they have appropriate health insurance, including Medical Evacuation.
- The Form 'Designation, change or revocation of beneficiary' must be completed by the consultant upon arrival, at the HR Section.

13. Copyright, Patents and other Proprietary Rights (if applicable)

Outputs delivered by a consultant or individual contractor as part of the contract with UNICEF remain the property of UNICEF.

UNICEF shall be entitled to all property rights, including but not limited to patents, copyrights and trademarks, with regard to material created by the Contractor which bears a direct relation to, or is made in order to perform, this contract. At the request of UNICEF, the Contractor shall assist in securing such property rights and transferring them to UNICEF in compliance with the requirements of the law governing such rights.

14. Modality of Dissemination:

Advertising vacancy

Newspaper ☐ E-mail ☒ UNICEF Website ☒ Relief/External websites ☒

UN Agencies ☒

Other ☐ Please specify: (e.g. inviting experts in the field of)

Application Procedure:

Interested candidates should apply on-line to the link provided indicating their daily professional fees in Ghana Cedis. In addition to the CV/Resume, candidates should attach a two-page write up on how he/she intends to effectively accomplish this assignment within the given time frame.

a) Selection from Roster ☐

b) Other ☐ Please specify:

Interviews planned:

Yes ☐ No ☐

Annex 1: Workplan

Activity	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22
Undertake a desk review of relevant programme documents and hold discussions with key stakeholders as input into the development of the methodology and workplan for the assignment												
Support Municipal and District Assemblies to implement Sales and Marketing Systems to increase demand for latrine products and services												
Facilitate the piloting of sanitation business and service delivery models to enhance private sector led latrine construction at district level												
Support MDAs and MMDAs, to establish or strengthen networking and coordination platforms for private sector actors in Sanitation												
Support MMDAs to strengthen use of BaSIS for tracking services delivered by sanitation MSMEs												
Review the community-based financing scheme (CBFS) including the VSLA model and provide practical recommendations for the uptake of latrines.												
Review and improve local business ventures that support sanitation and hygiene activities of Village Savings and Loans Associations												
Provide technical assistance to Metropolitan, Municipal and District Assemblies (MMDAs) and the Ghana Enterprise Agency (GEA) to convert activities implemented under tasks 2-7 into expected programme outcomes and develop an associated incentive scheme for the effective delivery of programme outcomes												

Annex 2: Selected districts

S/N	District	Region
1	Kadjebi	Oti
2	Akatsi South	Volta
3	Ajumako Enyan Essiam	Central
4	Yendi	Northern
5	Kpandai	Northern
6	Mion	Northern
7	Garu	Upper East
8	Wa West	Upper West
9	East Gonja	Savanna
10	West Mamprusi	North East