



THE REPUBLIC OF UGANDA

MINISTRY OF WATER AND ENVIRONMENT

INTEGRATED WATER MANAGEMENT AND DEVELOPMENT PROJECT (IWMDP)

TERMS OF REFERENCE

FOR

BENEFICIARY AND STAKEHOLDER SATISFACTION SURVEY FOR IWMDP 2026

JUNE 2026

TABLE OF CONTENTS

TABLE OF CONTENTS.....	2
LIST OF ABBREVIATIONS	3
1 INTRODUCTION	4
1.1 Project Development Objective (PDO).....	4
1.2 Details of the Project Components.....	4
1.2.1 Component 1: Water Supply and Sanitation (WSS) in Small Towns and Rural Growth Centers (RGCs) and Support to Districts Hosting Refugees	4
1.2.2 Component 2: WSS in Large Towns and Support to District Hosting Refugees.....	5
1.2.3 Component 3: Water Resources Management.....	5
1.2.4 Component 4: Project Implementation and Institutional Strengthening.....	6
1.3 Project Beneficiaries and Stakeholders.....	6
1.4 Institutional and Implementation Arrangements.....	6
2 THE ASSIGNMENT	7
2.1 Purpose of the Beneficiary and Stakeholder Satisfaction Survey.....	8
2.2 Objectives of the Beneficiary and Stakeholder Satisfaction Survey.....	8
2.3 Scope of Work	9
2.4 The List of Sub-Projects	12
2.5 Survey Approach and Methodology	16
2.6 Duration of the Assignment	17
2.7 Key Deliverables and Timelines of the Assignment.....	17
2.8 Client's Input to the Assignment	17
2.9 Services and Facilities to be provided by the Consultant	18
2.10 Reporting Arrangements	18
2.11 Qualification the Consultant	18
2.12 Composition of the Consulting Team	19
3. ENVIRONMENTAL AND SOCIAL POLICY.....	21
3.1 CODE OF CONDUCT	21
ANNEX 1: ENVIRONMENTAL AND SOCIAL POLICY	21
ANNEX 2: CODE OF CONDUCT	23
ANNEX 3: KEY TRAININGS CARRIED OUT UNDER THE PROJECT.....	24

LIST OF ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
BSSS	Beneficiary and Stakeholder Satisfaction Survey
C- ESMP	Contractors' Environmental and Social Management Plan
CESA	Citizen Engagement and Social Accountability
ESHS	Environmental Social Health & Safety
ESIA	Environmental Social Impact Assessment
GBV	Gender-Based Violence
GoU	Government of Uganda
HIV	Human Immuno Virus
IWMDP	Integrated Water Management and Development Project
IWRM	Integrated Water Resource Management
LG	Local Government
MWE	Ministry of Water and Environment
NWSC	National Water and Sewerage Corporation
PAD	Project Appraisal Document
PDO	Project Development Objective
PIM	Project Implementation Manual
RHCs	Refugee Host Communities
RAP	Resettlement Action Plan
RGC	Rural Growth Centre
SPP	Source Protection Plan
TA	Technical Assistance
UWAs	Umbrella Water Authorities
VAC	Violence Against Children
WBG	World Bank Group
WIS	Water Information System
WMZ	Water Management Zones
WSS	Water Supply System

1 INTRODUCTION

The Government of Uganda (GOU) is implementing the Integrated Water Management and Development Project (IWMDP) with support from the World Bank. The project is implemented by the Ministry of Water and Environment (MWE) and National Water and Sewerage Services (NWSC). IWMDP is implemented through four project components, which include: (1) Water Supply Systems (WSS) in Small Towns and Rural Growth Centres (RGCs) and Support to Districts Hosting Refugees; (2) WSS in Large Towns and Support to a District Hosting Refugees; (3) Water Resources Management and; (4) Project Implementation and Institutional Strengthening. The project became effective on June 27, 2019 and the project mid-term review (MTR) was conducted in 2021. The original project closing date was December 2024; however, the project was extended up to 31st January 2028 to enable full completion and realization of the project results.

1.1 Project Development Objective (PDO)

The Project Development Objective (PDO) is to improve access to water supply and sanitation services, integrated water resources management, and operational performance of water and sanitation service providers in project areas.

1.2 Details of the Project Components

The following sub-section provides more details of each of the project components under IWMDP.

1.2.1 Component 1: Water Supply and Sanitation (WSS) in Small Towns and Rural Growth Centers (RGCs) and Support to Districts Hosting Refugees

The component is implementing activities to improve water supply and sanitation in selected Small Towns and Rural Growth Centres (RGCs) across the country. Key activities include: (i) construction and rehabilitation of water supply and sanitation facilities and provision of associated services, including engineering, environmental and social studies and supervision of construction activities; (ii) preparation and implementation of sanitation plans in selected Small Towns; (iii) strengthening the capacity of the Umbrella Water Authorities in operational and financial management, including the establishment of a remote monitoring system for rural water systems; and (iv) carrying out environmental and social management activities to protect water sources and sensitize communities.

Other activities being undertaken include improvement of water supply and sanitation in Districts Hosting Refugees which consist of: (i) construction and rehabilitation of water supply and sanitation facilities, and provision of associated services, including engineering, environmental and social studies and supervision of construction activities; (ii) preparing and implementing of sanitation plans; (iii) preparation and implementation of micro catchment management plans; (iv) strengthening the capacity

of Umbrella Water Authorities in the areas of operational and financial management, including the establishment of remote monitoring system for rural water supply systems; (v) carrying out of environmental and social management related activities to: (A) protect water sources and sensitize communities; and (B) address specific needs of host communities and refugees; and (vi) strengthening the capacity of the MWE to develop and carry out water supply and sanitation sector policies and programs promoting more sustainable and efficient service delivery at refugee settlements.

1.2.2 Component 2: WSS in Large Towns and Support to District Hosting Refugees

The component's core focus is to improve water supply and sanitation in large towns and to support the district hosting refugees. Key activities include (i) construction and rehabilitation of water supply and sanitation infrastructure in Mbale City, (ii) construction of water supply facilities for Gulu City; (iii) undertaking construction supervision activities and engineering and environmental studies, including the Augmented Water Supply Study; (iv) strengthening the capacity of the NWSC in the areas of operational and financial management to support improved performance in the Project supported areas; and (v) carrying out of environmental and social management activities to protect water sources and sensitize communities. The component also undertakes activities to improve water supply and sanitation in Adjumani District, consisting of (i) constructing and rehabilitating water supply and sanitation facilities, as well as providing associated services, including engineering, environmental and social studies and supervision of construction activities; (ii) preparation and implementation of sanitation plans; and (iii) carrying out of environmental and social management activities to protect water sources and sensitize communities.

1.2.3 Component 3: Water Resources Management

The component is carrying out catchment management and restoration activities in Sub-Catchments and the activities consist of: (i) undertaking catchment management measures, including soil and water conservation, riverbank protection and restoration; and (ii) providing alternative livelihoods for affected communities. Secondly, the component is supporting Integrated Water Resource Management (IWRM) in the water and environment sectors, planned activities include: (i) preparing a water resources strategy for the Albert Water Management Zone (WMZ); (ii) preparing catchment management plans and related technical studies for Priority Sub-Catchments; (iii) undertaking a national groundwater management study; and (iv) strengthening water resource monitoring and information systems, including (A) the installation of the Water Information System (WIS) at the national and Water Management Zone levels; (B) the installation of hydrologic monitoring stations; and (C) equipping of the Regional Water Quality Laboratories.

1.2.4 Component 4: Project Implementation and Institutional Strengthening

The major function of component 4 is the overall coordination of IWMDP implementation and support to the project implementation departments of MWE and the NWSC including (i) overall coordination, planning, monitoring, reporting and supervision of the Project; (ii) providing training to MWE and NWSC on financial management, procurement, environmental and social policies and procedures; and (iii) establishing a Project Support Team (PST) composed of individual specialists. This component also implements institutional strengthening activities, including strengthening MWE's regulatory functions at the regional level.

1.3 Project Beneficiaries and Stakeholders

The updated project monitoring framework indicates progress towards achieving the project development objective (PDO) and the intermediate-level indicators. Project results (as of March 2026) or achievements so far indicate a total of 1,291,662 direct project beneficiaries for water supply and sanitation services and integrated WRM (against a target of 2,375,161).

The Project will increase the availability of safe drinking water, reduce the distance people travel to access safe WSS systems, secure water sources to ensure sustainable supply and improve sanitary conditions at the household and community levels. Local communities will also benefit from catchment management activities focused on building capacity for modern land use management and improved agroforestry farming practices. The Project will also strengthen the resilience of the systems to water-related shocks. Service providers (UWAs and the NWSC) and their staff will benefit from Technical Assistance (TA) and investments focused on strengthening their financial and operational performance. In addition, local communities and regional and local organizations will be empowered to identify, prioritize, and support investments in water-related infrastructure and services.

1.4 Institutional and Implementation Arrangements

The Project is implemented by the Ministry of Water and Environment (MoWE) through line departments (components 1, 3 & 4) and National Water & Sewerage Corporation (NWSC) – for component 2. Within MWE, the directorates/departments implementing IWMDP activities include the Directorate of Water Development, through the Urban Water and Sewerage Department (UWSD), Rural Water and Sanitation Department (RWSD), and the Directorate of Water Resources Management (DWRM). The Water Environment Sector Liaison Department (WESLD) which implements component 4 also supervises the Project Support Team (PST), and provides overall coordination and support to the project implementing departments of MWE & NWSC including ensuring effective compliance to Environmental and Social Safeguards (ESS) requirements.

2 THE ASSIGNMENT

MWE and NWSC are implementing several activities and sub-projects under the IWMDP. The key tasks undertaken include; carrying out feasibility studies and engineering designs, environmental and social impact assessments, resettlement action plans, source protection plans, catchment management plans, tendering works and services, construction of water supply systems and sanitation facilities, supervision of Works, implementation of Catchment Management Measures, Stakeholder Engagement and Environment and Social Risk management. The sub-projects are now at different levels of development (completed, ongoing, and few others yet to commence).

The IWMDP shall undertake the second BSSS in 2026. Beneficiary and Stakeholder Satisfaction Surveys are necessary to strengthen Citizen Engagement and Social Accountability (CESA) framework in World Bank funded projects. This framework defines citizen engagement as a two-way interaction between citizens and governments or private sector within scope of World Bank interventions. It mandates project implementers to put in place systems and measures that enable the citizens to play a critical role in advocating and helping public institutions to become more transparent, accountable, and effective, and to contribute innovative solutions to complex development challenges. Therefore, engaging citizens particularly project beneficiaries and mobilizing communities during project design and implementation processes is expected to help in achieving greater transparency, accountability, ownership and social inclusion, thereby improving project development objectives and results. The framework recognizes that meaningful engagements of citizens as beneficiaries of the interventions requires a mix of approaches and tools as well streamlining citizen engagements strategies within the country systems.

Based on requirements under the Project Appraisal Document (PAD paragraph 80) the project put in place strategies for citizens' engagement throughout the project cycle to foster behavioural change and ownership of the project. Furthermore, the project results framework provides for an intermediate indicator of customer satisfaction that should be monitored annually during project implementation.

As already noted, the first survey was conducted in 2024 where the baseline on customer satisfaction index was established. This survey generated important information and recommendations that were adopted by MWE and NWSC to strengthen beneficiaries and other stakeholder engagements and participation in the project. It should be noted that since the previous survey, several activities have been completed and beneficiaries are enjoying the services from the project which calls for timely feedback these beneficiaries.

Therefore, the basis for BSSS is anchored in the requirements of CESA framework, commitments in the PAD, results framework and the previous BSSS of 2024. The scope of beneficiary and stakeholder satisfaction ranges from awareness and buy-in of the project beneficiaries, beneficiaries-oriented project

designs, beneficiary participation in the project cycle, and beneficiary feedback/reporting on the outcomes of the project.

It is against this background that the MWE wishes to engage the services of a consultant to undertake the second Beneficiary and Stakeholder Satisfaction Survey (BSSS) for the project targeting beneficiaries of the sub-projects under IWMDP. These beneficiaries include beneficiaries of water and sanitation services, users of sanitation facilities including households, institutions and local communities, beneficiaries of professionalization of umbrella authorities, households benefiting from catchment management measures, users of laboratory services, users of Water and Environment Information System and users of water resources monitoring stations among others.

Therefore, beneficiaries are segmented according to the nature of services provided under the project (local communities including refugee host communities, MWE/NWSC staff, private sector such as Consultants and Contractors. Other stakeholders will include the project implementing teams within MWE and NWSC, Local Governments (LGs) and Civil Society Organizations (CSOs) that will provide supplementary information to the survey as key informants.

2.1 Purpose of the Beneficiary and Stakeholder Satisfaction Survey

The major goal of the Beneficiary and Stakeholder Satisfaction Survey is to ascertain the level of beneficiary satisfaction with the project, gather feedback and lessons to promote meaningful stakeholder engagements and social accountability during project implementation.

2.2 Objectives of the Beneficiary and Stakeholder Satisfaction Survey

- a) Determine the beneficiaries' level of awareness of the various sub-projects and of IWMDP in general.
- b) To establish the beneficiaries' level of participation and engagement in the completed and ongoing sub-projects under IWMDP
- c) To establish the beneficiaries' expectations of the sub-projects and the level of satisfaction with the appropriateness of the services provided by the sub-projects
- d) To obtain beneficiary feedback on the effectiveness of implementing the project's environment and social risk management activities.
- e) To examine beneficiary feedback on the results of the sub-projects implemented under IWMDP
- f) To obtain beneficiaries feedback on sustainability of the various sub-projects implemented under IWMDP
- g) To establish the current Beneficiaries/ customer Satisfaction Index for the IWMDP
- h) Identify beneficiaries' perception of key strengths and weaknesses of the project in planning and implementation of the various activities/sub-projects

- i) To recommend the most appropriate ways of improving stakeholder engagement and overall satisfaction levels of beneficiaries for future projects in the MWE/ NWSC.
- j) To document key improvements and lessons learned in citizen engagement based on the recommendations made by the first BSSS

2.3 Scope of Work

The consultant will ensure that the beneficiary and stakeholder satisfaction survey is undertaken professionally and objectively. The technical/ conceptual scope of work will include the following.

a) Assessing beneficiaries' level of awareness of the various sub-projects and of IWMDP in general.

The survey will obtain views from the beneficiaries' regarding the information they expected from the project and compare it with the actual information that was disseminated to the beneficiaries before and during project implementation. The consultant shall use the various documents such as feasibility study and engineering design reports, ESIA's, RAPs, SPPs, BSS report 2024 and other project progress reports that will be provided by the client to corroborate the views of the study participants. The study will further identify the various modes through which surveyed beneficiaries obtained the information, the frequency and timing of information, and the various sources, channels and platforms through which beneficiaries expressed their feedback on the project. The consultant shall review the stakeholder engagement and communications strategy for the survey, including stakeholder mapping, engagement methods for different groups, feedback disclosure arrangements, and how findings will be communicated back to communities and implementing agencies. Furthermore, the study shall assess beneficiaries' awareness of the grievance redress mechanism as well as GBV and VAC reporting protocols on the project based on the project implementation manual, ESIA, RAPs, SPPs and other project reports that will be availed to the consultant by the client. The study will establish beneficiaries' views on the adequacy of information provided and on a Linkert scale of 6¹, sampled beneficiaries will give an overall score of beneficiary satisfaction on awareness and information.

b) To ascertain beneficiaries' level of participation and engagement on the completed and ongoing sub-projects under IWMDP

The consultant shall establish the level of participation of project beneficiaries across the project cycle including the sub project designs, studies, implementation, monitoring and evaluation. The consultant shall establish the level of inclusiveness of project implementation taking into account the gender, vulnerable groups, refugees and host communities among others. The survey shall further identify the available avenues for the different stakeholders to actively take part in the project activities, the various

¹ The scale provides 1. Highly Unsatisfactory 2. Moderately Un-Satisfactory 3 Un-Satisfactory 4 Moderately Satisfactory 5. Satisfactory 6. Highly Satisfactory

ways in which beneficiaries were actively involved, barriers to participation and recommendations to enhance beneficiary participation across the project cycles. The study shall ascertain the percentage of beneficiaries satisfied with their participation based on an appropriate Linkert scale.

c) Establishing the expectations of the beneficiaries and the level of satisfaction with the appropriateness of the sub-projects

This objective shall look at extent to which the sub-projects under met the expectations of the beneficiaries. The survey shall identify beneficiaries' expectations of the nature of the infrastructure/ facilities/ services before and after construction/ delivery and assess the extent to which the infrastructure / facility/ service meets or met the expectations of the beneficiaries. The survey shall further obtain the views of beneficiaries on the necessity/ relevancy, usability and affordability of the infrastructure/ facility/ service. On a scale of 6, the survey shall obtain the beneficiaries' ranking of the appropriateness of the completed/ ongoing infrastructure/ facility/ service.

d) Obtaining beneficiary feedback on the effectiveness of the environment and social risk management activities for the project.

This objective shall focus on the implementation of stakeholder engagement, environment and social risk management activities across the sub-projects. The survey shall obtain feedback on compensation adequacy and timeliness, livelihood restoration outcomes, and any outstanding land-related concerns. Survey findings should be validated against RAP monitoring reports where relevant. The survey will obtain the views of beneficiaries on the effectiveness of grievance redress mechanisms (in terms of accessibility, fairness, transparency, predictability, confidentiality, responsiveness), and other key activities for the prevention of HIV/AIDS, Violence Against Children (VAC) and Gender Based Violence (GBV). The study shall further establish beneficiaries' views on health and safety measures and environment protection measures under the sub-project. The survey shall establish views on how the E&S trainings undertaken by the project contributed to the improvement in environment and sanitation management and will establish the proportion of beneficiaries reporting to have practised improved environmental management practices as well as the adoption of improved hygiene and sanitation measures. The survey shall assess whether beneficiaries are aware of, and satisfied with, how environmental risks and impacts were managed across the project lifecycle. This should include water quality perceptions, livelihood effects from environmental changes, access to and condition of natural resources after project implementation, sanitation and waste management around project sites, and satisfaction with environmental risk management measures. On a scale of 6, the survey shall obtain the beneficiaries' ranking of the effectiveness of the environment and social risk management activities for the project.

e) Examining beneficiaries' feedback on the results of the sub-projects

This objective aims at establishing the resulting and likely project impact on an ongoing basis from the point of view of the project beneficiaries. It will involve obtaining feedback on the difference attributed by the various water and sanitation systems to the regular lives in the community including economic, social, environmental, Health and Safety among others. For Catchment management activities under component 3, Since catchment restoration directly affects communities whose land use has been modified, the survey shall assess awareness of restoration objectives, perceived changes in water availability and quality, and satisfaction with community engagement in restoration planning. The survey shall further identify other likely positive and negative outcomes in the short- and medium-term as a result of the sub-project under IWMDP.

On an appropriate scale of 6, beneficiaries shall rank their feedback of their satisfaction with the results of the project.

f) Examining beneficiaries' feedback on the sustainability of the sub-projects

The survey will establish views on the short and long-term sustainability in terms of operation and maintenance arrangements, user fees, value chains, replication of good practices obtained from the project, the threats to sustainability and practical strategies for sustaining the positive changes, while minimizing or managing the negative changes. On an appropriate scale of 6, beneficiaries shall provide feedback on their satisfaction with sustainability initiatives of the project.

g) To establish the final customer Satisfaction Index for IWMDP

The consultant shall provide an overall level of satisfaction based on the above parameters to determine the beneficiary/ customer satisfaction index of IWMDP. This will provide an input in updating results framework.

h) Identify beneficiaries' perception of key areas of the project weaknesses and strengths in planning and implementation of the various activities/sub-projects

This objective presumes that the customers are better suited to provide feedback on areas where IWMDP is implemented. This assessment is part of the wider SWOT analysis, through which feedback on the internal operations of the institutions and their components can be generated. The weaknesses shall enable the implementing agencies to improve performance while the strengths would enable the agencies to consolidate the available mechanisms of delivering services to sustain beneficiaries' satisfaction.

i) Recommending the most appropriate ways of improving stakeholders' engagements and the overall satisfaction levels of beneficiaries for future projects

From the various interviews with project beneficiaries and other key informants, the study will draw recommendations on how to improve the overall engagements of the various stakeholders of the project as well as strategies that will enhance the level of satisfaction of the beneficiaries for future projects in MWE/NWSC. The survey shall generate actionable recommendations for all teams (WB, MWE, Service providers etc), and include a follow-up mechanism for tracking implementation of recommendations.

j) To document key improvements and lessons made in citizen engagement based on the recommendations made by the first BSSS

The consultant shall study the key findings, lessons and recommendations of the previous BSSS report and analyse the comparative improvements and more lessons for citizen engagements on the project.

2.4 The List of Sub-Projects

The assignment shall cover the following sub-projects which are being implemented across the project components.

Table 1: List of Activities and Sub-Projects

S/N	Sub-Project	Implementation Status/ Physical Progress
	Component 1.1 – WSS for Small Towns and RGCs	
1.	Busia Water Supply and Sanitation System in Busia Municipality and Busia District, and Faecal Sludge Treatment plant and Sanitation Facilities in Kumi-Nyero-Ngora	Completed
2.	Kaliro-Namungalwe Water Supply and Sanitation System	In progress (87%)
3.	Namasale Water Supply and Sanitation System	Completed
4.	Fecal Sludge Treatment Plants and Sanitation Facilities in Koboko and Rukungiri	Completed
5.	Mbale cluster towns Water Supply and Sanitation System (Tirinyi-Kibuku-Budaka-Busolwe-Butalejja)	Completed
6.	Institutional strengthening of umbrella Authorities, Professionalization and Supply of (i) 100,000m Pipes and Fittings for Umbrellas of Water and Sanitation (ii) 25,000 Micro and Bulk Water Meters for Umbrellas of Water and Sanitation under Framework contracts and Labor for the installation: Lot 1: Central, Lot 2: Eastern, Lot 3: South Western, Lot 4: Mid-Western and Lot 5: Northern	Completed
7.	Bitsya Piped Water Supply Scheme in Buhweju District	In progress (90%)
8.	Nyamugasani WSS in Kasese District	In progress (93%)
9.	Construction of Solar powered piped Water Supply and Sanitation System for Kasese & Lwentulege RGCs in Rakai District.	Completed under DLP

S/N	Sub-Project	Implementation Status/ Physical Progress
10.	Construction of Solar powered piped Water Supply and Sanitation System for Kikoora & Mwitanzige in Kakumiro District.	Completed under DLP
11.	Construction of solar-powered piped Water Supply and Sanitation System for Bugwara & Kabamba RGCs in Kagadi District.	Completed under DLP
12.	Construction of Solar powered piped Water Supply and Sanitation System for Bugomolwa & Nakasero- Kikonge RGCs in Kyankwanzi District.	Completed under DLP
13.	Construction of Solar powered piped Water Supply and Sanitation System for Igwaya & Kidera RGCs in Buyende	Completed under DLP
14.	Construction of Solar powered piped Water Supply and Sanitation System for Kitenga RGC in Kaliro District	Completed under DLP
15.	Construction of Solar powered piped Water Supply and Sanitation System for Bukizibu-Bumwena in Namayingo & Lugala in Mayuge	Completed under DLP
16.	Construction of Solar powered piped Water Supply and Sanitation System for Kikooge & Lubaali RGC in Nakasongola and Kassanda District respectively	Completed under DLP
17.	Construction of Solar powered piped Water Supply and Sanitation System for Nankondo RGC in Ssembabule District	In progress (63%)
	Component 1.2 - Refugee Host Communities	
18.	Solar powered water systems and sanitation facilities in refugee settlements in Gaspa, Mutunda and Nyakabaale Rural Growth Centers in Kiryandongo District	In progress (91%)
19.	Ora-Ala (Enyau and Nyagak) WSSP in Terego, Yumbe & Madi-Okollo Districts	In progress (46%)
20.	WSSP in 2 RGCs Moyo RHD (Lefori (Gwere) & Laropi) under Lot 1	In progress (23%)
21.	WSSP in 2 RGCs in Yumbe RHD (Lomunga & Lobe) under Lot 2	In progress (69.4%)
22.	WSSP in Goboro RGCs in Yumbe RHD under Lot 3	In progress (71.8%)
23.	Arinyapi, Ukusjoni in Adjumani RHD	In progress (70.98%)

S/N	Sub-Project	Implementation Status/ Physical Progress
24.	WSSP in 5 RGCs in Pangira, Agoro, Padibe west in Lamwo RHD	In progress (58.86%)
	Component 2 - Urban WSS under NWSC	
25.	Karuma- Gulu Water Supply Project in Kiryadongo, Oyam, Orom, Gulu	Completed
26.	Mbale City WSS	In progress (88.9%)
27.	Adjumani WSS	Completed under DLP
28.	Implementation of Full-Scale Source Protection Measures in Arua - Lot 1, Gulu - Lot 2 and Mbale Lot 3	Lots 1 & 3 completed, Lot 2 In progress (85%)
29.	Implementation of Full-scale source protection measures for Bushenyi under Lot 4	In progress (80%)
	Component 3 - Water Resources Management	
30.	Water resources measures- Priority WRM measures in:	
	Lot 1: Lwakhakha sub-catchment (Namisindwa)	Completed
	Lot 2: Aswa sub-catchment (Lira, Kole, Omoro)	Completed
	Lot 3: Kochi sub-catchment Albert Nile catchment (Moyo & Yumbe District)	Completed
	Lot 4: Middle Awoja sub-catchment (Kumi, Bukedea, Katakwi & Soroti Districts)	Completed
31.	Water Analysis equipment in 4 Regional Laboratories (located in Mbale City, Lira City, Mbarara City & Fort Portal City): Lot 1: Laboratory Analytical Equipment Lot 2: Laboratory processing, containment and storage equipment Lot 3: Field Equipment Lot 4: Laboratory apparatus and glassware	Completed
32.	Establishment of 17 monitoring stations (includes Civil Works, Lot 1- Hydrometric Equipment, and Lot 2 - Water Quality Equipment)	Completed

S/N	Sub-Project	Implementation Status/ Physical Progress
33.	Implementation of priority catchment management measures in upstream, midstream, and downstream catchment(s) for River Nyamwamba in Kasese District	Completed
34.	Emergency maintenance works of 5 km on selected hotspots along the River Nyamwamba for flood mitigation, aiming to prevent damage to critical infrastructure and loss of livelihoods in Kasese District.	Completed

The following sub-projects are going to be implemented under Additional Financing. The procurement of the service providers and other preparatory activities are ongoing.

Table 2-2: List of Sub-projects under IWMDP-Additional Financing

Component 1.1a under Urban WSS Department	
1	Lot 1: Civil Works for Construction of Kyegegwa-Mpara-Ruyonza Water Supply and Sanitation System in Kyegegwa and Kyenjojo Districts
2	Lot 2: Construction of Mid-Stream Works for Kyegegwa – Mpara – Ruyonza - Kyaka -Kabagore Piped Water Supply and Sanitation System in Kyegegwa and Kazo Districts
Component 1.1b and 1.2 under Rural WSS Department	
3	Construction of 4No Rural Growth Centres of Bulange(Namutumba), Nango (Mayuge), Bubugo/Itanda(Jinja) and Kagumba (Kamuli)
4	Construction of 5No Rural Growth Centres of Kasaba (Kyenjojo), Rwentuha (Kyegegwa), Bubanda (Mubende), Kyampangara(Kazo) and Nyamushojwa (Kazo)
5	Construction of 4No Rural Growth Centres of Ewanga(Madi Okollo), Edrayo(Terego), Rodo (Yumbe) and Nyori (Yumbe)
Component 3 under Water Resources Management Department	
6	Supporting Communities in Mutunda sub-Catchment to Implement Priority Catchment Management Measures
7	Supporting Communities in Nyimur sub-Catchment to Implement Priority Catchment Management Measures
8	Supporting Communities in Nyagak and Enyau-1 micro-Catchment to Implement Priority Catchment Management Measures
9	Supporting Communities in Odruto, Amua-Injudi micro-Catchment to Implement Priority Catchment Management Measures

2.5 Survey Approach and Methodology

The survey shall adopt a mixed approach while drawing on existing and new quantitative and qualitative data by undertaking the following;

- a) Desk study/review of all relevant project documentation including Project Appraisal Document (PAD), Project Implementation Manual, Mid Term Review Report, BSSS Report 2024, annual work plans, and quarterly and monthly progress reports, World Bank Implementation Support Mission aide memoirs, Environment and Social Management Framework (ESMF), Resettlement Policy Framework (RPF), Environmental and Social Impact Assessment Reports and RAP reports among others.
- b) Design and refine survey data collection tools including Questionnaires and Checklists
- c) Develop a clear sampling strategy to ensure representations of all key stakeholders and beneficiaries.
- d) Conduct field data collection through interviews with stakeholders and physical observations of the various projects.
- e) Provide a draft beneficiary satisfaction survey report with a beneficiary satisfaction index to be validated by the client.
- f) Provide final beneficiary satisfaction survey reports after incorporation of comments from the client.

The consultant shall develop a comprehensive methodology based on the context of each the project component/ sub-project. The methodology shall be developed in consideration of the objectives and information outlined in this Terms of Reference (ToR) to ensure rigour, reliability, accuracy, transparency, independence and clarity of analysis. The survey design shall separately capture and disaggregate feedback from refugee and host communities, including differences in environmental and social pressures, service experience, and satisfaction with project interventions. In addition, the survey team shall document observable environmental and social conditions at or near project infrastructure, including signs of soil erosion, wetland encroachment, wastewater discharge, poor drainage, waste accumulation near water points, or other site-level issues that may affect beneficiary satisfaction.

In terms of sampling, the sampling strategy shall account for environmental and social sensitivity (conflict-sensitive and context-sensitive) by including communities located near wetlands, catchments, water treatment facilities, active construction sites, and refugee or host community settings. Data should be disaggregated by proximity to environmental risk, gender, age, disability, and refugee or host status to assess whether risks and benefits are equitably distributed. The survey shall integrate information from separate focus group discussions for women, youth, refugees, and other vulnerable groups where appropriate. The survey shall adopt ethical practices on data privacy, informed consent, handling of sensitive information, and anonymization of responses, supported by a data protection protocol aligned with good practice.

A detailed methodology and data collection methods and Tools should be included in the technical proposal, which will further be improved in consultation with the client during the inception phase of the assignment.

2.6 Duration of the Assignment

The estimated duration for the assignment is 6 calendar months

2.7 Key Deliverables and Timelines of the Assignment

The consultant shall deliver the following as indicated in the table 3 below.

Table 3: Deliverables

S/N	Deliverable	Timeline	Remark
1	Approved Inception Report (in Six (6) hard copies and electronic copies - in both MS Word and PDF)	4 weeks after contract commencement	The inception report, to be submitted within 4 week(s) after commencement of the assignment, and must include the following: - • Description of the detailed methodology and tools to be used in carrying out the survey including the sample size(s) and questionnaires • Identified beneficiaries and stakeholders (selected sample) to be surveyed (beneficiary and stakeholder mapping) • Indicative format/lay-out/table of contents of the survey report • Detailed work plan for carrying out the survey, identification of roles of the consultant's personnel, during the survey/study • Quality management mechanism
2	Acceptable Draft Survey Report (in 6 hard copies, plus electronic copies in MS-Word and PDF)	18 th week from Contract commencement	Draft survey report to be submitted within 12 weeks after commencement of the assignment, and will include amongst others, the following: - • Beneficiary and stakeholder mapping, survey plan and the survey results • Proposals and recommendations for improvements in planning and implementation of project activities • Detailed description of beneficiary satisfaction with the project, and • The beneficiary satisfaction index and recommendations for improving their satisfaction
3	Final Beneficiary Satisfaction Survey Report	24 th week from contract commencement	The Final Report will incorporate comments from the Stakeholder Workshop. Six (6) hard copies and electronic copies (both in MS Word and PDF)

2.8 Client's Input to the Assignment

- a) The client will supervise the consultant for the successful implementation of the assignment and preparation of credible reports.

- b) The client will introduce the consultant to the project beneficiary communities, District Local Governments and other stakeholders that will be found necessary in the execution of the assignment
- c) The client will provide the consultant with project documents, studies and reports that are relevant to the assignment.

2.9 Services and Facilities to be provided by the Consultant

In carrying out this assignment, the consultant shall provide the following services, among others, which should be duly provided for in the consultant's proposal as reimbursable costs:

- a) Office supplies for consultant staff, as required for the period of service.
- b) Subsistence (or per diem) payments for the consultant's staff while on official travel in the field.
- c) Secretarial and administrative support staff.
- d) Research Assistants (to be recruited from the local communities)
- e) Telephone and other communication services for official work only.
- f) Transport for the consultant staff to, during and from the field for official work for the duration of the assignment

2.10 Reporting Arrangements

The Consultant will report to a contract manager/ team appointed by PS/MWE. The contract manager/ team shall be communicated to the consultant before the commencement of the assignment/contract.

The Consultant shall submit all the reports/deliverables to:

Project Coordinator - IWMDP
Ministry of Water & Environment
Plot 22/28 Port Bell Road, Luzira
Kampala, Uganda

2.11 Qualification the Consultant

- The firm should meet all eligibility requirements to provide services to the Government of Uganda including and not limited to certificate of registration, articles and memorandum of association, powers of attorney specific to this procurement, tax registration and clearance, NSSF clearance, work place registration, and trading license/ operation permit from local authorities.
- General Experience of 10 years undertaking similar services
- Specific experience of at least 6 years with evidence of at least 3 surveys of a similar nature and scope. Such assignments shall include beneficiary/customer/ client satisfaction surveys.

- Evidence of availability of required experts for the assignment (attach CVs and copies of academic certificates/ transcripts)

2.12 Composition of the Consulting Team

The Consultant shall provide core staff with the requisite qualifications and experience as outlined in ToR. to fast-track the delivery of the assignment, 3 teams will be allocated where the first team will focus on NWSC, the second team will focus on Rural and Urban Water (MWE) and the third team will focus on Water Resources Management activities (MWE).

Table 4: Key Professional Staff Qualifications, Experience and Proposed Input

No.	Staff Position	Responsibilities	Input (man-months)	Minimum Qualification and Experience
1	Team Leader (1 No.)	The Team Leader shall be responsible for the delivery and quality assurance of the assignment and shall therefore be the principal contact person with the Client	4	a. A holder of a Bachelor's degree in Business Administration, Economics, Social Sciences, Engineering, Urban/Physical Development or Project management and Planning. b. A Master's degree in any of the above fields. c. At least 10 years of relevant experience in managing consultancy teams working on project designs, project reviews, institutional and performance assessments, Project audits etc. with knowledge of the implementation of donor-funded projects.
2	Civil Engineer (3 No.)	Shall mainly review all engineering-related aspects of the assignment including the extent to which the desired infrastructure projects have been implemented and draw lessons for future projects.	3	a. He/she shall have at least a Bachelor's degree in Civil Engineering plus a Master's in engineering. b. Registered Engineer with UIPE and ERB. c. Should have a minimum of 08 years of relevant working experience with knowledge of design, implementation and evaluation of donor-funded projects is required.

No.	Staff Position	Responsibilities	Input (man-months)	Minimum Qualification and Experience
3	Environment Health Specialists Expert (3 No.)	The Environment and Health Specialist will provide feedback on the health and safety requirements of the project.	3	a. Bachelor's Degree in Environmental Health Science, Public Health, Community Health, WASH or other related areas. b. Master's Degree in any of the above fields c. At least 8 years of general experience in implementing hygiene and sanitation, health education and promotion activities. d. He/she must have demonstrated work experience of at least 3 years in hygiene and sanitation promotion in rural contexts in Uganda or other comparable countries.
4	Natural Resources Management Expert (3 No.)	Responsible for obtaining feedback on Environment Management, and Natural Resources aspects of the project	3	a. A Bachelor of Science Degree in Environmental Management or Natural Resources/ Biological Sciences or Environmental Engineering b. A Master's degree in any of the above fields c. At least 08 years' relevant work experience in the evaluation of environmental compliance on donor-funded development projects in Uganda or similar setting. d. Understanding and knowledge of Environmental Laws, Regulations and Guidelines (National Environment Act Cap.153, and the Regulations thereunder) applicable to infrastructure projects. e. Knowledge of World Bank Environment and Social safeguards requirements
5	Social Development Expert (3 No.)	Responsible for obtaining feedback on the social management of the project.	4	a. A Bachelor's degree in Social Work and Social Administration, Development Studies, Social Sciences with bias in Sociology, Social Administration, Anthropology, Community Psychology, Adult and Continuing Education b. A Master's degree in any of the above fields

No.	Staff Position	Responsibilities	Input (man-months)	Minimum Qualification and Experience
				c. At least 08 years of experience in the implementation and evaluation of social development projects on donor-funded development projects in Uganda or similar settings d. Knowledge of World Bank Environment and Social safeguards requirements
6	Statistician (3 No.)	Responsible for the management of survey data from the beneficiary satisfaction surveys and other field data during the assignment	3	a. Bachelor's degree in Statistics/ Economics b. Practical experience in the management of survey data of at least 8 years

NB: The cost of any non-key personnel deemed necessary for assignment may be included in the proposal separately

3. ENVIRONMENTAL AND SOCIAL POLICY

This Environmental, social, health and safety policy (annex 1) during the execution of the services.

3.1 CODE OF CONDUCT

The code of conduct in Annex 2 has been set out to take into account considerations of Environment, Social and Health issues, Occupation Health and Safety of experts, client's and contractor's personnel and the community.

The Code of Conduct should be signed by each Expert to indicate that they have:

- i. Received a copy of the code;
- ii. Had the code explained to them;
- iii. Acknowledged that adherence to this Code of Conduct is a condition of employment;
- iv. Understood that violations of the Code can result in serious consequences, up to and including dismissal, or referral to legal authorities.

ANNEX 1: ENVIRONMENTAL AND SOCIAL POLICY

The policy goal of the assignment is to integrate environmental protection, occupational and community health and safety, gender, equality, child protection, vulnerable people (including those with disabilities), gender-based violence (GBV), HIV/AIDS awareness and prevention, wide stakeholder engagement, land acquisition and compensation of project affected persons in the planning processes, programs, and activities of the parties involved in the execution of the Works. The Environment and

Social Management Framework (ESF), Resettlement Policy Framework (RPF), Environment and Social Management Plans (ESMPs) for the Project and the Contractor's Site-Specific Environment and Social Management Plan will be used for monitoring, continuously improving processes and activities and for reporting on the compliance with the policy.

The policy is derived from different international and/or national policies within legal frameworks some of which are highlighted below. It is expected that during the supervision of the works, the consultant will commit to;

1. The World Bank Safeguard Policies and the EIA certificate and national regulations governing the protection of natural resources, national parks, health and safety, labour, transport, etc.
2. Apply good international industry practices to protect and conserve the natural environment and to minimize unavoidable impacts (National Environment Act, 1995);
3. Provide and maintain a healthy and safe work environment and safe systems of work as stipulated in the draft National Occupational Safety and Health Policy in the framework of the Occupational Safety and Health Act, 2006;
4. Protect the health and safety of local communities and users, with particular concern for those who are disabled, elderly, or otherwise vulnerable;
5. Ensure that terms of employment and working conditions of all workers engaged in the Works meet the requirements of the ILO labour conventions to which the host country is a signatory (Employment Act, 2006 and Occupational Safety and Health Act, 2006);
6. Be intolerant of, and enforce disciplinary measures for GBV, child sacrifice, child defilement, and sexual harassment (Employment Act, 2006) ;
7. Incorporate a gender perspective and provide an enabling environment where women and men have equal opportunity to participate in and benefit from, planning and development of the Works (The Uganda National Employment Policy 2011, The National Equal Opportunities Policy 2006, Uganda Gender Policy);
8. Work co-operatively, including with end users of the Works, relevant authorities, contractors and local communities;
9. Engage with and listen to affected persons and organizations and be responsive to their concerns, with special regard for vulnerable, disabled, and elderly people;
10. Provide an environment that fosters the exchange of information, views, and ideas that is free of any fear of retaliation;
11. Minimize the risk of HIV transmission and mitigate the effects of HIV/AIDS associated with the execution of the Works (The National HIV/AIDS and The World of Work Policy 2007);
12. Acquisition or restriction of land to mitigate unavoidable adverse social and economic impacts through incorporating compensation of project-affected persons and community engagement throughout the implementation of the works.

.....

Permanent Secretary
MWE

ANNEX 2: CODE OF CONDUCT

This code of conduct is to be followed by all Consultant Experts. It should be read together with the Environment and Social Policy, and the World Bank Group Environment Health and Safety Guidelines. The experts are expected to;

1. Be Compliant with applicable laws, rules, and regulations of the Republic of Uganda.
2. Be Compliant with applicable health and safety requirements to protect the local community (including vulnerable and disadvantaged groups), the Consultant's Experts, the Client's personnel, and the Contractor's personnel, including sub-contractors and day workers (including wearing prescribed personal protective equipment, preventing avoidable accidents and a duty to report conditions or practices that pose a safety hazard or threaten the environment)
3. Not use illegal substances
4. Be non-discriminatory in dealing with the local community (including vulnerable and disadvantaged groups), other Consultant's Experts, the Client's personnel, and the Contractor's personnel, including sub-contractors and day workers (for example, based on family status, ethnicity, race, gender, religion, language, marital status, age, disability (physical and mental), sexual orientation, gender identity, political conviction or social, civic, or health status)
5. Have acceptable and appropriate interactions with the local community(ies), members of the local community (ies), and any affected person(s) (for example to convey an attitude of respect, including their culture and traditions)
6. Avoid unethical and unbecoming behaviour such as the use of rude, abusive and obscene language, indecent dressing, hard supervision and sexually suggestive gestures which constitute sexual harassment (for example prohibiting the use of language or behaviour, in particular towards women and/or children, that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate). A child/children means any person(s) under the age of 18 years.
7. Avoid violence, including sexual and/or gender-based violence (for example acts that inflict physical, mental or sexual harm or suffering, threats of such acts, coercion, and deprivation of liberty)
8. Avoid exploitation including sexual exploitation and abuse (for example the prohibition of the exchange of money, employment, goods, or services for sex, including sexual favours or other forms of humiliating, degrading behaviour, exploitative behaviour or abuse of power)
9. Promote the protection of children (including prohibitions against sexual activity or abuse, or otherwise unacceptable behaviour towards children, limiting interactions with children, and ensuring their safety in project areas)
10. Ensure sanitation requirements are provided like toilets are acceptable and approved and are gender sensitive (for example, to ensure workers use specified sanitary facilities provided by their employer and not open areas)
11. Avoid conflicts of interest (such that benefits, contracts, employment, or any sort of preferential treatment or favours, are not provided to any person with whom there is a financial, family, or personal connection)
12. Respect reasonable work instructions (including regarding environmental and social norms)
13. Protect and use any project property properly (for example, to prohibit theft, carelessness or waste)
14. Report any violations of this Code
15. Ensure that there is non-retaliation against personnel who report violations of the Code if that report is made in good faith

ANNEX 3: KEY TRAININGS CARRIED OUT UNDER THE PROJECT

1. Training of client staff in stakeholder's engagement, E&S risk management on the project
2. District level stakeholders' Workshops on project implementation and E&S requirements
3. Sub-county stakeholders' advocacy and awareness workshops covering project implementation and E&S requirements
4. Village level trainings on GBV, VAC, HIV/AIDS, Sanitation, Environmental Conservation and protection
5. Health and Sanitation promotion trainings
6. Grievance management trainings to community and workers' grievances management committees
7. Operation and Maintenance trainings for the various management committees for the Water and Sanitation Infrastructure constructed