

Terms of Reference - LTA

1. IDENTIFICATION

Title of TOR	Outcome Evaluatoin of Community Liasion Cell (CLC)- Water and Sanitation Services Peshawar (WSSP)
Start date	1 st Dec 2022
End date	15 th Sep 2023
Contract Supervisor	Sajjad Akbar, WASH Specialist, Peshawar, Asiya Chaudhry, WASH Specialist, Islamabad and Muhammad Shoaib, WASH Officer, Peshawar
WBS	3300/A0/06/005/001/009
Grant	
Budget (PKR)	16,287,075
Budget (USD)	75,000 USD
Exchange Rate utilised	217.161
LTA Number	
LTA Supplier	

1. BACKGROUND AND OBJECTIVES:

1.1: Context/Background

The contract will be made with third party by using existing LTA. UNICEF will pay directly to the third party based on completion of deliverables. This document is being prepared to agree on the tasks and deliverables expected from the Vendor. The JDs of the Consultants with expected deliverables is also annexed in the end.

Before 2014, Tehsil Municipal Administration (TMA) was responsible for the provision of Water Sanitation Services in Urban Peshawar. Limited services in relation to coverage and quality was a common feature in TMAs operation. This resulted in water and sanitation infrastructure that was not working as planned and actual operations with limited in coverage rendering a good portion of urban population without any or with little service.

Due to the above reasons, a public company was established on a corporate design to improve the level of services and generating its own resources for sustainability. The company was to be supported for initial years with a set timeline for reaching sustainability¹. Soon after taking responsibilities of provision of Water and Sanitation Services in Peshawar, Water and Sanitation Services Peshawar (WSSP) realized that a one sided approach of just focusing of provision of services was not sufficient in achieving full coverage of quality services and this can only be achieved through generating ownership and support from the public

¹ This period was later extended as none of the company could reason sustainability within the timeframe

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(customers). Thus, it was realized that a mechanism for a two-way communication and support was essential for improving and sustaining services. With this understanding Community Liaison Cell CLC was established with a mission to “Promote community empowerment and engagement in Water, Sanitation and Hygiene (WASH) sector through building effective, equitable and sustainable partnership between citizens and the WSSP.” CLC though was established in 2017, however, the organogram only provided limited human resources which were not sufficient to meet the expected objectives².

UNICEF has been supporting the urban utility, WSSP, for more than 4 years through different interventions including provision of Infection Prevention and Control (IPC) facilities, rehabilitation of water supply systems for provision of safe drinking water along with different system strengthening, improving efficiency and support for improving monitoring capacity of the utility. During implementation of different projects, UNICEF also sensed the lack of capacity of CLC in delivering against its objectives. With WSSP fully onboard, UNICEF started supporting CLC with additional Human resources (Social Mobilizers) along with resources for different program activities like community organization, capacity building, developing linkages with stakeholders, stakeholder coordination. Support for awareness raising through different media channels was also included in all partnerships. Support was aimed at improving efficiency of WSSP operations through community participation and ownership of the services.

Since, then UNICEF is supporting CLC to increase coverage and improve their engagement with the community through different activities like

- Awareness raising and behavior change of the community in various dimension as per the Behavior Change Communication strategy
- Stakeholder engagement by CLC for advocacy purposes and generating support in bridging community and WSSP relations. As an outcome of this engagement, some stakeholders have started contributing in improving the WASH services in partnership with WSSP
- Sector coordination for Urban Peshawar led by CLC involving WASH sector partners to work on common objectives and prioritization
- CLC supported Community led infrastructure improvement where community is organized to prioritize the improvement in their areas. This support is implemented through Operations section of WSSP but community organization and prioritization process is done through CLC
- CLC had been supported to engage with students, teachers and Health care staff under institutional WASH. CLC staff were instrumental during COVID 19, Acute Watery Diarrhea (AWD) response by conducting overall awareness raising on the topics of concern

Support for awareness raising through different media channels was also included in all partnerships. In addition, CLC is being used to contribute to indirect results like

- Water conservation
- Revenue collection
- Elimination of illegal connections
- Monitoring of services
- Improving the effectiveness of complaint/grievance mechanism Etc

² Detailed objectives mentioned in related section below

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Before UNICEF support, CLC had already developed a WASH Behavior Change Communication (BCC) strategy to attain positive behavior change among people regarding use of toilets, hand washing with soap, personal hygiene, solid and liquid waste management, and other critical hygiene practices through enhanced knowledge about improved sanitation, WASH practices, hygiene behaviors and boosting conversion of the knowledge into practice.

1.2: Object of Evaluation – Community Liaison Cell (CLC)

CLC was established to bridge the communication gap between public and WSSP and to devise a much-needed effective support mechanism which is mandated to facilitate the WSSP field operations. The CLC is mandated to harmonize WSSP field operations by addressing the real needs and demands of consumers and overcome the challenges which WSSP is encountering with the consumers and general public. It was approved by Board of Directors (BODs) of the WSSP as a new initiative for engaging communities.

Vision	Mission	Objective	Sub objectives
To ensure universal water supply and sanitation coverage in WSSP service areas of Peshawar District through strengthening systems, resources, networks, organizations and institution through active participation.	Promote community empowerment and engagement in Water, Sanitation and Hygiene (WASH) sector through building effective, equitable and sustainable partnership between citizens and the WSSP.	<p>Trigger a participatory development approach leading to judicious, equitable and effective service delivery to beneficiary communities in WSSP jurisdictions</p> <p>Positive behaviors are inculcated in the beneficiaries through a proactive and effective “Behavior Change Communication” strategy following a comprehensive process of social mobilization.</p>	<ul style="list-style-type: none"> • Development of a “policy” and “strategy” for extending water and sewerage services to the uncovered population residing in WSSP jurisdiction areas. • Preparation of a comprehensive Socio-Economic Profile of formal & informal settlements. • Identification of legal/institutional/technical/social barriers to investing in formal & informal settlements and suggest sustainable solutions. • Enhancement of the voice of citizens of Peshawar in planning and implementation of WSSP processes. • Establishment of partnerships with stakeholders working in Peshawar in water and sanitation sector for harmony and targeted interventions. <p>Enhancement of the revenue collection through the effective engagement of elected members and religious clerics for improving the effectiveness and efficiency of service delivery by WSSP.</p>

Role and responsibilities of CLC

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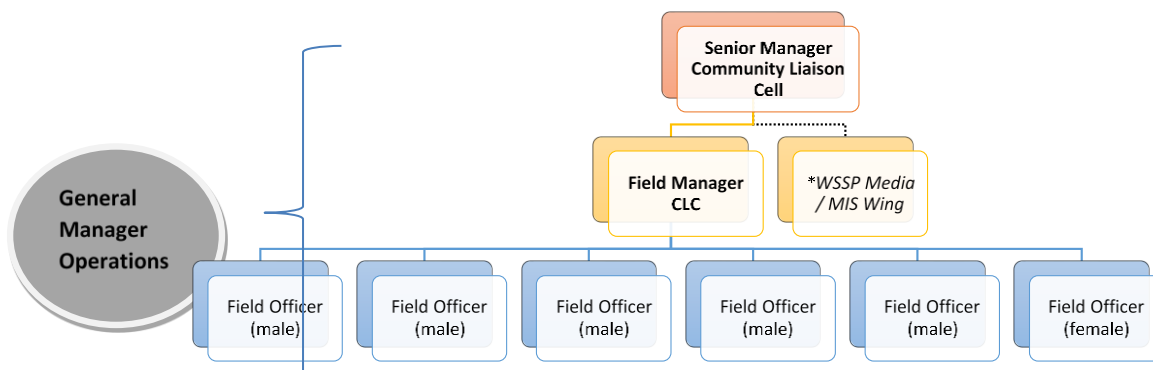
- The role of CLC is to act as a bridge between the Service provider (WSSP) and Service users (Citizens) to improve coordination;
- Address the existing issues related to the four important domains i-e (Water Conservation/Revenue, garbage disposal mechanism, Sanitation (cleaning of drains) and level of Community understanding on Hygiene);
- Trigger a participatory development approach that leads to judicious, equitable and effective service delivery to beneficiary communities in WSSP jurisdiction.
- Citizens realisation of their roles and responsibilities
- Positive behaviour change through social mobilization and active involvement of the local community.

In addition to the above roles, CLC had been engaged in different additional activities as per the need of the organizations involved. Some of these activities are mentioned below

- support in increasing revenue collection activities through supporting relevant teams on the ground
- support in minimizing illegal connections by sensitizing communities to get the connections registered
- Support in increasing the efficiency of the complaints and related redressal mechanisms by supporting the communities in complaints registration and also supporting WSSP in prioritizing the mitigation measures
- Organizing the communities to increase the operational efficiency of WSSP Operations and contributing to reducing the cost of the services

As envisaged in the vision, the core objective of CLC is to strengthen and empower communities to adopt positive behaviors along with safe hygiene practices. All these would require to be quantified in relation to impact on health on the community and also financial benefits to WSSP through improvement in operational efficiency by more responsible behavior from communities

The proposed revised organogram of CLC is also below



Time Period

CLC has been supported by UNICEF since 2020 under different projects (details in section 2.3). The initial support focused on improving infrastructure and operational efficiency. Later all the support was diverted to strengthening of CLC wing of WSSP.

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Implementation Framework and Strategic Actions (as per BCC strategy)

The implementation framework of CLC is contributing in achieving the organization's (WSSP) goals through targeting behavior change aspects of the communities to make WSSP Operations more efficient. The following are the different dimensions of CLC contributions

- Sustainable Supply of Safe drinking water
- Access and utilization of the sanitation facilities in the jurisdiction
- Across the board solid waste management services through appropriate techniques
- Capacity building of the counterparts to generate support for improvement of WSSP operations
- WASH in Schools through capacity building, support for behavior change etc.

Key Results (as per BCC strategy)

As per the BCC strategy, the following are the different organizational goals which are being contributed to by the CLC section of WSSP

WATER

Strategic Goal	Short Term 1- 2 Years	Medium Term 2-4 Years	Long Term 4- 6 Years
All rural areas, cities and towns have action plans for integrated water supply, sewerage and drainage, and solid waste management	All cities start implementing action plans for integrated water supply, sewerage and drainage, and solid waste management	At least 50% of towns and rural areas have started implementing action plans for integrated water supply, sewerage and drainage, and solid waste management	At least 100% of towns and rural areas have started implementing action plans for integrated water supply, sewerage and drainage, and solid waste management
Dysfunctional schemes adequately rehabilitated and maintained	A phased plan for rehabilitation of dysfunctional schemes developed according to district and Tehsil Municipal Administration (TMA) and implemented in a phased manner	At least 50% of dysfunctional schemes rehabilitated and operational, and O&M system functioning	At least 100% of dysfunctional schemes rehabilitated and operational, and O&M system functioning
Rehabilitation and replacement of old infrastructure	Each city and town has mapped out old infrastructure and leaky mains that need rehabilitation or replacement	At least 10% of old infrastructure in cities and 20% in towns is replaced or rehabilitated as part of city or town development	At least 20% of old infrastructure in cities and 40% in towns replaced or rehabilitated as part of city or town development
100% piped water coverage in cities and towns	Extend distribution networks and supply lines to provide 60%	Extend distribution networks and supply lines	Extend distribution networks and supply lines

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	coverage in cities and towns	to provide 70% coverage in cities and towns	to provide 100% coverage in cities and towns
65% piped water coverage in rural areas	Extend distribution networks and supply lines to provide 20% coverage in rural areas (depending on baseline)	Extend distribution networks and supply lines to provide 40% coverage in rural areas	Extend distribution networks and supply lines to provide 65% coverage in rural areas
Enhanced coverage of filtration plants in zones with high hand/motor pump use	High prevalence hand/motor pump use areas mapped in all TMAs Filtration plants installed in 25% of areas with high hand/motor pump use	Filtration plants installed in 45% of areas with high hand/motor pump use	Filtration plants installed in 65% of areas with high hand/motor pump use
Additional water storage capacity developed	Storage capacity needs of cities and towns determined	At least 25% TMAs build extra overhead storage capacity	At least 50% TMAs build extra overhead storage capacity

SANITATION

Strategic Goal	Short Term 1- 2 Years	Medium Term 2-4 Years	Long Term 4- 6 Years
All cities and towns have action plans for integrated water supply, sewerage and drainage, and solid waste management	All cities have started implementing action plans for integrated water supply, sewerage and drainage, and solid waste management	At least 25% of towns and rural areas have started implementing action plans for integrated watersupply, sewerage and drainage, and solid waste management	At least 50% of towns started implementing action plans for integrated water supply, sewerage and drainage, and solid waste management
82% sewerage coverage in cities and towns	Extend sewerage system lines to provide 60% coverage in cities and towns	Extend sewerage system lines to provide 70% coverage in cities and towns	Extend sewerage system lines to provide 82% coverage in cities and towns
70% sewerage coverage in rural areas	Extend sewerage system lines to provide 10% coverage in rural areas	Extend sewerage system lines to provide 40% coverage in rural areas	Extend sewerage system lines to provide 70% coverage in rural areas
Replacement of open drains by sewers	Replace 10% open drains with sewers and install waste water treatment	Replace 25% open drains with sewers and install waste water treatment with maintenance plan	Replace 50 % open drains with sewers and install waste water treatment with maintenance plan

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	with maintenance plan		
Promote safe sanitation practices in high open defecation zones	Develop provincial and district level road maps on Pakistan Approach to Total Sanitation (PATS)/Open Defecation Free (ODF) for 11,904 villages in 21 priority districts. Government allocates funds through its regular programme for soft component and facilitates 30% villages to	Government allocates funds through its regular programme for soft component and facilitates 60% villages to obtain the status of ODF Incentivising the ODF villages by laying of water supply scheme, sewerage system, waste water	Government allocates funds through its regular programme for soft component and facilitates 90% villages to obtain the status of ODF Incentivising the ODF villages by laying of water supply scheme, sewerage system, waste

SOLID WASTE

Strategic Goal	Short Term 1- 2 Years	Medium Term 2-4 Years	Long Term 4- 6 Years
Water supply and sanitation schemes linked with waste water treatment	At least 25% of new schemes have in built waste water treatment facility Incorporate waste water treatment options (like oxidation ponds, wetlands, sewerage treatment units, community septic tanks) in rural sanitation schemes	At least 50% of new schemes have inbuilt waste water treatment facility Incorporate wastewater treatment options (like oxidation ponds, wetlands, sewerage treatment units, community septic tanks) in rural sanitation schemes	At least 75% of new schemes have inbuilt waste water treatment facility Incorporate wastewater treatment options (like oxidation ponds, wetlands, sewerage treatment units, community septic tanks) in rural sanitation schemes
Waste water treatment plants for cities	Each mega city has at least one functional waste water treatment plant	Each intermediate city has at least one functional waste water treatment plant	Each large town (especially those that are discharging into surface water) has at least one functional waste water

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			treatment plant and waste water is recycled for re use in agriculture and horticulture
Solid waste collection and disposal	<p>At least 70% of solid waste generated is collected and disposed of per day</p> <p>At least 30% TMAs providing door to door collection service</p> <p>Village based solid waste management piloted in selected villages</p>	<p>At least 80% of solid waste generated is collected and disposed of per day</p> <p>At least 40% TMAs providing door to door collection service</p> <p>Village based solid waste management scaled up to 10% of villages in Peshawar</p>	<p>At least 90% of solid waste generated is collected and disposed of per day</p> <p>At least 50% TMAs providing door to door collection service</p> <p>Village based solid waste management scaled up to 30% of villages in Peshawar</p>
Effective solid waste management	<p>Establish water and sanitation companies in large and intermediate cities whose mandate includes solid waste management and specify service zones</p> <p>Develop a minimum standards list of hardware and equipment for solid waste</p>	<p>Upgrade the hardware and equipment for solid waste management in 60% of TMAs</p>	<p>Upgrade the hardware and equipment for solid waste management in 90% of TMAs</p>

HEALTH AND HYGIENE

Strategic Goal	Short Term 1- 2 Years	Medium Term 2-4 Years	Long Term 4- 6 Years
WASH integrated in health promotion in primary healthcare	WASH health education module added to curriculum of Lady Health Workers with supporting training	At least 60% of LHWs receive refresher training in WASH health promotion and hygiene	At least 100% of LHWs receive refresher training in WASH health promotion and hygiene

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	<p>material Master trainers, district trainers and facility trainers oriented in key WASH messages and LHWs provided training on WASH health promotion and hygiene At least 100 % of LHWs trained in WASH health promotion and hygiene</p>		
<p>WASH integrated in health campaigns and health weeks</p>	<p>WASH component of health promotion and hygiene integrated in mother and child health weeks. At least two WASH health promotion and hygiene campaigns run every year in each district with regional, local, cultural festivals and events</p>	<p>At least two WASH health promotion and hygiene campaigns run every year in each district with regional, local, cultural festivals and events</p>	<p>At least two WASH health promotion and hygiene campaigns run every year in each district with regional, local, cultural festivals and events</p>
<p>Fully functional water and sanitation services in health facilities</p>	<p>TMA collaborate with district health administration to ensure all health facilities have functional water and sanitation services, soap and hand sanitizers. At least 50% of first level health facilities have usable water and sanitation services</p>	<p>At least 100% of first level health facilities have usable water and sanitation services, soap and hand sanitizers</p>	

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<p>School health promotes WASH</p>	<p>WASH integrated into school health programme</p> <p>At least 25% of schools receive WASH health promotion and hygiene awareness in the targeted facilities as part of routine operations.</p>	<p>At least 50% of schools receive WASH health promotion and hygiene awareness in the targeted facilities as part of routine operations.</p>	<p>At least 75% of schools receive WASH health promotion and hygiene awareness in the targeted facilities as part of routine operations.</p>
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EDUCATION

Strategic Goal	Short Term 1- 2 Years	Medium Term 2-4 Years	Long Term 4- 6 Years
<p>WASH integrated in teacher training programme</p>	<p>Collaborate with Curriculum Wing and incorporate WASH hygiene promotion in teacher training programme.</p> <p>WASH hygiene promotion cascaded through Directorate of Staff Development, District Training and Support Centres and Cluster Training and Support Centres</p> <p>At least 2 teachers per school of 25% schools receive training in WASH hygiene</p>	<p>WASH hygiene promotion cascaded through Directorate of Staff Development, District Training and Support Centres and Cluster Training and Support Centres</p> <p>At least 2 teachers per school of 50% schools receive training in WASH hygiene</p>	<p>WASH hygiene promotion through Directorate of Staff Development, District Training and Support Centres and Cluster Training and Support Centres</p> <p>At least 2 teachers per school of 75% schools receive training in WASH hygiene</p>
<p>WASH integrated in school curriculum</p>	<p>Collaborate with Textbook Board for inclusion of topics on water, sanitation and hygiene in curriculum for classes 1to12</p>		

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<p>All schools have usable drinking water and usable latrines</p>	<p>More than 80% of schools have usable drinking water and usable latrines</p>	<p>More than 90% of schools have usable drinking water and usable latrines.</p> <p>At least 50% public schools have 1 latrine for 25 girls and 1 latrine for 50 boys</p>	<p>100% of schools have usable drinking water and usable latrines.</p> <p>At least 50% public schools have safe drinking water</p> <p>At least 90% public schools have 1 latrine for 25 girls and 1 latrine for 50 boys</p>
<p>Menstrual hygiene</p>	<p>WASH hygiene promotion module incorporates menstrual hygiene management for girls</p> <p>At least 50% of girls middle and high schools impart menstrual hygiene management education in WASH hygiene promotion</p> <p>At least 75% of girls middle and high schools impart menstrual hygiene management education in WASH hygiene promotion</p> <p>283 At least 25% of girls middle and high schools impart menstrual hygiene management education in WASH hygiene promotion</p>		

Conceptual Behavior Change Framework (as per BCC strategy)

The conceptual framework being followed by CLC is provided in Annexure III

Target Groups and Population

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CLC is providing its services across the jurisdiction of WSSP and is currently catering for 54 Union Councils (UCs) consisting of around 2.2 million people of Urban Peshawar in total. WSSP is in process of being given responsibilities of service provision in additional UCs in the peri-urban areas of Peshawar, however, this new jurisdictional areas are yet to be formally handed over. Once WSSP jurisdiction gets expanded, CLC would be expected to contribute in these areas as well

	Rural	Urban	Total
Population	2299037	1970042	4269079
Male	1175112	1026145	2201257
Female	1123915	943676	2067591
Transgender	10	221	231
Household	253787	236056	489843

As per the BCC strategy of WSSP, the following different target groups are targeted by the CLC

- General Public- Primary audience
- Policy Makers
- Religious leaders
- NGOs, CBOs
- Line departments
- Private Sector
- Schools (children and Teachers)

Implementation Arrangement

CLC is established on board directives as part of WSSP company. It is currently headed by the Manager CLC under the GM Operations. It has a team of Field Officers and a Project Coordinator. 16 of the total 17 field officers and Project Coordinator have been supported by UNICEF. The whole of the CLC team is involved in implementation of the activities with support from Operations team as required. The Procurement, Finance, Media and HR teams of WSSP have been supporting the implementation of CLC projects.

Table 1: Geographic Coverage

City/Province	Union Councils					
Peshawar, Pakistan	UC-1	Khalisa-I	UC-15	Karim Pura	UC-29	Deh Bahadur
	UC-2	Khalisa-II	UC-16	Andhar Sher	UC-30	Bhana Mari
	UC-3	Mahal Terai-I	UC-17	Asia	UC-31	Nothia Qadeem
	UC-4	Mahal Terai-II	UC-18	Jahangir Pura	UC-32	Deri Baghbanan
	UC-5	Hassan Garhi-I	UC-19	Gunj	UC-33	Landi Arbab
	UC-6	Hassan Garhi-II	UC-20	YakaTooth-I	UC-34	Nothia Jadeed
	UC-7	Shahi Bagh	UC-21	YakaTooth-II	UC-35	Pawaka
	UC-8	Faqir Abad	UC-22	YakaTooth-III	UC-37	Shaheen Town
	UC-9	Sikandar Town	UC-23	Wazir Bagh	UC-38	Tehkal Payen-II
	UC-10	Gulbahar	UC-24	Kakshal-I	UC-39	Tehkal Payen-I

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	UC-11	Shaheen Muslim Town-I	UC-25	Kakshal-II	UC-40	Tehkal Bala
	UC-12	Shaheen Muslim Town-II	UC-26	Akhun Abad	UC-41	Palosai
	UC-13	Sheikh Junaid Abad	UC-27	Hazar Khawani	UC-42	Malakandher
	UC-14	Lahori	UC-28	Hazar Khawani	UC-81	Sufaid Dheri

1.4: Key Stakeholders

Stakeholder	Role
WSSP	<ul style="list-style-type: none"> Counterpart and partner for UNICEF. Agency mandated as WASH services provider for Urban Peshawar Parent agency of CLC
Citizens of Peshawar City (under WSSP jurisdiction)	<ul style="list-style-type: none"> Key beneficiaries of WSSP services (Around 1.94 million people)- 524,382 women, 503,818 men and 911,800 children
Local Government/WSSCs	<ul style="list-style-type: none"> Coordination with 7 Water and Sanitation Service Companies (WSSCs) across the province (Khyber Pakhtunkhwa-KP) for prioritization and services provision Local Government is parent department for WSSCs and coordination and necessary engagement is required
UNICEF	<ul style="list-style-type: none"> Strategic Guidance on community engagement under WASH SBC output Advocacy to appropriate investment and capacity in community engagement among WASH service providers

2. SCOPE OF WORK:

2.1: Purpose of the Evaluation

The main purpose of this evaluation is to support accountability by providing an independent assessment of the performance of the Citizens Liaison Cell (CLC) as part of the Water and Sanitation Services Company Peshawar (WSSP) in achieving desired results (or not) and associated factors that contributed (or negatively contributed) to desired objectives, against the OECD DAC criteria. It also aims to assess UNICEF's specific role and contribution in achievement of the results and propose measures to strengthen the UNICEF strategy in the context of working in partnerships with other stakeholders.

Additionally, the evaluation will foster organizational learning about what works and does not work, especially in areas where the CLC components have not achieved the desired results.

2.2: Objectives of the Evaluation

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Taking into account gender and equity the evaluation seeks to:

- Assess CLC achievements using OECD DAC evaluation criteria; relevance, coherence, effectiveness, efficiency, impact and sustainability against overarching goals of improved WASH services and agreed CLC milestones and targets as per its agreed objectives.
- Assess CLC contribution towards enhancing overall performance of WSSP in relation to
 - behavior change of the community in various dimension as per BCC strategy
 - Creating enabling environment for facilitating WSSP Operations³
 - Identification of social and institutional barriers for investment
 - Revenue collection process: This aspect needs to be quantified in relation to contributed portion by CLC operations.
 - Improving the operational efficiency: By improving the community engagement and support for smooth operations
 - Building the bridge between WSSP and Community for increasing the demand of services
 - Advocating within WSSP for prioritized actions in relation to the identified service gaps
- Identify bottlenecks and a detailed analysis of key determinants or factors leading to (non) achievements, considering the external environment
- Assess CLC contribution to other relevant sectors such as nutrition, health, education and Polio eradication.
- Assessment of effectiveness of i) strategic partnerships ii) value for money, iii) UNICEF's comparative advantage and iv) provincial planning
- Assess the extent to which key interventions integrated equity and gender in its design and implementation.
- Document lessons learned and formulate recommendations for improved design and delivery and identify areas of priority around scale up and sustainability, within WSSP, UNICEF and other urban WASH utilities in KP and country-wide.
- Generate a policy brief with appropriate recommendations in relation to adoption of CLC structure in Urban utilities in overall business model of the organization.

2.3: Scope of the Evaluation

The evaluation will focus on the contribution of CLC in improving the overall WASH situation in the urban areas (as per table-01) in Peshawar along with quantifying the part contributed for its sustainability in various dimensions. The achievement of key milestones and overall performance of CLC will be evaluated and explored in light of the aforementioned objectives. A robust, innovative, and high-quality evaluation design is expected to be provided by the evaluation team to adequately address the data gaps and other challenges expected around the evaluation. This evaluation is also expected to develop a robust Theory of Change (TOC) which can guide any future CLC investment and enable WSSP and UNICEF to assess cost effectiveness of CLC operations in perspective of allocated resources.

³ Policies and Strategies for extending water and sewerage services to uncovered population residing in WSSP jurisdiction areas

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The critical purpose of this evaluation is to inform future WASH sector programming under CPD 2023-27, all UNICEF stakeholders at country and provincial level will be primarily involved in this evaluation along with relevant government departments and communities in target areas.

Chronological scope

The partnership with WSSP for CLC strengthening started from 2020 as per below sequence

- Nov 2020 to Oct 2021: Support to CLC through HR support and program activities
- Nov 2021 to Feb 2022: Support to CLC through HR support and program activities
- Feb 2022 to Aug 2022: Support to CLC through HR
- Aug 2022 to Feb 2023: Support to CLC through HR

Expected Use and users

The results of this evaluation will be used to make any adjustment/redirection necessary for systems strengthening in WASH sector and will contribute towards developing effective programs/strategies for the next five-year country programme (2023-2027). The knowledge generated by the evaluation will be used by: UNICEF Pakistan to further expand and improve its programmatic activities in this field; Relevant Government Ministries for justify the additional funding needs in the result of approving the revised organogram which will have additional financial obligations to WSSP payrolls; planning and implementation purposes of the relevant public programmes;

2.4 EVALUATION FRAMEWORK AND METHODOLOGY

2.4.1 : Evaluation Criteria

The evaluation will use the UNEG standards for an impartial, coherent, and effective evaluation. The OECD/DAC criteria - including relevance, coherence, efficiency, effectiveness, impact (long-term outcomes), and sustainability will be used to assess the performance of CLC project. Additionally, cross cutting issues will also be used as part of the evaluation criteria in this exercise. For the gender dimension of this evaluation, “UNICEF Guidance on Gender Integration in Evaluation” will need to be applied. In addition, all data must be gender disaggregated, all gender gaps identified, and recommendations made to address any gender gaps encountered. All major evaluation questions are given in the following under the OECD/DAC criteria:

2.4.2: Evaluation Questions as per UNEG Criteria

RELEVANCE

- Assess the balance and interlinkages between downstream and upstream work of CLC in relation to the WSSP needs and provincial priorities?
- To what extent CLC objectives were consistent with UNICEF strategic plans and UNICEF PCO Country Programme related to WASH sector?
- How relevant and meaningful were the objectives and activities in terms of addressing the needs and priorities of marginalized, vulnerable, and most deprived communities and children?

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COHERENCE

- What is the degree of the synergies and interlinkages between CLC interventions with those implemented by WSSP?
- What were the other complementarities, strategic partnerships and synergized implementation (comparative advantages of CLC in this sector/field/area, added value, coordination and synergies with other actors and sectors, etc.) instrumental in implementation?
- Were planned activities and outputs consistent with intended outcomes and impacts, as well as necessary and sufficient to achieve them?

EFFICIENCY

- How well have resources, both human and financial, been managed to ensure the timely, cost-effective and efficient attainment of results? To what extent can costs incurred be justified by the results achieved? Would it have been possible to achieve the same results at lower costs? If so, how? What alternative models exist to achieve the results at the lower costs?
- To what extent has CLC leveraged additional resources to address identified gaps and challenges.
- What strategies have been used to ensure efficiency of the CLC operations? What were the most efficient and innovative strategies and methods which contributed to accelerate achievements of results?
- What was the impact of the COVID-19 pandemic in the delivery of achievement of results?

EFFECTIVENESS

- To what extent was CLC successful in achieving the intended targets and results, in the perspective of the result framework in general, and also by sector component, geographical area, category of population etc.? What were the key reasons for not achieving any of the planned targets, if any?
- How strategic partnerships and effective coordination has supported CLC in achieving the desired results?
- To what extent the CLC strategies and approaches worked to address existing issues related to the four important domain i-e (Water Conservation/Revenue, garbage disposal mechanism, Sanitation (cleaning of drains) and level of Community understanding on Hygiene) in Urban Peshawar
- How effective CLC had been in creating an enabling environment for WASH investment at household and government levels?
- To what extent the CLC contributed towards improving revenue collection and enhancing revenue generation for WSSP through effective strategies, partnerships, and stakeholder engagement.
- To what extent the M&E framework and processes were adequate credible/reliable/accurate to measure key outcomes, and impact? Were the expected results clearly stated and measurable through identifiable indicators?
- What were the causal links, enabling/success factors and constraints/bottlenecks related to the achievement of key outcomes in the context of the external environment of the programme

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IMPACT

- To what extent did the CLC contribute to improving sector financing, promoting demand for quality WASH services and bring behaviour change in communities.
- How has increased community/WSSP engagement through CLC affected other sectors health, education, nutrition, polio?
- Has the CLC improved WSSPs' revenue collection and / or other areas of WSSP operations.
- What evidence exists that particular activities of the project are being replicated beyond non-intervention areas of the project or any plans for allocation of public spending going forward?
- Has there been any unintended positive or negative impact of the project?

SUSTAINABILITY

- To what extent will any changes in relevant sectors and communities brought in through CLC operations be sustained over the medium to long term?
- To what extent has CLC contributed to the strengthened capacity of human resources in government or at community level?
- To what extent is the WSSP able to sustain the current mode of operations with CLC in future? What internal/external factors and drivers contribute to or constrain the sustainability of the CLC?

CROSS CUTTING AREAS (GENDER, EQUITY, HUMAN RIGHTS, DRR)

- To what extent were the cross-cutting issues specifically i) equity and human rights-based approach, ii) gender equality mainstreaming and iii) environmental sustainability considered at various levels of planning and implementation of CLC activities?
- To what extent have vulnerable and marginalized groups been actually reached and to what extent the equity gaps have been reduced as a result of the CLC operations?
- To what extent has the monitoring, evaluation and reporting system considered the Gender, Human Rights and Equity principles?

2.4.3 Evaluation Methodology

It is expected that the bidding firm will submit an evaluation design, methodology and work plan for performing the assignments as per deliverables mentioned below. The evaluation design and methodology should be appropriate to achieve the purpose and objectives of the evaluation, as well as the needs of the users and other stakeholders. The evaluation methodology will then be refined with the successful bidder at inception stage. However, to guide bidders the following outline is suggested by UNICEF:

The evaluation team will follow a gender sensitive, inclusive and mixed-method approach. A range of quantitative and qualitative methods and tools will be utilized not only to provide wide-ranging data related to program implementation and impact but can be used for data triangulation and correlation. Quantitative aspects can be covered by conducting surveys with key beneficiaries' groups identified during desk review of relevant project documents (monitoring data, project reports, training data, supplies data, literature review etc.). In response to the evaluation questions, both descriptive and inferential quantitative analysis

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is recommended to gain insights covering different aspects of the project. Qualitative aspects can be covered through key informant interviews with key stakeholders. A well-crafted methodology would address all areas of the programme with a thorough review of documentation. The evaluators should provide a comprehensive evaluation matrix with details of evaluation questions and indicators/assessment criteria, data collection sources and methods, as relevant.

The evaluation team will follow the following proposed steps for conducting the evaluation:

- **Inception Meeting:** The evaluation team will hold a meeting with the relevant teams of UNICEF to comprehend fully the context, scope and objectives of the project and its evaluation as well. In addition, the Evaluation team will also get all the relevant documents of the project.
- **Desk Review:** The Evaluation team will conduct a desk review of the existing strategic and project documents (project planning documents, implementation plans, quarterly reports, and Case Studies etc.), stakeholders, etc. The content review of strategic and project documents will be backed by consultations with the relevant personnel at UNICEF for insight.
- **Inception Report:** The Evaluation team will share a detailed inception report with UNICEF. The report will outline the complete methodological approach to conduct the work, with all tools fully drafted. The inception report for the evaluation will include all the required sections/components as per the assignment TOR and should not exceed 25 pages. The report will be developed upon an agreed upon format.
- **Data Collection:** The evaluation team is expected to use multiple methods for data collection such as surveys, in-depth interviews, focus group discussions to obtain information from programme beneficiaries and other stakeholders. The purpose of using multiple methods is to triangulate data from different sources to formulate the findings and to provide the most relevant and credible answers to the evaluation questions. The primary data collected in the field will be supplemented by secondary data.
- **Power point Presentation Reflecting Preliminary Results:** A comprehensive power point that reflects preliminary results will be developed and presented to UNICEF evaluation reference group. This meeting will ensure that both parties are on the same page and have uniform level of understanding. The format of this power point will be finalized and agreed upon during the inception process.
- **Presentation of data and report:** The consultants will draft a report for comments and inputs by the Evaluation Reference Group. Then a final evaluation report addressing all comments should be submitted within a month to UNICEF for approval. A brief description on the structure the report is given below in the report section. Before concluding the assignment, the Evaluation team will finalize the report in light of the feedback provided on the draft reports. The team will ensure that subsequent feedback and review comments are incorporated in the final report. In preparing the results of the evaluation, the findings will be evidence-based and have clear references to respective sources. Page limits, if any, to be established during the inception period. In general, there will not be artificial limits, but the report should aim for conciseness, readability, and visual appeal.

2.4.4 Structure of the report: The structure and quality of the evaluation report must adhere to the UNICEF quality standards, and include the following report structure:

- Title page
- Table of contents

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- Executive Summary, including the purpose of the evaluation, methodology, key findings, conclusions, lessons learned and recommendations in priority order (3-4 pages)
- Background/context of the evaluation, including a description of country context for the programme and the object of the evaluation (description of interventions, theory of change; and all other relevant information about the programme under evaluation)
- Purpose, objectives and scope of the evaluation
- Evaluation methodology, including evaluation criteria and questions, evaluation design and methods, sampling, integration of cross-cutting areas in the design (e.g. gender), ethics, and methodological limitations and mitigation strategies
- Findings per evaluation criteria and questions
- Conclusions, lessons learned, and recommendations, explicitly linked to the findings
- Annexes: Terms of reference, evaluation matrix, evaluation tools, list of participants, field work plan, roles and responsibilities of team, consent forms for respondents, and any other relevant aspect.

The final report is expected to meet the UNICEF-adapted UNEG Evaluation report standards as well as benchmarks used in UNICEF's Global Evaluation Reports Oversight System (GEROS). The selected evaluation team will receive these guidelines at the first meeting following issuance of the contract.

The final evaluation report addressing all comments should be submitted within a month to UNICEF for approval.

2.4.5 Evaluation Ethics

The hired consultant team / consultancy firm will have to follow ethical standards as per UNICEF procedure on ethical standards in research, evaluation, data collection and analysis (2021) which ensures protection of, and respect for, human and child rights within all research, evaluation and data collection processes undertaken or commissioned by UNICEF.

In this regard, the selected consultant team /consultancy firm must act according to UNICEF's key ethical principles, which are 1) respect 2) beneficence 3) justice 4) integrity and 5) accountability, during all stages of this evaluation.

In practical terms, the operationalization of ethical standards and procedures means that, the hired consultant team / consultancy firm must develop a clear understanding of basic principles and requirements of UNICEF ethical procedures and of the relevant terms highlighted in contracting and partnership agreements that specify adherence to these standards and has to agree to uphold them throughout the process. The consultant team / consultancy firm also must complete UNICEF mandatory training on "Introduction to Ethics in Evidence Generation" prior to commencement of work. In addition to these, it is mandatory for all potential bidders and specially for the consultants or consultant firms to complete an online course, before the submission of the technical proposal and signature of the contract, on prevention of sexual exploitation and abuse (PSEA) - a UNICEF course designed to raise awareness of UN's zero tolerance of workplace harassment, sexual harassment, and abuse of authority. If the consulting team/firm finds any conflict of interest in any stage of the assignment, they must inform UNICEF Pakistan at once. All participants in the evaluation will be fully informed about the nature and the purpose of the evaluation and their requested involvement. The respondents/participants will be asked for written informed consent to ensure

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complete anonymity and confidentiality. Only respondents who have given their written or verbal consent will be included in the evaluation. The *'Do no harm'* principle must also be applied throughout, especially when working with respondents.

All the documents, including data collection, entry and analysis tools, and all the data developed or collected for this evaluation are the intellectual property of UNICEF. The Evaluation team members may not publish or disseminate the Evaluation Report, data collection tools, collected data or any other documents produced from this consultancy.

Technical Proposal

Given the above background, the Contractor is expected to furnish a proposal clearly highlighting the following aspects of evaluation for each Key Deliverable:

- A detailed design of the evaluation including the proposed methods for each evaluation question and/or objectives, sample size, sampling strategy as well as an analysis by rubrics, alongside the tools will be proposed by the evaluation firm in its bid. All submitted proposals will need to take into account the diversity of stakeholders in terms of age, gender and other relevant criteria.
- Methodologies and approaches, staff and other resources available, budget and time frame/work plan to complete the project.
- The budget should cover human resources, transport, accommodations in the field, stationery, communication, and all other expenses to be incurred until the evaluation is completed.
- Consultative events with stakeholders would be arranged by UNICEF/Implementing partner and do not need to be included in budget except the participation/facilitation of lead Contractor.
- The proposal is also expected to include registration documents, history of similar assignments, resumes for key staff members, among other relevant documents to fulfil the selection criteria.

An indicative plan should be provided during proposal and must be refined during the inception phase in consultation with all key stakeholders.

2.4.6 Evaluation Management and Logistics

PCO- Social Policy Research and Evaluation Unit and Water, Sanitation and Hygiene (WASH): UNICEF's Social Policy (Evaluation and Research) Section will be responsible for leading the evaluation process, with coordination support from the WASH Section.

Evaluation Reference Group (ERG): A reference group will be created, including key stakeholders to oversee and assure the quality of key deliverables. UNICEF's standard Terms of Reference for the said Reference Group will apply and participation will include representatives from UNICEF programmes and key government stakeholders. The ERG will have the following responsibilities:

- Review key deliverables of the evaluation, including the inception report, evaluation plan and final reports.
- Review plans for the data collection and tools as required and if needed.
- Facilitate access to information/stakeholders.
- Participate in the inception meeting.

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- Provide timely feedback on draft reports through any appropriate means as mutually agreed.
- Advise on the recommendations of the evaluation to ensure that they are specific and actionable.
- Participate in the presentation of evaluation preliminary findings and dissemination events.

Regional Office: The Regional Office will provide technical support in reviewing the TORs, data collection tools, inception report and final evaluation report.

Field Office: UNICEF's field office in KP will help organize the interaction with district stakeholders, including local communities. UNICEF's focal points will extend all reasonable support necessary to facilitate activities uninterrupted. Throughout the delivery of field activities, the consultant will remain in constant communication with Social Policy section, UNICEF-nominated focal points and field staff, as identified.

Evaluation team roles/responsibilities: The selected evaluation team will be responsible for all aspects of the evaluation, including refining the sampling strategy, adapting and designing data collection tools, coordinating data collection in the field (including trainings of data collection team), ensuring quality of data (disaggregated), including managing data collection team and proper administration of the data collection tools, analysing quantitative and qualitative data.

The evaluation team will further be accountable for ensuring equal numbers of female and male participation throughout this evaluation. The evaluation team will also be responsible for all logistics, including field movements, local accommodation, vehicles etc. However, field visits and data-collection will be facilitated by focal persons within the programme's provincial coordination teams, as nominated by UNICEF. Social Policy Section will also assure the quality of field work through field observations.

3.8 Most likely risks and mitigation measures: The evaluation proposal should provide information on how the team foresees numerous potential risks and constraints which may affect the evaluation and respective mitigation measures should also be provided to ensure a robust evaluation process and outcome e.g., data quality, consistency and others.

3.9 Evaluation Management Response: After final approval of the evaluation report, the programme section in consultation with the key stakeholders and support from Evaluation and Research Specialist UNICEF will draft evaluation management response (offline) based on the evaluation recommendations.

3.10 Dissemination: The findings of the evaluation will be shared internally and externally via publications, UNICEF Webpage, EISI, knowledge sharing platforms etc., A policy brief on a set of key evaluation findings /results and recommendations will be prepared for wide dissemination of the results electronically among governmental, non-governmental, academia, media, and international cooperation entities.

3. WORKING LOCATIONS:

Peshawar

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4. DELIVERABLES AND MILESTONE PAYMENTS:

TASK TO BE PERFORMED <i>(Indicate expected work to be performed.)</i>	DELIVERABLE(s) <i>(Specify final outputs.)</i>	WORK SCHEDULE <i>(month/period covered)</i>	TERMS OF PAYMENT <i>(no more than 30% advance/ final payment no less than 10%)</i>
<p>Inception phase including the following tasks:</p> <ul style="list-style-type: none"> • Kick off meeting with UNICEF Social Policy and WASH program section to develop a deeper understanding of the programme components, implementation approaches, activities, and stakeholders • Project management meeting with UNICEF Social Policy for discussing key milestones and associated timelines during Evaluation. • Desk review of all key documents • Preparation of inception report prepared (as per UNICEF standards) detailing an agreed evaluation design, quantitative and qualitative methods; qualitative tools and guides; sample size of each category of interviews; selection process and sampling technique; data collection strategy; data collection tools, work plan, duration, roles, and responsibilities of team members (as against number of days per activity), field plan and risk mitigation plan etc. Submission of Inception draft report for UNICEF review • PowerPoint presentation to ERG after receiving 1st round of feedback on Inception report. • Incorporate 1st round of feedback received from the evaluation 	<ul style="list-style-type: none"> • PowerPoint presentation • Draft inception report submitted for review • second draft inception report submitted for review • Final inception report is submitted to Social Policy Section and endorsed by Chief Social Policy. 	5weeks	20% on approval of inception report

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<p>reference group and submit second draft report</p> <ul style="list-style-type: none"> • Incorporate 2nd feedback received from the evaluation reference group and share the third/final draft for Approval 			
<p>Field work Phase:</p> <ul style="list-style-type: none"> • Development and pretesting the tools translated into local languages (interview guide, FGDs questions, any other tools etc.). • Training of enumerators • Data collection • Data verification, cleaning and validation completed 	<ul style="list-style-type: none"> • Pretesting report with revised tools shared with UNICEF and is approved by SP Chief • Training plan and report shared with UNICEF • Field work report and raw data submitted to UNICEF. • Draft PPT and presentation submitted 	6 weeks	25 % on completion of field work and sharing of preliminary findings
<p>Data analysis and evaluation report writing phase:</p> <ul style="list-style-type: none"> • Analysis of data (quantitative and qualitative) and preparation of preliminary findings completed. • Development of Theory of Change (TOC) for CLC • Briefing to ERG on interim findings. • Preparation of draft evaluation report adhering to UNICEF quality standards and submission to UNICEF for review and comments. • Incorporate 1st feedback received from the evaluation reference group and submit second draft report • Incorporate 2nd feedback received from the evaluation reference group and share the 3rd draft evaluation report. 	<ul style="list-style-type: none"> • PPT presentation on draft findings, draft TOC, and recommendations 1 week before submitting 1st draft • Draft evaluation report submitted to UNICEF for review • 2nd draft evaluation report submitted to UNICEF for review from the ERG members Submission of 3rd draft report to UNICEF for final review. 	6weeks	15% on submission of 2 nd draft

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<ul style="list-style-type: none"> Finalization of evaluation report including incorporation of 3rd feedback received from UNICEF and all key stakeholders and finalization of evaluation report adhering to UNICEF/UNEG quality standards. Policy brief on a set of key evaluation findings and recommendations 	<ul style="list-style-type: none"> Final evaluation report for all stakeholders with timelines submitted; approved by UNICEF. Final dissemination session to present findings and lessons to all key stakeholders and wider audience Brief developed and finalized 	<p>2weeks</p> <p>2 weeks</p>	<p>15 % on final evaluation report</p> <p>10 % on submission of final approved policy Brief</p>
<p>Dissemination</p> <ul style="list-style-type: none"> Dissemination session to present findings and lessons to concerned ministries and all key stakeholders and wider audience 	<ul style="list-style-type: none"> PPT presentation on key findings and recommendations facilitated and submitted to UNICEF. 	<p>01 week</p>	<p>15 % on completion of the final dissemination session</p>

1.	Advertisement/RFP process	Oct	2 weeks
3.	Technical review of proposals (LTA holders)	Oct	2 weeks
4.	Contract finalization (UNICEF business process/CRC review)	November	2 weeks
5.	Inception phase (inception report and tools)	Dec/Jan	5weeks
6.	Field work – preliminary draft	Feb/Mar	6 weeks
7.	<p>Data Analysis</p> <p>Report writing - - First draft – dissemination with stakeholders</p> <p>Second draft (after incorporation of feedback from ERG) including action plan around recommendations with timelines</p> <p>Final submission/presentation /brief</p>	<p>March/April</p> <p>April/May</p> <p>May/June</p> <p>June/July</p>	<p>3weeks</p> <p>3 Weeks</p> <p>2 weeks after receiving feedback</p> <p>2 weeks</p>

5. QUALIFICATIONS AND EXPERIENCE REQUIRED:

- A reputable consultancy firm/institution/ or organization with relevant background and experience in conducting impact evaluations.
- The organization demonstrates prior extensive expertise and experience (at least 10 years or more) in conducting a similar evaluations and qualitative and quantitative data analysis. Research and evaluation assignments with a range of UN agencies, multilateral agencies, governmental and private sector would be added advantage.

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- The proposed team leader has PhD in social sciences, development studies or related area with at least 10-12 years of experience in designing and managing research and evaluations. Experience of WASH policy advise to government, advocacy and evidence generation for WASH sector would be a plus.
- Other key members of the team have masters or higher degree in economics, social science, statistics, or related field. At least 05-08 years' experience in conducting quantitative and qualitative research and evaluation preferably related to WASH sector. Knowledge of qualitative and quantitative data analytical approaches.
- At least one team member has experience and expertise in evaluation of WASH programs and one team member (Associate) is member of EvalYouth Pakistan (local organization of emergent and young evaluators).
- Commitment to equity and gender sensitive analysis.
- Familiarity with child rights.
- Strong analytical, synthesizing, report writing and presentation skills.
- Operational capacity to manage and implement the work and activities as per the terms of reference.
- Experience of managing and mobilizing teams effectively in relevant assignments.
- Fluency of spoken and written English and excellent interpersonal and collaboration skills of the proposed team members.
- Experience in the UN context.

TECHNICAL EVALUATION CRITERIA AND WEIGHT ALLOCATION BETWEEN TECHNICAL AND PRICE PROPOSAL

The evaluation procedure will focus on both technical and financial suitability. The weights of 70% and 30% shall be applied for technical and financial compliance respectively. Only firms scoring at least 70% of the maximum score during technical evaluation will be considered for financial evaluation.

CATEGORY	MAXIMUM POINTS
Technical Evaluation	
<ul style="list-style-type: none"> - Organizational Profile: - A reputable consultancy firm/institution/ or organization with relevant background and experience in evaluation. The organization demonstrates prior relevant experience of conducting similar national-level assignments. Adequate expertise is a must with an experience of at least 10 years or more in conducting evaluation and qualitative and quantitative data analysis. (8) - Operational capacity to manage and implement the work and activities as per the terms of reference(3) - Positive Reference: Selected organization is required to provide atleast 3 reference of similar work from the reputed organizations. Subject organization can be contacted for verification as required (2) - Protection from Sexual Exploitation and Abuse (PSEA) requirement: The organization should have systems for prevention, reporting and responding to sexual exploitation and abuse (SEA), and sexual harassment. At a minimum a PSEA policy and Code of Conduct should be in place and operational. Mechanisms for detecting, reporting, investigating SEA allegations and taking corrective measures should also be in place. The 	(15)

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organization should have systems in place for ensuring that all personnel are trained and sensitized on PSEA.(2)	
1. Proposed Approach and Methodology: <ul style="list-style-type: none"> - Detailed methodology showing the overall approach including data collection methods, tools to be used, data analysis, sample size and sampling approach to be adopted in the execution of the works. (25) - Detailed work plan and timelines for project implementation. (clarity, fit with timetable and resource allocation) (5) - Detailed quality assurance plan to be used in the execution of the works Compliance to ethical standards. Risks associated to the project and mitigation measures.(5) 	(35)
2. Personnel Strength: <ul style="list-style-type: none"> - Team Profile (experience, qualifications as per the ToR) Detailed list of candidates proposed for the execution of the works, including the CVs and profiles of the personnel. The proposed team leader has PhD in social sciences, development studies or related area. Other key members of the team have masters or higher degree in, social science, statistics, or related field. (10) - Resource allocation, distribution of workload among the proposed team members according to the required field.(5) - Experience in the UN context, operations in development and humanitarian contexts.(5) 	(20)
Financial Evaluation (<i>Programme to revise the Financial Response Template if Applicable</i>)	
3. PRICE (use the attached template and all cost should be accompanied with narrative indicating the costing modality, risks and mitigation measures. The quote should be without GST. If GST is applicable it should be indicated as separate budget line.)	(30)
TOTAL MARKS	(100)

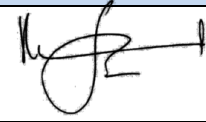
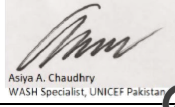


Note: The final decision would made on the positive reference checks

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6. ENDORSEMENT OF TERMS OF REFERENCE:

PLEASE NOTE BEFORE SIGNING

By signing below, it is acknowledged that the signatory has fully reviewed this Terms and Reference and has ensured that all information to the best of their knowledge is complete and correct, and any changes requested have been fully incorporated prior to signature. By signing below you are taking responsibility that the content of this TOR have been drafted/reviewed thoroughly and is acceptable for inclusion into subsequent tender/contract.

Function	Name	Signature	Date
To be completed for all TOR's			
Prepared by Requestor	Muhammad Shoab		1st Nov 2022
Technical Review by Country Office Section <small>Only required if TOR is from Field Office</small>	Asiya Chaudhry	 <small>Asiya A. Chaudhry WASH Specialist, UNICEF Pakistan</small>	1/11/2022
Reviewed by Contract Specialist	Alankar Khanal		1.11.2022
Reviewed by Social Policy <small>Only required if TOR is for evaluation</small>	Shamshad Begum		1.11.2022
To be completed where Total Estimated Budget Up to USD100K			
Approved by Section Chief (CO) or CFO (FO)			
To be completed where Total Estimated Budget Above USD100K			
Approved by Dep Rep			