



The Republic of Uganda

Ministry of Water and Environment

# TERMS OF REFERENCE

FOR PROVISION OF CONSULTANCY SERVICES TO DEVELOP A RESPONSE PLAN FOR THE WATER AND ENVIRONMENT SECTOR IN THE CONTEXT OF “THE COMPREHENSIVE REFUGEE RESPONSE FRAMEWORK (CRRF)” FOR REFUGEES AND HOST COMMUNITIES IN UGANDA

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**Acronyms**

DEA	Directorate of Environmental Affairs
DWD	Directorate of Water Development
DWRM	Directorate of Water Resources Management
DPs	Development Partners
GoU	Government of Uganda
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MGLSD	Ministry of Gender, Labour and Social Development
MoES	Ministry of Education and Sports
MoFPED	Ministry of Finance, Planning and Economic Development
MoH	Ministry of Health
MWE	Ministry of Water and Environment
NWSC	National Water and Sewerage Corporation
UWASNET	Uganda Water and Sanitation NGO Network
UWSSS	Urban Water Supply and Sanitation Sector
VIP	Ventilated Improved Pit Latrine
WATSAN	Water and Sanitation
UNHCR	United Nation High Commission for Refugees
CRRF	Comprehensive Refugee Response Framework
GPS	Global Positioning System
HIV/AIDS	Human immunodeficiency virus / acquired immunodeficiency syndrome
ICT	Information and communication technologies
IGAD	Intergovernmental Authority on Development
INGO	International Non-Governmental Organization
PPs	Implementing Partners
M&E	Monitoring and Evaluation
NDP II	Uganda's Second National Development Plan
NGO	Non-Governmental Organization

OPM	Office of the Prime Minister
ReHoPE	Refugee and Host Population Empowerment
RIMS	Refugee Information Management System
SDGs	Sustainable Development Goals
SGBV	Sexual and Gender Based Violence
UBOS	Uganda Bureau of Statistics
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
WASH	Water, Sanitation and Hygiene
WFP	World Food Programme
WHS	World Humanitarian Summit
GCF	Green Climate Fund

## 1 INTRODUCTION AND BACKGROUND

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Uganda is a landlocked country that shares borders with the Democratic Republic of Congo, Rwanda, Tanzania, Kenya, and South Sudan. It lies between Latitudes 4012' N and 1029' S and Longitudes 29034' E and 3500' E. It has a total land area of 241,038 km<sup>2</sup>, of which 20% is covered by lakes and swamps. The current population of Uganda is estimated at 39 million, of which 76% live in rural areas and 24% live in urban areas.

For over five decades, Uganda has provided asylum to people fleeing war and persecution from many countries. It currently hosts over 1.4 million refugees, the majority of whom are from South Sudan (73%), the Democratic Republic of Congo (19%), Burundi (3%), Somalia (2.5%) and others (2.5%). When renewed conflict broke out in South Sudan in July 2016, an unprecedented number of refugees fled across the border to Uganda, doubling the refugee population in less than seven months. Uganda has become the largest refugee-hosting country in Africa, with refugees making up 3.7% of the country's total population of 39 million. Uganda is party to key refugee conventions and international human rights treaties<sup>1</sup>.

By end 2017, MWE developed the Terms of Reference for a comprehensive Water Supply and Sanitation Infrastructure Development Plan, in response to the need for a sector-led coordinated and efficient plan to serve the refugees and host communities in Uganda and initial suggested external funding. The Plan was to provide a framework for orderly and integrated planning and implementation of water and sanitation infrastructure based on existing catchment management plans and underlying assessments of water resources and demands.

## 1.1 REFUGEE CONTEXT

### 1.1.1 Uganda's hosting policy

Over the last 24 months since early 2016, the number of refugees hosted in Uganda has dramatically increased. To date, about 1.4 million refugees reside in 30 settlements across 12 districts, and in Kampala, living alongside their Ugandan hosts. Uganda's approach to refugee protection and management provides exemplary prospects for dignity and self-reliance and creates a conducive environment for development-oriented approaches. However, the hosting of refugees places pressure on the country, and in particular the districts and communities that host them. Refugee-hosting districts face one of the fastest population growths (3% UBOS 2014) in Africa. At the same time, refugees are hosted in some of the most remote and least developed districts in the country.

The Government of Uganda's policy framework can still be described as progressive, with all new arrivals receiving land for residential and farming purposes, and the right to access to water, energy health, education and social services established within the national development plan. Refugees also have the right to work and to establish businesses.

The Government included refugee management and protection in its second National Development Plan (NDP II) through the Settlement Transformative Agenda (STA), shifting the focus from a solely humanitarian approach to one that recognizes the nexus between humanitarian and development. Recommitting to maintain its open border policy and to sustain the STA in the face of influx, in 2016, Uganda joined the New York Declaration and in 2017. The Government launched the Comprehensive Refugee Response Framework (CRRF) in Uganda, which fosters stronger cooperation among a broad array of stakeholders. The central role of local governments in refugee hosting districts in the realization of a comprehensive response is widely recognized. Hence, there have been efforts by the Government – through initiatives like the STA and the Refugee and Host Population Empowerment (ReHoPE) strategic framework – to strengthen local government-led planning, budgeting and monitoring processes. Additionally, donors have stepped up support to improve local governments' capacities.

At the 2nd meeting of the CRRF Steering Group held on 31 January 2018, the need to improve coordination at district level, including between District Local Governments and the Office of the Prime Minister (OPM), was recognized as one of the priorities if the needs of both refugees and host communities were to be addressed in an integrated manner. Consequently, the CRRF Secretariat was tasked to develop an issue paper outlining a) current coordination at district level; b) bottlenecks and challenges in the coordination; and c) recommendations to be presented at the 3rd CRRF Steering Group meeting.

The refugee response is multi-stakeholder, involving OPM, relevant Line Ministries, Departments and Agencies (MDAs), District Local Governments, donors and implementing partners (IPs), among others. In order to ensure a coherent, harmonized and comprehensive response, adequate coordination mechanisms ought to be in place, which seem to be lacking. Inadequate coordination mechanisms have manifested in:

- IPs not sharing information and reports with local governments
- Lack of integration of IP budgets and plans in district development plans



- Lack of adherence to government service standards
- No integration of refugee population in determination of district indicative planning figures
- Weak monitoring and evaluation mechanisms and capacity; and insufficiently aligned governance structures at settlement and district levels.

### **1.1.2 Comprehensive Refugee Response Framework for Uganda**

The Comprehensive Refugee Response Framework (CRRF) for Uganda was launched at a high-level meeting in Kampala in March 2017, with a view to harness a whole-of-society approach in responding and finding solutions to refugee crises in Uganda, building on existing initiatives and policies.

The CRRF is anchored on the Ugandan progressive refugee policy including the Refugee Act 2006 and the Refugee Regulations 2010, which states that refugees have access to the same public services as nationals. Further, Uganda's Second National Development Plan (NDP II) aims to assist refugees and host communities by promoting socioeconomic development in refugee-hosting areas. This is supported by the United Nations through the Refugee and Host Population Empowerment (ReHoPE) initiative developed in collaboration with the World Bank and the Settlement Transformation Agenda (STA) that requires the Office of the Prime Minister to develop and implement a Refugee Settlement Transformative Agenda, and provides an entry for the decentralized districts to make provisions for the refugees.

The main identified aims of the CRRF response in Uganda are to facilitate the link between humanitarian and development actors and activities; to agree on policy priorities; to enhance development in the refugee hosting districts, and improve the integrated service delivery in areas such as education, health, water, sanitation, energy, environment and livelihoods for both refugees and host communities.

### **1.1.3 Figures and geographic distribution**

Uganda is currently hosting over 1.4 million refugees, 82% are women and children, Population data from the 12 refugee hosting districts as of April 2018. Based on the current population data, projected the population until 2021 by taking into consideration the projected refugee influx for 2018 and 2019, projected by OPM/UNHCR. As there are no projections available for 2020 and 2021, the same population projection of 2019 has to be applied for these 2 years.

Total population data in the 34 refugee hosting sub-counties in 12 districts from the UBOS 2014 Census for the 2017 population, and then projected for further years using the UBOS population projection for 2018 to 2021. (Ref: UBOS 2014)

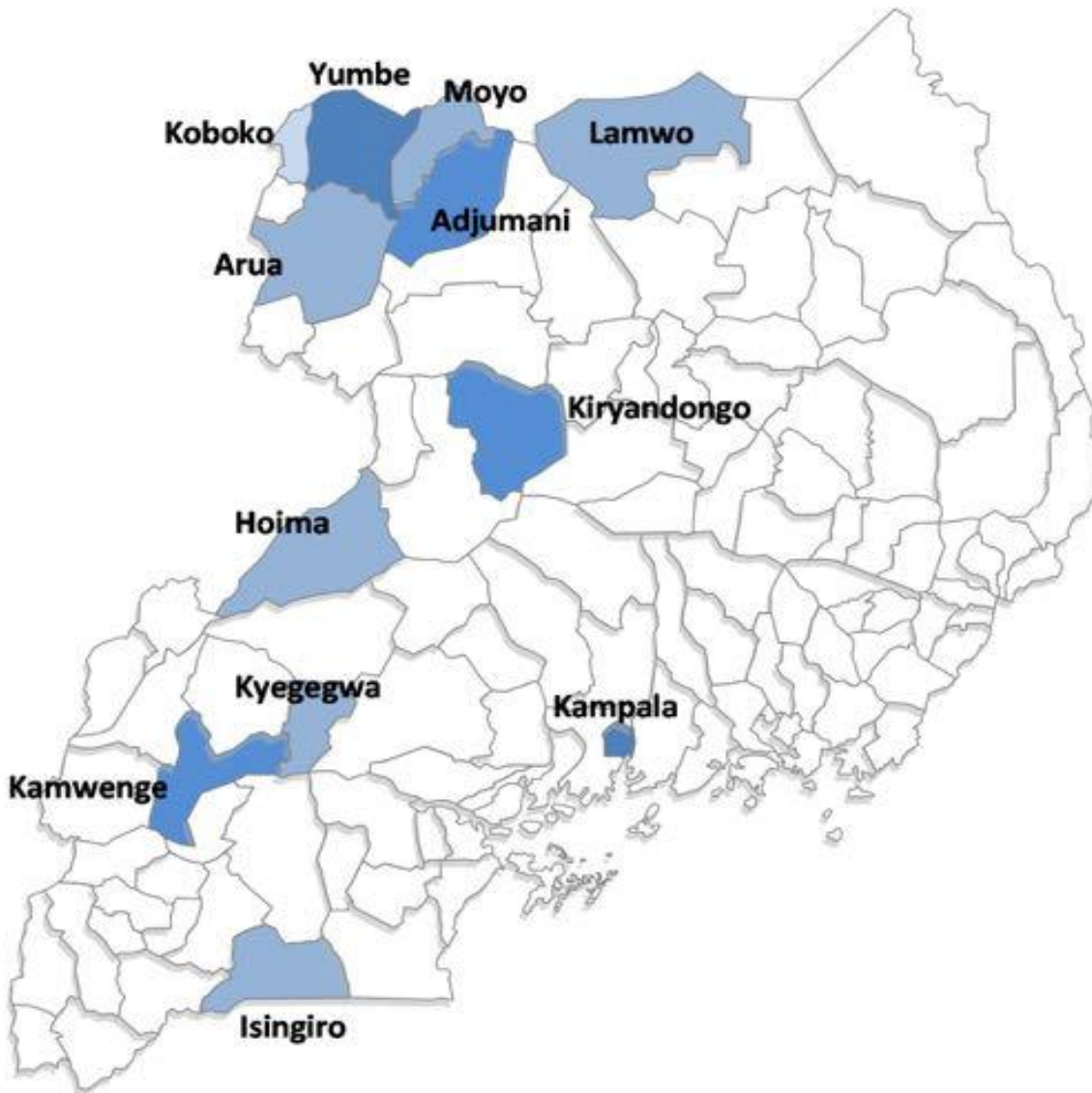


Figure 1: Map of refugee hosting districts in Uganda

Table 1: LIST OF THE 12 REFUGEE HOSTING DISTRICTS AND 34 SUBCOUNTIES TO BE CONSIDERED IN RELATION TO THE CATCHMENT MANAGEMENT PLANS

District	Sub county	District	Sub county
1. Adjumani	1. Adjumani T/C	5. Kamwenge	19. Katalyeba T.C
	3. Dzaipi	6. Kiryandongo	21. Mutunda
	4. Pachara		22. Bweyale T.C
	5. Ukusijoni	7. Koboko	23. Lobule
	6. Itirikwa	8. Kyegegwa	24. Mpara
	7. Pakelle		25. Kyegegwa Rural
	8. Rigbo		26. Ruyonza
2. Arua	9. Omugo	9. Lamwo	27. Palabek-Gem
	10. Uriama		28. Palabek-Kal
	11. Udupi	10. Moyo	29. Ituri

3. Hoima	12. Kyangwali	11. Yumbe	30. Romogi
4. Isingiro	13. Kikagate		31. Kochi
	14. Ngarama		32. Kululu
	15. Isingiro T.C		33. Odravu
	16. Rugaaga		34. Ariwa
	17. Rushasha	12. Kampala	
	18. Kashumba		

## 2 JUSTIFICATION AND RELEVANCE OF THE ASSIGNMENT

Uganda's response is hampered by humanitarian funding patterns which provide support for normally 12 months or less. Funding levels received amount to less than 40 % of the identified needs. Within the humanitarian response the first priority remains on saving lives and ensuring basic necessities are met.

The Office of the Prime Minister coordinates development of capacities for prevention, preparedness, and response to natural and human induced disasters and refugees. UNHCR coordinates the activities of the international NGOs operating in WASH in refugee settlements. The Office of the Prime Minister (OPM) and UNHCR officially launched the Comprehensive Refugee Response Framework (CRRF) on 24 March 2017, adapting the principles and objectives set out in the New York Declaration for Refugees and Migrants to the Ugandan context. The CRRF approach links humanitarian response with long-term development. As the lead sector institution, the Ministry of Water and Environment is responsible for planning and coordinating the sector's response to address challenges related to the refugee influx and therefore formed a task team cutting across its three directorates. The formulation of a comprehensive Response Plan was taken on by the CRRF Steering Committee, and is necessary to guide the MWE's efforts in coordinating all interventions falling within its mandate.

Despite Uganda's favorable refugee policy, the influx of refugees in Uganda comes along with human activities such as agriculture, settlement which impact on the environment to a larger extent negatively if not carefully planned and managed. The sudden build-up of large populations of refugees in the camps results into uncontrolled exploitation of the environment and natural resources. This erodes the capacity of the ecosystems in which they are settled to support them; hence the massive degradation of these ecosystems and other related environmental problems. As such, the most significant problems associated with the refugee-affected areas are deforestation, soil erosion, poor waste management and depletion and pollution of water resources, among others. All refugee hosting districts have had some environmental and water related interventions over the last years in the key areas of tree planting, capacity building and energy conservation, on the other hand little efforts have been devoted to soil and water conservation, restoring degraded riverbanks and streams, to say the least not much impact has been realized on the ground. Sustainable management of fragile ecosystems such as degraded streams and riverbanks as well as bare hills has been encroached affecting their natural ecological functions. Forests in particular have been seriously affected having been cleared for agriculture, firewood, charcoal burning and collection of building materials among others. In view of the above, sustainable use of the Environment and natural resources for livelihood improvement and coordinated environmental

intervention involving all stakeholders including the host Districts, other authorities and Government Line Departments for corrective action and eventual hand over should be emphasized.

The Response Plan does not replace the earlier envisaged water supply and sanitation infrastructure plan. The Response Plan is a first step, covering the entire sector's summary costing for the refugee and host communities' micro-catchment areas in the coming three years, whereas the Infrastructure Development Plan will be one of the next phases after the Response Plan has been concluded, during which the most cost-effective solutions at scheme level will be designed to serve the population in terms of water and sanitation.

This ToR were developed by MWE's task team through a participatory process as recommended by the CRRF Steering Committee.

### **3 OVERALL OBJECTIVE**

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The overall objective of this assignment is "**to develop a costed Water and Environment Sector Response Plan in the context of the Comprehensive Refugee Response Framework (CRRF)**" for refugees and host communities in Uganda.

#### **3.1 SCOPE OF WORK**

- 1 Comprehensive institutional and technical situation analysis of the existing water, sanitation and environment services in refugee settlements and host communities.
- 2 Based on the above, identify gaps that need to be filled to provide a coherent and consolidated response for the water and environment sector.
- 3 Propose strategic interventions that need to be considered to have a coherent and consolidated response plan.
- 4 Develop a costed response plan for the proposed strategic interventions for short, medium and long term solutions with clear identification of responsible actors in accordance with established regulatory requirements.

#### **3.2 PREPARATION**

Review all relevant documents including consultancy reports to identify overlapping roles and responsibilities and provide measures of harmonising and integrating actions of the various actors.

#### **3.3 INSTITUTIONAL ANALYSIS**

The water and environment sector institutions to be subjected to an institutional analysis will include all the three MWE Directorates, OPM, UNHCR, UNICEF, CRRF and selected Local Governments hosting the refugees, as well as the agencies involved. These will specifically include NWSC, Umbrella Authorities (UAs), the Department of Environment Support Services (DESS), Wetlands Management Department (WMD), and Forestry Sector Support Department (FSSD). Agencies to be considered include the National Environment Management Authority (NEMA), the National Forest Authority (NFA), Uganda National Meteorological Authority (UNMA) and the Climate Change Department.

### **3.4 SITUATION ANALYSIS**

The consultant is to analyze the current situation and interventions carried out by the Water and Environment Sector including other actors in the refugee hosting districts including the refugee settlements.

### **3.5 GAP ANALYSIS**

The consultant is to analyze the water and environment sector service delivery gaps through comparing demands in refugee settlements and host communities with the results of the situation analysis. This will form the basis for the suggestions of interventions and estimation of indicative costs.

### **3.6 COSTING AND IMPLEMENTATION OF THE PLAN**

It is important that the achievement of the plan is realistic given that funding is not unlimited. To this end, the MWE Response Plan needs to at least provide minimum indicative costs for all suggested measures. At the same time prioritization will be done based on stakeholder but also the consultant's expert judgment. The consultant needs to develop an implementation approach for the Response Plan.

The resource mobilization exercise will aim at developing programmes for improved monitoring, coordination and planning in environmental impact assessment and management at district level, focusing on underlining drivers of climate vulnerability in refugee hosting districts.

### **3.7 OUTPUTS**

3.7.1 Situation analysis

3.7.2 Gap analysis

3.7.3 Strategic intervention

3.7.4 Monitoring and Evaluation framework

3.7.5 Costed response plan

## **4 DELIVERABLES**

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The assignment can be split into the three phases of inception, analysis and finalization. The Consultant will be expected to deliver the following deliverables:

- (i) Inception report: to be delivered within the first two weeks of the assignment.
- (ii) Draft situation analysis study report.
- (iii) Gap analysis, scenarios, priorities and strategic intervention reports – to be delivered by the second month of the assignment.
- (iv) Costed MWE response plan with Monitoring and Evaluation framework for the refugees and hosting Districts – to be delivered by the Fifth month.

The consultant will be required to produce and submit the following principal reports and documents in the quantities and timing indicated in Table 2-1. At each reporting stage, the consultant shall also be required to submit to MWE an electronic copy, using software specified by the client.

Table 2-1: Summary of reporting requirements

Phase	Description	Timing from starting date	No. of hard copies to MWE	Electronic copies to MWE contact
Inception	Inception report	2weeks	8	henry.akena@mwe.go.ug henrykochkal@yahoo.com
Analysis	Draft response plan (situational analysis, gaps based on funding and refugee number scenarios, prioritisation reports preparation)	2months	8	
Finalization phase	Detailed costed MWE response plan	5months	12	

#### 4.1 DESCRIPTION OF DELIVERABLES

The consultant shall hand over all documents, data and information collected during the course of the assignment to the client in editable formats usable by the client. The consultant shall submit all reports in draft form with a realistic deadline for the steering group to provide comments.

- **The inception report** shall summarize the consultant’s understanding of the assignment, initial findings, the first assessment of available data, past reports, water resources, environment situation and the planned/existing water supply and sanitation situation. The inception report shall also state the consultant’s revised time schedule as compared to the technical proposal.
- The **Draft Response Plan** report shall state the project objectives and scope of consultancy services, a summary of previous studies, field studies and investigations that were undertaken and their results producing the current status, criteria and standards that were applied, the options considered, option selection criteria, financial and economic analysis of the proposed options and recommendations. The breakdown of costing will be per year for a period of three years. The consultant is required to recommend an option that addresses all of the project area’s MWE response issues, and will prioritize all investments following wide consultations with all stakeholders.
- **Monthly progress report:** The monthly progress report shall contain the key activities undertaken during the month and planned activities for the following month
- The **Final Response Plan** shall have the same contents as the draft report. The report shall reflect all changes requested by and agreed with the client and the relevant stakeholders.

## **4.2 PROPOSED MEETINGS AND WORKSHOPS**

- Inception meeting with project managers and relevant stakeholders
- A minimum of three regional workshops
- Three national workshops
- Three presentation workshops in Kampala

Following the submission of the inception report, the consultant will avail appropriate personnel in Kampala for monthly progress review meetings and presentations with the MWE and the refugee response stakeholders (task team) during the entire project period. The review shall be for the purposes of:

- 1) Engaging the MWE task Team and obtaining sign-off on the technical aspects of the assignment.
- 2) Assessing progress.
- 3) Exchanging information and data relevant for the successful accomplishment of the entire assignment.

The nature of the meetings, locations (e.g. site, MWE offices, and consultant's offices) and agenda shall be agreed upon by the consultant's and the client's project managers.

For ensuring organizational and stakeholder wide appreciation and ownership of the project outputs, the consultant shall be required to organize coordination and consultative workshops for presentation of key reports after each project milestone to a representative group of stakeholders that is to be agreed with the client. A minimum of three regional workshops, three national workshops and three presentation workshops in Kampala are proposed and shall include a consultative workshop at inception, presentation of draft plan reports at regional workshops, and presentation of final response plan documents. In addition, the consultant's project Manager and selected experts shall be available whenever stakeholder visits to the project sites are arranged.

It should be noted that during presentations at each stage, the expert who carried out the portion of the assignment must attend and is the one to present that portion of work. The presentation should be organized according to the different expertise of the consultants that participated in the response plan process.

## **5 APPROACH AND METHODOLOGY**

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The following elements should be described in the methodology of the technical proposal:

### **5.1 SCOPE OF THE RESPONSE PLAN, UNDERLYING PRIORITIES**

The scope of the Plan includes all activities and outputs related to the following priorities:

- Improved equitable access to WASH, water resources and environment services
- Improved delivery of quality and sustainable WASH, water resources and environment services based on catchment management plans.
- Strengthened system for effective O & M delivery and use of resources.

The scope needs to be clearly defined and formulated, in terms of what are the foreseen targets, scenarios and priorities in terms of water supply and sanitation coverage, hygiene awareness, WRM and ENR services, with a more detailed elaboration of what the WRM and ENR will entail.

## **5.2 PRINCIPLES**

Several key principles underly the Plan. Firstly, it will be based on the ReHoPE strategy that all refugee response should cater for the host communities, the plan should target to provide WASH and Environmental services to all while protecting and monitoring the ENR and water resources, and target settings for various funding scenarios. The plan will adopt a catchment-based approach including the development of sub and micro-catchment management plans that identify costed environmental management investments in the refugee hosting areas. Other principles include the gradual shift from emergency to development activities, and the need for sustainable services payable through tariffs and sustainable farming and energy supplies.

## **5.3 COVERAGE OF THE PLAN**

The plan should target implementation in the 12 districts based on the catchment that host the refugees and host communities, with provisions for possible future new settlements. These 12 districts currently have indicators of challenges in the Water, sanitation and environmental issues within the settlements and host communities, possibly due to the large influx of refugees.

## **5.4 COST ESTIMATES**

Based on the indicator coverage of beneficiaries targeted, the consultant will provide the final cost of the plan broken down per year based on the various activity areas and programme areas for the projected period, and prioritized to make it implementable depending on final available funding.

## **5.5 MANAGEMENT ISSUES**

### **a. Roles of key stakeholders**

- **The Government of Uganda**

The overall coordination of the plan will be the responsibility of MWE - The effective implementation of this plan will strongly depend on the successful coordination between the Office of the Prime Minister (OPM), other line ministries; departments and agencies, and district local governments.

- **Development partners**

The MWE will engage with donor agencies, UN agencies and other WASH partners to mobilize resources and better coordinate implementation of interventions, including monitoring and evaluation, to implement the plan.

- **Implementing Partners**

Implementing partners such as UN agencies, INGOs, NGOs, private sector providers, and government bodies will cooperate with MWE and settlement level authorities to ensure a harmonized approach is achieved. They will also engage in the coordination and reporting systems as required. Implementing partners will need to liaise effectively



with MWE, refugee and host community to ensure the success and relevance of proposed activities in the plan.

## **5.6 FINANCING OF THE PLAN**

The financing modalities for this plan will be; to align donor financing where possible to promote efficiency, to enable the MWE to lead implementation of the plan, whilst giving donors the necessary fiduciary safeguards. Consultant to present acceptable financing modalities for an opportunity to initiate resource mobilization to fund the response plan.

## **5.7 IMPLEMENTATION OF THE PLAN**

In the proposal, the consultant will identify and outline stakeholder roles in terms of identification of a problem situation, interventions, and coordination mechanism (Who should do what, where, how and when).

## **5.8 MONITORING AND EVALUATION**

Design a monitoring and evaluation tool in consultation with sector actors, development agencies, implementing partners and other relevant stakeholders to be consistent with existing established monitoring frameworks by both MWE, OPM and UNHCR.

## **5.9 OPERATION AND MAINTENANCE**

To explore the existing institutional set up by the relevant authorities focusing on the operational manuals outlining clearly the mandates of established O&M institutions and from best practice, develop an operation and maintenance model that is suitable for refugee settlements, including also applicable tariffs and responsibilities for tariff payments in the short and medium term.

## **5.10 ANNEXES**

The Response Plan will have the following documents annexed:

1. Situational analysis
2. Activities in the response plan
3. Detailed cost estimates
4. Model of costing

# **6 ORGANIZATION OF THE ASSIGNMENT**

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## **6.1 CONTRACTUAL ARRANGEMENTS**

The contractual arrangements for this project shall be based on the funding made available by the various funding sources. In the financial proposal, the Consultant shall show the costs of his proposed services in accordance with these contractual outlines.

## **6.2 SERVICES TO BE PROVIDED BY MWE**

- 1 To the extent possible, the MWE will provide free of charge all existing information, data, reports and maps in the custody of the MWE and will assist the consultant in obtaining other relevant information and materials from governmental institutions and state authorities as far as possible.
- 2 It is the duty of the consultant to check availability, quality and relevance of information. The information, data, reports, etc., will be available for the consultant's unlimited use during execution of the proposed services. Due provision shall be made by the consultant in the proposal for the case that additional maps, aerial photographs, meteorological, geological data, etc., have to be procured to undertake the assignment.
- 3 For purposes of capacity building and ensuring adequate direct involvement of the MWE in delivering the outputs and achieving the objectives, the client will assign counterpart staff that shall be agreed upon with the consultant during the inception phase of the consultancy services.
- 4 In addition the MWE is going to provide:
- 5 Suitable office space necessary for the consultant's team engaged on the assignment
- 6 To the extent possible, reimbursable expenses related to the stakeholder engagements shall be the responsibility of the client

## **6.3 LIAISON WITH MWE (CONTRACT MANAGEMENT TEAM)**

For purposes of this assignment, a contract management representative shall be the contract manager. It will be the consultant's duty to maintain close contact with the contract manager on all aspects of work. As a matter of principle all formal communications relating to the work will be directed to the attention of the Contract Manager.

## **6.4 LOGISTICAL SETUP AND STAFFING**

Within the consultant's proposal, the consultant shall elaborate on the envisaged logistical setup and deployment of appropriate skills for the execution of the assignment. The consultant shall present the staffing schedule in a manner that clearly shows the stage and duration where each of the proposed team members is planned to be involved in the plan. An organogram reflecting the responsibilities of each staff member and line management setup of the proposed team shall be part of the consultant's proposal.

To enhance the skills and experience, it is recommended that the consultant integrates local expertise into the project execution team as shall be approved by UNHCR, UNDP, UNICEF and MWE.

## **6.5 DURATION**

The duration of the consultancy services is expected to last five (5) months in total from date of signing the contract. The inception, analysis and finalization phase will last about one third i.e. one month each. The above stated durations are to be understood as rough guidance and it is the responsibility of the consultant to establish a detailed work program within the above time estimates. The estimated staff time inputs should be focused in the overall period of the assignment

in accordance with the consultant's professional judgment and knowledge of the local conditions and needs.

## 7 CONSULTANT'S PROFILE

The consultant is expected to provide key staff as proposed and summarized in the table 2 below to undertake this assignment within the stipulated timeframe and name a team leader from amongst the proposed staff.

*Table 2: Proposed Key personnel with required time inputs*

<b>Expert</b>	<b>No. of personnel</b>	<b>Minimum relevant experience (years)</b>	<b>Indicative staff input (Days)</b>
Project manager/Team leader	1	15	40
Water supply and Sanitation Specialist	1	15	30
Water resources management specialist	1	10	20
Institutional coordination and stakeholder engagement specialist	1	10	20
Social development Specialist	1	10	20
Environment and natural resources management expert	1	10	20
Economist/Financial expert	1	10	20

The technical proposal shall include personal CVs and proof of consent and confirmation of availability by the proposed experts. It will be upon the consultant to ensure that the proposed team is adequately supported by secretarial and administrative support staff to fulfill the assignment.

### 7.1 KEY PERSONNEL

#### 7.1.1 Team leader

The Team leader should have a minimum of a master's degree with 15 years of proven experience in planning and implementation of water supply and sanitation projects; environment and natural resources projects; 5 years of which should be in refugees' and host community's settlements in developing countries. Specific experience in management of the humanitarian and development of refugees is a must. Working experience from EAC and sub-Saharan Africa with fluency in English shall be an added advantage.

### **7.1.2 Water supply and Sanitation Specialist**

The Water Supply and sanitation specialist should have at least a Master's Degree in Civil or Environmental Engineering and at least 15 years of experience in water supply and sanitation infrastructure implementation projects, 5 of which must be in a similar position in refugees' and host community's settlements in developing countries. The specialist shall be a registered engineer in Uganda or a registered engineer with a recognized engineering society.

### **7.1.3 Water resources management specialist**

The specialist shall have at least a BSc. Degree in Civil or Water Engineering or Physical Sciences or related fields and a post graduate degree in Water Resources Management. He/She should demonstrate 10 years of experience in water resources planning and implementation, 5 of which should be in refugees' and host community's settlements in developing countries.

### **7.1.4 Environment and natural resources Specialist**

The specialist shall have a minimum of a Master's degree in Environmental Management and natural resources. The proposed candidate should also possess an advanced training in Environmental and Social Impact Assessment (ESIA), Climate Change and/or any other closely related discipline. The Expert must have a minimum of 10 years' experience in planning and implementation of ENR projects, 5 of which should be in refugees' and host community's settlements in developing countries.

### **7.1.5 Economist/financial specialist**

The Economist/Financial expert shall have a degree in economics, financial management, or related field. 10 years of experience in economic analysis of projects in WASH and ENR financial management, 5 of which should be in planning and implementation of WASH and ENR projects.

### **7.1.6 Institutional coordination and stakeholder engagement specialist**

The specialist shall have a minimum of a Master's degree in International Law, Development, Political Science, Social Science, International Relations or related field; At least 10 years of relevant work experience in government, UN, bi/multilateral donor agencies, development agency in programme management, strategic planning, or technical advisory services focused on refugee situations; Experience in environment, water, livelihoods programming is an asset; Knowledge of (inter)national strategies for multi-partner frameworks and humanitarian/development nexus and how the humanitarian and development systems interact. Knowledge of and experience in Uganda is an asset; Excellent coordination, negotiation and communication skills.

### **7.1.7 Social development Specialist**

The specialist shall have at least a master's degree in Sociology, Social work, Social Administration or equivalent and at least 10 years of experience in implementing community awareness and capacity development activities in water supply, sanitation, hygiene promotion and ENR projects. A post graduate level qualification in fields related to the assignment shall be of added advantage.

## 8 LIST OF REFERENCE DOCUMENTS

The following preliminary list of reference documents is presented and shall be supplemented during inception and consultations.

No.	Document	Availability of document
1	Ministry of Water and Environment (2018): Strategic Sector Investment Plan	<a href="http://www.mwe.go.ug/library/water-and-environment-strategic-investment-plan-2018-2030">http://www.mwe.go.ug/library/water-and-environment-strategic-investment-plan-2018-2030</a>
2	Corresponding Sector Investment Model	Upon request, Water and Environment Sector Liaison Department
3	Ministry of Water and Environment Water Supply Design Manual (2013)	Upon request, Water and Environment Sector Liaison Department
4	Water Supply Design Guideline	Upon request, Water and Environment Sector Liaison Department
5	The Ministry of Water and Environment Quality Assurance Procedure 2016	Upon request, Water and Environment Sector Liaison Department
6	The Ministry of Water and Environment Sector Performance Report 2016/2017, 2017/18	Upon request, Water and Environment Sector Liaison Department
7	The Water Statute – 1995	Upon request, Water and Environment Sector Liaison Department
8	The Water Act, Cap 152: 2000	Upon request, Water and Environment Sector Liaison Department
9	The Local Government Act	Upon request, Ministry of Local Government
10	The National Environment Act Cap 150	Upon request, NEMA
11	The National Water Policy 1999	Upon request, Water and Environment Sector Liaison Department
12	The constitution of the republic of Uganda 1995	Upon request, the Parliament of Uganda
13	Various WASH and Environment regulations and standards applicable in Uganda	Upon request, Water and Environment Sector Liaison Department
14	UNHCR refugee reports	Upon request, UNHCR
15	Environment and Natural Resources Sub-Sector Gender Mainstreaming Strategy 2016-2021	Upon request, Water and Environment Sector Liaison Department
16	Uganda Wetlands Atlas	Upon request, Water and Environment Sector Liaison Department
17	Uganda Water supply Atlas 2017	Upon request, Water and Environment Sector Liaison Department
18	UNHCR/UNOPS report (2018) detailed designs for Bidibidi refugee settlements.	Upon request, UNHCR
19	Catchment Management Plans	Upon request, Water and Environment Sector Liaison Department