THE REPUBLIC OF UGANDA

MINISTRY OF WATER AND ENVIRONMENT

RURAL WATER SUPPLY AND SANITATION DEPARTMENT

TERMS OF REFERENCE

For

CONSULTANCY SERVICES FOR CONSTRUCTION SUPERVISION OF SOLAR POWERED WATER SUPPLY AND SANITATION SYSTEMS IN 9No. RGCs

JANUARY 2026

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1. INTRODUCTION

1.1. General

Uganda is located in East Africa and lies across the equator, about 800 Kilometres inland from the Indian Ocean. It lies between 10 29' South and 40 12' North latitude, 290 34 East and 350 0' East longitude. The country is landlocked, bordered by Kenya in the East; South Sudan in the North; Democratic Republic of Congo in the West; Tanzania in the South; and Rwanda in South West. It has a total area of 241,551 square kilometers, of which the land area covers 200,523 square Kilometres.

The NDP IV recognizes that the Water and Environment Sector offers strategic and central contributions to the country's drive towards transformation from a peasant to an industrial and middle-income country by 2040. The availability of adequate water resources is central to hydro-power development, agricultural production and productivity, industrial development, tourism development and mitigation of climate and climate change effects. Further, the NDP IV commits the government to invest by putting in place the necessary infrastructure to support the provision of clean drinking water. In the interest of equitable service delivery, the Ministry of Water and Environment is to increase water supply coverage in rural areas from 67 percent to 80.4 percent by 2030, among other performance indicators, through ensuring that at least each village has a clean and safe water source.

Uganda's population has continued to grow at an average annual growth rate of 3.0 percent. The Uganda Bureau of Statistics projects the country's population to reach 80 million by 2040 with the majority of the people residing in the rural areas. The high annual population growth rate has direct implications on the provision of water and sanitation services. Data obtained from the Ministry of Local Government indicates that there are 71,225 villages in the country. However, the Ministry of Water and Environment reports that 57,313 (81%) villages have access to a safe water source. It is estimated that 65 percent in the rural of the current population have access to clean and safe water services while 35 percent of the population in the villages are without access to clean and safe water services. The main technology options used for water supply improvements in rural areas include deep boreholes, protected springs and piped water supply systems.

1.2. Sector Institutional Framework

The Ministry provides overall strategic direction in water and environmental resources planning, development and management. The Ministry operates through three main vote functions: Water Resources Management, responsible for managing the country's water resources; Water Development, which oversees water supply and sanitation services; Natural Resources and Environmental Affairs, which handles environmental management, climate change and Meteorological services.

Local Governments (Districts and Town Councils), which are legally in charge of service delivery under the Local Government Act

A number of de-concentrated support structures related to MWE, are at different stages of institutional establishment, including Rural Water and Sanitation Regional Centres (RWSRCs), Water Supply Development Facilities (WSDFs), Water Management Zones (WMZs), Umbrella Organisations and Regional Natural Resources De-concentrated structures

Four semi-autonomous agencies: (i) National Water and Sewerage Corporation (NWSC) for urban water supply and sewerage; (ii) National Environment Management Authority (NEMA) for environment management; (iii) National Forestry Authority (NFA) for forestry management in Government's Central Forest Reserves;

NGOs/CBOs (coordinated through UWASNET and ENR-CSO Network) and Water User Committees/Associations;

The private sector (water and sanitation infrastructure operators, contractors, consultants and suppliers of goods); and Communities who are the end users.

1.3. The Rural Water Supply and Sanitation Sector (RWSSS) in Uganda

The Rural Water Supply sub-sector is defined to include all those areas under the jurisdiction of District Local Councils and Rural Growth Centres, but excluding those urban areas governed by Town Boards, Town Councils, Municipalities and Kampala Capital City. In practice this means that rural water supply covers those communities and villages with populations up to 1,500 and Rural Growth Centres (RGCs) with populations between 1,500 and 5,000.

1.4. Rural Water Supply and Sanitation Services

The Ministry of Water and Environment through the rural water supply and sanitation sub-programme contributes to the Human Capital Development (HCD) Programme's objective of improving population health, safety, and management. The programme intervention is to increase access to inclusive, safe water, sanitation, and hygiene (WASH) with an emphasis on increasing coverage of improved toilet facilities and handwashing practices. The outcome indicators, according to the Plan Implementation Action Plan (PIAP), include (i) Percentage of the rural population within access of an improved water source (1km), (ii) Percentage of villages with access to safe water supply, and (iii) Percentage of functionality rates of rural water systems.

Vision 2040 goal is to have 100 percent of the population with access to safe piped water by 2040. According to the Fourth National Development Plan, the Ministry of Water and Environment is to increase water supply coverage in rural areas from 67 percent to 80.4 percent by 2030, among other performance indicators, through ensuring that at least each village has a clean and safe water source.

The Water and Environment Sector will prioritize increasing access to safe water, increasing sanitation and hygiene levels and increasing functionality of water supply systems, incorporate

gender analysis, implement water resources management reforms and promote catchment-based integrated water resources management.

In pursuit to achieve the set goals and targets, the Ministry of Water and Environment through Rural Water Supply Sub sector plays the role of: (i) coordinates use of the District Water and Sanitation Development Conditional Grant including resource mobilization and allocation, setting standards, technical support, and monitoring compliance, (ii) promotes appropriate technology through action research, development and up-scaling, (iii) plans and develops water schemes that traverse local government boundaries i.e. large gravity flow schemes and large motorized piped water schemes, (iv) strengthens improved sanitation and hygiene service delivery in the District Local Governments (DLGs) through capacity building programs, and (iv) Carries out quality assurance of water supply designs developed by DLGs.

In a bid to increase safe water coverage, the sector intends to adopt a policy shift from the use of point water sources to introducing piped water supply systems in the medium and long term, which is expected to be sustainable and will address water needs for both rural and urban areas. This policy shift will include:

i. Development of large gravity-fed piped water supply schemes with river-based sources in mountainous regions to serve large areas across district boundaries, or motorized piped water schemes from surface water sources such as lakes and rivers to supply the underserved communities in rural areas;
ii. promotion of integrated rainwater harvesting intended to cover water needs for human consumption, small cottage agricultural processing industries, small scale irrigation and water for livestock at household level; surface runoff harvesting using dams will also provide water for rural areas;
iii. Development of solar-powered mini-piped water schemes to supply more persons that otherwise would be served using point sources with hand pumps.
iv. Promotion of appropriate technologies by undertaking action research and development to identify suitable water supply and sanitation technologies for specific areas. The appropriate technologies are not limited to low cost technology but cover all service levels.

1.5. The Integrated Water Management and Development Project (IWMDP) - AF

Currently, the World Bank IDA has approved a loan to finance the Integrated Water Management and Development Project-Additional Financing (IWMDP-AF). Under the IWMDP-AF, funds have been earmarked for construction supervision, construction works as well as the implementation of full scale source protection measures for the 9No deprioritised solar powered water supply systems in Rural Growth Centres.

The IWMDP Development Objective is to improve access to water supply and sanitation services, capacity for integrated water resources management and the operational performance of service providers in project areas. The project will also contribute to the achievement of National Development Plan III objectives, Vision 2040 and Sustainable Development Goals.

Specific Project Objectives

The specific objectives of the Project include:

i) To ensure adequate and sustainable provision of water for the selected project areas until the year 2042 through development of new infrastructure. Particular focus will be on sustainable utilisation of borehole sources, use of smart water treatment technologies, clean energy and development of climate resilient systems.

ii) To implement appropriate source protection measures that are sustainable, within socially acceptable cost and in accordance with the catchment protection guidelines prepared by the DWRM (Framework and Guidelines for Water Source Protection).

iii) Improve sanitation and hygiene in the selected project areas.

2. IWMDP-AF OBJECTIVES

2.1 Integrated Water and Management Development Project: Additional Financing IWMDP -AF

The original IWMDP project budget was developed before the COVID-19 pandemic and recent global challenges, both of which disrupted supply chains and caused construction material shortages. This disruption led to inflation, affecting construction costs. Exchange losses further reduced the US Dollar value of financing by about U$20 million. It is assessed that an additional US$49.2 million is needed to complete the planned activities that were deprioritised from proceeding to the works contracting stage during the restructuring in November 2024 and US$5 million to finance some contracts' scope that were scaled down to address financing constraints. The design of the deprioritized activities were completed with ready procurement and safeguard packages, but they did not proceed to procurement for construction given the lack of funds to commit to these contracts, associated with the overall project cost overrun. A total additional financing of US$65 million is assessed as required to accommodate the above cost overruns and price escalations, as well as the associated additional project management and supervision costs from the proposed time extension.

The MWE under IWMDP-AF will implement the **9No**. solar powered water supply systems to contribute to realization of IWMDP Project Development Objectives. The Ministry through the Rural Water and Sanitation Department shall implement large solar powered water supply systems in two subregions of Uganda as follows; Western and Midwestern region **(5No)**, and Eastern region **(4No.).**

The MWE intends to : (i) Construct, operate and maintain appropriate climate resilient community water supply systems in these rural areas while ensuring water resources sustainability and proper environmental management and (ii) construct appropriate sanitation infrastructure at public and institutional locations and (iii) Promote improved sanitation and hygiene practices in households, communities and rural growth centres in order to reduce sanitation related illnesses and mortality through appropriate community engagements.

2.2 The IWMDP -AF Target Areas

The 9No. large solar powered water supply systems are to be implemented during the 18months time extension of the IWMDP – AF are indicated below;

Western and Midwestern subregion: Kasaba RGC (Kyenjojo), Rwentuha RGC (Kyenjojo), Bubanda RGC (Mubende), Kyampangara & Nyamushojwa RGCs (Kazo) – **5No.**

Eastern sub region :Bulange RGC (Namutumba), Nango RGC (Mayuge), Itanda/Bubugo RGC (Jinja) and Kagumba RGC (Kamuli) – **4No.**

2.3 Detailed Engineering Designs

Detailed engineering designs for the 9No solar powered water supply systems in RGCs were completed with ready procurement and safeguards packages.

2.4 Proposed Water Supply System

The solar powered water supply systems generally comprise of production boreholes/surface water sources with solar powered submersible pumps, pumping station, water treatment units, transmission main to storage reservior, Cold pressed steel storage tanks, primary and secondary distribution systems and yard connections as well as institutional and public sanitation facilities.

Eastern Region: Construction of 4No. RGCs of Nango(Mayuge), Bulange(Namutumba), Bubugo(Jinja) and Kagumba (Kamuli)

BULANGE RGC

Construction of Solar powered and utility grid connected submersible pump at the pumping station from Borehole No. DWD 61661 fitted with a submersible pump with a flow of 5 m3/hr. at 235m head. Construction of 17.7km of transmission, distribution and intensification network, 1No steel panel reservoir, 130No service connections, 1No water office and 4No VIP latrines.

NANGO RGC

Construction of Nango RGC water supply and sanitation system comprising of intake works on Lake Victoria, 980m3/day capacity conventional Water Treatment plant including associated electro-mechanical works, 22.5km transmission and distribution network, 2No. steel panel reservoirs, 311No. Consumer connections, 1No. toilets & 4No VIP latrines and 1No. Offices

KAGUMBA RGC

Construction of Solar powered and utility grid connected submersible pump at the pumping station from Borehole No. DWD 61678 fitted with a submersible pump with a flow of 10 m3/hr. at 116m head. Construction of 25.8km of transmission, distribution and intensification network, 1No steel panel reservoir, 54No service connections, 1No water office and 1No water borne toilet.

BUBUGO/ITANDA

Construction of Solar powered and utility grid connected submersible pump at the pumping station from Borehole No. DWD 53796 fitted with a submersible pump with a flow of 6.5 m3/hr. at 129m head. Construction of 15km of transmission, distribution and intensification network, 1No steel panel reservoir, 88No service connections, 1No water office and 1No water borne toilet.

Western and Midwestern region: Construction of 5No. RGCs of Kasaba(Kyenjojo), Rwentuha(Kyegegwa), Bubanda(Mubende), Kyampangara(Kazo) and Nyamushojwa(Kazo)

KASABA

Construction of Solar powered and utility grid connected submersible pump at the pumping station from Borehole No. DWD 61668 fitted with a submersible pump with a flow of 9.0 m3/hr. at 235m head. Construction of 2.84km of transmission, distribution and intensification network, 1No steel panel reservoir, 116No service connections, 1No water office and 2No VIP latrines.

RWENTUHA RGC

Construction of Solar powered and utility grid connected submersible pump at the pumping station from Borehole No. DWD 61672 fitted with a submersible pump with a flow of 5.54 m3/hr. at 155m head. Construction of 1.8km of transmission, distribution and intensification network, 1No steel panel reservoir, 67No service connections, 1No water office and 2No VIP latrines.

BUBANDA RGC

Construction of 2No. Solar powered and utility grid connected submersible pumps at the pumping stations from Boreholes No. DWD 61669 and DWD 61670 fitted with a submersible pump with a flows of 4m3/hr and 5.54 m3/hr. at 190m and 205m of head respectively. Construction of 4.6km of transmission, distribution and intensification network, 1No steel panel reservoir, 107No service connections, 1No water office and 1No water borne toilet.

NYAMUSHOJWA RGC

Construction of Solar powered and utility grid connected submersible pump at the pumping station from Borehole No. DWD 53796 fitted with a submersible pump with a flow of 13 m3/hr. at 203m head. Construction of 8.8km of transmission, distribution and intensification network, 1No steel panel reservoir, 45No service connections and 2No VIP latrines.

KYAMPANGARA RGC

Construction of Solar powered and utility grid connected submersible pump at the pumping stations from Boreholes No. DWD 53779 & DWD 53780 fitted with a submersible pumps with a flow of 5.1 m3/hr. at 168m head & 2.04m3/hr at 187.5m. Construction of 11.3km of transmission, distribution and intensification network, 1No steel panel reservoir, 44No service connections, water office and 2No VIP latrines.

3. CONSULTANCY SERVICES FOR CONSTRUCTION SUPERVISION OF PIPED WATER SUPPLY AND SANITATION SYSTEMS IN 9No RGCs

3.1 Objectives of the Consultancy Services

The consultancy services are aimed at the following;

i) Provision of engineering consulting services complete in all respects, in undertaking supervision of construction works for the 9No. large solar powered water supply systems located in western & midwestern and eastern subregions.

ii) Knowledge and skills transfer to sector professionals in contract management, safeguard management as well as water and sanitation infrastructure construction skills.

3.2 Scope of Consultancy Services

The Consultant shall provide two independent teams as proposed in these TORs to carry out construction supervision. The teams shall independently work in western & midwestern, and eastern subregions with a Project Manager as the overall coordinator of the two teams. The Consultant shall therefore have the technical and financial capacity to supervise these works concurrently in the two sub-regions.

The 9No solar powered water supply systems are to be implemented concurrently for a period of 12months effective April 2026.

The Consultants shall provide teams as proposed in these TORs to carry out construction supervision. It should be noted that each subregion shall have one construction contract for the respective/targeted water supply systems. Therefore the consultant should provide sufficient technical and financial capacity to supervise two construction contracts concurrently.

Lessons learnt from IWMDP

The ongoing IWMDP activities have faced a number of challenges which affected the progress of the different construction activities thereby delaying completion of works. These include; Contractors quoting low prices just to win the bid and then fail to implement the project, Contractors Entering into JV but Contract is implemented by one Contractor with no capacity, Contractor provides lines of credit from a Bank but the Bank fails to support the Contractor financially during contract implementation and contractor faces serious cash flow challenges. Contractors not taking seriously Environmental, Social and Safety issues during bidding and

contract implementation, Contractor provides personnel for bidding purposes but all those personnel are not available during contract implementation.
Delayed provision of Guarantees by mainly Local Contractors (This affects commencement of works hence leads to delays and time extensions).

The consultancy services proposal should therefore take into consideration the challenges highlighted above to minimise delays in implementation of proposed works.

3.3 Construction Supervision

The consultant shall prepare for the commencement of the works; and subsequently supervise the construction Contract as the "Engineer". The terms and conditions for construction works shall be as stipulated in the latest Multilateral Development Bank (MDB) harmonised version of the FIDIC conditions of contract. Construction supervision will also be in line with the ENVIRONMENTAL AND SOCIAL POLICY in section 12, and the CODE OF CONDUCT in section 13.

Construction supervision will encompass the entire scope of work related to the project. The scope of supervision will also encompass re-instatement works and, if necessary, structures for source protection as defined in the source protection plan. The consultant shall put in place a quality assurance system, a risk and environmental management systems to ensure compliance with construction standards.

Construction supervision covers three distinct stages: (i) Pre-construction and mobilisation stage (Premob) (ii) Construction stage (CS) and (iii) Defects liability stage (DLP). The construction supervision duration (months) is detailed in Table 2 for both the envisaged construction contracts.

Table 1: Construction supervision periods for the 9RGCs

	9No RGCs		
	Premob	CS (months)	DLP
Western &Midwestern	2	10 (1 contract)	12
Eastern	2	10 (1 contract)	12

3.3.1 Pre-Construction and Mobilisation Phase

During the pre-construction and mobilisation phase, the consultant shall undertake all preparations for commencement of works like site handover to contractors. The tasks shall include but not limited to;

i. Review the contractor's work programme and method statements and highlight areas that may pose a risk to timely and in-budget project completion.

ii. Review the contractor's proposed staffing, equipment, and insurance, performance securities, advance payments guarantee, and recommended appropriate actions to the client.

iii. Review and make recommendations on the contractor's procurement schedule.

iv. Review and approve the contractor ESMP (C-ESMP) (prepared based on the ESMP in the project ESIA and taking into consideration the ESIA Certificate Conditions of Approval by issued by the National Environment Mangement Authority (NEMA),), including Labour Influx Management Plan and Workers' Camp & Accommodation Management Plans, Environment, Social, Health and Safety (ESHS) provisions, Grievance Redress Mechanisms, and Gender based Violence (GBV) Action Plan. The C-ESMP shall cover all project activities to be undertaken by the Contractor, including the main project works, supporting facilities such as Camps, Equipment Storage Yards, Materials sites, dumpsites etc.

v. Carryout due diligence on and approve contractor's proposals for construction materials acquisition sources.

vi. Carryout Environmental, Social, Health and Safety due diligence during siting, acquisition and operation of any proposed auxiliary facilities including campsites, equipment yards, borrow pits, dumpsites, before establishments and/or installation of equipment, etc. by the Contractor, including technical supervision of conduct of applicable statutory environmental and social assessments. The Consultant shall review TORs for all Assessments and the subsequent ESIAs/ ESMPs reports to ensure technical adequacy before submission to MWE, NEMA and/or to the Bank for clearance;

vii. Carryout and/or supervise any pre-construction sensitization activities to address to associated environmental and social impacts towards potentially affected communities and contractor/sub-contractor staff.

viii. Review and approve the contractor's proposed procurements during mobilisation, ensuring that all materials are from the right source, quality and of sufficient quantities.

ix. Monthly progress reporting to the client, and immediate reporting should any issues be identified that could impact on the project completion schedule.

x. Development and confirmation of training plan with the MWE

3.3.2 Construction Phase

The consultant shall represent the client on site and supervise the entire construction process in close cooperation with the Client's project manager. During the construction period, the consultant task shall specifically attend to the following;

i. Supervise the contractor's work progress vs. the planned project time schedule and ensure that delays are being kept to minimum and, wherever possible, the contractor takes measures to make up for time lost and pull the project back to planned schedule.

ii. Timely issuance to the contractor all necessary correspondences related to information, instructions, clarifications and suggestions so as to ensure consistency in quality, positive progress and planned costs.

iii. Inspect, determine and approve the part of works, before, during and after construction of part and or whole of the works to ensure all time compliance with the specifications and standards.

iv. Supervise the contractor's procurements, ensuring that all materials are from the right source, quality and of sufficient quantities. In addition, the consultant shall prepare/modify and approve specifications for equipment to be procured for the project as necessary.

v. Supervise the contractor's construction activities, ensuring that all construction is undertaken as designed, or in accordance with client approved variations to the original design, and that all quality standards are met.

vi. If necessary, make amendments to the design with approval from the client.

vii. Ad measure and certify all quantities invoiced by the contractor. Certify payment certificates for payments of completed works or parts thereof. Prepare the contractor's payment statement including certificate in accordance with General Conditions of Contract and Particular Conditions.

viii. Inspect and certify all completed works.

ix. Prepare snag lists after substantial completion of works.

x. Advise the client on contractual obligations and establish early warning systems to minimise financial impacts from compensation events and subsequent claims.

xi. Ensure that the contractor meets Environment, Social, Health and Safety (ESHS) as indicated in Annex 1 & 2 and in the project ESIA.

xii. Supervise and ensure implementation of the Contractor ESMP and the resettlement action plan.

xiii. Ensure that the Contractor obtains all the requisite statutory approvals from the relevant government authorities (such as licenses, certificates, permits, etc.) for any auxiliary facilities e.g. material borrow areas, campsites, equipment yards, dumping sites etc. prior to the establishment and operation of these facilities.

xiv. Periodically review the status of the contractor's real vs. required staffing, equipment, insurance, performance securities, advance payment guarantees and recommend appropriate actions to the client.

xv. State all methods and procedures that are intended to ensure robust quality control, execute all procedures accordingly, and report on all quality control undertakings and their results to the client. This will include performance of tests from approved laboratories on selected materials to ensure they comply with standards and specifications.

xvi. In addition to continuous construction supervision, schedule and organise a weekly formal visitation of activities with the contractor's representative and agree with the contractor on progress made as compared to the previous week. Ensure appropriate

representation at relevant meetings including site meetings, and progress meetings to discuss and agree appropriate actions to ensure compliance with ES obligations.

xvii. Develop and maintain a project progress reporting format that is both, concise and in accordance with the client's and World Bank requirements.

xviii. Progress reporting to the client as indicated in the reporting schedule, and immediate reporting should any issues be identified that could impact on the project completion schedule.

xix. In consultation with the client, prepare the necessary variation orders.

xx. Schedule and organise witness testing events, including contractual tests for the completed works.

xxi. Maintain daily site records on prevailing weather conditions, labour, availability and operational condition of key plant, disputes between employers and staff as well as between contractor and local residents, and all other observations that may be of importance in case of any arbitration or legal disputes.

xxii. Mentor and transfer knowledge to trainees including endorsement of monthly training reports to be submitted to MWE

xxiii. Ensure that the contractor works within the environmental and social frameworks as detailed in the project's ESIA/ESMP and the Resettlement Action Plan (RAP). Document and verify any complaints and grievances from project affected persons/workers.

xxiv. Undertake day-to-day supervision, monitoring and on ground review, check and document compliance with site- specific mitigation measures as presented in the C-ESMP and ensure that all provisions in all statutory requirements including all conditions of approval in the NEMA certificate are implemented.

xxv. Review any updates and revisions to the C-ESMP at frequencies specified in the Contractor's contract (normally not less than once every 6 months).

xxvi. Review and consider the environmental considerations of the Contractor's method statements for respective activities before commencement of that particular activity.

xxvii. Ensure that there is timely and coordinated response to environmental and social issues – a functional system of reporting safeguard issues in place and issues of concern by different stakeholders regularly discussed and responded to.

xxviii. Develop and maintain an Environmental and Social Compliance management "Tracker" to document implementation of C-ESMP and instructions issued during project implementation by the Contractors;

xxix. Determine remedial action/s and their timeframe for implementation in the event of a noncompliance with the Contractor's Environmental Social Health and Safety obligations;

xxx. Develop and maintain an Accident Log during project implementation and undertake to report serious and severe accidents to the Client within 24 hours of occurrence.

xxxi. Support the Project team in investigating any Environmental, Social, Occupational, Health Safety incidents by participating in conducting a Root Cause Analysis (RCA), establishing an appropriate corrective action plan and following up the implementation of the corrective actions.

xxxii. In consultation with the Client, review the decommissioning and restoration plans for the respective auxiliary facilities at least three months before planned commencement of restoration works;

xxxiii. Monitor Environmental and Social restoration of all disturbed areas during the project activities. Restoration must be immediate the facility is no longer useful to the project. In consultation with the Employer approve the status of restoration of all disturbed sites.

xxxiv. Review and supervise the agreed upon 'on the job' training programme of MWE operational staff by the contractor.

xxxv. Ensure that the contractor supplies complete sets of all works manuals, drawings, models, warranties, and other relevant plant documentation to the client. The supervision consultant should point out all items missing and recommend actions to be taken to the client.

xxxvi. Review, approve, and certify 'as built' drawings.

3.3.3 Defects Liability Phase

During the defects liability period, the consultant's tasks which will be performed in close cooperation with operation staff (MWE) as nominated by the client shall include, but not be limited to the following;

i. Supervise and certify the contractor's addressing of the entire snag list, as agreed at substantial completion.

ii. Monitor the performance of all plant, notify both the contractor and the client on defects identified, and recommend remedial actions.

iii. Monitor the Grievance Redress Committees to ensure complaints are addressed prior to project closing

iv. Inspect the completion of any outstanding Environmental and Social commitments including Environmental restoration;

v. Supervise and certify the remedying of any defects that become apparent during the defects liability phase.

vi. Review and certify the final statement of accounts.

vii. Develop and maintain a defects liability reporting format that is both, concise and in accordance with the client's and the development partner's requirements.

viii. Quarterly site meetings with the contractor where all defects identified are recorded and a time schedule for remedying these shall be agreed.

ix. Prepare monthly progress reporting to the client on the operation status of the plant.

x. Prepare final completion report.

xi. Clearly define the asset registry system including the asset register template and prepare an asset register for each system.

3.3.4 Works Commissioning

During this phase, the consultant will work together with the contractor to carry out technical commissioning of the components and the whole scheme to ensure it is fully optimised and functioning to the satisfaction of the client.. The Consultant will implement works commissioning including:

i. Preparing the completion report for the works, which will be based on the record maintained during construction design and work supervision phases. It will include the environmental completion report which will be submitted to NEMA and the World Bank for compliance with initial recommendations for environmental mitigation measures. The consultant will be expected to include a project outputs delivery report on areas agreed with the Project Manager (client) as a key component in the completion report. The outputs report will form the project operational baseline data summary report for operation improvement tracking purposes.

ii. The Consultant will ensure the preparation of 'as-built drawings' by the Contractor during construction of works. On completion of the Project, the Consultant will check, approve and submit to the Project Manager for the Client's retention, 2 complete sets of all detailed drawings and 2 electronic CD-ROM copy and computations in accordance with revisions made during the construction.

iii. Based on the information and booklets received from the Contractors, Manufacturers, Suppliers and his own experience, the Consultant will ensure preparation and submission of the Operation and Maintenance Manuals by the Contractor. The consultant will ensure the manuals are complete with the O&M recommendations identified during construction and that all relevant technical booklets of scheme components are provided in English.

4. ORGANIZATION OF THE ASSIGNMENT

4.1. Contractual Arrangements

The scope of services shall be time based for Construction Supervision.

4.2. Liaison with Client

MWE shall nominate members to constitute a contract management team. The team will comprise of Project Manager and Engineer. The project manager shall carry out all project management oversight activities, supervisory roles and review, sign-off and approval of consultant's reports. It will be the consultant's duty to maintain close contact with the project

manager on all aspects of work. As a matter of principle, all formal communications relating to the work will be directed to the attention of the project manager.

MWE shall nominate an engineer as part of the contract management team, responsible for the day-to-day coordination and monitoring of the project activities. As such, the engineer shall closely work with the consultant during the supervision stages to ensure that all the technical requirements of the project are fully met. In particular, the engineer, under the guidance of the project manager, shall review and provide the Client's input, comments and guidance on the work plans, methodologies and reports prepared by the consultant for quality assurance and achievement of set objectives. The MWE shall also assign social and environment safeguard specialists responsible for supervision of EHS and social aspects on the project.

4.3. Logistical Setup and Staffing

Within the technical proposal, the consultant shall elaborate on the envisaged logistical setup and deployment of appropriate skills for execution of the assignment. The consultant shall present the staffing schedule in a manner that clearly shows the stage and duration where each of the proposed team members is planned to be involved in the project.

An organogram reflecting the responsibilities of each staff member and line management setup of the proposed team shall be part of the proposal. An organogram for supervision stage per region has been proposed (**Error! Reference source not found.**1), which the consultant is free to modify, to suit the proposed methodology. It is recommended that the consultant integrates local expertise into the project execution team.

In the course of implementation of the assignment, all the proposed personnel must be available for this assignment. Staff changes shall not be accepted, except in exceptional circumstances and at the discretion of the Client.

Error! Reference source not found.**3a and 3b** show the required key personnel and the estimated time inputs per region over the construction period of 12months. As a minimum, the key personnel shall be required to undertake this assignment within the stipulated timeframe. The consultant is free to propose additional staff beyond the minimum stipulated and also propose additional time, provided a clear justification is provided in the technical proposal.

Table 2a: List of Required Personnel with Minimum Time Inputs for Western &Midwestern subregion

Staff	No. Required	Minimum relevant experience (years)	Indicative staff input (man-months) construction supervision
Project Manager (Team leader)	1	15	3.5
Resident Engineer	1	10	14
Electromechanical Engineer	1	8	7
Surveyor	1	5	6
Clerk of Works	5	7	50.0
Social Development Specialist	4	8	40
Environmental Specialist	2	8	20

Table 3b: List of Required Personnel with Minimum Time Inputs for Eastern subregion

Staff	No. Required	Minimum relevant experience (years)	Indicative staff input (man-months) construction supervision
Project Manager (Team leader)	1	15	2.5
Resident Engineer	1	10	14
Electromechanical Engineer	1	8	6
Surveyor	1	5	5
Clerk of Works	4	7	40.0
Social Development Specialist	4	8	40
Environmental Specialist	1	8	10

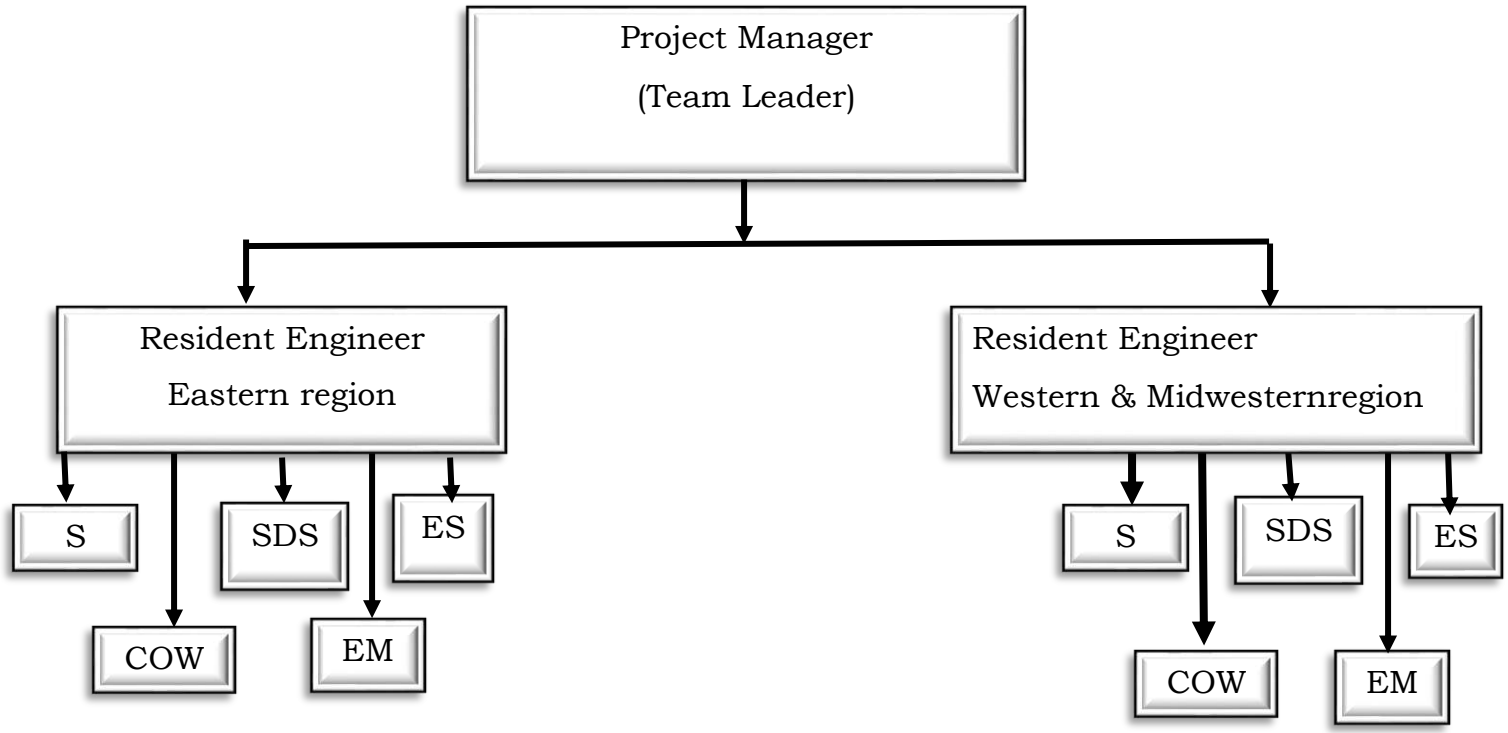

Figure 1: Proposed Organogram for Construction Supervision

Key to Staff

SDS–Social Development Specialist
ES – Environmental Specialist
CoW–Clerk of Works
S – Surveyor
EM – Electromechanical Engineer

Table 4: Minimum Qualification and Experience of Key Personnel

Position	Minimum qualifications and experience
Project Manager	**Education**: Bachelor's degree in civil / environmental / hydraulic engineering or other relevant discipline. Master's degree in a relevant discipline will be added advantage. **General experience**: Minimum of 15 years working experience **Specific experience**: • 10 years' experience in planning and implementation (design or design review and construction supervision) of water supply and sanitation infrastructure projects • Experience as Project Manager or Team Leader on not less than 3 previous projects similar in scale and content to this one. • Experience in implementation of projects in Sub-Saharan Africa • Shall be a Registered Engineer in Uganda or any other recognized engineering society.
Resident Engineer	**Education:** Bachelor's degree in civil / environmental / hydraulic engineering or other relevant discipline. Master's degree in a relevant discipline will be added advantage. **General experience:** Minimum of 10 years working experience **Specific experience:** • 7 years' experience in construction supervision of water supply infrastructure and pipe networks • Experience as Resident Engineer on not less than three similar projects (in scale and content to this one) with at least one in Sub-Saharan Africa • Experience in construction supervision of sanitation infrastructure including waterless and waterborne systems • Shall be a Registered Engineer in Uganda or any other recognized engineering society.
Electromechanical Engineer	**Education:** Bachelor's degree in electrical / mechanical engineering or other relevant discipline. **General experience**: Minimum of 8 years working experience **Specific experience**: 3 years' experience in the field of design, procurement, installation and operation and control of electromechanical systems(solar packages) for piped water systems

Position	Minimum qualifications and experience
	Experience of supervision of electromechanical installations on not less than three similar projects (in scale and content to this one) with at least one in Sub-Saharan Africa
Surveyor	**Education:** Bachelor's degree in Surveying or other relevant discipline. **General experience**: Minimum of 5 years working experience in cadastral and topographic surveying among others. Must be Registered with relevant professional body. **Specific experience**: Experience in surveying works on at least 3 previous water supply project in Uganda involving pipe networks
Clerks of Works –	**Education:** Higher diploma in civil engineering or related field. Bachelor's degree in relevant field is an added advantage. **General experience**: Minimum of 7 years working experience **Specific experience**: 5 years' experience in supervision of water infrastructure projects involving groundwater abstraction and /or surface water intakes, reservoirs and pipe networks Three years' experience in supervision of construction of toilets and / or buildings
Social Development Specialist	**Education:** Bachelor's degree in any social sciences field. A Master's degree is added advantage. **General experience**: Minimum of 8 years working experience. **Specific experience**: • 5 years' relevant experience in managing project associated social risks, • Specific experience in implementing Resettlement Action Plans (RAPs), and Environmental and Social Management Plans (ESMPs) on World Bank funded infrastructure projects in Uganda. • Experience in implementing RAPs and ESMPs in at least 2 public infrastructure development projects

Position	Minimum qualifications and experience
Environmental, Health and Safety Specialists	**Education:** Bachelor's degree in environmental sciences/ engineering or equivalent Certificate in Health and Safety Management from a recognized Training Institution such as NEBOSH, OSHA etc **General experience**: Minimum of 8 years working experience. Must be Registered with relevant professional body. **Specific experience**: • 5 years' relevant experience in assessment and mitigation of environmental impacts on infrastructure projects in Uganda • Experience in delivering good international industry practice with respect to Environment, Health and Safety (EHS). • Experience with World Bank environmental policies • Experience in supervision of at least 2 infrastructure projects, managing associated Environment, Health and Safety aspects

NB: All CVs including for Key and Non-Key staffs shall be endorsed by the experts and the consultant's representative (with power of attorney signed by expert and Project Manager).

4.4. Familiarization with the Assignment

To familiarise consultants with the services to be provided under this consultancy, a pre-bid meeting will be held at the Ministry headquarters in Luzira. It is at the consultant's discretion to make additional visits to the project areas, in case they feel there is need to gather more information. It should be understood, that any cost incurred to the consultant in this regard shall not be reimbursed.

5. DURATION OF THE ASSIGNMENT

The duration of the consultancy services is expected to last 24 months and the time estimates for the various components are as follows:

Table 5: Planning for Implementation of Solar powered water supply systems

Activity	No of months	Period
Preconstruction mobilisation	2	April 2026 – May 2026
Construction supervision	10	June 2026 – March 2027
Defects liability period	12	April 2027 – March 2028

The above stated durations are to be understood as guidance and it is the responsibility of the consultant to establish a detailed work program within the above time estimates. The estimated staff time inputs should be provided in accordance with the consultant's professional judgment and knowledge of the local conditions and needs.

6. PRICING

In accordance with World Bank rules, the consultancy services shall be priced in any fully convertible currency, singly or in combination of up to three foreign currencies.

7. REPORTING AND MEETING REQUIREMENTS

7.1. Reporting address

The Project Coordinator – Integrated Water Management and Development Project
Telephone: 00000000000
E-mail: ps@mwe.go.ug / xxxxxxxxxxxx
Plot 22/28 Port Bell Road, Luzira, Kampala, Uganda

The consultant will be required to deliver a hard copy of each of the reports as shown in Error! Reference source not found.**6** to the World Bank to;

The Task Team Leader - Integrated Water Management and Development Project
World Bank
Uganda Country Office
18 Prince Charles Drive, Kampala

As indicated in Error! Reference source not found.**6**, the consultant will be required to produce and submit the following principal reports and documents in the quantities and timing indicated. At each reporting stage, the consultant shall also be required to submit to the Client an electronic copy, using the software specified in Error! Reference source not found.**6.**

Table 6: Summary of the Reporting for the Consultancy

Description	Timing in months from start date	No. of hard copies to		Electronic copies to MWE contact
		MWE	World Bank	
Construction Supervision Period				
Monthly construction progress reports	Months 1 – 12	2	1	Word; Excel (all tables), MS Project (time schedules)
Quarterly consultancy contract progress reports	1 – 4	2	1	Word; Excel (all tables), MS Project (time schedules)
Substantial project completion report	12	2	1	Word; Excel (all tables)
Defects Liability Period				
Quarterly Interim progress report	Quarter	2	1	Word; Excel (all tables)
Operational manuals	13	2	1	PDF
As built drawings	13	2	1	CAD (all drawings); ArcViewGIS (location of all new assets)
Asset register (update to existing Client register)	13	1	0	Software to be discussed with Client
Hydraulic models & associated reports	14	1	0	Word; Excel (all tables); Software to be discussed with Client
Final completion report	24	2	1	Word; Excel (all tables)

7.2. Reporting Requirements – General

The consultant shall hand over all data collected during the course of the assignment to the client in formats approved by the client. Furthermore, all calculation sheets must be made available to the client at the end of the project and, on request, at any stage of the project.

7.2.1 Reporting Requirements – Construction Phase

During the construction phase, the consultant shall submit reports as stated in **Table 6**. The reports shall, as a minimum, meet the following requirements:

7.2.1.1 Monthly Construction Progress Reports

The monthly progress reports shall state the status of project implementation (i.e. actual vs. planned physical progress; actual vs. planned expenditures), actual staffing levels and deployment of equipment by the contractor against planned, financial information, all agreed and all new variation and compensation events, all issues requiring client attention, environmental and social safeguards, health and safety information, and other information that may have an impact on project progress. The report shall include a Gantt chart and should include photographic evidence of progress. In addition, the report should project cash flows and work progress over the next one month.

7.2.1.2 Quarterly Consultancy Contract Progress Report

The consultant shall prepare quarterly progress reports on the assignment including status on each key task item and any issues for the client's attention. The report shall also include project implementation lessons, personnel deployment, E&S safeguards aspects, progress on the capacity building activities and financial performance on the consultancy contract

7.2.1.3 Substantial Project Completion Report

The substantial completion report shall state the project scope, principal activities by the consultant and the contractor (including deployment of resources during project implementation), the contractor's performance, all project relevant observations of the consultant including key lessons, a record of project beneficiaries, major issues that were encountered during project implementation and how these were solved, the project schedule citing all delays if any, and financial information. Most important, the substantial completion report shall include a list with all snags to be addressed during the defects liability period, if any, and propose a time schedule for addressing the issues that have been identified. The report shall also include performance on E&S safeguard management including status of implementation of the respective ESIAs. Recommendations shall be made to the Client on how to improve service provision. A presentation on the substantial completion report shall be made by the consultant to the Client.

7.2.2 Reporting Requirements – Defects Liability Phase

During the defects liability phase, the consultant shall submit reports as stated in Error! Reference source not found.**6**. The reports shall, as a minimum, meet the following requirements:

7.2.2.1 Interim/Quarterly Reports

The interim progress report shall state progress of the contractor on addressing items on the snag list, all observations on the performance of the project installations, system weaknesses and defects, and warranty issues. In addition, the report shall report the consultant's and / or the contractor's progress on the undertaking of staff training. The reports shall also include progress on safeguard management including on provisions in abstraction and discharge permits and grievance management.

7.2.2.2 Operational Manuals

The consultant shall ensure that suppliers / manufacturers / the contractor submit all operational manuals to the client in the formats and numbers of copies specified in Error! Reference source not found.**6**.

7.2.2.3 As Built Drawings

The supervision consultant shall submit all 'as built drawings' to the client in the format and numbers of copies specified in Error! Reference source not found.**6**.

7.2.2.4 Asset Register

The supervision consultant shall collect data on all assets to provide the client with a complete asset register. The software used for this purpose shall be agreed with the client. Data on the location of all civil structures shall be handed to the client in ArcView GIS, or a format agreeable to the client.

7.2.2.5 Completion of Training Report

The completion of training report shall state the training obligations of the consultant and the contractor, as agreed with the client, the type and duration of training activities undertaken, the number of participants in each training and their professional background, training outputs and achievements, as well as recommendations for further / continued training if any.

7.2.2.6 Final Completion Report

The final completion report shall include the same type of information as outlined for the 'substantial completion report'. In addition, it shall show the status of all outstanding actions that were to be completed during the defects liability period.

7.3. Meeting Requirements

For ensuring organisational and stakeholder wide appreciation and ownership of the project outputs, the consultant shall be required to organise coordination workshops for presentation of progress reports on stakeholder engagement, social and environment risk management services to a representative group of stakeholders that is to be agreed with the client.

During the Construction Period, the consultant's resident engineer shall be available whenever stakeholder visits to the project sites are arranged by the Client.

During Construction Phase, monthly site meetings will be conducted and during the defects liability period, quarterly site meetings will be held.

8. DATA, SERVICES AND FACILITIES TO BE PROVIDED BY THE CLIENT

To the extent possible, the client will provide free of charge all existing information, data, reports and maps in the custody of the client and will assist the consultant in obtaining other relevant information and materials from governmental institutions and state authorities as far as possible. The data shall include (but not be limited to) the recently concluded engineering studies, feasibility study and detailed design reports and tender documents, ESIAs, and RAP. The information, data, reports, etc., will be available for the consultant's unlimited use during execution of the proposed services.

In addition, the Client will provide 4No vehicles (Double cabin pickups) for use by the consultant.

For purposes of capacity building and ensuring adequate direct involvement of the client in delivering the final project objectives, the client will assign counterpart staff that shall be agreed upon with the consultant prior to commencement of the consultancy services.

9. SERVICES AND FACILITIES TO BE PROVIDED BY THE CONSULTANT

In carrying out this assignment, the consultant shall provide the following services in each of the two (2) regions among others, which should be duly provided for in the consultant's proposal:

i. Suitable office space necessary for the consultant's team engaged on the assignment.

ii. Office furniture and other related equipment including desk top computers complete with printers, auxiliary power units, and modern plan reproduction equipment all to be purchased by the consultant through the contract as a reimbursable expenditure.

iii. Office supplies, as required for the period of services.

iv. Utility services and costs.

v. Long term accommodation for the consultant's staff while in Uganda and hotel accommodation for short term experts.

vi. Subsistence (or per diem) payments for official travel for consultant's staff.

vii. Secretarial and administrative support staff.

viii. International and local telephone services for official communication only.

All furniture, technical and office equipment procured under the project shall be handed over to the Client after termination of the consultancy services.

10. SERVICES AND FACILITIES TO BE PROVIDED BY THE CONTRACTOR

Upon commencement of the works contract, the Contractor will provide the following services to the supervision consultant:

i. A fully furnished site office.

ii. Survey equipment.

iii. Fully furnished Residential accommodation for Engineer's staff (3 bedroom house) in each subregion

iv. Motor cycle per site for use by the respective Clerk of Works

v. Maintenance of residential accommodation and site offices

vi. Establish communication system and email for Engineer's office

11. ACTIONS REQUIRING CLIENT CLEARANCE DURING CONSTRUCTION SUPERVISION

The consultant shall note that taking any action under a civil works contract designating the consultant as "Engineer" for which action pursuant to such civil works contract to the written approval of the client as "Employer" is required for the following actions:

i. Use of provisional sums

ii. Variations to works that materially differ in technology, geography, plant layout, etc. from the design agreed upon for the works contract.

iii. Variations to works that increase the contract sum by more than the maximum allowable sum stated in the special conditions of contract of the works contract document.

iv. Certification of any construction related claims by the contractor including extension of time.

v. Certification of substantial project completion.

12. ENVIRONMENTAL AND SOCIAL POLICY

This Environmental, social, health and safety policy will guide the supervision of the works. The policy has been attached in Annex 2.

13. CODE OF CONDUCT

The code of conduct in Annex 3 has been set out to take into account considerations of Environment, Social and Health issues, Occupation Health and Safety of experts, client's and contractor's personnel and the community.

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

i. Received a copy of the code;

ii. Had the code explained to them;

iii. Acknowledged that adherence to this Code of Conduct is a condition of employment; and

iv. Understood that violations of the Code can result in serious consequences, up to and including dismissal, or referral to legal authorities.

ANNEX 1; ENVIRONMENT, SOCIAL, HEALTH AND SAFETY (ESHS)

The Consultant will ensure the Contractor's ESHS performance is in accordance with good international industry practice and delivers the Contractor's ESHS obligations. This includes

1. recruitment of qualified personnel in the positions of Environmental Specialist/Officer, Health and Safety Specialist/Officer, Social Development Officer;
2. review and approve the C-ESMP, including all updates and revisions (not less than once every 6 monthly);
3. review and approve ESHS provisions of method statements plans, proposals, schedules and all relevant Contractor's documents;
4. review and advise the relevant person on the ESHS risks and impacts of any design change proposals and the implications for compliance with ESIA, ESMP, consent/permits and other relevant project requirements;
5. undertake audits, supervisions and/or inspections of any sites where the Contractor is undertaking activities related to the Works, to verify the Contractor's compliance with ESHS requirements, with and without contractor and/or client relevant representatives, as necessary, but not less than once per month;
6. undertake audits and inspections of Contractor's accident logs, community liaison records, monitoring findings and other ESHS related documentation, as necessary, to confirm the Contractor's compliance with ESHS requirements;
7. agree remedial action/s and their timeframe for implementation in the event of a noncompliance with the Contractor's ESHS obligations;
8. attend meetings including site meetings, progress meetings to discuss and agree appropriate actions to ensure compliance with ESHS obligations;
9. check that the Contractor's actual reporting (content and timeliness) is in accordance with the Contractor's contractual obligations;
10. review and critique, in a timely manner, the Contractor's ESHS documentation (including regular reports and incident reports) and to provide advice to ensure the accuracy and efficacy of the documentation;
11. Undertake liaison, from time to time and as necessary, with project stakeholders to identify and discuss any actual or potential ESHS issues.
12. Ensure that the contractor develops and implements a Labor Influx Management Plan and Workers' Camp & Accommodation Management Plans as part of C-ESMP. This should include the following actions: all workers to sign employment contract including Code of Conduct; establish a Grievance Committee for Workers; sensitize workers on community based social behavior and conduct; sensitize workers to not engage in sexual relations with underage girls and married women; establish a Grievance Redress Committee to act as link between community and the project; local leadership should always be sought as a first priority in solving issues. Refer to ESIA and RAP for additional information.

ANNEX 2; ENVIRONMENTAL AND SOCIAL POLICY

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

The Environment and Social Management Plan for the Project and the Contractor's Site-Specific Environment and Social Management Plan will be used for monitoring, continuously improving processes and activities and for reporting on the compliance with the policy.

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

1. Apply good international industry practice to protect and conserve the natural environment and to minimize unavoidable impacts ("Cap. 181, under the 7th Revised Edition of the Principal Laws of Uganda (Red Volumes)" National Environment Act 1995);
2. Provide and maintain a healthy and safe work environment and safe systems of work as stipulated in the draft National Occupational Safety and Health Policy in the framework of the Occupational Safety and Health Act 2006;
3. Protect the health and safety of local communities and users, with particular concern for those who are disabled, elderly, or otherwise vulnerable;
4. Ensure that terms of employment and working conditions of all workers engaged in the Works meet the requirements of the ILO labour conventions to which the host country is a signatory (Employment Act 2006 and Occupational Safety and Health Act 2006);
5. Be intolerant of and enforce disciplinary measures for illegal activities. To be intolerant of, and enforce disciplinary measures for GBV, child sacrifice, child defilement, and sexual harassment (Employment Act 2006) ;
6. Incorporate a gender perspective and provide an enabling environment where women and men have equal opportunity to participate in, and benefit from, planning and development of the Works (The Uganda National Employment Policy 2011, The National Equal Opportunities Policy 2006, Uganda Gender Policy);
7. Work co-operatively, including with end users of the Works, relevant authorities, contractors and local communities;
8. Engage with and listen to affected persons and organisations and be responsive to their concerns, with special regard for vulnerable, disabled, and elderly people;
9. Provide an environment that fosters the exchange of information, views, and ideas that is free of any fear of retaliation;
10. Minimize the risk of HIV transmission and to mitigate the effects of HIV/AIDS associated with the execution of the Works (The National HIV/AIDS and The World of Work Policy 2007);
11. Acquisition or restriction of land to mitigate unavoidable adverse social and economic impacts through incorporate compensation of project affected persons and community engagement throughout the works implementation.

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Project Manager

ANNEX 3: CODE OF CONDUCT

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

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

that report is made in good faith