

# TERMS OF REFERENCE FOR CONSULTANCY SERVICES



General Information

TERMS OF REFERENCE (TOR 05/24) FOR ORGANISATIONAL CAPACITY STRENGTHENING FOR JOIN FOR WATER AND PARTNERS.

Services/Work Description

The Organizational Capacity Strengthening Consultants/firm will enhance the institutional capacities of Join For Water and partners through targeted organizational capacity strengthening activities. Their tasks include conducting comprehensive needs assessments to identify capacity gaps, designing tailored capacity development plans, delivering high-quality training and mentoring sessions, providing strategic advice on organizational governance and management practices, monitoring progress and evaluating the impact of capacity strengthening efforts. Additionally, the consultants/firm will ensure that capacity-building activities are aligned with JFW organizational goals and contribute to the overall sustainability and effectiveness of activities in JWF's 5-year strategy on protection and Equitable use of freshwater resources.

Program Title: Protection and Equitable use of freshwater resources

Contract type: Consultant/firm

## 1. Introduction and background information

### 1.1. About Join For Water and the evolution of our new strategy

Join For water and her partners is currently implementing a new strategy on Protection and equitable use of freshwater resources. This strategy is a new step for Join For Water in its approach to "water for development".

In 1982, then called Protos started a project in Haiti that focused on infrastructure and fine technical work by engineers. After several projects, in the 1990s, the technical people at Protos (as it was called then) saw that 'water for development' not only relates to what comes out of the tap, but it is also about who gets to turn on the tap. By working together with communities on the management and maintenance of infrastructure projects, Protos (Now Join For Water) wanted to improve the living conditions of women and children in particular.

With integrated water resources management in the 2000s, Protos/ JFW looked at the wider context of users, at the level of river basins and considering water needs of all stakeholders. By choosing to protect natural water resources, Join For Water is now making a logical connection between the needs for water for human development and the ecosystems that provide these needs. This comes at a time when these ecosystems have never been under so much pressure from human needs, climate change and environmental change.

Join For Water works within a framework of 5-year programs funded by the Belgian government, with additional tailor-made projects in collaboration with consortium partners. As we maintain a similar strategy for each of the countries we work in, we collaboratively create a common understanding on the interaction between freshwater ecosystems, the benefits they provide to people, and the mechanisms for community involvement in ecological conservation to secure access to water. With our lessons learned, we contribute to the global need and effort to strengthen the socio-ecological resilience of communities and landscapes.

In line with the above, Join For Water has plans to assess and build her own and partners organizational capacities to effectively implement the initiatives in our program strategy.

### 1.2. The challenge

Despite having highly experienced staff and operational systems, Join For Water believes in learning and adapting to the emerging needs within the sectors and actors where we work. In addition, Join For Water promotes partnership strengthening through mutual capacity building, and would like to be more intentional on systems strengthening for the implementation of our new strategy that is embedded on a systems perspective. Working across two catchment areas in Mpanga and Semlikiriver catchments in western Uganda, and a potential to expand to other catchment areas across the country, Join for water sees the need to build a strong foundation of her personnel and systems to respond to the emerging development needs of the sector and country at large. In line with this, we recognize that strategic planning, effective program delivery, Monitoring Evaluation,

accountability & Learning (MEAL), Knowledge management & documentation, and advocacy & policy influencing are critical for sustainable program delivery in addition to robust institutional policies and frameworks.

## 2.0 Objectives of the assignment

### 2.1 Overall objective

The assignment goal is to build organizational capacity of Join For Water and her 02 partner organizations to improve their overall performance by developing efficient processes, better resource management, and effective project execution.

Specifically, the assignment entails the following tasks:

- a) **Reviewing Existing Capacity Needs Assessment Tools:** The consultants/ firm will first examine the tools currently used for assessing organizational capacity within Join For Water and Partners. This includes; evaluating the effectiveness, relevance, and comprehensiveness of these tools in identifying strengths, weaknesses, and areas for improvement.
- b) **Assessment Alignment:** The firm will ensure that these assessment tools are aligned with best practices and current industry standards in organizational capacity building. They will compare the existing tools against recognized frameworks or methodologies to ensure they capture all relevant aspects of organizational capacity.
- c) **Customization and Adaptation:** Based on the review, the firm may recommend adjustments or adaptations to the existing tools. This could involve tailoring questions or indicators to better suit the specific contexts and needs of JFW & Partners, ensuring the assessments are both accurate and meaningful.
- d) **Documentation and Reporting:** Throughout this process, the consultancy firm will document its findings and recommendations regarding the alignment and adaptation of assessment tools. They will provide clear reports detailing any modifications made and their rationale, ensuring transparency and clarity for all stakeholders involved.
- e) **Organisational Capacity Needs Assessment:** The consultancy firm will conduct thorough needs assessments across Join For Water and Partners and/ or review reports of assessments already conducted. This will involve evaluating current organizational strengths and weaknesses, identifying specific areas where capacity building is needed, and understanding the unique challenges and opportunities faced by Join For Water and Partners.
- f) **Capacity Development Planning:** Based on the needs assessments, the firm will develop customized capacity development plans for JFW & Partners. These plans will outline clear objectives, strategies, and timelines for implementing targeted interventions to strengthen technical capabilities.
- g) **Training and Mentoring:** The firm will deliver training workshops, seminars, and mentoring sessions tailored to address identified capacity gaps.
- h) **Strategic Advice:** They will provide strategic advice and guidance to Join For Water & partners on improving organizational governance structures, operational efficiencies, and strategic planning processes. This includes helping Join For Water and Partners develop policies, procedures, and systems that align with best practices in their organizational strategies.
- i) **Monitoring and Evaluation:** Throughout the capacity-strengthening process, the firm will monitor progress against established goals and evaluate the impact of interventions. They will use appropriate metrics and indicators to assess improvements in organizational capacities, effectiveness of implemented strategies, and overall outcomes.
- j) **Alignment with Organizational Goals:** Ensuring that all capacity-building activities are closely aligned with Join For Water and partner program objectives and priorities is crucial. The firm will

collaborate closely with us to ensure that the support provided contributes to the sustainability, resilience, and long-term impact of our initiatives on protection and equitable use of freshwater resources.

### **3.0 Scope of the assignment**

This assignment will target both the program and administrative staff including Join For Water (with 8 staff), her two field partners including Natural Resource Defense Initiative (with 6 staff), and Joint Effort to save the Environment (with 9 staff). Join For water has staff in both the Kampala office and Fort portal office, while her partners have staff based in Fort portal offices. The assessment Part of the assignment can be planned in the different office locations, but Fort portal is seen as the most central place for any planned trainings. The process should take into consideration gender inclusiveness and integration of Join For Water and partner insights. The overall assignment will consist of Twenty five (35) working days, spread across one (2) calendar month.

### **4.0 Expected outputs**

The main outputs of this consultancy are;

- Inception report
- Capacity assessment tools + narrative report
- Organization capacity needs assessment report giving details of the findings of key capacity building areas differentiated for Join For Water and Partners.
- A capacity strengthening plan and delivery
- M&E report of the capacity strengthening process
- Strategic Advise note
- Final report of the assignment

### **5.0 Strategy:**

The Consultant is required to consider the tasks to be performed with reference to the purpose of the services put out to tender (see 2.1 a -j above). Following this, the Consultant presents and justifies the strategy with which they intend to provide the services for which they are responsible. The Consultant is required to show a brief process for the services for which they are responsible and create time schedule that describes how the services according to 2.1 a -j above will be provided.

### **6.0 Other specific requirements**

#### **6.1 Project management of the contractor**

The Consultant is required to explain their approach for coordination with the JFW program

- The consultant will manage costs and expenditures, accounting processes and invoicing in line with the requirements of JFW
- The consultant reports regularly to JFW in accordance with the JFW procedure

The Consultant is required to draw up a personnel assignment plan with explanatory notes that lists the execution plan including information on assignment dates (duration and expert days) complete with the allocation of work steps as set out in the schedule.

#### **6.2. Duration of the Assignment**

- The assignment will take up to 35-man days spread across 2 calendar months

#### **6.3 Technical Competencies**

- At least 5 years and above experience in supporting institutional capacity strengthening activities
- Previous work with Non-Governmental organizations, with a specific bias to those implementing Water Sanitation and Hygiene, Climate resilience, Ecosystem protection and restoration, natural resource management and governance, Climate and Natural resource advocacy and policy influencing.
- Demonstrated experience in designing and implementing capacity-building programs for non-profit organizations, preferably within the sectors described above or similar contexts.

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- Proven ability to conduct comprehensive organizational needs assessments, including the development and application of assessment tools to identify specific capacity gaps.
- Capability to provide strategic advice and guidance on organizational development, governance, and management practices to enhance operational effectiveness and sustainability.
- Experience in delivering high-quality training sessions, workshops, and mentoring programs tailored to diverse organizational needs, fostering skill development and knowledge transfer.
- Competence in designing monitoring and evaluation frameworks to assess the impact of capacity-building interventions, ensuring continuous improvement and accountability.
- Ability to facilitate knowledge-sharing platforms, peer learning networks, and communities of practice to foster continuous learning and collaboration among partner organisations.
- Capacity to adapt capacity-building approaches to diverse organizational contexts, cultures, and operational environments, ensuring relevance and effectiveness of interventions.
- Familiarity with leveraging technology and innovative tools for capacity building, such as e-learning platforms, digital resources, and data analytics for informed decision-making.
- Track record of effectively engaging with diverse stakeholders, including donors, local partners, and grantees, to build collaborative relationships and maximize impact.
- Commitment to ethical standards in capacity-building practices, including transparency, accountability, and respect for organizational autonomy and diversity.

Applicants are invited to comment on and demonstrate an understanding of the ToR, recommending any necessary amendments and should also provide an indicative level of effort and cost to undertake the assignment. Technical proposals should include any corporate capabilities, methodology and approach to achieving the tasks. A work plan, reference projects and detailed CVs should be appended. Reference project (s) should indicate key tasks performed in a similar assignment, geographical location and contact person(s). Individual team member CVs must be no more than 3 pages and should contain relevant experience to the assignment only.

## 6.4. Staffing/Personnel

- The firm shall propose a team with diverse specialized experience and expertise in successful organizational capacity strengthening and implementation of similar assignments. Join For Water will review applications from different firms and select one competent firm to undertake this assignment
- The consultant/firm can coopt other experts (and these together with their qualifications and roles each one of them will play must be shown in the proposal) for this consultancy. Consultant is required to elaborate in their technical offer on the envisaged logistical set-up and deployment of appropriate skills for the execution of the assignment. The consultant should carefully review the scope of works before they can coopt the other staff, adequately equipped with the necessary skills/facilities to execute the assignment.
- The Consultant will be expected to present their staffing schedule in a manner that makes it clear as to which personnel will be involved in a specific activity.

## 7.0 Requirements on the format of the bid

The structure of the bid must correspond to the structure of the TOR. In particular, the **detailed structure of the proposal is to be organised or written in accordance with the positively weighted criteria(See Annex I)** in the assessment grid. *Please use the weighting criteria in Anex1 to guide your writing of the bid as this is what will strictly be used in assessing your proposal.*

### Important points for technical proposal submission

Technical proposal: Proposals must include the following, with the main proposal body not to exceed twenty pages:

- Introduction and understanding of the overall purpose and project objectives of the assignment.
- For context, please articulate your own understanding of the project objectives, extending beyond the provided description as per this ToR.
- Include initial impressions and insights to enable the design of courses that are both aligned with for example financial management, Strategic planning and budgeting, MEAL, Advocacy

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and policy influencing, Knowledge management and documentation, systems strengthening perspective.

- Description of relevant experience.
- Outline of the work plan and general cost-efficient approach, including methodology for achieving key deliverables
- Overview of the proposed funds management team including details of team composition and specific qualifications of individuals for this assignment.
- Overview of proposed partnerships to deliver the work.
- List of key activities and deliverables, detailing the timeline and level of effort and associated team member(s).
- Any other considerations we should pay attention to that are critical for this assignment.

It must be legible (**font size 12**) and clearly formulated. The bid is drawn up in English. The complete bid shall **not exceed 20 pages including CVs**.

## 8.0 Operational Arrangement

The Country coordinator – Join For Water will have the strategic responsibility for ensuring the consultants/firm perform (s) the agreed scope of work. The consultant will work with and report to the Country coordinator JFW. The JFW PCWR and Program M&E personnel will be involved in the whole process of reviewing reports and deliverables.

## 9.0 Confidentiality

All information contained in this ToR is provided on a strictly confidential basis, solely for the use of bidding for the supply of services for the above assignment. It is a condition of this competition that bidders (and any sub-contractors) shall:

- Take all reasonable measures to protect this confidentiality and avoid the unauthorized use, disclosure, publication, or dissemination of confidential information.
- Not use this information other than for the preparation of a proposal
- Not disclose, publish, or otherwise reveal any of the information contained herein except with specific prior written authorization.
- Failure to comply with the above will result in the bidder's exclusion from consideration.

## 9. Other requirements

- a) Proof of payment of government legal tax requirements. Please send an automatically generated tax clearance addressed to Join For Water
- b) Company registration certificate with URSB
- c) Trading licence

## 10. Other important notes

1. All proposals will be evaluated based on their technical and financial suitability.
2. The Financial Proposal must provide a detailed cost breakdown for the achievement of each task and activity.
  - Project Management and indirect costs must be reflected separately.
  - The cost breakdown will be used to determine the value for money against each unit cost, as well as the calculation of price in the event both parties have agreed to add new deliverables to the scope of Services.
3. The Technical proposal should be separate from the financial proposal. Each bidder must submit 2 PDF Documents (1. Technical Proposal, 2. Financial Proposal)
4. The technical evaluation is equivalent to 70% while the financial carries 30%
5. All proposals will be evaluated based on their technical suitability **first**. Only the best three proposals from the technical evaluation will be retained for the financial evaluation.
6. All bidders must submit a **signed standard conflict of interest statement** with their Technical Proposal.
7. By submitting their proposal, Each bidder agrees and accepts that JFW will use their proposal with the utmost confidentiality for only the purpose for which these Terms of Reference have been published.

**Deadline:** All financial and technical proposals should be sent to [Procurement.ug@joinforwater.ngo](mailto:Procurement.ug@joinforwater.ngo) by the 27<sup>th</sup> of September 2024, by 1700hr. In the email please quote the reference number in the subject line **Please note that any application received after this deadline will not be accepted.**

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## ANNEX 1: Weighting criteria

	Criteria	Weight in %age
<b>1</b>	<b>Assessment of technical-methodological design</b>	30
1.1	Context and Understanding of the assignment	
1.1.1	Interpretation of the objectives in the ToRs, critical examination of tasks	
1.1.2	The proposed methodology/approach is clear and coherent with the TOR and provides clear explanations of how the deliverables will be achieved in line with the methodology.	
<b>2.</b>	<b>Cooperation with stakeholders during the assignment</b>	15
2.2.	Approach and procedure for coordination with JFW and partners	
<b>3</b>	<b>Process</b>	
3.1.	Presentation and explanation of the implementation plan: Work steps, milestones, schedule	15
3.2.	Personnel assignment plan (who, when, what work steps) incl. explanation and specification of expert man-days	
<b>4.</b>	<b>Assessment of proposed staff</b>	70 %
<b>4.1.</b>	<b>Team leader (in accordance with a relevant area in the ToR, with ref. to section 4.0 above)</b>	
4.1.1	Qualifications	
4.1.2	General professional experience	
4.1.3	Specific professional experience	
4.1.4	Leadership/management experience	
<b>4.2</b>	<b>Expert 1 (in accordance with a relevant area in the ToR, with ref. to section 4.0 above)</b>	
4.2.1	Qualifications	
4.2.2	General professional experience	
4.2.3	Specific professional experience	
4.2.6	Language (English and any local language used in the project area)	
<b>4.3.</b>	<b>Expert 2 (in accordance with a relevant area in the ToR, with ref. to section 4.0 above)</b>	
4.3.1	Qualifications	
4.3.2	General professional experience	
4.3.6	Language (English and any local language used in the project area)	
<b>4.4</b>	<b>Expert 3 (in accordance with a relevant area in the ToR, with ref. to section 4.0 above)</b>	
4.4.1	Qualifications	
4.4.2	General professional experience	
4.4.3	Specific professional experience	
4.4.6	Language (English and any local language used in the project area)	
<b>4.5</b>	<b>Expert 4 (in accordance with a relevant area in the ToR, with ref. to section 4.0 above)</b>	
4.5.1	Qualifications	
4.5.2	General professional experience	
4.5.3	Specific professional experience	
4.5.6	Language (English and any local language used in the project area)	
<b>4.6</b>	<b>Expert 5 (in accordance with a relevant area in the ToR, with ref. to section 4.0 above)</b>	
4.6.1	Qualifications	
4.6.2	General professional experience	
4.6.3	Specific professional experience	
4.6.6	Language (English and any local language used in the project area)	
	<b>Sub Total technical proposal</b>	<b>70 %</b>
	<b>Assessment of financial -methodological design</b>	<b>30%</b>
	<b>Total evaluation</b>	<b>100%</b>

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ANNEX II: Financial bid

**FINANCIAL bid**

<b>Project Short Title: Consultancy</b>	<b>Date:</b>
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COST SUMMARY	Cost in local currency
<b>Fees</b>	
<b>Reimbursable costs</b>	
<b>TOTAL NET Costs</b>	
<b>Applicable Tax 18% VAT</b>	
<b>Total GROSS Costs</b>	

**Expert Inputs and Fee Rates**

Name of Expert	Description	No. of Days	Daily Fee Rate (local currency)	Total Fee (No. Days X Fee)
<b>TOTAL amount</b>				-