



Terms of Reference – End of Project Evaluation:

Water, Sanitation and Hygiene in Disaster Prone Communities in Northern Ghana

November 2017

1. Background and context

Droughts, epidemic outbreaks, floods, and wildfires and other forms of disasters significantly impact vulnerable populations in disaster prone areas in the three Northern regions of Ghana. The impact of these disasters may lead to unnecessary losses of social and economic capital. In particular, recurrent flooding events, which are the most pervasive in terms of financial damages and the number of people who are affected, usually result in the disruption of water, sanitation and hygiene (WASH) services. These lead to significant damages to properties and trigger other health emergency situations.

To ensure that when such floods occur, the quality of water supply is not contaminated during collection, handling, storage, and use presents immense challenges to the health of these communities. The situation is further aggravated in those communities where there is a lack of water, sanitation and hygiene services. In such circumstances, the challenges include the prevalence of water borne, vector borne and sanitation related diseases such as diarrhoea and cholera. Women, children and the youth suffer the most from the effects of this lack of access to WASH facilities and related services.

The challenges can be addressed by putting in place resilient and durable solutions so that when flood disasters in particular occur, the quality of water supply sources is not contaminated (during collection, handling, storage, and use), and that good sanitation and hygiene practices are maintained for the health of the communities to offset potential health impacts on the people before, during and after such events. Such solutions, when complemented with adequate emergency preparedness activities will assist the flood prone communities to quickly return to a normal and sustainable existence.

1.1 Objective of the WASH in DPC Programme

The overall objective of the Water, Sanitation and Hygiene in Disaster Prone Communities Programme (hereafter referred to as the WASH in DPC Programme) in northern Ghana is to improve health and disaster preparedness in selected communities and schools in the Northern, Upper East and Upper West regions of Ghana by increasing access to resilient facilities and services for good drinking water and proper sanitation on a sustainable basis.

The ultimate outcome of the programme is to reduce the burden of WASH-related diseases among men, women, boys and girls in disaster-prone communities in northern Ghana. The project is designed to directly benefit 265 communities in twenty-four targeted districts.



The objective of the programme is in-line with the national development policy framework, Ghana Shared Growth and Development Agenda (GSGDA), 2010-2013.

The specific objectives of the WASH DPC Programme are to:

- Implement resilient WASH solutions and reduce the number of people in disaster prone communities in the 3 Northern Regions without safe drinking water, basic sanitation facilities and hygiene services;
- Promote education programmes and awareness of hygiene practices to improve the sanitation and health conditions in the beneficiary communities and schools;
- Enhance regional and local capacity in the beneficiary communities to sustainably manage the WATSAN facilities and related services to be put in place;
- Contribute to measures to enhance the preparedness to disasters and minimize future risks in the communities.

The WASH DPC Programme is implemented over a 3 year period commencing activities in June 2014. The total value of the programme is CAD19,915,000 (about US\$14,754,541) and funded by Global Affairs Canada (GAC); which is entity leading Canada's international development and humanitarian assistance.

Programme activities ended on 31st May with wrap-up activities continuing. Field level activities in most of the 265 targeted communities have completed or are nearing completion. Some of the facilities are already operational and project outcomes are being progressively realized. As per the implementation plan, a final evaluation is anticipated at the end of the third year of implementation.

1.2 Implementation strategy and management

Under the WASH in DPC Programme, UNDP is the administrative agent and is responsible for financial management, while each participating UN organization has programmatic and financial responsibility for the funds disbursed to it.

The WASH in DPC Programme is being implemented by Partner UN Organisations (PUNOs) consisting of the United Nations Human Settlements Programme (UN-Habitat) as the convening Agency, the United Nations Children's Fund (UNICEF), United Nations Development Programme (UNDP), and the World Health Organization (WHO).

The PUNOs work in close collaboration with the relevant national institutions as well as private sector and non-governmental organizations involved in the WASH and Disaster Management sectors in the country. From the side of the Ghana Government, the Ministry of Local Government and Rural Development (MLGRD) (now Ministry of Sanitation and Water Resources) leads the coordination for the implementation in close collaboration with the National Disaster Management Organization (NADMO) and the Ghana Education Service of the Ministry of Education, who are involved with aspects of the programme relevant to their mandates on WASH and the management of disasters and emergencies. The Joint UN team's role is the provision of technical assistance, facilitation and funds management support.



A Programme Implementation Manual completed in March 2015 provides detailed guidelines on institutional arrangements, governance, implementation process, monitoring and evaluation, and sustainability and service delivery. It specifies that the overall leadership of the WASH DPC Programme is provided by a steering committee, which is co-chaired by the Ministry of Local Government and Rural Development (now Ministry of Sanitation and Water Resources) on behalf of the Government of Ghana and the UN Resident Coordinator and with core members representing key national partners and the PUNOs. The committee would meet semi-annually and be responsible for providing strategic guidance, fiduciary and management oversight and coordination.

A mid-term review of the programme was completed in late 2016, which concluded that the programme is beneficial to the people in Northern Ghana particularly those living in disaster prone areas. It identified areas for improvement, which included the need for sustainability plans and an exit strategy, and issues related to maintenance and operation of water facilities, engagement of authorities at regional and district levels, promotion of Open Defecation Free areas and latrine artisans training.

1.3 About the UN Agencies Working Together

UN-Habitat

The United Nations Human Settlements Programme (UN-Habitat) is the lead United Nations Agency for cities and human settlements. Its mission is to promote socially and environmentally sustainable human settlements development and the achievement of adequate shelter for all.

UN-Habitat's engagement in Ghana has included support to Government led initiatives that seek to promote sustainable urban development, slums and livelihood improvement, and increased resilience in disaster prone communities.

UN-Habitat has supported the national urban forum process providing a platform for all stakeholders in Ghana to consciously support work towards sustainable urban development in the country. The National Habitat committee supports this process and in the preparations towards the Habitat III conference in Quito (Ecuador) in 2016, adopted a road map that included national and local consultations to debate and define priority issues, and identify solutions to urban challenges. The committee also supports the annual celebrations of the World Habitat Day.

Ghana has completed the Housing Profile and inputs have been incorporated in the final National Housing Policy, which was launched in March 2015. UN-Habitat is collaborating with the Ministry of Works and Housing to develop a national housing strategy under the Global Housing Strategy. The Ministry of Housing is in the process of mobilizing resources to develop housing strategy in collaboration with UN-Habitat.

Under the Slum Upgrading Facility (SUF) in Ghana Two city-level Local Finance Facilities have been set up namely Tema/Ashaiman Metropolitan Slum Upgrading Fund (TAMSUF) and the Sekondi/Takoradi Local Finance Facility (STMA-CSUF). These two city level facilities have undertaken projects including a mixed used residential commercial facility comprising 31 residential units, 15 stores and commercial bathrooms and toilets, market sheds to accommodate 60 women who have also benefitted from livelihood and housing improvement loans some of which have been used to acquire land for housing, and upgrade to a 45-bedroom accommodation for 60 households in New Takoradi. UN-Habitat is



working closely with the Ministry of Local Government on the Participatory Slum Upgrading Programme (PSUP) in Ghana to integrate spatial planning, community development, local economic development and poverty reduction as overarching goals within which slum upgrading interventions are implemented.

UN-Habitat also provides assistance to the Government of Ghana, on efforts towards mitigating the negative effects of rapid urbanisation. For example, a vision and plan for a City extension in the Ningo Prampram area has been finalised and is being subjected to further consultations prior to implementation.

UN-Habitat is the convening Agency for the implementation of the Joint UN WASH in DPC Programme. It is responsible and accountable for the overall coordination of the operation and programmatic aspects of the joint programme. In addition, UN-Habitat implements the programme component for provision of water supply systems; values-based education to complement the WASH in schools component; complement the interventions by UNICEF on microfinance for household sanitation facilities and capacity development of national and local level WASH officers.

UNICEF

UNICEF works in 190 countries and territories to protect the rights of children. UNICEF works with the United Nations other United Nations agencies to make sure that children are on the global agenda. UNICEF saves and protects the world's most vulnerable children, working to ensure child rights and providing health care, immunizations, nutrition, access to safe water and sanitation services, basic education, protection and emergency relief.

UNICEF is currently implementing a number of WASH programmes in Ghana, much of which is directly relevant to the WASH in DPC Programme. These programmes span across national advocacy and policy support for WASH in schools, WASH in emergencies and upscaling of WASH to significant on-the-ground delivery of water supply, sanitation, hygiene behavioural change and infrastructure and WASH in schools programs in the three northern regions.

An example is the Enhanced Water, Sanitation and Hygiene (WASH) Services in Schools and Communities in Ghana (2012-2016) in collaboration with the Government of Ghana and with funding support from GAC. The initiative is designed to contribute to improved health and well-being of children in schools, and of women and men in communities, in the Upper East, Upper West, Northern, Volta and Central regions (the five most deprived regions) of Ghana.

The main beneficiaries are communities in 13 districts and specifically children and youth in 150 basic schools (i.e. primary and junior high). Through the delivery of water, basic sanitation and hygiene (WASH) services, the project aims to enhance WASH service uptake and sanitation practices among the beneficiary population.

The initiative also aims to strengthen relevant national institutions and monitoring and evaluation systems to provide an enabling environment for better planning, delivery and sustainability of decentralized water, sanitation and hygiene services in Ghana.



Lessons from UNICEF’s programmes range from political engagement at all levels, through increasing government efficiency in delivering WASH outcomes, to engaging communities and children to empower themselves to deliver WASH outcomes.

In the WASH in DPC Programme, UNICEF leads the roll out of the Community Led Total Sanitation (CLTS) process, sanitation marketing, a social norms campaign, microfinance for household sanitation facilities, capacity development of national and local level WASH officers, WASH in schools, water safety planning, ‘hand washing with soap’ and the assessment of technology options for disaster resilience.

UNDP

UNDP partners globally with all levels of society in more than 170 countries and territories offering a global perspective and local insight to help empower lives and build resilient nations that can withstand crisis, and that drive and sustain growth that improves the quality of life for everyone.

Under the overarching goal of empowering lives and building resilient nations, UNDP in Ghana focuses on three inter-connected thematic areas: promoting inclusive growth, democratic governance and sustainable development.

In the area of *disaster risk reduction*, UNDP has supported a wide array of activities, spanning from institutional strengthening to capacity building and awareness creation, for example, creation of National Platform and Regional Platforms on DRR to promote coordination of DRR at sector and regional level. In the area of *disaster preparedness*, UNDP supported the review of the National Contingency Plan for a more coordinated and effective response to disasters; the development of District Disaster Management Plans in Greater Accra, Eastern and Northern Regions; and facilitated a national simulation exercise (floods scenario) to enhance the capacity of national and international institutions to quickly and effectively respond to emergencies. In the area of *disaster response and recovery*, UNDP has been providing logistical support to NADMO to respond to disaster and emergency situations, such as floods in Northern Ghana in 2008-2010, floods in Accra in 2011, influx of Ivorian refugees and Ghanaian returnees from Libya. UNDP also provided recovery support and alternative livelihood activities to communities affected by disasters in Northern Ghana. UNDP has also partnered with NADMO to define how to systematically forecast the surge of floods and drought, and how to issue timely *early warning*.

Since 2008, UNDP has supported climate change and DRR related activities in Ghana. UNDP has facilitated stakeholder engagement/consultation, high-level policy dialogues, and provided technical and financial support to a series of key national processes aimed to mainstream climate change and DRR into development planning, develop policies and plans, and meet Ghana’s international obligations under United Nations Framework Convention on Climate Change (UNFCCC). These include: The National Development Planning Commission (NDPC), together with the Environmental Protection Agency (EPA) and the National Disaster Management Organization (NADMO), have undertaken a process to *mainstream* climate change and DRR into national and district development plans and budgets. Climate change was also fully integrated into the Ghana Shared Growth Development Agenda (GSGDA 1 and 2). The *National Climate Change Policy (NCCP)* was approved by Cabinet in June 2013. As a second phase of the Policy, the Government developed the National Climate Change Policy Strategies (NCCPS) in 2014. DRR considerations have been fully incorporated into the NCCP, which recognizes that “more than 80% of the disasters in Ghana are considered to be climate-related”. The process to revise Act 517, which led



to the establishment of NADMO, is well advanced and puts more emphasis on disaster prevention, with the creation of a National Disaster Management Fund. UNDP also technically contributed to the development of the *Ghana Plan of Action on DRR and Climate Change Adaptation* (2011-2015), and the revision of the *National Contingency Plan*.

As per the programme document, UNDP is expected to liaise with NADMO to put in place measures to enhance the preparedness to flood disasters and minimize future risks in the selected communities.

UNDP was also responsible to liaise with NADMO to contribute to 'Outcome 4: Disaster prone communities in 24 districts adopt measures that ensure disaster preparedness and minimize future risks in the communities'. Key activities included liaison with NADMO and other partners and assist with the sensitization of communities for disaster preparedness as it relates to the WASH sector and identification of strategies and plan for appropriate household emergency WASH kits in emergency situations.

WHO

WHO is the directing and coordinating authority on international health within the United Nations' system. Working through offices in more than 150 countries, WHO's staff work side by side with governments and other partners to ensure the highest attainable level of health for all people.

WHO does this by providing leadership on matters critical to health and engaging in partnerships where joint action is needed; shaping the research agenda and stimulating the generation, translation and dissemination of valuable knowledge; setting norms and standards and promoting and monitoring their implementation; articulating ethical and evidence-based policy options; providing technical support, catalysing change, and building sustainable institutional capacity; and monitoring the health situation and assessing health trends. WHO main areas of work are health systems, promoting health through the life-course non-communicable diseases, communicable diseases, corporate services, preparedness, surveillance and response.

With respect WASH, WHO works where the health burden is high and where evidence-based interventions could make a major difference. Our work in the area of WASH includes normative work (mainly on water quality, but also on monitoring approaches and interventions, usually resulting in guidelines and best practice texts), providing evidence (through various monitoring activities, but also through commissioned research), supporting Member States (through technical cooperation and capacity building) and responding to emergencies (the role in the Health Cluster - WASH in healthcare - and in the WASH cluster - restoring safe water supplies and adequate sanitation).

WHO's role in the WASH in DPC programme was to build the capacity of Technical teams in Water Quality Assessment and Monitoring, Health Emergency preparedness and response in flood disasters and the promotion of behavioural change through support of school health Clubs activities.

The activities to achieve the planned targets were done through training, practical and hands on exercises and field work in Household Water Treatment and Storage (HWTS) and piloting the novelty Water Safety Planning (WSP) which uses the risk based approach along the supply chain from source to



the end user. The health improvement outcomes of the intervention will be a highly motivated and well prepared Communities and Technical staff to manage flood disasters better should they occur and improvement in programme performance indicators.

1.4 Mandate of the evaluation

This evaluation is undertaken in accordance with programme agreement between UN-Habitat, the PUNOs, and the donor, Global Affairs Canada that requests for an end-of-programme evaluation.

The evaluation also in accordance with UN-Habitat's evaluation policy (2014), which requires that projects of value US\$1 million shall be evaluated by an external evaluator.

The forward-looking elements of the evaluation will play an instrumental role in shaping the focus for the agencies in planning, organizing/institutionalizing and implementing future WASH activities at country level as part of delivery of their Programmes.

2. Purpose of the Evaluation

The PUNOs, with UN-Habitat as convening agency and leading the evaluation, are undertaking this end-of-programme evaluation of the WASH in DPC Programme in Northern Ghana to assess to what extent the overall support and services provided by UN-Habitat, UNICEF, UNDP and WHO are relevant, efficient and effective, and sustainable, and overall all effects/changes from the projects implemented.

The sharing of findings from this evaluation will inform the Partner UN Organisations and other relevant key stakeholders, including national partners and the donor, on what was achieved and learned.

3. Objectives of the Evaluation

The evaluation of the WASH in DPC programme is to provide the Partner UN Organisations, their governing bodies, national partners and the donor, with an independent and forward-looking appraisal of the agencies' operational experience, achievements, opportunities and challenges. What will be learned from the evaluation findings are expected to play an instrumental role in informing decisions of the PUNOs in the planning and programming of projects, influencing strategies, adjusting and correcting as appropriate, exploiting opportunities, replicating and up-scaling the implementation approach used, and generating credible value for targeted beneficiaries and addressing national priorities. Evaluation results will also contribute to PUNOs' planning, reporting and accountability.

The period of the evaluation will cover the start of the WASH DPC programme in June 2014 up to the end of 2017 at the time of the evaluation and at a time when most of the activities in the programme are completed or nearly completed.

Key objectives of evaluation are:

- a) To assess progress made towards the achievement of results at the outcome and outputs level of the programme and its activities; and how the regions in northern Ghana have benefited or not



- from the programme at regional, district and community levels;
- b) To assess the relevance of the PUNOs in supporting the Government of Ghana towards the achievement of the agencies overall mandates by focusing on complimentary methodologies and joint approaches;
 - c) To assess the efficiency, effectiveness and sustainability of the programme in achieving its expected results. This will entail analysis of delivery of actual outcomes against expected outcomes, in terms of delivery of outputs, achievement of outcomes and long term effects;
 - d) To assess the extent to which the joint implementation approach of the WASH DPC Programme has worked well or not;
 - e) To bring forward programming opportunities that indicate potential for future joint partnership between PUNOs and the Government of Ghana and local governments, and partners;
 - f) To identify lessons learned and best practices and make recommendations on what needs to be done to promote water, sanitation and hygiene in disaster prone communities and similar joint UN programmes in the future.

4. Scope and Focus of the Evaluation

The end-of-programme evaluation is expected to assess achievements, challenges and opportunities from the implementation of the WASH in DPC Programme.

The focus is the delivery of activities as outlined in the Performance Measurement Framework Document of the WASH in DPC Programme, which was prepared and adopted by the PUNOs at the beginning of the programme and updated throughout the life cycle of the project, notably at Project Steering Committee meetings.

The evaluation will be a systematic review of the activities delivered by the programme. It will identify lessons and recommendations for improvement of similar future joint programmes. Best practices and lessons learned from this programme will be shared with key stakeholders including government bodies, other NGOs, and other stakeholders for further programming.

5. Relevant Evaluation Questions Based on Evaluation Criteria

The evaluation will use evaluation questions related to the criteria of relevance, efficiency, effectiveness, impact outlook and sustainability in its assessment and rating of the performance of the WASH in DPC Programme. In addition to these evaluation criteria, coherence will also be assessed and rated. The assessment will be based on the questions below. The evaluators may expound on each of the components and activities of the programme in order to carry out the objectives of the evaluation.

Relevance:

- What is the relevance and value added of the activities carried out through the WASH in DPC Programme and was the project designed in a way that is relevant to reach its goals?
- To what extent are the programme activities relevant to the real needs of the intended beneficiaries? Did the project/activities meet relevant needs of the beneficiaries?



- To what extent is the programme relevant in improving resilience to flood in the selected 265 affected communities and in creating better livelihoods, and improving the health and disaster preparedness in the beneficiary communities?

Effectiveness:

- To what extent are the activities and outputs consistent with the objectives of the project and do the activities meet the objectives and results set out in the project (as outlined in the logical framework)?
- What kind of positive changes to beneficiaries have resulted from products and services delivered?
- To what extent have the identification, design and implementation processes, including outreach involved communities, local and national stakeholders as appropriate?
- To what extent and in what ways has ownership, or lack of it, impacted on the effectiveness of work and projects implemented?
- To what extent did the project succeed in integrating a gender¹ perspective?
- How were other cross-cutting issues such as youth, climate change and human rights considered in the design and implementation of activities?

Efficiency:

- To what extent was the programme run/delivered in an efficient way?
- To what extent were implementation arrangements adequate in terms of management, coordination and human resources? What type of administrative, financial or managerial challenges did the programme face and to what extent has it affected planning and delivery?
- To what extent were the resources made available sufficient for the planned interventions for the programme?

Impact outlook:

- What is the short-term, medium term and longer term changes in the lives of the disaster prone communities as a result of the programme? Specifically, any changes resulting from improving lives of the beneficiary community members in terms of environmental health, empowerment of the targeted community through the programme and livelihoods?

Sustainability:

- To what extent are the outputs delivered and results achieved so far sustainable?

¹ In addition to gender policies of the PUNOs, the donor, Canada, has recently released its new Feminist International Assistance Policy.



- To what extent has the training and awareness raising activities at the regional, district and community levels resulted in the acceptance by beneficiaries of the WASH in DPC programme deliverables?
- What are the key factors for sustainability and broad-based ownership of the WASH in DPC programme deliverables, and for mainstreaming these into national and local policies and activities?
- What are the opportunities for up-scaling and replication of the programme approach and components?
- Which unmet needs would be relevant to consider for delivering future sustainable WASH solutions in DPC in northern Ghana?

Coherence:

- To what extent was the joint implementation approach supported by the institutional arrangements in place and complementarity of expertise made available by the PUNOs?
- To what extent were the performance framework and its result indicators and means of verification adequate and supported the joint implementation approach?
- Which best practices have emerged for effective and timely joint collaboration of the UN organisations involved?

6. Stakeholder Involvement

A key determinant of evaluation utilization is the extent to which clients and stakeholders are meaningfully involved in the evaluation process. It is expected that that this evaluation will be participatory, involving key stakeholders: beneficiaries, partners, PUNOs and project developing and implementing entities of the agencies, Global Affairs Canada as donor, and other interested parties.

Stakeholders will be kept informed of the evaluation processes including design, information collection, and evaluation reporting and results dissemination to create a positive attitude for the evaluation and enhance its utilization. Relevant entities, United Nations agencies, national partners, beneficiaries of the programme, donor, and other civil society organizations may participate through a questionnaire, interviews or focus group discussions. Some key stakeholders, including those stakeholders involved in the implementation and users/recipients/beneficiaries will participate through interviews, questionnaires or group discussions.

Key partners/stakeholders to be involved/consulted during the evaluation include:

- Governmental partners: Ministry of Sanitation and Water Resources, National Disaster Management Organisation, School Health Education Programme of the Ghana Education Services (SHEP/GES), and the Community Water and Sanitation Agency (CWSA).
- UN Organisations (Ghana): UN-Habitat, UNICEF, UNDP, and WHO.



7. Evaluation Approach and Methods

The evaluation shall be independent and be led by UN-Habitat in close consultation and collaboration with UNICEF, UNDP and WHO. The evaluation will follow the evaluation norms and standards of the United Nations System. The evaluation analysis will be based on evaluation criteria, evaluation questions, and the Theory of Change applied to the work implemented through the WASH in DPC programme i.e., outlining the results chain and contribution towards the four specific objectives of the programme.

The evaluators are expected to use a variety of methods to collect and analyze data. Participatory methods will be used to collect qualitative and quantitative data.

The key methods include, but are not limited to:

- Household survey using survey questionnaires;
- Literature review of existing documents and review of context and poverty trends, including the project proposal and other documents, annual and quarterly reports, monitoring and evaluation reports.
- Field observation of the targeted community (-ies) and village (s);
- Interviews and meetings with staff of PUNOs, Government Counterpart partners (National, regional and District level), implementing partners, local authorities and local development institutions;
- Key informant interviews with project and national management teams and other relevant stakeholders;
- Review "Before and After" photos;
- Focus Group Discussions involving primary project participants (i.e., men, women, youth, etc.), other social groups and key stakeholders;
- Reflection and feedback sessions with staff and partners.

The field visits will include consultations with beneficiaries of projects as well as visits to project sites. *Field visits* will be initiated with a visit to Accra, where the team would meet with key personnel involved with the programme from UN-Habitat, UNICEF, WHO and UNDP and the Government of Ghana partners. They will also be provided with any more documents that they might require. The team will also obtain the views of Steering Group members, and field implementing partners to facilitate the subsequent trip to the field. From Accra, the team will travel to the UN Field Office in Tamale for interactions with the UN team there. From Tamale they will visit select beneficiary communities in the three regions (Northern, Upper East and Upper West) to selected sites and hold discussions with the beneficiaries and other stakeholders on programme implementation, provincial and district level and other cooperating partners, conduct survey and assessments and collect the requisite data on the ground to facilitate the subsequent evaluation work.

In preparation of the field missions, a teleconference will be held with the Evaluation Reference Group.



The following documents, among others, will be made available to the evaluators:

- Programme Document
- Detailed Implementation Plans
- Budget plan/Cash flows
- Baseline Survey Report
- Community Selection Report
- Performance Measurement Framework
- Programme Implementation Manual
- Draft Technical Guidelines for WASH in Flood Prone Communities
- Guidelines And Minimum Standards For Resilient WASH Facilities In Disaster (Flood) Prone Communities
- Disaster Risk Reduction Toolkit
- Bunkpurugu – Yunyoo Disaster Preparedness Simulation Exercise Report
- District Level Disaster Preparedness Plans
- Community Disaster Risk Reduction Plan
- Water Safety Plan Training Report
- Early Impact Assessment Report
- Steering Committee Meeting Reports
- Annual reports
- Semi-annual reports
- Monthly reports
- Mid-term Review Report
- Annual Financial report (3 year report)

8. Accountability and Responsibilities

The Evaluation is commissioned by the donor, Global Affairs Canada, and managed by the UN-Habitat Evaluation Unit in close consultation with UNICEF, UNDP and WHO.

An **Evaluation Reference Group** with members from UN-Habitat, UNICEF, UNDP and WHO, and from the donor, will be responsible for comments on the inception report and drafts of the evaluation report. Key governmental partners may also be invited as members of the reference group as deemed necessary and useful.



The **Evaluation Team** is to comprise of two international consultants: A **Team Leader** (International Consultant) and a supporting **Evaluator** (National Consultant). The international consultant is the team leader and responsible for meeting professional and ethical standards in planning and conducting the evaluation, and producing the expected deliverables. The National consultant will support the evaluation in particular, data collection and analysis.

Once the inception report is approved by the Evaluation Reference Group, it will become the management document for guiding delivery of the evaluation in accordance with expectations. The draft evaluation report, prepared by the international consultants, will be shared first with the Evaluation Reference Group. Comments from PUNOs and other key stakeholders will be consolidated by UN-Habitat's Evaluation Unit and forwarded to the consultants for incorporation. The consultants will submit the final draft report to the Head of the Evaluation Unit, UN-Habitat.

The UN-Habitat Evaluation Unit in close consultation with Programme Management Team will lead the evaluation by guiding and ensuring the evaluation is contracted to suitable candidates. The Evaluation Unit will provide advice on the code of conduct of evaluation; providing technical support as required. This collaboration will ensure that contractual requirements are met and approve all deliverables (Inception Report/ Work plan, Draft and Final Evaluation Reports).

In preparation of the evaluation, a teleconference will be held between the Evaluation Reference Group and the Evaluation Team in order to discuss and agree on the work plan and methodology. A second teleconference will be held at conclusion of the evaluation in order to review findings, if possible also with key partners.

9. Qualifications and Experience of the Evaluation Team

The evaluation shall be carried out by two consultants.

The International Consultant is expected to have:

- Over 15 years of programme management, monitoring and evaluation experience building on the results-based management approach.
- Extensive, proven, evaluation experience. The consultant should have ability to present credible findings derived from evidence and putting conclusions and recommendations supported by the findings. Examples of at least two evaluation reports should be submitted with the letter of interest from candidates.
- Specific knowledge and understanding of UN Organisations and the organizational context of urban basic services/ WASH.
- Advanced academic degree in development or similar relevant fields.
- Specialized knowledge of projects or programmes in the field of urban basic services, water, sanitation, hygiene and community engagement. Relevant experience of other major humanitarian and development agencies or programmes, in particular in relation to similar programmes is an asset.



- Familiarity with approaches to development in small communities in a lower middle income country such as Ghana is desirable.
- Fluency in English (understanding, reading and writing) is a requirement.

The National Consultant is expected to have:

- First level academic/ recognized university degree in development or similar relevant area
- Good local working knowledge
- Proficient in English and local languages (depending on field visits)
- Five years of experience in implementation, management and monitoring of donor-funded development projects.

The profile of the consultants should complement the following attributes and expertise in: WASH and water quality issues, building community resilience to disasters, joint UN programming, capacity building and strengthening institutions; good knowledge of the UN system standards and norms for evaluation and experience in applying results-based evaluation policies and procedures; knowledge of participatory monitoring approaches; experience applying SMART indicators and reconstructing or validating baseline scenarios.

Competency in the following is required: excellent English writing and communication skills; demonstrated ability to assess complex situations in order to succinctly and clearly distil critical issues and draw forward looking conclusions; excellent facilitation skills; and integrity, sound judgement, analytical skills, networking and interpersonal skills, and proven report writing skills.

10. Work Schedule

The evaluation will be conducted over the period of eight weeks spread over four months, including the desk review, from December 2017 to March 2018.

The Evaluation Team is expected to prepare an inception work with a work plan that will operationalize the evaluation. In the inception report, understanding of the evaluation questions, methods to be used, limitations or constraints to the evaluation as well as schedules and delivery dates to guide the execution of the evaluation should be detailed.

The draft will be reviewed and comments provided by the Evaluation Reference Group. The comments received will be considered by the evaluators, who will be expected to submit a revised report, after incorporating all the comments on the draft report. If deemed useful and resources permitting, the consultants would return to Accra at the end of the assignment to present the final evaluation report to the PUNOs and Government of Ghana partners.

A provisional timetable is as follows in Section 13.



11. Deliverables

The three primary deliverables for this evaluation are:

- I. **Inception Report** with evaluation matrix and evaluation work plan. The inception report will guide the evaluation process and address the evaluation questions of the TOR, including selection of field visits and time schedule, limitations to addressing and answering the questions and the Theory of Change. Once approved, it will become the key management document for the evaluation, guiding evaluation delivery in accordance with UN-Habitat's expectations throughout the performance of contract.
- II. **Draft Evaluation Report.** The Evaluation Team will prepare an evaluation report draft to be reviewed by the PUNOs and members of Evaluation Reference Group. The draft should follow standard format for evaluation reports. The draft report must meet minimum requirements for draft reports (as assessed by the Evaluation Unit) before the draft is shared more widely with relevant stakeholders for comments. The evaluation report should follow the standard format evaluation reports, putting forward the purpose, focus, scope, evaluation methodology, evaluation findings (with assessment of achievements and rating of performance according to evaluation criteria), lessons learned and recommendations.
- III. **Final Evaluation Report** (including Executive Summary and Appendices) will be prepared in English language and follow the UN-Habitat's standard format for an evaluation report. The report should not exceed 50 pages (excluding Executive Summary and Appendices). In general, the report should be technically easy to comprehend for non-specialists, contain detailed lessons learned, actionable recommendations, and list of all people interviewed and survey templates in Annexes.

12. Resources

The funds for the evaluation of the WASH in DPC Programme are available from programme budget. Daily subsistence allowance will be paid only when working outside the official duty stations of consultants.

13. Provisional Time Frame

#	Task Description	October 2017				November 2017				December 2017				January 2018				February 2018				March 2018			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
1	Establishment of Evaluation Reference Group			X	X																				
2	Call for consultancy proposals and recruitment of consultants					X	X	X	X	X															
3	Review of background documents									X	X	X	X												

