

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS AND CONTRACTORS

Title: WASH Consultant- Policy Support	Funding Code WBS: 3900/A0/08/882/001 /001 (SC200339 and Non-Grant)	Type of engagement <input checked="" type="checkbox"/> Consultant <input type="checkbox"/> Individual Contractor Part-Time <input type="checkbox"/> Individual Contractor Full-Time	Duty Station: Freetown
Purpose of Activity/Assignment: To provide technical support to the Ministry of Health and Sanitation and other sector players to develop sanitation and hygiene policy implementation guidelines for Sierra Leone in line with the ASPG, existing policies and sector priorities.			
Scope of Work: 1. Background <p>The policy and institutional framework for delivering sanitation and hygiene services in Sierra Leone remain unclear. At the moment, the policy direction of sanitation and hygiene is still vague. In 2020 the Ministry of Water Resources launched a revised Water and Sanitation policy document, while in mid-2021, the Ministry of health and sanitation launched a National Health and Sanitation Policy. Both policy documents seem not to have sufficiently addressed the issues on Sanitation and Hygiene as these were mere add-ons to both policies, which largely focused on Water Supply and Health Care, respectively.</p> <p>In late 2020, UNICEF supported the Ministry of Health and Sanitation to develop a National Sanitation and Hygiene Strategy, which defines the roadmap and strategies towards ending open defecation by 2025 and attaining universal access to sanitation and hygiene services by 2030. This document is being rolled out by the Government but at a very slow pace.</p> <p>One of the actions identified by the Government as key to accelerating sanitation and hygiene results in Sierra Leone is the development of WASH Policy implementation guidelines with an emphasis on accelerating sanitation and hygiene interventions and programmes. The Government has expressed interest in leveraging the opportunities presented by the African Ministers' Council on Water (AMCOW) under the African Sanitation Policy Guidelines (ASPG) tool to increase the visibility of sanitation and hygiene in Sierra Leone. It is expected that sanitation and hygiene policy implementation guidelines will address all the grey areas in the existing WASH policies, articulate a unified course of action, clarify roles and responsibilities towards enhancing sanitation and hygiene service delivery.</p> <p>The Secretariat of AMCOW has developed the ASPG to guide African governments on the review, revision, and development of sanitation policies and associated implementation strategies. The Guidelines provide advice on the process and suggested contents of a sanitation policy and its implementation strategy. The ASPG offers an opportunity for creating an enabling environment towards realizing safely managed sanitation for Sierra Leone based on the already initiated process in the National Sanitation and Hygiene Strategy, which provides the roadmap and strategies towards ending open defecation by 2025 and attainment of universal access to sanitation and hygiene services by 2030.</p> 2. Justification <p>Sanitation and hygiene are human rights: Everyone is entitled to basic sanitation and hygiene services that provide privacy, ensure dignity and safety, and are physically accessible and affordable. Sanitation service, in all of its parts, helps protect children, families and the environment from harmful pathogens. On the other</p>			

hand, handwashing is a very effective intervention to disrupt the transmission of diarrheal diseases and acute respiratory infections. Handwashing plays a vital role in reducing the transmission of outbreak-related pathogens, protecting against healthcare-associated infections, and reducing the spread of Neglected Tropical Diseases. Even hand hygiene is more important to reduce the spread of COVID-19.

Sanitation and hygiene are both public and private goods, providing benefits across society in improved health as well as economic and social development. Universal access to sanitation and hygiene services is captured by Sustainable Development Goal 6.2. They equally contribute to the attainment of other SDGs, particularly Goals 3 and 4, as sanitation and hygiene services are key elements in improving the quality of health care and education. Covid-19 pandemic has further underscored the importance of hand hygiene as a low-cost but high-impact intervention in preventing disease transmission.

Toilets and hand hygiene facilities in their homes, workplaces, schools, and health care facilities (hospitals, Health Centers) are still far out of reach for many people in Sierra Leone. According to the 2020 joint WHO/UNICEF Joint Monitoring Programme (JMP), many families across Sierra Leone continue to suffer from poor access to sanitation and hygiene services. Basic sanitation services are still out of the reach of more than 83 percent of the population, who revert to open defecation and use of unimproved sanitation facilities. As much as 79 percent of the population lack access to basic hand hygiene services, placing their lives at risk of devastating health, social and developmental consequences. Access to sanitation and hygiene services is equally poor in public places (schools and health facilities), with only in one in five schools in Sierra Leone do children have access to basic sanitation services, while 11 percent of the health care facilities do not have toilets. Sierra Leone is alarmingly off-track to deliver universal access to safely managed sanitation and hygiene services by 2030. There are also high disparities across regions and wealth quintiles, with those living in poor and rural communities at risk of being left behind.

Achieving universal access to sanitation and hygiene in Sierra Leone by 2030, in line with the sustainable development goals (SDGs), will require a complete revamping of the policy and institutional landscape to accelerate access to sanitation and hygiene services with a concerted effort to reach those at risk of being left behind. To streamline policies, roles, and strategies in delivering sanitation and hygiene services in Sierra Leone, the development of policy implementation guidelines remain a critical step in changing the current narrative. To this end, the sector Ministries under the framework of the African Sanitation Policy Guidelines seek UNICEF's support to engage an international consultant to support the process of developing sanitation policy implementation guidelines for Sierra Leone.

3. Purpose and objectives

The objective of the consultancy is to provide technical support to the Ministry of Health and Sanitation and other sector players to develop **sanitation and hygiene policy implementation guidelines for Sierra Leone** in line with the ASPG, existing policies and sector priorities. The Consultant will support the Ministry to review the existing sector policies and plans, facilitate stakeholders' consultative meetings and galvanize ideas and opinions towards developing the national implementation guidelines for sanitation and hygiene services delivery.

4. Methodology and Technical Approach

The Consultant will conduct a detailed review of the existing WASH policies and sector documents, critically examine the current institutional landscape, and actively engage with stakeholders to analyze bottlenecks in the roll-out of existing policies and plans. The Consultant will conduct preliminary data collection and hold consultative meetings to identify existing challenges, gaps, and lessons in developing and implementing sector policies and plans. S/He will work in close liaison with the ASPG and UNICEF WASH

Team to engage with the sector ministries and stakeholders to develop modalities, strategies, and tools to enhance the implementation of sector policies and plans. The Consultant will work closely with key staff of the Ministries and the technical working group members to draft the implementation guidelines. S/He will organize and facilitate stakeholders' review and validation meetings to finalize the guidelines. The Consultant will ensure the documentation of key processes and outputs, including the report of meetings, data analysis, presentations and the interim consultancy reports. S/He will collate all inputs and finalize the implementation guidelines.

5. Tasks, Activities and Deliverables

Task	Activities	Deliverables
1) Preliminary data collection and desk review of existing sector policies, institutional arrangements, strategies and plans	1.1 Hold planning meetings with UNICEF and ASPG team to define and agree on a direction for the consultancy and the application of the ASPG tool 1.2 Hold an inception meeting with core stakeholders and set up a Technical Working Group (TWG) 1.3 Collation of sector policies, mandates, strategy documents, guidelines and plans 1.4 Development of data collection tools 1.5 Conduct key informant interviews and surveys to collect preliminary data 1.6 Data analysis and presentation of findings 1.7 Development of inception report and presentation of the report to members of the TWG	<ul style="list-style-type: none"> • TWG in place and provides technical leadership for the process • Inception report developed and shared
2) Holding of stakeholders' consultative meetings to articulate views and generate inputs to inform the development of the implementation guidelines	2.1 Organize consultative meetings, including the drafting of agenda, attendance list and presentations for the meetings 2.2 Facilitate meeting proceedings, including making key presentations, plenary, and group discussions 2.3 Support the TWG to document meetings proceedings and compile the reports	<ul style="list-style-type: none"> • Report of stakeholders' consultative meetings (at least two meetings) developed and shared
3) Drafting of policy implementation guidelines	3.1 Hold think-tank meetings with TWG members to articulate inputs for drafting of the guidelines 3.2 Liaise with ASPG team to identify key ingredients and priorities to capture on the draft guidelines 3.3 Work closely with Supervisor to review progress and inputs to the draft guidelines 3.4 Compile and share draft guidelines with TWG members	<ul style="list-style-type: none"> • Draft guidelines developed and shared
4) Holding of stakeholders' validating workshop on the review and adoption of the	4.1 Organize validating workshop, including the drafting of agenda, preparation of attendance list and presentations for the meetings 4.2 Facilitate workshop proceedings, including making key presentations, plenary, and group discussions	<ul style="list-style-type: none"> • Report of stakeholders' validating workshop developed and shared

draft policy implementation guidelines	4.3 Support the TWG to document workshop proceedings and compile the report 4.4 Compile all inputs and contributions towards the finalization of the guidelines	
5) Collate all inputs and finalize the guidelines	a. Work with TWG members to synthesize all inputs towards finalizing the guidelines b. Work closely with Supervisor to review and finalize the guidelines c. Work with TWG to disseminate the finalized guidelines d. Work with Supervisor to develop final consultancy report	<ul style="list-style-type: none"> Policy implementation guidelines finalized and shared Final consultancy report developed and shared

6. Management, Organization and Timeframe

The Consultant shall work with a desk officer assigned by the Directorate Environmental Health (DEH), Ministry of Health and Sanitation. The Consultant will be supervised directly by WASH Specialist with oversight role of Chief of WASH, UNICEF, Sierra Leone. S/He is expected to submit the deliverables electronically based on the work schedule. The deliverables will be certified by the Chief of WASH. Further, the Consultant will prepare and present monthly progress updates against agreed targets at the end of each month and a final report at the end of the consultancy.

7. **Child Safeguarding**

Is this project/assignment considered as “[Elevated Risk Role](#)” from a child safeguarding perspective?

☐ YES ☒ NO If YES, check all that apply:

Direct contact role ☐ YES ☒ 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 ☒ 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](#)

Budget Year: 2022/2023	Requesting Section/Issuing Office: <i>Water, Sanitation and Hygiene (WASH)</i>	Reasons why consultancy cannot be done by staff: The skill set required is specific and wide experience in sanitation policy, strategies specifically the elimination of ODF which is not available in the country. The consultancy is for a short period.	
Included in Annual/Rolling Workplan: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No, please justify:			
Consultant sourcing: <input type="checkbox"/> National <input checked="" type="checkbox"/> International <input type="checkbox"/> Both Consultant selection method: <input type="checkbox"/> Competitive Selection (Roster) <input checked="" type="checkbox"/> Competitive Selection (Advertisement/Desk Review/Interview)		Request for: <input checked="" type="checkbox"/> New SSA – Individual Contract <input type="checkbox"/> Extension/ Amendment	
If Extension, Justification for extension: N/A			
Supervisor:	Start Date: <i>April 2022</i>	End Date: <i>July 2022</i>	Number of Days (working) <i>4 months</i>

8. Work Assignment Overview (Tasks, Milestone, Timeframe and payment)

Tasks/Milestone	Deliverables/Outputs	Timeline	Payment
1. Inception meeting and report	Approved inception meeting report	Within 2 weeks of resumption	15 % of consultancy fee
2. Conduct consultative meeting with stakeholders (at least two meetings).	At least two stakeholders consultative meeting reports submitted	Within 8 weeks of resumption	30% of consultancy fee
3. Development of draft policy implementation guidelines	Draft guidelines developed and shared	Within 12 weeks of resumption	
4. Conduct validation workshop with stakeholders and address the comments	Report of stakeholders' validator workshop developed and shared.	Within 14 weeks of resumption	30% of consultancy fee
5. Finalize Policy Implementation Guidelines and PowerPoint presentation to key Stakeholders	Final version of Policy Implementation GL	Within 15 weeks of resumption	
6. Submission of monthly progress report	Monthly progress report submitted	Monthly	25% of consultancy fee
7. Develop and submit final consultancy report	Final consultancy report developed and submitted	Within 16 weeks of resumption	

9. Estimated Consultancy fee

Professional Fees		4 Months	
Travel International (two-way ticket)	Will be reimbursed as per actual and for one entry only		
Travel Local (please include travel plan)	As per actual		
DSA (if applicable)	As per actual		
Work Permit	Will be reimbursed as per actual		
Total estimated consultancy costsⁱ			
<p>Minimum Qualifications required:</p> <p><input type="checkbox"/> Bachelors <input checked="" type="checkbox"/> Masters <input type="checkbox"/> PhD <input type="checkbox"/> Other</p> <p>Enter Disciplines</p> <p>Advanced university degree in one of the disciplines relevant to the following areas: Policy and Strategic Studies, Public Health, Social Science, Economics, WASH Engineering or other relevant technical fields from a recognized University/ Institution</p> <p>Additional training in Guidelines Development, Health Education, Communication for Development (Programme Communication), etc. is an asset.</p>	<p>Knowledge/Expertise/Skills required:</p> <ul style="list-style-type: none"> • Eight years of progressively responsible professional work experience in the UN or other international development organization, national government or the private sector • At least 8 years at a senior level working in the areas of policy development, institutional strengthening, programme management, research and learning, strategic planning and systems building both in the development and humanitarian context • Familiarity with the West African context is an asset. • Good knowledge and skills on the use of basic computer applications (including office suite, data analysis and presentation software) • Familiar with community approaches to total sanitation and other behaviour change communication tools for sanitation and hygiene promotion • Familiar with the current developments, research, and best practices and global in development of environmental sanitation and hygiene strategy. • Strong communication skills and fluency in spoken and written English • Experience in the use of the ASPG tool is an asset 		
<p>Administrative details:</p> <p>Visa assistance required: <input checked="" type="checkbox"/></p> <p>Transportation arranged by the office: <input checked="" type="checkbox"/></p>	<p><input type="checkbox"/> Home Based <input checked="" type="checkbox"/> Office Based:</p> <p>If office based, seating arrangement identified: <input checked="" type="checkbox"/></p> <p>IT and Communication equipment required: <input checked="" type="checkbox"/></p> <p>Internet access required: <input checked="" type="checkbox"/></p>		
<p>Request Authorised by Section Head:</p> <p><i>Signature</i></p>	<p>Request Verified by HR:</p>		

<i>Approval of Chief of Operations (if Operations):</i> 	<i>Approval of Deputy Representative (if Programme)</i>
<i>Representative (in case of single sourcing/or if not listed in Annual Workplan)</i> 	

ⁱ 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

Text to be added to all TORs:

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.