

**TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS AND CONTRACTORS**

<b>Title:</b> WASH Consultant to develop Village Level Operation and Maintenance (VLOM) Strategy in Sierra Leone	<b>Funding Code:</b>	<b>Type of engagement</b> <input checked="" type="checkbox"/> Consultant (International) <input type="checkbox"/> Individual Contractor Part-Time <input type="checkbox"/> Individual Contractor Full-Time	<b>Duty Station:</b> Freetown, Sierra Leone
<b>Background:</b> <p>The Water and Sanitation Sector in Sierra Leone is positioned to achieve the sustainable development goals for water and sanitation and thereby increase access to WASH Services while seeking to ensure that improved water supply facilities continue to function most of the time. The renewed effort towards sustaining the functionality of water supply facilities is informed by recent studies that show that the level of functionality of improved water supply facilities is very low.</p> <p>In Sierra Leone, 63% of the population has access to basic water services with access for 79.4 percent of people living in urban areas, 54% of people living in rural communities, and 57% of the dwellers of coastal communities. Although the functionality level of water systems is at 81%, 26.9% of the water systems break down within one year of completion which is very high especially when 44.9% of these water systems in Sierra Leone are seasonal as they dry up during dry season.</p> <p>With these findings, access to safe water supply can be significantly increased if all existing water systems are made to function to full capacity.</p> <p>In order to increase the functionality of water systems in the country, UNICEF Sierra Leone seeks to support the Ministry of Water &amp; Sanitation to develop and institutionalise the Village Level Operations and Maintenance (VLOM), strategy in order to increase access to safe drinking water by reducing the break-down time of facilities through effective community-driven routine maintenance and private sector directed repairs.</p>			
<b>Purpose and Objectives:</b> <p>The objective of the consultancy is to provide technical support to the government and other sector players to develop and operationalise the VLOM strategy for the country towards: 1) mobilizing government at national and subnational levels to set up institutions and budgets to support the entrenchment of village level O&amp;M of water facilities; 2) supporting the private sector to develop and operationalise sustainable water facilities spare part supply chain; 3) developing capacities of Local Area Mechanics (LAM) and artisans (Village Maintenance Worker-VMW) at all levels to provide repair services for water facilities; 4) Mobilising and sensitising communities to implement user-fees and use proceeds for operations and maintenance of facilities.</p>			
<b>Methodology and Technical Approach:</b> <p>The incumbent will consult with key sector players to develop and operationalize the VLOM strategy and to support and institutionalize the VLOM concept in the WASH sector at all levels of programming for sustained functionality and sustained access to water supply. The consultation will involve government functionaries, civil society organisation in the country, the private sector players who are either working in the sector or are interested. The Consultant will work closely with key staff of the Ministries and the district engineers.</p>			

The development and implementation of the VLOM Strategy will involve effective application of the O&M manual for the various rural water supply schemes. During this consultancy period, community management models will be disseminated to the communities, this will facilitate the adoption of options for management of the water facilities. The ultimate objective for the implementation of the VLOM

Strategy is to sustain the highest achievable level of functionality of community water installations.

**Specific Tasks, Activities and Deliverables:**

Task	Activities	Deliverable
<p>1. Preliminary desk review and planning with key sector players to identify existing strategies and policies in the country.</p>	<p>1.1 Hold planning meetings with UNICEF WASH and other sections (H/N and Education) team and key government partners to determine and agree on the direction for the consultancy.</p> <p>1.2 Collate existing sector policies and guidelines that support VLOM.</p> <p>1.3 Develop data collection tools and agree on the key targets for consultation.</p> <p>1.4 Develop a template for the Strategy and share with supervisor.</p> <p>1.5 Develop inception report and present to the UNICEF WASH team.</p>	<p>Concrete plan with timeline on the conduct of the consultancy submitted.</p> <p>Inception report &amp; strategy template developed and shared.</p>
<p>2. Extensive consultations with key sector players in government, civil society and in the private sector.</p>	<p>2.1 Organize consultative meetings, including the drafting of agenda, participants list and all presentations for the meeting.</p> <p>2.2 Facilitate meeting proceedings, including making key presentations.</p> <p>2.3 Support to document meetings proceedings and compile reports.</p> <p>2.4 Set up a small team of sector players to review the O&amp;M manual (if necessary).</p>	<p>Reports of all key partners' consultative meetings including the bilaterals are developed and shared.</p>
<p>3. Develop a draft VLOM Strategy including operation and maintenance management framework in line with the existing Water and Sanitation policy.</p>	<p>3.1 Organise bilateral meetings with technical teams in government (MDAs) and Civil Society organisation to gather inputs for the draft VLOM Strategy.</p> <p>3.2 Work closely with Supervisor to review progress and inputs to the draft VLOM Strategy and Framework.</p> <p>3.3 Prepare and share draft strategy and Framework with key sector players</p>	<p>A draft VLOM Strategy including community management models developed and shared.</p>

	(by email) for further inputs including community management models.	
4. Organise National workshop of key players to present the draft VLOM Strategy for validation.	<p>4.1 Organize and facilitate a national workshop which includes agreeing with supervisor and key partners on the key participants, agenda &amp; the methodology that supports good participation for inputs to enrich the draft strategy.</p> <p>4.2 Document workshop proceedings and outcomes and share with the supervisor.</p>	Report (including proceedings and outcomes) of the national validation workshop developed and shared.
5. Mobilize at national and sub-national levels to set up and staff VLOM Units as a practical step to operationalizing the National VLOM Strategy including sustainable community management models.	<p>5.1 Hold meetings with key staff of the Min. of Water Resources and Sanitation to set up a VLOM Unit at the national level and in each of the districts.</p> <p>5.2 Train staff of the VLOM Units established on Standard Operating Procedure (SOP) and transfer technical skills on repair and rehabilitation of hand Pumps and Motorised Boreholes guided by the O&amp;M Manual.</p> <p>5.3 Disseminate community management models to the district WASH team and build their capacities to mobilize communities towards implementing user-fee systems.</p> <p>5.4 <i>Promote operational compliance monitoring and reporting by establishing systems for regular monitoring of the condition of existing water facilities, water quality, and hygiene practices.</i></p>	<p>Reports of all meetings prepared and shared.</p> <p>List of VLOM Unit staff (national &amp; sub-nationals) &amp; contact details shared.</p>
6. Provide support in the establishment and/or strengthening of spare parts supply chains and at the national level and identify at least two Local Area Mechanics (LAM) for each district.	<p>6.1 Identify and engage private sector partners with interest in WASH supply chains and possibly explore local production of water facility spare parts (in country).</p> <p>6.2 Identify and train spare parts shop owners (retailers) in at least two districts and link them up to a dependable spare part supply chain for private partnerships.</p> <p>6.3 Identify and engage private sector partners as Local Area Mechanics (LAMs) in at least two districts with interest and basic capacities in water supply systems maintenance.</p>	<p>Reports of all meetings prepared and shared including list of all participants and contact details.</p> <p>List of interested spare parts business owners and LAMs with contact details in at least two districts.</p>

	6.4 Train the interested private sector partners as for operations as Local Area Mechanics.	
7. Document avenues of business opportunities and job creation within the implementation of the VLOM Strategy.	<p>7.1 Work with key sector players to incorporate all inputs and finalise the VLOM Strategy.</p> <p>7.2 Identify and compile all potentially viable business opportunities in O&amp;M.</p> <p>7.3 Work closely with Supervisor to develop final consultancy report.</p>	<p>A National VLOM Strategy for Sierra Leone finalized and shared.</p> <p>Final consultancy report developed and shared.</p>

**Management, Organization and Timeframe:**

Chief of WASH provides overall guidance and support to the Consultant to deliver all the consultancy results stated above. The Consultant will prepare and present weekly progress updates (one-pager every Friday) and monthly progress reports against agreed targets at the end of each month and the final report at the end of the contract to the Supervisor.

**Child Safeguarding**

Is this project/assignment considered as “Elevated Risk Role” from a child safeguarding perspective?

YES  X NO If YES, check all that apply:

**Direct contact role**  YES  X NO

If yes, please indicate the number of hours/months of direct interpersonal contact with children, or work in their immediately physical proximity, with limited supervision by a more senior member of personnel:

**Child data role**  YES  X NO

If yes, please indicate the number of hours/months of manipulating or transmitting personal-identifiable information of children (name, national ID, location data, photos):

More information is available in the [Child Safeguarding SharePoint](#) and [Child Safeguarding FAQs and Updates](#)

\* Expected timelines for completion are estimated and may vary depending on progress

<b>Work Assignment Overview</b>			
<b>Tasks/Milestone:</b>	<b>Deliverables/Outputs:</b>	<b>Timeline</b>	<b>Payment</b>
1. Preliminary desk review and planning with key sector players to identify existing practices in the country.	- Concrete plan with timeline on the conduct of the consultancy submitted. - Inception report developed and shared.	Within 1 week of resumption	15%
2. Extensive consultations with key sector players in government, civil society and in the private sector	- Reports of all key partners' consultative meetings including the bilaterals are developed and shared.	Within 6 weeks of resumption	
3. Develop a draft VLOM Strategy in line with the existing Water and Sanitation policy and the data collected so far	- A draft VLOM Strategy including community management models developed and shared.	Within 12 weeks of resumption	35%
4. Organise National workshop of key players to present the draft VLOM Strategy for validation	- Report (including proceedings and outcomes) of the national validation workshop developed and shared.	Within 16 weeks of resumption	
5. Mobilize at national and subnational levels to set up and staff VLOM Units as a practical step to operationalizing the National VLOM Strategy including community management models.	- Reports of all meetings prepared and List of VLOM Unit staff (national & sub-nationals) shared.	Within 18 weeks of resumption	50%
6. Provide support in establishment and/or strengthening of spare parts supply chains and at the national level and identify at least two Local Area Mechanics (LAM) for each district.	- Reports of all meetings prepared and shared including list of all participants and contact details. - List of interested spare parts owners in at least two districts.	Within 20 weeks of resumption	
7. Document avenues of business opportunities and job creation within the implementation of the VLOM Strategy	- A National VLOM Strategy for Sierra Leone finalized and shared. - Final consultancy report developed and shared.	Within 24 weeks of resumption	

<b>Budget Year:</b> 2023	<b>Requesting Section/Issuing Office:</b> WASH	<b>Reasons why work cannot be done by staff:</b> Requires specific technical skills & experience in WASH facility management approach and an ample amount of time for capacity development of partners.	
<b>Included in Annual/Rolling Workplan:</b> <input type="checkbox"/> X Yes <input type="checkbox"/> No, please justify:			
<b>Consultant sourcing:</b> <input type="checkbox"/> National <input checked="" type="checkbox"/> International <input type="checkbox"/> Both		<b>Request for:</b> <input checked="" type="checkbox"/> New Consultancy <input type="checkbox"/> Extension/ Amendment	
<b>Consultant selection method:</b> <input type="checkbox"/> Competitive Selection (Roster) <input checked="" type="checkbox"/> Competitive Selection (Advertisement/Desk Review/Interview)			
If Extension, Justification for extension: N/A			
<b>Supervisor:</b> Chief WASH	<b>Start Date:</b> September 2023	<b>End Date:</b> February 2024	<b>Number of Months (working):</b> Six Months

Estimated Consultancy fee (Lumpsum including the DSA in Freetown)			
Travel International (as per actual)			
Work Permit			
<b>Total estimated consultancy costs<sup>i</sup></b>			
<p><b>Minimum Qualifications required:</b>  <input type="checkbox"/> Bachelors <input checked="" type="checkbox"/> Masters <input type="checkbox"/> PhD <input type="checkbox"/> Other</p> <p>Enter Disciplines:</p> <p>University Degree in</p> <ul style="list-style-type: none"> <li>• Civil/Environmental Engineering;</li> <li>• Water Supply and Sanitation;</li> <li>• Civil/Sanitary Engineering;</li> <li>• Water Resources Management and Hydrology/Geology</li> </ul>	<p><b>Knowledge/Expertise/Skills required:</b></p> <p><u>Experience</u></p> <ul style="list-style-type: none"> <li>• At least 8 years of relevant working experience in the WASH Sector including social and behaviour changes, particularly in piped water supply systems (Lift and gravity fed) and Construction Management.</li> <li>• Proven experience in the implementation of VLOM systems.</li> <li>• Familiarity with the Policy and Administrative context of the WASH Sector in Africa and particularly Sierra Leone.</li> </ul> <p><u>Skills required</u></p> <ul style="list-style-type: none"> <li>• Good communication, excellent writing skills, analytical in approach, working with people, and knowledge of the development context and UNICEF work.</li> <li>• Willingness to travel to rural and semi-urban areas of the country.</li> </ul>		
<p><b>Administrative details:</b>          Visa assistance required: <input type="checkbox"/> X          Transportation arranged by the office: <input type="checkbox"/> X</p>	<p><input type="checkbox"/> Home Based <input type="checkbox"/> X Office Based:          If office-based, seating arrangement identified: <input type="checkbox"/> X          TBD          IT and Communication equipment required: <input type="checkbox"/> X          Internet access required: <input type="checkbox"/> X</p>		
<b>Request Authorised by Section Head</b>	<b>Request Verified by HR:</b>		
<p><i>Endorsed by Deputy Representative (Operations/Programme):</i> _____ <i>Endorsed by Representative</i> _____</p>			

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<sup>i</sup> Costs indicated are estimated. Final rate shall follow the “best value for money” principle, i.e., achieving the desired outcome at the lowest possible fee. Consultants will be asked to stipulate all-inclusive fees, including lump sum travel and subsistence costs, as applicable.

Payment of professional fees will be based on submission of agreed deliverables. UNICEF reserves the right to withhold payment in case the deliverables submitted are not up to the required standard or in case of delays in submitting the deliverables on the part of the consultant

Individuals engaged under a consultancy or individual contract will not be considered “staff members” under the Staff Regulations and Rules of the United Nations and UNICEF’s policies and procedures, and will not be entitled to benefits provided therein (such as leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants and Individual Contractors. Consultants and individual contractors are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.