

AFRICAN DEVELOPMENT BANK

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MOZAMBIQUE: PREPARATION OF THE NATIONAL  
RURAL WATER SUPPLY AND SANITATION  
PROGRAM

APPRAISAL REPORT

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AFRICAN WATER FACILITY  
(AWF)

November 2006

## TABLE OF CONTENTS

<b>II</b>	<b>MOZAMBIQUE: RURAL WATER AND SANITATION PROGRAM PREPARATION- MPDE MATRIX .....</b>	<b>III</b>
<b>1</b>	<b>BACKGROUND .....</b>	<b>1</b>
<b>2</b>	<b>THE STUDY.....</b>	<b>3</b>
2.1	IMPACTS .....	3
2.2	OUTCOMES .....	3
2.3	OUTPUTS .....	3
2.4	ACTIVITIES .....	4
2.5	COSTS AND FINANCING PLAN.....	5
<b>3.</b>	<b>IMPLEMENTATION .....</b>	<b>6</b>
3.1.	RECIPIENT .....	6
3.2	IMPLEMENTATION ARRANGEMENT.....	6
3.3	IMPLEMENTATION SCHEDULE .....	6
3.4	PROCUREMENT.....	6
3.5	DISBURSEMENT ARRANGEMENTS.....	7
3.6	ACCOUNTING AND AUDIT ARRANGEMENTS .....	7
3.7	MONITORING, EVALUATION AND REPORTING ARRANGEMENT .....	8
<b>4</b>	<b>EFFECTIVENESS, EFFICIENCY AND SUSTAINABILITY.....</b>	<b>9</b>
5.1	PROGRAM JUSTIFICATION.....	10
5.2	RATIONALE FOR AWF SUPPORT .....	10
<b>6</b>	<b>CONCLUSIONS AND RECOMMENDATIONS .....</b>	<b>11</b>
6.1	CONCLUSIONS .....	11
6.2	RECOMMENDATIONS AND CONDITIONS.....	11
	<b>IMPLEMENTATION SCHEDULE .....</b>	<b>1</b>

### Annexes

Annex 1	Map of Mozambique
Annex 2	Estimated Costs for the Preparation of NRWSSP
Annex 3	NRWSSP Preparation Study Organisation Chart
Annex 4	Implementation Schedule
Annex 5	Terms of Reference - Preparation of NRWSSP

i LIST OF ACRONYMS

ADB	=	African Development Bank
ADF	=	African Development Fund
AdM	=	Aguas de Moçambique
AWF	=	African Water Facility
CRA	=	Water Supply Regulatory Council
DANIDA	=	Danish International Development Agency
DAR	=	Department of Rural Water Supply
DAU	=	Department of Urban Water Supply
DES	=	Department of Sanitation
DNA	=	National Directorate of Water
EIA	=	Environmental Impact Assessment
ESMP	=	Environmental and Social Management Plan
EU	=	European Union
FIPAG	=	Water Supply Investment and Asset Holding Fund
GOM	=	Government of Mozambique
MICOA	=	Ministry for Coordination of Environmental Affairs
MIS	=	Management Information System
MOPH	=	Ministry of Public Works and Housing
MOU	=	Memorandum of Understanding
MPD	=	Ministry of Planning and Development
NDF	=	Nordic Development Fund
NGO	=	Non-Governmental Organization
NRWSSP	=	National Rural Water Supply and Sanitation Program
NWDP	=	National Water Development Program
NWP	=	National Water Policy
O & M	=	Operation and Maintenance
PARPA	=	Absolute Poverty Reduction Plan
PO	=	Private Operator
PID	=	Project Implementation Document
PSP	=	Private Sector Participation
RWSS	=	Rural Water Supply and Sanitation
SDC	=	Swiss Development Corporation
TA	=	Technical Assistance
WB	=	World Bank

ii **MOZAMBIQUE: RURAL WATER AND SANITATION PROGRAM PREPARATION- MPDE MATRIX**

HIERACHY OF OBJECTIVES	EXPECTED RESULTS	REACH	PERFORMANCE INDICATORS	INDICATIVE TARGET AND TIME FRAME	ASSUMPTIONS AND RISKS
<p><b><u>Sector Goal</u></b></p> <ol style="list-style-type: none"> <li>1. Improve health condition and quality of life and reduce poverty of rural population of Mozambique</li> <li>2. Improve water service delivery in the rural areas</li> </ol>	<p><b><u>Long Term Impact</u></b></p> <ol style="list-style-type: none"> <li>1. Reduced infant and maternal mortality;</li> <li>2. Reduced incidence of diarrhea diseases and worm infestation in infants and children in rural communities.</li> </ol>	<p><b><u>Beneficiaries</u></b></p> <p>Rural population of Mozambique</p>	<p><b><u>Indicator</u></b></p> <ul style="list-style-type: none"> <li>• Percentage of rural population with access to safe and clean water</li> <li>• Percentage of rural population with access to improved sanitation</li> <li>• Reduction in incidence of water related diseases</li> <li>• Harmonized funding mechanism in place</li> </ul> <p><b><u>Source</u></b></p> <ul style="list-style-type: none"> <li>• National Statistics</li> <li>• Result of Monitoring and Evaluation system</li> </ul>	<ul style="list-style-type: none"> <li>• Increased proportion of rural population with access to clean and safe water from 42% in 2006 to 55% in 2009, 70% by mid 2015.</li> <li>• Increased access to improved sanitation facilities from less than 39% in 2006 to 40% by 2009 and 50% by 2015</li> <li>• Reduce incidence of water-borne diseases by 30% by 2015</li> </ul>	<ul style="list-style-type: none"> <li>• Stable macroeconomic framework continued</li> <li>• Consistency in sector reforms and national decentralization program</li> <li>• Successful Implementation of the Mozambican Absolute Poverty Eradication Plan (PARPA II)</li> </ul>
<p><b><u>Study Objectives</u></b></p> <ol style="list-style-type: none"> <li>2.1 To assess the rural water supply and sanitation situation of the country</li> <li>2.2 To prepare a country RWSS investment program and action plan</li> <li>2.3 To prepare RWSS priority intervention Plan – Phase I NRWSSP (2007-2009)</li> <li>2.4 Coordinated Funding to RWSS subsector Resulting in aid effectiveness and increased access WS in rural areas of Mozambique</li> </ol>	<p><b><u>Medium Term Outcome</u></b></p> <ul style="list-style-type: none"> <li>• Funding to RWSS mobilized</li> <li>• RWSS Program management facilitated and well coordinated</li> <li>• Provision of Water and Sanitation services to the rural population of the country.</li> </ul>	<ul style="list-style-type: none"> <li>• The Government of Mozambique</li> <li>• MOPH</li> <li>• All local authorities</li> <li>• Private firms</li> <li>• NGOs</li> <li>• Rural Communities</li> </ul>	<ul style="list-style-type: none"> <li>• RWSS situation analysis and Demand Assessment report</li> <li>• RWSS Program and Investment Plan Report.</li> <li>• RWSS Phase I 2007-2009 Document</li> <li>• RWSS Implementation manual</li> <li>• Signed between Donors and GoM</li> </ul>	<ul style="list-style-type: none"> <li>• RWSS situation analysis and Demand assessment report by end of 3<sup>rd</sup> month.</li> <li>• RWSS Program and Investment Plan Report by end of 8<sup>th</sup> month</li> <li>• RWSS Phase I 2007-2009 Document (Priority phase Implementation Plan) by end of 7<sup>th</sup> month</li> <li>• RWSS Implementation Manual by end of 9<sup>th</sup> month 2007</li> <li>• Signed between Donors and GoM by 10<sup>th</sup> month</li> </ul>	<ul style="list-style-type: none"> <li>• Common agreement on coordination and financing mechanism</li> </ul>

HIERACHY OF OBJECTIVES	EXPECTED RESULTS	REACH	PERFORMANCE INDICATORS	INDICATIVE TARGET AND TIME FRAME	ASSUMPTIONS AND RISKS
<p><b>Activities/Inputs</b></p> <p>1. Review policies and strategies for RWSS and coverage</p> <p>2. Prepare hygiene, sanitation and health education strategy</p> <p>3. Update of RWSS software (community mobilization and training, hygiene, sanitation, health education, community management, operation and maintenance, gender and environmental mainstreaming) and infrastructure investment requirements</p> <p>4. Design strategy for training of local artisans in the implementation and O&amp;M of rural sanitation and water supply.</p> <p>5. Define clear roles and responsibilities for management and implementation of RWSS and design strategy for training and capacity building of sector staff at national, regional and local level in planning, implementation and monitoring.</p> <p>6. Propose strategy for realignment of existing and planned investment programs into the RWSS program</p> <p>7. Development of common financing mechanism together with relevant resource allocation guidelines, procurement performance measurement framework and reporting.</p> <p>8. Initiate and facilitate negotiation and agreement of program between GoM and the development partners</p> <p>9. Facilitate development and implementation of district RWSS plans</p>	<ul style="list-style-type: none"> <li>• RWSS situation analysis report prepared</li> <li>• Draft National RWSS Strategy and Investment Program prepared</li> <li>• Draft Document for National RWSS Program – Phase I prepared</li> <li>• National RWSS Implementation Manual prepared</li> <li>• RWSS investment requirements revised and updated</li> <li>• Institutional framework with clear roles and responsibilities defined</li> <li>• Capacity building and institutional support requirements elaborated</li> <li>• Strategy and action plan for realignment of current projects and programs elaborated.</li> <li>• Financing mechanism elaborated.</li> <li>• Existing programs, projects and technical support harmonized and integrated into the NRWSSP</li> <li>• Outline a plan for TA to districts</li> </ul>	<ul style="list-style-type: none"> <li>• The Mozambique population</li> <li>• The Government of Mozambique</li> <li>• MOPH</li> <li>• local authorities</li> <li>• Private firms</li> <li>• NGOs</li> <li>• Rural Communities</li> <li>• AfDB</li> <li>• Partner organizations</li> </ul>	<p>1.1.1 Policy and strategy review report</p> <p>1.1.2 Recommendations for policy and strategy</p> <p>1.3.1 RWSS demand assessment report</p> <p>2.1.1 Hygiene, sanitation and health education program report</p> <p>3.1.1 Comprehensive RWSS draft Investment report</p> <p>4.1.1 Institutional and program management report</p> <p>4.2.1 Capacity building and institutional support thematic report</p> <p>5.1.1 Action plan for realignment of ongoing projects/programs into NRWSSP</p> <p>6.1.1 Financing mechanisms, Allocation principles and procurement procedures guidelines</p> <p>6.1.2 RWSS performance measurement and reporting framework report</p> <p>7.2.1 Agreed plan for harmonizing and integration of existing programs, projects (including technical assistance support) into the NRWSSP</p> <p>8.1.1 Plan for TA to districts and provinces</p> <p><b><u>Financial resources for study</u></b> AWF 486,233 Euros</p>	<p>1.1.1 Policy and strategy review report by end of 3<sup>rd</sup> month</p> <p>1.1.2 Recommendations for policy and strategy by end of 3<sup>rd</sup> month</p> <p>1.3.1 RWSS demand assessment report by end of 3<sup>rd</sup> month</p> <p>2.1.1 Hygiene, sanitation and health education strategy report by end of 5<sup>th</sup> month</p> <p>3.1.1 Comprehensive Draft RWSS Program and Investment report by end of 6<sup>th</sup> month</p> <p>4.1.1 Institutional and program management report by end of 4<sup>th</sup> month</p> <p>4.2.1 Capacity building and institutional support thematic report by end of 6<sup>th</sup> month</p> <p>5.1.1 Action plan for realignment of ongoing projects/programs into NRWSSP by end of 7<sup>th</sup> month</p> <p>6.1.1 Financing mechanisms, Allocation principles and procurement procedures guidelines by end of 8<sup>th</sup> month</p> <p>6.1.2 RWSS performance measurement and reporting framework report by end of 8<sup>th</sup> month</p> <p>7.1.1 MOU between GoM and development partners on financing of program by end of 10<sup>th</sup> month</p> <p>7.2.1 Agreed plan for harmonizing and integration of existing programs, projects (including technical assistance support) into the NRWSSP by end of 10<sup>th</sup> month</p> <p>8.1.1 District Planning procedures by end of 7<sup>th</sup> month</p> <p>8.1.2 Plan for TA to districts and provinces by end of 8<sup>th</sup> month</p>	

## **EXECUTIVE SUMMARY**

1 More than 70% of the population of Mozambique, estimated at 19 million in 2005, lives in rural area. The rural population is characterized by low access to basic services including schools, health posts, safe water supply and sanitation. Access to safe water and sanitation in the rural areas is estimated below 42% and 37%, respectively. Lack of access to basic amenities including clean water and safe sanitation is among the key factors contributing to widespread poverty among the rural population.

2 The Government of Mozambique (GoM) has over the last 10 years embarked on a number of reforms aimed at improving the situation and increased investment in the sector with support from development partners. In 1995 the National Water Policy (NWP), was approved by the Government.

3 The Mozambique Absolute Poverty Reduction Plan II (2006-2009) has prioritized water supply and sanitation as a key strategy to combat poverty among the population and to achieve the water related Millennium Development Goal of halving the proportion of people without adequate water supply and sanitation by 2015. Despite these efforts implementation is still behind schedule to meet National and MDG targets. Implementation is still carried out centrally through many projects supported by donors.

4 The proposed study is aimed at reviewing the current implementation of RWSS services and recommending improvements through a comprehensive program to meet national and MDG targets. A comprehensive National Rural Water and Sanitation Program with common approaches and harmonized development assistance will assist GoM leverage more resources to the RWSS subsector and, improve and speed up implementation in order to meet MDG targets.

5 The NRWSSP will be developed through a consultative consultancy process with all key stakeholders with the National Directorate of Water (DNA) as the lead Agency. The consultant shall work closely with and ensure transfer of skills and knowledge to staff of the Office for Planning and Control (Gabinete de Planeamento e Control – GPC), the Department of Rural Water Supply (Departamento de Água Rural – DAR) and the Department of Sanitation (Departamento de Saneamento – DES) within DNA.

6 The proposed study constitutes a major component in the Government's efforts to improve the water supply and sanitation situation and complements the ongoing development activities in Mozambique for the attainment of the MDGs. The study will prepare a national RWSS program for immediate implementation throughout the country. The study will also contribute towards the institutional strengthening and capacity building efforts to ensure sustainable development of the water supply and sanitation sector.

7 It is recommended that the African Water Facility approves a grant not exceeding Euro 486,233 to the National Directorate of Water (DNA) to finance the cost of the preparation of the National Rural Water Supply and Sanitation Program.

## 1 BACKGROUND

1.1 More than 70% of the population of Mozambique, estimated at 19 million in 2005, lives in rural area. The rural population is characterized by low access to basic services including schools, health posts, safe water supply and sanitation. Access to safe water and sanitation in the rural areas is estimated below 42% and 37%, respectively. Lack of access to basic amenities including clean water and safe sanitation is among the key factors contributing to widespread poverty among the rural population. There is relatively high incidence of water and sanitation related diseases, particularly diarrhea, which results in high health costs to individuals and communities.

1.2 During the last 10 years the Government of Mozambique (GoM) has put in a lot of efforts and resources in the water supply and sanitation sector aimed at accelerating the pace of service delivery, improved level of services and enhancing sustainability. Despite the efforts put in and the substantial investments made in the sector, the coverage has remained low. Consequently, in the last few years, the government has embarked on a number of reforms aimed at correcting this undesirable situation.

1.3. In 1995 the National Water Policy (NWP), was approved by the Government. The NWP emphasizes among other things, a) demand-responsive approach whereby communities choose service levels based on their perceived needs and ability to pay, b) an upfront contribution to capital costs and the full financing of O&M costs to foster ownership of the facilities, c) sustainability through involvement of the beneficiary community in planning, design, construction and O&M with the assistance of district councils, NGOs, and the Private Sector, and d) maximizing health benefits by integrating water supply, sanitation and hygiene education.

1.4. In order to operationalise the demand driven approach enunciated in the water policy, an implementation manual for rural water supply systems (Manual de Implementação de Projectos de Abastecimento de Água e Sanemaneto Rural) was developed in 1999, and updated in 2002. Guidelines and manuals for implementation of hygiene and sanitation implementation are under development.

1.5. Current implementation is through several projects directly financed by GoM or supported by donors including Switzerland, Ireland, DFID, Water Aid, ADB, Austria, UNICEF, the Netherlands and the World Bank. The major rural water and sanitation programs are presented in the table below:

**Table 1 - Investments in Rural Water and Sanitation with External Funds (on going)**

Donor	Project	Period	Total Amount	Objective	Persons served
World Bank	PNDA I	1998-2005	4,850,000	30 water points 4 PSAA	15,000 90,000
DFID/UNICEF	PAS - Zambézia	2002-2005	GBP 3,775,520 eq. USD 7.038.000	174 water points	87,000
CIDA Canada	PDAR - Inhambane	2002-2007	CAN\$ 10,000,000 eq. USD 6.685.000	400 water points	200,000
European Union	ZAMWAT - Zambézia	2002-2007	EUR 2,438,985 eq. USD 3,050,000	51 water points (2005-2007)	25,500

Donor	Project	Period	Total Amount	Objective	Persons served
ADB	RWSS - Niassa and Nampula	2003-2008	USD 24,300,000	1200 new + 400 rehab. water points	825,000
India	Rural Water	2005-2007	USD 8,000,000 (less 20%)	640 water points (less 20%)	400,000 (less 20%)
Swiss Develop. Cooperation.	RWSS	2005-2007	USD 3,500,000	Capacity development	
The Netherlands	Rural Water	2005-2008	EUR 10,000,000 eq. USD 12,505,000		

Close cooperation is emerging among development partners active in the water supply and sanitation sector in the country. Currently donors do consultations in a forum called GAS (Water and Sanitation Group), which is carried out through regular meetings also attended by the ADB Mozambique field office. This donor group is led by a troika consisting of The Netherlands, DFID and Swiss Development Cooperation (SDC). There is still a need to establish a sound and formalized government/donor coordination mechanism in the water sector in Mozambique and donors and the Government have expressed their intention to progress in 2007 towards a better harmonized support to the sector by improving planning and monitoring, seeking the use of common reporting, auditing and procurement procedures.

1.6. Despite a reported positive performance of the sub-sector the coverage levels for water and sanitation are still very low. There is a big gap between the current service coverage levels and the Millennium Development Goal (MDG) targets of 70% for water and 50% for sanitation. There are big variations between coverage figures for provinces and within provinces. Criteria for prioritization/resource allocations to provinces and districts is not clear further exacerbating the big differences. Besides, there is no accurate data on the coverage levels of water and sanitation in the rural areas in the country. Despite decentralization of water supply and sanitation services under the Local Government Law 1997, implementation of RWSS still continues to be implemented centrally by the National Directorate of Water (Direcção Nacional de Àguas – DNA)

1.7 The Mozambique Absolute Poverty Reduction Plan II (Plano de Acção da Pobreza Absoluta 2006-2009 – PARPA II) has prioritized water supply and sanitation as a key strategy to combat poverty among the population and to achieve the water related Millennium Development Goal of halving the proportion of people without adequate water supply and sanitation by 2015.

1.8 The GoM requested for assistance to carry out studies aimed at reviewing the current implementation of RWSS services and development of a comprehensive program to meet national and MDG targets. The GOM request was also discussed and endorsed by the development partners active in the sector led by the donor “troika”. The resulting output will be a National Rural Water Supply and Sanitation Program, which will cover rural communities and small towns.

1.9 The objective of the assignment is to assist GoM to prepare the National Rural Water and Sanitation Program. Specific objectives are to provide expert inputs into specific technical studies that will lead to the definition and preparation of the National RWSS Strategy and Investment Program.



1.10 The beneficiaries of the study will be all the people living in the rural parts of the country. Stakeholders of the study will comprise the rural population, DNA, the private sector, NGOs', CBOs, and cooperating partners active in the sub-sector.

## **2 THE STUDY**

### **2.1 Impacts**

2.1.1 The overall sector goal is to improve the quality of life and productivity of Mozambican people by ensuring an equitable provision of an adequate quantity and quality of water to all competing user groups, and improved sanitation services for all, at acceptable cost and on a sustainable basis. The goal of the rural water and sanitation subsector is to provide equitable and sustainable access to water supply and sanitation to meet basic needs for improved health and poverty alleviation for Mozambique's rural population and contribute towards achievement of MDG for water and sanitation of 70% and 50%, respectively by 2015.

2.1.2 The overall objective of the study is to assist GoM to prepare a comprehensive National Rural Water and Sanitation Program in order to harmonize current physical and financial efforts and improve and speed up implementation of activities aimed at meeting the MDG targets.

### **2.2 Outcomes**

2.2.1 The development of a National Rural Water Supply and Sanitation Program (NRWSSP) will enable improved and coordinated planning in line with GoM policy and procedures aiming to reduce and maximize the use of the available resources .

2.2.2 The proposed NRWSSP will create the conditions to improve the sustainability of the rural water supply and sanitation sub-sector through a better policy implementation that will enhance community ownership of facilities, as well as the impact that access to clean water and safe sanitation on the well-being of the rural population of Mozambique.

2.2.3 The development of the national Rural Water Supply and Sanitation Program will provide clear guidelines and priorities, and will attract increased water sector investment in the country. It will assist GoM in leveraging resources for RWSS services provision and to lobby for resources from development partners in order to speed up implementation as well as improve service delivery.

### **2.3 Outputs**

2.3.1 The key outputs will be as follows:

- National RWSS Strategy and Investment Program (including all the detailed components and implementation strategy)
- RWSS priority Intervention Plan – Phase I NRWSSP (2007-2009)
- National RWSS Implementation Manual

2.3.2 An action plan for the achievement of SWAp for RWSS will be formulated and form part of the Phase I NRWSSP.

## **2.4 Activities**

2.4.1 The activities of the study are to provide expert inputs into specific technical studies that will lead to the definition and preparation of the National RWSS Strategy and Investment Program. These shall include:

- I. Carry out an assessment of the current situation RWSS and Sanitation programs/projects and establish the strengths and weaknesses,
- II. Establish the base line or current situation and sanitation coverage in the country
- III. RWSS services demand assessment and investment forecast;
- IV. Review and design of institutional arrangement and legal framework for RWSS program,
- V. Design of strategy for training and capacity building, and preparation of concept document for the National RWSS Strategy and Investment Program
- VI. Set up a Financial Strategy for the Sub-Sector

2.4.2 The details of the activities to be carried out include:

### Situation Analysis and Demand Assessment

- a) Review the strategy and policy on water and sanitation (both rural and urban)
- b) Assess the situation of rural water and sanitation coverage in Mozambique
- c) Carry out a demand assessment in sample districts, and develop the TOR and methodology for carrying out a demand assessment study in the remaining districts;
- d) Carry out surveys and data collection in selected districts and communities (at least 1 district carefully selected in each province and household surveys in about 10 communities per selected district)
- e) Review technology options and advise on standardization of designs of various water and sanitation technologies as well as new/innovative technologies i.e. ecosan and propose required update of design standards, guidelines and manuals
- f) Review the operation and maintenance system;
- g) Conduct a capacity assessment of districts, provinces and private sector to implement WSS in line with GoM policy of decentralization and privatization;
- h) Carry out a review of flow of funds from the centre to districts including audit mechanisms.

### Development of National Rural Water and Sanitation Program

- i) Define the objectives, scope and implementation arrangement of the National RWSS Program based on lessons generated from ongoing and past RWSS projects as well as from other WSS sector projects/programs in the country and elsewhere
- j) Prepare the hygiene, sanitation and health education (including HIV/AIDS and malaria) strategy and components of the National RWSS Program
- k) Mainstream gender and environment into all the components of RWSS development

- l) Analyze the data to provide a forecast for RWSS systems investments as well as the willingness-to-pay thresholds for different RWSS systems
- m) Design a monitoring and evaluation instrument for tracking participatory development activities at the community level and for assessing interactions between communities and implementation agents
- n) Design material for collecting data from households related to sanitation
- o) Prepare the draft document, which should include an economic analysis of sub-projects for phase 1 of the National RWSS Strategy and Investment Program.
- p) Facilitate the consensus building and consultation processes with stakeholders on the National RWSS program.
- q) Assess the investment needed to meet the MDG for Rural Water and Sanitation and develop a financial model for the investment and financing of the national RWSS Program
- r) Propose prioritization criteria and allocation principles for the implementation of the National RWSSP

Development of Institutional Arrangements for the Implementation of the NRWSSP

- s) Review the institutional and legal framework during the program implementation and based on the direction of the GoM (local government and public sector reforms) propose the appropriate institutional and legal arrangements for the execution of the National RWSS Program
- t) Detail the institutional arrangement, linkages, structure, and staffing requirement for sector management at the national and district levels and detail legal arrangement and amendment to existing laws to accommodate the new institutional arrangement
- u) Design the training and capacity building strategy for the implementation of the National RWSS Program and facilitate consensus building among stakeholders on the proposed institutional structure.
- v) Prepare the draft National RWSS Implementation Manual that will guide the implementation of the National RWSS program.

## 2.5 Costs and Financing Plan

2.5.1 The detailed cost estimates of the study are provided in Annex 2, and a summary of the cost estimates is presented in table 1 below:

**Table 2 – Summary of Study Cost Estimates (Thousands)**

Item	In Euro		
	FC	LC	Total
Professional Fees	232.80	58.20	291.00
Workshops and Stakeholder consultations		50.00	50.00
Miscellaneous/ Consultancy Expenses	69.85	17.46	87.30
Study Management		24.00	24.00
Sub Total	302,640	149,660	452,300
Physical Contingency (7.5%)	22,698	11,225	33,923
Total	325,338	160,885	486,223

2.5.2 The cost of the study will be financed by AWF grant.

### **3. IMPLEMENTATION**

#### **3.1. Recipient**

3.1.1 The National Directorate of Water (DNA) within the Ministry of Public Works and Housing (Ministério das Obras Publicas e Habitacao, MOPH) is the executing agency of the study. DNA will coordinate the study activities. It will monitor the progress of the study, the flow of funds and report on the achievement of performance targets. The MOPH will coordinate with the Ministry of Planning and Development (MPD) for the funding aspects of the study, in mobilizing and channeling funds for the implementation of the program activities.

#### **3.2 Implementation Arrangement**

3.2.1 The National Directorate of Water (DNA) will be the implementing agency of the study. It will establish a Study Coordinating Committee (SCC) comprising of the National Director and Heads of Planning and Control, Rural Water and Sanitation departments. The National Directorate of Water (DNA) will also assign a Study coordinator to be in charge of the study. The Organization Chart of DNA is provided in Annex 3.

3.2.2 The NRWSSP will be developed through a consultative process with all key stakeholders with the National Directorate of Water (DNA) as the lead Agency. The consultative process will be facilitated by a consultant team of international and regional experts (consisting of a water and sanitation specialist /team leader, institutional/financial specialist, socio economist, training/capacity building specialist, hygiene and sanitation specialist, water and sanitation engineer working together with local experts) who will be required to facilitate and enhance the knowledge and skills of DNA and the other stakeholders involved in the implementation of the program . The consultant shall work closely with staff of the Office for Planning and Control (Gabinete de Planeamento e Control – GPC), the Department of Rural Water Supply (Departamento de Água Rural – DAR) and the Department of Sanitation (Departamento de Saneamento – DES).

3.2.3 In addition the consultants will organize and facilitate workshops for stakeholders. The workshops will be used for sharing of information, building consensus as well as getting feedback on the proposed NRWSSP.

#### **3.3 Implementation Schedule**

The total implementation period of the study will be 9 months after Grant approval. The Consultant shall complete all work within a maximum period of 9 months from the receipt of Notice to proceed including mobilization period and the time required for review and approval of the submissions. A study implementation schedule is presented in Annex 4

#### **3.4 Procurement**

3.4.1 The procurement of goods, and acquisition of consulting services financed by the AWF will be in accordance with the Bank Rules of Procedure for Procurement of Goods and Works, or as appropriate, Rules of Procedure for the Use of Consultants, using the relevant Bank Standard Bidding Documents, as enshrined in the AWF Operational Procedures (November 2005). Procurement arrangements are summarized in Table 2 below.

**Table 3: Procurement Arrangement (Euro ‘000)**

<b>Category</b>	<b>ICB</b>	<b>NCB</b>	<b>*Others</b>	<b>Short List</b>	<b>Total</b>
<b>Services</b>					
Consultancy Services				406.7(406.7)	406.7(406.7)
Workshops			53.7(53.7)		53.7(53.7)
Program Management			25.8(25.8)		25.8(25.8)
<b>Total</b>			<b>79.5(79.5)</b>	<b>406.7(406.7)</b>	<b>486.2(486.2)</b>

( ) AWF

3.4.2 The procurement of the consultancy services, in the amount of Euro 406,700, shall be through competition among short-listed qualified consulting firms according to the ADF Rules of Procedure for the Use of Consultants using the Bank’s Standard Request for Proposal (RFPs). The selection of the consulting firm will be based on technical quality of proposals with price consideration. The facilitation and stakeholders participatory meetings with aggregate value Euro 53,750, which includes organization of workshops at national level, Direct negotiations procedure will be applied, using the services of specialized national institutions. Study management costs with aggregate value not exceeding Euro 25,800 will be procured using existing GoM procedures acceptable to the AWF.

3.4.3 The National Directorate of Water (DNA) within the Ministry of Public Works and Housing will be the executing agency responsible for the implementation of the study. DNA has the capacity, experience, expertise and track record to manage the procurement of similar studies.

### **3.5 Disbursement Arrangements**

The AWF funds will be disbursed using the Direct disbursement method and the Special Account methods of disbursement. Disbursement for the consultancy service with the selected/procured firm will be through the direct method of disbursement. The funds for workshops and the study management will be channelled through DNA, which will open a Special Account denominated in foreign currency in a Bank acceptable to the AfDB. The operation of the account will be the sole responsibility of DNA. Disbursements of funds will be made on revolving method basis whereby funds will be deposited in the special account, which will be replenished periodically based on the reports on previous expenditures and work plan for the following period.

### **3.6 Accounting and Audit Arrangements**

3.6.1 The Grant Agreement will include the specific accounting arrangements and requirements for the Recipient opening of a Special Account with a Bank acceptable to AfDB from which all eligible payments will be made. The account should allow payments in foreign currency and Mozambique Meticals on an interchangeable basis.

3.6.2 In the interest of fast tracking the implementation of the Study, the AWF will recruit and retain an auditor to perform ex post evaluation or supporting documents review and audit the Study. The AWF will require that a statement of expenditure and supporting documents review be performed and certified by the independent auditor at predetermined intervals to ensure that funds have been utilized in line with the grant agreement. The costs of such audit shall be paid from the AWS operation budget not from this grant.

### **3.7 Monitoring, Evaluation and Reporting Arrangement**

3.7.1 The plan for monitoring of this Study is to check if the anticipated activities have taken place, if the outputs have been delivered with the required quality, if the consultative process has been participatory and has included all major stakeholders (i.e. women, men, central Government, districts, provinces, donors, private sector, NGOs and CBOs) and if the expenditures are kept within budget.

3.7.2 The consultant shall prepare and submit the following reports:

i) Inception Report: Within 4 weeks of award, the Consultant will present for approval by the Client an inception report detailing the methodology the Consultant proposes to use to accomplish the assignment and summarizing initial findings, assessment of available data, past reports, and any preliminary observations. The inception report will include a detailed workplan for the assignment, the state of mobilization and staffing, the planned activities, the detailed budget, and a preliminary table of contents for the progress and thematic Reports.

ii) Progress Reports: the Consultant will issue thematic draft and final reports on all specialist inputs (Situation Analysis and Demand assessment, Hygiene Sanitation and Health Education Strategy, Capacity Building and Institutional Support, etc.).

iv) Program Concept Document for National RWSS Program: Based on the emerging consensus and declared intentions and commitment by External Support Agencies (ESAs) and the GoM, a Project Concept Document will be prepared by the Consultant for soliciting financing for the National RWSS Program – Phase I at the end of the 4<sup>th</sup> month.

iii) National RWSS Program Report: Following the demand assessment and investment forecast and consultative process for soliciting funds and obtaining indicative funding figures, the Consultant will issue by the end of the 6<sup>th</sup> month a Draft National RWSS Program covering among others the following topics; sector context, policy framework, lessons from the ongoing and past RWSS projects and other projects and programs in the country, demand assessment and investment forecast, implementation arrangements, detail components for national program, organizational framework with the necessary annexes (economic analysis, social and environmental analysis, detailed financing and financial plan, etc). An Executive Summary of the document shall be prepared and used as the background document for consensus building workshop for sector stakeholders. The final NRWSS Program and Investment Plan report will be issued in the 8<sup>th</sup> month.

v) RWSS Program Implementation Manual: Based on the experience of the ongoing projects and the various consultative processes among the key stakeholders in the country, the consultant will issue a draft RWSS Program Implementation Manual during the 7<sup>th</sup> including the district planning and implementation procedures for the National RWSS Program and the final Program Implementation Manual at the end of the 9<sup>th</sup> month.

3.7.3 The MPDE matrix included in this report shall serve as a basis for the result based assessment of the outcomes of the Study during implementation supervision and after completion. AWF's oversight and supervision of the implementation of the Study will include regular correspondence with the Recipient, as well as review of the Recipient's Progress Reports (PR). AWF will consider at any time the need for undertaking field supervision missions. A Study Completion Report will be prepared by the consultant and the

AWF on the activities and the financial performance of the Study shall be produced after completion of the study.

#### **4 EFFECTIVENESS, EFFICIENCY AND SUSTAINABILITY**

4.1 The formation and functioning of the Study Coordinating Committee (SCC), comprising the National Director, Heads of Planning, Rural Water, and Sanitation departments will enable effective monitoring, supervision, and provide the requisite policy direction to ensure ownership and proper conduct of the study.

4.2 The DNA will assign a Study Coordinator who will be in charge of the study to ensure high level professional inputs and provide collective decision making during the conduct of the study. The SCC will ensure that all the concerned departments are actively involved and will internalize the outputs of the study for subsequent implementation of the recommendations.

4.3 In the conduct of the study the consultant will have discussions and dialogues with officials from the Government including the Ministry of Health (MOH), Ministry of Education (MOE), Ministry of Coordination of Environmental Affairs (MICOA), Local Governments as well as provincial DNA staff as well a hold meetings and site visits to sample rural areas in the country. As part of the study process, the Consultant will work closely with local counterpart staff assigned to the study to transfer know-how through participation in the field visits, and discussions. The Consultant will also assess the long-term requirements of human resources development and capacity building at all levels and make appropriate recommendations to be incorporated in the study output for consideration during the implementation stage of the proposed project.

4.4 The consultant will hold participatory workshop which will allow all stakeholders including beneficiaries, women's groups, NGOs, municipal councils, community based organizations (CBOs) and development partners to contribute in the study preparation. The participation of the beneficiaries, in particular, in the discussions expressing their needs and choice of technologies and systems, which will be managed and operated by them, will positively emphasize sustainability of the facilities to be proposed in the study. This will raise their consciousness about the facilities to be provided and the need for their contributions in future.

4.5 During the initial phase of the study, the consultant would assess past, on going and other planned development in the sector, in consultation with all stakeholders (including other development partners) operating in the water and sanitation sector and propose areas of cooperation and synergy in a bid to complement the AWF support. This will ensure continuity of support to the water and sanitation service provision in the country.

4.6 The outcome of the study, comprising of an assessment of the current level of the provision of water and sanitation services in rural areas of the country, and the National RWSSP will be presented to all stakeholders, including development partners to solicit for financing.

## **5 JUSTIFICATION**

### **5.1 Program Justification**

5.1.1 The Government of Mozambique is committed to addressing the challenge of the provision of water and sanitation, especially to rural communities, in line with the targets set in the Millennium Development Goals, including those related to access to water and sanitation by 2015. This is part of its broader objective of reducing poverty and improving the overall social welfare of its citizens. Moreover, the thrust of the National Development Strategy and the Mozambique Absolute Poverty Reduction Plan Phase II (2006-2009) (PARPA) has prioritized water supply and sanitation as a key strategy to combat poverty among the population and to achieve the water related Millennium Development Goal of halving the proportion of people without adequate water supply and sanitation by 2015. These objectives are well aligned with the pillars of the Bank's 2005-2009 Country Strategy Paper, whose strategic focus is on the promotion of pro-poor private sector led growth and improvement of the welfare of the people. Moreover, the proposal conforms to the principle of supporting activities related to the development of projects/programs that are of priority to the RMCs.

5.1.2 The study will provide an assessment of RWSS that will identify the country needs for policy & institutional reforms and the investment requirements & arrangements for the attainment of the MDGs. The country program and action plan shall also be prepared in consultations with all stakeholders, defining the required RWSS services, capacity building support, financial requirements and implementation arrangements facilitating the attainment of the country long-term development goals in line with the MDGs and the Bank's RWSSI. The RWSS program and action plan will ensure consistency, country ownership and reduce duplicated efforts in the sector and allow for coordinated mobilization and utilization of resources from the international, bilateral and local financing agencies. Based on the country program and action plan, a priority phase intervention will be prepared for immediate implementation, which will allow the build-in process for learning and feedback mechanisms for national policy development, implementation arrangement refinement and scaling up the RWSS implementation.

5.1.3 The study will lead to a national RWSS program which will aim at providing all rural population with water supply and sanitation facilities, thus helping in reducing poverty, which complies with the Government Strategy for Poverty Reduction. It is also in line with the Bank's Group's policy on Integrated Water Resources Management (IWRM) policy. The study will also support the Bank's water supply and sanitation guidelines towards decentralization, community participation, demand-driven approach and cost-recovery principles.

### **5.2 Rationale for AWF Support**

5.2.1 The support from AWF grant will enable the GoM to develop a national Rural Water Supply and Sanitation Program, which will attract increased water sector investment in the country. This preparation of the National RWSSP and its implementation is in line with the overall goal of the AWF of contributing to the efforts to reduce poverty and promote sustainable development in Africa. The proposal will enable the GoM to develop the national



RWSSP so that it can meet the targets and goals for the water sector set by the African Water Vision and the MDGs.

5.2.2 The preparation of the NRWSSP will attract and make effective use of increased and appropriate investment needed to achieve the national objective of attaining the MDGs related to water and sanitation. The AWF support in the preparation of the National RWSSP will attract capital investment of about US\$ 340 million required to achieve the MDGs.

## **6 CONCLUSIONS AND RECOMMENDATIONS**

### **6.1 Conclusions**

The proposed study constitutes a major component in the Government's efforts to improve the water supply and sanitation situation and complements the ongoing development activities in Mozambique for the attainment of the MDGs. The study will prepare a national RWSS program for immediate implementation throughout the county. The study will also contribute towards the institutional strengthening and capacity building efforts to ensure sustainable development of the water supply and sanitation sector.

### **6.2 Recommendations and Conditions**

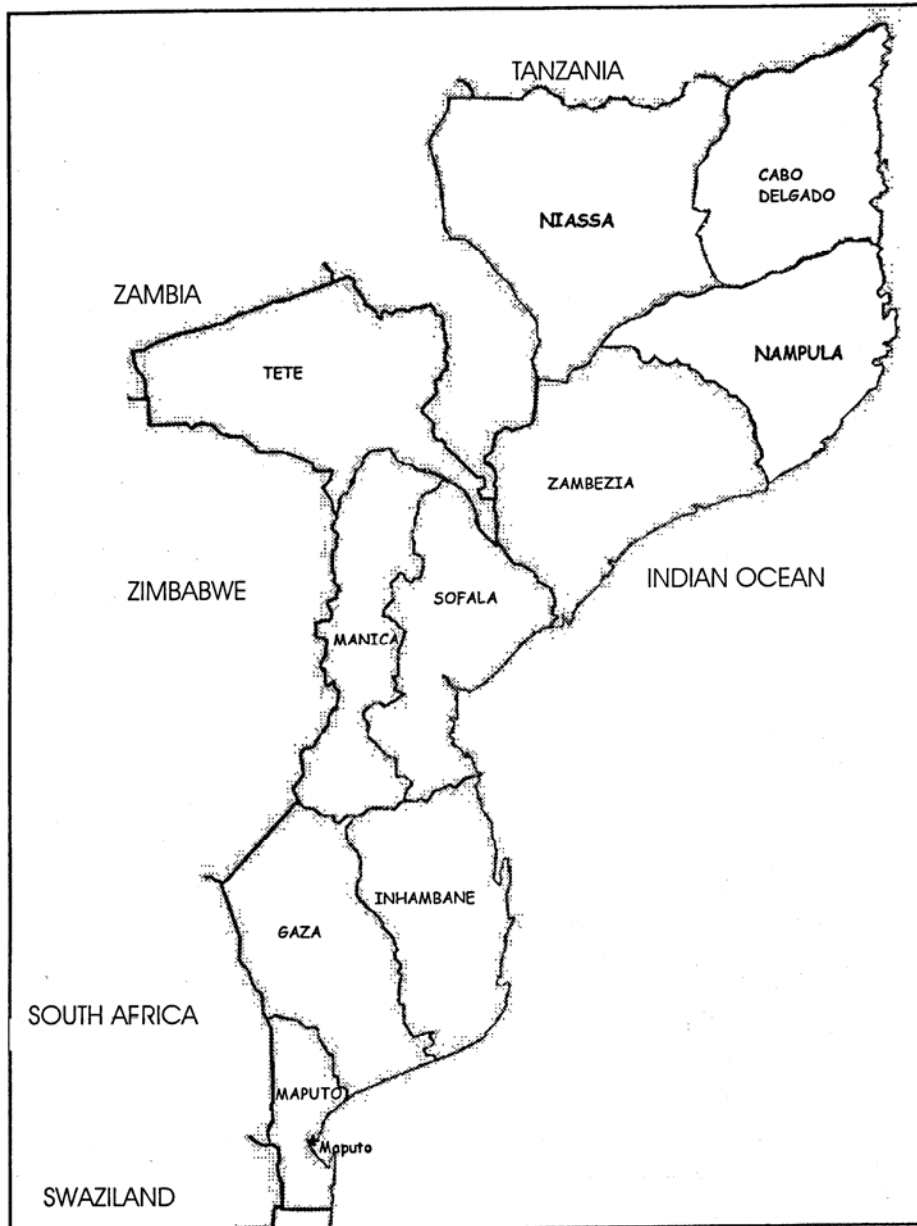
6.2.1 In view of the many benefits to Mozambique from embarking on the proposed study for developing the National Rural Water Supply and Sanitation Program (NRWSS), it is recommended that the African Water Facility approves a grant not exceeding Euro 486,223 to the National Directorate of Water (DNA) to conduct the study.

6.2.2 Obligations of the AWF to make the first disbursement of the Grant shall be conditional upon DNA establishing the Study Coordinating Committee, appointing a Study Coordinator and opening of the special account.

# MAP OF MOZAMBIQUE

MOZAMBIQUE

ANNEX 1

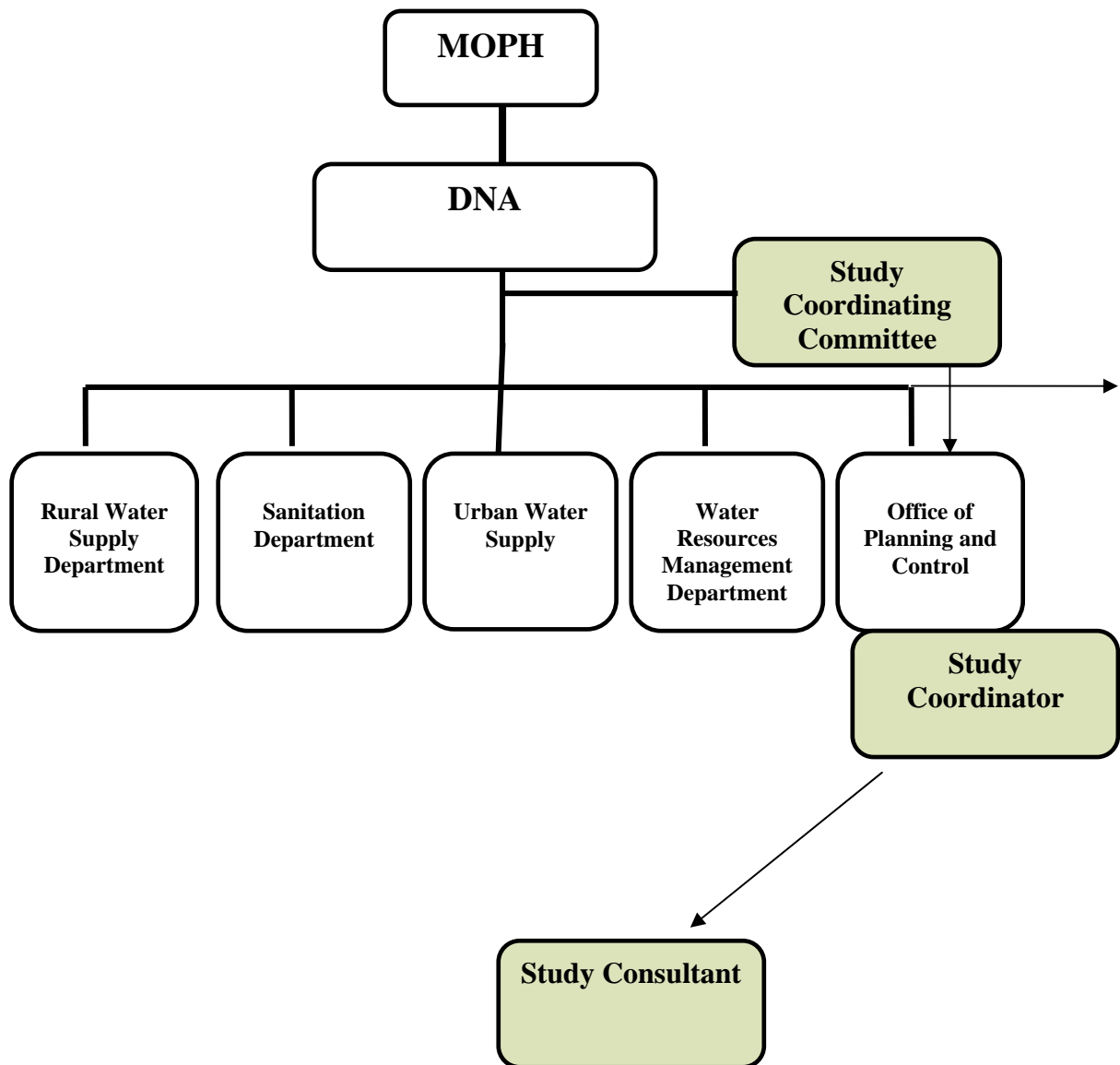


This map was provided by the African Development Bank exclusively for the use of the readers of the report to which it is attached. The names used and the borders shown do not imply on the part of the Bank and its members any judgement concerning the legal status of a territory nor any approval or acceptance of these borders.

Annex 2

Mozambique: Development of National Rural Water and Sanitation Program						
Estimated Study Cost (Euro)						
Fees	MM	Month	Total	FC	LC	Total
Study Manager	6	10,000	60,000			
Water and Sanitation Expert	6	9,000	54,000			
Sociologist/Demand Ass. Expert	6	9,000	54,000			
Sanitation and Hygiene Expert	6	9,000	54,000			
Institutional/Financial Expert	6	9,000	54,000			
Cross Cutting (Env. Gender)	3	5,000	15,000			
<b>Total Professional Fees</b>	<b>33</b>		<b>291,000</b>	<b>232,800</b>	<b>58,200</b>	<b>291,000</b>
Miscellaneous/Out of pocket costs	30%		87,300	69,840	17,460	87,300
Workshop	2	25,000	50,000		50,000	50,000
Study Management			24,000		24,000	24,000
<b>Total</b>			<b>452,300</b>	<b>302,640</b>	<b>149,660</b>	<b>452,300</b>
Contingency	7.5%			22,698	11,225	33,923
				<b>325,338</b>	<b>160,885</b>	<b>486,223</b>

**STUDY EXECUTION ORGANIZATION CHART**



### IMPLEMENTATION SCHEDULE

	Outputs of the project		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10
1	AWF Grant Approval	■										
	Grant Agreement Signature	■										
	Preparation of Short list of Consultants and RFP	■										
	Issue of RFP	■										
	Recruitment of Consultant	■										
2	RWSS Situation Analysis and Demand Assessment		■									
3	Preparation of National RWSS Program and Action Plan				■							
4	Development of Institutional Arrangements for Implementation of NRWSSP				■							
5	NRWSSP Priority Phase Implementation									■		

	Milestones/Reports		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10
1	Inception report		-									
2	Inception Report Workshop				-							
3	RWSS Situation Analysis and Demand Assessment Report				-							
4	1 <sup>st</sup> Draft NRWSSP Report					-						
5	National Workshop on Draft NRWSSP report (consensus building)						-					
6	Final Draft NRWSSP document							-				
7	National workshop for NRWSSP document and Action Plan								-			
8	Draft Program implementation Manual								-			
9	NRWSSP and Investment Plan Report									-		
10	Program Implementation Manual										-	

**Ministry of Public Works and Housing  
National Directorate of Water**

**Terms of Reference for Consulting Services for the  
Preparation of a National Rural Water and Sanitation Program**

**A. BACKGROUND**

A.1. During the last 10 years the Government of Mozambique (GoM) has put in a lot of efforts and money in the water supply and sanitation sector aimed at accelerating the pace of service delivery, improved level of services and enhancing sustainability. Despite the efforts put in and the substantial investments made in the sector, the coverage has remained low. Consequently, in the last few years, the Government has embarked on a number of reforms aimed at correcting this undesirable situation.

A.2. In 1995 the National Water Policy (NWP), was approved by the Government. The NWP emphasizes among other things:

- a) A demand – responsive approach whereby communities choose service levels based on their perceived needs and ability to pay,
- b) An upfront contribution to capital costs and the full financing of O&M costs to foster ownership of the facilities,
- c) Sustainability through involvement of the beneficiary community in planning, design, construction and O&M with the assistance of district councils, NGOs, and the Private Sector,
- d) Maximizing health benefits by integrating water supply, sanitation and hygiene education.

A.3. In order to detail and operationalise the demand driven approach an implementation manual for rural water supply systems (*Manual de Implementação de Projectos de Abastecimento de Água Rural*) was developed in 1999, and updated in 2002. The Sanitation Department is finalizing manuals for implementation of Rural Sanitation projects, namely:

- Technical Guideline on Rural Sanitation
- Social Guidelines on Health and sanitation Education
- Institutional Guidelines

A.4. Current implementation is through several projects directly financed by GoM or supported by donors including Switzerland, Ireland, DFID, Water Aid, ADB, Austria, UNICEF, the Netherlands and the World Bank.

A.5. Despite a reported positive performance of the sub-sector the coverage levels for water and sanitation is still very low, estimated at below 42% for Water and 37% for Sanitation. This indicates that there is a big gap between the current levels and the Millenium Development Goal (MDG) targets of 70% for Water and 50% for Sanitation. Besides, there is no accurate data on the coverage levels of water and sanitation in the rural areas in the country.

A.6. The services requested under this TOR are aimed at reviewing the current implementation of RWSS services and recommending improving through a comprehensive programme to meet National and MDG targets. The resulting output will be a National Rural

Water Supply and Sanitation Programme, which will cover rural communities and small towns.

## **B. OBJECTIVE AND SCOPE OF WORK**

### **B.1. General Objective**

The goal of this assignment is to assist GoM to prepare the National Rural Water and Sanitation Programme (NRWSSP).

### **B.2. Specific Objectives**

Specific objectives are to provide expert inputs into specific technical studies that will lead to the definition and preparation of the National RWSS Strategy and Investment Program. These shall include:

- (i) Carry out an assessment of the current RWSS programs/projects and identify the strengths and weaknesses;
- (ii) Establish the base line or current situation of water and sanitation coverage in the country, including the design of a methodology for collecting household data on sanitation
- (iii) RWSS services demand assessment and investment forecast integrating community management, institutional and capacity building support, gender and environment;
- (iv) Review and design of institutional arrangement and legal framework for RWSS sector management;
- (v) Design of strategy for training of local artisans (district level) in the implementation and/or O&M of (low cost) rural sanitation and water supply technologies.
- (vi) Design of strategy for training and capacity building of sector staff at national, regional and local level in planning, implementation and monitoring, and
- (vii) Preparation of concept document for the National RWSS Strategy and Investment Program, taking into consideration the existing strategic plans (road map). The investment plan must be developed in order to achieve the scenarios proposed in the road map.

## **C. METHODOLOGY**

C.1. The NRWSSP will be developed through a consultative process with DNA, the DPOPHs, and all key stakeholders. The consultant team members will therefore be required to facilitate and develop the knowledge and skills of DNA and the other implementing agencies rather separately.

C.2. The consultant should provide key specialists with skills set below. Additionally specific topics may be identified and included in the Consultant's proposals. The Consultant should ensure a good mix of international and local experts to undertake the assignment to promote local capacity building as well as make good use of local expertise.



The Planning and control Cabinet at the National Directorate of Water is the body that is responsible for the co-ordination and supervision of the consultancy in collaboration with the Rural Water and Sanitation Departments. The consultant shall keep close contact with the institutions of the water sector, education and health

C.3. At the beginning of the assignment, an overall workplan will be agreed with the client. This may be adjusted as dictated by deviations from the overall project schedule or the occurrence of specific problems requiring inputs not already planned.

C.4. The indicative activities to be carried out by the Consultant include:

- a) Review the strategy and policy on water and sanitation (both rural and urban)
- b) Assess the situation of rural water and sanitation coverage in Mozambique
- c) Assist in defining the objectives, scope and implementation arrangement of the National RWSS Program based on lessons generated from ongoing and past RWSS projects as well as from other WSS sector projects/programs in the country and elsewhere
- d) Carrying out a demand assessment in sample districts, and develop the TOR and methodology for carrying out a demand assessment study in the remaining districts;
- e) Carry out surveys and data collection effort in selected districts and communities (at least 1 district carefully selected district each province in Mozambique and household surveys in about 10 communities per selected district)
- f) Review technology options and advise on standardization of designs of various water and sanitation technologies as well as as new/innovative technologies i.e. ecosan and propose required update of design standards, guidelines and manuals
- g) Review the operation and maintenance system
- h) Conduct a capacity assessment of districts, provinces and private sector to implement WSS in line with GoM policy of decentralization and privatisation
- i) Carry out a review of flow of funds from the centre to districts including audit mechanisms
- j) Prepare the hygiene, sanitation and health education (including HIV/AIDS and malaria) strategy and components of the National RWSS Program
- k) Integrate gender and environment in the RWSS program.
- l) Analyse the data to provide a forecast for RWSS systems investments as well as the willingness-to-pay thresholds for different RWSS systems
- m) Design a monitoring and evaluation instrument for tracking participatory development activities at the community level and for assessing interactions between communities and implementation agents
- n) Prepare the draft document, which should include an economic analysis of sub-projects for phase 1 of the National RWSS Strategy and Investment Program.
- o) Prepare the draft National RWSS Operation Manual that will guide the implementation of the National RWSS program.
- p) Facilitate the consensus building and consultation processes with stakeholders on the National RWSS program.
- q) Assess the investment needed to meet the MDG for Rural Water and Sanitation and develop a financial model for the investment and financing of the national RWSS Program
- r) Propose prioritization criteria and allocation principles for the implementation of the National RWSSP

- s) Review the institutional and legal framework during the program implementation and based on the direction of the GoM (local government and public sector reforms) propose the appropriate institutional and legal arrangements for the execution of the National RWSS Program
- t) Detail the institutional arrangement, linkages, structure, and staffing requirement for sector management at the national and district levels
- u) Detail legal arrangement and amendment to existing laws to accommodate the new institutional arrangement
- v) Prepare the training and capacity building strategy for the implementation of the National RWSS Program
- w) Facilitate consensus building among stakeholders on the proposed institutional structure.

#### **D. Detailed Assignment and Staff Profiles**

##### **Core Inputs**

D.1 The consultant will field a team of specialists, of which the Program Development/Management Specialist will act as the Team Leader. He will be present in Mozambique during the entire assignment. In addition the Consultant will provide short-term specialists in, for example, the areas of Rural water and sanitation, Demand assessment, Finance, Institutional Development, Capacity Building and Training, etc. Total staff inputs for the assignment will be between 20-30 person-months .

D.2. Due to the complexity of the study, all specialists must have experience in designing programs on water and sanitation at National level. A majority of the members of the consultant team (but by all means the Project Manager / Team Leader) should have experience and be familiar with the Water and sanitation sector in Mozambique and should be fluent in Portuguese. The team leader shall have a Master or PhD degree in relevant area for the assignment and a minimum of 10 years experience at the water and sanitation sector, especially in developing countries

The suggested profile of the Project Manager (Team Leader) is described in detail below. The other team members, their profile and responsibilities as well as their time requirements are to be defined by the Consultant.

##### **Program Development/Management Specialist - Team Leader and Project Manager**

D.3 The proposed RWSS Program is based on a new National Sector Policy Strategy and institutional structure. Institution-building and the development of methods and procedures in an on-going implementation-evaluation-improvement cycle are required, along with overall guidance to ensure that program strategies and objectives are not lost sight of during this adaptive development process.

D.4 Good management will be of critical importance, to ensure effective collaboration between the many different agencies involved in program implementation and development partners. The Program Development/Management Specialist who shall also double as the Team Leader will be the lead specialist and will work principally with the Rural Water and Sanitation Departments of the National Directorate of Water in the Ministry of Public Works and Housing national team but will also interface with other stakeholders i.e. Ministry of Finance, Provincial and district authorities.

### ***Development of the National RWSS Program***

- a) Participate and oversee the consultants involved in the design, administration and analysis of the demand assessment and investment forecast for improved RWSS systems and services in Mozambique
- b) Assess the situation of rural water and sanitation coverage in Mozambique
- c) Assist in defining the objectives, scope and implementation arrangement of the National RWSS Program based on lessons generated from ongoing and past RWSS projects as well as from other WSS sector projects/programs in the country and elsewhere
- d) Prepare the draft document, which should include an economic analysis of sub-projects for phase 1 of the National RWSS Strategy and Investment Program.
- e) Prepare the draft National RWSS Operation Manual that will guide the implementation of the National RWSS program.
- f) Facilitate the consensus building and consultation processes with stakeholders on the National RWSS program.
- g) Prepare with the Financial/Institutional Expert a Financial Model for the National Rural Water and Sanitation program
- h) Propose a prioritization criteria for the implementation of the National RWSSP

### ***Development of Institutional Arrangements for the Implementation of the National RWSS Program***

- a) Review the institutional and legal framework during the project implementation and based on the direction of the GOM (local government and public sector reforms) propose the appropriate institutional and legal arrangements for the execution of the National RWSS Program
- b) Detail the institutional arrangement, linkages, structure, and staffing requirement for sector management at the national and district levels
- c) Detail legal arrangement and amendment to existing laws to accommodate the new institutional arrangement
- d) Facilitate consensus building among stakeholders on the proposed institutional structure, with special attention for rural sanitation.

D.5. The Program Development/Management Specialist who shall be the Team Leader, should have extensive experience of management of water supply and sanitation services in public sector institutions, with a strong bias towards project management, community management and working with NGOs. He/She should also be committed to participatory approaches and be a good team builder. Experience in the region, skills in human resources development, and management of large scale RWSS projects/programs are also essential.

## **E. EVALUATION CRITERIA**

E.1. Details of the evaluation criteria for consultant's proposal are covered in the Data Sheet to the Information to Consultants of this RFP.

## **F. EXPECTED OUTPUTS**

F.1. The key outputs will be as follows:

- National RWSS Strategy and Investment Program
- RWSS Priority Intervention Plan – Phase I NRWSSP (2007-2009)
- National RWSS Implementation Manual

## G. IMPLEMENTATION OF THE CONSULTANCY ASSIGNMENT

### Organization

G.1. The consultant shall work closely with staff of the Department of Rural Water Supply (Departamento de Água Rural – DAR) and the Department of Sanitation (Departamento de Saneamento – DES). The Consultant shall report to the Director of DNA through the Coordinator of the Project Core Team. However, the consultant alone is ultimately responsible for the soundness of his proposals and the sufficiency of his work. The proposals presented by the consultant should demonstrate a good understanding of the expected outputs and may propose alternatives or deviations as may be deemed fit.

### Schedule and Reporting

G.2. The assignment is scheduled to take around 9 months, requiring an input of 20 -30 **person-months**. The consultant shall clearly indicate in detail the Task Assignment and Time Schedule for the various experts presented for this assignment. The consultant shall prepare and submit the following reports:

G.3. **Inception Report (10 copies).** Within 4 weeks of award, the Consultant will present for approval by the Client an inception report detailing the methodology the Consultant proposes to use to accomplish the assignment and summarizing initial findings, assessment of available data, past reports, and any preliminary observations. The consultant shall include a detailed workplan for the assignment, the state of mobilization and staffing, the planned activities, the detailed budget, and a preliminary table of contents for the progress and thematic Reports.

G.4. **Progress Reports (10 copies).** the Consultant will issue thematic draft and final reports on all specialist inputs (RWSS Situation Analysis and Demand Assessment; Hygiene, Sanitation and Health Education Strategy; Capacity Building and Institutional Support; updated PIM, etc.).

G.5. **Program Concept Document for National RWSS Program (10 copies).** Based on the emerging consensus and declared intentions and commitment by External Support Agencies (ESAs) and the GoM, a Project Concept Document will be prepared by the Consultant for soliciting financing for the National RWSS Program – Phase I.

G.6. **National RWSS Program Report (10 copies).** Following the demand assessment and investment forecast, the Consultant will issue by the end of the 3<sup>rd</sup> month a 1<sup>st</sup> Draft National RWSS Program and final draft in the 6<sup>th</sup> month covering among others the following topics; sector context, policy framework, lessons from the ongoing and past RWSS projects and other projects and programs in the country, demand assessment and investment forecast, all program components, implementation arrangements, organizational framework with the necessary annexes (economic analysis, social and environmental analysis, detailed financing and financial plan, etc). An Executive Summary of the document shall be prepared

and used as the background document for consensus building workshop for sector stakeholders. The final version of the National RWSS Program will be presented two weeks prior the final date of the assignment. The final RWSS Program and Investment Plan report will be issued in the 8<sup>th</sup> month.

**G.7. RWSS Program Implementation Manual (10 Copies).** Based on the experience of the ongoing projects and the various consultative processes among the key stakeholders in the country, the consultant will issue a draft RWSS Program Implementation Manual during the 7<sup>th</sup> month including the district planning and implementation procedures for the National RWSS Program and the final Program Implementation Manual at the end of the 9<sup>th</sup> month.

Note: The final reports must be delivered also in soft copies (CD)

## **H. RESPONSIBILITIES OF THE GOVERNMENT OF MOZAMBIQUE**

### **Documents**

H.1. The GoM through DNA shall furnish the Consultant with all documents relevant to this study. Such documents shall comprise but not be limited to reports on previous studies related to WSS in the areas to be covered by this study; maps; demographic, geotechnical, hydro-meteorological and socio-economic data and any other available data and information. The DNA shall also facilitate the Consultant's contacts with the district authorities and any other relevant institution.

### **Counterpart Staff**

H.2. The GoM through DNA shall assign the Project Core Team within the DAR and DES to be responsible for the coordination of the study including: monitoring and supervision of the consultant's activities, assisting in the acquisition of the relevant reports, data and information, and providing all the necessary support on all matters related to this study. The DNA shall avail to the Consultant, at least one counterpart staff to accompany the experts in the field each time. The per diem cost for the counterpart staff shall be paid by DNA.

### **Facilities and Exemptions**

H.3. The liability of the Consultant for the payment of taxes and duties and the granting of any privileges of these by the government shall be set forth in the bid proposals.

## **I. RESPONSIBILITIES OF THE CONSULTANT**

I.1. In carrying out his work, the Consultant shall cooperate and liaise fully with the DNA, the local authorities in the respective districts, and all relevant government institutions and other agencies on matters pertaining to the proposed study. The Consultant shall exercise all due skills and diligence in the performance of his services, and shall carry out all his responsibilities in accordance with recognized professional standards. He shall take into account relevant comments from the DNA, the relevant District Authorities and other agencies and shall be responsible for the accuracy of all generated data and its analysis, observations, proposals, conclusions and recommendations. The required manpower shall be provided timely to complete the study within the agreed schedule.

I.2. The Consultant shall secure his own equipment, materials and transport for the proper execution of this assignment. At the end of the assignment all such equipment, materials and transport purchased with the project funds for the proper execution of this assignment shall be handed over to the DNA. The copyright of all documents prepared by the Consultant in connection with this study rests with the GoM. The Consultant may make copies of such documents but shall not use the contents thereof for any purpose unrelated to the service without prior written approval of the Government of Mozambique.

### **Annex to the Terms of Reference**

#### **List of Documents Available for the Consultants**

- i. National Water Policy (DNA, 1995)
- ii. The manual for Rural Water Supply (Manual de Implementação de Projectos de Abastecimento de Água Rural, 2002)
- iii. Consultancy on Performance Audit to the Water Sector (GoM, Royal Dutch Embassy, 2006)
- iv. Technical Guide lines on Rural Sanitation DNA 2006
- v. Social Guidelines on Health and sanitation Education, DNA 2006
- vi. Manual de latrinas melhoradas – PNSBC / INDER Maputo 1994
- vii. Plano estratégico de Abastecimento de Agua e Saneamento Rural (PESA-ASR), DNA 2006