



TERMS OF REFERENCE
CONSULTANCY SERVICES FOR STUDY
ON
DIGITAL ACCESS ENABLERS IN REFUGEE AND HOSTING COMMUNITIES

September 2023



1.0 BACKGROUND INFORMATION

Uganda is recognized globally as having one of the national refugee policies most aligned with the Global Compact on Refugees. Refugees are integrated into the National Development Plan III and Uganda's asylum policies and protection framework advance the integration of refugees and foster an enabling environment for them to live in safety, with dignity, and in harmony with Refugee Hosting Districts (RHDs). Uganda is also implementing the Comprehensive Refugee Response Framework in accordance with the New York Declaration for Refugees and Migrants and Global Compact on Refugees. These combine with the aim to ensure that Uganda's refugee response provides support to both refugees and host communities, putting them on a path to self-reliance and by bridging humanitarian and development ways of working.

The majority of Uganda's refugees come from South Sudan and the Democratic Republic of Congo. Women and children constitute 81 percent of the refugee population and youth constitute 23 percent.¹ Today, Uganda has 146 districts.² Out of these, 13 districts host a large share of the refugees, and most live in northern or western Uganda. **Inflows of refugees have put pressure on natural resources, infrastructure and social services delivery to people living in RHDs.** Humanitarian organizations serving refugees also serve host communities to strengthen social cohesion between the groups. Self-employment is prevalent among refugees and this entrepreneurial drive also generates jobs for Ugandan nationals.³ One in five refugee households own a non-agricultural enterprise.⁴ Skills and job training opportunities are thus crucial to enhance self-reliance, but only 8 percent of refugees have received some type of skills or job training.⁵ For refugees and RHD, digital support can facilitate access to information, self-reliance and promote Micro, Small and Medium Enterprises (MSME) solutions.⁶

Access to ICT services and public services through digital support platforms can create significant benefits to people living in RHDs who might otherwise need to travel long

¹ UNHCR and GoU, Uganda - Refugee Statistics October 2020 <https://data2.unhcr.org/en/documents/details/82807>

² <https://www.ubos.org/uganda-profile/>

³ <http://documents.worldbank.org/curated/en/571081569598919068/Informing-the-Refugee-Policy-Response-in-Uganda-Results-from-the-Uganda-Refugee-and-Host-Communities-2018-Household-Survey>

⁴ <http://documents1.worldbank.org/curated/en/571081569598919068/pdf/Informing-the-Refugee-Policy-Response-in-Uganda-Results-from-the-Uganda-Refugee-and-Host-Communities-2018-Household-Survey.pdf>

⁵ <http://documents.worldbank.org/curated/en/571081569598919068/Informing-the-Refugee-Policy-Response-in-Uganda-Results-from-the-Uganda-Refugee-and-Host-Communities-2018-Household-Survey>

⁶ <http://documents.worldbank.org/curated/en/571081569598919068/Informing-the-Refugee-Policy-Response-in-Uganda-Results-from-the-Uganda-Refugee-and-Host-Communities-2018-Household-Survey>



distances and spend significant time and resources to access those services. The Government of Uganda is cognizant of the opportunities spurred by digital support platforms in improving service delivery. In line with this, the Government of Uganda intends to carry out a detailed study on Digital access enablers for refugees and refugee hosting communities in the quest to leverage on opportunities offered by digital support platforms and other developments in the ICT ecosystem.

The Government of Uganda in collaboration with the World Bank through the National Information Technology Authority Uganda (NITA-U) is implementing the Uganda Digital Acceleration Project (UDAP- Govnet) – P171305. This project aims to: (a) expand access to high-speed internet in selected areas, (b) improve efficiency of digital service delivery in selected public sectors, and (c) strengthen the digital inclusion of selected host communities and refugees. The project has set aside funds for a study on digital access enablers for refugees and refugee hosting communities and the provision of ICT services and entire ICT ecosystem servicing these communities.

The study is envisaged to inform UDAP-Govnet activities to be implemented in RHDs so as to improve basic access to ICT developments and services within these communities.

2.0 OBJECTIVE

The main objective of the assignment is to understand what underpins access to digital connections and the various digital platforms and ICT services hence uptake of digital devices, connections and services in RHDs. The study should further analyze the best ways for implementation of digital connections and services in RHDs highlighting existing providers, services and markets for devices, critical success factors, risks, impediments and recommendations for a successful and meaningful implementation of ICT connections and services.

The assignment shall involve hiring consultancy services to carry out the study in RHDs while identifying impact, challenges as well as benefits that the RHDs and the country at large can achieve from easing access to these initiatives by supporting the enablers identified for a smooth and impactful implementation.

Specifically, the study will focus on the following but not limited to:

- a) Scanning the digital support ecosystem in Uganda with specific attention to its geographical reach and diversity;



- b) Assessment of digital access levels, providers and capacity in selected refugees and hosting communities with the aim to define the best modalities to improve the rollout and adoption of various digital access initiatives for refugees and hosting communities;
- c) Assess the available energy services and planned programs to provide enabling energy services for digital access in RHDs with a view to minimizing climate impacts.
- d) Based on the scan and gap assessment identify the most suitable activities and role of digital services to complement and strengthen the ecosystem.
- e) Identify relevant digital skills gaps, providers and lessons and approaches for digital skills for development for refugees and host population, with a focus on women, youth and Persons living with Disabilities (PWDs), as well as for MSMEs and required continuity of support of the digital services in RHDs;
- f) Identify the specific needs that will enable access of PWDs in refugee and hosting communities to various digital services and recommend appropriate possible means of support of PWDs to access digital services in RHDs;
- g) Identify and make recommendations for digital access schemes and complementary activities relevant to refugees and the hosting communities;
- h) Identify and assess relevant core digital skills/capability development programs targeting young adults and especially women among both refugees and host communities;
- i) Identify and assess modalities of building the skills and business environment necessary to facilitate a digitally socio-economic services and growth in RHDs. The recommendations should be gender balanced;
- j) Assess the relevancy and needs of PWD centers for connectivity and internet bandwidth, as well as digital capacity building for PWD;
- k) Identify and recommend assistive technologies and relevant related training content for PWD centers in both refugee and host communities;
- l) Assess and recommend relevant and appropriate training for device repair skills, business opportunities and e-waste upcycling;
- m) Assess the possibility of Investment in e-waste collection, segregation, repair and refurbishment centres;
- n) Assess the possibility and efficiency and/or absence of the required enablers (Infrastructure - electricity, connectivity, water and affordable workplaces, tools –devices and skills) for the implementation of digital services/ skills programmes in refugees and hosting communities.



- o) Identify appropriate locations for the establishment of 24 digital Service Uganda Centers to facilitate access to digital services and training and provide recommendations on their operations, management and sustainability ensuring complementarity with existing activities in the RHD.

3.0 SCOPE

The assignment will be undertaken by a Consultancy firm which shall work closely with the NITA-U Project Implementation Team (PIT), Office of the Prime Minister (OPM), Ministry of Gender, Labour and Social Development (MoGLSD), District officials, UNHCR and other counterpart staff and stakeholders nominated from other partner institutions with the role of providing clarifications and any support which may be required by the consultant.

The Consulting firm is expected to undertake the following activities:

- a) Identify, analyze and engage key providers and stakeholders with a view of establishing the current situation, challenges and strategic interventions for the digital services and digital skills programme implementation in refugee settlements and refuge hosting communities.
- b) Perform an ecosystem analysis including SWOT, PESTEL, and gap assessment to recommend the activities and role of digital services in refugees and refuge hosting communities.
- c) Conduct a benchmark study of best practice in one or more countries which are advanced in provision of digital services in refugee and hosting communities;
- d) Study existing policy and legal frameworks and propose an enabling structure that supports growth and sustainability of the provision of digital services in RHDs;
- e) Propose (O&M) Operations and Maintenance requirements, business models, and accountabilities for stakeholders for the sustainability of the provision of digital access services in refugees and hosting communities;
- f) Recommend options for programs to support affordability of digital devices among host communities and refugees.
- g) Identify institutional gaps and relationships among implementing agencies for the successful operationalization and provision of digital services in refugees and hosting communities;



- h) Determine human capacity/resource needs including basic digital literacy and Cybersecurity skills for the digital services provision in refugees and hosting communities;
- i) Propose relevant and required digital related trainings for refugees and host communities that will support successful implementation and operation of digital services provision;
- j) Propose relevant and required Cybersecurity training and awareness for refugees and host communities (Consultant should provide requirements for cybersecurity for service delivery and at the 24 kiosks/Service Uganda Centers)
- k) Study, analyze, explore and propose design needs responsive to people with disabilities (PWD) in the up-take digital services, including 24 Service Uganda Centers;
- l) Prepare detailed designs and drawings (Architectural, Structural, Electrical, Mechanical and Civil Engineering); the Bill of Quantities; and detailed cost estimates for digital service centers channels, device affordability schemes, with a focus/ consideration for PWDs, including 24 Service Uganda Centers.
- m) Conduct a stakeholders' validation workshop to present the findings from the study. The Consulting firm's role will be to manage the workshop, present the findings and record the deliberations. In addition, the Consulting firm shall organize all logistical requirements for the workshop including procuring the venue, food and beverages, public address system, stationary, rapporteur and managing invitations.
- n) To prepare tender documents including pre-bid conference whenever necessary, clarify issues and answer questions raised on any matter at the conference, prepare and distribute records of the conference proceedings.
- o) Providing clarifications to bidders during the tendering process and shall prepare and issue any addendum required during the period of bidding.

4.0 DETAILED TASKS

The Consultant shall perform the following detailed activities:

- i. Undertake situational analysis, including:
 - a) Description of relevant stakeholders in the service delivery ecosystem using digital platforms for social transformation;
 - b) Documentation review of related and relevant studies/policies;



- c) Evaluation of the current service delivery channels in Uganda and specifically in the RHDs, providing as much detail and insight as possible as to lessons learnt from successes or failures;
 - d) Extensive mapping and needs assessment to determine service gaps in the digital services ecosystem in all 13RHDs⁷;
 - e) Analysis of technological and cost options, public/private investment and partnership preferences and management mechanisms where applicable and recommend feasible ones for adoption of service delivery channels in refugees and hosting communities;
 - f) Make proposals on the governance structure for the digital service delivery channels including examining the role of key stakeholders and the entire service delivery ecosystem at large;
 - g) Make recommendations on undertaking an Environmental and Social Impact Assessment (ESIA) for the service delivery channels;
 - h) Providing advice on international best practices (include a lesson learnt from one or more developing countries) in the provision of digital services in RHDs.
- ii. Plan and organize a stakeholder validation workshop/forum to determine stakeholders' (Private sector, NGO, Government) buy-in and support. The workshop/forum will:
 - a) Present the findings from (i) above; and
 - b) Present other ideas/concepts from the consultants' research and models for consideration.
 - iii. Develop designs of the recommended digital service provision channels with regard to PWDs, youth and women in RHDs;
 - iv. Prepare a final report based on the findings of (i), (ii) and (iii) above that makes recommendations to the main stakeholders OPM and NITA-U on the status of Digital Access Enablers of digital services to refugees and hosting communities in addition to recommendations for improvement of access to digital services implementation and consumption in RHDs;

NOTE: The above tasks should not be considered as complete and comprehensive description of all duties/services required for the assignment. The Consultant shall be required to critically verify the scope of services indicated, to make proposals for

⁷ Adjumani, Yumbe, Isingiro, Kyegegwa, Kikuube, Obongi, Kamwenge, Kiryandongo, Lamwo, Koboko, Madi Okollo, and Terego.



consideration and, in collaboration with OPM and NITA-U, extend, reduce or amend those services wherever such is deemed necessary according to professional judgment and knowledge.

5.0 TIMEFRAME, DELIVERABLES AND REPORTING

5.1 TIMEFRAME

The duration of the assignment will be **six (6) months** from the date of signing of the contract.

5.2 DELIVERABLES

The consultant is expected to deliver the following;

- a) An inception report including a detailed work plan outlining the activities and timeline to be adhered to for the study;
- b) The situational analysis report approved by the NITA-U/OPM project teams;
- c) A detailed agenda and list of invitees for the stakeholder consultation process, which will be conducted jointly with the NITA-U and OPM;
- d) A draft study report, including study recommendations. This document will be circulated to forum participants for inclusive feedback.
- e) A final study report, giving due consideration to all feedback received.
- f) Detailed designs, drawings, Bill of Quantities (BoQ) and cost estimates for the digital service delivery channels in hard and soft format.

5.3 REPORTING

The Consultant shall provide the following reports:

Name of report	Content	Payment	Submission Time
Inception Report	Well-articulated workplan and methodology to achieve all the tasks and the reporting plan	20%	2 weeks after signing of the Contract
Interim Report 1	Situation Analysis of the digital services ecosystem	10%	10weeks after submission of Inception Report



Draft Report	Findings of the situation and proposals / Recommendations	30%	6 weeks after submission of Interim Report 1
Final Report	Final report including inputs obtained after submission of Draft Report	40%	4weeks after submission of draft Report

NOTE:

Submission and Approval of Reports

- i. Copies of the reports referred to above must be submitted to the Project Manager, Director of e-Government Services and Project Coordinator not later than two days after completion of each activity.
- ii. Feedback to the consultant will be given not later than 10(ten) working days after receiving the report.
- iii. The reports must be written in English.
- iv. The Project Manager is responsible for approving the reports.

6.0 QUALIFICATION AND EXPERIENCE OF KEY TEAM PLAYERS

The Consultant to be entrusted with this assignment is expected to be a firm with proven Legal, Financial and Economic Standing and experience on assignments of similar nature, in Uganda and/or other countries, and with experience of work related to digital solutions for effective and efficient service delivery.

6.1 EXPERIENCE AND CAPACITY OF FIRM

The firm shall be required to provide a profile that includes a structure of the organization, general qualifications and number of overall key staffing available with the firm to undertake the tasks.

- i. The firm should have relevant experience but not limited to ICT Consultancy, Investment Analysis, Management Consulting and Advisory, Research, Training and Capacity development and Business Management Advisory.
- ii. Relevant similar experience, which should specifically include the following:



- a) Experience in consultancy services (at least 3 (three) similar assignments in scope and nature in the last five (5) years).
- b) Experience of its consultants on working with the firm on activities of the similar nature should be at least one successful similar assignments completed.
- c) Technical and Managerial capability of the firm (Structure of the organization, general qualifications and number of overall key staffing available with the firm.
- d) Provide resumes of the key staff (listed in 6.2 below) identified for the assignment;
- e) Provide certified audited accounts for the firm for the last 3 (three) years.

6.2 CONSULTANTS

The Consultant must have Key Staff with the following qualifications:

Key Team Player	Qualification	Experience
Team Lead	<p>The Team Leader shall be analytical, innovative, business-oriented, and able to work with multicultural and multi-disciplinary teams, have good managerial and effective communication skills, possess strong leadership qualities; and should have the following qualifications:</p> <p>1) At least a Master’s degree related to the following fields: ICT, Computer Science, Telecommunications Engineering, Electrical Engineer, Digital skills Development, Entrepreneurship and Business Management.</p>	<ul style="list-style-type: none"> • Experience of not less than 10 years of which at least 5 years as a Team Leader for similar assignments (projects of similar nature) • Familiarity with World Bank analytics and digital operations is an added advantage



	<p>2) Informed knowledge on Digital skilling, Refugee and Refugee host communities development and Qualifications in Construction Management is an added advantage.</p>	
ICT Expert	<p>Qualified ICT engineer or specialist and should demonstrate high level of experience in the integration of modern technologies into service center design and operation, optimizing efficiency and eventual user experience.</p> <p>Should have the following minimum qualifications:</p> <ol style="list-style-type: none"> 1) Bachelor in either of the following: Computer Engineering, Information Technology, Management Information Systems or other relevant fields. 2) The specialist should possess IT certifications in relevant fields including but not limited to: project management, databases, networks, IT governance, security, etc. 	<p>Minimum of five (5) years post-qualification working experience in relevant field of which at least three (3) years undertaken as ICT Specialist or Expert and must have supervised at least two (2) projects of similar nature in the last five (5) years.</p> <ul style="list-style-type: none"> • The expert should be experienced in analyzing the business requirements for broadband connectivity, device affordability, digital service delivery in underserved and unserved areas. • Familiarity with World Bank analytics and digital operations a distinct advantage.)
Economist	<p>Strong analytical capabilities and proven skills to deal with Financial Management issues innovatively and independently, ability to be a member of a multi-disciplinary team, to provide advice and recommend</p>	<ul style="list-style-type: none"> • Working experience of not less than 5 (five) years in the public sector projects/programs with specific experience in social impact audit or



	<p>actions, proficiency in preparing and presenting reports, strong communication skills oral and written in English. The expert should have the following key qualifications:</p> <ol style="list-style-type: none"> 1) A University Master's degree in any of the relevant disciplines including: economics, planning, business law. 2) Post graduate training in assessment of social trends and impacts 	<p>management or social impacts mitigation frameworks audit of not less than five years.</p>
Legal Expert	<ol style="list-style-type: none"> 1) Holder of LLB degree from a recognized higher learning institution and must be registered by accredited Board 2) Must have a valid practicing Certificate 	<ul style="list-style-type: none"> • Must have at least 5 years relevant working experience with good understanding on Legal and Regulatory related issues on ICT Sector.
Humanitarian Operations Expert	<p>Should be well versed with the dynamics of refugee Operations. Should have expertise and experience in refugee matters.</p> <p>The expert should have the following key qualifications;</p> <ol style="list-style-type: none"> 1) A University Humanities Degree from a recognized University. 	<ul style="list-style-type: none"> • Must have at least 5 years in Humanitarian operations, preferably refugees with a good understanding of humanitarian operations and stakeholders. • Experience in Uganda's refugee context preferred.
Project Architect	<p>Develops architectural designs for the service canter, considering functionality, aesthetics, and sustainability;</p> <p>Collaborates closely with other team members to ensure</p>	<ul style="list-style-type: none"> • Minimum of four (4) years post-qualification working experience of which at least two (2) years have been in



	<p>designs align with the project's objectives;</p> <p>Should have the following minimum qualifications:</p> <ol style="list-style-type: none"> 1) Bachelor of Architecture or Architecture Technology and registered with the relevant professional bodies as registered Architect. 	<p>projects of similar nature.</p>
Structural Engineer	<p>Qualified engineer and must be conversant with all structural and engineering aspects of building works;</p> <p>Should ensure that the designs are safe, compliant with regulations, and capable of withstanding environmental challenges;</p> <p>Should have the following minimum qualifications:</p> <ol style="list-style-type: none"> 1) Bachelor degree in civil or structural engineering or equivalent, and must be registered with the relevant professional bodies as Consulting Engineer: post-graduate qualifications in engineering will be of added advantage. 	<ul style="list-style-type: none"> • Minimum of five (5) years post-qualification working experience in relevant field and should have worked as Structural Engineer in at least two (2) projects of similar nature in the last five (5) years.
Quantity Surveyor	<p>Qualified Quantity Surveyor and must be conversant with estimation of materials quantities required for the construction and should help with cost estimation including management of project budgets and controlling costs;</p>	<ul style="list-style-type: none"> • Minimum of three (3) years post-qualification working experience of which at least two (2) years have been in projects of similar nature.



	<p>Should have the following minimum qualifications:</p> <p>1) Bachelor of Building Economics registered with the relevant professional bodies as registered Quantity Surveyor.</p>	
MEP Engineer	<p>Qualified engineer and should demonstrate a high level of experience in designing the mechanical, electrical, and plumbing (MEP) systems for building works;</p> <p>Shall ensure that the project buildings have efficient and functional cooling, lighting, and utility systems including heating where applicable;</p> <p>Should have the following minimum qualifications:</p> <p>1) Technically qualified to the level of engineer in the relevant field.</p>	<ul style="list-style-type: none"> • Minimum of five (5) years post-qualification working experience in relevant field of which at least three (3) years undertaken as MEP Engineer and must have supervised at least two (2) projects of similar nature in the last five (5) years.
Environment Specialist	<p>Qualified environmentalist and must demonstrate a high level of experience in evaluating the environmental impact of proposed construction projects, suggesting sustainable design practices.</p> <p>Shall also assists in ensuring the construction works adhere to environmental regulations.</p> <p>Should have the following minimum qualifications:</p> <p>1) Bachelor's degree in environmental science, environmental engineering,</p>	<p>Minimum five (5) years hands-on experience in conducting field assessments, surveys, and inspections related to environmental aspects of construction projects. Demonstrated experience working on similar construction projects involving the design and establishment of facilities, preferably service centers or similar community-focused developments is a plus.</p>



	<p>ecology, or a related field. Master's degree or higher in a relevant discipline is a plus.</p>	
Sociologist	<p>Qualified social worker and must demonstrate high level of experience in engaging with local communities to gather insights and preferences, ensuring that the construction work is responsive to the local context and beneficial for the community;</p> <p>Shall be responsible for managing stakeholder communication and ensures community concerns are addressed;</p> <p>Should have the following minimum qualifications:</p> <ol style="list-style-type: none"> 1) Bachelor's degree in Sociology, Social Work, Anthropology, or a related field. Master's degree or higher in a relevant discipline is a plus. 	<p>Minimum five (5) years of experience in sociological research, community engagement, and social impact assessment. Experience working on projects related to community development, social services, or urban planning is a plus and must have been undertaken in the last five (5) years.</p>



7.0 RESPONSIBILITY

7.1 CLIENT'S OBLIGATIONS

The client will provide the following data and services to the Consultant:

- 1) Ensuring that all relevant available documents, data, and information will be provided to the Consultant.
- 2) Assistance in permits if needed
- 3) The Client shall make available to the Consultant and the Personnel, for the purposes of the Services and free of any charge, the services, facilities and property as agreed.
- 4) The Client shall make available to the Consultant free of charge such professional and support counterpart personnel, to be nominated by the Client with the Consultant's advice.
- 5) The Authorized Representative from the Client will be the Client's Representative responsible for the coordination of activities under the Contract, for receiving and approving invoices for payment, and for acceptance of the deliveries by the Client.

7.2 CONSULTANT'S OBLIGATION

The Consultant shall have the following obligation

- 1) The Consultant is obliged to handover to the client/employer; the system, data, documentation and other assets acquired during the execution of the consultancy.
- 2) The Consultant shall not accept for their own benefit any trade commission, discount or similar payment in connection with activities to this assignment or in the discharge of their obligations hereunder.
- 3) Consultant is obliged to observe the confidentiality of the assignment and information of the client.
- 4) Perform the Services and carry out its obligations hereunder with all due diligence, efficiency and economy, in accordance with generally accepted professional standards and practices.



- 5) Always act, in respect of any matter relating to this assignment to the Services, as faithful advisers to the Client.
- 6) At all times support and safeguard the Client's legitimate interests in any dealings with Sub Consultants or Third Parties.
- 7) The Consultant shall perform the Services in accordance with the Applicable Law and shall take all practicable steps to ensure that any Sub Consultants, as well as the Personnel of the Consultant and any Sub Consultants, comply with the Applicable Law.
- 8) The Consultant shall hold the Client's interests paramount, without and consideration for future work, and strictly avoid conflict with other assignments or their own corporate interests.
- 9) All the work, documentations, presentations made during the execution of this consultancy belongs fully to the client.