

Study on Equitable Water Supply Services in Low-Income, High Population Density Urban and Peri-Urban Areas

1. Summary

Title	International Institutional Consultancy (Consortium of International and National Consultants) on Equitable Water Supply Services in low-income, high population density urban areas
Purpose	To conduct a study on water supply models in low-income, high population density urban areas in Ghana to identify suitable, sustainable and cost-effective service delivery/ management models for reaching the most vulnerable populations.
Location	Greater Accra Region with travel to other focus regions (particularly Northern, and Volta Region)
Duration	9 Months
Reporting to	Chief of WASH, Accra

2. Background

An estimated 93% of the urban population in Ghana are reported to have access to improved water sources. However, while substantial improvements in access during the Millennium Development Goal (MDG) period i.e. between 1990 and 2015, the percentage of urban households with water supply piped into dwellings reduced from 41% to 32% (JMP, 2015).

This is partially reflected in the fact that the most common source of drinking water in urban areas is sachet water (43%) (DHS, 2014), which is significantly more expensive than piped-water from the Ghana Water Company Limited (GWCL). Indeed, it is well known that in some urban dwellers pay significantly more for water delivered through alternative services (tanker services etc.), than areas with water services piped into their dwellings.

The situation is largely attributable to the increase in the urban population in the country, as well as poor urban planning, which have led to an increase in the number and size of informal urban settlements (WaterAid, 2017). These are often characterized by high population densities, many low-income households and poor infrastructure due to inadequate sector investment and lack of physical space for infrastructural development. Evidently, the trend poses a challenge to the achievement of the Sustainable Development Goal 6.1 on safe water access in Ghana. It also poses an inherent public health risk to urban households in these areas and within the lower wealth quintiles, especially children, who could be exposed to use of unimproved sources of water.

The GoG-UNICEF Country Programme (2018-2022) has a strong focus on the strengthening of systems towards the achievement of country sector targets on access to safely managed water

services, which are aligned with the SDGs. The programme, therefore, focusses on the strengthening of sector mechanisms that ensure equitable and sustainable services at scale. In that regard, the urban sub-sector is of key importance as estimated 51% of the country's population is urban (Population and Housing Census, 2010).

Furthermore, the Water and Sanitation Sector Equity Analysis for Ghana (2017) initiated by UNICEF found that, "Despite some progress in recent years, in general GWCL strategies to target poor communities are weak, not mainstreamed across the organisation, not subject to regulatory oversight and not systematically reported as part of its performance."

3. Purpose

From the background information above, UNICEF seeks, therefore, to engage the services of a Consortium of consultants (International and National) to study the current situation with a view to identifying suitable, sustainable and cost-effective service delivery/ management models for reaching the most vulnerable populations in low-income urban and peri-urban areas. These models can then be mainstreamed into the operational strategies in the urban sub-sector in Ghana.

The study, which would be carried out in collaboration with the Ministry of Sanitation and Water Resources (MSWR) and GWCL, will build on the Sector Equity Study (2017) to provide the programme with important additional information, and will also serve as an entry point for other urban sub-sector focused support under the Country Programme (such as Water Safety Planning).

The study also seeks to complement the work done in the urban sanitation under the GoG-UNICEF programme, by ensuring that urban communities receive affordable, equitable and sustainable water supply services in the medium to long-term to consolidate any gains made in terms of public health. In that respect, the study will target some of the focus areas of the urban sanitation sub-programme, as well as, other priority areas within Accra.

4. Objectives

Overall, the assignment will be aimed at documenting the key factors influencing access to equitable and sustainable water services and the choice of services in low-income urban and peri-urban settlements in Ghana. It will then identify cost-effective models to enhance service access in such areas for consideration and mainstreaming.

The specific objectives of the assignment are as follows:

1. Review of the water supply situation i.e. major water demand/needs and uses, service sources and levels, arrangements and practices in typical low-income, high population density urban and peri-urban settlements in Ghana.

2. Review of the specific existing service access challenges in these areas, including equitable access by identifiable vulnerable groups based on gender, age, physically challenged and wealth quintile.
3. Assessment and documentation of the factors influencing to widespread adoption of sachet water, particularly in such areas and the effects on piped-water service delivery to these areas.
4. Identification models (including service management arrangements) for cost-effective (including optimum cost recovery), for the delivery of equitable, safe and sustainable services in such areas for consideration as part of sub-sector operational strategies. These models should target identifiable vulnerable populations (with a focus on children) and should consider the necessary regulatory and monitoring mechanisms. They could also include private sector participation or partnerships, where feasible.
5. Prioritisation of key recommendations for implementation (based on feasibility and impact), towards strengthening or complementing the pro-poor programme of the Ghana Water Company (GWCL)

5. Scope and Process

Implementation Process

The scope of work envisaged under this assignment will include, but would not be limited to the following:

- **Inception/ Situation Review Phase** - to appraise the general background to the study, available information and status of related on-going work in the country and preparation of the inception report:
 - Desk Review of reference documents, frameworks and reports.
 - Field Reconnaissance.
 - Preparation of Inception Report including detailed Work Plan and design of study.
 - Development of Reporting Formats.
 - Both consultants would be responsible for the finalization of the Inception Report, including the detailed work plan and the development of the reporting formats. The International Consultant would be responsible, however, for the overall quality of outputs.
- **Study Phase** - including main consultations, data collection, analysis and reporting:
 - Review of relevant literature and available information.
 - Field assessments - structured observations, focus group discussions, individual and key informant interviews and consultations with key institutions.
 - Data Analysis.
 - Reporting.

These should be carried out with the necessary collaboration of key stakeholders at the relevant levels.

- Any other tasks that may be assigned by the supervisor of the assignment.

Geographical Scope

The assignment will cover mainly the Accra Metropolitan Area, with additional information from the three urban areas covered under the Urban Sanitation component of the GoG-UNICEF WASH Programme (i.e. Ashaiman (Greater Accra Region, Tamale (Northern Region and Ho (Volta Region)

6. Methodology

The consultancy firm is expected to identify and propose a detail methodology for achieving the objective of the assignment. This will be presented as part of the inception.

The study should build mainly on the *Water and Sanitation Sector Equity Analysis for Ghana (2017)* and the results of recent country studies and surveys (e.g. the Multi-Indicator Cluster Survey (VI)), as well as, the pro-poor programme of the Ghana Water Company Limited (GWCL).

The assignment would involve active consultations with key sector institutions, including civil society. These institutions will include, but not limited to, the following:

1. Ministry of Sanitation and Water Resources (MSWR);
2. Ghana Water Company Limited (GWCL);
3. Public Utilities Regulatory Commission (PURC);
4. Food and Drugs Authority (FDA);
5. Ghana Health Service (GHS);
6. Local Government Service Secretariat (LGSS);
7. Relevant Metropolitan, Municipal and District Assemblies (MMDAs);
8. Coalition of NGOs in Water and Sanitation (CONIWAS);
9. Identifiable user/ consumer groups and
10. Maple Consult (Liaison on *Water and Sanitation Sector Equity Analysis for Ghana (2017)*).

Inception/ Situation Review Phase

The Consortium would be expected to review relevant documentation, including all previous studies (e.g. *Water and Sanitation Sector Equity Analysis for Ghana, 2017*), relevant country plans, strategies and frameworks (as specified above), as well as the status of any related initiatives in the country. This would be aimed at appraising the progress, effectiveness and efficiency of these initiatives and to detail out and finalise the design of the study. The Consultants may also undertake reconnaissance visits to relevant sites as part of this phase.

The review would be expected to identify major lessons, successes, gaps and issues from previous and on-going work, as well as existing frameworks, which could be further investigated/ reviewed as part of this assignment.

This phase will include an inception meeting with UNICEF and key stakeholders at the beginning of the assignment to discuss study modalities, and 2nd Meeting at the end of it to present the Inception Report.

Study Phase

1. Review of relevant literature and available information.

The Consortium will carry out a detailed review of relevant literature/ information i.e. legal, policy and regulatory frameworks, service delivery strategies and mechanisms, on-going initiatives, future plans etc. These may be supplemented with rapid field reconnaissance visits, as well as, interviews with key informants and institutions to enhance clarity.

2. Data Collection/ Field Assessments

The data collection and analyses should be conducted in a manner to ensure effective stakeholder engagement, input and feedback, as necessary.

Data Collection

Data collection will consist of multiple methods (Quantitative and Qualitative) utilising both primary and secondary data.

It is envisaged that analysis of the general demographic characteristics, service coverage, service levels and the dimensions of equity of services in low-income, high population density, peri-urban and urban areas (general) will be based on secondary data from the relevant databases (where available), surveys and studies for Ghana.

Primary data collection methods would include structured observations, focus group discussions, individual and key informant interviews and consultations with key institution, as follows:

Table 1 Summary of Data Primary Collection Methods

Data Collection Method	General Application	Remarks
Key Informant Interviews/ Institutional Consultations	Service Providers, Regulators, identifiable Resource Persons	<i>Ref. details below</i>
Focus Group Discussions	Key interest groups – mainly based on demographic characteristics and key vulnerabilities	<i>Ref. details below</i>
Structured Observations	Service delivery mechanisms, infrastructure and procedures	
Structured Interviews/ Rapid Surveys	If necessary to obtain quantitative measure of key issues (should mainly be limited to household level)	<i>To be designed by the Consortium</i> <i>The two main identifiable areas for such assessments are issues related to the use of sachet/ packaged water for drinking and self supply. These should,</i>

Data Collection Method	General Application	Remarks
		<p><i>however, consider secondary data where available.</i></p> <p><i>A combined survey should be used to collect data on all relevant issues (as far as practicable) and should cover the minimum sample size to ensure validity and statistical significance</i></p>

Key Informant Interviews (KII) and Consultations with Key Institutions

It is envisaged that key Informant interviews and institutional consultations will be held with regulators, service providers, opinion leaders and consumers, at community district, regional and national levels. These interviews will provide additional context-based information to add value to the analysis of other data collected. I.

Focus Group Discussions (FGDs)

This will mainly be aimed at validating issues of levels of service, service quality and equity and inclusion related issues. It would also look at service preferences for various water uses in study areas (including the heavy dependence on sachet water) and the underlying factors. The Consortium will design appropriate instruments for the focus group discussions based on gender and other key demographic, including key specific vulnerabilities. A maximum of 50 focus group discussions are envisaged per each of the 4 study areas. The Consortium would be expected, however, to provide basis for the selection of key informants and the focus of the interviews.

Table 2 Suggested Number & Distribution of FGDs

Geographical Area	Number of FGDs
Accra Metropolitan Area (Greater Accra Region) - covering 3 typical Peri-Urban and low income Urban Areas.	Up to 20
Ashaiman (Greater Accra Region) – covering up to 2 typical Peri-Urban and low income Urban Areas.	Up to 10
Ho (Volta Region) - covering up to 2 typical Peri-Urban and low income Urban Areas.	Up to 10
Tamale (Northern Region) - covering up to 2 typical Peri-Urban and low income Urban Areas.	Up to 10
Total FGDs (Maximum)	50

Sampling/ Selection of Study Areas

The selection of specific focus areas for the data collection/ assessment will be based on purposive sampling (based on key demographic characteristics of interest) and should be decided based on recommendations from the relevant MMDAs and in consultation with the Ministry of Sanitation and Water Resources.

For results requiring quantitative assessment of individuals or households, samples would be drawn from all the target areas based on proportional/ probabilistic representation either on a random or purposive basis, as necessary.

3. Data Analysis

It is expected that the analysis of data from the assignment would include both quantitative and qualitative methods. In that respect, it would be required to adopt the appropriate sampling distributions, and quantitative measures, based on sample size and the statistical significance requirements for the assignment.

The Consortium would also be required to adopt appropriate qualitative tools to analyse the data collected based on context. This would include interpretive and comparative analysis based on the appropriate frameworks (legal, policy etc.), as well, international best practices. In that regard, of key importance would be assessment based on the main feasibility factors socio-cultural, socio-economic, policy, environmental, technical etc.) Other useful tools include bottleneck analysis (e.g. using the 10 Determinant Framework).

4. Reporting

The Consortium would also be required to document all the key processes carried out, process quality assurance considerations and key findings in respect of the study objectives, as part of the reporting.

Presentation of Results

All deliverables, including assignment report, shall be presented in English in both soft and hard format to UNICEF, as well as the relevant MDAs and MMDAs through the MSWR. Results will also include presentations to relevant MDAs and MMDAs at programme/ sector review fora and specific validation meetings (ref. Expected Deliverables and Timelines section below).

Ethical Implications

Interviews and interactions with people in communities must be conducted according to national legal and ethical norms/ standards for study subjects. It is the responsibility of the Consultants to ascertain these and to conduct themselves accordingly in the field. The Consultants will be briefed by the supervisor on these issues.

Stakeholder Participation

As part of the work from the initial stages to the final stages, it is expected that all relevant key stakeholders will be involved. The contractor is thus to identify all these relevant stakeholders and include them in the planning and implementation stages.

7. Accountabilities and Reporting

The team leader or head of the institution will be the main contact person and will be responsible for all deliverables within respective timelines to UNICEF. All reports submitted to UNICEF by the Consultants should be in both the soft and hard copies. Similarly, all requests to and from UNICEF are expected to be initiated and received respectively by the Team leader.

The Consultants will be responsible for the timely submission of all deliverables and for liaising with the relevant partners, including Ministries, Departments and Agencies (MDAs) optimum participation and consultations with key actors in all related processes.

All requests to and from UNICEF, in respect their engagements and entitlements are expected to be initiated by the Consultants. The Consultants shall report to the WASH Specialist (Water).

8. Expected Deliverables and Timelines

The consultancy is expected to produce the following deliverables:

1. **Inception Report (Brief):** Final Inception Report, modified as per comments from UNICEF (*10 pages maximum*). As indicated above, the format for the report will be agreed upon during the Inception Phase. **End of Month 1.**
2. **Monthly Progress Reports:** Covering (at least) major processes and activities undertaken on the assignment, results (outputs and outcomes) achieved, lessons learnt, conclusions and recommendations, and planned activities for the next month. (5 pages – maximum). **The monthly report at the end of month 5 will serve as the mid-term progress report (15 pages -maximum).** As already noted, the format for the report will be designed by the Consultants for consideration during the Inception Phase. **End of Months 2 to 8.**
3. **Draft Study Report:** Covering (at least) major processes and activities undertaken on the assignment, results (outputs and outcomes) achieved, lessons learnt, conclusions and recommendations (*50 pages maximum*). Should also include annexes including tools, materials and key presentations developed. The format for the report will be designed by the Consultant for consideration by the end of the Implementation Phase. The draft report will be finalized after a validation meeting/ process to be conducted in Month 9. **End of Month 8.**
4. **Final Study Report:** Covering (at least) major processes and activities undertaken on the assignment, results (outputs and outcomes) achieved, lessons learnt, conclusions and recommendations (*50 pages maximum*). Should also include annexes including tools, materials, notes/ consensus from key consultative processes and key presentations developed. The format for the report will be designed by the Consultant for consideration by the end of the Implementation Phase. **End of Month 9.**

5. **Other Documentation and Presentations:** Purpose-appropriate reports/ presentations/ documents/ dissemination materials for related events such as sector/ programme review meetings, including one final comprehensive PowerPoint Presentation for sector learning and advocacy (*15 slides*) and a *2-page* Briefing Note targeted mainly at policy makers within Government. Formats for these documents and presentations should be discussed and agreed upon as necessary. **The Comprehensive Presentation and Briefing Note should be submitted at the end of Month 9 (together with the Final Study report)**

Indicative Work Plan

ACTIVITY	Output/ Deliverables	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9
INCEPTION PHASE										
Situation Review and Work Planning	Detailed Work Plan, Reporting Formats and Inception Report									
STUDY PHASE										
Conduct of Study and Reporting	Field Work, Analysis & Reporting									
REPORTING SCHEDULE										
	Inception Report									
	Monthly Reports									
	Draft Study Report									
	Final Study Report & Powerpoint Presentation									

NB: These timelines are indicative and will be confirmed at the time of contract signature

9. Dissemination Plan

The quality of reporting is important and would be given key attention. All deliverables (reports and presentations) shall be presented in English. The results of the outputs of the assignment will be communicated to stakeholders both in written report form and as a presentation to relevant government bodies, UNICEF and other stakeholders (see Deliverables section above). The Consultants should, therefore, bear in mind that outputs from this study should be suitable for communicating results on sustainability at national WASH events.

Both the report and the verbal presentation will be organised in such a way that they communicate key results to a broad target audience including officials, decision makers and other stakeholders, and an audience of WASH specialists, for which the full set of details (methodology, findings, analysis, etc.) should be made available.

10. Payment Schedule

The Consultants will be paid monthly, based on the deliverables specified, as follows:

- End of Month 1 – Inception Report – 20%
- End of Months 5 – Submission of 4th Monthly Report & Required Documentation per Month – 30%
- End of Month 8 – Draft Study Report - 30%
- End of Month 9 – Final Study Reports – 20%

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.

11. Expected background and Experience

Prospective Consortium should be led by an international consultancy with a minimum of 10 years' experience in the WASH sector, with experience in the conduct of WASH evaluations and assessments and/ or the development and implementation of social service programmes (especially WASH), with a focus on equity and inclusion, pro-poor initiatives and/ or vulnerable populations.

Previous participation in a similar study will be a clear advantage.

Experience in WASH sector assessments at the decentralised level (including in communities) in Ghana (or similar developing/ lower-middle income context) will be an added advantage.

The international consultancy would be expected to partner with a national consultancy with similar minimum experience as stated above, to provide context-specific knowledge and support.

The international consultancy would, however, be responsible for the overall quality of the outputs and outcomes of the assignment, as well as, the conduct of all the component processes, stakeholder engagement and overall coordination.

The Consortium should, as a minimum, have expertise and experience in the following areas:

- Development of policies, guidelines and frameworks in the WASH Sector
- Water Governance
- Urban Utility Management
- Development or regulation of packaged drinking water businesses
- Programming in the social services sectors focusing on equity and inclusion, targeting of vulnerable groups or pro-poor considerations.

In this regard, the Consortium would be expected, as a minimum, to field the personnel listed below. Consideration may, however, also be given to other specialists fielded, who have knowledge, skills or experience assessed to potentially add value to the output of the Consultants e.g. Monitoring and Evaluation.

12.1 Team Leader

- Advanced degree in water supply, sanitation and hygiene related fields, international development or social work.

- A minimum of 10 years' experience in the WASH sector, with a focus on at least two of the following: - project development and design, project monitoring and evaluation, studies and assessments.
- Related experience in the urban sub-sector or peri-urban areas would be a clear advantage.
- Fluency in writing, reading and speaking English.
- Strong track record (demonstrable) in relating and networking and analytical skills.
- Strategic thinking and conceptual skills.
- Excellent skills in computer software applications including MS Word, MS Excel and MS Power Point.

12.2 Institutional Development Specialist

- Minimum of university degree in water supply, sanitation and hygiene related fields, public health, sociology, international development, other relevant disciplines.
- Advanced qualification in institutional development, institutional capacity development or strategic management will be an added advantage.
- A minimum of 7 years post qualification experience in the WASH sector, working with government at the policy/ strategy level, in the development of policies, guidelines and frameworks, process facilitation, and with sector coordination mechanisms.
- Experience in programming in a decentralised context (especially Ghana) would be an advantage.
- Fluency in writing, reading and speaking English.
- Strong track record in relating and networking and analytical skills.
- Strategic thinking and conceptual skills.
- Excellent skills in computer software applications including MS Word, MS Excel and MS Power Point.

12.3 Community Development Specialist

- Minimum of university degree in sociology, behavior science, water, sanitation and hygiene related fields, public health, sociology, economics or social work.
- Advanced qualification in an area related sociology/community development.
- A minimum of 7 years' experience in WASH interventions at the decentralized levels with focus on equity and inclusion/ pro-poor programming.
- Related experience in peri-urban and low-income urban areas would be a clear advantage.
- Fluency in writing, reading and speaking English.
- Strong track record in relating and networking and analytical skills.
- Strategic thinking and conceptual skills.
- Excellent skills in computer software applications including MS Word, MS Excel and MS Power Point.

12.4 Proposal Submission

The Consortium shall submit (3No.) copies of their Technical Proposals, including their appreciation of the work at hand, Company References, detailed approach and methodology to be adopted in carrying out the assignment and the Curriculum Vitae of the key personnel.

The methodology section should clearly outline the team's approach to:

- Stakeholder consultations and preparatory activities
- The assessment
 - ✓ Legal, Policy and Strategic frameworks
 - ✓ Institutions
 - ✓ Services (including key related issues of equity, sustainability and other emerging issues)
- Overall assignment coordination

Technical and Financial Proposals should be submitted to **UNICEF COUNTRY Office, Accra.**

12.5 Evaluation and Award Criteria

Technical – 70 percent

Table 3 Criteria for technical Evaluation

<u>Technical Evaluation Criteria</u>	<u>Score</u>
1.1 Overall Response (Completeness of response, Overall concord between TOR requirements and proposal)	10
1.2 Experience of Company and Key Personnel	30
1.3 Proposed Methodology and Approach,	30
Total (maximum possible)	70

**Only proposals which receive a minimum of [50] points will be considered further*

Financial – 30 points maximum

Proposals will be assessed first on technical merit and subsequently on price. The currency of the proposal shall be in Dollars (US). The proposal with the best overall value (i.e. technical merit and price) will be recommended for approval. An evaluation panel composed of technical UNICEF staff and key GoG partners will assess bids and forward their recommendations to the UNICEF Contracts Review Committee. The evaluation panel will first evaluate each response for compliance with the requirements of this RFP. Responses deemed not to meet all the mandatory requirements will be considered non-compliant and rejected at this stage without further considerations. Failure to comply with any of the terms and conditions contained in this RFP, including provision of all required information, may result in a response or proposal being disqualified from further consideration. UNICEF will award the contract to the service provider whose response is of high quality, clear and meets the project goals.

12. General Conditions: Procedures and Logistics

- The Consultancy team will not be provided lodging and/or meals.
- The Consultant will not work from the UNICEF office, and will be expected to work from their own offices both at station and in remote locations, where required.
- The Consultant will provide their own materials, i.e. computer, office supplies, etc.

- The Consultant will not be authorized to have access to UNICEF transport for the assignment and shall provide adequate means of transport for field work.
- All equipment hiring requirement should be discussed and cleared with the Chief of WASH, UNICEF, Ghana.
- Note that final payment to a Consultant will be dependent on the completion of the relevant deliverables.
- Flight cost of internal travel only, where necessary, will be covered under travel reimbursable in the contract, based on economy class (where applicable).

13. Policy both parties should be aware of:

- All payments in respect of the assignment must be within the contract agreement.
- No Contract may commence unless the contract is signed by both UNICEF and the Contractor.
- For international contractors outside the duty station, signed contracts must be sent by fax or email. Signed contract copy must be received by the office before commencement of travel.

