



**Republic of Uganda**

**MINISTRY OF WATER AND ENVIRONMENT**

**FARM INCOME ENHANCEMENT AND FORESTRY  
CONSERVATION PROGRAMME -PROJECT III**

**TERMS OF REFERENCE FOR  
CONSULTING SERVICES**

**FOR**

**Establishment of Sustainable Farmer Based Management Organisations  
for Namalu Irrigation Scheme in Nakapiripirit and Sipi Irrigation Scheme  
in Bulambuli District**

**July 2023**

## 1.0 INTRODUCTION

The Government of Uganda with Financial assistance from the Islamic Development Bank (IsDB) has embarked on construction of three (3) Irrigation schemes of; Namalu in Nakapiripirit, Unyama in Amuru/Gulu districts and Sipi in Bulambuli district. The aim of the project is to utilize the irrigation potential so as to increase farm production and productivity thereby increasing incomes, enhancing food security and improving the livelihoods of farmers and the beneficiary community as a whole. The project will also contribute to improved climate resilience through sustainable natural resources management and agricultural enterprise development. However to achieve this, there is need to establish sustainable institutional management arrangements for the irrigation schemes based on farmer management organizations in order to achieve the intended objectives and ensure sustainability of the irrigation schemes.

Below are the details of the irrigation schemes;

No.	Irrigation schemes	District	Estimated Acreage (Ha)	Estimated No. of Farmers
1.	Namalu	Nakapiripirit	1,000	2,000
2.	Sipi	Bulambuli	400	800

## 2. OBJECTIVE OF THE ASSIGNMENT

The overall objective of the consultancy assignment is to provide implementation support to farmers and all stakeholders for establishment of sustainable institutional management through participatory farmer based organizations in order to foster commercially viable irrigation services for the schemes.

### Specific objectives:

The specific objectives of the assignment include:

- a) Undertake promotion, awareness raising, mobilization and sensitization of the farmers and all key stakeholders through engagement and participation in the implementation, development and management of the irrigation schemes.
- b) Establish Farmer Based Organizations, institutional arrangements, Communication and Technology (ICT) development for effective management, monitoring and regulation to foster sustainable and viable commercial irrigation services
- c) Establish and develop capacity to ensure functional, effective, efficient and viable Farmer based organisations are created to manage, operate and maintain the irrigation schemes
- d) Train and develop the capacity of farmers in Participatory Irrigation Water Management (PIWM)
- e) Engage Stakeholders on cross cutting issues of; Grievance Redress Mechanism, Gender mainstreaming, Gender based violence and HIV/AIDS/Covid 19 in the project area, through mobilization and sensitization of the key stakeholders
- f) Develop and implement the grievance redress mechanism in the project area

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### **3 SCOPE OF SERVICES**

#### **3.1 General**

Generally the consultants will work with the farmers and all the stakeholders to achieve sustainable participatory irrigation water management and promote commercial irrigated farming in the irrigation scheme project.

Specifically the consultants will carry out activities aimed at ensuring the farmers' and stakeholder involvement and participation at all stages of irrigation development, developing the capacity of Farmer Based Management Organizations to manage, operate and maintain the irrigation schemes, establishment of institutional mechanisms for sustainable commercial irrigation services and empowerment of farmers through Participatory Irrigation Water Management.

The Consultant shall carry out the activities described below in each irrigation scheme that is in Namalu in Nakapiripirit and Sipi in Bulambuli District, in other words all the activities described in this assignment shall be duplicated in each irrigation scheme.

The execution and implementation of activities under this assignment's TOR has been categorised into Four (4) key tasks:

- A) Stakeholder Engagement and Communication; Grievance Redress Mechanism, Gender Mainstreaming, Gender Based Violence, Violence Against Children HIV/AIDS/Covid 19
- B) Establishment of Sustainable Farmer Based Management Organizations, Institutional Mechanisms, ICT Development for Irrigation Services,
- C) Capacity Development for Sustainable Institutional Management of Irrigation Services
- D) Participatory Irrigation Water Management (PIWM)

#### **3.2 STAKEHOLDER ENGAGEMENT AND COMMUNICATION**

This key task will entail farmers and all key stakeholders' engagement, communication, awareness, mobilisation and sensitisation activities through the situation analysis, implementation process and functional support and performance evaluation. The consultant will ensure gender mainstreaming, support grievance redress mechanism, engage against gender based violence, violence against children and HIV/AIDS/Covid 19 for all the irrigation schemes.

##### **3.2.1 Situational Analysis**

The consultants shall carry out a situation analysis to review existing arrangements for stakeholder participation, coordination & collaboration, communication in the project areas and related previous and current irrigation development interventions; to identify linkages, opportunities and existing gaps. This will take into consideration of the existing mandates of various stakeholders, legislation and policy framework for the water sector and agricultural sector and related linkages sectors for trade, local government and environment.

During the situation analysis to the consultant shall comprehend the farmers' orientation, attitudes, practices and interest in irrigation in general. The consultants shall also undertake stakeholder and farmers' mapping to identify the actors/entities/agencies, the farmers who will

be critical in project implementation, and prioritize farmers' social and economic issues which require attention in the short, medium and long term.

For each Irrigation Scheme, the Consultants shall identify and analyse farmers' and stakeholders' underlying interests, incentives, problems, barriers, social norms, attitudes, behaviours, knowledge and skills, value systems and rules, culture and practices, group forces and interactions.

For each Irrigation Scheme, the consultants shall explore and make recommendations on farmers' and stakeholder participation during the construction of the irrigation schemes to ensure that the infrastructure and facilities being developed satisfy their needs and requirements.

The Consultant will study and make recommendation on the involvement of youth and women in key decision making positions and sub/groups/ sub committees/ Farmer Field Schools and management structure that will be established in each irrigation scheme.

For each Irrigation Scheme, the Consultants will undertake the Capacity Needs Assessment i.e. establish and document communication and participation needs; undertake technical, financial, management/administrative capacity assessments; and take note of constraints amongst the various stakeholders and farmers. The consultant shall make recommendations on the way forward to sort out the constraints and gaps.

Important aspect of the situational analysis information is to feed into the development and implementation of a participatory monitoring and evaluation framework as required by the project log frame. In addition, the consultants are expected to use the information collected by the socio-economic baseline - Survey consultant for the benefit of successful implementation of the assignment.

For each Irrigation Scheme, the Consultants will conduct targeted interviews with key stakeholders (individuals, farmers, local leaders) at the community and local levels to identify existing functional abilities and facilitate buy-in and smooth implementation of the project.

The Consultants are expected to develop Project awareness and communication strategy to guide the consultant on how various messages targeting different stakeholders will be delivered through a given methodology. This will enhance effective mobilisation, participation and capacity development. This shall be carried out in each irrigation scheme.

For each Irrigation Scheme, the Consultant is expected to hold two (02) workshops (that is total of 04No. workshops for the two irrigation schemes) to discuss the outcomes of the situation analysis and for a buy-in and acceptance of the proposed institutional management model and changes to existing structures. i.e. one workshop for each scheme at the level of the farmers and one workshop at the level of technical/political staff. In all, the validation workshops for farmers will be three, each in the intervention district and three workshops at the district level involving the district and Sub-Counties' political and technical staff, Ministry of Water and Environment (MWE) and Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) staff before finalising the situation analysis report.

Implementation Action Plan. After the situation analysis has been finalised and recommendations and way forward have been drawn, the consultant shall update an

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implementation action plan and it will part of the situation analysis report. This will update the activity plan in the inception report.

### **3.2.2 Promotion, Mobilisation, Sensitization and Awareness Creation for Empowerment of Farmers/Stakeholders**

The empowerment of farmers/stakeholders is a key outcome of a successful mobilisation and sensitisation process where beneficiaries and the key stakeholders participate and make key decisions throughout the stages of the project. The consultant is therefore expected to develop some indicators (qualitative and quantitative) of how to measure the impact of this process as part of the monitoring and evaluation process throughout the project.

The mobilisation, sensitization and creation awareness is a process throughout the project implementation stages of pre-construction, during construction and post construction. This will target the farmers, district/Sub-County and the Centre (MWE & MAAIF). For each Irrigation Scheme, the consultant is expected to use various ways that will make the process participatory. The awareness mobilisation and sensitisation will follow the project Awareness and Communication Strategy, to ensure the following;

#### **a) Ensuring Sustainability all through the implementation process**

It is expected that throughout the assignment the consultant will incorporate sustainability into the activities and processes for Stakeholder Engagement and Communication. During mobilization and sensitization of farmers and other key stakeholders the Consultant should consider aspects like Project objectives, goals and achievements, land demarcation and allocation, the design and workmanship, operation, maintenance, the organization for operation maintenance and management, vertical and horizontal institutional linkages and benefits from utilization of the scheme.

#### **b) Empowerment, Organisation and Participation of Farmers/Stakeholders**

The following is how different categories of stakeholders need to be mobilised and sensitised:

- i) **Farmers:** - The direct beneficiaries shall participate at the onset of project implementation, with the understanding that they will inherit the system as their own and stimulate a strong incentive to demand a system and ensure success, that will depend primarily on their ability to take-up the obligations, rights, responsibilities including paying for irrigation services to operate and maintain the scheme to ensure financial viability and sustainability. The consultants will organize, mobilize and train an estimated total 2,000 farmers in Namalu Irrigation Scheme and 800 farmers in Sipi Irrigation scheme at all the various stages of the project implementation including their facilitation. Prior mobilisation and sensitisation meetings 02No. per irrigation scheme will be conducted as initial inauguration of farmers to raise their awareness on project objectives, outcomes, and activities, be able to get their anticipations and roles, solve their fears, and interest them in the project activities and give feedback and iron out issues which shall have been observed during the situational analysis.

- ii) **District and Sub County:** - Since the district and sub-county officials assist in supervising and monitoring during project implementation, it's important to involve them at all stages of project implementation for support, ownership and successful implementation of the project. Their roles and other project activities will be highlighted at this stage. 01 No. meetings to be held at the district level in the pre-construction- Each meeting for each irrigation scheme shall be targeting around 40 participants per irrigation scheme.
- iii) **MWE and MAAIF:** - These are key towards successful project implementation, therefore they will need to have information concerning the entire project especially issues concerning farmers' status in project acceptance, farmers' and district/sub-county concerns that require attention. Since MWE & MAAIF are key implementers, they will join the district level meeting to sort out different issues which touch their technical areas.

The consultant is expected to act in a facilitatory manner to support and activate the respective support of the available staff of the institution of MAAIF, MWE and District Local Governments and others through project activities to perform their functions. The MAAIF, MWE and district staff shall engage intensively with the consultant during the execution of activities to facilitate their capacity development and knowledge transfer to enable the staff to perform their roles for sustainability

**c) Awareness creation, communication and visibility strategy**

The Consultants is expected to develop and implement a very clear methodology for awareness creation, communication and visibility. The consultants shall develop the material and methodology for each for the different project stages. Awareness creation takes good planning- so as to realistically achieve the goals; effective implementation - choosing the correct time and methodology; checking its effectiveness and reviewing awareness throughout the whole project implementation - allowing room for feedback. The strategy should clearly demonstrate the methodology tools to be used and how to implement it.

**d) Mobilisation for Participatory Implementation Process**

The consultants will assist to organise farmers to participate through community meetings to discuss and address aspects and concerns related to scheme construction as well as participate in resolution of contentious issues at the scheme. The consultant will among others engage the farmers and key stakeholders;

- i. To discuss the perceived threats in order to allay any fears and enlist cooperation of the stakeholders
- ii. To discuss the project design/set-up and the implementation framework
- iii. To discuss the status of the security situation and strategize for coping mechanisms.
- iv. Formation of a District Implementation committee to follow up on project implementation

The stakeholder meetings will consider participatory approaches common in Adult learning and Participatory Rural Appraisal (PRA) spheres. It's expected that moderators shall apply PRA skills that foster participation. For clarity, questions and answers shall be entertained.

**e) Formulation and adoption of Project implementation Memorandum of Understanding (MOUs)**

The consultants shall formulate the project implementation MOUs, discussed by the stakeholders and farmers and approved by the client. Thereafter the MOUs shall be cleared by solicitor General and signed by the farmers' representatives, local Governments and Central Government. The MOUs will be highlighting roles and responsibilities of various stakeholders during the project implementation. The MOU is regarded critical because they are a sign of legal and moral commitment by the key actors during project implementation and further they lay out roles and responsibilities of each actor. These MOUs need to be signed at the beginning of the project. They need to be disseminated to the actors for discussion and adoption, three (03) meetings in total will be held. One for the Local Government stakeholders and two (2) at the farmers' level. Discussion of roles and responsibilities of various actors for implementation will act as a good avenue for sensitisation and mobilisation at an early stage of project implementation.

**f) Farm Land Allocation, Access, User Rights and Conflict Resolution**

It is essential to identify potential resource conflicts and devise mechanisms of their resolution. Many arise because of a failure to discuss and agree upon rules in advance among all stakeholders. The existence of some rules dictated by tradition and others by the national legal framework leads to different understandings and different responses and hence potential conflict. A lack of transparency when defining a rule reinforces the suspicion that this rule is neither legitimate nor fair. The existence of written documents helps prevent different interpretations of the rules and agreements arising between stakeholders. Once established, rules should only be changed with the consent of all stakeholders.

To be effective, the rules must then be accompanied by monitoring and enforcement mechanisms. Often, it is the failure to enforce a particular rule that leads to conflict. Once a conflict has arisen, mediation mechanisms are needed to find a solution between the different parties. A smooth management does not mean that there will be no conflict but that whatever conflicts arise can be resolved at the local level without external intervention.

While it is recognized that the project will be implemented on either Government or communally owned land, there is need for continuous robust engagements with the communities and Local Government units throughout the project implementation to ensure sustainable land availability and access arrangements for the irrigation schemes.

In order for the scheme management to be ready to handle any social conflict disputes that may emerge in future, in terms of land configuration due to construction of irrigation infrastructure, farm plot allocations for new schemes or any other conflict, a conflict management strategy shall be developed and disseminated. It shall include among other things the social conflict resolution procedure and mechanism for safeguards during project implementation and after and farm plot demarcation guidelines. It needs to be developed and discussed with the farmers.

The consultant shall work hand in hand with the Agronomy consultant to ensure that a coherent and systematic configuration for farm land plots amongst the farmers is done with land ownership dynamics defined amongst different stakeholders including local traditional and cultural leaders where applicable.

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Two (02) meetings per irrigation scheme (total of 04No for the two irrigation schemes) shall be undertaken to sensitize and mobilize farmers. The workshops will be for information gathering and documentation, boundary demarcation, plot sizing, sorting out any emerging land challenges, resolving possible conflicts and emerging issues.

**g) Support the Grievance Redress Management (GRM)**

MWE developed GRM guidelines anticipating that the project activities will generate social and environment grievances that may cause negative impacts on the beneficiary community and Project Affected Persons (PAPs). The GRM proposed the establishment of Grievance Redress Committees (GRCs) at the district, Sub County and Parish levels. MWE together with the District Local Government shall establish the committees at the district, Sub County and Parish levels. In this assignment, the Consultant is expected to offer GRM implementation support. The consultant shall be responsible for supporting the adequate implementation of Grievance redress activities, compliance with the GRM guidelines, undertake continuous capacity building to the GRCs at the district, Sub County and Parish levels. The consultant further is expected to identify the gaps and put in place mitigation measures. Specifically, the consultant will undertake the following activities:

**i) Mobilization and sensitization of the beneficiary communities**

The consultant will be interfacing with approximately 3,000 beneficiary community members for all the schemes during mobilisation activities, Parish GRCs and District GRC for sensitisation and implementation of the following activities;

- a. Dissemination of GRM guidelines and entire reporting process through organising approximately 5 community meetings per scheme, 01 Sub County GRC meeting per sub county, 1No. District GRC meetings, 05 radio talk shows for each site and 03 Live T.V shows per annum for each site; disseminate Grievance Redress management guideline (GRM), GMC brochure, GMC facilitators manual and GMC handbook. Each of the aforementioned should be interpreted in the local languages and about 1,000 copies for each scheme printed in the local language. Create information boards and different project sites to keep communities constantly informed.
- b. Developments of Grievance redress information, education communication with Flyers and brochures (in English and in the local language).
- c. Identify risk areas that are likely to cause grievances and possible mitigation measures to be implemented by the appropriate structures (i.e. GRCs).
- d. Provide sufficient and timely information to the community. Many complaints arise as a result of lack of information, and insufficient information. Therefore, providing accurate and adequate information about the project implementation and its activities and implementation schedule shall be done regularly at least 2No. Meetings per each scheme for each month.
- e. The consultant shall conduct meaningful community engagements supporting the GRCs, to develop a communication process with the provision of the communication channels where grievances can be reported with also putting in place the feedback mechanism to foster a two way communication process. This will facilitate sharing of information, progress reporting, providing opportunity to community members to raise their concerns, responding to their issues in a timely manner, as well as receiving feedback on interventions.



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- f. Provide information to vulnerable groups on how to access grievance mechanism. For example, tenants as vulnerable groups. The consultant shall also study the possible issues/conflict that would a raise due to land within the project area.

ii) **Capacity building**

Build capacity for the project, district staff and other field staff on GRM on Grievance handling procedures and referral systems for each scheme. The project staff including PST staff should be equipped with basic skills like effective communication, community dynamics, negotiation and conflict resolution. Building trust and maintaining good rapport by providing information on the project and responding to community needs will help solve issues before they become grievances. The Consultant will support GRCs with on-the-job training for grievance handling; train GRCs in Grievance screening and Monitoring and reporting among other areas.

The consultant shall continue to offer additional support in training to the GRCs in continuation of what the client will have done before the commencement of this assignment by conducting 03 GRC trainings per scheme as follows; ;

- a) Train the GRCs on their roles and responsibilities in grievance redress
- b) Documenting proceedings, decisions, and recommendations
- c) Grievance registration using a prescribed form
- d) Arrange and facilitate GRCs training on data collection, interface with aggrieved persons and feedback from the project staff.
- e) The consultant shall sensitize the GRCs on how to use the complaints log book.
- f) Shall conduct regular training of GRCs in the grievance recording and referral procedures.
- g) Ensure adequate use of suggestion boxes in appropriate areas to accommodate anonymous information. The communities and GRCs will be trained on how to use the suggestion box. The GRCs will be trained on how to process such information.
- h) Provide on-the-job training to the GRCs on how to maintain grievance related information, documents, reports, attendance and payment registers
- i) Provide on-the-job training to the GRCs in provision of feedback to the affected persons and agencies involved in grievance redress
- j) Provide on-the-job training to the GRCs on arbitration over any complaints, grievance, conflicts that arise during project implementation

iii) **Training in Grievance screening (03 No. Training meetings per scheme per annum)**

The Consultant shall train the GRCs at the district, sub counties and Parish levels on grievance assessment to be able to determine the seriousness of the complaint i.e. the severity of the issue at hand, the potential impact on the individuals and project. This may require, field visits, interviews and discussion with affected parties and or witnesses. The consultant shall train the GRCs on complaint screening using the following grievance handling procedures

- i. Identification of the complainant should indicate the name and contact details with exception anonymous information
- ii. The complaint to be handled should be related to the project implementation
- iii. The issues raised by the complainant fall within the scope or jurisdiction of the project

The GRCs have a responsibility of tracking and monitoring the process of grievance redress and the implementation of the decisions made. They also have a duty to give regular feedback

to the complainants about the grievance redress process. Evaluation procedures will also be put in place annually or biannually by the consultant in each scheme to assess the overall effectiveness of GRMs as it is required in the Sub-section 17.0 Monitoring and reporting in GRM).

**iv) Training in Monitoring and reporting indicators (03 No. Training meetings per scheme, per annum)**

To ensure timely and effective resolution of grievances, a tracking system and defined key performance indicators have been developed in the GRM. This approach will enable the assessment of the overall effectiveness of the GRM and allow for corrective actions as needed. The consultant shall train the GRCs on the following key performance indicators that are recommended for assessing functionality of GRM:

- **Participation**-Percentage of grievances related to project activities and impacts channelled through the GRCs at both levels – the target is to have 100% of grievances addressed through the formal GRM structures;
- **Effectiveness**-Percentage of complaints lodged that received effective and timely response through GRM – the target is to have 100% of grievances channelled through GRM;
- **Resolution**-Percentage of complaints resolved at the district and sub-county and village levels – the target is to have 70% of the registered grievances resolved through the GRM structures;
- **Recurrence Reduction**-Number of recurrent complaints received – the target is to gradually reduce the number of complaints of each type by 50% through better management and timely implementation of corrective actions designed based on the similar previous cases raised and resolved previously. The overall intention is to learn from previous experience and respond to grievances in a manner that, over time, reduces their rate of occurrence

**h) Gender Mainstreaming, Gender Based Violence and HIV/AIDS/COVID  
19**

The Consultant is required to cooperate and liaise with all key stakeholders from MWE, MAAIF, District Local Government and communities. For each task the consultant will prepare a draft report, hold a consultative stakeholders workshop, and then prepare the final report which will be reviewed by MWE.

The tasks will be as follows per irrigation scheme;

**i. Gender Mainstreaming**

Irrigation development initiatives are seldom “gender neutral”. It is often argued that because a project is pro-poor, it benefits the interests of male and female stakeholders alike. This widely held assumption limits the potential for optimal development outcomes, however, by generalizing the distinct challenges and priorities of these two groups. Generalizations that pro-poor are pro-women weaken development and investment outcomes for three reasons. First, men and women often have separate and sometimes conflicting priorities for irrigation water usage; second, they often have differing levels of access to water resources and may benefit differently from irrigation water investments; and third, without specific attention to gender-based needs and concerns, the irrigation project may reinforce inequities in opportunities for water access and governance or social norms against women.

Gender mainstreaming, addressing gender based violence, improved health and respect of children rights in a society can be associated with many benefits including: Quality improvements enhance the effectiveness of the administration process, Enhance participation process, and financial benefits and improve the project's image. This consultancy assignment therefore will ensure that there is increased participation of all gender especially women, the youth, people with disabilities and the elderly in agricultural activities. Empower women to earn a living by participating in agricultural activities to reduce financial dependency of women on men which has been ranked as one of the major causes of gender based violence. Encourage communities to voluntarily test for HIV/AIDS through massive mobilization and sensitization. The assignment will work towards strengthening coordination with national, District and community authorities to monitor implementation of mitigation measure in areas traversed by the irrigation scheme project.

**For effective gender mainstreaming, the consultant will ensure the following;**

- **Gender-sensitive language**

The consultant will have to design tools and texts referring to or addressing both women and men. The materials to be used must make the youth, elderly, people living with disabilities, women and men equally visible. This applies to, amongst others, forms, documents, telephone directories, texts on the intranet and the internet, advertising for events, folders, posters and drama. Attention must also be paid to a gender-sensitive choice of images when preparing public relations material.

- **Gender-specific data collection and analysis**

The consultant shall collect data, analyze and present it by gender, social dimensions, such as age, ethnicity, income and level of education should also be reflected where possible. Gender-specific analysis of the initial situation must provide the basis for all decisions.

- **Equal access to and utilization of services**

During project implementation services and products must be assessed as to their different effects by all gender. From the already existing development projects, the consultant will have to identify: Who uses the services (women or men or both)? Who are the clients (the youth, women or men or both)? Who are the target groups? Do women, men and the youth have different needs? Are the different circumstances of women and men taken into account when planning and designing services? Have all target groups access to the same sources of information? Who benefits most? Which group would suffer most if they could not use the services offered? Are the offices providing the service structurally gendered and barrier free, (i.e. the waiting areas, lighting, access without steps, signage)?

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- **Equal involvement of all Stakeholders in decision making in each irrigation scheme**

The activities have to be designed in such a way that, there are binding targets for a balanced gender ratio at all levels of decision making. Measures and strategies geared towards a balanced gender ratio must be taken at all levels of decision making. This is also important when appointing working groups, project teams, management structures, as well as when organizing events, e.g. when selecting activity leaders etc. The consultant will have to design an environment structurally gendered and barrier free.

The youth as part of gender, have become vulnerable and rarely involved in agricultural activities in Uganda, in particular their land ownership is limited leave alone the limited access to land through leases or land hire. This has created conflict between the youth and the family members, thus raising cases of fights and murder. The consultant shall ensure that a strategy is designed to involve the youth and recommend possible ways of ensuring full participation and involvement of the youth.

Therefore in each irrigation scheme, the consultant shall put in place mechanisms for guiding the effective and equal participation of women, the youth, elderly, people with disabilities and other vulnerable people identified in the project area in the project implementation activities, training and understanding of irrigation system and technology with provision of guidance for task teams to improve the gender sensitivity of their programs and address challenges like those named above.

- **Integration of Equal treatment into steering processes in each scheme**

Steering instruments include quality management and gender budgeting, amongst others. It is important to note that: Paying attention to the different circumstances of the youth, women and men enhances the success rate, effectiveness and maximum benefits from the project. All targets related to people are defined in terms of full equality and the targets attained are therefore presented by gender. The consultant will ensure equal treatment of all stakeholders during

- **Gender analysis**

The consultant shall conduct Gender Analysis to analyze information to ensure the resources for and benefits from development interventions are effectively and equitably targeted to both women and men and to anticipate and avoid any negative impacts on women or on gender relations. When done correctly, gender analysis provides the evidence based on which the concerns that arise in and through project design can be effectively addressed. By gaining access to both male and female knowledge, skills, and expertise, gender analysis improves project efficiency and development effectiveness. A number of approaches may be taken to incorporating gender analysis into Off-farm infrastructure project implementation. First, it can be an integrative component of the broader social assessment, which should disaggregate irrigation water user needs and scope out potential development impacts; this approach may require back-and-forth discussions with the project-affected groups or communities. Thus shall be done in each irrigation scheme.

- **Gender Action Plan**

Based on the magnitude of Kabuyanda irrigation potential project impacts, a consultant will prepare a gender action plan (GAP) and a gender monitoring plan to achieve gender-related objectives targeting the issues highlighted above. This shall be done in each irrigation scheme.

- **Capacity building**

Training and capacity building need to be provided for women to engage in public decision making with training, for example, in participation and negotiation skills. The consultant will raise awareness and train the communities on gender and vulnerable cases so that all these group's rights and benefit in access to land, use and allocation are guaranteed with legal land use and tenancy agreements; bylaws and constitutions of scheme organizations .

The consultant will sensitize the communities working in collaboration with other consultants and implementing agencies to ensure representation of youth, the poor, elderly, women in the activities for Off-Farm infrastructure development, ensuring active participation and decision making for establishment of management institutions. This shall be done in each irrigation scheme.

- **Scheme Leadership**

The consultant shall aim at ensuring support of women in the representation of women and youth respectively in the leadership role of water user management institutions and employment for the Off-farm infrastructure development, access to land for irrigation is promoted to about 40% and 20% respectively. The consultant shall support the consultant for development and establishment of management institutions and implementation support to ensure the elections of women and youth in the scheme management positions, orient women, youth and other vulnerable groups like the elderly etc. in their management roles, support monitoring and evaluation of scheme management structures, encourage the contractors to recruit the women and youth, sensitize the workers on their gender roles, sensitize the women and youth on their role to participate in infrastructure management, and employment, participate in the water allocation planning meetings, plot configuration, demarcation processes, land allocation reviews, formation of IWUCs, IWUAs, FBMOs for water management, FFS formulation of MOUs, constitutions, slogans and association objectives; formation of FFS, participate in the hygiene and sanitation activities. This shall be done in each irrigation scheme.

- **Development of Gender Sensitive Information, Education and Communication (IEC) Materials**

The consultant shall develop gender training tools, modules, guidelines and also ensure such messages are included in the development of IEC materials, tools and modules, and guidelines, This shall be done in each irrigation scheme.

- ii. **Violence Against Children (VAC)**

Violence against children includes all forms of violence against people under 18 years old, whether perpetrated by parents or other caregivers, peers, romantic partners, or strangers. Most violence against children involves at least one of six main types of interpersonal violence that tend to occur at different stages in a child's development.

Violence against children manifest in different ways and some but not limited to that the project has to carefully examine and design prevention measures ahead of time include;

- i. Youth violence is concentrated among children and young adults aged 10–29 years, occurs most often in community settings between acquaintances and strangers, includes child labour, forced drop out from school to work as casual labourers, bullying and physical assault with or without weapons (such as guns and knives), and may involve gang violence.

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- ii. Emotional or psychological violence includes restricting a child's movements, denigration, ridicule, threats and intimidation, discrimination, rejection and other non-physical forms of hostile treatment. The Consultant will have to design measures and tools that will help children to interact freely within their community while project activities are going on.
  - iii. Maltreatment (including violent punishment) involves physical, sexual and psychological/emotional violence; and neglect of infants, children and adolescents by parents, caregivers and other authority figures, most often in the home but also in settings such as schools and orphanages. While project implementation is going on, all relevant stakeholders must be cautioned, trained and informed on dangers of violating children's rights. This will include massive mobilization, sensitization and capacity building of key stakeholders including children and their caretakers.
  - iv. Bullying (including cyber-bullying) is unwanted aggressive behavior by another child or group of children who are neither siblings nor in a romantic relationship with the victim. It involves repeated physical, psychological or social harm, and often takes place in schools and other settings where children gather, and online. The project will also design topics to train children on their rights and how to interact with other children without being abused or having their rights violated.
  - v. Intimate partner violence (or domestic violence) involves physical, sexual and emotional violence by an intimate partner or ex-partner. Although males can also be victims, intimate partner violence disproportionately affects females. It commonly occurs against girls within child marriages and early/forced marriages. Among romantically involved but unmarried adolescents it is sometimes called "dating violence". Through engagement of families, the communities will be trained on possible ways of preventing such actions in society and how they can be addressed in case of any
  - vi. Sexual violence includes non-consensual completed or attempted sexual contact and acts of a sexual nature not involving contact (such as voyeurism or sexual harassment); acts of sexual trafficking committed against someone who is unable to consent or refuse; and online exploitation. The assignment must ensure that key stakeholders including the contractors' staff, consultants' staff, community, Central and district officials are sensitized and also measures are put in place to avoid child abuse of sexual nature.

Violence against children can be prevented. Preventing and responding to violence against children requires that efforts systematically address risk and protective factors at all four interrelated levels of risk (individual, relationship, community, society).

### **iii. Gender Based Violence**

Gender-based violence is a phenomenon deeply rooted in gender inequality, and continues to be one of the most notable human rights violations within all societies. Gender-based violence is violence directed against a person because of their gender. Both women and men experience gender-based violence but the majority of victims are women and girls.

Gender-based violence and violence against women are terms that are often used interchangeably as it has been widely acknowledged that most gender-based violence is inflicted on women and girls, by men. However, using the 'gender-based' aspect is important as it highlights the fact that many forms of violence against women are rooted in power

inequalities between women and men. The terms are used interchangeably throughout EIGE's work, reflecting the disproportionate number of these particular crimes against women.

Various other factors, such as poverty, lack of education and livelihood opportunities, and impunity for crime and abuse, also tend to contribute to and reinforce a culture of violence and discrimination based on gender. The assignment will ensure the following activities in each irrigation scheme;

**Addressing violence against children (VAC) and Gender based violence (GBV) including Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH)**

The following define the sexual violence, exploitation and abuse, gender violence and Violence against Children among others;

- i. 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);
- ii. Exploitation, including sexual exploitation and abuse. Exploitation is defined as any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another. Sexual abuse is further defined as the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions (for example abusing a position of power to exploit an individual through the exchange of money, employment, goods, or services for sex, including sexual favours or other forms of humiliating, degrading behaviour);
- iii. Sexual harassment, defined as: unwelcome sexual advances, request for sexual favours, and other verbal or physical conduct of sexual nature (for example use of language or behaviour that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate);

Violence against 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). A consultant should explicitly sensitize and mobilize the workers, communities and contractors to prohibit sexual activity with anyone under the age of 18

Important to note is that, According to World Bank, GBV happens at community level, SEA happens between the workers/ project employees and members of communities while Sexual harassment happens between project employees.

To address the concerns and better management of social risks, particularly those associated with GBV/SEA, SH and VAC, this consultancy will support three areas of intervention.

**i) Enhancing mechanisms to mitigate risks of GBV and VAC due to the project.**

This will include implementing activities according to GBV guidelines to mitigate risks of GBV and VAC, particularly those associated with the influx of male workers, including:

- Support the establishment and/or implementation of codes of conduct by the contractors that clearly outline unacceptable behavior and consequences for harassment and GBV to be agreed upon and signed by all project staff.

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- Support the contractor(s) in establishing a sensitization and worker led prevention program on GBV in the workplace for workers including information on the legal and institutional framework in Uganda, prevalence of GBV and managing risks in road projects.
  - Enhance existing GRMs to document reported instances of GBV and VAC and to refer survivors to existing community or government service providers that provide health services, legal aid, and psychosocial support. This will include a communication strategy on the GBV and VAC function of GRMs, train project monitoring units in the application of data confidentiality protocols, link survivors to services and resources to report GBV and VAC (i.e. The Uganda Child Helpline, District Probation Offices, etc.).
- ii) Designing and implementing a GBV and VAC community prevention program in the project area.** The proposed activities seek to increase the resilience of communities to prevent and respond to risks of GBV associated with the project. This set of activities targets segments of the community at risk of GBV and VAC and seeks to mobilize the community to change norms and behaviors that generate and perpetuate GBV and VAC. Proposed activities are described as follows:
- Conducting a rapid assessment of GBV and VAC in the project areas, including identification of populations at risk, key risks and protective factors, institutional response (e.g. government, NGOs, informal institutions) and mapping programs and services available for survivors of GBV and VAC in the projects area.
  - Developing a prevention program that focuses on: i) strengthening resilience and safety of populations at risk of GBV, particularly adolescent girls and ii) community mobilization to reduce tolerance to GBV and VAC. This must include engaging with men and women /girls and boys. Iii) Coordination with organizations that provide livelihood support, vocational training, and life skills development to Adolescent Girls.

The consultant will handle issues to do with Gender based violence in the project area. Due to high labor influx in the area of workforce from other areas there is likely hood of gender based violence which may include rape of women, spread of sexually transmitted diseases (STD) and HIV and other associated consequences. The consultant is expected to come with a program of raising awareness about these risks, causes, effects and prevention measures on behalf of the client. It is important to work within the GBV implementation work plan established by the client. However, the consultant can advise on the review to improve the implementation program

The consultant is expected to handle cases of violence against children (VAC). Due to the project implementation there is likely that VAC is likely to present itself. This may include children labour recruitment, rape, defilement etc. The consultant is expected to come up with a program for raising awareness to the project staff and community about the likely cases and forms, causes, effect, prevention and mitigation measures.



During situational analysis stage, factors like cultural and legal pertaining to facilitation of these cases need to be outlined and assessed for a possible mitigation program.

Financing the implementation of GBV, VAC activities. The consultant is expected to budget for the implementation of these activities which include but not limited to what is described here:

- Facilitation for the district, Sub County and Parish GBV agents/committees; facilitation may include provision of stationery, 15No.bicycles, airtime, training costs and any other related facilitation like provision of T-shirts, certificates of recognition etc.
- Replacement of non- active GBV committee members/agents
- Rejuvenation and training of these committees/agents on their roles
- Follow up technical support

**Strengthen coordination with national and District authorities to monitor implementation of mitigation measure in areas traversed by the road project.** This will include the following in each irrigation scheme:

- i) Strengthen existing mechanisms or assist authorities to establish a new strong mechanism to monitor the project's management of GBV and VAC risks. This will include community feedback sessions.

The consultant will hold at least ten workshops for this activity. One at the district, three at the Sub Counties and six at the community level. It should be noted however that Gender, HIV, GBV and VAC are continuous areas to be taken through other activities of the assignments till the end of the assignment

The following is the summary of the activities expected from the consultant among others for each irrigation scheme;

- Sensitize the IA to the importance of addressing GBV on the project, and the mechanisms that will be implemented
- Integrate Gender Based Violence (GBV) risk assessment in project's social assessment using the GBV risk assessment tool

Risk assessment using the GBV risk assessment tool. The activities below shall be carried out in each scheme as follows;

- Map out GBV prevention and response service providers
- Stakeholder consultations
- Identify key players / service providers
- Map service providers
- Create awareness about GBV in the project area
- For each irrigation scheme Establish task force at district, Sub County and community levels (02No. Meeting at the district, 02No. at the Sub County and 04No. at the community level)
- Integrate Gender Based Violence (GBV) risk management in project's ESMP and Contractors' ESMP (c-ESMP), during project inception stage

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- Review the IA's capacity to prevent and respond to GBV, during project implementation stage. Review the manuals, policies and strategies establish whether there is protection on Sexual exploitation and abuse
  - Write and share reports
  - Inform project affected communities about GBV risks, during project implementation through mobilization of farmers at community level (conduct sensitization meetings; 01No. Meeting at the district, 01No. at the Sub County and 02No. at the community level)
  - Separate toilet and shower facilities for men and women and GBV-free signage

In each irrigation scheme, the project shall emphasize the support of minimum 30% and 10% youth representation of women in the leadership role of water user associations. The consultant shall carry out the elections of women and youth scheme management representatives, orient women and youth in their management roles, support monitoring and evaluation of scheme management structures, encourage the contractors to recruit the women and youth, sensitize the workers on their gender roles, sensitize the women and youth on their role to participate in agricultural production and employment, participate in the water allocation planning meetings, plot configuration, demarcation processes, land allocation reviews, formation of IWUCs, IWUAs, FBMOs, FFS formulation of MOUs, constitutions, slogans and association objectives; formation of FFS, participate in the hygiene and sanitation activities. The consultant shall ensure that women participate in the gender analysis of environment during the project baseline survey and ensure that women benefit from any environmental conservation packages and incentives, ensure that women and youth are trained in the land conservation farming skills and agronomy and agribusiness. The consultant shall develop gender training tools, modules, guidelines and also ensure such messages are included in the development of IEC materials, tools and modules, and guidelines. The consultant shall ensure that women and youth are well represented 50% women and 20% youth on all scheme field visits, extension service, hands on training and other scheme benefits and resources. Responsible for defining HIV/AIDS & Gender services to offered to the farmers by the irrigation scheme management and ensure that there irrigation defined structures responsible for HIV/AIDS & Gender mainstreaming: The project is anticipated to come up with selected programmes/activities aimed at reduction of new infections within the farmers and the project implementation workers especially youth and women categories. The consultant will ensure that the contractors have in place a mandatory active HIV/AIDS workplace policy, internal awareness raising prevention, tackling issues like stigma and discrimination, prevention; the design should include the youth and the farmers, mothers etc. The HIV/AIDS module needs to be integrated in the training different modules. The Consultant shall carryout voluntary HIV/AIDS training, counselling and testing in collaboration with existing healthy institutions / partnership the respective districts. Strengthening of beneficiary referral systems is also critical with the already existing established structures like hospitals for prevention and treatment purposes. The consultant shall designate an HIV/AIDS Coordinator from the farmers groups for each scheme and there will be need to collaborate with the existing national programmes to publicize the HIV/AIDS activities in the schemes. All the above activities must be duplicated in each scheme.

**i) Dissemination of Information Education and Communication (IEC) and Visibility**

The consultant is expected to develop content, select relevant motivational themes, use appropriate language and select the right communication channels and disseminate the IEC messages and ensure visibility and achievement of the project goals, processes, actions and

outcomes. Although most of the material to be developed and used is part of the IEC materials it is important that the consultant develops very clear communication strategy for the various stakeholders at different stages of the project. Some of the creation awareness material is created out of the bigger training manuals or success stories of the different stages of the project. Key message areas to be considered must be part of the strategy. This shall be done in each irrigation scheme.

#### **iv. HIV/AIDS Mainstreaming**

Based on the MWE HIV/AIDS strategy, the project must incorporate the mobilisation, sensitisation, training and testing of farmers on HIV/AIDS issues because the development of an irrigation scheme comes along with the involvement of many categories of people like the youth, women, men and contract staff. Most workers will be spending most of their time working and interacting together during the project implementation of Off-Farm Infrastructure development. The interventions may come along with increased income generation through labour engagement and compensations with a likelihood of negative human behavioural practices like alcoholism, extra marital relationships, prostitution, family breakdowns, which will increase the vulnerability of community members to HIV/AIDS.

The Ministry of Water and Environment continuously undertakes community mobilization activities even during Pre-construction, construction and post-construction of multi- purpose irrigation schemes. This provides for an avenue for mainstreaming HIV/AIDS initiatives to beneficiary communities. The provision of water for production facilities provides an opportunity for communities to improve their production levels and nutrition. In this way, the sector has an opportunity to empower the community in general and HIV/AIDS affected households in particular by increasing their income, and reducing their vulnerability to the effects of HIV/AIDS.

The following are the anticipated activities in the HIV/AIDS Mobilization of farmers, Local Government staff and community members surrounding the schemes through information, Education and Communication strategies in the project area, to be carried out in each irrigation scheme;

- a) Voluntary Counseling and Testing of farmers and community members in the project area
- b) Circumcision
- c) Condom distribution
- d) Provision of IEC materials
- e) Referral of affected community members
- f) Establishment of linkages to established HIV/AIDS service providers, NGOs, HIV/AIDS community groups for sustainability purposes.
- g) Ensuring that the concerns of the affected and more especially for People living with HIV/AIDS within the project area are addressed in the development process.
- h) Monitoring and Evaluation

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HIV/AIDS information, education and communication materials to be developed and disseminated and or used for training in each irrigation scheme include:

- i. HIV/AIDS Adolescent Counsellors training Curriculum /manual
- ii. HIV/AIDS Couple Discordant Counsellors training curriculum/ manual
- iii. HIV/AIDS Counsellors' hand book
- iv. Brochures
- v. Flyers
- vi. T-shirts (1500pcs)
- vii. Banners (10No.)
- viii. Tear drops (15No.)

**v. Covid 19 / Corona Virus**

This is a new virus that causes a respiratory illness in people and animals and can spread from person-to person through sneezing and coughing droplets. This virus has signs and symptoms similar to the common cold but is dangerous and if not reported early and managed by Health Workers it can cause severe illnesses in humans and can lead to death.

Coronavirus is spread from human-to-human when an infected person's sneeze or cough droplets come into contact with others. It can also spread when a person touches a contaminated surface, e.g. desk, chair, door handle etc. then touches their eyes, nose and/or mouth.

The Ministry of Health came up with Standard Operating Procedures (SOPs) to be followed by the citizens, Government agencies, Departments and Ministries. Similarly, all implementing agencies working with Ministry of Water and Environment and in the Irrigation Scheme development are expected to promote the observance of SOPs through mass mobilization and sensitization in the project area, practice SOPs and ensure the provision of the necessary items like water and soap for hand washing, sanitizers, masks for the company staff and the participants and further ensure full adherence to all guidelines. Observance of social distancing during meetings is a critical aspect to respect. Due to corona Virus pandemic, the consultant is expected to come up with methodologies and approaches, mobilization, sensitization and training activities that are COVID 19 smart. For example mobilization and sensitization activities can be done and achieved massively with the use of mass media like radios and live T.V shows, meetings can be conducted with observance of small numbers with observance of social distance, as indicated in SOPs, etc.

There are simple everyday actions that can help prevent the spread of the virus and the consultant must adhere to in each irrigation scheme during activities' implementation:

- Avoid close contact with people who are visibly sick with flu-like symptoms (fever, cough, sneezing).
- Avoid touching your eyes, nose, and mouth with unwashed hands.
- Wash your hands often with soap and running water for at least 20 seconds. If soap and water are not available, use an alcohol-based hand sanitizer.
- Stay home when you experience these symptoms to avoid spreading illness to others.
- The sick are encouraged to use a facemask to cover their nose and mouth.
- Cover your mouth and nose with a tissue when you cough or sneeze, then throw the tissue in the dustbin and wash your hands thoroughly with soap and running water.

Regularly clean and disinfect frequently touched objects and surfaces such as door handles and phones.

- The consultant shall ensure that the required items are purchased such as masks, sanitizer, etc. for all the participants in case there is an outbreak and Ministry of Health announces the need to use the required items during gatherings.

**Table showing detailed IEC Requirements in each irrigation scheme;**

<b>Project phase</b>	<b>Key message</b>	<b>To who (target audience)</b>	<b>How /tools</b>	<b>Input material required to create the message/</b>
Preconstruction	Project objective and expected benefits and implementation modalities, discussion of land issues, access requirements, HIV/AIDS/ Covid 19 and Gender related matters (Gender mainstreaming, GBV and VAC), stakeholders' participation and involvement, Sanitation and hygiene scheme layout, challenges and solution	Beneficiaries, government Technocrats/ Districts, general public in the area/ watershed	Flyers and posters, standard Power Point slides, fact-sheets, public events especially workshops meetings, exhibitions, flyers and newsletters, Brochure, mass media, radio announcement/ talk show,	Project document, design reports, implementation methodology
	Introduction to Participatory water management;	general public in the area/ watershed	Brochures Radio talk show	Introduction Participatory Water Management guidelines, project document
During construction	specific roles of farmers and districts and	Beneficiaries/ donors general	Pamphlets/ brochure	Implementation agreement, Guidelines

	other mapped out stakeholders, Contractors' work schedules, by-laws, management issues and requirements, cross-cutting issues	public in the area/ watershed	Drama skits radio talk shows and Local T.Vs	
Post Construction	specific achievements – disseminate Success stories , Lessons learnt , case studies, gaps identified and offer solutions and project outcomes and achievements	general public in the area/ watershed, donor community	Pamphlets/ brochure brochures during handover ceremony Drama skits and exchange visits	Monitoring reports Documented success practices/ stories

All the IEC materials will be produced in English and must be translated in the irrigation area respective local languages. All material will be produced in line with the approved communication and visibility strategy and IEC materials developed must be technically approved by the client before use. The type of IEC materials includes brochures, banners and posters. The quality of IEC materials is: All IEC materials will be printed in colour. Posters will be Size A1. The scheme will have at least three banners to be displayed at the scheme. The banner will be 4metres width and 9 meters long and will be made of cloth. The IEC materials under this phase will be used for training and post construction phases. The requirements are as follows per irrigation scheme:

No.	IEC Description for three schemes	Brochures-QTY in PCS	No. interpreted in Local Language (Pcs)	Posters-QTY (Pcs)	No. interpreted in Local Language (Pcs)	Tier Drop	Qty (Pcs)
1.	Operation and Maintenance of irrigation schemes	3000	1500	2000	1000	Tier drop	3
2.	GRM, HIV/AIDS/Covid 19	3000	1500	2000	1000	Tier drop	3

3.	Sanitation & Hygiene	3000	1500	2000	1000	Tier drop	3
4.	Institutional management	3000	1500	2000	1000	Tier drop	3
5.	Gender mainstreaming, GBV and VAC	3000	1500	2000	1000	Tier drop	3
6.	ICT	3000	1500	2000	1000	Tier drop	3
	<b>TOTAL</b>	<b>18,000</b>	<b>9,500</b>	<b>12,000</b>	<b>6,000</b>		<b>18</b>

#### vi. Development of Video Documentary

Production of documentary covering project implementation activities of the irrigation schemes from situation analysis up to the end of the assignment. This aims at keeping the project implementation inventory which will help the ministry to improve the implementation strategy or upscale it to other new intervention areas. The documentary should be well edited and the flow of information should follow the project implementation sequence. The documentary should look at both construction and sustainability activities. Also the consultant is expected to produce a video on some of the adopted practices to be used during training and for upscaling elsewhere. A video on one of the success stories or positive impacts, activities, challenges and solutions is also expected to share with partners on the benefits of participatory water management. During post construction phase, all documentaries of different stages will be amalgamated to produce one single video documentary and will be disseminated to all stakeholders to share the experience of project implementation. The consultant is supposed to implement this in every irrigation scheme.

#### vii. Development of Drama Skits

In every scheme, for purposes of this assignment, the skits / selective short drama performances will be developed on specific areas for all stages of project implementation the critical area of concern for purposes to drive the message to the farmers better. The Consultant shall develop skits in English and then be interpreted in the respective local languages to ease interpretation by the beneficiary communities during training stage and mobilisation. Areas may include management, operation and maintenance of irrigation schemes, sanitation and hygiene, roles and responsibilities of various actors and implementers, regulations and bylaws, marketing of produce, irrigation activities, business and value chain development cross cutting issues like environment, HIV, Gender etc. The skits need to take into account of cultural values, customs and beliefs of the intervention area communities. Participates in the Situational Analysis field activities to investigate, review and collect data on Framers' socio-economic, cultural value systems, gaps, opportunities, incentives, norms, customs, Local terminologies, idioms, dos and don'ts which can be useful and incorporated during the development of drama skits.

During Stakeholder Engagement and Communication phase, develop the dissemination methodology, develops drama skits touching the areas of Project objectives, goals, roles and

responsibilities of various stakeholders etc. achievements, operation and maintenance, management, showing weaknesses and strength of the existing institutional arrangements, catchment management, gender roles, HIV/AIDS, cultural values and beliefs, Hygiene and sanitation; write scripts in English and translate in Local languages ; carry out test performances and reviews and then finally performs before the communities 02No. drama skits per irrigation scheme.

During Capacity Development phase, Update the dissemination methodology, develops drama skits touching the areas of, operation and maintenance, management, the roles & responsibilities of different scheme implementers i.e. managers, farmers, existing institutional arrangements, structural operation & maintenance requirement, gender leadership roles, HIV/AIDS, land consolidation and demarcation & conflict resolution mechanisms, write scripts in English and translate in Local languages ; carry out test performances and reviews and then finally performs before the communities the 01No. Drama skits in each irrigation scheme.

During Participatory Irrigation Water Management phase, develops drama skits touching the areas of PWIM areas; structure establishment procedures and process of IWUCs, IWUA and FFS touching on their roles, networking systems and mechanisms, water governance, land management and environmental & soil conservation, gender roles, HIV/AIDS, write scripts in English and translate in Local languages; carry out test performances and reviews and then finally perform before the communities the 01No. drama skits in each irrigation scheme.

The consultant shall purchase the costumes and other skit drama performance and development materials in line with project area cultural values and systems. The developed skits shall have entertaining parts full of glamour with local songs relating to key messages of the schemes. The consultant shall come up with a methodology of development and dissemination. The consultant shall first present the developed skits to the client for approval before dissemination.

The consultant shall provide written scripts and soft copies in form of CDs and Diskettes and via email to the contract management team to the client both in English and Local Languages. In every phase of assignment implementation, drama skits need to be developed, translated and performed per assignment phase and performed making a total of 04No. Skits per irrigation scheme.

### **viii. Exchange Visits**

This is intended to expose stakeholders to improved irrigated agriculture practices, to raise awareness about implementation and management of the irrigation infrastructure, prepare stakeholders to take up management of the schemes and effective and efficient utilization of the schemes. For each Irrigation Scheme, the Consultant shall organise, facilitate and implement two (02No) study tour s one in Kisumu and another one in Uganda; targeting 15 farmers, 10 district and sub county officials and four (4) MWE/MAAIF staff. The consultant shall organise at least two (02No.) schemes to be visited in Kisumu in Kenya and two (02No) completed schemes in Uganda which are fully operational and functional with a well-established Management system.

### **3.3 ESTABLISHMENT OF SUSTAINABLE FARMER BASED MANAGEMENT ORGANISATIONS AND BUSINESS DEVELOPMENT FOR IRRIGATION SCHEMES**



The overall aim of this task is to define and establish Farmer Based Management Organisations (FBMOs) and business development framework and structures and systems for effective and efficient irrigation management services and regulation in order to ensure sustainable operation and maintenance, supervision, monitoring, reporting and control of irrigation schemes; business value chain development, mainstreamed Information, communication and technology (ICT) within farmer groups, the FBMOs and other Water Governance structures like IWAs of the schemes.

The assignment will facilitate the establishment of functional farmer based management structures, contractual arrangements and obligations, operational procedures and guidelines, roles and responsibilities for management of irrigation infrastructure and services; facilitate, support and put in place functional agribusiness value chain development frameworks, structures and systems. The Consultant is to design robust institutional arrangements within a defined legal regime to provide for effective and sustainable management of irrigation services and coordinated regulation of water resource use.

This key task shall entail the process of analysis, definition, consensus building and establishment of the adopted institutional management model and engagement of key staff required for the created Farmer Based Management Organisation (FBMO) structures. It is also important that the proposed organization structures differentiate the functions, roles, responsibilities and interests of the various stakeholders/institutions for improved and sustainable irrigation services management and regulation, including water resources for the scheme.

In this context that it is desirable to define and establish effective Farmer Based Management Organisation (FBMO) organisational structures and systems to ensure functional management, operation & maintenance of irrigation infrastructure, financial management and cost recovery, control and enforcement – sustainable irrigation water service delivery mechanism. Furthermore measures for supervision, monitoring and regulation of irrigation infrastructure, water resource use, rights, allocation and conflict management should be defined and instituted irrigation water regulation mechanism.

### **3.3.1 Situational Analysis**

The Consultant shall carry out a situation analysis in the project areas to understand the farmers' organization for irrigation water management, the irrigation technologies, irrigation practices, the governance issues around irrigation water management, the performance of existing organizations and ICT.

The consultants shall study, assess and document lessons and experiences for existing schemes such as Doho I and II in Butaleja District, Mubuku I and II in Kasese District, Ngenge in Kween District, Tochi in Oyam District and Wadelayi in Packwach District to facilitate bench marking and acquaintance with the management of irrigation schemes at the on-set in relation to the key tasks of this assignment. Review irrigation water management experiences in similar schemes in the country and examine relevance and scope for consideration and replication if necessary and where possible.

The situation analysis of the project area will also examine the opportunities, strength, gaps and challenges, the lessons learnt and good practices of the existing community based organizations.

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For each irrigation scheme, the Consultant will identify the weakness and strengths of the existing irrigation institutional /management organizations in these areas and make recommendations on how their capacity and performance can be enhanced for commercialized and sustainable irrigated agriculture and whether the existing institutional arrangement can be adopted in its form or need to be upgraded and improved and which areas to tackle for improvement or whether different institutional model will be recommended.

Consultant will analyse the performance of the recently completed irrigation schemes i.e Doho I and II in Butaleja District, Mubuku I and II in Kasese District, Ngenge in Kween District, Tochi in Oyam District and Wadelayi in Packwach District to assess, analyse and examine their performance in farming systems, existing irrigation technologies and practices, operation and maintenance activities, cropping systems, institutions and organizations, opportunities, strength, gaps, challenges and lessons learnt in these schemes. This is expected to assist the consultant to make good comparisons with the situation that shall have been found in the intervention areas and be able to recommend the best way to look for solutions for the challenges and gaps that shall have been identified in the intervention areas.

The consultant is expected to draw the best practices and lessons learnt and practised from the currently completed schemes to address the gaps and challenges in the intervention areas. The analysis of the performance of the farmer based organisations in the Doho I and II in Butaleja District, Mubuku I and II in Kasese District, Ngenge in Kween District, Tochi in Oyam District and Wadelayi in Packwach District will also assist the consultant to analyse different management models and the consultant is expected to come up with a recommendation on the farmer based institutional management model arrangement to be adopted for the irrigation schemes in intervention areas at this stage.

The Consultant shall identify and analyse drivers for collective action (social and economic), loyalty systems, group dynamics, leadership organisation and management of irrigation services. Assess level of clarity and stimulate agreement among farmers and key stakeholders on common goals, performance targets, outcomes, mandates, strategy, actions, roles, responsibilities and obligations for delivery of irrigation services and regulation.

The Consultant will undertake targeted interviews with key informants and relevant stakeholders at the community/farmer, local, regional and national levels to facilitate buy-in and smooth implementation of the proposed irrigation scheme management organisation and institutional arrangements. Situational analysis for farmer based intuitions will be carried out during situational analysis stage.

### **3.3.2 Establishment of Sustainable Farmer Based Management Organizations**

The activities below shall be carried out in each irrigation scheme as follows;

#### **a) Legal and Contractual Arrangements:**

The consultant will be expected to investigate and determine the most appropriate, effective and binding contractual arrangements that will lead to sustainable farmer based management structure for the irrigation schemes. The consultant will investigate, evaluate and determine the different legal and regulatory instruments in place in Uganda governing the legal arrangements and status for community /farmer based organizations. This will guide the formulation and establishment of contractual management structure for the irrigation schemes within prevailing

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enabling legal and regulatory framework and act as a mechanism to strengthen the mode of practice of irrigation as a business and proposals for longer term contractual recommendations.

The legal and contractual implications in terms of undertaking marketing contracts, access to credit will need to be examined. It is expected that Farmers Based Management Organizations and the farmers could organize themselves into Producer/Commodity Organizations to enhance the farmers' price bargaining ability for marketing their produce including accessing inputs, access to credit and other services, or to manage the irrigation schemes through contractual arrangements for water management, repair maintenance, distribution or other services.

The contractual transactional arrangements shall detail obligations for contracting parties, reporting hierarchy and regulatory responsibility. The recommended structure and contract framework shall be stipulated in the reports.

**b) Organisational Structures:**

The consultant will carry out a detailed review, analysis and investigation of the current organizational structures for management of the schemes and institutional arrangements, establish their shortfalls and recommend more appropriate organizational systems/structures complete with a restructuring and implementation plan. The consultant will refer to the recommendations of possible Farmer Based Management Organization (FBMO) that shall have been carried out during situational analysis stage. This will aim at understanding the requirements to implement the selected models. It is expected that the consultant will then develop the selected model and develop the steps and methodology to form and strengthen the organization structure.

The determination of Farmer Based Management Organisation and the institutional arrangements will include a clear definition of mandates and responsibilities for the farmers, scheme organisation, district local government and central line ministries. A clear reporting hierarchy will be established to enable delegated services under the scheme to deliver effectively to scheme users/farmers and other stakeholders and facilitate contractual based performance reviews and evaluation. The consultant will then design management structures, positions and their horizontal and vertical interlinkages. The consultant shall ensure and undertake legal formalisation and functioning of the FMBO.

The Consultant will define irrigation services and water use regulation arrangements. This will include a clear definition of mandates and responsibilities for the farmers, scheme management, district local government, regional organizations and central line ministries and national organizations. Further the consultant shall identify the scheme management leaders, champions and change Actors.

The consultant is expected to develop the step by step process for the formation the selected model for the Farmer Based Management Organisation and to undertake supportive measures to ensure effectiveness and entry into force of the institutional mechanism established.

**c) Financing and Business Management:**

The consultant will undertake an operations and financial management analysis with a view of proposing the most appropriate cost/revenue optimization formulae that will enable the farmers maximize irrigation viability without being out-priced from the scheme, especially because the

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schemes are not-for-profit entities – aimed at enhancing productivity, profitability and improving sustainability.

The Consultant will review the financial forecasts and derive an appropriate cost recovery real tariff/use fee and the working user fee and mechanism for tariff setting and reviews taking into account in-kind labour for direct maintenance works by farmers at plot or block level through self-help arrangements.

The consultant is expected to advise and recommend costs for setup of organizational and management structures and business development framework.

#### **d) ICT Model Platform**

In each irrigation scheme, the consultant shall ensure that ICT solutions are developed and incorporated within the operations of the irrigation schemes and value chain development services and shall meet the information, communication and knowledge needs of farmers, agribusinesses, Governments, and society more widely. More so, the ICT solutions should ensure that smallholder business models will be more effective as outlined below;

- (i) ***Farmer data collection ICT Model:*** - The consultant shall ensure implementation of traceable agricultural supply chains technological innovations needed for the collection, documentation, maintenance, and application of information related to all processes in the supply chain. These technologies include hardware (such as measuring equipment, identification tags and labels) and software (computer programmes and information systems). At the farmer level, traceability takes many shapes. As GPS devices have evolved, farmers should be able to map their lands, geotag photos to display boundary lines and demonstrate improvements or setbacks, and push data to cloud-based systems maintained by companies via cell signal or wifi. The consultant shall design data collection formats for FBMOs and Farmers for data collection and analysis and how the information shall be shared amongst FBMOs, farmers, communities and with the buyers as a measure that compliments farmer field schools and business school training.
- (ii) ***Knowledge transfer ICT Model:*** - The consultant shall put in place Knowledge transfer systems to ensure that schemes management will be able to generate capture and disseminate knowledge and information widely to reach large numbers of smallholder farmers and increase their access to the information they need to increase productivity and sell their crops at a good price. Amongst the packages under this model will include: market demand and price information; weather, pest, and risk-management information; and best practices to meet quality and certification standards. Electronic systems will be developed for the purpose of sending agricultural information between agricultural advisories/institutions and farmers.
- (iii) ***Farmer aggregation ICT Model:*** - It is known practice that Smallholder farmers have small amounts of farm produce to market and often do not have access to systems of communication, finance and transport. Traditionally farmers have been aggregated through cooperatives, producer organizations, farmer organizations etc.

It is therefore hoped that ICT can contribute to “virtual” aggregation of farms and collective synchronization of farm inputs, processes, outputs and logistics, which will enable increased efficiency between off-takers and large numbers of smallholder farmers. The consultant through the ICT solutions is expected to link smallholder farmers directly with potential buyers through a mobile trading platform to help farmers to secure the best price for their produce. The mobile trading platforms help dealers locate new sources of food when supplies are limited and could help companies fulfil their commitment to sourcing from smaller and more diverse businesses.

- (iv) ***Payment services & other financial Services Models:*** - Traditionally, financial service providers offer a range of financial services (credit, insurance and savings) and non-financial products (training and market access support) to smallholder farmers. Digital solutions are making these products more accessible, by reducing the cost of reaching remote areas and by increasing the data and understanding with regard to small holder farmers and agriculture. The consultant shall ensure that financial service providers and digital service providers will expand offerings to reach scheme farmers with digital and financial services.

The consultant is expected to ensure that financial service providers explore three primary uses of ICT to overcome delivery challenges in each irrigation scheme in the following areas:

- Mobile money platforms and mobile wallets –facilitating loan / insurance disbursement and payment; and monitoring and managing accounts.
- Data collection platforms – collecting data on farmers e.g. land size, loan repayment rates etc.
- Credit scoring platforms – analysing farmer mobile data e.g. airtime purchases, and mobile based decisions.

***e) Human and Technical Resources Management:***

The consultant will assess and evaluate human and technical capacity requirements per irrigation scheme for the recommended management organisation and institutional arrangements, and identify the requisite manpower needs and gaps recommending a capacity development strategy for implementation.

The consultant will also carry out a functional analysis for the Farmer Based Management Organization (FMBO) for the irrigation schemes, review/re-define core management and technical positions for the staff required for optimal effectiveness including tasks, duties and responsibilities of each position to facilitate recruitment and performance appraisal manuals and formats need to be developed and put in place. The consultant will design the staff contracts and their performance appraisal system among other activities to establish a function technical and human resources system.

The task for definition of key positions is intended to derive at an efficient, effective lean staff structure that meets the functional requirements for the Farmer Based Management Organizations.

Further, during the establishment of FBMOs and other management units of the scheme, 30% of the representation of women in leadership is a requirement. More so, the cultural social and economic barriers which affect women, youth and the poor in access to extension service, land, information technology, poor linkages to markets, post-harvest losses need to be addressed in

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order to ensure equitable distribution of resources in the irrigation schemes. A gender mainstreaming programme needs to be designed and mainstreamed.

***j) Irrigation Infrastructure and Facilities Management:***

The consultant will determine sustainable model/approach to operation, maintenance and management of irrigation infrastructure and facilities suitable for each irrigation scheme. The Consultant will prepare irrigation management modules and manuals for operation and maintenance of irrigation infrastructure and facilities for each irrigation scheme.

***k) Land Holding, Access and Use for Irrigation Purposes:***

For each irrigation scheme, the Consultant shall assess and clarify ownership arrangements for land and irrigation infrastructure and facilities – tenancy agreement for Government land, leasing of public land by farmer based organization from district land board, tenancy by farmers from FBMO, communal ownership and allocation among others.

The consultant shall through consultations stipulate mechanisms for irrigation farm land holding/tenancy, allocation, access, use, protection and conflict management measures and requisite bye-laws.

***l) Regulatory Arrangements:***

For each irrigation scheme, the Consultant will define irrigation services and water use regulation arrangements. This will include a clear framework and definition of mandates and responsibilities for the community/farmers, FBMO, district local government, regional organisations and central line ministries and national organisations. A clear reporting hierarchy will be established to enable delegated irrigation services to deliver effectively to scheme users and other stakeholders and facilitate contractual based performance reviews and evaluation. The Consultant will develop performance indicators for irrigation service delivery, regulation of irrigation services and regulation of water resource use.

For each irrigation scheme, the Consultant will propose refined specific mandates for lead sector agencies (water and agriculture) to enable them to play their role in supporting and assisting sustainable irrigation schemes infrastructure management through Farmer Based Management Organizations. Define specific oversight roles for MWE & MAAIF, regulatory roles and functions for district local government authorities, management and maintenance functions for FBMO. The mandates for the different departments and contractual relationships have been defined, for which draft contract terms and conditions have been provided.

The regulatory mechanism should define bye-laws, enforcement of rules and regulations, supervision and monitoring by district local government and central ministries, water resource regulatory mechanism – rights, access, use, allocation, protection and conflict management measures.

For each irrigation scheme, the Consultant will define immediate and future participation in water resources management and linkages to regulatory institutions and the roles and obligations of the irrigation management within the Integrated Water Resources Management (IWRM) principles and framework. This is aimed at establishing effective mechanisms for rational use and allocation decision processes and management of the water in the river basin (upstream) – Water Management Zones and at various levels within the irrigation area (downstream). It further shall set out the regulatory obligations for water abstraction and related

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obligations for catchment management and protection measures. The consultant is expected to produce and present a structural analysis report to the farmers.

### ***3.3.3 Performance Evaluation and Functional Support***

For each irrigation scheme, the Consultant will:

- a) Assist farmers and stakeholders' start-up in tracking performance and evaluating effectiveness of services delivery and regulation with respect to the Farmer Based Management Organization and the institutional arrangements established.
- b) Establish effective determination of service performance indicators by farmers and stakeholder, performance reporting, analysis and feed-back mechanism.
- c) Stimulate abilities of farmers and key stakeholders to determine measures for corrective action

For each irrigation scheme, the consultant is expected to undertake monitoring and evaluation through documentation of the process of implementation and making necessary adjustment as required. Therefore the Consultant shall develop a monitoring and evaluation mechanism for the implementation process based on indicators developed during the situation analysis stage. The consultant shall draw lessons and document experiences and suggest improvements for effective stakeholder engagement communication and empowerment of farmers and stakeholders.

For each irrigation scheme, the Consultant shall set-up systems for assessing the performance of leaders, technical staff and farmers in the execution of their functions, duties, roles and responsibilities and effectiveness of attainment of targets set. An assessment of the level of management of resources of the organization shall be done.

For each irrigation scheme, the Consultant shall test, correct and modify the reporting of performance and identify areas for improvement and the consultant shall give technical support.

For each irrigation scheme, the consultant shall carry out post construction mobilisation, training based on the gaps identified. It is recommended that at least two meetings/workshops per scheme for farmers are conducted.

In each irrigation scheme, there will also be two (02) district level workshops to discuss performance contracts and Management Contracts which shall have been developed by the consultant i.e. one workshop in each respective district. Two separate central workshops to discuss the performance contract; each workshop being organised by the LOT separately. The central workshop will be attended by the Ministry of Water and Environment and Ministry of Agriculture, Animal Industry and Fisheries staff. However Performance contracts will require clearance by the Solicitor General). Three workshops will be organised and the consultant will ensure that the Sub County councils are facilitated to discuss and approve the by-laws. The by-laws will describe the dos and don'ts, sanctions and rewards. (04 Workshops i.e. - 02 workshops for the farmers to formulate the by-laws and 02 workshops for the consultant to disseminate the approved by-laws).

## **3.4 CAPACITY DEVELOPMENT FOR SUSTAINABLE INSTITUTIONAL MANAGEMENT OF IRRIGATION SCHEMES**

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Capacity Development is critical since it imparts skills and equips the farmers, core technical staff of the Farmer Based Organisation and other key stakeholders to enable the actors and established institutions to perform the stipulated functions for sustainable irrigation management and ICT.

### **3.4.1 Situation Analysis**

For each irrigation scheme, the Consultant shall review situation assessment/analysis for the irrigation schemes to identify linkages, opportunities, capacity needs and key performance gaps based on outcomes for delivery of irrigation water services and regulation.

For each irrigation scheme, the Consultant will assess the existing farmer based organisation and management and institutional capacity in terms of structures, skills, and resources to operate and manage irrigation schemes, cropping systems, marketing and market linkages, value chains and value addition technologies, institutions and organizations. The consultant will analyse and make recommendations on how to improve the existing situation and practices.

The consultant will focus on the review, examination and analysis of capacity of any existing irrigation management organizations or farmer based organized groups in each of the irrigation schemes with respect to technical capacity, planning and financial capacity, administrative and management capacity, leadership and organization of farmers.

### **3.4.2 Organizational and Institutional Capacity Development and Training**

In developing the steps and process for capacity development the Consultant will focus on the most critical gaps examined during the situation analysis in each irrigation scheme as follows:

- a) Leadership and Organizational Capacity – skills for leadership and organization of farmers and key stakeholders;
- b) Technical capacity - skills of technical staff and farmers), Operation and Maintenance (O&M) set-up, availability of assets, machinery and equipment and other resources;
- c) Financial and Business Planning capacity (finance sources/revenues, expenditures on O&M, labour and works, budgeting, business planning, marketing, etc.);
- d) Administrative and Management capacity (reporting channels, accountability, information management, management meetings, linkages, collaboration and coordination with related institutions/organizations, communication and complaints handling),

For each irrigation scheme, the Consultant shall undertake the following activities among others for organizational and leadership strengthening:

- a) Stimulate farmers collective social action based on common/agreed goals, interests, incentives, shared values, personal commitment and positive attitudinal changes;
- b) Engender participatory problem diagnosis/analysis, own solution finding/adoption, innovation, interactive learning and information gathering/exchange, adopting indigenous knowledge and sharing experiences;
- c) Establish group cohesion, negotiation, teamwork, conflict resolution and consensus building;



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- d) Adopt confidence/trust based decision-making and ownership of farmer based organizations and institutional systems
  - e) Determine drivers for change; internal, external, local organisation, higher level institutions. Identify potential champions of change.

For each irrigation scheme, to strengthen technical, financial, administrative, management and regulation capacity the Consultant shall:

- f) Define methods, procedures and tools
- g) Carry out induction and orientation of key staff
- h) Performance and skills enhancement and training
- i) Carry out training seminars and workshops, staff meetings, coaching and mentoring.
- j) Put in place capacity Development strategy (50 copies in English and 50 translated in the local languages)
- k) Train farmers/FBMOs in ICT
- l) Train the farmers/ FBMOs in Value Chain Development/Services

### ***Operation and Maintenance of Irrigation Infrastructure and Facilities:***

For each irrigation scheme, the Consultant will provide support to staff and farmers in operation and maintenance of irrigation infrastructure and facilities. The Implementation Support Consultant shall prepare manuals for water Governance, Farmers' Participatory operation and maintenance roles including self-help initiatives in the infrastructure maintenance, Scheme institutional roles and other stakeholder roles and responsibilities in the scheme management. On the other hand, the Supervision Consultant is tasked to prepare the Structural Installation Technical Manuals to provide basics for the farmers to follow while maintaining the installed infrastructure. The technical manuals for operation and maintenance of the structure shall be incorporated with the overall irrigation management modules and manuals prepared by the Implementation Support Consultant.

For each irrigation scheme, the consultant will identify common problems associated with the repair maintenance and management of irrigation schemes and make recommendations for the organization, operationalization, and management of the infrastructure facilities. The operation and maintenance guidelines is closely linked to the water uses, the users and organizing a unit/ or management structures to operate, maintain and manage the irrigation schemes.

### ***Financial Management and Business Planning:***

Under the proposed management systems and regulatory framework, FBMOs are expected to hire trained and professionally competent human resource. The Consultant shall analyse and recommend a salary structure expected to respond to the needs for this purpose and also proposes sources of revenue and internal controls. Training will highlight advantages of retaining competent manpower with respect to specific tasks and linkages to financial management and accountability, with the broad objective of improving governance i.e. separation of financial management from leadership and the farmers. The Consultant shall prepare Financial Management and Business Planning guidelines/manuals for the FBMO.

For each irrigation scheme, the Consultant will train the farmers and the scheme management leader on orientation and participation in higher level commercialization of irrigated agriculture produce/commodities.

The capacity enhancement is intended to ensure financial sustainability of the irrigation schemes, inculcating cost recovery practices, tariff setting and review mechanisms leading to levying of appropriate tariffs/user fees; in addition to instituting investment financing for major repairs and infrastructure renewal. For each irrigation scheme, the consultant shall train the staff, the leaders, farmers and key stakeholders in budgeting approaches (income/revenue and expenditure), business planning, costs recovery, tariff setting and progressive adjustment based on size of land holding per farming plot. The training phase will thus focus on justifying the proposals and generating buy-in.

***Administrative and Management Training:***

Training and capacity development support will also focus on administration and management to improve governance and streamline irrigation scheme level operations. This is aimed at establishing clear and appropriate organisational management systems and procedures. This will lead to higher managerial effectiveness, clear linkages, adequate accountability and reporting both internal and external.

There will be limited conflict of roles between hired technical staff, FBMOs, technical committees and leaders. Regular performance appraisals for technical staff will be introduced through participatory development of performance indicators that are consistent with targets.

Emphasis will be made on the requirement to hire and retain technical human resource that meets the competence levels necessary to comply with performance expectations defined. In order to support implementation of conventional human resource planning and management, a human resource manual will be developed for each irrigation scheme as part of the capacity development support. Participatory approaches to designing of management manuals will help transfer implementation and interpretation skills to the societies and their membership in addition to generating buy-in for the changes to take place. This will contribute to attraction of more adequate skills, improved management capacity and better facilitation of scheme staff resulting into high motivation and performance.

***Regulatory Framework:***

For each irrigation scheme, training under this area will be undertaken at district local government level and FBMO level with selected responsible officers of central government ministries. The content will be designed to introduce service level contracting, specifically focusing on irrigation infrastructure management and maintenance contractual arrangements.

This will enable representatives of the key organizations and institutions to clearly understand and appreciate arrangements for management of hydraulic works and irrigation infrastructure and land as defined in the contractual protocols, including the mandates, roles and responsibilities. It will also cover the functions and obligations of FBMOs and the respective technical sub committees in order to guide the realignment of the institutional structures, which will subsequently be included in the bye-laws. This area of convergence institutional governance of will need to be comprehensively addressed through training and handholding up to the first generation of reporting through practical guidance and report preparation.

**3.4.3 Development of Training Tool Kit**

For each irrigation scheme, the consultant is expected to develop a training tool box that will be used to train the Farmer Based Management Organizations, farmers, and district authorities.

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This report will contain all the training material for the different stakeholders at different stages. All training manuals/guidelines shall be produced in size A4 and in black and white colour. It is expected that the training tool box will contain some the following mandatory topics among others to be identified during the situation analysis:

- a) Farmer Based Water Management Organization training manual covering all issues about formation and strengthening process, governance, leadership development, communication strategy and skills conflict resolution and team building. The kit shall also include record keeping and maintenance, monitoring and evaluation organization for operation maintenance, setting up O&M fund, collection of O&M costs/ fees and identification of sources of income, financial records and management; Farmer Organization office bearers' service contracts- roles and performance. (50 copies).
- b) Financial management and administration guidelines/manuals for the FBMO (50 copies).
- c) Operation and maintenance manual (O&M) guideline/ manual (complete with maintenance plans and the implementation, budgeting/ financing and monitoring of such plans). (50 copies).
- d) Procurement and Disposal manual (50 copies).
- e) Human and technical resource manual / guidelines (at least key 30 staff and to include - Employee's contracts and performance appraisal process)
- f) Participatory irrigation water management guidelines for the FBMO and the farmers (50 copies).
- g) Participatory Monitoring and evaluation training manual complete with designed data collection and monitoring tools. The training manual should cover monitoring mechanisms for Environmental and Social Impact Mitigation and Management Plans (50 copies).
- h) Gender mainstreaming & HIV/AIDS manual (50 copies).
- i) Supervision and quality control manuals (50 copies).
- j) Special training material for two workshops for the Ministry of Water and Environment staff on operation and management of Irrigation schemes and the monitoring evaluation of the schemes (50 copies).
- k) Exchange visits guidelines and checklist.
- l) The consultant is expected to train the FBMO and farmers using participatory approaches and adult learning principles like plays, drama skits, games, field demonstrations and exchange visit.
- m) Information, Education and Communication (IEC) materials to aid in building capacity and participation of the stakeholders during the different stages of the project for videos to be used to train and disseminate good practices; pamphlets and brochures and posters, banners to create awareness about the project and the impact of the project, success stories to share the good practices or positive benefits of the project or the implementation process; visibility items like posters, pamphlets, brochures, T-shirts, notes books, calendars to create awareness of the project, to building capacity and participation of the stakeholders during the different stages of the project;
- n) Videos: On the implementation process, good practices and success stories or positive impacts

### **Detailed Description of Training Tools**

#### ***i) Development of participatory Monitoring and Evaluation System***

A participatory M&E framework should be developed and a system for its operation that helps to keep track of the changes in this project are put in place for each irrigation scheme. This M&E system systematically involves community members. The consultant is expected to develop participatory monitoring and evaluation systems for the irrigation schemes and data collection and analysis tools as part of the capacity development plan for the FBMO.

Aspects to be covered in each irrigation scheme include: infrastructure and water management; institutional development and performance; social development; Human and technical resource development and performance, watershed management; environmental management, farmers' access to water and plots, conflict and dispute resolution, operation and maintenance major components primary to secondary/Tertiary to Farm Fields, Equipment management and handling, (indicative but not exhaustive). This capacitates the FBMO to monitor, evaluate and report performance of the scheme and their own performance. The consultant is required to develop the indicators and the process for monitoring and data collection.

The M&E system should be disseminated to the farmers and Scheme management to an extent that the system should be able to guide them to generate the reports and take note of the events, gaps and areas of improvement.

The Participatory Monitoring and Evaluation guidelines also developed under this assignment will provide a monitoring mechanism of the different agreements/ contracts/ MoUs in each irrigation scheme.

**Monitoring the participatory process:** Monitoring and evaluation can support a successful participatory process, and may help to avoid process failure. Therefore, it should be prepared and initiated as early as possible. The consultant is expected to prepare and develop a framework on monitoring the implementation process of each irrigation scheme, and also build the capacity of the stakeholder for participatory M&E to work after the completion of the project.

In each irrigation scheme, the Consultant shall set-up systems for assessing the performance of leaders, technical staff and farmers in the execution of their functions, duties, roles and responsibilities and effectiveness of attainment of targets set. An assessment of the level of management of resources of the organization shall be done.

In each irrigation scheme, the Consultant shall test, correct and modify the reporting of performance and identify areas for improvement in data collection, analysis, documentation and feed-back and the information management systems.

### **Training of Client Staff**

For each irrigation scheme, the consultant shall carry out two workshops to train the selected 20 Ministry staff for training to build the capacity on operation and management of Irrigation schemes and the monitoring evaluation of the schemes and the FBWMO. One training will include practical field work in the intervention sites;

The client shall attach graduate at least one trainee for hands on practical training. The consultant shall mentor the trainee in report writing, community mobilization and sensitization, institutional set up arrangements and all training approaches and methods. The consultant shall facilitate the trainees.

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### **3.5 PARTICIPATORY IRRIGATION WATER MANAGEMENT (PIWM)**

Participatory Irrigation Water Management entails principles and practices of water governance to ensure equitable allocation, access, distribution and use of irrigation water to maximize efficiency, production and productivity.

Among the key tenets for the achievement of sustainable management of irrigation schemes is to establish effective water governance structure and ensure its effective implementation. Participatory approaches through Farmer Field Schools (FFS) shall be crucial in mobilization, sensitization, operation and maintenance, organization of farmers and integration into the management in the irrigation schemes to enhance sustainability and water governance. The activities shall be carried out for each irrigation scheme

#### **3.5.1 Situation Analysis**

The Consultant will carry out a situational analysis to assess the participatory approaches to water management and the relation to irrigation practices for each irrigation scheme.

For each irrigation scheme, the consultant is expected to review and analyse the working mechanism and linkage between FFS and the recommended management model. The situation analysis should identify presence of FFS in the area and region and investigate and existence of knowledge and practice among the community and farmers. The challenges and good practices of FFS need to be captured.

For each irrigation scheme, the consultant is expected to undertake a detailed study of working systems, experience, areas of engagement of farmers, technical requirements and facilitation, activities, management of FFS from the organizations like Food and Agricultural Organization (FAO) and its implementing partners to understand their experiences in establishment and functioning of the FFS during the situational analysis stage.

For each irrigation scheme, the consultant should also study and examine how the FFS are working in Doho I and II in Butaleja District, Mubuku I and II in Kasese District, Ngenge in Kween District, Tochi in Oyam District and Wadelayi in Packwach District and recommend the best practices picked and avoid the challenges encountered in those irrigation schemes.

Furthermore, the consultant is expected to undertake a field study to about six (6) FFS in districts outside the intervention scheme districts where FFS have registered success stories to document opportunities, lessons and skills acquired by the farmers, learnt challenges, best practices, gaps, establishment procedures and management. This is expected to assist the consultant in aligning the FFS that will be established in the intervention areas.

The situation analysis will also examine the irrigation scheme farm plots layout and make recommendations and analyze the implications of the proposed pipeline/canal routes or any communal irrigation infrastructure and how it will affect the allocation, access, distribution and use of irrigation water by farmers, for each irrigation scheme.

For each irrigation scheme, the consultant will monitor performance of farmers, scheme managers and Local Government involvement after conducting training in various aspects of scheme operations and management according to the developed M&E framework and its monitoring and evaluation indicators to evaluate the level of performance including but not limited to: infrastructure and water management; institutional development and performance; social development; Human and technical resource development and performance, watershed management; environmental management, farmers' access to water and plots, conflict and

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dispute resolution, operation and maintenance, Equipment management and handling, harvest and post-harvest handling etc. With this activity, the consultant shall come up with the methodology, activity schedule and process to undertake the activity. The identified gaps and challenges shall then be addressed by the consultant together with relevant stakeholders. At this stage the consultant shall also document the success stories and achievements.

These reports will be produced every six months and will contain the progress on capacity development, creation awareness report, progress in the implementation of the monitoring and evaluation mechanism, updated training material, consultant's revised work plan. The post construction progress report will basically be monitoring and evaluation reports of the two irrigation seasons with specific emphasis on the performance of the Farmer Based Water Management Organization to operate, maintain, and manage the irrigation schemes and implementing the agri-business model. The consultant is expected to undertake 02No. Farmer based advocacy meetings in each irrigation scheme (a total of six 04 meetings).

### **3.5.2 Sustainability through Participatory Irrigation Water Management**

For each irrigation scheme, the consultant will adopt the principles and methods of Participatory Irrigation Water Management (PIWM) to ensure sustainability of the schemes taking into account of issues like Project objectives, goals and achievements, land demarcation, design and workmanship, operation, maintenance, the organization for operation maintenance and management, vertical and horizontal institutional linkages and benefits from utilization of the scheme.

The common universal problem of deferred maintenance resulting in deteriorating infrastructure is a major irrigation water management concern. The farmer shall be enabled to perform designated tasks at farm level to stimulate incentive to undertake timely maintenance and repairs, and to protect structures from vandalism.

The implementation process has to be participatory. Irrigation development in most cases results in land consolidation so as to as to optimise the system configuration and be efficient on land use and minimise capital development costs but at the same time aiming for improved irrigation and water use efficiency. Whereas the design consultant is responsible for the irrigation system layout analysis the setting out of viable irrigation plot sizes and the configuration will be done jointly with this assignment and the farmers shall actively participate in the process.

It is expected that throughout the assignment for each irrigation scheme, the consultant will incorporate how sustainability is built into the activities and processes. The consultant shall promote the Participatory Water Management concept to all key stakeholders including the leading Government institutions.

The consultant will develop the guidelines and also train at different levels the concept of Participatory Irrigation Water Management (PIWM). PIWM means "Participation" – in planning, decision making, O&M and financing for each Irrigation Schemes.

### **3.5.3 Establishment and Organization through Farmer Field Schools**

The consultant will support the farmer's field school approach that has proven beneficial for capacity-building in promoting good agricultural practices. The consultant will build the technical capacity of farmers through establishing Farmer Field Schools (FFS), and involve

them, among other topics, in water and infrastructure management. The FFS shall strengthen the beneficiaries' water-users' skills on integrated land and water management, soil and water conservation, usage of water for improved crop production, improved animal husbandry, financial resource mobilization, social support mechanisms, water infrastructure operation and maintenance, basic administration and book-keeping among other topics.

For each irrigation scheme, the consultant shall design a mechanism on how FFSs will work within the farmer based management organization established. During establishment, each FFS should have 30 persons. The establishment of FFS will be expected to be arranged following their location in irrigation blocks and the targeted farmers in all the schemes after they have been mapped out.

- **Selection of beneficiaries:** In collaboration with the sub county local governments and community leaders, beneficiaries shall be selected after conducting a community gap analysis. The facilitators will involve the farmers and wider community during the mobilization process, specially targeting those most vulnerable to the impacts of climate change like women and child headed households, who are economically active. The consultant shall use the Social Economic Gender Analysis (SEAGA) tools that have been integrated in the FFS curriculum to incorporate gender concerns during the selection of beneficiaries and selection of FFS study crops and adaptation options /enterprises for investment. 67No. FFS are expected to be established for Namalu Irrigation Scheme and 34No. FFS are expected to be established for Sipi Irrigation Scheme.
- **Ground working activities:** The consultant will mobilise and create awareness of FFS and activities in the district and sub county of operation. The awareness creation shall take into account all categories of gender and group formation processes will emphasise learning as an important aspect of establishment of FFS.
- **FFS Group formalisation activities:** The FFS shall be supported by the Consultant to discuss put in place an effective management structure including group identity/name, vision & slogan, norms, developing group by-laws and constitutions of the Irrigation Water User Association.; operational joint bank account established where possible and put in place a savings mechanism.

#### **3.5.4 Water management and Governance**

Whereas Farmer Based Management Organisation (FBMO) will be established and entrusted with the responsibility for overall management of irrigation scheme, the farmers shall assume important roles and responsibilities for water management and governance activities at their respective levels. Therefore the formation of Irrigation Water User Committee and Irrigation Water User Association shall be crucial.

a) **Irrigation Water User Committee (IWUC)**

The farmers in each block /other designated scheme units will form IWUC. The committee shall be among others be responsible for water user collections and payments, operation and maintenance activities, water scheduling, catchment management at their respective levels and generally undertaking activities of the scheme as shall be prescribed by IWUA and the FBMO. The consultant is expected to spell out specifically and in detail the roles and responsibilities of the IWUC.

b) **Irrigation Water User Association (IWUA).**

The IWUC shall constitute the IWUA and the consultant shall ensure its legal formalisation and functioning. The consultant shall define the structural requisite structures and functions of IWUA. In the broad view, the IWUA will be responsible for overall water management for the irrigation schemes and shall ensure effective linkage of irrigation related issues with FBMO. The consultant however is expected to define specific roles and responsibilities of the IWUA.

For each Irrigation Scheme, the consultant shall develop a memorandum of understanding between IWUA and FBMO. The MOU will show the working modalities between the bodies, roles and responsibilities for the two entities.

### **3.5.5 Preparation of Operation and Maintenance Manuals for the Irrigation Scheme**

The consultant will also make reference to the design reports and drawings for the schemes produced by the Design Consultants to prepare the Operation and maintenance manual for each Irrigation Scheme. Certain activities and aspects will also require or be informed by the, or cross referenced with the environment and watershed action plans.

For each irrigation scheme, specifically as part of the O&M manual the consulate is expected to:

- Develop water distribution plans and train the FBWMO and the farmer on how to use them(water distribution plans are part of the O&M manuals)
- Develop a maintenance plan and clear steps on how to implement it and train farmers(maintenance plans are part of the O&M manuals)
- Develop a methodology and train farmer on how to determine operation and maintenance costs and put in place a system to set up and manage operation and maintenance fund
- Development and implementation of Agreements and Performance Contracts and By-laws

### **3.5.6 Farmer Orientation to Institutional Organization**

For each Irrigation Scheme, the Consultant is expected to train farmers and other stakeholders on various issues such as Water governance and management, roles and responsibilities, operation and maintenance, financial management, procurement, monitoring and evaluation, quality control, human and technical resource training, Gender mainstreaming, conflict management and resolutions, equipment handling, skill development, service, goods and works contract management, agreements and their implementation, streamline management of FFS with irrigation leadership, sanitation and hygiene and other identified gap area. The consultant will sometimes combine different training modules in given sessions. The methodology to this effect will be developed at the inception. Each irrigation scheme shall however have at least 02No. Farmers' training meetings (04No. total for the two irrigation schemes)

### **3.5.7 Farmers' Knowledge Exposure and Acquisition**

For each Irrigation Scheme, the farmers will undergo practical exposure with hands-on training through conducting exchange visits to the areas with FFS and irrigation schemes which are doing well in terms of management, skills development, operation and maintenance, technical and financial mobilisation, Equipment handling, innovation and value addition, marketing and other areas. Scheme leaders. Other actors who will participate in the exercise will be Sub



County and district leaders. Consultant will identify sites and prepare the guidelines and check list for what to learn and exchange of ideas.

For each Irrigation Scheme, the consultant is expected to plan and undertake exchange visits / study tours to at least 2 irrigation schemes outside the intervention areas and one site demonstrating the impact of the Farmer Field Schools approach. (40No. of farmers and district/MWE representatives shall attend the exchange visits from the irrigation schemes) the consultant shall facilitate the participants' transport, accommodation and allowances as per approved Government rates. The selected stakeholders to attend the field visit shall be approved by the district and MWE.

Exposure visits will enable farmers from different regions to interact with and learn from each other, allowing them to view practical examples of successful integration of sustainable irrigation water management practices in farming communities like their own. They are integral to sensitizing the farmer to participatory water management and farmer based organization message of sustainable and commercialised irrigated agriculture.

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## **4 REPORTING**

The expected deliverables are as follows:

- 4.1 Inception report
- 4.2 Stakeholder Engagement and Communication Report. (The comprehensive account of the key activities and outputs as described in Terms of Reference)
- 4.3 Situation Analysis Report (The comprehensive account of the key activities and outputs as described in Terms of Reference)
- 4.4 Farmer Based Management Institutional Establishment & Grievance Mechanism development report, Gender based violence / HIV/AIDS Report (The comprehensive account of the key activities and outputs as described in Terms of Reference)
- 4.5 Capacity Development, Training report (Including ICT Training / Report) (The comprehensive account of the key activities and outputs as described in Terms of Reference)
- 4.6 Participatory Irrigation Water Management Report. . (The comprehensive account of the key activities and outputs as described in Terms of Reference)

4.8 Quarterly Reports: The consultant is expected to produce Quarterly Reports on the accomplished activities, achievements, opportunities, challenges and solutions, the planned activities and updated implementation activity schedule /action plans for the next quarter. This is to keep the client and implementing agencies (other consultants) informed of what is going on, activities undertaken, gaps and challenges, solutions put in place and the updated activity schedule of the next quarter.

### **4.7 Final Report**

The final report as the last deliverable will include a combination of a summary of all the activities in other previous reports of the entire Consultancy assignment in different deliverables and any other activity related to the outputs and activities listed and the monitoring and evaluation reports with lessons learnt and practices for upscaling. It contains activity achievements, Results achievement, good practices for scaling up, lesson and all the training material and IEC material produced during the assignment, challenges, solutions and conclusion. The report concerns itself with the usage of the irrigation schemes and the adaptation levels of the farmers in the application what was taught in terms of management, skill development, operation and maintenance of the structures, monitoring, conflict resolution and any other related matter.

## **5 TIME FRAME**

The time for the implementation support assignment shall be thirty six months which will coincide with construction that is expected to last two years and the extra twelve months shall be for the assessment and monitoring scheme management and farmers' performance responding to the gaps identified. The 36 months period shall constitute the pre-construction activities, during and post construction support which requires enough time (12 months) for follow-up support in management enhancement after the end of construction and handover of works. Further still, the activity involves a lot of time for preparation for some activities like

Mobilisation, raising awareness creation on the project, and development of drama skits, IEC materials, and preparation of MOUs and discussion of land; Establishment and training of institution management arrangement, farm plot configuration arrangements and conflict resolution and post construction management phase.

### **TIMELINE FOR THE DELIVERABLES**

<b>Deliverables</b>	<b>Duration (Months)</b>	<b>Period from Commencement - Months</b>
Inception report	1	1
Situation Analysis report	2	3
Stakeholder Engagement and Communication; Grievance Redress Mechanism development, Gender mainstreaming & Gender based violence / HIV/AIDS/Corona Virus Report	6	9
Farmer Based Management Institutional Establishment,	5	14
Capacity Development, Training report ( Including ICT Training and report)	5	19
Participatory Irrigation Water Management Report	5	24
Final report	12	36

## 6 PAYMENT TERMS

The assignment will adopt the following payment terms as per assignment deliverables.

<b>Deliverables</b>	<b>Payment schedules</b>
Inception report	10% upon submission and approval of the Inception report
Situation Analysis Report	20% upon submission and approval of the Situational Analysis report
Stakeholder Engagement and Communication & Grievance Redress Mechanism support, GBV, VAC and HIV/AIDS /Corona Virus Report	20% upon submission and approval of the Situational Analysis and Pre-construction Mobilisation report
Farmer Based Management Institutional Establishment Report	20% upon submission and approval of the Farmer Based Management & Institutional report
Capacity Development, Training report ( Including ICT Report and Training)	15% upon submission and approval of the Capacity Development & training Report
Participatory Irrigation Water Management Report	10% upon submission and approval of the Participatory Irrigation Water Management report
Final report	5% upon submission and approval of the Final report

**Proof of Activity Implementation:** Every activity implemented in each deliverable shall have proof of implementation of attendance list and activity implementation form endorsed by the relevant Local Government authorities as shall be described on the form. The form shall be provided by the Ministry. Each deliverable shall be accompanied by the proof of activity implementation as described above.

## 7 CLIENT'S INPUT

The Client will:-

- i) Assist the Consultant to make contacts with any relevant Government Institutions from whom information to enable execution of the assignment may be required.
- ii) Provide the relevant documents that may be required by the Consultant
- iii) Provide Sociologists, Engineers to monitor and supervise the Consultant in all activities.

## 8 TIMING AND REPORTING

The Client is Ministry of Water and Environment which is implementing the Irrigation Schemes Development Project in Unyama, Namalu And Sipi Regions, Uganda Project.

All reports will be submitted to:

***Permanent Secretary  
Ministry of Water and Environment  
P. O. Box 20026  
Kampala***

Attention:

***Component Coordinator – Agricultural Infrastructure Development  
Irrigation Schemes Development Project in Unyama, Namalu And Sipi Regions, Uganda  
Project***

A report on each deliverable (both hard and soft copies) will be submitted to the client for approval within a given period of time for that particular deliverable. All text will be prepared in Microsoft.

## **9 CONSULTANCY REQUIREMENTS**

A competent Consultancy firm with practical experience and professional qualifications in carrying out at least two (2) similar assignments in nature, scope and value in the last seven (07) years, in the areas of;

- Experience in the country and/or similar geographical areas and similar project authorities
- Clear understanding and experience in participatory irrigation water management, Experience in Irrigation water management activities and approaches is paramount as well as practical and demonstrable linkage to its institutional and management structure will be beneficial. The practical experience of undertaking irrigation projects in Uganda is required.
- Experience in mobilizing, forming and strengthening farmer based/ community based organizations for irrigation schemes for at least six years.
- International experience to community development services is a testimony of enhanced skills and abilities. Being familiar with Ugandan and Northern area cultural set ups, norms, values, customs and belief systems are of critical importance. Amongst the team, some consultants being familiar with the local languages in the project area will be of an advantage to project implementation since most of the work will be interpreted and disseminated in the local languages.
- Demonstrated knowledge of VAC, GBV, HIV/AIDS drivers and risk factors and experience in designing and implementing behavior change and community transformative initiatives to address GBV, VAC or related issues including gender transformative approaches in livelihood interventions and training community facilitators and members of local structures (e.g. village health teams, local council, religious institutions, traditional leaders, schools)
- The firm must have core personnel with appropriate qualifications, skills/expertise among it team including expertise in implementing GBV and/or VAC/HIV/AIDS prevention projects and provision of services and interventions for child survivors and those at risk of sexual violence. Community mobilization and behavioral change communications and advocacy and monitoring , evaluation and documentation
- Solid experience in community development and management issues.

- Experience in social research methods and management issues
- Very good writing, communication, documentation, facilitation and moderation skills.
- Administration and management skills.
- Other qualifications required for specifically development of strategies and curriculums
- A registered cooperate body and legally operating firm in Uganda.

## 10 CONSULTANT'S TEAM

The Consultant will form a competent and permanent team to carry out the activity.

They are expected to constitute a core team for undertaking the activity with a total time input of as shown per consultant but all expected to complete the assignment within 36 months. The activity work plan of the consultant will show how the staff months will be distributed. For effective mobilisation, engagement and training of the farmers in each irrigation scheme, most specialisations have been assigned to each scheme to increase on concentration, appearances and efficiency on output performance. Approximately each scheme will have seven consultants.

	<b>Key staff</b>	<b>No. of Staff</b>	<b>No. of Staff Months</b>	<b>Total No. of Man Months per position</b>
1	Team Leader/Project Manager	1	36	36
2	Organisational /Institutional Development Expert	1	20	20
3	Social Development Specialist	3	36	108
4	Grievance Redress Management Expert	3	34	102
5	Financial Management Expert	1	18.5	18.5
6	Irrigation Water Management Specialist	1	17	17
7	ICT Specialist	1	04	04
8	Gender Specialist	2	18	36
9	Drama Artist	1	12	12
10	Legal Expert	1	03	03
11	Communication Specialist	1	25	25
12.	Community Liaison Officers	6	36	216

## 11 Qualifications and Requirement to the Consultant's team

**Note:** The roles shall be carried out or implemented in the two schemes of Namalu and Sipi.

### 11.1 Team Leader/Project Manager -

Specific responsibilities of the Management Specialist will include the following:

- a) To direct and coordinate the implementation of the consultancy assignment
- b) Responsible for quality control and quality assurance of the consultancy outputs.
- c) Head the team of experts executing the assignment
- d) To be a focal point person for all the administrative engagements with the client.
- e) To participate in all activities and fill gaps where necessary.
- f) To ensure that all the contractual obligations and requirements are adhered to.

**Qualification and Experience:** Organisational Development lead consultant of good repute and a University Bachelors and Master's Degree in Sociology, Social Work and Social Administration, Development and Management Studies. A relevant working experience of at least 7 years in project management, community development, research and previous working and intimate knowledge of the Ugandan water and agricultural sectors is required. Eexperience in consultancy assignments for management, community development, stakeholder engagement and building capacity of communities/farmers for irrigation schemes is necessary.

### 11.2 Social Development Specialist

Specific responsibilities of the Social Development Specialist will include the following:

- a) Undertake a field survey to assess the experience and performance of existing FBMO and Farmer Field Schools so as to make recommendation for an appropriated management option for the irrigation schemes
- b) Define in detail the requirements and enabling condition to empower Farmer based organisations for effective sustainable irrigation water management
- c) Responsible for the capacity development and organisation of trainings and meetings,
- d) Responsible for project awareness activities, mobilisation, sensitisation and situational analysis activities.
- e) Develop a grievance redress mechanism (establish grievance redress committees and follow up on the grievances as planned and approved in the mechanism developed)
- f) Undertake field visits to assess, how social issues are addressed.
- g) Ensure that social issues and social management activities are mainstreamed into the design and plan of O&M at each site level.
- h) Ensure that participatory monitoring is carried out and that the lessons learnt are reflected in activities
- i) Undertake a field survey to undertake rapid assessment of the experience, opportunities, technical skills, challenges, fears, and performance of existing local, Local Government institutions and communities on GBV, VAC/HIV/AIDS handling and status so as to make recommendation for an appropriate management intervention
- j) Define in detail the requirements and enabling condition to empower communities for behavioral change and adoption of information.

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- k) Support GBV/VAC/HIV/AIDS/Gender experts in development of I.E.C materials, capacity development and trainings.
  - l) Prepare 'case studies' based on the reviews of monitoring reports and sample survey of the selected activities and document procedures adopted, problems faced and good practices in planning and implementing participatory water management systems.
  - m) The consultant will gather relevant studies, legal and policy documents, and other material to support the water management institutional work,
  - n) facilitation of participatory rural appraisal with selected communities to analyse problems and local opportunities;
  - o) facilitation of participatory planning with community based organizations;
  - p) assistance to community organizations in establishing, maintaining their participatory M&E system, and evaluating and adjusting their strategies;
  - q) Participate in development of a gender analysis of women's role in water management, including work allocation, access to and control over resources, access to household benefits, and decision making;
  - r) Build capacity and follow up and train on gender based violence / HIV/AIDS and Corona Virus
  - s) Responsible for development of IEC materials and their dissemination
  - t) assess the impacts together with Gender specialist on women (and men, noting disparity) of the full range of interventions to be supported under the project
  - u) In consultation with other team members, develop training tools
  - v) Ensure that there is place communication strategy and its implementation strategy and methodologies; other relevant mobilisation and training strategies.
  - w) Prepare and submit progress reports

**Qualification and Experience:** Bachelor's degree and Post Graduate master qualification in Sociology, Social Work and Social Administration, Development Studies or Population Studies with suitable experience of Seven (7) years in community development, participatory water management, capacity development, community mobilization for irrigation schemes. The candidate should be conversant with the Participatory Rural Appraisal procedures and methods. The cultural and language understanding of the intervention areas is a necessity. This is because the expert shall be in close touch with the farmers during activities' implementation and interpretation of the messages.

### **11.3 Grievance Redress Management Expert**

Specific responsibilities of the Grievance Redress Management Expert include;

- a) To handle grievances during and after infrastructural development phases
- b) Responsible for the project Grievance mobilisation, trainings and meetings in relation to conflict resolution,
- c) Responsible for grievance mechanism awareness to key stakeholders
- d) Undertake field visits to assess, how grievances are addressed.
- e) Responsible for translation and dissemination of the a grievance redress mechanism and other GRM/C literature
- f) Develop and translate the required documentation
- g) Develop a methodology for quick addressing of the grievances
- h) Mobilise and sensitise stakeholders on conflict management
- i) Identify the grievances and propose mechanisms to address them before turning into conflict
- j) Build the capacity of grievance Redress committees through training
- k) Rejuvenate grievance committees



- 1) Prepare and submit progress reports

**Qualification and Experience:**

Bachelor's degree and Post Graduate master qualification in Sociology, Social Work and Social Administration, Community psychology, Law studies, Development Studies or any related discipline. With suitable experience of seven (7) years in Grievance redress management, community development, capacity development and community mobilization. The candidate should be conversant with the Participatory Rural Appraisal procedures and methods. The cultural and Language understanding of the intervention areas is critical requirement. This is because the consultant shall be in close touch with the farmers during training and mobilisation and interpretation of the messages.

**11.4 Irrigation Water Management Specialist**

Specific responsibilities of the Irrigation Water Management Specialist will include the following:

- a) Conduct a detailed review of the current status of the Operation, Maintenance and Management systems and structures/institutions,
- b) Socio economic data collection and management, monitoring, administration, and all other activities associated with operation of the water for production subprojects;
- c) Develop recommendations for improved management control systems, technologies, operating procedures and other factors for improved water management;
- d) Develop the technical aspects of scheme training program for system management, O&M and development;
- e) Support the project field PIWM systems to undertake initial scheme management process covering selected project sites, evaluate the performance, and develop the strengthening plan.
- f) Develop the Operation and maintenance manual and disseminate it with input from the various team members and also the detailed design parameters/notes, drawings and carry out advocacy for the farmers and other stakeholders on project designs.
- g) Make recommendations to improve the legal and regulatory framework of scheme.
- h) Prepare relevant training curricula and programs for the MWE, MAAIF, DGL staff, and other supporting agencies and impart training of trainers and trainees on O&M, supervision of construction, PIWM.
- i) Support the establishment and operation of effective PIWM support systems under the Project at project levels and impart training to the trainers and staff.
- j) Support the project field PIWM systems covering selected project sites, evaluate the performance, and develop the strengthening plan.
- k) Analyse the options available for enhancing irrigation water management and governance, maintenance of irrigation structures and equipment;

**Qualifications:** Irrigation Water Management Expert should have a Bachelor degree and MSc in Civil Engineering/ Agricultural Engineering and have suitable experience in designing and implementing effective procedures and arrangements of participatory water management. Hands-on experience in supporting the development of Farmer management institutions is strongly preferred.

At least 5 years' experience working on water resources management issues / irrigation management and must demonstrate understanding of sustainable development, including

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institutional sustainability. Experience in promoting sustainability and awareness in development projects of diverse audiences including opinion and decision makers. Track record in implementing change.

### **11.5 Organisational/Management Development Expert**

The activities under this assignment will include among others;

- a) Review existing policies and legislative framework in the water and agricultural sector; to identify linkages, opportunities and existing gaps. This will take into consideration the existing mandates of various stakeholders, legislation and policy framework.
- b) Review irrigation water management experiences more especially the FFs from the participating farmers and agencies and cooperative systems in the existing schemes, in the country and examine their relevance and scope for replication.
- c) Put in place working mechanisms and cooperation linkages between IWUCs and IWUA and also IWUAs and FBMO
- d) Targeted interviews with key informants and relevant stakeholders at the community, local and central government levels to facilitate buy-in for the farmers to participate in irrigation and smooth implementation of irrigation schemes management improvements.
- e) Review current management practices/structures, identify existing opportunities, potentials and experiences. Make proposals to adapt, transform, integrate and modify practices for improvement in management of schemes. Define appropriate management approach
- f) Review the existing FBMO constitutions and assist in drafting legally accepted by-laws.
- g) Identify key business weaknesses, opportunities and constraints - policy, regulatory and bureaucratic processes to be addressed.
- h) Specify the design for scheme level management systems, including specific processes for and obligations in terms of authority and roles and responsibilities for different parties including farmers, farmers groups, private actors, local governments and linkages to other relevant bodies
- i) Propose and clarify ownership arrangements for land configuration arrangements and ownership dynamics of land in the irrigation scheme amongst the farmers, Government and cooperative institutions
- j) Define immediate and future participation in water resources management and linkages to regulatory institutions and the roles and obligations of the irrigation management within the IWRM framework. This is aimed at establishing effective mechanisms for rational use and allocation decision processes and management of the water in the river basin (upstream) – Water Management Zones and at various levels within the irrigation area (downstream). It further shall set out the regulatory obligations for water abstraction and related obligations for catchment management and protection measures.

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- k) Determine sustainable model/approach to operation and maintenance, modernization of systems and structures aimed at enhanced roles of lower local government engagement – with emphasis to small-holder farmer empowerment.
  - l) Establish FBMO, IWUA and IWUCs
  - m) Establish FFS and their networking mechanism with the IWUA
  - n) Propose specific mandates for lead sector agencies (water and agriculture) to enable them to play their role in supporting and assisting sustainable irrigation schemes infrastructure management at lowest community level.
  - o) Together with other expert ensure all training tools under this assignment are developed
  - p) Draft MOUs, agreements and contracts

### **Qualifications**

The Organisational/Management Development Expert shall have the following competence and expertise:

- A Bachelor's degree in Human Resource or Management related studies is required.
- A Master degree course in Public Institutional development/Management/Human resource is of critical importance
- Qualification and experience in mobilising, training, institutional development/management of complex and bureaucratic institutions.
- A five (5) years' experience in mobilizing, sensitizing and building capacity of communities and establishment of bureaucratic institutions.

### **11.6 Financial Management Expert**

The activities under this assignment will include among others;

- a) Identify mechanisms to enhance access to capital and financial services for FBMO and Farmers and strengthen the current agriculture credit market in the project area. Explore ways of linking relevant stakeholders with financial intermediaries operating in the scheme areas (e.g. Cooperative bank, Equity Bank, Micro-finance institutions, e.t.c)
- b) Develop training plan and modules for group business governance, business planning and management, budgeting, finance and financial management.
- c) The Consultant will develop business and financing mechanism with strategies and guidelines to strengthen capabilities and skills in business planning & management, finance and budgeting.
- d) Promote and facilitate finance access, recognition of opportunities and linkages of small holder farmers to key actors/players (traders, processors, exporters' e.t.c).
- e) Put in place financial and auditing systems and monitor schemes' performance, identify gaps and provide remedial actions
- f) The consultant will undertake a management audit and training of the immediate past and current management approaches with regard to good management practices.

- g) The consultant will develop and train the farmers and scheme managers on cost recovery systems and mechanisms, budgeting approaches and expenditure systems

### **Qualifications and experience**

A Bachelor's degree in Business Administration/ Bachelor of Commerce with bias in accounting or finance

A Master degree course in business Administration is of critical importance

A five (5) years' experience in development of financial systems, training intuitions in financial and accounting systems, modern techniques of financial management and experience in monitoring and evaluation of system performances.

### **11.7 Drama Artist**

The activities under this assignment will include among others;

- Develop drama script and skits relevant to operation, maintenance, management, sanitation & hygiene, Gender, institutional arrangements and use of the irrigation scheme
- Develop the script in both English and local languages. The consultant will write the script in English then translate it into the local language used at the irrigation scheme
- Identify and train the local members to act in the play (a group to perform in English and another group in the local language)
- Carryout site performances of the drama to farmers and key stakeholders

***Qualifications: - Drama Artist shall have the following competence and expertise:***

- A Honours Bachelor's degree in Music and Drama from a recognized institution
- Need to demonstrate training skills in drama development and play Performances
- Experience of not less than five years

### **11.8 Gender specialist**

The activities under this assignment will include among others;

- a) Mobilise women and youth to participate in the project activities
- b) Ensure that women and youth take up key management and leadership positions in the scheme management institutions as prescribed in TORs
- c) Rally the women and youth to seek for appointment to the scheme management positions and involvement in the infrastructure development activities
- d) Participate in development of the monitoring and evaluation system of the scheme ensuring that gender related issues are captured and monitored.
- e) Participate and disseminate in the water allocation schedules to the youth and women and further ensure that the youth and women are trained in water scheduling planning meeting

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- f) Ensure that the sanitation facilities are constructed with the provisions of wash rooms for women and men;
  - g) In case of resettlement arrangements, holds planning meetings and conduct resettlement plans ensuring that women and youth are resettled adequately.
  - h) Undertake all activities related to HIV/AIDS and Covid 19 in the project as outlined the TORs and as they appear in the project area during the contract period
  - i) Ensure that women and youth participate in the agronomy and agribusiness activities and their interests are adequately catered for.
  - j) Develop Gender /HIV/AIDS and Covid 19 training tools and ensure that such tools are disseminated
  - k) Design sensitisation and mobilisation messages on Gender and HIV/AIDS and Covid 19 to be included in the development and dissemination of IEC materials at all stages of activity implementation
  - l) Participate and give technical input on Gender and HIV/AIDS and Covid 19 in the development of Capacity Development and Awareness and Communication Strategies.
  - m) Design approaches, strategies. Modules and guidelines for mainstreaming Gender and HIV and Covid 19 in irrigation schemes.
  - n) Ensure that the farmers participate in the socio-economic and situational analysis survey activities and make sure their need are well represented in the development of Capacity Needs Assessment Report.

### **Qualifications**

The Gender Specialist shall have the following competence and expertise:

- A Bachelor's degree in Gender Studies or its equivalent is required.
- A Post Graduate Course in Gender Studies /Public Administration / Community Development is beneficial
- A five (5) years' experience in mobilizing, sensitizing and building capacity of communities in Gender/HIV related activities is required
- Knowledge and understanding on the project area local language is added advantage

### **11.9 Legal Expert**

The Legal Expert shall have the following competence and expertise:

- A Bachelors degree of Laws from the recognized University is required.
- A Diploma in Law practice is required
- A five (5) years' experience in legal Practice is required
- Experience in resolving land disputes is of distinct advantage

The following will be the tasks:

- Use the situational analysis report to assess and examine the legal standing of existing FBMO so as to make recommendation for an appropriate management option for the irrigation schemes with sound legal structural system and make recommendations on how legal issues can be handled.
- Support grievance challenges
- Support land dispute resolution
- Define in detail the legal requirements and enabling condition to empower Farmer based organizations for effective sustainable irrigation water management

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- Recommend and come out with modules for the capacity development and organization of trainings and meetings to enlighten the farmers about the legal matters,
  - Recommend how legal issues should be mainstreamed into the design and plan of O&M at the scheme level.
  - Advise on legal and regulatory issues to be included in the participatory monitoring during its design
  - The consultant will review legal and policy documents, and other material to recommend the appropriate the legal institutional framework, its structures and its implementation strategy,
  - facilitation of participatory rural appraisal with selected communities to analyze problems and local opportunities;
  - Participate and provide legal technical advice in development of bylaws and performance Contracts
  - Advise and give legal guidance on the registration and constitutional arrangements for IWUA and the legal linkage between FBMO and IWUA.
  - Give technical guidance on any legal improvements for FBMO

#### **11.10 Information ,Communication & Technology Specialist**

The consultant shall have the following competence and expertise:

- A Bachelor's degree in Information Technology
- A five (5) years' hands-on experience in software developments and installations, Data base Administration and Information, Communication & Technology related activities.

#### **Tasks for the Information, Communication & Technology Specialist**

- Ensure that ICT solutions are developed and incorporated within the operations of the irrigation schemes and value chain development
- Ensure that smallholder business/Value chain models are developed disseminated and are effective and functional.
- Implement traceable agricultural supply chains technological innovations needed for the collection, documentation, maintenance, and application of information related to all processes in the supply chain
- Generate, capture and disseminate knowledge and information widely to reach large numbers of smallholder farmers and increase their access to the information they need to increase productivity and sell their crops at a good price
- Design data collection formats for FBMOs and Farmers for data collection and analysis and train the beneficiaries in these packages
- Responsible for setting a functional ICT networking systems

#### **11.11 Communication Specialist**

The communication specialist shall have the following competence and expertise;

- A Bachelor's degree in Mass Communication, Development Communication, Organizational Communications and Journalism.
- Shall have at least five (5) years of relevant experience in developing, designing, production of communication strategies; and publishing/dissemination/airing of communication products using various media.

- Shall have relevant experience in working for Governments, private organizations and/or projects on consultancy assignments, especially in strategic communications planning.
- Shall have excellent command in English both written and oral , and area local language as a distinct advantage and must be fluent in area local language

### **11.12 Community Liaison Officers**

The Community Liaison Officer shall have the following competence and expertise;

- Diploma in Gender, Social /Community Development and related field
- At least three years practical experience in community development / community mobilization
- Experience of working on community issues is preferred
- Experience in providing assistance in mobilization and facilitation of training and project activities
- Must be fluent in the project area local language

The tasks are;

- a) Responsible for community mobilisation
- b) In charge of collection of farmers' complaints
- c) Provision of feedback on the complaints raised by farmers
- d) Participate in translation
- e) Compile the list of the beneficiaries
- f) Support the consult team in their community engagements
- g) Field community mobilization, identification of village agents and collaboration, support the specialist/experts in the implementation of activities.

**ASSIGNMENT FACILITAION:** The Consultant will organize all relevant inputs: finances (Professional fees, staff allowances and workshops and all other related financial facilitation), logistics: offices, vehicles, equipment and tools etc., as required to accomplish the assignment and is expected to have an office within Uganda. The Consultant shall facilitate stakeholders' involvement logistics and inputs required to smoothly implement and participate in all the above mentioned activities.