

Terms of Reference Individual Consultant (National)

Title	Sanitation technical capacity building consultant
Purpose	To build the capacity of selected Metropolitan, Municipal and District Assemblies (MMDAs) to implement technical guidelines for constructing sustainable household toilets
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 and Hygiene)
Budget Code/WBS No	WBS/1620/AO/05/803/007
Project and activity codes	Activity 7.2
Support to	Selected Metropolitan, Municipal and District Assemblies (MMDAs), Ministry of Sanitation and Water Resources (MSWR)

1. Background

Increasing access to improved sanitation remains a major priority and a challenge for Ghana with just 24% of the populace having access to basic sanitation (Sector Review Report, 2020). Modest gains have been made over the past few years, but significant efforts are required if Ghana is to meet SDG target 6.2 of achieving access to adequate and equitable sanitation and hygiene for all and ending open defecation by 2030.

Ghana has been implementing the Rural Sanitation Model and Strategy (RSMS) since 2012 with a lot of emphasis on stimulating demand for toilets and engaging communities to end open defecation. Data from national surveys indicate open defecation rates have dropped marginally over the years but with remarkable reduction in the northern regions that have the highest open defecation rates in the country. Over 2,600 communities have attained open defecation free (ODF) status with over 70,000 toilets built by households from their own resources. This is a trend that must be encouraged and sustained. However, the sustainability of the gains is challenged. A sustainability study commissioned by UNICEF Ghana in 2019 as part of the Rural Sanitation Operational Research estimated that about 40% of households experienced toilet collapse after construction. The study also found that communities that had sustained their ODF status and had high latrine coverage had three key success factors: technical support for latrine construction, strong community leadership and social norms. The study recommended stronger technical support to households as a key factor for reducing toilet collapse and ensuring sustainability of Community ODF status.

This recommendation supports various technical support initiatives being undertaken under the Government of Ghana (GoG) - UNICEF WASH programme in collaboration with the College of Engineering of the Kwame Nkrumah University of Science and Technology (KNUST) and Training, Research and Networking for Development (TREND). These initiatives have included the development of guidelines to facilitate the construction of durable household toilets in communities, through the establishment and use of technical support structures and systems at community level and a strong

and efficient quality assurance system for toilet construction within communities. These technical guidelines need to be tested and outcomes documented to facilitate scaling up. To effectively implement the guidelines and integrate them into existing sanitation activities, a structured capacity building programme for district engineers and environmental health staff is required.

In view of the above, UNICEF seeks to engage an individual consultant to develop and implement a structured capacity building programme to enable districts implement the technical support guidelines to ensure the sustainability of toilets. The assignment is expected to last for a period of 11.5 months. Funding for this assignment is coming from the Netherlands Directorate General for International Cooperation (DGIS) and UNICEF.

2. Purpose and rationale for the assignment

The purpose of the assignment is to build the capacity of selected districts to implement technical support guidelines to ensure the construction of durable and sustainable household toilets.

The assignment is important to sustain gains made with Community Led Total Sanitation (CLTS) implementation and ensure that Ghana is on track to meeting SDG target 6.2. An increasing awareness amongst the populace on the need for household toilets has led to increasing toilets construction by households from their own resources. In most communities, the construction is mostly done by untrained persons with little or no technical guidance or quality assurance. This results in the construction of sub-standard toilets which may not function properly or may collapse hence posing a risk to users. This assertion is supported by the Sustainability Study of the Rural Sanitation Operational Research which indicated that 36% of toilets across the sampled communities showed signs of being vulnerable to collapse. Toilet collapses are disincentivizing for households and lead to lost investments. Communities are set backward as households return to open defecation. This underscores the importance of technical support provision and quality assurance for household toilets construction.

The assignment will therefore build capacity within selected districts to implement technical guidelines to ensure that there is adequate technical support and quality assurance for toilets construction within communities. The assignment will support district staff to systematically integrate technical support and quality assurance activities into existing sanitation activities. The capacity building programme will enable district staff to make the shift from approaches used in the past six years and nurture new collaborative working arrangements between Environmental Health Officers and District Engineers.

It is expected that the districts to be supported will serve as model districts for others to learn from. The assignment will also provide the basis for rolling out the implementation of the technical support guidelines nationally through documentation of outcomes from implementation and inputs made into the review of the RSMS.

District staff will need intensive training, on the job coaching and supportive supervision to imbibe these new approaches and make them part of their routine activities. The assignment will therefore require extensive day-to-day engagements at regional and district level requiring significant time inputs. Considering this, UNICEF WASH staff cannot effectively combine the assignment with other ongoing activities.

3. Objective and scope of the assignment

The overall objective of the assignment is to improve on the sustainability of household toilets in communities through an enhanced capacity of districts to implement technical guidelines that ensure technical support and quality assurance for toilets construction.

The assignment involves the review of technical guidelines and the development of tailored capacity building plans and packages for districts. The assignment will include training trainers for regional teams since the capacity building will be done through a cascaded approach. The assignment will also involve monitoring and technical support to regional and district teams for implementing technical support activities. The assignment will also entail the development of facilitator guides and monitoring templates and checklists for use by regional and district teams. Finally, the assignment involves documentation of implementation approaches and outcomes as input into RSMS review and scaling up nationally. The assignment will cover 10 selected MMDAs (listed in Annex 2).

4. Methodology

Upon commencement of the assignment, the consultant will be expected to review the technical guidelines and relevant reports as well as meeting stakeholders at national, regional and district levels to enable him/her to prepare a detailed methodology and a workplan for implementing the assignment. The detailed methodology and workplan should respond to the tasks and deliverables of this assignment.

The consultant will develop capacity building plans and packages for districts and liaise with UNICEF WASH Officers to organize trainings. He/she will organize a training of trainers (ToT) for regional SanMark team members and support them to become a Regional Resource Team who will conduct trainings for districts.

The consultant will develop monitoring and reporting templates for monitoring the implementation of technical support activities. She/He will build the capacity of the Regional Resource Team to enable them conduct supportive monitoring of districts. The consultant will collate monitoring data monthly and provide monthly reports to UNICEF 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 technical 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 technical 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 MSWR as may be required to review and update implementation plans.

5. Tasks to be completed

The following tasks will be undertaken under the assignment in all 10 selected MMDAs.

1. Undertake a desk review of relevant reports and hold discussions with key stakeholders as input into the development of the methodology and workplan for the assignment
 - Review technical reports and guidelines
 - Hold meetings with stakeholders at national, regional and district levels
2. Support districts to implement the **district facilitators guide to providing technology support to CLTS communities**
 - Train District Engineers (DEs), Environmental health officers (EHOs) and Community Development Officers (CDOs) on the guide
 - Assist staff to develop an implementation plan that integrates the new approaches into existing CLTS activities
 - Develop framework and templates for district heads of Engineering, Environmental health, and community development to undertake supportive supervision and adapt the implementation plan based on lessons from the field
3. Support districts to develop and implement a **community led technology support initiative** to ensure technical sustainability of toilets
 - Assist districts to review implementation of the Community Technical Volunteer system and plan for full operationalization at Electoral Area level
 - Assist districts to test the Community Construction Teams Concept and develop locally appropriate approaches for implementation
 - Support districts to establish, train and monitor Community Construction Teams (CCTs) in CLTS communities
4. Support operationalization of the Latrine Quality Assurance Protocol at district level
 - Assist districts to assess their level of compliance to quality assurance using the established protocol and establish a plan of action for improvement
 - Conduct refresher training for districts on QA
 - Assist district heads of engineering and environmental health to regularly assess reports on Quality Assurance and monitor implementation of their action plan
 - Support districts to address challenges in implementation

5. Assist districts to improve monitoring and evaluation of technical support activities
 - Develop a supportive monitoring and supervisory framework with templates for all district technical support activities
 - Train district teams on the use of paper based and electronic data collection instruments in the Basic Sanitation Information System (BaSIS)
 - Provide monthly updates of artisan and CTV databases including data on toilets constructed

6. Monitor implementation of interventions by programme districts and provide continuous technical support to ensure that technology support activities are being implemented effectively and according to guidelines
 - Address challenges encountered in implementing technology support activities
 - Provide monthly updates on status of implementation of technical support activities

7. Document approaches used at district level as input into the development of National Level technical support guidelines for the RSMS
 - Provide updates for the review of the district facilitators guide to providing technology support to communities
 - Document district specific approaches to operationalizing Community Construction Teams
 - Provide updates for the review of the Latrine Quality Assurance Protocol
 - Provide updates for the review of Monitoring and Evaluation Systems
 - Develop a step-by-step guide for field facilitators that integrates technical support for toilets construction into implementation of behaviour and social change interventions

8. Undertake assignment wrap up meetings with districts and document district specific lessons and inputs for improving sanitation technical support provision
 - Meet with stakeholders at national, regional and district levels and present final outcomes

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 No	Deliverables	Means of verification	Duration (No. of days required)	Estimated delivery date
1	Detailed methodology and workplan developed	<ul style="list-style-type: none"> Inception report 	21 days	By August ending 2021
2	At least 80% of relevant staff trained on the district facilitators guide to providing technology support to communities and implementing technology support activities in at least 80% of CLTS communities in programme districts	Progress report submitted including <ul style="list-style-type: none"> Training report including the number of districts received training and list of trained staff in each district. District specific implementation plans Monitoring templates for tracking Implementation 	30 days	By October ending 2021
3	The CTV system rolled out in at least 2 electoral areas and CCTs trained in at least 80% of CLTS communities in programmes districts	Progress report submitted including <ul style="list-style-type: none"> District specific operational plans for implementing CTV and CCT concepts List of trained CTVs per electoral area per programme district List of trained CCTs and their communities per programme district 	30 days	By December ending 2021
4	Quality assurance monitoring conducted on 90% of toilets constructed in CLTS communities and on 100% of toilets supported under the District Sanitation Fund (DSF) in programme districts	Progress report submitted including <ul style="list-style-type: none"> District quality assurance compliance checklist District specific action plans for implementing QA QA training report per programme district QA implementation monitoring templates District specific QA implementation progress reports 	30 days	By February ending 2022
5	A system established for capturing data on toilets constructed in CLTS communities and with DSF	Progress report submitted including <ul style="list-style-type: none"> Comprehensive monitoring framework with templates for all technical support activities 	30 days	By April ending 2022

	support with at least 80% of data captured in BaSIS	<ul style="list-style-type: none"> • Data collection forms for toilets constructed within programme districts • Training reports per programme district • Updated databases for artisans, CTVs and CCTs and toilets constructed for all programme districts 		
6	Implementation challenges continuously identified, and support provided for resolution in programme districts	<ul style="list-style-type: none"> • Progress report detailing implementation status for technical support activities, challenges encountered, and technical support provided per programme district per month 	66 days	By June ending 2022
7	District specific approaches for implementing technical guidelines documented as inputs into national level technical support guidelines as part of RSMS review	<ul style="list-style-type: none"> • Facilitators step-by-step guide for integrating technical support and software activities • Technical briefing notes documenting district specific lessons and adaptations from implementation of the following technical support elements <ul style="list-style-type: none"> - District facilitators guide to providing technology support to communities - CTV and CCT system - Quality assurance protocols - Monitoring and evaluation systems for technology support 	24 days	By June ending 2022
8	Lessons, outcomes and unique or contextualized approaches from implementation documented and shared	<ul style="list-style-type: none"> • Presentation on key assignment outcomes • Final assignment report 	10 days	By mid July 2022

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
- 10% of fee upon completion of deliverable 4
- 10% of fee upon completion of deliverable 5
- 30% of fee upon completion of deliverable 6
- 10% of fee upon completion of deliverable 7
- 10% 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 districts 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 Consultant must possess the following qualification and experience:

- An Advanced University Degree or its equivalent in Civil or Environmental Engineering, Building Technology, or another relevant field.
- Minimum of 5 years relevant experience in supporting delivery of sanitation and hygiene interventions at district and community levels
- Demonstrated experience in technical/ engineering aspects of household toilet design and construction supervision and quality assurance.

- Experience in development of guidelines and strategies is an advantage
- Experience in delivering and facilitating trainings
- Experience with working with staff of decentralized institutions at sub-national levels will be an advantage

In addition, the consultant must possess the following skills

- Excellent coordination skills
- Strong interpersonal skills and team skills

11. General conditions: procedures and logistics

The consultant will work remotely, with regular meetings with UNICEF staff. 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.
- 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 note on how he/she intends to effectively accomplish this assignment within time frame.

a) Selection from Roster

b) Other Please specify:

Interviews planned:

Yes No

Annex 1: Workplan

Activity	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Undertake a desk review of relevant reports and hold discussions with key stakeholders as input into the development of the methodology and workplan for the assignment												
Support districts to implement the district facilitators guide to providing technology support to CLTS communities												
Support districts to develop and implement a community led technology support initiative to ensure technical sustainability of toilets												
Support operationalization of the Latrine Quality Assurance Protocol at district level												
Assist districts to improve monitoring and evaluation of technical support activities												
Monitor implementation of interventions by programme districts and provide continuous technical support to ensure that technology support activities are being implemented effectively and according to guidelines												
Document approaches used at district level as input into the development of National Level technical support guidelines for the RSMS												
Undertake assignment wrap up meetings with districts and document district specific lessons and inputs for improving sanitation technology support provision												

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