



## TERMS OF REFERENCE: WORLD WATER CORPS PROGRAM | WATER FOR PEOPLE PROJECT MANAGEMENT TRAINING

### PROJECT BACKGROUND AND CONTEXT

Water For People is an international nonprofit working across nine countries (three in Africa) to improve access to safe water and sanitation to millions of people. We and our partners fund largescale water infrastructure development in Malawi, Rwanda, and Uganda. These include pumped and gravity fed piped schemes and boreholes - some of which cost more than USD 1 million per project. Managing these largescale projects brings with it significant financial, reputational, and technical challenges and risks. We use a combination of internal engineers and contract managers (including those employed by our partners) and externally contracted firms to supervise and manage the construction contracts. Whereas we have so far managed to do these well, we believe that the increasing size and complexity of these projects exposes us to greater risks. We would like to manage these risks by upgrading our construction project management skills through a short-term training delivered by a highly experienced construction project manager.

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### OBJECTIVE(S) OF THE ASSIGNMENT

To upgrade Water For People's water supply systems construction project management skills and capacity in Africa.

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### DATES FOR THE ASSIGNMENT

Exact dates to be determined but expected to be between April and June 2019.

### REGION AND COMMUNITIES TO BE VISITED

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The training will be delivered in Rwanda where most of our largescale water supply systems construction takes place. Colleagues from Malawi and Uganda will travel to Rwanda to attend the training.

## METHODOLOGY OF THE ASSIGNMENT

The methodology of the assignment will mostly be classroom type theoretical lectures, discussions, and guidance. A field visit to an ongoing water supply system construction site will be organized for practical demonstration. The following is the proposed outline for the training:

1. Planning a successful project (1 day)
    - a. Defining overall project scope
    - b. Defining project components
    - c. Defining project resources
    - d. Creating project budget
    - e. Creating project schedule
      - i. Project milestones
      - ii. Critical path
      - iii. Resource loading
  2. Project supervision strategies (1/2 day)
  3. Construction contract tips (1/2 day)
  4. Effective cross-stakeholder communication tips (1/2 day)
  5. Identifying risks and opportunities (1/2 day)
  6. Field guidance and demonstration (1 day including internal travel)
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## INFORMATION FOR PREPARATION

Water For People will provide the following information to the volunteer to help with preparation:

- ✓ Water For People global strategy and approaches
  - ✓ Two recent sample water supply systems construction contracts from each of the three program countries
  - ✓ An outline of construction project management challenges that we have faced in recent years
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## PARTNERS INVOLVED IN THE ASSIGNMENT

The training will be delivered to Water For People's Program Managers and Project Engineers in Africa (could later be implemented in India or Latin America as needed). We may also invite one or two Project Engineers and/or Contract Managers from our key partner organization(s) in Rwanda to attend the training.

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## TOOLS FOR THE ASSIGNMENT

No specific tools over and above the information contained in this ToR and the information for preparation that is listed above will be provided by Water For People for the assignment. However, as part of the preparation for the assignment, the volunteer could review the tools or

software that the teams across the three countries are using for construction management and include relevant guidance in the training and/or make suggested improvements or changes.

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## DELIVERABLE(S) AND AUDIENCE

The deliverables are: (1) a four-day training in water supply systems construction project management for Water For People's Program Managers and Project Engineers; and (2) a report on the training, including guidelines to relevant Water For People personnel on water supply systems project management and copies of sharable tools.

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## TIMELINE FOR DELIVERABLE(S)

Water For People expects that the assignment will be managed within a total of 10 days as follows: (1) Two days for preparation (spread out over a month), including an introductory call, reading information materials, preparing training materials; preparing for travel (2) Four days to deliver the training on the ground; (3) Two days for international travel to and from Rwanda; (4) Two days to prepare the training report and guidelines as described above (to be submitted within a month after the training is completed).

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## PROFILE OF THE VOLUNTEER(S)

The number of volunteers required for this assignment is one or two. A suitable volunteer will have at least an advanced degree in construction management or in a relevant engineering discipline and many years of relevant and direct experience in the management of largescale and complex construction projects. Previous experience of delivering such training, exposure to the construction industry in Africa, and experience in water distribution system construction will be advantageous. The volunteer will prepare the training material, deliver the training in country, and submit a report as described above.

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## ESTIMATED COST OF THE ASSIGNMENT

Out-of-pocket expenses for the volunteer for the assignment will include airfare from the volunteer's country of residence to Rwanda; accommodation estimated at approx. USD 100/night; and daily subsistence estimated at approx. USD 20/day (Water For People's per diem rate for staff members). Water For People will provide transport for all official travel within Rwanda.

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