

بِسْمِ اللّٰهِ الرَّحْمٰنِ الرَّحِیْمِ



Ministry of Environment and Energy

Male', Republic of Maldives.

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Date: 26 June 2018

No:

Local Consultant for Building the Capacity of the Water and Sanitation Sector , Maldives

Supporting Vulnerable Communities in Maldives to Manage Climate Induced Water Shortages Terms of Reference

1. BACKGROUND

The Maldives consists of 26 natural atolls. Comprising of 1,192 small, low-lying coral islands. Stretching north to south over a total area of 90,000 sq.km. The population of Maldives is 407,660 (Census:2014) dispersed over 188 administrative islands. These islands do not have surface freshwater. Freshwater resources in Maldives are scarce and the scarcity is both temporal and spatial. The main natural freshwater resources available in the country are groundwater aquifers that occur in the porous coral sands and rainfall. The outer islands of the Maldives experience drinking water shortages during the dry season. These shortages have had significant adverse human, environmental and social impacts on the outer island. The key problems pertaining to freshwater security relate to the increasingly variable rainfall patterns induced by climate change and sea-level rise induced salinity of groundwater. The Government faces constraints in responding to the challenge at hand without assistance, especially in the context of anticipated impacts of climate change.

The 2017 National Water and Sewerage policy (NWSP) articulates priorities for the sector and reflect the water and sewerage vision of the Maldives. The primary focus of the sector is enhancing the livelihood of Maldivians by providing access to safe water and sewerage facilities. The National policy presents a set of 9 goals and associating objectives and strategies that give precedence to ensuring access to safe water and sewerage services for all. In addition the policy emphasises on the development of the sector through capacity building and research, strengthening legal framework, enhancing private sector involvement, and awareness and water resource protection. The National policy sets out the Government's plans for water and sewerage services in the future and the steps that will be taken to ensure provision of appropriate and sustainable water and sewerage services to all.

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In an effort to accelerate the provision of water supply and sewerage services the Government of Maldives has placed great emphasis towards increasing financial resources from the national budget and much needed institutional reforms in the water and sanitation sector.

With the additional resource received from international development and donor agencies significant improvement have been made in the sector.

In response to the climate challenge, the Government received a grant from Green Climate Fund (GCF) for the project which is being jointly implemented by the Government of Maldives and UNDP to “Support vulnerable communities in Maldives to manage climate change-induced water shortages”. The objective of the project is to deliver safe and secure freshwater to 105,000 people in the islands of Maldives in the face of climate change risks. This will be achieved by successfully completing the following 03 outputs of the project:

1. Scaling up an integrated water supply system to provide safe water to vulnerable households;
2. Introduction of decentralized and cost-effective dry season water supply systems;
3. Groundwater quality improved to secure freshwater reserves for long term resilience.

Through Activity 1.5 under Output 1, the project aims to strengthen the management and institutional capacity of the Water and Sanitation Sector which contributes to the national policy goal and strategies such as building capacity in water resources, water supply and sewerage services by encouraging local educational institutions to develop courses, facilitating technical training and educational opportunities. Similarly, support to carry out the mandated functions of the sector and achieve their development objectives over time.

The institutional capacity building programme, strategy and plan to be developed for the sector will focus on addressing specific Institutional capacity gaps after detailed assessments, propose strategies to roll out the capacity building programmes, carry out technical training for the sector and seek educational opportunities related to the sector. It is in this regard, that the Ministry of Environment and Energy through the Green Climate Fund project “Support vulnerable communities in Maldives to manage climate change-induced water shortages” would like to seek the assistance of an individual competent consultant to carry out the work.

Under this consultancy the Ministry seeks to develop a comprehensive capacity building plan for the water sector in line with the National Water and Sanitation Policy (NWSP). The consultant under the guidance of the Ministry of Environment Energy must work towards achieving the objectives and goals of the Water and Sanitation sector so that the final outcome of this TOR will comply with the Capacity Building strategy of the NWSP.

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2. OBJECTIVES OF ASSIGNMENT

Developing and strengthening the institutional capacity of the sector is an important component of the project which would help to improve the delivery of water and sewerage services, planning and management, monitoring and coordination, enforcing regulations related to the water and sewerage services. In order to achieve the targets under this component the role of the Consultant is to assess and analyse the institutional capacity gaps, based on the capacity building needs assessment the Consultant is to develop capacity building and training programme with emphasis given to equitable and substantive female participation.

The main aim of this assignment is to develop a comprehensive capacity building plan for the entire Water and Sanitation sector that will used as a benchmark to improve and strengthen the organizational, institutional and managerial aspects of the sector.

2. SCOPE OF WORK

The task of the capacity building consultant includes, but is not limited to the following;

1. Carryout a detailed assessment including detailed skill profile surveys and institutional functional analysis to identify the current capacity requirements in place, plans established at the key water and sanitation sector stakeholders and relevant institutions. The consultant is also required to review the relevant documentations and interview relevant internal and external stakeholders to identify the current capacity requirements in place, plans established and capacity gaps within the sector at different institutional levels and conduct stakeholder consultations and policy level consultations

1.1 The consultant will review the existing courses at national, regional and international courses relevant to SIDS to identify the need for professional training and mentoring for trainers, with emphasis on female participation.

1.2 Based on the review of existing courses the consultant will provide recommendation on how to improve and/or introduce certification courses. Relevant stakeholder consultants shall be made to highlight the issues and challenges in conducting these courses.

2. The consultant will closely engage and work with stakeholders to assess the priority capacity needs and gaps within the sector in terms of reinforcing institutional and management capacity. Based on the identified needs and gaps, the consultant will develop a water sector capacity building plan which will be the basis for training. The



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capacity building plan will set out practical capacity building interventions to address the priority needs and gaps within the water sector.

3. The consultant shall also analyse the current organizational functions and make concrete recommendation on how the organization should develop and restructure for a better performance. The final recommendation shall be based on consultation and input by the ministry at technical and policy level.
4. The consultant shall identify and propose to develop targeted short training courses to be realised through workshops for Water and Sanitation department, relevant regulatory bodies, utilities and other relevant sector institutions.
5. During the final phase and as part of the capacity building plan, the Consultant will develop a roll out and implementation program for the sector Capacity Building plan. This will include a detailed plan of action with clear institutional roles and responsibilities, financial resources required (activity based budget estimates) and specific human resource expertise to deliver the planned capacity building interventions as well as progress and /reporting formats for the trainers;
6. The consultant will develop a monitoring plan for the Ministry to effectively assess implementation progress and impacts of the capacity building within the water sector. The monitoring plan shall include clear and SMART indicators and targets.

3. KEY DELIVERABLES

The Consultant shall provide the following deliverables:

- Inception report with detailed plan of action to deliver the consultancy. The inception report will be informed by and take into account initial consultations with the Project Management team and the Ministry.
- Detailed Assessment Report clearly highlighting the priority capacity development needs and gaps within the water sector.
- Capacity building and training programme with activity plan
- Analysis of the current Organizational Structure of water and sanitation department and proposal how to develop or restructure the existing organization structure
- Detailed report on training courses and certification courses
- Draft Comprehensive Capacity building and development plan for the water sector in Maldives in line with the NWSP for review and inputs by the Ministry and the stakeholders.



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- Final Capacity building and development plan for the water sector in Maldives taking into account review inputs provided

4. OUTPUTS AND OUTCOMES

- Detailed Capacity Building and Development Plan will be developed taking into account the current capacity needs of the water and sanitation sector which will be utilized as the basis for building the sector in terms of management and institutional capacity
- Targeted trainings will be identified at different hierarchical level of the Water and Sanitation sector and a training schedule along with a detailed budget will be developed
- Recommendation on Practical Organizational structure for improvement and efficient management of the Water Sector
- Improved and new training courses will be identified and proposed for the educational institution based on review of existing certification courses for utilities on operation & maintenance and laboratory course and addressing the priority capacity needs and gaps identified.

5. PROPOSED IMPLEMENTATION PLAN

The consultant will be expected to undertake the tasks and deliver as per the proposed implementation plan below;

	Deliverables/ Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required (<i>Indicate designation of person who will review output and confirm acceptance</i>)	Consultation Fee (MVR)
1	Inception report	10-14 days	14 th August 2018	Reviewed by the Water and Sanitation Department, UNDP, relevant government institutions, GCF	



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				Project Management Unit	
2	First draft detailed assessment Report including needs assessment	14 days	09 th September 2018	Reviewed by the Water and Sanitation Department, UNDP, relevant government institutions, GCF Project Management Unit	
3	Final detailed Assessment report including needs assessment	07 days	19 th September 2018	Approved by the Water and Sanitation Department and GCF Project Management Unit	
4	Analysis of the current Organizational Structure	07 days	30 th September 2018	Reviewed and approved by the Water and Sanitation Department	
5	Develop capacity building and training programme with activity plan	14 days	18 th October 2018	Reviewed and approved by the Water and Sanitation Department, UNDP and GCF Project Management Unit	
6	Develop detailed report on training courses	30 days	19 th November 2019	Reviewed and approved by the Water and Sanitation Department, UNDP and GCF Project Management Unit	
7	Schedule, budget and Roll out and implementation plan	15 days	12 th December 2018	Reviewed by the Water and Sanitation Department, UNDP, relevant government institutions, GCF	



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				Project Management Unit	
				Approved by Water and Sanitation Department, UNDP and GCF Project Management Unit	
8	Draft Capacity Building plan for review	07 days	23 rd December 2018	Reviewed and approved by the Water and Sanitation Department, UNDP and GCF Project Management Unit	
9	Final Capacity Building plan taking into account review inputs	14 days	10 th January 2018	Approved by Water and Sanitation Department and GCF Project Management Unit	

6. QUALIFICATION CRITERIA

To be eligible for this assignment the consultant should meet the following criteria's:

6.1 Education

A master's degree in human resource development or teaching or international development or any other relevant discipline with focus on institutional capacity building or sustainable development.

6.2 Experience:

- Minimum, 5 years of relevant experience in training or management of development projects on institutional capacity building.
- Minimum 02 years of experience in developing and delivering participatory trainings and workshops



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- Previous experience in developing capacity building plan or programmes will be an added advantage
- Experience in conducting institutional capacity assessments will be an added advantage
- Good computer skills are essential, especially proficiency in Microsoft Word, Excel, Outlook, Power point and Access.
- English proficiency, both in writing and speaking.

7. REPORTING

The Consultant will report directly to the Project Manager of GCF and /or her designated authority. He/she will be expected to work closely with the GCF Project Management Unit and WATSAN Department.

8. SELECTION CRITERIA

Technical evaluation (70% weight):

Step I: Desk review: (65 points) – Minimum passing score is 49

A desk review will be conducted to produce a shortlist of candidates. As applicable, up to 05 applicants scoring the highest in the desk review shall be invited for a written test.

Step II: Written test (15 points)

A written test will be conducted for candidates selected from the desk review, who will be tested on their technical and sector knowledge in addition to language skills.

Step III: Interview: (20 points)

A competency-based Interview will be conducted for candidates shortlisted from the written test, who will be asked on the following:

- Relevant experience
- Sector Knowledge
- Working Skills

Only candidates achieving at least 70% from the technical evaluation shall be considered for financial evaluation.

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The following schedule summarises the evaluation criteria:

Technical Criteria (70% weight)					Financial criteria (30% weight)	Total combined score			
Desk Review (65 points)					Written test (15 points)	Interview (20 points)	Total technical score (max 100 points) = 70%	Total financial score (max 30 points) = 30%	Total combined score (max 100 points) = 100%
Education	Work Experience								
A master's degree in related international development-related discipline with focus on institutional capacity building and sustainable development.	Minimum 05 years of relevant experience in training or management of development projects on institutional capacity building. 15 points <i>Additional scores: 1 point additional for each extra year up to maximum 5 points</i>	Minimum 02 years of experience in developing and delivering participatory trainings and workshops. 10 points <i>Additional scores: 1 point additional for each extra year up to maximum 5 points</i>	Previous experience in developing capacity building plan or programmes will be an added advantage. 05 points for each assessment	Experience in conducting capacity assessments will be an added advantage. 10 points <i>Additional scores: 5 additional for each extra work 5 points</i>					
20	20	15	05	05	15	20	70	30	100

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މާލެ، ރިޕުބްލިކް އޮފް މާލްދީބު

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9. APPLICATIONS

Interested individuals must submit the following as proposals in order to demonstrate their qualifications:

- A cover letter indicating why the candidate considers himself/herself suitable for the required consultancy;
- Attested Educational Certificates
- An updated personal Curriculum Vitae (In the format of the sample provided)
- Financial Proposal in the sample format provided, with clear indication of total price
- At least two references from current/previous employers or contact details (name, phone number, email address) of 03 referees who can give potential employer information about your past work experience, skills, character and conduct

10. SUBMISSION

Interested individuals may submit their proposals on or before **1200hrs 12th of July 2018**, to the following address in a sealed envelope. Proposals will be opened at **1200hrs 12th of July 2018 in a meeting room of the Ministry of Environment and Energy in front of bidders who wish to participate in the meeting**

GCF PMU
Water and Sanitation Department
Ministry of Environment and Energy
Green Building, Handhuvaree Hingun, Maafannu
Male', 20392, Republic of Maldives