TERMS of REFERENCE

“Somalia Urban Water Services”  
Consultancy to Review Institutional Settings, Water  
 Services Delivery, and Sanitation Conditions, and to   
Propose Standardized Water Service Delivery   
Models for Urban Towns in Somalia

Ministry of Energy and Water Resources

Federal Government of Somalia

November 2023



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# Background

## Growing Population, Rapid Urbanization and Water Insecurity

Somalia’s population, currently estimated at over 18 million, grows by about 3 percent per annum.[[1]](#footnote-2) This is one of the highest population growth rates in the world. Continuing at this rate, the population might be close to 30 million in 2040. The urban growth rate lies at over 4% per annum, and with the current urban population being 7.4 million (2018), an addition is expected of another 3.8 million residents by 2030, and another 11.6 million by 2050.[[2]](#footnote-3)

The 2020-2024 National Development Plan looks at this challenge: “From a once predominantly rural population, Somalia is currently projected to be over 50 percent urbanized within the next six years – an issue that poses considerable challenges for public policymaking in the context of weak institutions and limited economic means, and in terms of coping with pressures from infrastructural needs resulting from rapid urbanization.”[[3]](#footnote-4)

Many of the new urban dwellers are internally displaced persons fleeing drought, floods, and security threats in rural areas. The rapidly increasing urban populations have contributed to an unprecedented scale of needs and challenges in recent years, while also presenting opportunities for improving social and economic conditions.

In Somalia, water is not just a sector concern but a key enabler of and constraint for economic growth. In short, Somalia’s economic success will be deeply influenced by the extent to which the country is able to fully harness its available *green* and *blue* water resources, including allocating them to the highest value social, economic, and environmental uses. Managing water better is also critical for helping the country cope with climate variability and climate change and for smoothening out economic shocks, particularly from floods and droughts. However, the reverse is also true, as decisions about agriculture, land use and urban development, and economic policy, all have significant implications for the sustainability and resilience of Somalia’s water resources. Water insecurity, including exposure to floods and droughts, is amplified by environmental degradation, deforestation, and climate change.

Moving toward a more circular economy will increase the long-term resilience of Somalia’s water resources and economy**.** Many countries around the world are looking into the re-use or recycling of scarce water resources for different purposes, including agriculture and the urban water supply. One re-use challenge facing many countries is that they are already heavily invested in more traditional water technologies and infrastructure, thus making transition costs prohibitive. Somalia’s less developed infrastructure and service delivery models may offer some benefits here, as they involve less investment in 20th century technologies.

While urban water demand has increased dramatically, water availability has at the same time become more erratic and uncertain, mainly due to the effects of climate change. If water is not managed efficiently, and not allocated to the most productive needs, water scarcity is likely to increase in coming decades.[[4]](#footnote-5) The production of food, closely linked to rainfall conditions, is equally problematic. Since much of the economy relies on livestock and crops, Somalia is disproportionately exposed to climate risk and disaster, with resulting higher poverty and displacement rates for the rural population.[[5]](#footnote-6) With about 70 percent of the population below the international poverty line, food security is critical. A significant amount of food is imported, and many households rely on remittances from the Somali diaspora. As with drought, food price spikes can inflame latent conflicts and drive new waves of migrants into urban areas. The surge in urban population leads to overcrowded conditions and strains existing sanitation facilities. Informal settlements often lack proper waste management systems and sanitation infrastructure, contributing to public health risks.

## Water and Development Policies and Institutional Structure

Following parliamentary and presidential elections in mid-2022, the government has remained committed to the reform agenda rooted in the ninth National Development Plan (NDP9).[[6]](#footnote-7) The ninth National Development Plan envisions a “path to a just, stable and prosperous Somalia.” This involves security and the rule of law, social and economic development, and ‘inclusive’ politics. The Plan’s poverty analysis outlined a large shift from rural to urban settings and that both “urban and rural planning is critical for Somalia in order to maximize social service provision, especially in clean water and sanitation.” [[7]](#footnote-8) Improved water and sanitation is critical for health, education and household income and productivity.

The capacity and functioning of city administrations vary considerably across the country: “While cities in Somaliland and Puntland are typically ruled by councils who elect the mayor, most district council administrations in central and southern Somalia have either not been established or were established only recently without a popular vote. Many municipalities and district administrations remain weak-to-very-weak in terms of their administrative and service delivery capacity.”[[8]](#footnote-9)

Water and sanitation services are important in the fight against poverty and disease. Despite investments in the sector made by governments, NGOs, development partners, and the private sector, overall access to at least basic water services in 2022 remained at 58 percent (39 percent in rural and 80 percent in urban areas) according to the latest JMP Report.[[9]](#footnote-10) Basic sanitation services remained at 20 percent in rural areas and 61 percent in urban areas. Service access is higher in urban areas, and lower especially among nomadic populations, internally displaced persons and people living in poverty. Fewer than half of the schools and health clinics have clean water and sanitation.[[10]](#footnote-11)

The water shortages and contamination are exacerbated by drought. Thus, as outlined in the 9th National Development Plan, developing a nationwide master plan to ensure sustainable water management among competing uses will be a government priority. “The main challenges facing the sector include policy and legal provision; human and government institutional capacities to increase the water and sanitation coverage; quality of water supply services; and inadequate budget.”[[11]](#footnote-12)

In July 2021 the Federal Government of Somalia published the National Water Resources Strategy (NWRS)[[12]](#footnote-13). The NWRS describes the critical economic and social importance of water and sanitation in Somali society. It identifies opportunities to use access to water as a key steppingstone for socioeconomic development as well as an entry point to peace-building. A complementary NWRS Roadmap[[13]](#footnote-14) provides clarity on key priorities and supporting actions, roles, and responsibilities, as well as milestones, targets, and Flagship Projects. Flagship 9, entitled: “*Undertaking prioritized interventions to improve urban water and sanitation services*” provides an entry point into urban water development.

## Urban Water and Sanitation Service Delivery in Somalia

**Access/Service levels:**

Data suggest that over 80% of the urban population had access to improved water services in 2022. Inequalities, however, are considerable. A major challenge relates to how the present modes of supply reinforce pre-existing inequality, with the poorest – often internally displaced persons residing in peri-urban areas – have much lower access to improved water services and had to rely on very expensive water delivered by container or unsafe water sources.

Water provision is also heavily gendered, with women having very limited involvement in the (economic) water supply chain. Yet, where supply services are lacking or otherwise unaffordable, women shoulder the burden of carrying water, typically jerrycans of 20 kilos each when filled. The expansion of and household connection to pipeline networks is thus crucial to relieving women of the onerous work of fetching water for their spouses and children.

Sanitation services in urban Somalia are often challenged by a combination of formal and informal arrangements. Formal systems involve government or private-led initiatives to provide waste management and sanitation infrastructure, particularly in established urban areas. However, peri-urban and informal settlements, characterized by rapid and unplanned growth, lack adequate sanitation services. In these areas, community-based organizations and non-governmental entities often play a role in organizing basic sanitation services. The overall landscape reflects a mix of formal and informal arrangements, highlighting the need for comprehensive strategies to address diverse urban sanitation needs in Somalia.

**Institutional framework and service delivery challenges:**

The Somali water sector has multiple levels of public sector institutions complemented by an active private sector. Water services across the country are delivered by a range of public, private, and international institutions. In principle, their actions are governed by a host of legislations and policies. although in practice, water service provision is minimally regulated and is currently dominated by international partners, development finance institutions, the private sector, and households themselves.[[14]](#footnote-15) There is no uniform system to regulate water and sanitation services in Somalia. According to the Eastern Africa Regional regulatory review[[15]](#footnote-16), Somalia was classified as “lacking a legal backing” for water supply regulation, (with Sudan) scoring the lowest number of existing regulatory mechanisms in the region. This fragmented approach to service delivery compounded by the weak regulatory regime comes with challenges, including poor coordination and potential conflict between the various actors creating significant accountability gaps in urban water services delivery and perpetuating the delivery of services by non-state actors.

The expansion of water services over the past decades reflects the increasing demand for water in the context of rapid urbanization in Somalia. Yet, the modalities of water provision reflect town/city-specific politics with water services delivered by dominant actors outside of government involvement. While Somaliland’s urban water services are mainly public, Somalia's supply is highly privatized, with various business models existing in parallel. These include Public-Private Partnerships[[16]](#footnote-17), which in reality have limited public contributions or participation, and range from monopolies to full competition. The efficiency and quality of services varies.[[17]](#footnote-18)

## Project Architecture for the Study of Urban Water Service Delivery Models

The assignment outlined in these Terms of Reference is a component of the Horn of Africa Regional Groundwater for Resilience (GW4R) project. The GW4R aims to increase sustainable access and management of groundwater as a key contribution to strengthen the climate resilience of targeted communities in the region. The Federal Democratic Republic of Ethiopia, the Republic of Kenya, the Federal Republic of Somalia (“Somalia”), and Somaliland., along with the Intergovernmental Authority on Development (IGAD), are included in the first phase.

The Somalia component of GW4R, *Abaar-Tir* in Somali, focuses on the development of groundwater resources to “increase the sustainable access and management of groundwater in the Horn of Africa’s borderlands,*”* translated into three components one of which, component 2, incorporates the assignment required under this TOR - to review and develop service delivery models for small and medium-sized towns in Somalia and Somaliland.

This assignment complements other urban water supply and sanitation related work either ongoing or planned as part of the agenda of cooperation between the World Bank and the Ministry of Energy and Water Resources. This includes a major forward-looking study of Mogadishu’s water system the Mogadishu Water Security Diagnostic and the water conditions in 30 small and mid-sized cities in Somalia. These studies are intended to contribute to an overview of available urban water master plans and the development of a standardized water service delivery model is a crucial complementing task.

# The Consultancy Assignment

This consultancy assignment to review the institutional settings and existing water services delivery modes, and to develop standardized water service delivery models for small and middle-sized cities in Somalia and Somaliland – “Somalia Urban Water Services” for short – has three objectives organized into four specific activities and deliverables as below.

## Objectives the Study

The objectives of the assignment are to;

1. Contribute to an improved understanding of how water services are currently provided in Somalia’s cities and their linkages to sanitation and hygiene;
2. Develop models for how Somali authorities and partners can foster improvement in the water services provision, for water services to become more equitable, efficient, and environmentally and financially sustainable; and
3. Make recommendations on how Somali government authorities and partners can improve existing water services delivery conditions and the supporting institutional framework for urban water services.

It is assumed that in order to support the more successful urban water provisioning, a greater understanding of the present systems – the (formal and informal) rules, the technologies, and the composition of actors – is needed. The study shall identify and characterize a set of different models that are currently operational (with virtues and flaws), present a set of Standardized Water Service Delivery Models, and what would be needed to make them function more equitably and sustainably. Recommendations should focus on what Somali urban authorities and line ministries can do to ‘progressively improve’ the access to clean water for the urban population, including peri-urban areas.[[18]](#footnote-19)

The study results should be applicable to all urban areas of Somalia and Somaliland, but in-depth exploration is limited to small and middle-sized cities. A list of such cities for closer exploration in this study, preferably including localities in all member states, will be discussed and agreed upon in conjunction with the Consultant’s inception report.

These Terms of Reference refers generically to ‘actors’ in the water services delivery chain. Many of them could also be referred to as ‘utilities’ or ‘service providers’ denoting “an organization, whether public or private, that provides water services of a public service nature”.[[19]](#footnote-20) [[20]](#footnote-21) The study will identify the specific actors, with a focus on their relation to beneficiaries/clients (households, businesses and institutions), other providers, and relevant (formal or informal) authorities in the specific locality.

The ‘standardized’ models, to be distilled from the characterization of the existing models, should embody the ambition “to scale up efforts to provide safe, clean, accessible and affordable drinking water and support sanitation for all.”[[21]](#footnote-22) The suggested water models should also be attractive (for consumers to want to use them), include tariff options – including pro-poor for the vulnerable and marginalized –, environmentally sustainable (in harmony with water and natural resource environments, and financially viable (enabling the system not only to sustain its operations but also to invest in improvements and expansion to accommodate new users).

While sanitation is not the focus of this study, the linkages between water, sanitation and hygiene are many and important. As a preparation for a forthcoming study on sanitation conditions and opportunities to improve, this study will observe and collect basic data and information about sanitation conditions in the cities studied, the linkages between water services and hygiene conditions, and potential effects of sanitation on urban groundwater resources (or other relevant water resources) for different groups in the urban areas visited. Collected observations and data and information will provide the basis for a brief analysis of sanitation conditions in Somalia and Somaliland as linked to water services and how sanitation services are currently being provided, based on available information. This could become an introduction to a future detailed assignment to better understand sanitation service delivery models.

It is noted that the assignment is ambitious. It offers an opportunity for a group of dedicated, knowledgeable, and inspirational water professionals to think “wide and big” to engender improved urban water services in Somalia and Somaliland. Innovative thinking is encouraged, while due consideration needs to be given to incremental implementation through existing institutional structures and available capacities. Still, innovative models could be considered, with their success determined by their scalability and replicability.

An additional ambition of the study would be to support the capacity building of both young and more experienced Somali water professionals. The administrating project, *Abaar-Tir*, mentioned above, will appoint “trainees” to be attached to the Consultant’s work.

## Detailed Scope of Services.

All activities will require literature review, the World Bank and Government of Somalia and Somaliland have a number of helpful publications, listed in the annex below,[[22]](#footnote-23) online or written interviews, and field visits for in-person interviews and observation in selected localities.

### **Activity 1: Review the existing institutional framework.**

The urban water supply and sanitation sector in Somalia is governed by a mix of informal and formal rules and standards, with a relatively minimal levels of national or state-level involvement in private sector-led service provision. Non-State actors such as UN agencies and NGO’s are also providing services and the sector is slow in graduating from donor driven and humanitarian interventions.

Under **Activity 1** the Consultant is expected to undertake a detailed analysis to produce an overview and analysis of the current institutional framework for urban water services provision. This should rely upon an:

* Inventory of the formal system of ‘written’ rules, like national and state legislation and local bylaws, as well as official policies, standards, and guidelines, along with a
* Characterization of the informal system ‘unwritten’ rules consisting of traditional or religious norms for business, trading, and resources use and control, along with clan relations that are relevant for water provisioning.

Local variation is to be expected, which needs to be accounted for in the overview and analysis. The analysis should provide an approximation of the level of complementarity and/or conflict between the different normative systems, this can be presented as a succinct political economy analysis per town.

### **Activity 2: Review existing water service delivery models.**

**Activity 2** seeks to develop an understanding of how households, businesses and institutions in small and middle-sized cities of Somalia and Somaliland acquire water, and at what cost. The review will first define an approach to assess water utilities and delivery models in Somalia in terms of how well they work. This may include issues like the condition of infrastructure and services, indicators along the commercial cycle (metering, reading, billing and collection), and service affordability for different categories of people and institutions. Following this the review will cover the services provided by urban utilities, informal vendors and other service providers, seeking to establish what level of services are available in urban Somalia and Somaliland. The review shall include relevant cases to learn from in the region and potentially globally.

Under **Activity 2** the Consultant will identify the existing operational modalities, coverage and technologies constituting the most important – in terms of successfully delivering urban water, represent experience to share, and promoting innovative approaches – types of urban water services provision in specific localities in Somalia and Somaliland. The above developed approach to assess services will be applied when relevant. The Consultant shall visit such cities (identified by the Consultant in cooperation with the Client) where urban water services are e.g. well organized, provide good services, offer innovative solutions, and in general, have experiences and lessons learned to share.

The identified systems should be described and classified, highlighting factors like:

1. physical context, including types, abundancy, and distance to water sources, seasonality and climate;
2. technologies, how water is stored and how services reach different end users (and disposal of used water), the report should contain photos of existing sources and systems;
3. coverage, the number of people served (and who is NOT served!), types of water use;
4. economics – how are services paid for? What are the tariff structures and are they regulated by Government, how financially viable are the operations?;
5. governance, including ownership of assets and equipment, access to resources, roles and relations between different actors, and clan and vested interests; and
6. are there options for mobilizing private sector funding for water investments?

This empirical work and classification constitute the basis for the ‘standardized models’ of Activity 3.

Activity 2 shall also include the observation and collection of data and information about the linkages between water services and hygiene conditions, and potential effects of sanitation on urban groundwater resources in the cities visited.

### **Activity 3: Develop improved ‘standardized’ urban water service delivery models.**

**Activity 3** aims to develop a set of standardized urban water service provisioning models designed to function in small- and medium-sized cities in Somalia and Somaliland. Based on the existing institutional framework (Activity 1) and identified operational systems (Activity 2) and inspired by relevant examples and lessons-learned across the region and internationally, the Consultant will propose relevant standardized models for Somalia and Somaliland.

The idea of 'standardized’ models suggests models – with pointers as to what kind of formal (and informal) regulation and rules are needed to make them work – that can be coherently put to use, as a way to build on and improve what already works. The standardized models can be seen as ‘improved versions’ of reality, which can be used by the government (and other actors) for ensuing consultations with communities, service providers and all relevant authorities, as a way to change, tweak or consolidate modalities of services provision in the country. The standardized models will be used as part of the support to the FGS reform process and will be required to be approved by parliament.

Develop “standardized” models shall also give attention to sanitation, hygiene and potential effects of sewage/wastewater on ground- and other water resources. Observed and collected data and information in visited cities, plus the consultants own experience, shall be analyzed and fed into the models proposed.

At a preliminary stage, it is envisaged that about five different utility models can show indicative potential to improve urban water services in Somalia and Somaliland. These should be aligned with the preferences, capacities and realities in the five member states and Somaliland. Issues and questions to be touched upon in the elaboration of the standardized models are listed in Annex 1.

### **Activity 4: Build capacity among water professionals in Somalia and Somaliland**

While the assignment’s most important outcome is the presentation of the standardized water service delivery models (Activity 3 above), the process leading up to that in terms of learning and to gain experience is also important. **Activity 4** details opportunities for learning and capacity development which ought to be captured in the process of this Consultancy.

The assignment will be carried out by a Consultancy firm that engages a group of professional individuals. It is recommended that as many as possible be of Somali or Somaliland origin, or as an option, from the Horn of Africa region, and be conversant or native Somali-speaking. For effective outreach and inclusion of relevant perspectives, it is also recommended that at least half of the experts in the group shall be female professionals.

In addition to the experts assigned by the Consultant, a group of (junior) professionals (trainees) will also be engaged in the assignment. The trainees (mostly female) will be assigned and remunerated by the administrating project, *Abaar-Tir,* but managed by the Consultant*.* The group should be put to work as an integral part of the group at large, be part of all relevant activities, and be assigned specific tasks to undertake and deliver to the Consultant.

Moreover, as mentioned above, *Abaar-Tir* also has Project Implementation Units (PIUs) housed within the Ministries of Water in Hirshabele, Galmudug, Jubaland, Puntland, Southwest, and Somaliland. These Units should also be actively involved in the field activities in the relevant Member States.

Both trainees and PIU members are to participate, as relevant, in study visits to meet stakeholders, and engage in the documentation and analysis. It is anticipated that the Consultant will be greatly assisted by this additional professional input, but it will also help guide their input and oversee individual deliverables as part of the completion of the Consultancy. The Abaar-Tir project will cover all the costs associated with trainees participation – including logistics support and costs associated with travel.

This is further explained below with the schedule of payments and deliverables.

# Deliverables and Payment Schedule

A set of deliverables linked to the activities outlined above are listed in the table below work schedule table.

## List of Deliverables and Approximate Timing

| Deliverables | Content | Time |
| --- | --- | --- |
| Inception report, including proposed Workplan | * Comments (and proposed changes to ToR, if any) * Work schedule * List of localities to visit in-person * Exploratory list of individuals, organizations, and literature/documents to consult | 3 weeks after contracting |
| Report 1: Institutional framework stocktaking report | * A review of the formal and informal rules and governance arrangements for urban water provisioning in Somalia. * Presented in the form of a (summary) PowerPoint presentation in Somali, and written Word report in English. | 12 weeks after contracting |
| Report 2: Water service delivery models review report | * Undertake a desk base review to identify exemplar service delivery models in other countries (region, globally) that are similar in context to Somalia: water constrained, limited public sector investments, numerous small private operators, non-state actors supply etc.[[23]](#footnote-24) * Description and characterization of the operations (with strengths and weaknesses) of a selected number of urban water provisioning systems across Somalia and Somaliland. The review shall include a section on linkages to sanitation, hygiene and effects on ground- and other water resources. * Presented in the form of a (summary) PowerPoint presentation in Somali, and draft written Word report in English. | 16 weeks after contracting |
| Report 3: Draft final report | * Distilling insights and opportunities from Reports I and II, proposing a set of standardized water services delivery models for secondary cities in Somalia. * Identify a few high-level relatively easily targeted concrete next steps for the client in reforming service delivery. * Presented in the form of a (summary) PowerPoint presentation in Somali and draft written Word report in English. | 23 weeks after contracting |
| Popular presentation of achieved results | * Presentation to a wider group of stakeholders (meeting to be organized by *Abaar-Tir*) of i) existing institutional frameworks, ii) existing urban water service delivery models, and iii) proposed standardized water service delivery models to be considered for consultation and institutionalization by Somali government authorities. (Language to be determined.) | 25 weeks after contracting |
| Report 4: Final Report | * Incorporating comments on previous reports and presentations, and present: Final report of standardized urban water services delivery models proposed for use in Somalia and Somaliland. * Full report in English. * A brief summary handbook on the model arrangements that can be shared within governments and partners. * Executive summary in English and Somali | 27 weeks after contracting |
| Report 5: Capacity Development Report - Outline of work, achievements and insights gained by junior professionals attached to study. | * Detailed list of tasks and brief overview of performance of each junior professional that have engaged in the study. (Language optional.) | 30 weeks after contracting |

The Client will provide feedback on above reports within 10 working days of submission.

## Payment schedule

The payment schedule is as follows.

1. 25% payment upon submission and approval of Inception Report and Workplan.
2. 25% payment upon submission and approval of Reports 1 and 2.
3. 25% payment upon having made the Popular Presentation of achieved results.
4. 25% and final payment upon submission and approval of Report 4 & 5, submission of junior professionals’ tasks and achievements.

# Professional Qualifications

The Consultancy shall be carried out by a firm based in or represented by an office in the region and have capacity to work in Somalia, across its Member States, and Somaliland, including travel. The consulting firm is responsible for their own security and will be required to provide a security plan as part of their proposal submission. The cost of security services shall be borne by the firm. The firm shall have international or regional experience, including working in Somalia and Somaliland in areas of urbanization, different types of goods (public, private, common), water services in urban areas, and pro-poor development. The firm shall have access to an established mixed set of expertise in urban water and sanitation service delivery and experience in working in Somalia and Somaliland. The firm shall also provide evidence of experience of including and promoting young professionals in past assignments.

The consultancy firm shall as a minimum represent:

* 15 years of cumulative experience of delivering expertise in such areas as rural and urban development, water resources management, supply, distribution and use of water, analyzing and arranging public and private services, institutional analysis and gender and pro-poor studies.
* Proven, verifiable, and substantive experience of working in Somalia and Somaliland in areas relevant to the assignment, such as arranging urban and rural water services, governance and regulation, public and private goods of different types, and promoting pro-poor and gendered interests in development.
* Experience of working in remote areas and fragile states;
* Evidence of delivering on time and with quality.

The Consultant and proposed staff shall as a team represent in-depth knowledge in the following subject areas:

* Urban planning and services delivery.
* Regulation and bylaws, including public-private partnership arrangements.
* Urban water service delivery arrangements.
* Surface and groundwater resources development, distribution and use. Infrastructure investments and financial management.
* Water as a human right. Gender equality and pro-poor development approaches;
* Traditional water service arrangements as found in Somalia, Somaliland, and the Horn of Africa region;
* Conflict resolution and analyzing and responding to conflicting interests;
* Cultural, socioeconomic, and community issues linked to water supply, distribution, access and use;
* Development cooperation, capacity-building and institutional frameworks;
* Climate change and environmental justice linked to water resources development;
* Somali culture and traditions, socioeconomic conditions, clan structures, and matters relating to faith.

The list of proposed staff capacity and expected team composition is as follows. The Consultant should detail the reasoning behind the proposed team, and how to combine full and part-time positions and inputs. The list includes both full time and part-time envisaged positions.

All, or most, proposed staff need to be:

* Able to conduct work in Somalia and Somaliland, and be fluent or at least conversant in Somali language
* Able to communicate, read and write in English language in a clear and succinct manner
* Experienced in using Microsoft Word, Excel and PowerPoint

1. ***Team Leader and Water Utility Expert:*** A Master’s degree or higher in engineering, water resources management, economics, business administration, or equivalent, with a strong focus on urban water service providers, including their governance, institutional arrangements, finance and regulation. At least 15 years of professional experience in urban water service delivery, private-public cooperation, and development work funded by international funding agencies. Knowledgeable about sanitation conditions in developing economies. At least 5 years’ experience of working with water projects in urban East Africa. Proven ability to lead professional assignments, to manage multi-cultural situations, and strong understanding of working in fragile and conflict affected states. Proven ability to lead teams working in highly insecure contexts. Language requirements: Fluency in English, high proficiency in report writing, is required.
2. ***Urban Planning Specialist***: A Bachelor’s degree or higher in urban and regional planning, with a focus on safe, liveable and inclusive cities, and solid experience of broader provision of public services, including health, education, sanitation, mobility and energy. At least 10 years of professional experience with urban architecture in arid and conflict-ridden regions. At least 5 years’ experience of working with water projects in urban East Africa, including 2 years in Somalia or Somaliland. Proven ability of report writing. Fluency in English is required. Ability to communicate in Somali is desirable.
3. ***Water Infrastructure Design Engineer:*** A Bachelor’s degree or higher in water engineering or water resources management, or equivalent, with a strong focus on urban water supply (groundwater) and distribution, including the implications of climate change, improve efficiency, manage water losses/leakage, allocation of water between different and competing demands, and linking piped water to informal water vendor distribution. Experience of sanitation and climate-proofing of infrastructure. At least 10 years of professional experience in urban water service supply and distribution. At least 5 years’ experience of working with water projects in urban East Africa, including 2 years in Somalia or Somaliland. Proven ability of report writing.
4. ***Water Governance, Regulation, Finance and/or Tariff Specialist***: A Bachelor’s degree or higher in political science, law, or economics applied to water resources management and utility finance. Strong focus on financial sustainability of water schemes, managing utility revenues and expenditures, tariff-setting, regulation and pricing. At least 10 years of experience in utility finance and management. At least 5 years’ experience of working with water projects in urban East Africa, including 2 years in Somalia or Somaliland. Proven ability of report writing.
5. ***Gender and Community Development Specialist***: A Bachelor’s degree or higher in Community Development, Gender Studies, or equivalent Social Science, with a focus on water supply and sanitation. Proven experience in the development and support to community managed water systems, including experience of analyzing clan structures, power dynamics, conflict resolution and gender issues that may discriminate access to water and resources for different genders, ages, or identities. Experience in designing inclusive water and sanitation services, including facilities for menstrual hygiene management – not least in schools – and toilets amenable for use for persons with disability or functional impairment. At least 10 years of experience institutional arrangements and communication with communities in peri-urban Africa. At least 5 years’ experience of working with water projects in urban East Africa, including 2 years in Somalia or Somaliland. Proven ability of report writing
6. ***Water Utility Specialist Somalia/Somaliland***: A Bachelor’s degree or higher in engineering, water resources management, economics, business administration, or equivalent, with a strong focus on urban water service providers, including their governance, institutional arrangements, finance and regulation. Experience of sanitation work. At least 5 years of professional experience in urban water service delivery in Somalia or Somaliland, private-public cooperation, and development work funded by international funding agencies. Fluency in English, high proficiency in report writing. Depending on the Team Leader’s location and Somalia background, this person can add the very specific and needed experience of urban water ser vice delivery found in Somalia and Somaliland.

**Counter-part Government Staff Capacity Building**

In addition to the professional staff provided by the Consultant, the Consultant shall also arrange for and coordinate with junior staff trainees and representatives from the PIUs to participate and contribute to the work with the target of relevant skills transfers between the consultancy team and the PIU teams

# Selection Guidelines

The Consultants will be selected in accordance with the Consultants’ Quality and Cost Based (QCBS) selection method as set out in the World Bank’s “Procurement Regulations for IPF Borrowers, dated July 2016, and revised in November 2017, August 2018, and November 2020”.

## Contract Management

The Consultant will be contracted and managed by the Federal Government of Somalia. The Government, through its Ministry of Energy and Water Resources (MoEWR) – GW4R’s Project Coordination Unit (PCU), will supervise project implementation and ensure quality control by way of approving deliverables from the Consultant. The Consultant’s primary contact and reporting links will be with a designated member of the GW4R PCU. The Consultant will also work closely with the World Bank task team in the region.

## Relevant Resources

Somalia National Water Resources Strategy and Roadmap – Federal Government of Somalia, 2021; Somalia Economics of Water, Summary Report, Full Report and Full suite of technical studies, World Bank, 2021; and Somalia Urbanization Review, World Bank, 2020.

# Annex 1 – Issues and questions to be addressed upon in the elaboration of standardized water services delivery models for secondary cities in Somalia.

The proposed standardized models are expected to address the following issues and criteria:

* **Governance**
  + **Purpose, Ownership and Control:** There are many forms of system ownership; public, private, community and combinations or hybrids like public-private partnerships (PPPs). There are also different drivers or purposes for the operations, including for-profit or nonprofit community well-fare.
  + **Information, Regulation, Compliance and Enforcement:** In a presently largely unregulated context, how can an acceptable level of services be upheld? In a future context, how could standards of safety and quality be improved? and universal access to services be promoted?
  + **Community Engagement:** Engaging with the community, stakeholders, and the broader public is essential. What modalities are there to foster engagement, e.g., in the collective protection of services infrastructures? Or the prudent use of water and/or engagement in water conservation?
  + **Environmental Stewardship:** Responsible water providers prioritize sustainability and environmental protection. They may implement practices to reduce water wastage, energy consumption, pollution and other environmental impacts.
* **Infrastructure and Technology**
  + **Water Sources:** These include surface water, shallow and deep groundwater, rainfall/runoff harvesting/dams, (treatment and) reuse of wastewater, or desalination of saline groundwater or seawater. Distances to abstraction and technologies for production can vary greatly.
  + **Treatment:** Most urban water services today are delivered without treatment. Will the water be treated before distribution? If so, how and to what standard? And what can be requested in terms of information and transparency about water quality?
  + **Distribution:** Water inequalities are typically produced at the stage of distribution, where different technologies and price levels are differently available to different social groups. How can the important services provided by trucks and donkey carts, beyond the reach of piped networks, be made into equally reliable, attractive and inexpensive services? What role is there for bottled water? Shall there be any compensation or assistance to households (women) currently having to carry their water from sources/collection pointes themselves? How can water quality be maintained throughout the service area?
  + **Service Coverage:** Are models that serve different users differently acceptable? How can the human right to water – universal access – be (incrementally) achieved? What role is there to play for different authorities and (multiple or single) providers? How can discrimination against women or internally displaced persons be avoided? What means are there to overcome exclusion of the poorest? How can services be balanced between urban centers and peripheries?
  + **Monitoring:** Continuous monitoring of water services coverage, distribution, use and quality is important. How can monitoring be arranged in a transparent, reliable and trustworthy way? How is information made available to be acted upon?
  + **Maintenance, Investment, Upgrading and Contingency Planning:** Maintenance and upgrading of infrastructure, including pipes, pumps, and treatment facilities, are ongoing responsibilities. This requires incentives, capacity, and capital to invest. It also requires guidance to direct upgrading towards greater equality of services, greater resource efficiency and system resilience. Utilities must have contingency plans to respond to emergencies such as floods and droughts, infrastructure failures, or contamination events.
  + **Future Planning and Innovation:** Water providers are increasingly adopting technology and data-driven solutions to improve operations, monitor water distribution and quality, and reduce waste and water loss. What is feasible and useful in Somalia and Somaliland? Providers may engage in long-term planning to address future water supply and infrastructure needs, taking population dynamics, economic change, and environmental factors into account.
* **Economics, Financial Viability and Social Relevance**
  + **Financial Viability:** Ensuring the financial sustainability of water services is crucial. Are existing financial models socially acceptable? Are they supportive of continued operations, maintenance and expansion of systems? How will new users be connected? How can it be attractive for providers to consistently deliver high-quality water to households, businesses and institutions? Are water prices sufficient to make it profitable for providers to deliver services?
  + **Tariff Structures and Payments:** Are water prices public information or negotiated on the spot? What factors are taken into account in (explicit or implicit) pricing models? How is (chronic or seasonal) water scarcity reflected in water pricing? How are fixed costs of e.g., network development amortized (or not)? Do piped systems charge users for connections? Are fees and related costs of connection excluding poorer households and businesses – or whole areas – from piped water services? Are water charges (volumetric, by delivery, by time period) constraining water use? Too much/little? Are there discounts for vulnerable communities or households? What systems are there for billing and collection/payment?
  + **Customer Relations:** Providing customer service, including responding to inquiries, resolving complaints, and addressing service interruptions promptly is important. Generally, making information available to the public – including information about any planned supply interruption or issue – makes a difference for the perceived quality of service. Could service provision be improved by way of instituting customer service contracts, (formally/transparently) explaining the rights, expectations and obligations of the parties? What particular attention would need to be paid to poorer members of society and internally displaced persons?
  + **Water Subsidies[[24]](#footnote-25) and Sector Regulation/Support:** How are donor or government subsidies paid and to whom, to the supplier or to the user? I.e., as donated equipment and infrastructure projects, or as cash transfers/consumption subsidies to households in need? Are subsidies mistaken for price controls? What support is there from government authorities to foster efficient and equitable services? What do providers gain from being licensed? Are there conditions of incremental improvement that can be put on providers in order to have their licenses renewed? Are trained people/personnel available for water providers? Can a regulator be involved in ‘capacitating’ water services providers?
* **Conflict Sensitivity**: Present urban water services are embedded in a system based on clan and special interests, skewing market opportunities and different peoples’ access to water sources and services. This is costly and inefficient, and exacerbates discrimination and exclusion. How can improved systems be developed without being blocked or sabotaged by vested interests? How can the models help bridge conflicting interests and offer opportunities for justice and collaboration? Can water services development even become a tool for peace-building?
* **Climate Proofing**: Climate change is having significant impacts on Somalia today, exacerbating the country's existing vulnerabilities and humanitarian challenges. Floods and droughts are becoming increasingly common, with massive impacts on both rural and urban areas. Urban water services must increasingly take this into account. How can services be arranged to be resilient to climate change and deliver also under difficult conditions.

In addition to the above issues and criteria, broader considerations related to sustainable development, environmental resilience and social justice should also be integrated into the proposed standardized models.

# Annex 2 – Proposed Methodologies

The study should combine qualitative and quantitative research methods. This study would begin with an overview of existing literature and documentation, concerning urban service delivery internationally, regionally, and in Somalia and Somaliland. This would be followed by discussions and interviews with key informants, i.e., knowledgeable people and/or organizations involved in and arranging urban water services. Based on this initial gathering of information, important types of urban water service arrangements are identified and used in order to undertake study visits.

Study visits to cities across Somalia and Somaliland are to be carried out in order to learn about the arrangements, functionality, management, services, performance, and overarching development issues (see above) that shapes each urban water system. The selection of localities and water providers to visit needs to be done early on in the assignment, but it could be revised or updated based on additional or surprising findings in the initial review and identification of important service providers. The study visits will enable the consultant to interact with formal and informal service providers, utility managers, local and state governments as well as local leaders and traditional authorities.

Following the collection of detailed information about the institutional framework and water service arrangements, the analysis and characterization would commence. In the next round of analysis, a set of standardized water service delivery models. The models need to build on the existing arrangements and conditions found in Somalia and Somaliland, but also build on inspiration from neighboring countries, internationally or from research or think tanks.

Issues that need to be considered during the study process as well as for its outcome include how to bridge diverging or conflicting interests, inequalities between different groups, and finding ways to make services benefit all – including poor, women and internally displaced persons.

1. Worldometer (<https://www.worldometers.info/world-population/somalia-population/>), estimates based on data from the United Nations Department of Economic and Social Affairs, Population Division. World Population Prospects: The 2022 Revision. [↑](#footnote-ref-2)
2. World Bank (2021) *Somalia Urbanization Review: Fostering Cities as Anchors of Development*, World Bank, Washington, DC. (<http://hdl.handle.net/10986/35059>), p. 11. [↑](#footnote-ref-3)
3. The Federal Government of Somalia (2020) *Somalia National Development Plan 2020 to 2024. The Path to a Just, Stable and Prosperous Somalia*, The Ministry of Planning, Investment and Economic Development. (<https://mop.gov.so/national-development-plan/>), p. 23 [↑](#footnote-ref-4)
4. World Bank (2023). Somalia Economic Update - Integrating Climate Change with Somalia’s Development:

   The Case for Water. [↑](#footnote-ref-5)
5. The Federal Government of Somalia (2020), p. 28. [↑](#footnote-ref-6)
6. The Federal Government of Somalia (2020). [↑](#footnote-ref-7)
7. The Federal Government of Somalia (2020), p. 264. [↑](#footnote-ref-8)
8. Hagmann, T.*, et al* (2022) *Commodified Cities. Urbanization And Public Goods in Somalia*, Rift Valley Institute. (<https://riftvalley.net/publication/commodified-cities-urbanisation-and-public-goods-somalia>) p. 26 [↑](#footnote-ref-9)
9. UNICEF & WHO (2023) *Progress on household drinking water, sanitation and hygiene 2000-2022: special focus on gender*, United Nations Children’s Fund (UNICEF) and World Health Organization (WHO), Geneva. (<https://washdata.org/reports/jmp-2023-wash-households>) p. 118. [↑](#footnote-ref-10)
10. The Federal Government of Somalia (2020), p. 259. [↑](#footnote-ref-11)
11. The Federal Government of Somalia (2020), p. 260. [↑](#footnote-ref-12)
12. Federal Government of Somalia (2021) *National Water Resource Strategy 2021-2025*, Ministry of Energy and Water Resources. (https://moewr.gov.so/final-draft-national-water-resource-strategy-for-the-ministry-of-energy-and-water-resources-2021-2025/ / <https://reliefweb.int/report/somalia/federal-government-somalia-ministry-energy-and-water-resources-national-water>) [↑](#footnote-ref-13)
13. Federal Government of Somalia (2021) *Roadmap to Implementation. National Water Resource Strategy 2021-2025*, Ministry of Energy and Water Resources. (https://moewr.gov.so/somalia-roadmap-to-implementation-national-water-resource-strategyry-2021-2025/ / <https://reliefweb.int/report/somalia/somalia-ministry-energy-and-water-resources-national-water-resource-strategy-2021>) [↑](#footnote-ref-14)
14. Alex, L.J. (2021) Technical Report Somalia: An Institutional Analysis. Part of: *Economics of Water: Digging for Data—Towards Understanding Water as a Limiting or Enabling Factor for Socioeconomic Growth in Somalia*, World Bank Group. (<https://documents.worldbank.org/en/publication/documents-reports/documentdetail/099430112022126260/p17499407677ef06a0830f066d16f667192>) [↑](#footnote-ref-15)
15. ESAWAS Regulators Association (2022) *The Water Supply and Sanitation Landscape Across Africa - Eastern Africa Regional Report*. (<https://esawas.org/index.php/list-all-categories/download/2-general/67-the-water-supply-and-sanitation-landscape-across-africa-eastern-africa-regional-report>) [↑](#footnote-ref-16)
16. Hashi, F (2019) Public Private Partnership (PPP) in Urban Water Supply System- A Review Study of Somalia, UNICEF (<https://www.researchgate.net/profile/Jagadishwar-Barun/publication/348231366_Public_Private_Partnership_PPP_in_Urban_Water_Supply_System_A_Review_Study_of_Somalia/links/5ff4288492851c13feeb9439/Public-Private-Partnership-PPP-in-Urban-Water-Supply-System-A-Review-Study-of-Somalia.pdf>) [↑](#footnote-ref-17)
17. Hagmann, T.*, et al* (2022). [↑](#footnote-ref-18)
18. Somalia was among the 122 countries voting for the UN General Assembly Resolution 64/292 to recognize access to clean water as a human right. [↑](#footnote-ref-19)
19. WaterAid/Velleman (2009) Water utilities that work for poor people: Increasing viability through pro-poor service delivery (<https://www.ircwash.org/sites/default/files/Velleman-2009-Water.pdf>) p. 4, citing Muller *et al*. (2008) *Ways to Improve Water Services by Making Utilities more Accountable to Their Users: A Review*, World Bank, Washington, D.C., (<https://ppp.worldbank.org/public-private-partnership/library/ways-improve-water-services-making-utilities-more-accountable-their-users-review-world-bank>) p. 1 [↑](#footnote-ref-20)
20. Alex, L.J. (2021). [↑](#footnote-ref-21)
21. UN General Assembly (2010) *Resolution adopted by the General Assembly on 28 July 2010: the human right to water and sanitation*, General Assembly (A/RES/64/292). (<https://digitallibrary.un.org/record/687002>) para 2, page 3. [↑](#footnote-ref-22)
22. Several studies have already reviewed urban water utility services in Somalia and Somaliland, e.g. by UNICEF, Loughborough University, and other professional organizations. A list of available literature will be shared with the consultant – as an input to further literature searches and studies by the Consultant. [↑](#footnote-ref-23)
23. Potential options are Lebanon (security dependent), Kenya, Uganda, Turkey, Nigeria, Ghana, Central Asia, Brazil [↑](#footnote-ref-24)
24. For a review and discussion about water subsidies, see Andres *et al*. 2019. Doing More with Less: Smarter Subsidies for Water Supply and Sanitation. © World Bank, Washington, DC. http://hdl.handle.net/10986/32277 License: CC BY 3.0 IGO.” <https://www.worldbank.org/en/topic/water/publication/smarter-subsidies-for-water-supply-and-sanitation> [↑](#footnote-ref-25)