Invitation to Tender

Consultant for water governance capacity development assessment

Uganda

2021-12-16
1 Background

Stockholm International Water Institute (SIWI) is a water institute which leverages knowledge and convening power to strengthen water governance for a water wise world. SIWI implements and participates in development projects around the world and arranges the annual World Water Week in Stockholm. SIWI is an independent, non-profit institution, constituted as a foundation in Sweden.

SIWI intends to enter a contract for a consultant to conduct a national water governance capacity assessment as part of the GO-WATER programme in Uganda. The assessment will be conducted to design capacity development activities planned to start in Q1 2022.

2 GO-WATER Programme

The GO-WATER programme aims to support key government water organisations, targeting key middle and higher-level public water officials and decision-makers at national and sub-national levels. The goal of the programme is to make impact on the governance of specific water-related issues or risks by strengthening institutional capacities, to assist institutions transitioning from water crisis management to managing water risk and opportunity. The programme is implemented in collaboration with local and global partners (Cap-Net) and funded by the Swedish Development Cooperation Agency for an initial period of two years.

The programme will target six countries, divided into two clusters: Cluster 1 - Uganda, Iraq and Sudan; and Cluster 2 - Bolivia, Colombia, and Peru.

The national anchor and focal point of the GO-WATER Programme in Uganda is the Ministry of Water and Environment (MWE), represented by the Water Resources Planning and Regulation Department.

The purpose of this assignment is to support MWE and SIWI conduct a capacity assessment to evaluate capacity assets, needs and priorities, and determine the focus area for the GO-WATER programme.

The capacity assessment will focus on water security risks within Uganda, specifically on in relation to water resource management and climate adaption.

The assessment will be based on SIWI’s water governance framework which describes the core water governance functions for the organised development and management of water resources and services. There are:

<table>
<thead>
<tr>
<th>Water governance functions</th>
<th>Description (Water Resources)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy and Strategy</td>
<td>Water resources-related policies, legislations, and strategies (including ownership rights over surface water and groundwater). Key sectoral and regional strategies affecting the use of water resources, such as agriculture, forestry, energy, or land use plans.</td>
</tr>
<tr>
<td>Coordination</td>
<td>Coordination among sectors and actors at different levels (local, landscape, river basin, national) relying on water resources for different uses (agriculture, energy, industry, domestic etc..) and interests (economy, environment, social, etc.), across the whole basin.</td>
</tr>
<tr>
<td><strong>Planning and Preparedness</strong></td>
<td>Strategic and action planning to e.g., accommodate development needs through water infrastructure development or nature-based solutions, to protect and rehabilitate water sources, waterways, water-related ecosystems and water resource infrastructure, etc. Hazard and vulnerability assessments, including climate adaption and response planning. Basin/sub-basin disaster preparedness plans. Early Warning Systems.</td>
</tr>
<tr>
<td><strong>Financing</strong></td>
<td>Water resource infrastructure investment and cost-recovery. Financing (including the allocation of public funds) for rehabilitation and protection of water sources, waterways, water-related ecosystems and water infrastructure; and for institutional support (e.g., river basin authorities, stakeholder participation).</td>
</tr>
<tr>
<td><strong>Management arrangements</strong></td>
<td>Allocation and distribution of water resources (e.g., licensing and permitting for water affecting/using activities, etc.). Asset ownership and management. Key sectoral management that affects water resource use and quality (e.g., land, forestry, agriculture).</td>
</tr>
<tr>
<td><strong>Monitoring, Evaluation and Learning</strong></td>
<td>Systematic monitoring of water quality and flow regimes, water availability, water withdrawals, and consumption. Participatory monitoring of water resources (e.g., citizen science). Monitoring of progress in development and implementation of basin management action plans. Early Warning Systems.</td>
</tr>
<tr>
<td><strong>Regulation</strong></td>
<td>Economic and environmental regulation such as: tariff setting for bulk water, setting water abstraction limits, water discharge and ambient water quality standards and control. Defining policing procedures. Mechanisms for enforcement at different levels, including monitoring of water discharges. Mechanisms to incentivise sustainable/efficient use of water resources (e.g., certification).</td>
</tr>
<tr>
<td><strong>Capacity development</strong></td>
<td>Availability of capacity development strategies and centres for continuous training within Ministries, Basin organisations, Agencies and local level organisations. Continuous learning and adaptive management. Broadening access to decision making processes to neglected or vulnerable groups.</td>
</tr>
</tbody>
</table>

The assessment will use a participatory, multistakeholder approach to:

1. Determine the water governance function to prioritise as part of the GO-WATER programme.
Within the prioritised water governance function, the specific capacity gaps and processes that are a barrier to improved water security which the GO-WATER programme should focus on.

The units/teams/departments from which the participants of the GO-WATER programme should be selected. These units/teams/departments should have a direct link to the recommendations under 1 and 2.

More information on SIWI's water governance framework can be downloaded from here.

3. Information about this procurement

This procurement is advertised and only individual consultants may apply in response to this invitation to tender.

SIWI intends to enter into a contract with one supplier. The contract will be awarded to the most economically advantageous tender submitted by a qualified tenderer and determined based on the criteria provided in section 9.

The procurement documents contain a number of compulsory requirements, which are designated by the term “must” in bold type. In order for a tender to be eligible for the award of the contract, these compulsory requirements have to be fulfilled.

4. Description of tasks and deliverables

Services within this tender are divided into two categories:

- Group 1: Capacity development assessment
- Group 2 (Option tasks): Capacity development plan and module development: These services will be an option to be exercised and entered into at SIWI’s sole discretion.

The consultant should remain flexible, ensuring optimal use of existing information sources while taking opportunities to build synergies with other ongoing initiatives/processes. He/she should also encourage an open and honest assessment process to ensure fairness and acceptance of the assessment’s procedures and results.

**Group 1: Capacity development assessment**

The tasks include:

1. A short desk review has already been drafted to identify current water issues and risks based on available sector policies and strategies found online. The consultant will review and provide comments on this document. The review will also include the identification of any additionally sector documents such as policies, strategies, etc. missing from the desk review.

   Estimated time: 2 working day.


2. The consultant, with input from MWE, will develop a contact list that will identify who should take part in the workshop (task 4), face-2-face interviews (task 5) and validation (task 7).

   Estimated time: 2 working day.
DELIVERABLE: Contact list with contact details.

3. With input from MWE and SIWI, the consultant will be responsible to facilitate the organisation of the assessment workshop, including but not limited to, agenda development and inviting of participants. The suggested draft agenda outline for the workshops is included in annex 1.

Estimated time: 5 working days.

DELIVERABLE: Workshop agenda and resources

4. Assist MWE and SIWI with the facilitation of the assessment workshop.

Estimated time: 2 working days.

DELIVERABLE: Workshop report, the report will include a list of participants including their position and institutions. And a record of outputs from discussions and group work, including the final recommendation for the GO-WATER focus area

5. The consultant will conduct one-2-one interviews with key sector stakeholders to confirm the workshop findings and recommendations. The stakeholders to be interviewed will be determined by the MWE and SIWI.

Estimated time: 3 working days.

DELIVERABLE: Interview notes

6. Provide input into the draft Capacity Needs Assessment Report. The report will be drafted by SIWI with support from the Consultant and based on the information collected in the workshop and one-2-one interviews. The report will include:
   i. The desk review conducted in task 1
   ii. Recommended water governance function to be prioritised in the GO-WATER programme
   iii. Capacity assets, gaps and demands within the recommended water governance function
   iv. Recommended capacity gaps/processes for the GO-WATER programme to prioritise.
   v. List of specific unit/departments/organisations to be involved in the GO-WATER programme.

Estimated time: 3 working day.

DELIVERABLE: Comments on the draft Capacity Needs Assessment Report

7. Support MWE to disseminate and receive feedback on the draft Capacity Needs Assessment Report and generate consensus around the capacity gaps/processes for the GO-WATER programme to prioritise, and the organisations/institutions/departments to be involved.
This task could be completed through a series of meetings with key stakeholders or through one validation workshop. The objective of this task is to validate the following:

- Get agreement on the capacity gaps/processes for the GO-WATER programme will support
- Get agreement on the target unit/departments/organisations to be involved in the GO-WATER Programme
- Agreement on any CSO, private sector or academic partner to participant in the program.

Estimated time: 3 working days.

**DELIVERABLE:** Minutes referring to agreed management function and key stakeholders to prioritize.
**DELIVERABLE:** Comments on the final Capacity Needs Assessment Report

**Group 2 (Option tasks): Capacity development plan and module development**

The consultant will support SIWI and MWE prepare for and conduct the first capacity development workshop and develop the capacity development content. The services may include, but are not limited to, the following activities:

- Support on with the preparation of the 1st capacity development workshop, including support to the MWE, coordination of participants, input into workshop content.
- Support the facilitation of the 1st capacity development workshop.
- Review and provide input into the capacity development plan, not limited to activities, instruments and methodologies, etc.
- Provide advice on the specific capacity development materials developed.
- Review and provide input into the monitoring framework for the capacity development activities.

The estimated volume of services for option 2 is 20 days.

**5 Estimated volume of services**

40 days

**6 Agreement period**

The agreement will continue in force for a period of 6 months

The intended date for signature and entry into force of the agreement is January 2022

**7 Submission of tender**

The tender must be submitted in accordance with the following:

**Time limit for receipt of tenders:** The tender must be signed by the Tenderer and reach SIWI no later than 2022-01-17 17:00 (GMT)
Tender submitted to: The tender must be submitted to the following email address: maria.dillon@siwi.org

8 Time plan of procurement

The procurement procedure will be conducted in accordance with the following time plan:

1. Publication of procurement notice 2021-12-20
2. Time limit for receipt of tenders 2022-01-17
3. Evaluation of tenders 2022-01-21
4. Intended date for award decision 2022-01-28
5. Intended date for signing of the contract 2022-01-31

9 Required skills and experiences.

The candidate must have:

Experience required

1. At least seven years of experience working within the water sector in Uganda, a significant proportion of these should be a senior position in a national capacity ideally within the water resource management sub-sector.
2. Experience of at least two similar assignments within the past five years.

Skills/Technical skills and knowledge

1. Experience of working with public sector institutions in Uganda.
2. Experience of conducting capacity assessments, using approaches such as Business Process Re-engineering, Functional Review, SDG Needs Assessment, Performance Assessment, Training Needs Assessment, SWOT analysis would be of benefit, and specific experience of applying these within the water sector in Uganda would be an advantage.
3. Strong interpersonal skills, able to communicate and work with diverse people.
4. Excellent command of English (oral and written).

It is a local recruitment, and the consultant will be based in Uganda and is expected to work in close collaboration with MWE and the GO-WATER team at SIWI.

10 Content of the tender

The tender must contain the following documents and information:

1. A 2 page proposal explaining why they are the most suitable for the work, drawing on their knowledge and previous experience. The proposal should include any recommended adaptations/changes to the described tasks above based on the consultant’s experience.
2. Personal CV and at least three references.
3. Financial proposal specifying the fees per working day. All envisaged travel costs within the country must be included in the financial proposal as a separate line. Financial proposal should be submitted in SEK (Swedish Krona).

The tender must:

A. include all the required documents and information
B. be written in English
C. be perfectly legible so that there can be no doubt as to words and figures
D. be signed on behalf of the tenderer

By signing the tender, the tenderer confirms that it is valid until through the date in Section 7 above.

11 Tender evaluation

Tenders will be evaluated in accordance with the following:

1. Tenders will be examined to ensure that all “must-requirements” are fulfilled. A tenderer which does not fulfil all compulsory requirements will be excluded from further consideration.
2. Tenders will be evaluated in accordance with the award criteria outlined in section 10. The contract will be awarded to the tenderer that has submitted the most economically advantageous tender.

12 Confidentiality and rights to tenders

SIWI will maintain the confidentiality of any materials submitted by tenderers that are marked as confidential, restricted, secret or equivalent, provided that this is consistent with reasonable requirements on transparency.

SIWI acquires and retains the ownership of all tenders received. Tenderers are not entitled to have their tender returned to them nor to have it destroyed.

13 Negotiation

The contract will be awarded on the basis of the tender submitted by the Tenderer. The award decision will not be subject to prior negotiations with tenderers.

14 Disclaimer

This Invitation to Tender is in no way binding on SIWI. Furthermore, the award of contract is only a decision by SIWI concerning the evaluation of tenders. SIWI’s obligations will commence only upon signature of a written agreement by the authorised signatories of SIWI and the Successful Tenderer.

SIWI reserves the right to reject any tender and to cancel the process and reject all tenders at any time prior to the signing of the contract, without thereby incurring any liability to the affected tenderer(s).

SIWI will not be responsible for, or pay for, any expenses or losses that may be incurred by a candidate or tenderer in the preparation of its tender and/or in connection with the procurement process.

15 Processing of personal data

SIWI will process the personal data included in tender documents and communications received from tenderers. For information about SIWI’s processing of personal data, please use the following link: Processing of personal data
## Draft Agenda for Assessment Workshop

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:30 – 9:00</td>
<td>Registration</td>
</tr>
<tr>
<td>9:00 – 9:05</td>
<td><strong>Welcoming words</strong> by MWE Representative</td>
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<tr>
<td>9:05 – 9:10</td>
<td><strong>Workshop Introduction:</strong> Introduction of facilitators, agenda and workshop objectives and rule.</td>
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<tr>
<td>9:10 – 9:20</td>
<td><strong>Introduction of participants:</strong> name, position, expectations.</td>
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<tr>
<td>9:20 – 9:25</td>
<td><strong>GO-WATER programme presentation:</strong> Presentation about the GO-WATER programme, countries, focus areas and overall objectives.</td>
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<tr>
<td>9:25 – 9:30</td>
<td><strong>GO-WATER Uganda presentation:</strong> Presentation on priority area for Uganda, and expected outcomes from participating in GO-WATER programme</td>
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<tr>
<td>9:30 – 9:45</td>
<td><strong>Divide participants per group</strong></td>
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<tr>
<td>9:45 – 10:30</td>
<td><strong>Exercise 1:</strong> Water sector stresses and shocks</td>
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<tr>
<td></td>
<td>Discussing key shocks and stresses, their likelihood and impact.</td>
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<tr>
<td>10:30 – 11:15</td>
<td><strong>Group feedback</strong></td>
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<tr>
<td>11:15 – 11:45</td>
<td><strong>Break</strong></td>
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<tr>
<td>11:45 – 12:15</td>
<td><strong>Exercise 2:</strong> Assessing Priorities, polling exercise</td>
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<td></td>
<td>Discussing which governance function should be prioritized</td>
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<tr>
<td>12:15 – 13:00</td>
<td><strong>Group feedback</strong></td>
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<tr>
<td>13:00 – 14:00</td>
<td><strong>Lunch</strong></td>
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<tr>
<td>14:00 – 15:00</td>
<td><strong>Exercise 3:</strong> Determining capacity gaps and assets within governance function</td>
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<td></td>
<td>Discussing which capacities are a bottleneck to improving performance</td>
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<tr>
<td>15:00 – 16:00</td>
<td><strong>Group feedback</strong></td>
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<tr>
<td>16:00 – 16:15</td>
<td><strong>Break</strong></td>
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<tr>
<td>16:15 – 16:45</td>
<td><strong>Exercise 4:</strong> Polling exercise</td>
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<td></td>
<td>Prioritization of capacity gaps and processes</td>
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<tr>
<td>16:45 – 17:30</td>
<td><strong>Wrap up</strong></td>
</tr>
</tbody>
</table>