Terms of Reference

For

Training of Trainers (TOT) for FWC partners and stakeholders on Freetown decentralized water governance system through private sector participation

Dec 2017
Freetown
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Acronyms

CCU  Consortium Coordination unit
CWW  Concern World Wide
DFID  Department for International Development-UK Aid
ECOWAS  Economic Community of West African State
FCC  Freetown City Council
FT  Freetown
FWC  Freetown WASH Consortium
GoSL  Government of Sierra Leone
GVWC  Guma Valley Water Company
M&E  Monitoring and Evaluation
MIS  Management Information System
MOWR  Ministry of Water Resource
O&M  Operation and Maintenance
OM&M  Operation Maintenance and Management
PPT  Power Point (Microsoft power point)
SALWACO  Serra Leone Water Supply Company
SCI  Save the Children International
SL  Sierra Leone
TOR  Terms of Reference
TOT  Training of Trainers
WAR  Western Area Rural
WASH  Water, Sanitation and Hygiene
WAU  Western Area Urban
WSCE  Water Supply and Community Engagement (subgroup)
1. Introduction

1.1. Background and Rationales

Sierra Leone is one of the poorest countries in the world, ranking at the bottom of Human Development Index (181/188 in 2015). This country has one of the highest child and maternal mortality rates in the world. Maternal mortality ratio for Sierra Leone stands at 1,100 deaths (compared to 8 in the UK for example) per 100,000 live births and 161 deaths for every 1,000 children under-5 born. Over 14% of all deaths in children under-5 are due to diarrhoea, making it the third leading cause of infant mortality in the country, which is partly due to the poor access and quality of WASH services. The country has experienced a series of cholera outbreaks in 2006 (CFR 3.8%), 2007 (CFR 3.79%), 2008 (CFR 1.6%) and 2012 (CFR 1.3%) which has mainly resulted from inadequate WASH services and practices.

The evolving demographic transition from high birth rate, a decline death rate and a rapidly expanding population is another forthcoming challenge for the rapid and holistic development of the country. Urbanisation is rapidly growing phenomena in Sierra Leone. The rate of urbanisation (3%) is dramatically exceeded the population growth rate (2.3%) and according to AfDB, OECD and UNDP (2016) report, urbanisation in SL was 34.2% in 1990; reached 39.1% in 2015 and projected 43.8% in 2030. These plus other socio-economic entanglements will potentially challenging the smooth development and transition of the country.

In Sierra Leone, 51.8% of the households use improved water source for drinking. The same report indicates that 22% of the water points are not functional. Furthermore, according to FWC phase II WASH programme “it was argued that the programme’s intervention posed serious issues in terms of sustainability – especially in regards to the capacity of community based management structures. More specifically, authorities with MoWR, GVWC and FCC expressed their concern that the focus on WMTs for sustainability and ongoing management of the WASH facilities was flawed and did not properly consider the wider context of their existing institution’s roles and responsibilities.”

FWC developed the third phase WASH programme engaging stakeholders and with the financial support from DFID to address the underlying water supply and sanitation challenges and the gaps identified by FWC WASH Programme phase II evaluation. More

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1 UNDP HDR, 2015
3 Sierra Leone Statistics (2004) Population and Housing Census
4 WHO Cholera Country Profile for Sierra Leone, 2013
5 Statistics Sierra Leone and Ministry of Water Resources, WASH Baseline Survey and Water Point Mapping 2016
specifically, Action Against Hunger on behalf of FWC commission a study and design of decentralized water governance model which is now on the verge of completion; the final document is expected to be received between mid to end of January after thorough review and feedback by stakeholders on the draft document.

DFID is one of the key development partners of GoSL and contributing to the improvement of Freetown water supply and sanitation development. DFID has allocated significant funding for the rehabilitation and upgrading of the old Guma water supply networks and financial outlay has also been channelled through Freetown WASH consortium (FWC) to support safe and adequate supply of water and sanitation services for Freetown. Freetown WASH Consortium is implementing the third phase WASH programme in Freetown with financial support from DFID.

The third phase WASH programme seeks to meaningfully contribute to achievement of the GoSL Post-Ebola Recovery Programme particularly the KRAs on water and health sectors.

The main objective of the programme is to improve availability of safe, affordable, sustainable and integrated WASH services that are adapted to the urban and peri-urban livelihood settings of low income and vulnerable communities of Western Area District. This shall be achieved through five key deliverables:

i. Increased access to safe, improved and sustainable water supply services for low income HHs in WAU/WAR
ii. Increased access to safe/improved and sustainable sanitation services for low income areas HHs in WAU/WAR
iii. Increased uptake of key hygiene behaviors by targeted households with particular focus on mothers of under-five children in the WAR and WAU
iv. Improved planning and execution capacities of public sector actors to discharge regular duties and implement DRR and emergency response
v. Effective advocacy, learning and communication at different levels to influence pro-poor policies and inform future investments

This TOR is developed to operationalize the decentralized water governance model through providing training of trainers (TOT) for FWC and stakeholders staffs and the following sessions defines the objective, scope and deliverables of the consultancy assignment.
1.2. Organizational Background

Action Against Hunger is an international NGO and has been working in Sierra Leone since 1991. In collaboration with national and local authorities of the Government of Sierra Leone, we work to improve the nutritional and health status of the population. We address the underlying and direct causes of malnutrition through cross-sectorial interventions in Nutrition and Health, Food Security and Livelihoods (FSL), Water, Sanitation and Hygiene (WASH) and advocacy, as per our 2016-2020 country strategy priorities.

Action Against Hunger is also a member of Freetown WASH Consortium (FWC) comprised of four organizations: Action Against Hunger, Concern Worldwide, OXFAM and Save the Children. The consortium is implementing phase III WASH program supported by DFID with the main objective of improving availability of safe, affordable, sustainable and integrated WASH services that are adapted to the urban and peri-urban livelihood settings of low income and vulnerable communities of Western Area District. This Training of Trainers (TOT) on Freetown decentralized water governance system through private sector participation is part of the FWC phase III WASH programme.

2. Location

The Training will be conducted mainly in Freetown.

3. Purpose of the TOT

- To develop Trainers guide (manual) based on the newly developed decentralized water governance model (the document will be availed to the consultant trainer upon signing an agreement)
- To provide training of trainers on the knowledge and practical implementation approaches of decentralized water governance system through private sector participation to FWC partners and government staffs

4. Number and composition of trainees

The training is mainly intended for:

- FWC partners programme managers
- Community/Social mobilization experts
- WASH services management experts in GVWC and other government institutions
- Other interested WASH sector actors staffs

A total of 25+ trainees are expected from 4 FWC partners, GVWC, MoWR and other WASH sector actors working in Freetown.
5. **Scope of consultant’s Work**

The trainer firm is expected to undertake the following:

- Ensure the training proposal has clear and agreed upon practical outlines. It should be submitted along with the financial and narrative proposals.
- Prepare a training manual/training reference guide for the participants prior to the start of the training**
- Carry out the evaluation of the training at the end of the training
- Give final training report to FWC on the overall process of the training.

** The training documents should be in English, with 30 hard copies and a soft copy with CD. The consultant is expected to include the cost of document duplication and binding for each additional copy.

6. **Methodology**

As the training of trainers (TOT) is mainly intended for literate group, participatory, practical and evidence-based approach will be assumed during the 5 days training period. Among the approaches, some of them include:

- PPT presentations
- Group work and presentation
- Question and answers
- Case studies

*Note: The trainers can re-adjust their training methods in consultation with the focal person of Freetown WASH Consortium. Besides, the trainers training guide (manual) shall be approved by FWC before the commencement of the training.*

7. **Expertise Required**

The consultancy firm should be WASH expertise and have proven experience on similar assignment in developing countries. Consultant with experience in urban water management systems, institutional and organisational reforms, sustainable financing and cost recovery, capacity development and training in the ECOWAS region will be ideal for the assignment.

The consultancy firm is expected to engage high quality multidisciplinary team of experts with testified skills and experience in the WASH sector. The required profession and number of staffs required for the proposed TOT will be provided by the consultant. All experts should be professional to the field, fluent in speaking English, ability to engage high-level stakeholders in meetings and technical discussions, excellent written and verbal communication skill, good workshop leading and facilitation skill,
The consultant should also provide detailed testimony (curriculum vitae) of experts involved in the assignment.

**8. Logistics and Procedures**

The consultant would take the responsibility for accommodation in Freetown, visa, air flight, boat ticket, communication (internet & phones) and in country local transport (including airport pickup and drop offs) for the study. For your information the airport is located in Lungi on other side of the bay from Freetown, you cross Atlantic Ocean using boat; it takes between 20 – 30 minutes.

**9. Roles and responsibilities**

*Action Against Hunger*

- Action Against Hunger will provide the required information and security briefings upon arrival of experts;
- The consultant reports to WASH HOD in Action Against Hunger
- Action Against Hunger will administer the consultancy service agreement
- Action Against Hunger will cover the costs such as per diems to participants, venue, lunch and refreshment.
- Once agreement is signed, any change in the work plan or staffing should be communicated formally to Action Against Hunger; Then, the feedback will be given to the consultant after adequate consultation was made with the stakeholders on the implication of the changes. Action Against Hunger has the right to reject the proposed changes if it deemed necessary.

*Freetown WASH Consortium – WSCE subgroup and TWG*

- Provide necessary data and information for this study
- The WSCE subgroup will provide overall technical guidance, timely comments and feedback on documents produced by consultant
- TWG provides technical oversight and manages stakeholders expectations

*The consultant*

- The consultant is responsible for the safety and well-being of their personnel and equipment’s. All duty of care, transport, translation and logistical support, and insurances will be the responsibility of the consultant.
- The consultant is responsible for ensuring appropriate arrangements taking into account the security briefings;
- The consultant should be working in a professional manner while keeping confidential information’s not to disclose for third parties;
• The consultant will provide evidence of capabilities for the assignment and accepting responsibilities to deliver quality of work
• Accomplish the assignment based on the objective, the scope of work methodologies and deliverables as depicted in section 3, 4 and 10 of the ToR.
• The consultant will be based in Freetown during the period of the TOT and Action Against Hunger with WASH HOD as the focal person for communication.
• The consultant should present professional quality of works and meet deadlines;

10. Deliverables and time
The expected outputs from the consultant and the duration are shown in the following table.

<table>
<thead>
<tr>
<th>No</th>
<th>Deliverables</th>
<th>Duration (days)</th>
<th>Documents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Trainers training guide (manual) preparation – including power point presentation for each session</td>
<td>10</td>
<td>30 hard copies &amp; Soft copy</td>
</tr>
<tr>
<td>2</td>
<td>Provision of training of trainers (TOT) to FWC and government staffs</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>A training report with the evaluation result produced</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>18 days</td>
<td></td>
</tr>
</tbody>
</table>

11. Application Process and Selection Criteria

11.1. Application
The application is open for national as well as international consultancy firms

Applicants must provide:
- A detailed (max 3 page) CV of professionals involving in the TOT
- Company profile with references of similar projects
- A detailed work-plan based on the scope of the Consultancy and methodology. The candidate can suggest changes to the TOR with justification.
- A financial proposition for the Consultancy work including 10.5% of local tax. The consultant should provide their financial offer in USD.

To: ACF Sierra Leone Mission
10 Sall Drive, off Aberdeen Road, Freetown
With reference: Terms of Reference For Study and design of Freetown public toilets management system based on international best practice.

Deadline: 9 March 2018
Only short listed candidates will be contacted,
11.2. Selection criteria:

The following selection criteria will be used to evaluate consultants: Technical and financial evaluation will be rated out of 60% and 40% respectively.

- Consultant firm profile and experience in similar assignments;
- Professionals compositions of the firm;
- Financial viability and fairness
- Priorities will be given to consultants available as scheduled
- Contents of Proposed methodology
- Detailed work breakdown and time of completion