

TERMS OF REFERENCE

Development of a WASH Finance Strategy to support financial leveraging in Somalia (with a focus on Puntland and Somaliland States) International, Hargeisa/Garowe

CONTRACT MODALITY	Individual Consultancy
DUTY STATION	Hargeisa/Garowe, Somalia, Office-based + travel
DURATION OF CONTRACT	6 months

Purpose of Assignment

The purpose of this assignment is to develop a holistic WASH Sector Financing Strategy that aligns with Somalia's WASH national policy commitments and/or Sustainable Development Goal 6 (SDG 6) aspirations. The WASH Financing Strategy will define clear set out approaches on how the WASH sector will finance its overall programmatic and operational and capital investment to achieve aspects to meet the sector's objectives in the medium to long-term (10 years for medium/20 years long term) It will serve as a roadmap for securing diversified, predictable and sustainable funding strengthening for WASH sector, while enhancing government leadership in domestic resource mobilization, and leverage additional investments through partnerships and innovative financing models, while ensuring equity, efficiency, and climate resilience. Of note, this work is specifically funded by the Netherlands funded program Accelerated Water and Sanitation for All -ASWA that is being implemented by UNICEF in 9 countries across Africa. The program involves a set of common results/activities across these countries, with the elaboration of a WASH sector financing strategy being one of them. It will also contribute to both the LIFE and HOPE flagship programs.

Scope of Work

The consultant will be responsible for successful completion of the following tasks:

1. Inception Phase: Prepare an inception report with a detailed methodology and workplan for developing the WASH Financing Strategies, ensuring alignment with Somalia's, Somaliland's, and global WASH sector goals, UNICEF and global strategic frameworks as well as national priorities.

Deliverable: Inception Report

2. Data collection: Design and develop data collection tools, including remote based tools, undertake data collection using mixed methods approach- quantitative methods, focus group discussions (FGDs), key informant interviews (KIIs), structured interviews, and observation. Data collection shall gather quantitative and qualitative data and information on WASH financing from a comprehensive range of stakeholders, including community members (local leaders, children, women and girls, men and marginalized groups, representatives from IDPs and informal settlements), state and federal government officials from the Government of Somalia and Somaliland, UNICEF, NGO partners, private sector partners, funders, donors, and financial institutions to gain a deeper understanding of the broader context surrounding WASH financing, policy, and the institutional, socio-economic, and political environment. Literature review shall encompass WASH financing and policy documents including Somalia National Water and Sanitation Policy, Somalia Sanitation and Hygiene Strategy; and WASH related resources on Somaliland UNICEF Somalia Country Programme; UNICEF WASH financing strategy.

3. Developing the WASH Finance Strategy: This will entail the steps below. The consultant may include additional

activities deemed necessary to successfully complete the assignment.

a. **Understanding the WASH sector financing landscape:** The consultant, based on review of relevant literature, will map the overall current public including donor support and private expenditures thoroughly, to understand current levels of investments. The analysis shall consider all government resources expended on WASH including through other government agencies and budget lines. The assessment will also consider an analysis by exploring the trends in WASH sector expenditure by financing sources: domestic resource allocations, concessional financing from MDBs (grants & loans), financing from bilateral donors, and households' expenditures through tariffs, commercial financing from the private sector. The situational analysis shall consider the medium-to-the-long-term sector targets listed in policy and strategy documents.

Deliverable: WASH Sector Financing Landscape Report summarizing current investments, trends, and gaps

b. **Costing of current and desired services:** Economic and/or financial modelling to cost the required WASH investments will be applied to estimate the cost of sustainable (climate resilient), water and sanitation services by using the UNICEF-WHO JMP level of Service1 (Safely managed, Basic, and Limited) and modelling by OPEX and CAPEX. The consultant will also factor in the cost of climate change around WASH services. Consider financial realism including a realism check of what projected public budgets might realistically be expected to contribute, assessing the potential social implications of increasing tariffs by determining the impacts of such price increases on household incomes, and systematically reviewing the obstacles that would need to be removed in order to mobilize more private sector and development partner financing for WSS infrastructure. Identify and analyze challenges in both urbanized areas and isolated rural communities, recognizing the economies of scale in urban areas and the need for sustainable cost recovery.

Deliverable: Costing and Climate Resilience Assessment Report

c. **Calculate gaps:** By analyzing the current expenditure and costing analysis, the financing gap toward the achievement of sector targets will be determined, taking reference to the past years and with focus on ensuring service reliability and affordability to ensure no one is left behind.

In consultation with UNICEF WASH, collate, analyze, interpret and summarize key data and information obtained from the reviews, interviews, discussions and consultations with communities, government, UNICEF and other stakeholders and present it in a way that conclusions can be drawn. Generate statistical outputs, including well-organized data tables and illustrative graphs that reflect current and desired WASH financing scenarios.

Deliverable: WASH Sector Expenditure & Gap Analysis Report

d. **Assess the challenge and opportunities to mobilize resources for WASH:** Conduct a thorough analysis of challenges faced by WASH sector to attract attention of private investors and development partners with reference to the current sector strategic documents. Also consider the linkages between the WASH sector with other sectors for joint resource mobilization. Explore funding options, including grants, concessional loans, and institutional investments, and provide recommendations to accurately assess the true size of financing flows for future water and sanitation needs, while redressing the historical neglect of sanitation compared to water supply and other social sectors. Discuss means to bridge the financial gap, address key challenges in financial, legal, and institutional aspects, and support for PPPs in the sector.

e. **Determine strategies and develop a strategic financing plan:** Building a clear evidence-based understanding of the expenditures, costing and gaps; a WASH financing strategy will be developed. The strategic financing plan will be developed to serve as a roadmap to leverage more resources for the sector priorities, including Taxes, Transfers and Tariffs. The plan will also consider other innovative financing options, including public private partnerships (PPP), blended financing, guarantees and climate financing

to increase the fiscal space and other financing mechanisms for WASH services.

The strategies shall include Budget Integration and Resource Mobilization such as: (i) Develop mechanisms to integrate sector planning more closely into the national budget system; (ii) Work toward securing better and more predictable public budget resources from the National Treasury for Water Supply and Sanitation (WSS) and Water.

f. Develop the draft WASH Finance Strategy report: Document the findings of the WASH financing exercise, with actionable recommendations for integrating these findings into UNICEF Somalia’s WASH programmes. This document will serve as a roadmap to leverage more resources for the sector. The report should highlight approaches and mechanisms to WASH financing, financing tools and strategies, and WASH financing needs (both infrastructure and ‘software’ activities, including planning and policy making, capacity development, research, monitoring, regulation, resource development and protection, environmental safeguarding, and infrastructure for service provision). The report should also highlight financial targets and the climate-sensitive and strategic policy actions to be taken by the Governments of Somalia and Somaliland. It should include an executive summary, introduction, purpose and objectives of the study, methodology, key findings based on the objectives, conclusions (including consultant insights and reflections), and actionable recommendations. The consultant will share two drafts of the report for UNICEF and partner review and incorporate feedback into the final report before final approval. The consultant will present the final report and raw datasets as an annex to the report to UNICEF.

Deliverable: Draft WASH financing strategy and plan.

g. Capacity Building/ Webinar and Training materials. Develop and strengthen the capacity to effectively carry out sector financial planning (SFP) by enhancing financial expertise in the institutions and public authorities dealing with water supply and sanitation. Develop and deliver a tailored training package for UNICEF Somalia staff and relevant partners, to equip them with knowledge and skills for WASH Financing. The training package should include guidance, tools, checklists and models for UNICEF and implementing WASH financing. In addition, prepare a power point presentation to be delivered to UNICEF via webinar to present findings of the WASH -Financing Strategy.

Deliverable: Two webinars present findings, Training materials on WASH financing, One training session on WASH financing, Consultancy report

UNICEF will provide oversight throughout the review process from development of methodology and data collection through to development of the final report; will review and approve key deliverables and ensure that the review and assessment adhere to agreed timelines and quality standards of UNICEF reports. UNICEF will share any new resources that are relevant for the review/ assessment with the consultant during the exercise. UNICEF will also identify UNICEF staff and partners to participate in the interviews and meetings with the consultant.

The consultant will work with a national consultant who is familiar with WASH Financing in the country, for contextual issues and language.

Work Assignments Overview	Deliverables/Outputs	Delivery deadline to complete the deliverable
<p>1. Inception Phase: In consultation with UNICEF (and partners), propose and develop</p>	An Inception Report	15/05/2026

<p>the methodology for the review, prepare a plan of action to be used for the assignment.</p> <p>Prepare an inception report with a detailed methodology and workplan for developing the WASH Financing Strategies, ensuring alignment with Somalia's, Somaliland's, and global WASH sector goals, UNICEF and global strategic frameworks as well as national priorities</p> <p>Travel (round trip) from home country to Mogadishu, Somalia to meet with Country Office team to plan & prepare for field work</p>		
<p>2. Data collection, understanding the WASH sector financing landscape</p> <p>Undertake data collection through literature reviews, field visits and community interviews, focus group discussions, key informant interviews and observation and meetings/ interviews with stakeholders. The consultant, based on review of relevant literature, will map the overall current public including donor support and private expenditure thoroughly, to understand current levels of investments and the financing landscape.</p> <p>Travel from Mogadishu to Puntland(including DSA for 6.5 days) to conduct data collection exercises in field visits and community interviews, focus group discussions, key informant</p>	<p>Raw data files/ data summary – original datasets, spreadsheets etc.</p> <p>WASH Sector Financing Landscape Report summarizing current investments, trends, and gaps</p>	<p>20 /06/2026</p>

<p>interviews and observation and meetings/ interviews with stakeholders</p> <p>Travel from Puntland to Somaliland(including DSA for 7 days) to conduct data collection exercises in field visits and community interviews, focus group discussions, key informant interviews and observation and meetings/ interviews with stakeholders</p>		
<p>3)Costing of current and desired services</p> <p>Undertake Economic and/or financial modelling to cost the required WASH investments will be applied in order to estimate the cost of sustainable (climate resilient), water and sanitation services by using the UNICEF-WHO JMP level of Service1 (Safely managed, Basic, and Limited) and modelling by OPEX and CAPEX. The consultant will also factor in the cost of climate change around WASH services.</p>	<p>Costing and Climate Resilience Assessment Report</p>	<p>15/07/2026</p>
<p>4)WASH Sector Expenditure and Gap Analysis: By analyzing the current expenditures and costing analysis, the financing gap toward the achievement of sector targets will be determined</p>	<p>WASH Sector Expenditure & Gap Analysis Report</p>	<p>30/07/2026</p>
<p>5)Draft WASH Finance Strategy This phase shall encompass the below:</p> <p>Assess the challenge and opportunities to mobilize resources for WASH: Conduct a thorough analysis of challenges</p>	<p>Draft WASH financing strategy and plan</p>	<p>15/08/2026</p>

<p>faced by WASH sector and development partners with reference to the current sector strategic documents. Determine strategies and develop a strategic financing plan: Building a clear evidence-based understanding of the expenditures, costing and gaps; a WASH financing strategy will be developed. Developing the draft WASH Finance Strategy report. Document the findings of the WASH financing exercise, with actionable recommendations for integrating these findings into UNICEF Somalia’s WASH programmes. to attract attention of private investors</p>		
<p>6). Preparation of final report Prepare a final report on the assessment/ review integrating UNICEF and partner feedback for UNICEF final review after which the consultant integrates</p>	<p>A Final WASH Financing Strategy submitted to UNICEF</p>	<p>30/ 09/2026</p>
<p>7). Capacity Building/ Webinar and training materials Prepare a presentation to staff and partners – to share findings of the analysis/study and prepare training materials to improve skills on WASH financing. A package of training materials for staff and partners on WASH Financing and skills translate strategy into action</p>	<p>Preparation of a concise capacity-building package—including a presentation, webinar materials, and training tools—to enhance staff and partner skills in WASH financing.</p>	<p>15/10/2026</p>

Payment Schedule:

Payment will be made on submission and acceptance of deliverables. UNICEF reserves the right to withhold payment in case the deliverables submitted are not up to the required standard or in case of delays in submitting the deliverables on the part of the consultant.

Important Notes

- Individuals engaged under a consultancy or individual contract will not be considered “staff members” under the Staff Regulations and Rules of the United Nations and UNICEF’s policies and procedures and will not be entitled to benefits provided therein (such as leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants and Individual Contractors. Consultants and individual contractors are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.
- The selected candidate is solely responsible for ensuring that the health insurance (and visa if applicable) required to perform the duties of the contract are valid for the entire period of the contract. Selected candidates are subject to confirmation of fully-vaccinated status against SARS-CoV-2 (Covid-19) with a World Health Organization (WHO)-endorsed vaccine, which must be met prior to taking up the assignment. It does not apply to consultants who will work remotely and are not expected to work on or visit UNICEF premises, programme delivery locations or directly interact with communities UNICEF works with, nor to travel to perform functions for UNICEF for the duration of their consultancy contracts.
- UNICEF offers reasonable accommodation for consultants with disabilities. This may include, for example, accessible software, travel assistance for missions or personal attendants. We encourage you to disclose your disability during your application in case you need reasonable accommodation during the selection process and afterwards in your assignment.

QUALIFICATIONS / SPECIALIZED KNOWLEDGE / EXPERIENCE/ COMPETENCIES (CORE/TECHNICAL/FUNCTIONAL) / LANGUAGE SKILLS REQUIRED FOR THE ASSIGNMENT

Minimum requirements:

- **Education:**
Masters Degree in: Economics, Public Finance / Public Financial Management (PFM), Development Finance / Development, Economics, Water and Sanitation Economics, Finance / Financial Analysis, Economic Policy / Public Policy
- **Work Experience:**
 - At least 10 years of relevant experience in development of analytical reports and policy documents related to development finance or public finance, preferably experience with preparation of financing assessment and strategy
 - Experience in analysis of WASH sector development, financial and economic modelling
 - Experience working in development and fragile contexts (UN, MDBs, government or NGO entity)
 - Experience working in multi-cultural background is required

- Skills
 - Ability to coordinate remotely with team members and meet deadlines with minimal supervision.
 - Excellent oral and written communication- and interpersonal skills.
 - Excellent analytical and management skills.
 - Ability to multi-task in a dynamic environment
 - Language Requirements: Fluency in English, French is added advantage
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